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

INTERSCHOLASTIC ATHLETICS AND AFTER-SCHOOL SAFETY AND SECURITY
BEST PRACTICES GUIDE

1st Edition, July 2015

NCS⁴
SOUTHERN MISS

TRAMEDIC
Critical Aid at Critical Times

Interscholastic Athletics & After-School Safety and Security

BEST PRACTICES GUIDE

Preamble

The environment and threats surrounding interscholastic athletics and after-school events change constantly. As a result, the public and private high school athletic and after-school programs, districts, associations, play-offs, and association safety and security best practice plan should be considered a living document. As such, this 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 high school, district security and safety plan is reviewed and refreshed.

In order to obtain the mission described above, the National Center for Spectator Sports Safety and Security (NCS[4]) at the University of Southern Mississippi hosted the first annual **National Interscholastic Athletics & After-School Events Safety and Security Summit** on March 21-23, 2015. Representatives from various public and private high school athletic administrations, school resource officers (SRO) and public safety agencies addressed current safety and security issues facing interscholastic athletics/after-school events, identified solutions as well as proposed future best practices and implementation strategies.

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

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in the development of a researched-based model for effective security management of university sport events, and the unpublished dissertation, *Standards for Effective Security Management of University Sport Venues* (Hall, S., 2006), established standards to assist university and college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

The discussions with security/safety experts at the Summit, the research conducted at the NCS[4], provided the basis for the development and evolution of the <u>first edition</u> of *Interscholastic Athletics & After-School Events Safety and Security Best Practices Guide*. We urge each

public and private high school, and districts, to take these *best practices* into account in developing sports facility and after-school events security and safety programs.

We are now producing, our First Edition of the *Interscholastic Athletics & After-School Events Safety and Security Best Practices Guide* of Best Practices & Implementation Strategies. Each year subsequent editions will be developed with input from you, the practitioner, subject matter experts & research.

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 high school sports and after-school events.

Definition

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

Basis for Best Practices

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

- What is the relative cost of the solution?

Methodology: (Annually)

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

This Document:

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

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

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

While not every Best Practice set forth will be applicable as written to every institution today, they are applicable as a Best Practice. Therefore, they should represent a goal for you to achieve within a scaled context of the implementation strategies set forth. These best practices cover the smallest to the largest institutions (games/events), from high risk/threat to low risk/threat, representing vastly different environments.

Contents

BEST PRACTICES

Topical Area: Game Day Plan

PREPARATION		GDP
PROPOSED BEST PRACTICE	**ISSUE ADDRESSED**	**IMPLEMENTATION**
1. Designate an individual with overall responsibility to oversee/conduct development, implementation and coordination of all security/safety related activities. • A separate individual (supervisor) should be assigned responsibility for each event/game as the security/safety manager as the Administrator in Charge (AIC)	Centralization, accountability, responsibility	This could be the SRO or a school administrator with overall responsibility (must have authority). Each separate event/game security/safety manager could be a trained administrator, teacher or SRO as the AIC.
2. Establish liaison and maintain regular communication with local Law Enforcement, Fire, EMS, Emergency Management, public health, state and federal agencies for support, threat information and investigative support.	Awareness and support	
3. If school has an SRO(s), then an SRO should be onsite for all after-school events.		This can be scaled based upon school size, threat and event environment. If school does not have an SRO, (or not enough SROs) make arrangements to have Law Enforcement onsite, whether provided by the department or hired as an off-duty officer.

| | | If school does not have the ability to have a LAW ENFORCEMENT officer onsite then a school administrator should be designated to serve as AIC to handle safety/security for the event. |

RISK ASSESSMENT/THREAT ENVIRONMENT   GDP

PROPOSED BEST PRACTICE	ISSUE ADDRESSED	IMPLEMENTATION
1. Establish a "Risk Assessment/Crisis Management Team" consisting of: • SRO/Local/county (as appropriate) law enforcement • Fire department • EMS and emergency management • Internal stakeholders, including school/district administration, operations, counselors, facilities, technology and communications equipment staff	Elimination, mitigation and/or response	**See RTAVMP Section** **NCS4 Risk Assessment Class** Suggest SRO and school counselors conduct an internal threat assessment on students as part of the process.
2. Gather information from all sources for a thorough assessment. Build effective planning around comprehensive, ongoing assessments of the individual school community as it may effect after school programs. Information gathered through assessment is used to customize plans for mitigation/response, taking into consideration the school's unique circumstances and resources.		The planning process must take into account a wide range of possible threats and hazards that may impact after school programs. Comprehensive school emergency management planning takes an ALL-HAZARDS approach, addressing safety/security needs before, during, and after an incident. The risk assessment should include intel from the visiting team of any concerns or history of incidents.

3. Each event should have a pre-prepared Emergency Action Plan (EAP) – Incident Action Plan (IAP) from which to operate in case of an emergency/incident taking an ALL-HAZARDS approach. • The appropriate individual (Police Chief, Fire Chief, EMS Director, School Administrator, SRO) should be pre-designated as Incident Commander for each potential type of incident (i.e. Active Shooter - **see EAP list**). This will differ based upon your school/district, community, local environment, but regardless of size	Roles and responsibilities	This should occur regardless of the size of event or school. Based upon the Risk Assessment, size and impact of the event, number of attendees, history of prior events and threat will drive the size and complexity of the written EAP. Suggest an overall EAP that would incorporate multiple events with a separate section for each specific type of event (i.e. football, basketball, baseball, track, swimming, soccer, etc.). **See EAP Section**
4. 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.	Protect you during litigation and provides proper documentation for analysis, investigations and lessons learned.	**See EAP Section**
5. Immediately report ALL <u>threats</u> to include those received at adjacent facilities (buildings, train or subway stations, businesses, fuel storage, factories, etc.) to the UJOC and/or S/AOC/AIC. • 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	Your surroundings have the potential to impact you, your participants and spectators so you must be aware and monitor the area. Eliminate surprises.	Keep your staff informed. Ensure that the notification list remains current by updating every four months and/or when contact changes occur.

• Review and test before each event to ensure contact numbers are correct		
6. Conduct weekly game management meetings that address risk management issues for all games/events prior to the actual event to address mitigation where required. • Include visiting team/event officials	Planning and preparation is a year-round function.	Sports events for most institutions occur year around so, these weekly meetings should occur through all seasons of ALL sports events. Possibly use speaker phone, conference call or web-meeting.
7. Create as part of your assessment a team to review social media, monitoring for threatening information.	Monitor and assess threat(s).	Consider for team make-up – Law Enforcement, HR, psychologist, student affairs all from your school or district. For larger school systems this is a must in today's world. For smaller schools, this could be an ad hoc group that meets when needed.
8. Develop a timeline for ongoing regular assessments.		This is applicable regardless of school size. For school districts the basic elements can be used as a base line for each individual school.
Situational and Operational Awareness		
1. Accessing and sharing information between various agencies and organizations may be challenging, but is necessary for developing effective situational and operational awareness.	Must to be "consumable" and "actionable" to be useful.	Set up an email group for the appropriate individuals to ensure cross information sharing.

2. Train ALL staff and volunteers to be observant and report unusual/out or character or inappropriate activity to the UJOC or AIC. Document all training. • Explain examples of unusual behavior and inappropriate activity for all non-Law Enforcement personnel • Include gate, ushers, food service workers, maintenance in this training • Also include broadcast (using all mediums) messages to patrons to do the same 'See Something - Say Something' and give them a way and to whom they should report	Documented prevention efforts will serve you well in any litigation.	This can and should be undertaken regardless of institution size. NCS4 offers online training courses for various staff and thru the current certification program. They will tailor the training to your facility/campus. Consider presentations live or on video to students, faculty, alumni, and season ticket holders prior to and during the event. DHS PSA can assist with this. Offer different mediums to report information (phone, website, text, twitter, an individual). Staff (Security staff, gate attendants, ushers, concession workers, field attendants, maintenance workers, coaches, etc.) all of these are a great source of intelligence/situational information, since most work multiple events they notice what is out of the norm.
3. Use plainclothes officer(s), in conjunction with uniform officers, who are strategically placed throughout the venue to observe and report. • Surveillance teams are appropriate in external locations as well as within a venue • Use in conjunction with CCTV	These trained eyes and ears are used to complement CCTV, if present. Better observation.	To extent possible try to use the same plainclothes officers for each event as they become familiar with what is out of ordinary for any game (same for officers monitoring CCTV). One of the best places is roofs or elevated platforms within the superstructure as well as outside and mingling thru the venue. If available, consider mounted units. They are great to observe from their elevated position and are also good for crowd control.

		This is something that is scalable based upon the size of the campus, event (i.e. small attended baseball game vs a large attended football game), intelligence and history. When employed these factors will also determine the numbers to be deployed. You may not have enough officers or even CCTV, so consider inviting surrounding jurisdictions to provide officers to assist as they may want to use your game to hone their officers skills (as training).

COMMAND and CONTROL		**GDP**
PROPOSED BEST PRACTICE	**ISSUE ADDRESSED**	**IMPLEMENTATION**
Planning		
1. All parties from Public Safety (SRO, AIC, police, fire, EMS, Emergency Management) to school administrators, Athletic Dept. and facilities operators should be at the planning table so roles and responsibilities are pre-defined and appropriate command and control is exercised during the event. There should be clear lines distinguishing between the roles of School/Event Operations vs. Public Safety. • 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	Avoiding confusion on Game Days, through coordination and in the event of an incident by following NIMS/ICS. Ensures that all entities have representation. It is too late to meet at the incident and it will take away critical time from the incident response by discussing how to develop a plan at the scene.	This should occur regardless of the size of the institution/event and should include external resources that might respond to incidents. For smaller campuses it means there will be fewer people, but all components should be represented, including senior leaders. Agency/organization/school representatives in UJOC and designated Incident Commanders should have full authority to make timely decisions. Pre-define the authorities to act.

		School representative will likely be the AIC.
2. Produce a Command Matrix (and staffing plan) listing from top to bottom of who reports to whom consistent with Event Operations and NIMS/ICS, divided into: Operations Management: • Event Staff • Public Safety/Emergency Response (Law Enforcement, Fire, EMS, Emergency Management) • Parking/Tailgating Staff • Ticket Staff • Gate Screening • Transportation • Administration • Merchandise • Broadcast Teams Facilities Management: • Grounds • Housekeeping • Physical Plant • Athletic Department • Team Logistics • Practice Areas • IT • Adjacent Structures	Role awareness	This is applicable to ALL games/events, based upon your individual environment and is also meant to be consistent will your EAP. Use components and a staffing size applicable and appropriate for your event. All components on left may not be required for all events.

Communications		
1. Develop an Operations/ Communications Plan that includes options and alternative methods to communicate at all levels from Ops/CP to line operations. • Include the visiting team in your communications loop, by exchanging cell phone numbers, providing a radio, etc.	Communications is one of the most important, yet least attended issues that arise during an event.	This is clearly scalable based upon the size of your operation. Interagency communication (police, fire, EMS) and school/athletic administration is essential during a crisis and should be a high priority.
2. Establish cross-jurisdictional communications capabilities especially in the UJOC/OPs through a convergence of all communications, including capabilities for all entities (i.e. voice, data, video, PA systems).	This convergence in the UJOC/OPs prevents any entity from not being aware of another entity's activity or information. Saves valuable time during incidents.	County and state Emergency Management can assist especially smaller institutions. You may not have all these capabilities, but what you have should terminate in a single location. Use UJOC/Ops, at a minimum. This will certainly scale based on size, risk, threat and overall environment, but some element of this is essential to establishing a safe and secure event.
3. Test communication plan/equipment in a working environment to ensure the equipment and location is functional before each event.	Reliability of overall communication capability and in a high noise environment.	Applies to all institutions regardless of size.
4. Ensure that you do not rely upon any single method/system of communicating for operational or emergency communications.	Technology dependency and reliability under stress.	Use all means and methods to communicate and test these.

		Remember battery life considerations for those that are battery powered.
5. Have megaphones available as a backup for crowd control/participant notification. • Also use first responder equipment PA's for emergency communications	Be prepared in case normal avenues fail.	Test in a crowd environment to see if the messages can be heard, understood and acted upon. New megaphones offer the capability of pre-recorded messages for various incident types to communicate with patrons.

EVENT STAFFING   GDP

PROPOSED BEST PRACTICE	ISSUE ADDRESSED	IMPLEMENTATION
1. Provide appropriate staffing levels for all events based upon anticipated attendance numbers, the type of event, history, intelligence and recognized risks/threats. • It is recommended for event staff (inner gate attendants, ushers, security, public safety) that you use a ratio of 1 staff for every 250 attendees (applies to in- venue, not external)(Per: IAVM and NFPA)	Sufficient coverage for event.	A major factor in "appropriate" staffing levels will be based upon event type and history, intelligence, weather and risk factors unique to the event. Staffing decisions should be defensible based on threat/risk assessment should things go wrong.
2. Ensure adequate supervision and staff oversight		Ideally, a ratio of 1 supervisor for every 1-10 staff (employee or volunteer).

3. Written responsibilities and duties for each position should be prepared that link the job to the overall protective measures and safety programs. • Each employee/volunteer should be provided that which is applicable to him/her • From this create 'Post Orders' for each position and give to each person at each event	Clarify roles and responsibilities	
4. Provide personal protective equipment to security/safety personnel as appropriate.	OSHA requirement	Be aware of OSHA regulations, as they apply to safety/security functions

INTELLIGENCE/COLLECTION/SHARING   GDP

PROPOSED BEST PRACTICE	ISSUE ADDRESSED	IMPLEMENTATION
1. Intelligence comes in many forms; establish a plan for handling the collection, maintenance, sharing and protection of information. • Establish a program for staff situational awareness • Intel collection should include domestic court custodial orders for your school children and require visiting team provide you with this info on their team children	Intelligence is your life-blood for planning, anticipating, implementing your plan and maintaining situational awareness. This includes information that may threaten the event (i.e. crime, terrorism, weather, other community activities, etc.).	Information should be handled on a need to know basis, shared with as many unified command personal as necessary. This would usually be handled by the SRO in conjunction with his agency, if you have one. If not, ask your local Law Enforcement agency to assist with this. However, it will still require a lead administrative (AIC) person on your staff.
2. The primary Law Enforcement agency responsible for the event is the best choice for handling and/or protecting intelligence material.	Safeguarding information.	Your FBI JTTF and Field Intel Group (FIG) are also good sources of broader intel. All sources are important inputs, local, state Law Enforcement and Fusion Centers.

		Fusion Centers may have a good model for handling, collecting, analyzing, sharing, etc.

INTELLIGENCE/ANALYSIS FUSION   GDP

PROPOSED BEST PRACTICE	ISSUE ADDRESSED	IMPLEMENTATION
Local Criminal Assessment		
1. SRO or city/county Law Enforcement (whoever is responsible for the venue) should collect, maintain and disseminate this information as required for campus events.	Intelligence/information is critical to assessment, planning, implementation and response.	This intelligence in conjunction with your Threat/Vulnerability assessment will allow for effective planning regardless of the institution size.
Public/Private Collaboration		
1. Establish liaison with the local Law Enforcement and state Fusion Center.	Enhance information sharing.	Your local Law Enforcement may have one of their police officers assigned to the FBI JTTF.
2. Join local information sharing groups like InfraGard (Public-Private collaboration), Neighborhood Watches and community policing units in the area of your event.		www.infragard.org Local city/county law enforcement neighborhood policing units are great sources.
Terrorism Assessment		
1. Establish liaison with local Law Enforcement and state Fusion Center since it is the best way to be alerted to any intelligence of potential terrorist activity/threat to your event.	Stay aware.	Liaison with local Law Enforcement should occur regardless of size, larger institutions can seek out their fusion centers.

SAFETY and SECURITY		GDP
Perimeter Control/Protection		
<u>**PROPOSED BEST PRACTICE**</u>	<u>**ISSUE ADDRESSED**</u>	<u>**IMPLEMENTATION**</u>
1. Through SRO and/or local Law Enforcement conduct area Crime Analysis to objectively determine what problems exist both when you have events and when you do not. • This will also be included in your Risk Assessment	Must establish facility/fan protection before, during and after events.	SRO should conduct a crime analysis, and gather input from their local counterparts. If no SRO, then local city/county Law Enforcement agency responsible for your campus should conduct.
2. Continually maintain relevant records for reference and analysis overtime. • State institutions may have the terms and timeframes mandated which they must follow for records maintenance	Aim to answer questions like: Is the area more/less conducive to crime than average? What types of crime occur in the area during and independent of venue-related activities?	Procedure is independent of size.
3. Develop close coordination between school and local police/sheriff. • Establish and post your facility as "No Trespassing" • Staff the outer perimeter entry/control points with uniformed law enforcement (whenever possible) and stadium/arena security employees	Establish collaboration to ensure access control and security of participants and spectators. This allows you to charge for trespassing.	Coordination is essential to effective security and safety. Pre-agree what you expect from Law Enforcement and what they are authorized to do on the school property (short of a violation of law in their presence)

4. Create a buffer zone between the venue and general traffic. • 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)	Barriers protect pedestrians and bystanders alongside these roads. By using these barriers, vehicle access points are limited, which makes vehicle verification less stressful. Also serves as an impediment to VBIEDs.	If roads are just closed with plastic/wood barricades, and the threat is elevated, then they should be manned be Law Enforcement. Water filled barriers are also an option if concrete is unavailable.
5. When possible, arrange to have marked police vehicles parked randomly outside critical facility assets.	Serves as a deterrent, even if unmanned.	They have to be parked somewhere when not on patrol.
6. Each venue should create Concentric Circles of Security (CCS), with generally the Inner, Middle and Outer perimeters. • The INNER circle would typically encompass everything from the facility exterior wall/fence inward -the **PLAYING SURFACE** w/in the INNER is considered a separate High Security Area • The MIDDLE circle would typically encompass everything from the exterior wall/fence outward to at least 100' (if possible) • The OUTER circle would typically encompass everything from 100' line to the property line or other arbitrary border – a minimum of 500' should be established where possible	Each circle will have different security requirements/controls and staff trained on these to avoid confusion. Generally, this information should be made available to attendees to avoid confusion. Each circle/level allows for containment of a situation. To protect mass gathering areas.	Based on the Risk Assessment, the size and impact of the event, number of attendees and history of prior events will drive the size and complexity of the security plan and defined CCSs. When implementing CCS, the type of facility as well as geography and surroundings will dictate the number of circles, line drawing, and distance for each segment. May not be possible for all games/events, but is certainly something to strive for. In instances where there is not 100'ft of clearance, vulnerable areas and possible threats must be identified and alternative arrangements made to secure the arena/stadium's perimeter through

		methods such as utilization of barriers, vehicle and pedestrian routes, and placement of police/ security guards and other facility operations staff.

Pre-Event Inspection

| 1. A facility inspection should be conducted each time before the arena/stadium gates open in order to remove all unauthorized materials, vehicles, and people to create secure MIDDLE and INNER perimeters. Results of the inspection should be reported to the UJOC/AIC prior to gate opening. The results of each game day inspection should be maintained as documentation that the inspection was conducted and the area was controlled at a point in time prior to patron entry. | Prevent unauthorized materials, vehicles, and people from disrupting the event to the best of your ability. Prevent IED/WMDs and Active Shooters. | Implementing this will be driven by event type, history, size, intel, threat and risk factors unique to the event, especially if there are known threats or knowledge of similar (recent) activities. At a minimum, staff should walk the entire facility for larger events (15,000+ attendees should use bomb dogs/electronic detection). At minimum, conduct a walk-thru inspection before each venue is open to attendees. This will be driven by threat intelligence and also serves as a deterrent. |

ACCESS CONTROL   GDP

PROPOSED BEST PRACTICE	ISSUE ADDRESSED	IMPLEMENTATION

Ticketing and Credentialing

| 1. The INNER perimeter should be secured so that no one without a ticket, pass or credential is permitted entry through stadium/building gates or doors.
• Post your facilities as "No Trespassing" and "No Loitering" | Allows you to legally take action. | **See Crowd Dynamics/ Management – Ticketing/Credentialing**

Secure wristbands have been found to work well for workers, especially temporary staff. Use different colors for different days/events. |

Pedestrian (Attendees, sponsors, staff/workers, team members, media, officials)		
1. All open access points should be manned and only authorized individuals permitted to enter.	Without effective Access Control, you have no control.	This is regardless of institution/event size; however, based upon size and attendance you may reduce access points to ingress within fire codes.
2. Game day workers should use a single entrance and report to a check-in area to receive their credential and post orders.	Reduce confusion and overlap with greater control.	
3. Have broadcast company(s) provide a list of all personnel requiring access into the arena/stadium. Upon entering, broadcast personnel should identify themselves with photo ID so that they may be issued a venue credential. All broadcast bags should be checked, inspected and tagged.	Reduces risk of unauthorized persons gaining entry and prevents unwanted material/items from being brought in. The adversary will know if these individuals come and go without any checks.	This should be conducted with no exceptions, despite inevitable complaints, regardless of institution/event size.
4. Secure specific areas to prevent post-game access. Such areas include: • Locker Rooms • Suite Level • Concessions • Staff offices • Playing surface * To reduce theft and damage while shutting down facility, a checklist should be used.	The event is not over until at least 30 minutes after all competitors are off the playing surface.	Ensure workers/volunteers understand that the event is not over when the last buzzer sounds – but when AIC say it is. Instill diligence throughout event.

5. Post signs near all entrances clearly stating that no firearms or weapons are allowed in the facility or on the grounds (include a list of all prohibited items). Marquees, public address systems and electronic message boards should be utilized to communicate to the patrons the protective measures, procedures, restrictions, prohibited items and evacuation routes as they enter the stadium/arena. • Include signs at "Park and Ride to Stadium/Arena" locations, event shuttle pick-up points and other mass transportation locations. • Educate mass transit/tram/bus drivers (and an assistant) to BOLO for prohibited items so patrons have an opportunity to return items to their vehicle before arriving at the venue.	Avoids confusion concerning what is and is not permitted. Avoids attendees from showing up at facility entrances with prohibited items causing them to discard their prohibited items or making them take the items back to their vehicle. Encourages customer satisfaction.	**See example Checklist** Post signage for "No Trespassing." This is applicable to any size institution, but you would scale to the size of your event to prevent backlogs and for smaller venues with no adverse intel, you may only do random screening. State firearms laws will impact the implementation of your policies regarding possession, especially on public property. This will be more applicable for urban major metropolitan areas.
6. Ensure staff knows how to handle individuals with special needs and "service animals." • Should note these individuals location (in case of an incident)		An emphasis should be placed on ADA rules and regulations for games/events.
Vehicular		
1. Allow <u>only</u> authorized or credentialed vehicles to be parked within the MIDDLE or INNER perimeters, and then only after they have been screened prior to	Vehicular traffic is a pedestrian risk, VBIED delivery tool, fire, theft removal and smuggling risk.	Authorized vehicles may include law enforcement/emergency vehicles, sponsor vehicles, broadcast equipment trucks, and vehicles

entry. Check and inspect all broadcast/media vehicles and insure they are properly credentialed.	This area represents your most vulnerable and should be the most secure.	driven by school/team staff, players and their families and officials, but only after checked. Particular attention must be paid to the presence of unsolicited emergency vehicles such as ambulances. Make this part of the preseason planning so Athletics can notify vendors of changes well in advance of a season starting. Many Law Enforcement agencies are using License Plate Readers (LPR) - helps in identifying banned persons and wanted/stolen vehicles
2. Inspect and credential (label) ALL (including public safety) vehicles allowed inside the MIDDLE or INNER CCSs. • Broadcast vehicles should be located in a designated area. 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	Credentialing /labeling avoids confusion of whether a vehicle has been inspected upon entry and can also denote which vehicles are permitted where. Assists in preventing VBIEDs. To avoid use of "cloned" public safety vehicles.	This is especially important for larger events. Colored stickers could be used.
3. For INNER perimeter entry and for stadium/arena facilities that offer UNDERGROUND PARKING, vehicle checks should be conducted by trained staff using, at a minimum, visual inspection (inside and out) using undercarriage mirrors for VBIED's prior to each vehicle entering the inner perimeter/underground parking.	Larger vehicles present a greater risk based upon their size, capacity to carry more, volume of fuel tanks.	**IMPLEMENTATION OF THIS WILL BE BASED UPON AN ELEVATED THREAT.** This can be time consuming, so consider using explosive detection canines to expedite the process and use mirrors to augment in case of an alert.

		Remember working time limitations for Bomb Dogs. For large venues, 2 dogs would be required to clear within 6 hrs.
4. If the arena/stadium has inside (inside the actual stadium/arena) parking, each vehicle should be searched and its occupants screened. The use of trained explosive detection canines is suggested under these circumstances, in addition to truck searches and the use of undercarriage mirrors. The sale of daily parking permits should be prohibited in such areas.	Larger vehicles present a greater risk based upon their size, capacity to carry more and the volume of fuel tanks	**IMPLEMENTATION OFTHIS WILL BE BASED UPON AN ELEVATED THREAT** This should be strictly adhered to and enforced due to the magnitude of damage/impact of a VBIED. Some may want to do this only if specific intel indicates a threat. Unfortunately, we won't always have that forewarning and while it may be low incident it is high impact.
5. For venues with parking immediately adjacent to stadium/arena (usually middle perimeter) ensure all vehicles are searched both inside and out (use bomb dogs, if possible).		**IMPLEMENTATION OFTHIS WILL BE BASED UPON AN ELEVATED THREAT** Consider these high risk areas and pre- reserved parking non-transferable, so you know who has what space.
6. All trucks and delivery vehicles seeking access to the INNER, MIDDLE or underground parking or unloading areas should be inspected visually and with undercarriage mirrors for hazardous materials, weapons and explosives.	Protection efforts to prevent the introduction or hazardous/prohibited/explosive items to your venue.	Ideally, all such deliveries except perishables (i.e. ice, certain unfrozen food, etc.) should be delivered at least 24 hours prior to the event. Therefore, it does not tie up game day resources.

Depending on the configuration of your facilities, the contents of the vehicle should be inspected by the security staff prior to permitting any truck or delivery vehicle entry to the ramp leading to mezzanine, service tunnel, or any area below the arena/stadium.		
7. All sponsorship displays or concession vehicles within the stadium/arena's INNER or MIDDLE perimeters, it's concourses or around the stadium perimeter must follow local fire codes and, at a minimum, ensure the following measures are taken: a. Inoperable gas cap b. Disconnected battery c. Minimal fuel in tank d. Possession of keys to the vehicle by a designated security or facility team representative	Protection efforts to prevent the introduction or hazardous/prohibited/ explosives items to your venue.	
8. Monitor parking areas to ensure public access for disabled patrons and that lanes and parking areas are left open for EMS and fire vehicles.	Ensure emergency vehicle access.	Parking areas are closed ahead of an event from one to several hours to clear and control the area based upon the size and risks.
9. Remove all unauthorized or unidentified vehicles within the defined perimeters as part of the inspection process prior to opening the gates. • Parking lots should be inspected daily and unattended vehicles not removed w/in a reasonable time following the end of each game should be	Unattended vehicles breed unwanted activity on your property. Individuals who intend on doing harm will notice if vehicles are left in lots without recourse.	School/community size and geography, as well as event circumstances, will dictate the implementation. This is a best approach but removal may not be possible from adjacent private properties not under campus control - parking lots have multiple

investigated immediately and removed as soon as possible		uses and are not necessarily reserved solely for the athletics event.
10. Prohibit vehicular use inside (INNER Perimeter) of the facility during the event.	It is a whole different dynamic when the venue is loaded.	

Deliveries and Waste Removal		
1. All deliveries (entries and exits) should be prescheduled and documented. Entry should be centralized to a single point where they are checked against the list. • No deliveries should be allowed within 90 minutes to 2 hours of event start **or** after such time as the INNER perimeter is declared controlled • Deliveries should be scheduled through a single entrance, where possible • Delivery of hazardous materials should be scheduled during times of non-occupancy (i.e. overnight or early in the morning) • Advanced scheduling should be completed with sufficient time to permit vetting of the delivery company, the driver's license of the delivery person, and the contents listed on the manifest • All delivery vehicle drivers and helpers must produce government-issued photo identification and must sign in at a control point. The previously submitted driver's license must match that of the person making the delivery, and the previously submitted manifest must be reconciled with the contents of the vehicle at the time of delivery	To limit possible accessibility of VBIEDs and weapons delivery. Propane delivery trucks making refill deliveries.	Particular attention should be given to bank armored truck deliveries (ATM service), food service delivers (i.e. post-game team meals) etc. Parallel routes should be used where possible.

• Provide an escort for each delivery vehicle to any other areas within the stadium where a delivery must be made • Keep a record of each vehicle, driver and helper(s) entering or leaving the secure area by use of a log or permit system. Records should be retained through the end of each season/calendar year • At no time should any vehicle be unescorted or left unsupervised. Upon departure the driver should check out at the security control point where the vehicle should be checked to ensure no theft has occurred		Utilize a Self-Certification Program to facilitate deliveries and shipments of routine stadium vendors that would not need an escort. Or consistent with state laws.
2. All waste removal should be scheduled, but not during event when the facility is at high capacity. • Should not place dumpsters/trash receptacles under or adjacent to structural supports • Should anticipate sufficient dumpsters that will allow for pickup <u>after</u> the event • Trash receptacles should be regularly emptied with contents placed in dumpsters	Coordination To prevent a dumpster/trash receptacle from being used as an IED receptacle.	May consider trash bags removed by staff to be sealed with color-coded zip-tie or similar; color of zip-tie changes each game.
Re-Entry Policy		
1. Establish a re-entry policy and enforce it. One way or the other, this should be a policy decision.	Many issues are created by re-entry.	Medical reason could be an exception. This is not applicable for open (non-fenced) outdoor venues, with no means of control entry.

2. The best practice would be, to not allow re-entry. • Don't allow kids to linger or loiter when they can enter/re-enter	This prevents many issues.	If re-entry is permitted it should be at a prescribed gate with re-inspection of patron as when initially entering venue.

Late Gate Opening Policy

1. Have a policy against late gate opening (shutting down ticket taking and screening) and allowing anyone to enter. • Make sure doors and gate are shut/locked and not left open • Make sure signage of this policy is posted	If not prevented, this becomes a weak link in your security.	If fire codes require they remain open, you must post an individual to prevent entry. This is not applicable for open (non-fenced) outdoor venues, with no means to control entry

ROBBERY/THEFT PROTECTION   GDP

PROPOSED BEST PRACTICE	ISSUE ADDRESSED	IMPLEMENTATION
1. Have a program and procedures to address securing cash collected during the event to prevent robbery or employee theft. • Should establish a central bank at the venue that receives monies collected from tickets, parking, and concessions (food and merchandise) • All cash movement from the event bank to a financial institution should be via armored car • Event bank should have CCTV coverage of access points, collection and counting areas, and exchange and storage areas	Robberies at sport events and banks have occurred many times. Pre-planning will help reduce this risk and mitigate issues.	Depending upon event size, the amount of money, potential threat and resources available, at larger events with more money should have a central bank.

• Should separate the cash storage area from cash receipt area • Cash should be carried in non-descript packaging concealing the contents from public – keep low key don't draw attention to money moving • Should establish a policy that no sales location can amass more than $1000-$3000 before transferring it to the bank • Event bank should have armed guards or police in the bank • Review for each event the cash/card procedures with vendors/ concessions		Consider law enforcement escort, particularly of large amounts of cash.
2. Establish law enforcement response procedures for robbery or theft. • SRO should notify local patrol units of the presence of money	Reduce danger to event staff and law enforcement.	Where possible, best to have a uniform officer at ticket sales location(s). **See EAP**
3. Establish procedures to prevent and address credit card information theft/skimming, if used.		

CYBER SECURITY		**GDP**
PROPOSED BEST PRACTICE	**ISSUE ADDRESSED**	**IMPLEMENTATION**
Policy and Planning		
1. Develop and implement a cyber-security plan that includes software, hardware and network protections. • Catalog all systems that support/touch your events	In today's world this has become a greater risk due to its potential for far reaching impacts based upon cyber systems controls over large segments of our environment and there extensive use.	DHS, FBI and InfraGard can provide input/support and documents for developing the plan.

Hardware/Software/Network		
1. Ensure that all operating software and hardware is regularly updated, patched and tested (i.e. registration, payments, credentialing/ticketing, scoring, timing, medical, incidents, incident management, etc.).	Software currency to protect the integrity of your event.	Requires competent technical staff and coordination. Larger events – larger issues
2. Install and maintain current cyber-security technology and techniques (user authentication, firewalls, virus and spyware protection, encryption, etc.).	Must protect Personal Identifiable Information (PII).	
3. Backup all information on a regular basis and store in a secure off- site location. • Work with your Internet service provider (ISP) to ensure protective measures have been implemented against attacks	To prevent data destruction or loss.	
4. Immediately report all breaches/denial of service attacks to the FBI.	The sooner law enforcement can address the attack the better chance you have to limit system/data damage/loss.	
Training		
1. Provide regular user awareness training on security, policy, procedures, responsibilities, threats and incident reporting for staff and volunteers. • Document training	Frequently a lack of knowledge/ information results in unintended consequences.	DHS, FBI, InfraGard can assist with training programs.

Control Access		
1. **Virtual** - User authentication/password access controls should be created that are need to know based.	To prevent unauthorized access.	
2. **Virtual** - Access for all terminated/departing employees or volunteers should immediately be cancelled.	Protect from ex-employees/ volunteers.	
3. **Physical** - Access to information technology facilities should be controlled, so only authorized personnel may enter.	Insider threats are the most prevalent.	
4. **Data –** Should be encrypted.		

INVESTIGATION   GDP

PROPOSED BEST PRACTICE	ISSUE ADDRESSED	IMPLEMENTATION
Questioning and Detention		
1. Develop policy, procedures and establish a location for detaining/ questioning persons who have exhibited suspicious/ unacceptable behavior and/or has violated security policy/regulations/laws or has been arrested. • This should include both custodial and non-custodial interviews of minors • This should include intoxicated individuals and demonstrators/ rioters	Litigation protection and procedural control.	The developed policy and procedures should be posted on your website and tickets should reference the website, so you have publically informed them of what will happen. These should be consistent with your jurisdictional laws. SRO may already have this type of location for regular school investigations.

2. Train volunteer and non-law enforcement security staff in appropriate methods for handling these individuals until Law Enforcement can arrive to take control.	To safeguard staff.	
3. Establish procedures for when to involve law enforcement.	Clear lines of roles and procedures.	
4. Establish criteria for ejections and ensure that a supervisor makes the decision.		This will vary dependent upon who is doing the injection (i.e. Law Enforcement, security staff, gate/ticket takers, etc.).
On-Site Holding Facilities		
1. Have CCTV monitoring of holding facilities (interview/processing/cells). • Record and maintain consistent with state laws	Litigation protection and lessons learned.	
Reports and Record Keeping		
1. Have staff prepare a report on each complaint/ dispatch or adversarial interaction with students or spectators.	This is for your protection against litigation.	The initial capture of information could be a written note, documented by a smartphone or dictated into a smartphone.
2. Photograph and/or video ALL individuals that are questioned, detained and/or ejected.	For identification and event organization protection.	This may seem burdensome, but if you are experiencing high numbers of these this may be indicative of other issues. Thus, you may need to explore the causes to correct and reduce the numbers.

3. Cite and record offenders, advise them they will not be permitted to attend events for the remainder of the season or next season (if it is near the end of the current season) or consistent with school policy.	Need appropriate records for enforcement, statistical analysis and potential litigation.	
4. Ensure accountability of all ejections through identification, documentation and a photograph. • Establish a "Phone a Friend" policy that requires any individual ejected for drunkenness and not being arrested, to phone a friend to take responsibility for them	Prevents ejected drunk offender from causing additional problems and liability to the school.	

TRAFFIC MANAGEMENT   GDP

PROPOSED BEST PRACTICE	ISSUE ADDRESSED	IMPLEMENTATION
Movement		
2. Based upon the size of the event, develop a detailed plan for vehicular flow into and out of your various venues, including staging and entry/exit of responding emergency vehicles. • Provide traffic obstacles near pedestrian crossings/flow areas to slow vehicles down	This addresses the most disruptive aspect of your event on the community.	Define and agree upon the event traffic perimeter and area of responsibility or oversight in the planning process. Since both campus roads and off-campus roads are involved, include all local jurisdictions affected.

Parking		
1. Develop a school parking plan for events. • All parking areas under school oversight should be manned or CCTV monitored, or at a minimum patrolled • Close parking areas that are not needed • Identify and plan for overflow parking • Ideally, vehicles not screened should not park within 100'ft of the stadium/arena	Liability will affix regardless. The institution is responsible for these areas.	Additional considerations for nighttime events include lighting, visibility of staff, emergency response accessibility and disability parking, among others. This can cause one of the biggest issues with surrounding neighbors, if applicable, work with your neighbors.
2. All parking areas should be illuminated (from dusk to dawn) and, at a minimum, in compliance with standards and requirements in applicable zoning ordinances and codes. • Consider using portable lighting in unlit areas or those not sufficiently lit by permanent lighting fixtures for larger attended.		For those venues with CCTV coverage, consider fixed or mobile video platforms to capture events pre-game, game time and post-game (up to a certain period). Some record the stadium and area starting a few hours prior to and after the game.
3. All lots should be patrolled or manned from the time stadium/arena lot gates open until parking areas close following conclusion of the game, regardless of whether the lot is enclosed.		Could use roving patrols and CCTV.

PHYSICAL PLANT SECURITY and SAFETY		GDP
PROPOSED BEST PRACTICE	**ISSUE ADDRESSED**	**IMPLEMENTATION**
1. Employ protective measures (i.e. fencing, bollards and enclosures) around exposed utilities such as transformers, natural gas lines, water values, generators, and telephone switch boxes to protect them against attack and/or damage. • Ensure lighting fixtures and remote cameras/CCTV have vandalism covers	Frequently these are damaged accidently and have cascading effects.	Your risk/vulnerability assessment will help identify what needs to be implemented when and where.
2. Have some full-time facilities personnel on-site for all athletic events for all venues and they should remain on site until event ends for issues and repairs. • Keep a record of who (repairman) is authorized to access the HVAC, mechanical, water, and gas/fuel/cooking systems with contact numbers for emergency response	Things happen and you need to know when systems were last serviced/repaired and by whom. Also, need to maintain an up-to-date listing of service providers with contact numbers.	For smaller events, at least have staff and/or repairmen on call.
3. Secure and protect with locks and/or tamper proof seals and/or monitoring via video surveillance.		
4. Test backup systems monthly and/or in compliance with local codes.	Prevent surprises.	Should include load testing.
5. Inspect all systems before every game, and assign security or monitoring devices to safeguard any vulnerable systems.		

6. Conduct annual structural and physical inspections (to include equipment) of all stadiums/arenas and document inspection results/finding along with any remedial action taken. * Should maintain these records for seven years		
HVAC		
1. Know how to shut off air circulation systems. If local fire codes allow, consider installing a central emergency shut off switch for the HVAC system.	Ventilation safety.	
2. Mailrooms and loading docks should not share a return-air system or return pathway with other areas of the building.	Ventilation security.	In older facilities, where existing physical infrastructure makes it cost-prohibitive to retrofit separate air-handling systems; air sampling technology could be used for detecting biological and chemical hazards. State National Guard Units can assist in detection/monitoring.
3. Inspect and monitor air handling intake vents monthly.		Rely on facilities personnel for this and require they report weekly during event season.
4. Employ physical or electronic monitoring of HVAC (air intakes).		

Utilities		
1. Maintain in the UJOC/AIC current contact information for all utility providers. • Identify utility points of presence for your facilities		
2. If you anticipate potential issues at your venue, you should consider having utility company personnel onsite (i.e. adverse weather). • Utility company personnel should be onsite for the duration of the event when there are 15,000+ attendees	This will eliminate response time.	Ensure that employees/ volunteers present are familiar with the location and procedures for emergency shut-offs.
Elevators/Escalators		
1. Test the systems pre-event and the emergency backup systems (under load) before each event and in compliance with local codes. • Service personnel should be onsite for the duration of the event	This will reduce response time.	
Emergency Generators/Batteries		
1. Test emergency backup systems (under load) before each event and in compliance with local codes.	It is the backup, meaning you have already lost power. Not working is not an option.	Insure that your generators are sufficient to support YOUR emergency systems.

VISITING TEAM SECURITY/SAFETY		GDP
PROPOSED BEST PRACTICE	**ISSUE ADDRESSED**	**IMPLEMENTATION**
1. Require identification of all visiting team personnel and officials, just as is done for home staff/team before entering.		Current intel and history will give you some predictive ability allowing you to scale necessary protective actions and manpower requirements.
2. Post a guard on the visiting team/officials locker room doors.		
3. Prevent visiting team from entering or exiting in close proximity to hostile crowds (home-team students, alumni), as it is not only unsafe for players, but for patrons and security personnel as well. Put visiting fans and/or media closest to visiting team's entry point.	Problems with fans, grabbing, pulling, throwing, spitting on/at visiting team as they enter to playing surface.	
4. Post a security person next to or behind the visiting team's bench and to accompany them on and off the playing surface.		Particularly if there is a history of issues or a rivalry.
5. Each school should communicate electronically or in writing to all other teams their plan concerning the familiarity with the home school's emergency procedures, Code of Code, etc. and share that information with the other coaches, event sponsors, including the cheerleading coach/advisor and SRO.	So they know what to expect.	Also, include visiting school safety/security weekly meeting.

6. Each school should communicate electronically or in writing to all other teams their EAP and plans concerning visiting team's buses, equipment truck and vehicle parking procedures. These procedures must include all information required for arena/stadium access, unloading, bus and truck parking, as well as loading and departure. • Bus drivers and equipment transportation personnel should provide government-issued photo identification prior to being granted clearance to enter the arena/stadium. • Have bomb dog search Team buses and equipment trucks prior to unloading, once unloaded they should be locked • Team buses and equipment trucks should be parked in a non-public area and secured at all times. Bus drivers should lock their buses to ensure that doors and luggage compartments are secured at all times. • The equipment trucks should be locked and/or secured with a tamper-proof seal. • Each team's equipment manager should oversee the loading and unloading of team buses and equipment trucks. • Equipment and baggage loading and unloading or temporary storage within public areas must be properly secured by way of guards or locked enclosures	Depending upon outcome and rivalries this can be problematic and should not be left to chance. This heads off potential issues and allows for pre-planning.	Consider issues that arose at prior events against this school. These are Best Practices, but while not all achievable by every school should be implemented if threat is elevated.

PROPOSED BEST PRACTICE	ISSUE ADDRESSED	IMPLEMENTATION
7. Coordinate with officers and extend courtesies for teams traveling with a law enforcement officer from their home area. * It should be the responsibility and practice for Law Enforcement officers traveling and visiting a location to make contact with the home agency/department		This is not only simple courtesy when planning to conduct activities outside of your jurisdiction but officer safety measure as well, particularly if traveling armed.
8. If necessary, escort officials off playing surface to locker room or their vehicles.		

BEHAVIORAL ISSUES   GDP

PROPOSED BEST PRACTICE	ISSUE ADDRESSED	IMPLEMENTATION
Disturbances - Pre, During and Post Game		
1. Develop a written plan in conjunction with all participating law enforcement agencies, athletics/event operations and venue operator (if not on campus) of how you will handle all disturbances of youth or adults such as: • Celebratory Disruptions/Rioting • Civil disturbances/demonstrations • Domestic/family issues • Drunk and disorderly/alcohol possession • Field/Court Encroachments • Fighting • Illegal drug use/possession • Smoking	Be proactive, since at some point in time you will have to address this issue.	Alcohol tends to be a major contributing factor. * Your school should not permit alcohol at your events, strong enforcement will help * If alcohol is permitted strong enforcement of over-indulgence will help Ensure that your school policies incorporate these best practices and that the visiting school is aware.

• Throwing things • Unsupervised kids • Use of vulgar language		
Prevention		
1. Anticipate various scenarios and plan your response, then conduct table-top exercises to test and refine your plan.	Prepare staff.	
2. Consider prepositioning personnel or barriers effectively to discourage certain behaviors.	Such as rushing or driving through certain areas.	
3. Adopt a Code of Conduct, advertise it, and enforce it to discourage inappropriate behavior.		Enforcement should be fair across the board regardless of affiliation or standing.
4. Implement and advertise the **"See Something-Say Something"** program or similar program.	Be proactive.	Include today's technologies, such as social media, as a vehicle for informing participants/patrons and for reporting violations.
Response/Monitoring/Reporting		
1. Create a Behavioral Intervention Team.		Should include school staff who know the students.
2. Pre-plan and practice your response to all potential incidents.	So everyone knows their roles.	

3. Use social media monitoring for intelligence and early warning.		When cost is a factor, think outside the box (i.e. seek computer science department assistance).
4. Fully document all actions taken and retain at least a year or as required by your jurisdiction.	For litigation and lessons learned.	

Tactical Ops Teams		
1. Define under what circumstances tactical teams will be deployed and under whose command, especially if response is multi-agency.	Avoid confusion during crisis.	Also, set up multiple rally points around your venue, so you can select the best location for a given incident to rally tactical resources. **See EAP**

Uniform and Plainclothes		
1. Use a mixture of uniform and plainclothes officers whenever possible.	Deterrence, observable help and situational awareness.	Uniform serves as a deterrent and a visible point of contact for patrons needing help while plainclothes serve as quasi-invisible eyes and ears that can provide intel and early warning.

LIFE/FIRE/MEDICAL SAFETY and PUBLIC HEALTH		**GDP**
PROPOSED BEST PRACTICE	**ISSUE ADDRESSED**	**IMPLEMENTATION**
1. Have a minimum of one Fire Unit and one EMS Unit with two certified EMT's onsite for Arena/Stadiums of 5000+.	This will eliminate response time and may save lives.	Depends upon the size of the event, weather conditions and threat information that would require scaling up. Response times maybe an issue, particularly is rural areas. Take this into consideration.

2. Require pre-approval and provide pre-notification to public safety of specialty events, fireworks, parachutist or other aerial shows/fly-overs.	These provide a higher risk, thus approval and preparation are required.	This should be non-negotiable regardless of event size.
3. Ensure staff is trained on first aid and medical response and that necessary equipment is readily available.	Prepared to aid.	
Food and Beverage		
1. The following food and beverage protective/preventive measures should be considered: • Comply with all local and state food safety health laws • Ensure all food service distributors/vendors/concessions are reasonably secure and licensed • Inform food distributors (pre-delivery) that any box, package or container that is open or appears to be tampered with, will be refused • All food and beverage deliveries should be recorded with: date, time, vehicle license number, company and driver name (view and record ID data from divers license) • Inspect all packages/containers for tampering and if tampering found - refuse • Notify law enforcement and food distributors (in that order) of actual or suspected tampering incidents	Prevent and respond to food borne issues. Ensure safe food handling and dispensing.	Local Health Dept. can assist with food/water borne issues. Include Local Health Dept. food inspectors in the EAP planning and in formal ops plan, provide communications contact in event of a tampering or to report other patron food/drink issues. This is true for event-provided food and drink as well as vendor, student, parent groups-provided food and drink for sale.

• Conduct background screening on <u>all</u> food service employees/ volunteers • Ensure all food service vendors and employees comply w/all local health standards, regulations, laws and appropriate inspections are conducted • Ensure food workers are informed and trained in recognizing food contamination and reporting procedures • Ensure all food service vendors and employees are trained on "See Something – Say Something"		

Alcohol Management

1. Create clear alcohol possession and use policies. Specify that intoxication will not be tolerated at the event and enforce it. • Follow local and state laws and regulations • All school property is alcohol/drug free zones and should have zero tolerance	Public intoxication/disorder Lack of policy Lack of enforcement Legality of possession	Since alcohol is a major contributor of disruptive behavior this is a must. State Alcoholic Beverage personnel are a great resource and in most states will offer training. Policy needs to be communicated to attendees. Local (away) standards and practices may be different than at your event.

Use Policies/Procedures

1. Create clear written alcohol possession and use polices for events. • Specify that possession and intoxication will not be tolerated, will result in ejection and/or arrest, and enforce the policy	Public intoxication/ disorder Lack of policy Lack of enforcement often leads to other issues	Clear policy and procedures, communicated to patrons and dealt with zero-tolerance will put you in a more defensible position if something bad happens. Ensure that visiting school fans are aware of your policies.

2. Train gate and usher staff on recognizing intoxicated patrons.	Lack of trained staff.	
Possession/Consumption		
1. If you have a no alcohol policy, you should develop a procedure for dealing with individuals that are in possession and/or consuming alcohol.	Your policy and laws.	Clear policy and procedures, communicated to patrons and dealt with zero-tolerance will put you in a more defensible position if something bad happens.
2. Have a written procedure for dealing with underage drinkers and referral to Law Enforcement.	A violation of state laws.	Make sure Law Enforcement working your venue is aware of your policies and that you understand their position and response.
Intoxication/Enforcement		
1. Have gate staff turn away intoxicated individuals prior to entering and notify Law Enforcement to handle. • Document and photograph/video all violators	Prevent intoxicated individuals from entering event and causing problems.	All ejections for intoxication should be handled thru law enforcement and should not be turned out on their own. Find a responsible person to release them too.
Documentation		
1. Cite and record offenders, advise them they will not be permitted to attend events for the remainder of the season or next season if it is near the end of the current season.	Need appropriate records for enforcement, statistical analysis and potential litigation.	

2. Ensure accountability of all ejections through identification, documentation and photograph/video. • If not under arrest turn the intoxicated offender over to a responsible person, unless a minor	Prevent ejected drunk offender from causing additional problems and liability to the school.	This needs to be coordinated with Law Enforcement (whether SRO or surrounding jurisdiction. Law Enforcement should be called to handle intoxicated individuals when they are being ejected.

WEATHER PLANNING   GDP

PROPOSED BEST PRACTICE	ISSUE ADDRESSED	IMPLEMENTATION
Develop plans		
1. As part of the EAP, develop, review, train, exercise and revise plans for all manner of adverse weather and response which includes: sheltering, evacuation and re-entry after sheltering/ evacuation for all school sports facilities. • Practice and test staff at least twice during a season for evacuation and shelter in place plans • Include communications technologies during testing	Being unprepared and unplanned for all manners (i.e. heat, snow/ice, hail, wind, rain) of adverse weather.	FEMA and NWS can assist in your planning and training. **See EAP** Numerous commercial products exist to monitor weather and alert patrons.
2. Simplicity is key; the staff will need a simple plan to follow in an emergency, be trained on the plan and provided guides for all manner of adverse weather.	Time is critical.	
3. Establish plans for cancelling or shutting down an event/activity due to weather or threat, deemed too serious to continue.		

Monitoring		

1.
Use NFHS/NCAA/state rules/recommendations (i.e. lightning) as minimum standard, but based upon your circumstances, you may establish trigger points earlier than these.
 	
• Develop criteria for suspension of play and resumption of play
  o When thunder's heard or cloud to ground lightning is seen, the storm is close enough to strike your location with lightning – Suspend play and take shelter immediately
  o Thirty minute rule, wait thirty minutes after last thunder or flash of lightning prior to resuming play
	Avoid being unprepared for all manner of adverse weather (heat, snow/ice, hail, wind, rain).
	
	Needed guides and expertise.
		Various methods of monitoring are available through public emergency management, as well as through private TV and radio stations and commercial products.

2. Include a weather expert, designated person in command/ops center or in direct contact with UJOC/AIC. • Could utilize a subscription weather service to receive alerts as well as tapping into a local National Weather Service as a backup, as long as you can personally speak with an on-duty meteorologist	Onsite expertise eliminates searching for the right answers if an emergency arises.	For large crowds (2000+) and impending/potential weather conditions this is a must.
3. Seek Storm Ready Designation by FEMA/National Weather Service.	Weather mitigation preparation	

Sheltering		
1. Follow the Sheltering Plan in your EAP.	A plan and pre-event familiarity is a must.	Plan, train, exercise **SEE EAP**
2. Sheltering by its very nature is temporary, but must be accommodating based on the cause for sheltering and the anticipated numbers requiring shelter. Ensure that you have evaluated all your potential sheltering areas against all possible incident types to determine their ability to offer sufficient protection from various perils (i.e. thunderstorms, lightning, hail, tornados, ice, flooding, hazardous chemical release) along with the total number of individuals each area can safely accommodate. • 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	Plan ahead of time so you are prepared for all eventualities. By name	Making the decision to evacuate, shelter in place or relocate during an incident is a complicated process. It requires input from various entities knowledgeable in the surrounding structures, the size, distribution and condition of the spectators and participants, as well as, the hazard involved and the anticipated response to that hazard. These dynamics require forethought and pre-planning.
Evacuating		
1. Follow the Evacuation Plan in your EAP. • Ensure staff is familiar and trained with the plan	A plan and pre-event familiarity is a must.	Plan, train, exercise **See EAP** Post the plan on your school website for patrons to familiarize themselves

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). • Pre-define who has the authority and will make the decision to relocate along with how it will be communicated	By name	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 and participants, as well as, the hazard involved and the anticipated response to that hazard. These dynamics require forethought and pre-planning.
Reunification		
1. Identify a Family Emergency Reunification Center(s).	A facility where attendees evacuated/sheltered or minor injuries in a mass casualty disruption are reunited with their families/friends.	No matter the size of the event this should be planned for and scaled accordingly.
2. Identify and coordinate transportation needs and solutions to move participants to reunification center(s).		
3. Staff and train sufficient personnel to handle the reunification center(s).		Red Cross may assist.
Decision Making		
1. Planning for evacuating/sheltering should specifically identify decision making levels and authority, with one person on-site who will make the decision.	Avoid confusion and affix responsibility in a prepared individual by name.	Make sure when implementing the plan that enough time is included for staff to be in place when the evacuation order is given to fans. Trigger points may have to be further out than what was first anticipated.

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

BOMB THREATS   GDP

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

5. Ensure that all incoming threats, whether telephonic or via other media, are properly recorded and preserved for at least two calendar years following the year in which the threat is recorded.	For prosecution/litigation purposes.	
6. Have pre-written announcement messages if you must notify patrons as to certain actions you want them to take.	So announcements are ready to go during a crisis.	
7. If resources available, conduct bomb sweeps of facility, team buses, proximity parking lots, media compound and food/concession deliveries. Once controlled, keep reasonably controlled thru: • Lockdown once cleared • Access control • Bag checks • No re-entry policy	Search and secure	Certainly for large-scale events resources should be made available.
8. If possible, have EOD/ Bomb Tech along with render safe services and equipment on-site (for large scale/high threat events) in addition to bomb dogs. • All SRO's and security staff and event management should be trained in bomb threat response		Certainly for large-scale/high threat events resources should be made available Besides Law Enforcement, the military has EOD resources. Remember for planning purposes bomb dogs on average have roughly a 20 minute active search capability, then must be rested for about 30 minutes to be effective.

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

FIRE ALARMS   GDP

PROPOSED BEST PRACTICE	ISSUE ADDRESSED	IMPLEMENTATION
1. Develop written processes and procedures (part of EAP) with the Fire Dept. to deal with Fire Alarms. • This is required by most jurisdictions	Often Fire Alarms are ignored or are false. They must be resolved without causing panic or unnecessary delays.	A command level Fire Dept. representative should be onsite for all events with 10,000+ attendees at a minimum.
2. Plan should include the decision making process to resolve alarms.		Your Fire Dept. can and should, assist in this process. Decide who may turn off the alarm.
3. The plan must deal with the ability to monitor and override the system (i.e. post a fireman at alarm panel and send a fireman to the alarm point).	Turned off fire alarm system, in lieu of using an on-site fireman.	Pre-plan with firemen/fire marshal If no fireman onsite have designated staff to address fire alarm. Some state or local laws require evacuation if fire alarm goes off.
4. Plan should define the process to make notifications (fans/teams/staff).		Specify methods of notification.

5. Plan should identify who will make the decision whether to evacuate and that person should be present.	By name	
6. For indoor facilities, connect duct-work smoke detectors into fire alarm system and design system to automatically shut down air handling units.		

TAILGATING CONCERNS   GDP

TAILGATING DEFINITION:

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

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

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

PROPOSED BEST PRACTICE	ISSUE ADDRESSED	IMPLEMENTATION
Managing Location		
1. If you permit tailgating: • Setup specific areas for tailgating that are separate from general parking and prohibit tailgating in general parking areas	Wide open parking lot, mixed use of parking and tailgating School controlled and non-school controlled	Due to life-safety issues, co-mingling general parking with tailgating can present issues. Even if a general parking lot is subdivided for a tailgating area, you can more easily address life

• Work with local jurisdiction to regulate non-school tailgating lots, for consistency rules and behavior	* Don't wait until an incident to do the right things	safety. Can possibly use parent groups as lot ambassadors helping tailgaters and serve as extra eyes and ears.
2. Determine scale and scope of tailgating area with involvement of stake holders to determine this in advance of event.		Parents are major players in tailgating, so meeting with this group thru their association will help get buy-in and address their concerns.
3. Consider assigning attendees a numbered space and provide a numbered pass.	Organization, control and accountability	Consider using parent groups that have an interest in safe enjoyable tailgating to assist in the registration process.
4. Issue passes based upon pre-assigned registration and approval.	Better control and you know who is responsible for the vehicle.	Passes could be per game, per sport or per season. Best if per season.
Managing Attendees		
1. Segregate fans with common interests (students, parents, visiting team, campers/motorhomes).	Opposing fans next to each other.	
2. Determine who is allowed to tailgate when; establish policy/procedures that answer: • Do you need a ticket to tailgate? • Can tailgaters stay in tailgate area after game starts, with or without a ticket • Are there time limits for tailgating • Does day or night make a difference	Will depend on your life safety response capabilities.	

Rules and Restrictions		
1. Establish policies, rules, and a fan Code of Conduct. Incorporate groups in process (administration, students, parents, people with motor homes) –and provide handouts to tailgaters with policy information. • Include a list of prohibited items • Items you should consider prohibiting: alcohol, glass containers, explosives, chemicals, flammable liquids, any weapons • Should post a list of prohibited items on-line, in tailgating lots, and entrances to lots • Establish a policy regarding power generators use	Creates an environment to inform, enforce and prevent improper behavior. Hard to enforce un-informed rules.	Tailgate passes could have rules printed on the back. Communicate these policies to visiting fans in advance. Local (away) standards and practices may be different than at home. If you approve the use of propane and/or power generators it needs to be flagged during registration so the fire department will know which sites have propane and/or generators.
2. Require pre-registration for tailgating. • Ensure when they register they have a copy of polices, rules and fan conduct	Accountability	Consider using campus groups that have an interest in safe enjoyable tailgating to assist in the registration process.
3. Enforce violations. Cite and record offenders, advise them they will not be permitted back for the remainder of the season or next season if it is at the end of the season.	Unenforced regulations/ rules are worthless unless enforced.	SRO, athletics and event management need to be part of developing the rules and agree to back their enforcement.
4. Ensure accountability over ejections with documentation, identification and photograph (if alcohol related, turn over to a responsible person).	Control	Anyone ejected, regardless of reason, should be given a written trespass warning (with appeal process description) before leaving and have their ticket seized.

		This allows for tracking and entry into school database for future reference and sharing with Ticketing Department so they can deny a sale if someone has been trespassed.
5. If an RV/Camper is towed, the towing vehicle must stay with the RV/Camper at all times for safety.	If tow vehicle departs, RV/Camper can't be moved quickly in an emergency.	Will potentially require two (2) spaces.
Time Limitations		
1. Set start and end times, regulating ingress and egress flow.	Need boundaries	
Security		
1. For officers whose' job it is to act as observers, should have portable raised platforms that can be assembled prior to game time which are a great way to gain a vantage point to view large areas. • Alternative is to use existing or mobile IP camera platforms that can be moved, set up and raised/lowered as needed before, during and after an event	Ground level view is limited and requires more resources.	If cameras are used they should be monitored in UJOC or a central location.
Life/Fire Safety and Public Health		
1. Have Fire/EMS in UJOC/Command Center, with units in vicinity of tailgate areas.	Fire and propane tanks are most dangerous in this type environment.	If grills/propane/generators are allowed, you should require they bring fire extinguishers and have them next to unit.

2. Establish rules for grill/propane/ generator use and specify charcoal disposal if allowed.		Consider asking Fire Dept. to create and manage a charcoal disposal pit, if you allow charcoal.
3. Do not permit surface fires (no fire beds, rings, etc.) and no wood fires.	Fire danger is too great in these confined areas.	If you decide to allow should require a Fire Marshal Permit and sufficient fire resources on-site.
4. Assign Fire/Law Enforcement to enforce fire safety/fire violations.		This includes inspections of tents platforms by qualified personnel.
5. Establish rules for use of canopies, tents, chairs, tables and games. • Do not allow these in lanes/roads as they will block emergency vehicle access	These items are dangerous in high wind situations and often impede first responder response.	Consider creating "Tent Free" zones.
6. Consider establishing sound volume controls.	Noise complaints	
7. Maintain open clear fire/emergency lanes throughout tailgate areas.	Tailgaters tend to migrate into traffic lanes once area is full, with chairs, tables, grills, etc.	Local laws often exist but are not enforced.
Alcohol Management		
1. Create clear alcohol possession and use polices. Specify that intoxication will not be tolerated and enforce it.	Public intoxication/ disorder Lack of policy Lack of enforcement	Since alcohol is a major contributor of disruptive behavior this is a must. Policy needs to be communicated to attendees.

• Most athletic/school grounds are alcohol/drug free zones		Should communicate these to visiting fans in advance. Local (away) standards and practices may be different than at home.
2. If your facility does not permit alcohol on property, decide how you will handle individuals with alcohol in their vehicles.		This may be addressed by state law or existing institution policy.
3. Train gate and tailgating staff on recognizing intoxicated patrons.	Lack of trained staff.	
4. Ensure policy addresses both possession and consumption.		
5. Create tailgating area exits that are separate from those leading into the event, and turn intoxicated individuals away. Refer to and let Law Enforcement handle.	Prevent intoxicated tailgaters from entering event and causing problems.	
6. Cite and record offenders, advise them they will not be permitted to tailgate for the remainder of the season or next season if it is at the end of the season.	Need appropriate records for statistical analysis and potential litigation.	Consider involvement of State Alcohol Enforcement agency in event staffing plan for this. They are usually the specialists in this regard. Anyone ejected, regardless of reason, should be given a written trespass warning (with appeal process description) before leaving and their ticket seized.

		This allows for tracking and entry into Police Department database for future reference and sharing with Ticketing Department so they can deny a sale if someone has been trespassed.
7. Ensure accountability of all ejections through identification, documentation and photograph. Turn intoxicated offenders over to a responsible person(s).	Prevent ejected drunk offender(s) from causing additional problems and liability to the institution.	

PUBLIC INFORMATION PLAN		GDP
PROPOSED BEST PRACTICE	**ISSUE ADDRESSED**	**IMPLEMENTATION**
1. Designate and authorize the Public Information Officer (PIO) for each event to respond to the media and the general public <u>in case of an incident</u> to establish a single authorized, authoritative voice.	Avoids confusion when an incident occurs and limits information from multiple sources.	Use the most experienced individual, regardless of agency/organization, that will be available on-site during your event. Train staff and volunteers to refer media questions to PIO.
2. Develop policies and procedures to advise the media and general public of the situation, and to defuse rumors along with panic. • Address how the school Emergency notification system or "Crime Alert" timely warning system are applied during event. • Address use of Social Media, who is responsible for disseminating public safety info during events. • Depending on your locality, take foreign language into consideration		This may require a collaborative effort since different organizations may have different rules and goals.

PRE-EVENT AGREEMENTS   GDP

PROPOSED BEST PRACTICE	ISSUE ADDRESSED	IMPLEMENTATION
1. Establish written mutual aid agreements with surrounding jurisdictions to provide Game Day support and emergency response, or other method of designated support as local jurisdiction and host venue may deem appropriate.	Pre-plan to avoid confusion.	
2. Establish written memorandum of understanding (MOU), based upon the Risk Assessment to provide any needed services or equipment in case of an emergency.	Pre-plan to avoid confusion and to place people and equipment on stand-by.	For example with: Law Enforcement, Fire, EMS, Red Cross, Utilities, local governments, construction equipment.
3. Review and ensure that adequate insurance coverage is current and enforced.	To mitigate potential loss.	

HAZARDOUS MATERIALS   GDP

PROPOSED BEST PRACTICE	ISSUE ADDRESSED	IMPLEMENTATION
1. Have a written plan for dealing with hazardous/toxic material exposure (i.e. fuels, propane, chemicals, fertilizers, garbage, and sewage).	Ensure safety for workers and patrons.	Your local Fire Dept. and FEMA can assist with training and documentation. **See EAP**
2. In conjunction with local Public Safety, ensure the development, capability and practice of a decontamination plan.		Your local Fire Dept. and Emergency Management will be responsible for the plan and decontamination if necessary.

3. Establish a facility Hazmat Response Team trained and certified to deal with the hazmat identified in the risk assessment		Essential for larger schools, smaller schools should have at least one person so trained.
4. Ensure that no hazardous materials are stored within stadiums/arenas or adjacent buildings while occupied.		Conduct inspection prior to event; consider requesting local Fire Marshal to accompany inspection team.

PERMITTED and PROHIBITED ITEMS   GDP

PROPOSED BEST PRACTICE	ISSUE ADDRESSED	IMPLEMENTATION
Policy and Publication		
1. Establish a written policy regarding permitted and prohibited items that will or will not be allowed on campus property and in campus venues. • Items you should consider prohibiting: coolers, bags, strollers, selfie sticks, backpacks, containers, explosives, chemicals, flammable liquids, any weapons, outside food or beverages (except as required for authorized medical needs) • Should post a list of prohibited items in parking lots, transit points, and entrances to stadium/arenas	Must be written and communicated to be legally enforceable. To reduce confusion and prevent patrons from getting to the gates/doors with prohibited items.	Communicate these policies and that patrons consent to these searches as a requirement for entry.
2. Once established, publicize policy in the broadest possible manner to include the screening/ inspection process and penalties for breaches.	Ensure knowledge	All primary screening should be conducted by non-Law Enforcement security staff, backed up by SRO/Law Enforcement.

Bag/Container Checks		
1. If bags/containers (of any type) are permitted, inspect at entry points (preceding ticket takers) before entry to the venue. • Use tables for bag screening and provide 12" broomsticks for staff to probe inside bags to speed the process • Train staff to conduct these checks	This protects staff's hands from cuts, scratches and contaminations.	The policy and process must take into account a wide range of possible threats and hazards that may impact after school programs. Clearly post signage concerning checks. Ensure sufficient lighting at all screening areas for evening events. Consider use of clear bags to make screening easier and expedite entry. Ensure that staff responsible for checking bags is properly trained. Using DHS's "Sports Venue Bag Search Procedures Guide" documents their viewing of "Check It" bag search video.
Patron Screening		
1. If pat downs are to be used, ensure extensive training be provided, to include sensitivity training. • Only use if an elevated threat	This is the least desirable and most problematic.	The policy and process must take into account a wide range of possible threats and hazards that may impact after school programs. Ideally, for all screening options you should have a police officer at each screening point. If pat downs are used provide monitored semi-private locations for pat-downs.

PROPOSED BEST PRACTICE	ISSUE ADDRESSED	IMPLEMENTATION
2. If hand held/wand metal detectors are employed, ensure sufficient training and enough devices to reduce any entry backlogs.	This is good, but training and manpower intensive.	
3. If walk-thru metal detectors are employed, you should ensure sufficient training. Must screen further for all alerts without exception.	This requires training but is less manpower intensive and less intrusive.	These are mobile and can be moved between venues on campus.
4. Set up special entry lanes/gates around venue for: • Patrons with NO items to screen (Express Lane/Gate) • Patrons with medical devices (oxygen tanks, medical syringes, wheelchairs, etc) • Mothers with diaper bags for young children (must have child with them)	To expedite entry and reduce aggravation.	Ensure sufficient signage consistent for these to be effective.
5. To avoid the usual last minute rush just before game start work with event operations to book pre-game entertainment.		

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

LATE GATE OPENING		GDP
PROPOSED BEST PRACTICE	**ISSUE ADDRESSED**	**IMPLEMENTATION**
1. Maintain at least minimum staffing at all open gates and do not allow any un-ticketed, non-credentialed or un-screened individuals to enter.		Due to staffing limitations this will probably not be an issue at very small events (less than 500 attendees), as you can close gates.

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

Topical Area: CROWD DYNAMICS/MANAGEMENT

CROWD MOVEMENT		CDM
PROPOSED BEST PRACTICE	**ISSUE ADDRESSED**	**IMPLEMENTATION**
Crowd Movement		
1. Study flow patterns in and around your venue to identify manageable methods for encouraging patrons to move in specific patterns of flow and avoid overcrowding at any point. • Also analyze spectator arrival times, how they arrive, what they bring who they bring – their movement and departure	To reduce congestion and implement efficient movement/ingress/egress for people safety. To better plan for evacuation and sheltering.	This is beneficial and necessary regardless of size, and is very important for large events. Video coverage/capture is essential to conducting and validating the analysis both real-time and after event.

BEHAVIORAL PATTERNS/ISSUES		CDM
PROPOSED BEST PRACTICE	**ISSUE ADDRESSED**	**IMPLEMENTATION**
Fan Behavior and Control		
1. Establish, communicate and enforce a Code of Conduct (rules of acceptable and unacceptable behavior).	Prevention over confrontation Continued acts of unacceptable /disruptive behavior	Set your standards, stick to them, and hold violators to account regardless of event size. Violations of law in the presence of law enforcement will be dealt with according to the law. Be fair and consistent across the board when enforcing code/policy violations.

2. Advertise and enforce sanctions for inappropriate behavior.	Lack of awareness as to what is acceptable and what is not.	Communicate prior to and during the event.
3. Work within and across districts/ conferences to develop a common Code of Conduct.	To keep consistency among institutions.	Set consistent expectation regardless of location.
4. Should establish and enforce a "No Smoking" policy for stadium/arena/ballparks, etc. • All schools have laws against minors smoking, so the policy is really for adults		Most venues already have this in place, many states and cities have laws prohibiting smoking.

EVACUATION/SHELTERING		CDM
PROPOSED BEST PRACTICE	**ISSUE ADDRESSED**	**IMPLEMENTATION**
1. Follow the Evacuation/Sheltering Plan in your EAP for each sport venue. • Develop with input from your public safety partners and venue facilities staff • Take into account vast numbers at large events, considering both participants and spectators • Review with Incident Command staff at Public Safety briefings • Plan should cover all-hazards • Exercise the plan	Life safety under all conditions is first and foremost. Evacuation Plan provides instructions and guidance to effectively address safety of all individuals in attendance.	**SEE EAP** Simulation offers a tremendous advantage in planning evacuation/ sheltering. NCS4's "Top Venue" offers this benefit. NCS4 also offers training for plan development and execution - Risk Management for Interscholastic Athletics & After-School Activities The evacuation/sheltering plan is an essential element of your EAP. DHS's Stadium Evacuation Guide is another excellent resource that can be scaled to your event size.

		Be consistent between venues to reduce confusion.
2. Prior to initiating an evacuation, take in to consideration the inherent risks with an evacuation. • Sometimes the best course of action is not to evacuate, or to partially evacuate, and sometimes shelter or relocation is the best response • Determine the least invasive and most effective method to evacuate persons from potentially dangerous conditions to include partial evacuations • Evacuation planning should be based on a risk assessment that takes time and distance into account	Think through the process.	Based upon a people management analysis, identify sheltering throughout your venue for various incidents.
3. Making the decision to evacuate, shelter in place or relocate during an incident is a complicated process and requires input from various entities knowledgeable in the structure of the facility, the size, distribution and condition of the spectators and participants, as well as, the hazard involved, and the anticipated response to that hazard. • Pre-define who has the authority and will make the decision to relocate along with how it will be communicated	Consideration of all inputs and all-hazards. Reduce confusion.	Plan, train, exercise **SEE EAP**

4. Full or partial evacuation, sheltering in place and the decision to relocate, including designation of relocation routes, should be identified and evaluated for each type incident/course of action.		These all should be included in your EAP for each venue this is applicable to all size institutions.
Evacuation		
1. Follow the Evacuation/Sheltering Plan in your EAP. • Ensure staff is familiar and trained with the plan • Pre-scripted messages should be prepared and used for all contingencies • Understand where people will evacuate to	The Evacuation/Sheltering Plan provides instructions and guidance on effectively addressing safety of all individuals in attendance. Depending upon the size of the venue and the number of attendees, this can be a massive undertaking that requires extensive planning and training.	The Evacuation/Sheltering plan is an essential element of your EAP.
2. Approach an evacuation by first assessing the potential hazards created by an incident. Then recognize and understand the inherent characteristics, strengths and weaknesses of the facility's infrastructure and available resources and then leverage all available resources.		Depending upon the size of the event and the number of attendees, this can be a massive undertaking that requires extensive planning and training.
3. Determine the least invasive and most effective method to evacuate persons from potentially dangerous conditions to include partial evacuations.		

Sheltering		
1. Follow the Evacuation/Sheltering Plan in your EAP. • Ensure staff is familiar and trained with the plan	Plan, train and exercise	**See EAP** Use computer simulations whenever possible.
2. Pre-determine sheltering locations and capacities (event based) for various weather or chemical release calamities.	Foreknowledge allows for better understanding of potential outcomes.	
3. Sheltering in place should always be considered an option for protecting venue spectators and participants. • Ensure you have communications capabilities within the shelter areas	Based upon circumstances, pre-designate facilities for housing/ sheltering.	This is going to be dependent upon the environment (rural, suburban or urban) and surrounding facilities/structures.
Voluntary vs. Mandatory		
1. Time, conditions, circumstances, number of people and the precipitating incident will dictate whether the action is voluntary or mandatory. • Anticipate that an incident could occur that causes a non-ordered impromptu/panic mass evacuation – consider how you will respond • Ensure that event staff are located near exits so that they are not locked/blocked	Anticipate different potential precipitators and outcomes. Unanticipated incident	 This is clearly the most dangerous of situations due to panic. Plan your response of how to use the crowd flow, environment (conditions) and methods of communication.

COMMUNICATION   CDM

PROPOSED BEST PRACTICE	ISSUE ADDRESSED	IMPLEMENTATION
1. Develop a pre-event communications strategy for all staff, participants and spectators to promote self-reliance, self-restraint and a shared responsibility of a Code of Conduct.	Getting the message out using all means possible.	Communication may take many forms such as signage (posted non-electronic and electronic), public address, radio, social media, and in person. It is recommended that you leverage all forms.
2. Use the institution/facility's website and social media to obtain and provide information.		Consider public safety communication capabilities, commercial radios, landlines, cellular, HAM radios, JumboTrons, broadcast media, social media and PA systems.

ACCESS CONTROL   CDM

PROPOSED BEST PRACTICE	ISSUE ADDRESSED	IMPLEMENTATION
1. All open access points should be manned and only authorized/ credentialed and screened individuals permitted to enter.	Establish control.	This should occur regardless of event size.
2, Use established written credential processes and policies to assist in controlling access to the event.	Litigation protection	Include in policy how you will deal with a minor (younger than 12) who comes unaccompanied by an adult.
3. Utilize color coded ticket/credential boards at all entry points to assist patrons and staff for clarity and to reduce confusion.	Eliminate confusion	Assists staff and streamlines entry.

4. Secure the following areas from unauthorized access and post staff to check credentials: • Locker Rooms • Suite Level • Concessions • Storage/Utilities • Playing surface	Unauthorized access	
5. Utilize marquees, public address systems, social media and electronic message boards to communicate to the patrons, entering the stadium/arena the protective measures, locations, procedures, restrictions, prohibited items, evacuation routes, and Hot Line number.	Avoid confusion concerning what is and is not permitted, thus reducing crowding and backups. Also disseminate safety info.	Communicate expectations
No Re-Entry Policy		
1. One way or the other, this should be a policy decision that is communicated before the event.	Many issues are created by re-entry.	This policy should be posted. If a new policy, this will require advanced planning for implementation, wide distribution of information via media, letters, social media, signage, etc. Build mechanisms in place for first season (i.e. football) to deal with people who are new or "didn't know."
2. The most logical policy is no re-entry.		Possible exception would be medical, but still must be re-screened.

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

ENTRANCE SCREENING		**CDM**
PROPOSED BEST PRACTICE	**ISSUE ADDRESSED**	**IMPLEMENTATION**
1. Refuse entry into the venue to anyone who declines to have his/her person or possessions screened/searched. • Must be posted at gates, online and should be printed on tickets/ credentials • Train personnel to be respectful of persons and possessions	Safety 100% enforcement To be legally defensible	Consistency in applying the rules will help and having SRO/Law Enforcement nearby is recommended.
2. Develop a procedure with law enforcement/fire department to address handling of dangerous prohibited items. • Do not let patrons discard items at entry gates	This will prevent confusion at the gate if an item is discovered.	Have a safe disposition plan and if equipment required, it should be on-site for larger events.
3. Post signs near all entrances clearly stating that no firearms or weapons are allowed in the facility.		Signs should cite applicable statutes or ordinances for criminal violations. Since most courses are on public property firearms laws vary greatly from city to city and state to state.

4. Have uniform police presence in the vicinity of screening points for screening issues backup.	Safety and security	
Personal Screening		
1. Include some form of personal screening: visual inspections, pat downs, and/or metal detectors (hand held wands/ walk thru). • May be random or mandatory 100% screening - Everyone (participants, spectators, workers/volunteers and sponsors), needs to be screened, at least visually...no exceptions	To prevent prohibited items from being brought into the venue.	• Visual observation is the least intrusive and the least reliable for the untrained eye. • A pat down is the most intrusive and requires the most training due to sensitivity issues. If this method is used you should use all adults for this function. • Metal detectors (hand held or walkthrough) are very good for metallic items and requires some 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 Law Enforcement Officers as a back-up/support mechanism
2. Base your person screening process and implementation upon local law, policy, threat/risk assessment (risk level you're willing to accept), current intelligence, past event history, indoor or outdoor event, situational awareness of the specific event and current world climate.		Screenings in some form or fashion should be conducted at all event venues. Increases to higher levels of screenings can be done on an event by event basis based on current intel, past history, known VIP attendees, etc.
3. Develop procedures and training for whatever level(s) of screening you adopt.	Help avoid complaints and litigation.	

• Have male staff search male patrons and female staff search female patrons • Develop procedures and training for screening of minors/small children and disabled patrons • Include sensitivity training • Video all screening operations		Reviewing video coverage is a great tool for after-event analysis/learning about your screening process at all entry points.
4. Train your staff to be able heighten personal screening/searches in case security conditions change.	Elevated Threat Level	
5. If metal detectors are used, you should visually inspect whatever activates the detector without exception.	Terrorist observe staff behavior	Be consistent.
6. If metal detectors are used, calibrate them before each use and document it.		
Possessions		
1. Inspect ALL possessions, items, and/or containers being brought into the venue if you allow items.	To prevent prohibited items from being brought into the venue.	By significantly reducing what patrons can bring into venues, you will cut your risk exponentially and greatly expedite the entry process. Consider using clear bags for easier examination and to expedite entry if you allow items.

2. Conduct a visual inspection, requiring attendees to open their possessions and if necessary empty the contents into a bin.	Streamline process to reduce time.	Consider using bins as in airports as an alternative to have available instead of emptying contents onto a tabletop. This is already socially acceptable and is less likely to lose/drop property which will speed up the process.
3. You may need to set up tables for items to be placed for inspection depending upon what you permit to be brought into the venue.		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.
4. Develop procedures and training for whatever level of screening you adopt. • Train screeners to NEVER put their hands into containers/purses/bags • Provide 12" wooden dowel for screeners to use as a probe • Provide screeners with rubber/latex gloves • Document training and all injuries to staff and/or patrons • Have medical EMTs on site attend to any injuries	These things can prevent injuries and disease transfer to staff. To mitigate litigation	Have staff be discreet and courteous.
5. Set up separate lanes for those with and without items to expedite entry.	Speed entry, reduce delay	Make sure you have appropriate signage to reflect the '*with* and *without*' lanes/gates to help patrons discern the correct lane for them.

Handling of Discarded Possessions		
1. Develop a procedure to address abandoned items in a safe and accountable manner. • Don't place unattended trash receptacles at access points for patrons to throw their abandoned items - either have them manned by staff or have none and enforce attendees not disposing items near entrances	These items are often discarded around the entrance. They can become containers for IEDs.	Unless it is a weapon or illegal drug, Law Enforcement Officers should not control, store or dispose of items taken or disposed of at entry points. Non-Law Enforcement security staff and/or venue personnel should be responsible for these items unless they are evidence, in which case, Law Enforcement will handle.

TICKETING/CREDENTIALING		CDM
PROPOSED BEST PRACTICE	**ISSUE ADDRESSED**	**IMPLEMENTATION**
Design and Implementation		
1. Develop standardized effective ticket and credential policies, procedures at school/district executive level (not Athletic Dept. level), with input from Athletic Dept. and SRO/Law Enforcement.	Controls access to approved individuals (media, staff, VIPS) to specific events and areas during specific times.	Regardless of size this is an effective practice.
2. Consolidate credential management under one central authority with AD and SRO/Law Enforcement oversight.	Centralization will eliminate confusion and enhance enforcement.	
3. Issue credentials on a single event basis and have an expiration date.		
4. Designate credentials for specific area and role access that is clearly and visually identifiable.	Easily recognizable	

5. Do not grant non-credentialed individuals access or give credentials to non-working or unauthorized individuals.	Control access	
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.		
7. Credential design should be simplistic, and visually oriented with few colors and/or designations. • Widely display credential boards at all access points and train staff on meaning and in attendee guides	Over complicated credentials requiring a complex credential board for interpretation confuses the recipient and your staff.	
8. Design and color of credentials must be substantially different from those used in the prior season.	Prevent individuals from using credentials from a previous event for entry, and prevent confusion for staff.	
9. Issue photo credentials to all persons working the event, employees/staff, team and coaches, public safety, medical and approved media. • All requests for credentials from the media and sponsors, vendors should be in writing • Media, sponsors and vendors should be required to pick up their credentials in person using photo ID	Unfortunately, these days anyone can get a uniform and badge, and with multiple jurisdictions it can be confusing to validate real from fraudulent.	

10. Require credential holders pick them up in person with proper photo ID.		
11. Credentials should be worn at all times and clearly displayed (except players and coaches on the bench).		
12. Conduct testing of access and credential system and staff.		
Free/Open Access Events		
1. If your event is free/open you have to measure open access against your threat/risk picture, you should still screen attendees and their possessions.	Protection of people and facility.	If you have issues with trespassers, you don't want to have free/open access. You can issue free tickets to legitimate fans (i.e. visitor passes).
Background Screening		
1. Conduct a background screening on all staff, vendors, sponsors, employees, contractors, students and volunteers prior to issuance of their credentials.		NCS4 offers a cost effective program, coupled with safety and security training to accomplish screening.
Training		
1. All ticketing and gate personnel should be knowledgeable about tickets and credentials. • Test and monitor for compliance	Patrons become upset when personnel do not know what they are doing and what is what.	

Topical Area: Emergency Action Planning

PLANNING		EAP
PROPOSED BEST PRACTICE	**ISSUE ADDRESSED**	**IMPLEMENTATION**
1. Develop and continually (prior to each season) revise a written Emergency Action Plan (EAP) for each school sports facility/event (some also refer to this as an Incident Action Plan (IAP) or Emergency Operations Plan (EOP) - they are meant to be interchangeable. • Planning must be supported by the Superintendent, Principal, Police Chief/Sheriff, Fire Chief and EMS Director • Develop in conjunction with all public safety agencies or at least have them review it • EAP should include specific measures to cope with and respond to all potential accidents and incidents • Ensure copies are kept in multiple secure locations and digital access, available to those who need it	Being able to respond effectively to any incident requires pre-planning and coordination.	This is scalable based upon your institution/event size, but driven by an effective risk/vulnerability assessment. Most of the plan components (developed/written) can be used for each venue's plan. The local and state agencies (who will be responding to your incidents) along with the FBI and DHS Protective Security Advisors (PSA) are a tremendous resource and absolutely essential. NCS4 can assist you. You can also use this EAP for event practice, realizing you won't have the same resources onsite
2. EAP should address all Game Day and non-Game Day threats and emergency issues from an ALL-HAZARDS (all settings and all times) approach (natural, technological and human caused) to:	Must be all encompassing	GUIDES Compliance regulations, laws and recommendations for your review:

• Minimize injury and loss of life • Establish effective response • Incident stabilization • Protection of environment • Minimize economic impact		a. NFPA 1600 b. EAP 29 CFR1910.38 c. FBI Law Enforcement Crisis Management Handbook d. Fire Prevention Plan 29 CFR1910.39 e. First Aid 29 CFR1910.151 f. Blood borne Pathogens (OSHA) g. State Fire Codes h. NCS4 – MGT-404 Sport and Special Event Incident Management i. NCS4-AWR-167 Sport Event Risk Management j. NIMS 100-800 k. ED – REMS (rems.ed.gov) You can also use ICS forms
3. Develop EAP based upon a comprehensive Risk/Threat Vulnerability Assessment.	Effective planning	**SEE RTVAP**
4. Specify persons to be notified and in the proper order of notification. Ensure the notification list remains current by updating annually and/or when contact changes occur.		Should also be kept in electronic format.
5. Create a plan for staffing according to the particular event and the assessed threat.		Use this to determine who you have where at any given time to address what specific incident.

| 6. Ensure plans are protected from unauthorized disclosure. | Not all parts of the plan should be open to public, especially tactical. | Treat as Law Enforcement sensitive. |

EXECUTIVE TEAM		EAP
PROPOSED BEST PRACTICE	ISSUE ADDRESSED	IMPLEMENTATION
1. Establish an Executive Safety and Security Committee (**ESSC**) comprised of key organizational heads or their designees from law enforcement (federal, state and local), fire, medical, health service, and emergency management, and all appropriate facility/campus staff.	Provides organization, reduces confusion and establishes accountability while getting the most input.	This can be scaled based upon school/district/municipality size, geography and your local environment. For smaller schools/communities one person may serve multiple roles.
2. Have ESSC establish Specialized Management Coordination Components (**SMCC**) through the committee process.	Affixes responsibility with expertise and accountability.	This can be scaled to your environment and some committees combined.
3. Appoint a lead agency/organization (and individual) for each SMCC to identify overall responsibility, setup each component and produce a written component plan. The following are recommended SMCCs: • EMERGENCY PLANNING STRUCTURE 　a. Event Security 　b. Event Safety 　c. Communications 　d. Public Information/Media Relations 　e. Intelligence 　f. Emergency Management	Comprehensive Structure, planning, command and control	This can be scaled to your environment and some committees combined or multiple committees under one individual. The same individual will probably be responsible for any like components between Emergency Planning Structure and Incident Response Plans. These will be led and developed by a combination of school staff and public safety personnel.

g. Background Screening/ Credentialing/Accreditation h. Unified Joint Operations Center/Multi-Agency Coordination Center i. Traffic Control j. EOD/WMD/CBRN/Bomb Dogs k. Rapid Investigative Response/Tactical Response l. Dignitary Protection m. Parking/Tailgating Areas n. Team Travel • **INCIDENT RESPONSE PLANS** a. Fire and Rescue b. EMS/Medical c. Terrorism d. Bomb Threat/Suspicious Package/Bombing e. Active Shooter f. Demonstrations/Civil Disturbance/Riots g. Adverse Weather h. Aviation Accident i. Earthquake (if applicable) j. Marine (if applicable) k. Fatality l. Mass Casualty m. Hazardous Materials Release n. Structural Collapse o. Infrastructure Failure p. Evacuation/Sheltering/ Suspension q. Cyber Intrusion/Attack r. Public Transportation Incidents s. Weapons of Mass Destruction t. Team Travel Incidents u. Custodial Care of Minors during an Incident and Reunification	Specific plans	These will be lead and developed by Public Safety personnel (Law Enforcement, Fire, EMS, and Emergency Management).

EMERGENCY RESPONSE OBJECTIVES, MISSIONS, AND RESPONSIBILITIES		EAP
PROPOSED BEST PRACTICE	**ISSUE ADDRESSED**	**IMPLEMENTATION**
1. EAP serves as a guide providing direction, principles, information, management, coordination, roles and responsibilities, and outlines Command and Control for all-hazards response requirements and foreseeable circumstances.	This provides organized structure and response procedures should an emergency/critical incident occur.	Should follow NIMS/ICS.
2. Provide response procedures to protect people and property during an incident.		Ensure that an adequate (determined by threats/risk assessment) number of emergency response personnel are on duty or on-call at all times for your event.
3. Provide a structure for coordination between facility personnel and government authorities to promote an effective response and resolution.		This will also serve as your guide for exercises.
4. Identify areas for each facility for response vehicles to gain access to the event in an emergency. • Also designate staging areas for responding emergency personnel/vehicles		

COMMAND and CONTROL		EAP
PROPOSED BEST PRACTICE	**ISSUE ADDRESSED**	**IMPLEMENTATION**
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.	One of the most important principles of effective inter-organizational performance is unity of effort with clear lines of command and control. Pre-defined chain of command brings clarity in crisis.	Leadership is a VERY important component, as is coordination and team effort.
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.	Each by name	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.), in some instances may be the AIC.
Jurisdictional Roles and Responsibilities		
1. Hold pre-event meetings between decision makers to sort out and understand jurisdictional roles and responsibilities of the various public agencies.	Clear lines of roles and responsibilities. Eliminates confusion during an incident.	Ideally, you would have annual major planning/reviewing meetings with all parties to address ALL your venues plans, then as needed to modify/changes to plans and just prior to each event to ensure everyone is ready.
NIMS/ICS		
1. All schools should be trained in and during incidents operate under NIMS/ICS.	A mandated system for operating crisis incidents across multiple jurisdictional levels and organizations.	Training is available through DHS/FEMA and NCS4 for all segments of NIMS/ICS.

Communications		
1. Develop an Operations/ Communications plan that includes options and alternative methods to communicate at all levels from CP to line operations. • With or without a Ops/CP, you must maintain instantaneous communication capability with Public Safety first responders	Communications is one of the most important yet least attended issues that arise during an event. Pre-planning and redundancy are essential.	This is clearly scalable based upon the size of your operation with many options. Interagency communication is essential during a crisis and should be a high priority.
2. Establish cross-jurisdictional communications capabilities especially in the UJOC through a convergence of all communications with capabilities for all entities (i.e. voice, data, video, PA systems and digital message boards).	Interoperability is very important.	Technology can significantly assist in this effort, but it is not cheap. Don't let cost prevent you from having interoperability you can place dispatchers/communicators next to each other in the UJOC for situational awareness.
3. Plan for multiple communications platforms with sufficient redundancy to get timely accurate information to those who need it when they need it.	Information on demand to the right people.	Consider public safety communication capabilities, commercial radios, landlines, cellular, HAM radios, JumboTrons, broadcast media, social media and PA systems. Ensure charged and sufficient numbers of batteries are available for radios or cellphones.
4 Test communication plan/equipment in a working environment, ensuring the equipment and location is functional before each event.	Reliability of communication capability overall and in a high noise environment.	Regardless of size this should be performed prior to EACH event.

* Install signal enhancement (repeaters) to ensure venue-wide coverage as necessary for all communications (radio, cellular, data)		
5. Ensure that you do not rely upon any single method/system of communicating for operational or emergency communications. • With technology advances, don't forget the old reliable capabilities that have proven tried and true, such as Ham Radios and their operators	Technology dependency and reliability under stress.	Always have a back-up even if it is dispatching a person to relay information. First responders, consider the GETS and/or WPS program offered through the federal government to get priority phone service during an emergency.
6. Have megaphones as backup for crowd control. • Also use first responder equipment vehicle PA's for emergency communications	Being prepared for the unexpected.	Pre-stage PA's at exit areas around the stadium/arena. Portable battery-powered sound systems are also an option.
7. Develop audio and video scripts for all types of incidents with specific emergency announcement broadcasts. • New megaphones allow for pre-recording of various incident scripts	Avoid crisis confusion.	Consider all forms of media Have these scripts in the appropriate hands or pre-programmed into the devices to save critical time.
8. Ensure effective training of communications messages and equipment for all staff who may be present during after-school events.		Don't forget custodial staff, they generally have radio (or should) and are frequently the only staff in the buildings after hours.

Media/PIO		

1.
Designate and authorize the Public Information Officer (PIO) to respond to the media and general public in the event of an incident so as to establish a single authorized, authoritative voice.
 	
• Consider establishing a Joint Information Center (JIC) to:
   ○ Would come together in case of an incident
   ○ Coordinate messaging among School/Event Ops and all jurisdictions
   ○ Share news releases, questions and situational awareness
   ○ Share information and breaking news with media and the public thru news releases, interviews and social media
   ○ Speak with a single voice and avoid confusion
   ○ Coordinate social media messaging
	Preplanning and deciding who will handle media/ information reduces what will be a very chaotic environment during an incident/crisis.	Try to use the most experienced individual, regardless of agency/ organization who will be available on-site during your event who can speak authoritatively.
		
		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).
		
		This can be established prior to any events by any size school/district, should be established by larger systems and could be used for any incident, not just after-school.

2. Develop policies and procedures to advise the media and general public of the situation to defuse rumors and panic. • Should set up a media briefing area away from the UJOC/OPs to deliver media briefings • Immediately correct misinformation/ misrepresented information with the media, if not this will erode trust, confuse people and frustrate parents	Avoid confusion and the appearance of un-informed chaotic reporting.	This should be a team effort. May already be addressed in institution's larger Information Management Plan. If you have UJOC/OPS, keep media briefing away from the UJOC to avoid congestion and prevent media from accidentally getting access to something or someone they should not.

3. Develop a procedure for reuniting family members in the event of an incident and communicating this information.		See **GAME/EVENT DAY PLAN** - Reunification
Intelligence and Investigations		
1. Intelligence comes in many forms; establish a plan for handling the collection, maintenance, sharing and protection of information. • Analysis of incoming, existing and developed information thru sources, databases, social media, etc. to determine information of value for 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 collection • Establish a program for staff/ spectator situational awareness	Information is the basis of knowledge.	Rely on professionals--SRO/Law Enforcement can assist.
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.	Legality, protection and maintenance	
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.	Special skills	This is multi-dimensional and can be used in daily non-event operations. Good skill for SRO to have.

Emergency Management (EM)		
1. Emergency Management (EM) protects communities by coordinating and integrating all activities necessary to build, sustain, and improve the capability to mitigate against, prepare for, respond to, and recover from threatened or actual natural disasters, acts of terrorism, or other man-made disasters."	Prevention, preparation, response and recovery. Failure to create a plan could lead to damaged assets, human mortality and lost revenue.	EM assists in 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
2. All states, counties and major cities have EM Offices/ Departments that are essential to effective support for your events and thru which all FEMA resources will come.		Your local Emergency Management Director is a great resource. In some states the Homeland Security Dept. fills much of this role.
Background Screening/ Credentialing/Accreditation		
1. Conduct a background check on all personnel working in any capacity of an event (paid or volunteer) based upon their position.	Protect your school.	**See SPDTC**
VIP/Dignitary Protection		
1. VIPs/Dignitaries require close coordination with both Law Enforcement and SRO/AIC-Event Operations. They present unique challenges whether as an entertainer or spectator because of their notoriety and possible protective detail (often armed). They may also be associated with a sponsor, which adds another element of coordination.	Pre-plan as a possible disruption.	If any pre-broadcast of VIP attendance, extra precautions should be taken, based upon an intel assessment. Seating can present a challenge for the security team.

Unified Joint Operations Center (UJOC)		

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.
 	
• UJOC will coordinate information and resource deployment among race control, local, regional, state and federal partners (as required)
• Goals:
   o Common operating picture, provide timely and accurate situational awareness for emergency operations
   o Platform for effective multi-jurisdictional decision making
   o Coordination between Public Safety and Event/School Operations
   o Provide timely and effective incident response and necessary resources
   o Coordinate intelligence and investigations
	Particularly important to centralize communications when you do not have interagency communications
	Reduces time to react.
	
	Allows for easier and better coordinated conferencing.
		This term is interchangeable and may also be called the Multi-Agency Coordination Center (MACC). It primarily functions as your key operations center thru which EVERYTHING funnels in and out.
		
		Make-up of the UJOC depends on the scope of your events and the number of different jurisdictions.
		
		Depending on the size and complexity or your event you may consider using a room at the event, a central facility off-site (used for multiple schools) a mobile Ops/CP vehicle as UJOC/CP/Operations Center (Ops)
		This could be a community/county facility that serves multiple schools and events maybe at 911 Center.
		
		Many small schools would not have all these components and capabilities available or present, but the Administrator in Charge (AIC) or SRO needs to have a centralized support capability and you can build on this going forward.

2. The UJOC should be manned as a multi-agency/entity equipped facility by ICS personnel to address all contingencies consistent with NIMS.		UJOC tends to be more agency/entity encompassing inclusive of all relevant organizations/components.

• UJOC will maintain a cross-reference of all authorities and references (laws, regulations and decisions)		Depending upon size of events, should at least have access to this info.
3. UJOC should be located outside the stadium/arena and designated as the primary overall operations center and as the fallback from S/AOC in the event the primary S/AOC has been evacuated or is not used or available for any reason. It is important to have a CCTV view of the seating bowl/playing field as well as views via CCTV cameras into other locations in and surrounding the facility with pan, tilt, and zoom as necessary. Communications capabilities should include outside landlines, cellular, HAM, sat phone, stadium extension phones and direct lines/radio contact with for LE, Fire, EMS and key team officials.	UJOC inside the event facility risks becoming part of the problem, not part of the solution, especially if key personnel are trapped inside or incapacitated.	Video storage capability for a minimum of 30 days. Central point of communications.
• ***Stadium/Arena Operations/Observation Center (S/AOC)***		
1. S/AOC is optional for operations, but recommended for observation and should be located within the stadium/arena having direct view of the seating bowl/playing field. S/AOC communications capabilities may include an outside land line, stadium extension phones, radio, cellular and contact information for Law Enforcement, Fire, EMS and key team officials.		Can be created as needed, this may serve as the UJOC/Ops. Will depend upon size, intel, history and threat.

• This allows for rapid operational response for incidents and evacuation/sheltering monitoring		
● *Observation Posts (OP)*		
1. Depending upon your facility/event and intel, you may have any number of OPs as necessary to afford you visibility and feedback from various areas surrounding your event with direct connectivity to the UJOC.	You need eyes and ears that give you the greatest possible coverage of your facility and surrounding areas. Human OPs augment your camera coverage and are real-time actors.	Whenever possible, you want Law Enforcement/retired Law Enforcement or people who have been trained observers that have that sixth sense to recognize the out of norm/ordinary.
2. Depending upon your event and intel, you may have any number of OPs as necessary to afford you visibility, control and feedback from various areas surrounding your event with direct connectivity to the UJOC.		This is flexible to your needs and resources.
● *Emergency Operations Center (EOC)*		
1. This should be the city/county facility that serves to backup/support the UJOC and should the UJOC become nonfunctional or a major incident unrelated to the event, the designated location would assume the UJOC role.	Backups are prudent preparation.	Once again there needs to be partnerships/collaboration and will be dependent upon your size and threat. This could also be an off-site institution EOC.
2. The EOC will require redundant communications (all forms) capability with the event.		This will depend upon the size of event and potential threat, especially weather.

Blueprints, Maps, Diagrams, CAD, GIS		
1. Gather together all blueprints/CAD of buildings/facilities, GIS/area/aerial maps, utilities, photographs and diagrams for planning, implementation strategies and response. Location directory/maps of: • All ingress and egress points • Electrical boxes and transformers • Emergency shelter areas • Emergency vehicle staging areas • Evacuation assembly points • Hazardous material storage • Life safety equipment (first aid, AEDs, fire alarm manual pull stations) • Rail lines • Transportation Hubs • Utilities locations (and shut-offs)	It is too late to try and collect/find these during a crisis, but could mean the difference between life and death.	There are various Crisis Management Systems on the market that contain modules to enter/maintain/recall these for use and transmission to public safety units. FBI Law Enforcement Online offers a free event management system online. Have these collected and centrally located for easy location and use during a crisis.
2. Make sure that copies, digital or paper, are maintained in the UJOC or a central location at the school and are reviewed during planning sessions.		If digital they can be project on screens and sent to smartphones.
3. All things should be logged and documented.	Litigation protection	During after-action review for lessons learned plan for modification.

Traffic Control and Parking		
1. This is a significant component so develop a detailed plan for vehicular flow into and out of your event/venue, road closings, including staging and entry/exit of responding emergency vehicles.	This addresses the most disruptive aspect of your event on the community.	Your city/county/state Department of Transportation offers great resources to assist your planning.
2. Plan arrival/departure into and out of parking lots, how to divert from full lots to alternate parking.		Particular attention to this helps with patron satisfaction, as traffic and waiting are the most frequently mentioned as frustrating.
3. Check for other events in the area that might complicate traffic. Check back one week prior to the event.		This could complicate your traffic issue, endeavor to alter arrival and departure times.

EOD/WMD/CBRN/Bomb Dogs		
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: • Bomb threats • Bomb/explosives search/screening • Suspicious packages/items – render safe • Bombing/explosion • WMD (chemical, biological, radiological, nuclear)	Anticipate and plan for your response.	Major cities/counties in the US have these SMEs on staff; others rely upon the FBI, BATF, and the military for support. Establish a Threat Assessment Team to evaluate and advise on these type incidents. FBI will assist.

Rapid Investigative and Tactical Response Teams		
1. Ensure you have sufficient specialty resources for investigation and tactical teams strategically located to respond to any incident as required. • This is a Law Enforcement/SRO function	Pre-plan response and exercise.	This is certainly scalable based upon threat and size of school: • For large facilities you may wish to divide the stadium/arena 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 This will clearly differ due to size and threat.
Team Travel		
1. Provide a plan for teams traveling of how to deal with weather related issues including ice, snowstorms and flooding that may require unplanned overnight food and lodging.		

INCIDENT RESPONSE PLANS   EAP

PROPOSED BEST PRACTICE	ISSUE ADDRESSED	IMPLEMENTATION
1. EAP needs to include response modules/plans for dealing with each area below, designating the Incident Commander for each.	Pre-planned response capability.	These areas require specialization and, therefore, most of these should be prepared by your public safety partners with such expertise.

Fire and Rescue		
1. Plans should address fire response for the specific venue and consider staging equipment and manpower - make sure they all understand the various incident plans including where their response would be required.		This will be scaled based upon the threat and size of event. By law, schools are required to conduct fire drills inside classrooms and during school. It is highly recommended that you also conduct fire drills of arenas and stadiums.
Medical Emergency		
1. Do to the nature of the event, additional medical resources may be required on site - make sure they all understand the various incident plans including where their response would be required.		This will be scaled based upon the threat and size of event.
Terrorism		
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. • Adopt the DHS "See Something, Say Something" plan or similar programs that engage workers, participants, spectators and the public	Advertise "Hot Line" number, text or twitter addresses to report information.	The FBI can assist your planning for terrorism and alert you to any threats to your venue.
Severe Weather		
1. The Severe Weather Plan should provide guidance, establish procedures, and assign responsibilities in	Severe thunderstorms, hail, high wind, tornados, flooding snow, ice storms,	Establish liaison with the National Weather Service, as they can assist in plan development,

severe weather situations and potential weather emergencies (for your area) including evacuation/sheltering.
 	
• Plan should have sub-sections for:
  o   High wind such as a tornado
  o   Heavy rain or hail
  o   Snow or sleet
  o   Lightening
  o   Heat stress
  o   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
• Assign one individual the primary responsibility to monitor the weather if the potential exists for severe weather
	extreme heat and other adverse weather can endanger life, destroy property, and may hinder operations.
	
	Minimizing injuries and property damage are top priorities
		also local TV station meteorologist could be a resource for timely information.
		
		Ensure school staff is aware of this information and know what to do.

2. When a severe weather warning, tornado watch or warning, or flood warning is issued, your plan should be implemented in some defined form.	Protect life and property.	
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).	By name	

4. Plan for temperature extremes of hot and cold, including a medical response component.		
5. **Heat Stress** • For heat stress, add fluid stations as replenishment needs will increase • Make available an increase of ice to medical stations • Pre-stage buses as cooling stations (during and after) • As a precaution, have additional ambulances standing by • Pre-define thresholds for athletic participation during high temperatures		
6. **Severe Cold, Hypothermia** • When there are predictions for cold weather, start communicating prior to the event the necessity to bring warm clothing • Consider postponing the event if it will be below freezing for the entire event • Pre-stage buses as warming stations (before, during and after) for outdoor events • Pre-define thresholds for athletic participation during low temperatures		

Infrastructure Failure		
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.	Reduce response/recovery time.	Most typical is power failure.
Water Main Break		
1. Plan to have personnel from the Water Agency/ Company onsite with direct communication and ready to respond. • Have a response and recovery plan in place		Scale to size and threat. If without water for a prolonged period of time, may not be able to remain open due to OSHA, health dept., etc.
Gas Leak		
1. Plan to have personnel from the Gas Agency/Company onsite with direct communication and ready to respond. • Have a response and recovery plan in place		This may require a mass evacuation totally off property If gas smell is suspected call Fire Dept. if not on-site.
Sewer Break		
1. Plan to have personnel from the Sewer Agency/ Company onsite with direct communication and ready to respond. • Have a response and recovery plan in place		Scale to size and threat.

Power Failure		
1. Develop and practice a plan to deal with all complications emanating from partial or total loss of power. • Have a response and recovery plan in place	Temporary outages are the most common and may be a nuisance or crisis.	For events with more than 3000+ attendees, system specialists should be on-site during event in case of breakdown or outage of IT systems Outages are often associated with adverse weather, so you need to correlate with your weather plan.
2. All facilities should have emergency generators/backup batteries to power life safety, critical communications and evacuation lighting. • Have a pre-written announcements for power outages that are broadcast via PA and social media		If the facility is WIFI equipped, it should be included on emergency power since it is widely used today for critical communication.
3. UJOC /OPs should have emergency generators/backup batteries to power life safety, critical communications and evacuation lighting. • 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		

Active Shooter		
1. Develop and practice a plan to deal with an active shooter during an event. • Observation and surveillance (a combination of human and video) around the venue is essential • Have response teams positioned		FBI and DHS offer programs to help schools develop plans. Intel is important. Collaborate with all surrounding agencies that may potentially respond. Remember and train – Run, Hide, Fight
Aviation Incident		
1. Plan should address an aviation accident, attack or nuisance to include UAV/UASs. • Establish your policies and develop plans to deal with UAV/UASs both curiosity and adversarial	Crashes or attacks	The FBI and the NTSB will always be in-charge of impact scene. • FBI = Scene and evidence collection • NTSB = Incident cause Coordinate with local Law Enforcement.
2. Plan should include contact information for the FAA.		
Cyber Intrusion/Attack		
1. Develop and implement a security plan for computer and information systems hardware and	Protect systems that have operations and control over various aspects of the	Many components of today's facilities are operated via cyber programs that control the

software, which includes defined cybersecurity requirements for any hardware or software to be procured and installed for use at and by the facility/event or other locations with critical links to the venues. • Establish requirements for credentials needed to access information, and the issuance and regular resetting of passwords • Immediately cancel access for terminated employees/volunteers • Implement data loss prevention programs	facility.	components (i.e. HVAC, lighting, PA, score boards/video boards, etc.).
2. Develop an incident response plan to deal with an intrusion/attack/loss of data. • Implement a forensic analysis following a cyber-attack that results in the theft of information, unauthorized access to systems, sabotage or disruption/destruction of systems		Immediately notify the FBI. Have an IT specialist on-site or on call.
3. Ensure personal devices that connect to facility systems, do so only under clearly defined and secured processes.		
4. Keep an accurate and current inventory of all facility-owned IT devices and users.		

5. Define security requirements for third-party vendors or other non-school personnel who will be granted access to IT systems.		
6. Provide training on information security policies, procedures, responsibilities and incident reporting to all employees that use or have access to the event/facility's information technology systems.		
Demonstrations/Civil Disturbance/Rioting		
1. The crowd management plan should reflect the intended actions of event security personnel, SRO/local law enforcement response and the use of tactical teams. • Ensure you have sufficient resources on call	Considering radical protests/demonstrations, competitor rivalries, alcohol consumption and celebratory rioting at or near events, the potential exists for an isolated incident to evolve into a major civil disturbance.	Pre-planning is important to preventing an incident from getting out of control and precipitating violence; as well as a well-organized response. Some of these actions in certain communities are gang related, so intelligence is crucial. Have trained plans that separate groups of disruptive individuals.
2. The plan should address throwing objects on the playing surface and/or at players/coaches/referees.	Protection of competitors and officials.	Assign separate officers to these individuals.
3. Define arrest conditions and temporary lodging as well as arrestee transport.		

Structural Collapse		
1. Identify and determine availability as well as response time in the event any internal or external resources are required to address a structural collapse (such as heavy equipment) - this should address temporary stands/bleachers.	To address structural collapse.	The cause of the collapse could be accidental or intentional, so may be associated with a precipitating incident covered in the EAP Also, consider that it may be a crime scene. Fire Dept. will be primary responsible agency.
2. Consider construction materials used in the stands/bleachers and their current condition in response plan. * This should also be addressed in your Risk Assessment		Inspect stands/bleachers prior to events.
Mass Casualty		
1. Develop a plan that addresses campus/venue specific needs and layout to address mass casualty/fatalities. • Many of your medical resources will be off-site and need to respond, the on-site staff need to be knowledgeable of the Mass Casualty Plan	To address mass casualty incidents.	All cities/counties in the U.S. are required to have Mass Casualty/ Disaster Plans; therefore, the EAP should contain their plans as an annex. The city/county EMS Mass Casualty/Disaster Plan should be used as a template to facilitate preparedness and response planning for your event. FEMA offers training for this.

Earthquake (If Applicable)

1. If the venue is within an earthquake zone, you should prepare a plan to deal with the potential consequences.	Depending upon the magnitude of the earthquake, it has the potential to produce mass casualties and significant property damage that rapidly overwhelm on-site resources.	Some of your other plans, such as Structural Collapse and Mass Casualty, may be referenced in this plan. 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.
2. The plan should include dealing with the consequences of damage to public utilities at your venue as well as public transportation.		This may cause fires and gas leaks.

Evacuation/Relocation/Shelter-in-Place/Reunification

1. Develop an effective detailed written evacuation/sheltering plan for your venue that sets forth the who, what, when, where, and how of evacuation, relocation and shelter-in-place. • Develop with input from your Public Safety partners and event staff • Review with Incident Command staff at Public Safety briefings • Prepare for all-hazards • Should include a traffic management plan for evacuation • Should identify sheltering space in and around the facility for all-hazards sheltering	Life safety under all conditions is first and foremost. Evacuation Plan provides instructions and guidance on effectively addressing safety of all individuals in attendance. Based upon circumstances, pre-designate facilities for housing/sheltering.	Simulations offer a tremendous advantage in predictive planning evacuation/sheltering. NCS4's SportEvac offers this benefit. The evacuation/sheltering plan is an essential element of your EAP. Be consistent between venues within your campus to reduce confusion. Training Resource: NCS4-MGT-412 Sport and Special Event Evacuation Training and Exercise

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. • Pre-define who has the authority and will make the decision to relocate along with how it will be communicate		Evacuation planning should be based on a risk assessment that takes time, distance and size of group(s) into account. During events ensure egress points have personnel posted and remain unlocked for evacuation or sheltering movement.
3. Ensure that you have evaluated all your potential sheltering areas against all possible incident types to determine their ability to offer sufficient protection from various perils (i.e. thunderstorms, lightning, hail, tornados, ice, flooding, hazardous chemical release), along with the total number of individuals each area can safely accommodate.		Making the decision to evacuate, shelter in place or relocate during an incident is a complicated process. It requires input from various entities knowledgeable in the surrounding structures, the size, distribution and condition of the spectators and participants, as well as, the hazard involved and the anticipated response to that hazard.
4. Full or partial evacuation, sheltering in place and the decision to relocate, including designation of relocation routes, should be identified and evaluated for each type incident/course of action. • 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		These all should be included in your plan for each event and is applicable to all size events. Frequently in communities the Red Cross has pre-designated schools as shelter facilities. Know and reference if your school is so designated. Many schools have entered into agreements with municipalities to be shelters. These may or may not be available to your event

5. During events, ensure egress points have personnel posted to control and expedite evacuation or sheltering movement. • Also use signage that directs patrons		
6. Conduct pre-event video presentations that include the venue evacuation plans. • This is also critical for training venue staff and Public Safety		
Reunification		
1. Establish a family reunification plan to detail how families will be reunited. • Pre-plan potential reunification centers	Timely, accurate and relevant information is paramount. Extensive waiting for information can lead to excessive stress, frustrations and can escalate emotions.	Consider the following when developing reunification plans: a. Communication capabilities at the reunification center(s) b. Sufficient staffing c. How to inform families/ guardians of the reunification process and their roles in advance d. How to verify that an adult is authorized to take custody e. How to facilitate communication between parents and the student assembly and reunion areas f. How to ensure students do not leave on their own

		g. Frequency of updates provided to parents and media h. Your local Red Cross can assist
Custodial Care of Minors during an Incident and Reunification		
1. Due to fact that all your event participants/athletes and many spectators are minors, develop plans to care for these minors while in your custody should incidents occur or no responsible adult arrives to take them home. • Establish a policy that no children under the age of 12 will not be admitted without an adult		
Hazardous Materials		
1. Have a written plan for dealing with hazardous/toxic material exposure (i.e. fuels, propane, chemicals, fertilizers, garbage, and sewage).	These are likely incidents that, because of mass numbers of people on-site, have the potential to be a Mass Casualty event.	Your local fire department and emergency management are great resources.
2. Include on-site a Material Safety Data Sheet (MSDS) prepared for all hazardous materials on-site, to include contact information for assistance and maintained in the UJOC.	Knowing where to get the information is important. Delays during crisis can be detrimental.	Have a hazardous materials specialist (usually a fireman) on-site for large events.
3. Address decontamination procedures and on-site capabilities.		Fire/EMS will most likely be responsible for and provide the capabilities for decontamination.

4. Include procedures and security for fireworks, and other pyro if used during the event.	Potential for fire or explosion.	Must have a fire unit on-site.
Bomb Threat/Suspicious Package/Bombing		
● *Plan/Policy/Procedures*		
1. Have a written plan that is part of the EAP that dictates criteria, roles/responsibilities and identifies who makes the call on evacuation or not for a bomb threat and how to deal with hoaxes/false alarms.		FBI, DHS, BATF can assist in developing your plan. Plan can scale to size, environment, threat and resources.
2. Make use of the unified command for assessment, decision process and response.		Establish a Threat Evaluation Team. The FBI can assist.
● *Records and Retention*		
1. Ensure that all incoming threats, whether telephonic or via other media, are properly recorded and preserved for at least two calendar years following the year in which the threat is received.		Local/state laws make control retention times.
● *Threat Checklist*		
1. Use Bomb Threat caller checklist and train staff who may receive calls/texts. • Install caller identification and/or coordinate phone call trap capability		FBI, BATF, and DHS can provide this.

• *Threat Assessment*		
1. Create a Threat Evaluation Team that can be called upon when threat(s).		FBI can assist with this.
• *Pre-Game Sweeps*		
1. Create a program to require employees to check (white level search) their own work areas on a daily basis for anything out of the ordinary.		If resources available conduct CBRN sweep.
2. Establish pre-game sweeps, ideally a few hours before the event and keep controlled (lockdown) until gate opening.		Set a timeframe ahead of event for pre-scans/sweeps – this will be dependent upon the size of the venue, size of the event, threat intel, and manpower/ dogs/equipment. Once sweep is complete, areas must be locked down to the extent possible.
• *Handling of Suspicious and/or Unattended Items*		
1. Determine the need for personal protective equipment for employees (i.e. toxic material detectors, breathing apparatus).	Some institutions have their own initial response personnel and they will need appropriate protective equipment.	Smaller institutions will likely rely on public safety personnel to respond and handle this.
2. Should purchase, train and store equipment for ready use in the event of an incident.	This is obviously dependent upon the level of resources of a given institution.	Remember OSHA.

3.
Prepare a document on "How to Recognize and Handle a Suspicious Package or Envelope" and familiarize staff.
 	
• All letters, envelopes and packages should be handled in accordance with instructions set forth in above document
• The plan should include the following:
  o Attempt to identify the owner by inquiring with individuals located in proximity to the item
  o If the owner of the item is identified, return to assigned duties
  o If the owner cannot be located, remember the acronym **HOT** to evaluate need for further action:
    ▪ **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)?
  o Inform nearest law enforcement officer or call 911 if HOT criteria is present
		Follow USPS, DHS, FBI or BATF suspicious mail and package best practices when preparing your "How to" document.
		
		See NCS4 example

4. Consider processing mail off-site, if possible. • Any facility used for mail processing should have independent HVAC systems and alarms or monitoring systems that have current or pending SAFETY Act approval		If not feasible, use a remote area of your campus.

5. Ensure that all staff are trained on recognizing suspicious items and proper handling (protect the area and notify UJOC/AIC/SRO).		

• **MOUs**		
1. Ensure that all plans address the need, request for and response of resources beyond the campus' capabilities.		City/County/State Emergency Management can assist.
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.		For additional Law Enforcement (active shooter, riot), IT (computer/network failure), heavy equipment (structural collapse).

Public Transportation Incidents		
1. Develop a plan to address incidents that may occur with the various modes of transportation used by your event (bus, train, subway, ferry, trams).	Determine how you will respond.	Ensure you have contact numbers in case of an emergency.

Weapons of Mass Destruction (WMD)		
• **Chemical, Biological, Radiological, Nuclear**		
1. Develop a plan to address the response of campus and external resources in the event of a WMD incident.	Worst case preparation.	WMD incidents by their very nature are mass casualty and criminal or terrorist acts and therefore are crime scenes. FBI will take control.

		Also, because of the magnitude of these types of incidents, a major public safety/emergency management response will occur.
2. Integrate your plan with the larger public safety/emergency management response plan.	Determine what you will do until the help arrives.	For smaller more rural events it may take longer for specialty units to arrive.

Team Travel Incidents		
1. Pre-plan for all potential incidents: • Accidents • Adverse Weather • Terrorist Attack • Illness/Hospitalization/Death • Unintended Overnight stays	Be prepared.	

BUSINESS CONTINUITY/DISASTER RECOVERY (BC/DR)		**EAP**
PROPOSED BEST PRACTICE	**ISSUE ADDRESSED**	**IMPLEMENTATION**
1. Campus should prepare a BC/DR plan for each facility/event. • Anticipate many catastrophes and the potential that you may have to shelter in your stadium/arena	Be prepared for all hazards	Consider using your local DHS Protective Security Advisor and Infrastructure Protection Program to assist. FEMA and InfraGard can also assist.
2. Identify your security and safety needs.		

AFTER-ACTION REVIEWS		EAP
PROPOSED BEST PRACTICE	**ISSUE ADDRESSED**	**IMPLEMENTATION**
1. An After-Action Review (AAR) is an important component of the continued security and safety process.	Lessons learned are important to continuous improvement.	Create a template for collecting and compiling feedback. NCS4 has an AAR template.
2. Conduct review after every event. • WHEN - should conduct the review as soon as possible after the event, optimally within 48 hours • WHERE - any comfortable, quiet location that can accommodate all key personnel around a table • HOW - using the SMCCs as a format for the review - obviously the primary input is verbal, but the total review should include written reports, arrest reports, complaints, and video • WHO - key personnel who were at the event in managing roles and those who headed up the SMCCs • WHAT - a written AAR draft report should be prepare including all the information obtained and an analysis conducted - it should be provided to all meeting participants to review for completeness and accuracy	The reason is you want to capture the info while it is still fresh in everyone's mind This creates a relaxed environment. These are natural segments. You don't want everyone, but you want everyone's input, so have key personnel collect input from those under them.	Appoint a scribe to capture and document the information.

3. After a review is completed, the final AAR should be produced with a list of recommendations - a copy should be provided to all participating entities.	Document process • Evaluates results • Identifies gaps or shortfalls • Documents lessons learned	
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.	True value of the process.	

EXERCISES		EAP
PROPOSED BEST PRACTICE	**ISSUE ADDRESSED**	**IMPLEMENTATION**
1. Conduct regular exercises with all involved facility employees for familiarization, staff training and testing of your EAP that deal specifically with after-school sports/events.	You play the way you practice.	

Topical Area: Routine Non-Game Day Operations/Measures

SECURITY		RNGDOM
PROPOSED BEST PRACTICE	**ISSUE ADDRESSED**	**IMPLEMENTATION**
1. Have procedures in place to *Deter*, *Detect*, *Delay* and *Respond* to criminal acts, terrorism or sabotage. These should include: a. Routine equipment inspections for tampering b. Awareness training c. Restricted access to sensitive areas d. Event practices	Protect 7 X 24 X 365	Typically an SRO role, but it there is no SRO, designate an individual responsible.

ACCESS CONTROL		RNGDOM
PROPOSED BEST PRACTICE	**ISSUE ADDRESSED**	**IMPLEMENTATION**
1. The facility should have documented and implemented strict visitor identification, escort and access control procedures. These should include: a. Visitor identity verification (Government ID) b. Temporary badging c. Escort by appropriate personnel d. Background Screening where appropriate (sometimes required by law)	Control who accesses your sports/events facility and when.	This is often complicated by dual use of your sports facilities (i.e. offices, classrooms, intramurals, etc.). Therefore, extra efforts and technology should be used to monitor, such as employee access control and a visitor management system. This should include vendors and contractors/workers.

2. Implement strong access controls for: • Training facilities • Practice facilities • Locker rooms • Athletic offices • Concessions • Equipment storage		Also include during event practices. This is not an all-inclusive list.

Topical Area: Risk and Threat Assessment/Vulnerabilities and Planning

ASSESSMENTS		RTAVP
PROPOSED BEST PRACTICE	**ISSUE ADDRESSED**	**IMPLEMENTATION**
1. A Risk/Threat Analysis is one of the most **important** elements of a comprehensive safety and security plan. • Focused on after-school sports events and the facilities hosting them (both on and off campus)	Without the assessment one cannot effectively develop and implement a security and safety plan.	The same elements are present for both small and large events/facilities. The scaling comes to play during its implementation.
2. Conduct a Risk/Threat Assessment for vulnerabilities of ALL events and collect intelligence.	Risks and threats exist, but until identified and ranked for mitigation there is a potential for disaster.	The Readiness and Emergency Management for Schools Technical Assistance Center (REMS) offers guidance on their web site.

Also include a detailed criminal, terrorism, fire safety and a medical response risk assessment taking an all-hazards approach. See Incident Response list in EAP Section as probable task categories for assessment and include: • Site assessment and geography • Culture and climate assessment • Capacity assessment • Resource assessment • Vulnerability assessment Remember to include intel from the visiting team of any concerns or history of incidents. Consider your Risks/Threats as: High or Low RISK as compared to High or Low Frequency	Risk is the possibility of loss resulting from a threat, security or safety incident or event. Risk Management is a systematic and analytical process to consider the likelihood that a threat will endanger an asset, individual or function. Risk = Consequences X Probability When considering risk, remember that rarely do we make mistakes on high frequency tasks because they are things we do a lot and tend to do very well. Low frequency tasks are the most problematic because we don't do them routinely.	DHS offers assessment plans and a self-assessment tool specifically for sport facilities. Your local PSA can assist. NCS4 offers several documents that address this and developed the Sport Risk Assessment Model. This is meant to be a collaborative effort among all stakeholders. Six common categories of risk to consider: a. **Historical** - what types of incidents have occurred in community, facility, 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)
3. Break down assessments into three components: • **STATIC** – these generally remain fixed with small variations over time, such as: nature of the facility/event and surrounding area	Helps you organize	Applicable to all size events.

• **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		
4. Typical risk management cycle includes: a. Identify the threats b. Establish what to protect and your vulnerabilities c. Identify measures to mitigate or reduce risk d. Review security/safety measures and exercise your plans		
5. Assessing risk and vulnerability enables the planning team to focus its efforts on prioritized threats and hazards to develop mitigation or response.		"Vulnerabilities" refers to the characteristics of buildings, equipment, IT or electrical systems, grounds, surrounding area, which could make it more susceptible to identified threats and hazards.

ESTABLISH ASSESSMENT TEAM   RTAVP

PROPOSED BEST PRACTICE	ISSUE ADDRESSED	IMPLEMENTATION
1. Establish a "Risk Assessment/Crisis Management Team," consisting of local/state/federal (as appropriate) law enforcement, fire, EMS, emergency management, utilities/public works,	Be all inclusive so you have buy-in and input from the subject matter experts.	Most appropriate person on campus to head this up is your Emergency Manager (if you have one) or SRO.

transportation and internal event stakeholders that include athletics, facilities, operations, logistics, technology communications and equipment staff.		Or consider hiring a consultant to oversee the process or a consulting team to conduct the assessment, but they will still to meet w/and interview all the components on the left. Smaller schools may not have all these resources, but put a team together with what you have. Having an assessment is better than no assessment at all. Then, you can continue to build upon it.
2. This team should conduct the assessment and prepare a written report.	This is the beginning of a continuous journey.	All other plans will base their response on this report; it will be a guide as to what needs to be addressed in what order and expenditure.

CRITICAL ASSETS		RTAVP
PROPOSED BEST PRACTICE	**ISSUE ADDRESSED**	**IMPLEMENTATION**
1. Develop a comprehensive profile including detailed lists, people and key locations of critical assets with detailed maps/blueprints of each level showing facilities, routes of ingress and egress, location of communication equipment, parking areas, transportation, traffic flow and areas surrounding the venue/stadium/arena.	During a crisis it is too late to scramble together profile information and specific blueprints/diagrams to address something you haven't evaluated or planned for.	Catalog and correlate to your plan. Consider creation of 'Building/Area Captains,' each familiar with their area and trained in emergency procedures to include: first aid, fire suppression, etc.

CREATE CHECKLISTS		RTAVP
PROPOSED BEST PRACTICE	**ISSUE ADDRESSED**	**IMPLEMENTATION**
1. Create or use checklists to be used during assessments.	Completeness and consistency of the team.	These are important and worth the time and effort to prepare, once complete you can continue to

		use them over and over. They especially help new individuals conducting assessment for the first time.
		They also serve as an outline for your planning.
		NCS4 offers sample checklists.

DEVELOP RISK MITIGATION OPTIONS   RTAVP

PROPOSED BEST PRACTICE	ISSUE ADDRESSED	IMPLEMENTATION
1. Once risks and threats are identified and understood, a mitigation plan should be developed to address those considered unacceptable. • Identify external resources needed for mitigation and response • Coordinate with your local public safety community	Deal with risks and threats.	This will be the basis for your EAP. NCS4's SESA helps you to effectively identify and address your threats/vulnerabilities.

THREAT RESPONSE PROTOCOL   RTAVP

PROPOSED BEST PRACTICE	ISSUE ADDRESSED	IMPLEMENTATION
1. Establish a Threat Response Protocol for both event day and non-event day situations, which should be included in your EAP.	What level of risks/threats/ vulnerabilities will you accept and how will you address those you don't except.	**See Incident Response categories in EAP section**
2. Conduct a Capacity Assessment to identify what resources will be available at any given time. A capacity assessment examines the capabilities of students, faculty and staff, as well as, public safety and material resources of community partners.	Response capability	Use this assessment to identify individuals with applicable training and skills (i.e. first aid certification, search/rescue training, counseling and mental health expertise, ability to assist individuals with disabilities). Equipment and

		supplies should also be inventoried. Inventory should include an evaluation of equipment and supplies uniquely for individuals with access and functional needs, such as evacuation chairs, the availability of sign language interpreters and technology used for effective communication, accessible transportation, and consumable medical supplies and durable medical equipment that may be necessary during a shelter-in-place or evacuation.

Topical Area: Sport Facilities Design/Environment

DESIGN (Overall)		SFDE
PROPOSED BEST PRACTICE	**ISSUE ADDRESSED**	**IMPLEMENTATION**

1.
Security/SRO/Law Enforcement/Fire should have a seat at the table during the design phase for sports facilities construction or renovation.
 	
• Visit other facilities to compare and contrast
• Include neighbors and boosters
• Need to consider the following:
   o Pipelines
   o Factories -> pollution
   o Highways
   o Airports
   o Railways
	Security/safety design input to ensure that experience and perspective are considered during the entire process to avoid issues after construction.	Security or SRO officer is an important perspective to include in the design process. If an institution does not have its own SRO it should seek out the local Law Enforcement entity responsible for policing their campus.
		
		"You don't get what you EXPECT, you get what you INSPECT."

DESIGN (External)		SFDE
PROPOSED BEST PRACTICE	**ISSUE ADDRESSED**	**IMPLEMENTATION**
Perimeter Control		
1. Employ Crime Prevention Through Environmental Design (CPTED), where applicable.	More pleasing environment reduces stress and animosity.	
2. Strongly consider building permanent concrete/steel barriers (knee high to chest high) that are in architectural agreement with the facility.	Venue design can be used to effectively direct the flow of patrons.	These barriers can also double as seating, statues, monuments, elegant bollards, and raised plaques commemorating past accomplishments.
3. Look into 'Parking Science' when designing you parking/tailgating areas.	Plan for safety/security given our most current experience and knowledge.	Traffic and parking have become an area of great concern. Do not over-plan the inside to the detriment of the outside.
4. Plan for sufficient exterior restrooms so students and patrons do not have to enter school.		
Vehicular Flow		
1. Consider vehicle ingress/egress for venue and parking.		Consult with your local Department of Transportation.

DESIGN (Internal – Arena/Stadium)		SFDE
PROPOSED BEST PRACTICE	**ISSUE ADDRESSED**	**IMPLEMENTATION**
Pedestrian Flow		
1. Design wide, unobstructed ramps and walkways within and around the underbelly of the venue bowl. • Wherever possible, ramps should be used in place of stairs • Pay close attention to telescoping seats, these can present safety issues	This is less stressful on patrons and allows for efficient crowd egress in times of crisis. This allows access for wheelchairs and small vehicles.	These wide areas under the bowl can also provide sheltering. Overall symmetry of design is important: if patron knows their way around one section, they should know their way around all sections.
2. Consider the positives and negatives of elevators and escalators during design, such as: POSITIVES • Great when in good working order and maintained – patrons like them • Quick people movers especially on load in NEGATIVES • Power outages, constant maintenance • Force patrons to alternative routes, not normally designed to accommodate these additional flows, when they break or are shut-off	Keep people flow simple or at least plan realistically for alternatives.	Computer simulations can help you understand various implications form pedestrian movements thru different modes and under different conditions.
3. Consider crowd management issues related to evacuation/sheltering up-front.	Pre-planning for all eventualities is the best insurance.	Pay close attention to the areas immediately adjacent to exits where will people gather or mingle during an evacuation/sheltering.

• Consider patrons with special needs and alcohol impaired		Computer simulations can help you determine the most effective evacuation routes and sheltering locations by capacity.
Vehicular Flow		
1. Consider vehicle ingress/egress for venue and parking.		Get input from your local Department of Transportation.
Team Tunnels		
1. Keep tunnels used by home and visiting teams to enter playing surface (stadium and arena) covered as far out of stands as possible.	This will reduce the potential of patrons accessing teams.	Also serves as a protective zone for teams and officials.
Playing Surface Intrusion		
1. Consider a vertical drop between the front row of stands and the playing surface.	Fans rushing the field is a cause for concern.	Consider inflatable cylinders to put behind benches on the field.
2. Metal barricades and fencing should always be avoided at field level, as they quickly become a crushing hazard.		There are not many good design elements to prevent intrusion.

POWER CONSIDERATIONS   SFDE

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

SURVEILLANCE CAMERAS (CCTV)   SFDE

PROPOSED BEST PRACTICE	ISSUE ADDRESSED	IMPLEMENTATION
1. CCTV camera coverage should allow for complete 360-degree bowl coverage inside an arena or stadium. • Cameras should be infrared for low light capture	Visual coverage of the entire facility and surroundings reduces blind spots.	CCTV is the most cost effective force multiplier for 24x7 venue coverage.
2. Cameras should also be positioned to provide a complete 360-degree view of the venue perimeter to include parking facilities.		Scalable alternative is to use mobile IP camera platforms that can be moved, set up and raised/lowered as needed before, during and after an event.
3. Plan for future expansion when installing CCTV in new construction.		

LIGHTING		SFDE
PROPOSED BEST PRACTICE	**ISSUE ADDRESSED**	**IMPLEMENTATION**
1. Much consideration should be given to lighting, as it serves as a deterrent. • Assess your area for lighting coverage needs	Proper lighting can decrease crime and increase a sense of comfort. Can reduce litigation issues.	Effective lighting is a must regardless of size.
2. Ensure enhanced lighting around gate areas to facilitate person and possession screening at night events. • Same is true for heavy traffic (pedestrian and vehicular) areas, intersections	Reduces accidents and increases safety.	This can be temporary or permanent.
3. Build in flexible lighting options inside the venue, so smaller and larger areas have individual/separate controls.	Being able to shut off power and utilities can prevent the spread of fire and reduce cost.	

HVAC		SFDE
PROPOSED BEST PRACTICE	**ISSUE ADDRESSED**	**IMPLEMENTATION**
1. Install total ventilation shut-off controls to prevent the spread of toxins.	Prevent total contamination.	These controls need to be secured.
2. Be able to regulate temperatures in different parts of the venue based on specific characteristics.	This is an effective way to limit costs and keep patrons comfortable, thus reducing agitation.	

STRUCTURAL INTEGRITY   SFDE

PROPOSED BEST PRACTICE	ISSUE ADDRESSED	IMPLEMENTATION
1. Conduct annual structural inspections of all venues and stands (permanent and temporary), then document the results.	This will provide an early warning of any potential issues.	Do visual inspections before each event.

OPERATION CENTER(S)   SFDE

PROPOSED BEST PRACTICE	ISSUE ADDRESSED	IMPLEMENTATION
1. Planning for and design of adequately sized Operation Centers is an important aspect for venues. • UJOC/OPs should be outside of the stadium/arena, could be located on campus for use of all events/venues • Must have total standalone capability to continue functioning during any incident	UJOC and S/AOC	Emergency Management can assist with design requirements. Consider other online resources such as National Clearinghouse for Educational Facilities, DHS Primer to Design Safe Schools, etc.
Technology		
1. Accommodate real-time feeds that relay info from all critical venue infrastructure.		This would include WIFI, radio, landlines, cellular, text and video, among others.
2. Serve as central convergence for all forms of communications (audio/ video/text/graphics). • Build wide, uninterrupted walls with installed wide HD monitors for viewing all possible feeds		

• Include computer analytics of venue mapping with 3-D simulation capability and video integration • Include CADs of entire facility	This will allow for real-time interpretation of crowd movement, threat detection and disaster response.	

Topical Area: Staff Performance/Development/Training/Certification

RECRUITMENT and RETENTION OF PERSONNEL		SPDTC
PROPOSED BEST PRACTICE	**ISSUE ADDRESSED**	**IMPLEMENTATION**
Staff Positions		
1. Personnel that are properly screened, trained and equipped constitute the primary element of a successful security and safety program.	Failure to implement this is the biggest threat to successful litigation against your facility.	This must be done, but is scalable based upon your institution size, the threat intel, and driven by an effective risk/vulnerability assessment.
2. Maintain an adequately sized, equipped and trained security /safety force based upon your facility/event and risk assessment.	Sufficient personnel to adequately address safety and security.	Location of your school will have an impact on your potential candidates. Document exercises, indicating the scope and duration, names of personnel who participated, actions for improvement and recommendations for plan modifications.
3. Find creative ways to establish a cadre of security and safety personnel that can be used through	Addresses high turnover and is easier to train and maintain.	Contracting is one possibility, so are volunteers, etc.

multiple sports venues and seasons on campus for various events. • Develop a cadre of staff/volunteers that work your events over multiple seasons	Much more cost effective from a training/consistency standpoint.	Some school systems require that events hire an SRO. Select – Train – Test – Deploy At some schools event organizations provide funding for student workers. If money/pay is not a big factor for recruiting and retention, keep the position interesting and exciting. Find ways to offer workers opportunities that people who are not employees and/or volunteers would not have.
4. If you use volunteers, establish a Volunteer Director to actively manage your volunteers. • Make sure there are clear roles and responsibilities as well as: o Number of volunteers in any area will determine amount of supervision (span of control) o Plan for attrition (example – 15%), continue to monitor performance and adjust o Establish volunteer communications – both directions o Create a Volunteer application process – selection is important o Survey volunteers for special skills ▪ Languages, EMT/CPR certifications, volunteer event experience	Coordination and management of volunteer staff.	Volunteers can be a huge force multiplier if effectively trained, managed, nurtured and inspired. They can also be a major headache if not managed properly. If you use volunteers, your Volunteer Director is an important position, so pick carefully. You are not looking for warm bodies; you are looking for a cadre upon which to build a team for multiple events. Be selective.

○ Seek Law Enforcement /Military/First Responder experience • Watch language that is used in volunteer position descriptions or application process ○ Try to not have volunteers do the same job as a paid employees • Best time for a volunteer's review is as close after the event as possible – while their performance is fresh in supervisors mind • Create a Safety and Security Volunteer Handbook - keep it as brief as possible and include pictures (short and simple) ○ You can lose people's interest and overwhelm them if there is too much information ○ Update this after each event	Potential for litigation forcing pay. This is important to evaluate for their continued use and training needs.	

TRAINING OF PERSONNEL		SPDTC
PROPOSED BEST PRACTICE	**ISSUE ADDRESSED**	**IMPLEMENTATION**
1. Establish multiple event/position-relevant training programs that are preferably computer based and required for all personnel (should include volunteer staff). • Establish a Mentoring Program for on-the-job training of new or replacement personnel	Time, availability, location, cost, length, curriculum and instructor are all issues that affect the content, quality, consistency and reliability. Potential for legal liabilities exist for insufficiently trained personnel.	NCS4 offers multiple training programs both online-based, classroom and seminars. High School event specific computer-based training (CBT) can be developed by NCS4. NIMS/ICS training from FEMA.
2. Specify basic training requirements.	Specialized training	This can take different forms; paper documents, online modules or classroom presentation.

• 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. • Should include guest relations, problem solving, and basic security procedures • Have CPR/AED training for everyone		Juxtapose program/practices against institution policies to ensure match up and that protocol is performed adequately.
3. Establish an event handbook that clearly explains the event's expectations, rules, and guidelines.	Documentation	This can be written, online or both.
4. Setup periodic refresher training for full-time and part-time personnel, at least annually.	Things change; programs and personnel need to stay current.	
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. • Annual security awareness training of non-security staff such as ushers, food service personnel and others must also be conducted, with a record of training maintained.	Regular documented training	You can do *lunch and learn* programs throughout the year and invite different speakers/trainers. NCS4 offers this type training online.

LEADERSHIP and DEVELOPMENT TRAINING		SPDTC
PROPOSED BEST PRACTICE	**ISSUE ADDRESSED**	**IMPLEMENTATION**
1. Develop, implement and maintain an effective staff training/learning program that covers training ALL staff supervisory levels and grooms them for other positions of leadership. • The separation of training and professional development is important because one pertains to job responsibility rather than job performance • Push the professional development piece to administrators after they receive their basic training • It takes a coordinated effort to do both		NCS4 can assist you with developing training programs. Pooled training among school systems on a regional (or larger) basis is a possible solution. US Dept. of Education also offers different learning/training programs, many online. NASRO also offers a course.

2.
Document ALL training and retain these records in paper and/or digital format for at least 5 years or more if minimum is required by your laws.
 	
Training records should include:
  a. Date and location of training
  b. Time of day and duration of each session
  c. A description of the training
  d. Name and qualifications of the instructor
  e. List of attendees and their signatures
  f. Results of any evaluation or testing
	This will assist in mitigating legal liabilities surrounding staff training and capabilities, and facilitate consistency in training.	If you contract services, the company you contract with should provide you with the training records for those individuals working your venues and require in your contract elements a – f (to the left).

3. Document ALL drills/exercises and retain these records in paper and/or digital format for at least 5 years or more it minimum is required by your laws.	This will assist in mitigating legal liabilities surrounding staff training and capabilities from Athletes, staff and	If you contract services, the company you contract with should provide you with the training records for those individuals working your venues and

	spectators, as well as employees and volunteers.	require in your contract elements a – f (to the left).

Exercise records should include:
  a. Description of drill/exercise
  b. Date held
  c. List of participants
  d. List of equipment tested or employed in the exercise
  e. Name(s) and qualifications of the exercise director(s)
  f. Any lessons learned to improve planning and response		

Continuous Improvement Cycle		
1. Establish a Continuous Improvement Cycle program.	Keeps staff motivated and feed their inner desire to learn and gain self-satisfaction.	
2. Establish a Continuous Improvement Inventory of metrics for facilities/event safety, security and incident management systems.		NCS4 has a list of suggested metrics and could serve as your repository.
3. Establish a program to reward positive behavior/execution/ practice of what they have learned.	This keeps staff motivated.	Plaques, shirts, jackets, hats, etc. are some examples of rewards.

Succession Planning		
1. Establish a succession plan and train people so that they can step in and assume a key role if/when needed.	Prepare for departing personnel, either thru choice accidental departure (i.e. death).	The larger the event, the more critical this process becomes.

• Something must be prepared in order to allow for replacing key positions for your events. 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		
2. Have people put down on paper: What they know and how they accomplish their goals for their job areas. This should be done in case someone needs to assume their position for any reason (basically an Operational Manual that is done over time). Have group leaders/supervisors update their information every year (i.e. who their contacts are, what businesses they deal with, etc.).	Give new personnel the ability to succeed.	

STANDARDS and CERTIFICATIONS		SPDTC
PROPOSED BEST PRACTICE	**ISSUE ADDRESSED**	**IMPLEMENTATION**
1. Adopt standards and seek certifications for both the school/facilities and personnel employed in sport safety and security functions.	An uncontrolled, unregulated environment allows for a lack of consistent, recognized norms for successful safety and security management. This can also reduce insurance and help in any adverse litigation.	NCS4 offers standards and certifications, including the NCS4 SESA Program.

2. Make sure to check staff certifications and document them to verify they are a nurse, doctor, fireman, have language skills or a CSSP, etc.		NCS4 offers the Certified Sports Security Professional (CSSP) certification.
3. Consider some form of incentive (monetary, time-off, gift cards, etc.) for employees who obtain certifications.		

HIRING and BACKGROUND SCREENING   SPDTC

PROPOSED BEST PRACTICE	ISSUE ADDRESSED	IMPLEMENTATION
1. Conduct a background check on all personnel working in ANY capacity of an event (paid or volunteer) based upon their position (include concessions and cleaning). • Learn and consider privacy issues regarding employment, interviews and records • Ensure that Background Screening follows state and federal laws • Make sure your hiring standards and process are legally defensible	Past issues have arisen when non-screened persons are placed in roles interacting with the public. Such as, convicted pedophiles in contact with minors, convicted thieves handling money, past DUI offenders working in alcohol concessions or driving shuttle buses/trams, persons convicted of anger management violence working in security roles. These project a poor image and reflect badly upon the venue/ institution.	NCS4 offers a cost effective certification program that includes background screening. Some state laws require background checks for individuals who will be working with children (minors).
2. Ensure personnel meet certain basic skills based upon the roles and responsibilities they will assume.	Venue positions are not simple/non-thinking roles	NCS4 can assist in defining these skills.

• Use an online application process • A job related test can assist in evaluating candidates	Front-end effort pays off during the event and over the season.	Have applicants submit a photo of themselves as we now facial recognition databases as part of Law Enforcement records.
3. Ensure personnel meet basic social communication skills/image (dress), including foreign language skills, as they will be interacting with client/customers.	Image	Consider volunteers such as: ROTC students who are pre-screened and can be held much more accountable. Also, consider using athletes, for instance, basketball players during football season and visa-versa. PTA and boosters are other possible sources of workers that the campus can influence, as well as retired Law Enforcement officers.
4. Review personnel files of persons terminated to determine it they may pose a security risk.		

THIRD PARTY CONTRACTS		**SPDTC**
PROPOSED BEST PRACTICE	**ISSUE ADDRESSED**	**IMPLEMENTATION**
1. Specify all details of required expectations of performance, roles, skills, qualifications, certifications and measurements/metrics in contracts. • Set high standards and hold contractor to those standards – ensure they know the standards when they apply/compete for the contract	To avoid poor contractor performance and legal issues later.	NCS4 can assist with requirements. This is more applicable to larger events, as smaller events will rely on more volunteers but you should still set expectations. Make sure you spell out exactly the who, what, when, where and how; you will only get what you

• Do not let them sub out to another company, you contracted with them • Conduct your due diligence on potential contractors • Require references and check them out • Work with university administration to ensure purchasing rules and procedures are in compliance		specify and if they agree but you don't, you will have the legal basis to hold them accountable.
2. Ensure you obtain documentation for 3rd Party Vendors: • Proof of background information • Proof of liability insurance • Proof workers compensation insurance	To protect the event organization.	
3. Once onboard, integrate into your planning, training and unified command structure.	Avoid "us and them" as it will be defeating.	Best if they can participate in exercises, but at a least their managers.
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.	Be in compliance with laws.	
5. Keep track of licensing and certification renewals to ensure they remain valid/current for contract services.	If not, it may invalidate your insurance.	

6. Ensure contract staff members are given facility familiarization/orientation. • At a certain point you need to specify no swap-outs of previously vetted and assigned personnel	They cannot help patrons if they are not familiar with the layout of the venue/facility.	

RELATIONSHIP BETWEEN 3RD PARTY/POLICE/EVENT ADMIN   SPDTC

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

UJOC/SOC/EOC OPERATIONS   SPDTC

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

3. Of great importance is co-location of Public Safety (police, fire, EMS) and private security/contract security dispatchers in the UJOC.		

POST ORDERS		SPDTC
PROPOSED BEST PRACTICE	**ISSUE ADDRESSED**	**IMPLEMENTATION**
1. For all events and venues (regardless of size), prepare and employ Post Orders for at least all 1st and 2nd Level Staff (Full-time, part-time, contract, volunteer) that are both printed and electronic (digital).	Frequently game day workers - often part-time, seasonal, volunteer or third party contract lack familiarity of the facility as well as their role, responsibilities, methods of communication and EAP.	NCS4 can provide a template. Post Order's help insure consistency of service and job functioning.
2. Post Orders should include post description, role, responsibility, communication, emergency procedures, equipment for that post and map.		Post Orders have been produced in various formats: • Booklets • Cards • Digital (smartphone) • App
3. Post Orders should be simple, such as in a bulleted format, on laminated cards for each staff member (full-time, part-time, contract).	Clarity and brevity	

TOOLS FOR EMPLOYEES | SPDTC

PROPOSED BEST PRACTICE	ISSUE ADDRESSED	IMPLEMENTATION
1. Ensure your staff has the necessary tools to perform their tasks and are trained in using them. Tools should include: a. Radio b. Cell Phone/smartphone c. Flashlight d. Guide e. Staff credential f. Post orders	Properly equipped and trained	
2. Consider using an event software program that helps to manage all event workers and vendor information. You will then be able to contact individual staff, participants, vendors, and sponsors with one simple email or a touch of a button.	Get information out and save time.	

TEAM BUILDING | SPDTC

PROPOSED BEST PRACTICE	ISSUE ADDRESSED	IMPLEMENTATION
Private Security and Law Enforcement		
1. If you use private security/event staff, establish boundaries, accountability and partnering with the law enforcement.	Eliminate a '*them* versus *us*' environment and finger pointing if something goes wrong.	Exercises can foster this process.
2. Plan and train together to help build a team approach.		

3. Lead by example and teach your supervisors to do the same.		
Rewards		
1. Reward positive behavior, performance above and beyond the standard, as it reinforces quality performance and establishes loyalty.	Helps with retention and positive attitudes.	Various types of recognition have been found to work: • Acknowledgement (oral and written) • T-shirts • Gift cards/Prizes • Game tickets for relatives • Parking • College credits for Criminal Justice students

EXERCISES   SPDTC

PROPOSED BEST PRACTICE	ISSUE ADDRESSED	IMPLEMENTATION
1. Plan and conduct exercises of all plans at least annually. • 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, then discuss during your after-action review	Exercises are extensive operations or maneuvers, intended to train personnel, assess capabilities; action, activity or undertaking; intended to evaluate knowledge or skill. Exercises have many benefits: a. Reduce problems, mistakes or omissions that can occur during an actual crisis b. Time spent producing and participating will pay off when crisis occurs	Smaller events may not need 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: • ORIENTATION a. Provides overview of plan b. Familiarizes participants c. Use when new plan or team members d. Informal, easy and low stress e. Planning cycle 30 days, duration 1 hour

	c. Helps eliminate "it can't happen here" attitude
	d. Teach school executives the complexity of preparedness and decision making in crisis
		• TABLETOP
		  a. Scenario in narrative format
		  b. Practices team building and problem solving
		  c. Addresses one issue at a time
		  d. Somewhat detailed with a medium stress level
		  e. Planning cycle 2-3 months, duration 2-4 hours
		• FUNCTIONAL
		  a. Simulates scenario as realistically as possible
		  b. Short of mobilizing personnel, equipment and resources to an actual site
		  c. Evaluates specific functions
		  d. Typically detailed with high stress level
		  e. Planning cycle 6-8 months, duration 4-6 hours
		• FULL SCALE
		  a. Deploys personnel, equipment and resources to a specific venue
		  b. Evaluates operational capabilities in an interactive manner
		  c. Facilitates communications and coordination across organization and public and private sector
		  d. Very detailed with high stress level
		  e. Planning cycle 8-12 months, duration 6-8 hours
		
		NCS4, FBI and DHS offer exercise services.
		
		Consider observing exercises in your area – corporate based or university based to familiarize. Other resources include REM and FEMA's IS-120.a

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

Topical Area: Secure and Safe Aware Culture

CORE FUNCTION/ESSENTIAL COMPONENT/SEAMLESS INTEGRATION		SSAC
PROPOSED BEST PRACTICE	**ISSUE ADDRESSED**	**IMPLEMENTATION**
Integrating the Role of Safety and Security with the School & District Leadership		
1. Shine a positive light on what your school/SRO is doing correctly, reflecting on your concern for safety and security.	Don't just be the bearer of bad news; promote positive planning and protective steps.	Be proactive.
2. Provide a bi-annual safety and security preparations briefing to your school/district Executive Team, so they can see the effort and depth of planning.	Positive press to management and put bad guys on notice and community at ease.	Consider doing parent briefings.

3. Set up educational/informative briefings for Executive Team and all school departments concerning campus safety and security.	Establish relationships and buy-ins from all entities.	Invite them to UJOC/OPs during an event.
4. Executive team should participate in all exercises.	Educate team on what has to be considered in the decision process.	
5. Rally community support through knowledge for them to buy into a program for safety and security.	Intelligent support	

CODE OF CONDUCT		SSAC
PROPOSED BEST PRACTICE	**ISSUE ADDRESSED**	**IMPLEMENTATION**
1. Each school should develop and maintain a "Fan Code of Conduct" (FCOC). • Post the school/ team FCOC in conspicuous areas throughout the venues' and on the video board prior to the start of each game, on the schools website • Once the Code of Conduct is established, it should be enforced • Each school should advise its fans, via a public address announcement and/or in-park signage, not to interfere with play, and that a fan who interferes may be subject to ejection from the arena/stadium	Set the bar for what is and is not acceptable. Enforcement discourages unwanted behavior.	Regardless of institution size this is important and generally exists in many other areas of campus. Engage student leaders from each class to help write/create the FCOC. This should coincide with the school's larger Student Code of Conduct.

CAMPAIGN TO INFORM		SSAC
PROPOSED BEST PRACTICE	**ISSUE ADDRESSED**	**IMPLEMENTATION**
1. Establish a "Security Awareness Campaign" through information provided on websites, social media, team mailings and signage in the stadium/arena to reach out to patrons/parents/students to encourage proper behavior and reporting of suspicious activity. • Adopt and use the "See Something – Say Something" program	Encourage appropriate behavior. Set behavioral expectations.	Regardless of event size. Engage school/district and local media in your campaign. Solicit the Police Chief(s) and Sheriff(s) to participate in getting the message out. DHS and Dept. of Education can provide literature.
2. Use parent/teacher, booster club communities to get the word out and to help underwrite the program. • Create 'Game Day Guides' for each season with FCOC (security and safety info, maps, etc.)	Ultimately get total campus/community buy-in: fill relationship building void	Look for all potential resources for buy-in and to get the word out. Have boosters/clubs hand them out at gates.
3. Establish a daily effort of positive interaction between students, faculty and SRO/Law Enforcement.	Make an effort to build bonds with students, parents, faculty and law enforcement.	Start before events by developing positive daily interactions.
4. Establish Community Watch/Policing Program throughout the campus or similar program.	Community takes on a role in self-awareness and protection.	How AND exactly what is implemented will depend on school/district issues, size, geography (urban or rural) and neighborhood.

5. Conduct an annual "Fan Safety and Security Survey" (one for stadiums and another for arenas) with students, season ticket holders, and vendors to monitor events/behavioral activity.	Evaluate fans impression of safety and security.	Access the climate and culture to find out if fans feel safe.
6. Advise season ticket holders that they are liable for the behavior of whoever uses their ticket.	Accountability	If applicable.
7. Consider establishing an "Adopt a Cop" program with classes, where the assigned officer meets with students and faculty weekly to foster a relationship or "Pizza and Police" get together.	Establishing trust and familiarity	Can present and cover a broad agenda of safety and security issues from game day to everyday.

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

TECHNOLOGY USE		TUIIIM
PROPOSED BEST PRACTICE	**ISSUE ADDRESSED**	**IMPLEMENTATION**
1. Identify who owns and has budget responsibility for technical systems for the following: • Purchase and Installation • Maintenance and Service • In sourced or outsourced agreements • Upgrades and Enhancements	Users frequently are not the owners responsible for technology systems (i.e. CCTV, card access, UPS). Therefore, without control you must communicate and collaborate to ensure needs are met.	Technology can be a force multiplier or a burden depending on how it is managed. Establish a collaborative team to iron out any issues and establish who has control over what, so that things will run smoothly during the event. Interoperability is essential going forward.

		We are moving into a technological era where it touches almost everything we do, so we must leverage it to our best advantage.
2. Potential Game Day uses: Ticket sales, HVAC, voice over IP (VOIP) phones, texting, surveillance cameras, email, monitoring the weather, interviews/jail bookings, scoreboard, plumbing controls, fire suppression, fire alarms, social media, apps, sound systems, public kiosks, Wi-Fi, issue tracking, injuries/patient data for EMTs, facility access, real-time game statistics, radio and TV broadcasters, the press, photography is all digital, instant replay and fan-experience apps, among others.		

INFORMATION MANAGEMENT   TUIIM

PROPOSED BEST PRACTICE	ISSUE ADDRESSED	IMPLEMENTATION
1. In all likelihood, your systems will fall under one of four environments: • Athletic Department • Public Safety • School Administration • IT Department These environments must be viewed from these four perspectives, acted upon accordingly and collaboratively where possible	Users frequently are not the owners responsible for technology systems, however, they maybe the owners of the information. Therefore, without control you must communicate and collaborate to ensure needs are met.	Depending on the size of the event, data is going to be an issue that requires professional support. No matter the size of your organization, collaborating/ partnering almost always results in a better outcome. Don't wait on others - Lead the Way!

2. Identify who owns the information policies and content related to and generated by the employed technology system: • Control and use of the system • Controls and views content and reports • Grants permissions and releases information	Know who controls what.	Determine your needs and whether or not the existing systems meet these needs. If not, define your requirements and identify who can fulfill your needs.
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. • Test IT prior to each event to include video cameras and recording capabilities	Unreliable and unavailable data is worthless.	Take ownership with what is yours and partner with the groups over what you don't own. Don't wait on others - Lead the Way!
4. Consider using command center/event/incident/operations information management software. • This also serves as a repository for capturing information to review over time	Keeps all entities current with the same information and serves as an official record for litigation and after-action.	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. FBI Law Enforcement Online offers a free event management system online called the Virtual Command Center (VCC).
5. Make sure all automated systems have redundancy and off-site backup capabilities.	Redundancy is often the only recovery capability.	Off-site backup should, at a minimum, be in another part of town and ideally outside your region.

PROPOSED BEST PRACTICE	ISSUE ADDRESSED	IMPLEMENTATION
6. Consider using a Geographic Information System (GIS). • Mapping capabilities using geospatial info and live feeds for situation maps, briefing maps and interactive mapping that can track participants in real-time	For visual situational awareness.	This can accommodate RFID/NFC feeds. This can also be used as a district-wide capability.

SIMULATION SOFTWARE   TUIIIM

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

INNOVATION   TUIIIM

PROPOSED BEST PRACTICE	ISSUE ADDRESSED	IMPLEMENTATION
1. For missing/lost kids and/or seniors - obtain a digital photo/video from a relative /friend's smartphone/device that can be sent to staff and/or broadcast on video monitors.	Every event has missing/lost kids or seniors which is manpower intensive. Communicating a picture offers quicker identification and recovery.	Utilize facility/agency provided or personal smartphones with imbedded software and free apps. Venue/SROs/Law Enforcement Officers should have a listing of all employee cell phone numbers for each event so photos can be distributed.

		Should be disseminated by EOC and not an individual officer. • May need consent to distribute • Keep digital copies of yearbooks for quick access to photos of students and staff
2. For ejected individual(s), take a photo/video when ejected that can be sent to all gate staff and officers to prevent re-entry and maintained in records.	Instant transmission to multiple staff to prevent re-entry. Records maintenance.	Set up distribution groups for easier and faster transmission of information. Venue/SROs/Law Enforcement Officers should have a listing of all employee cell/ smartphone numbers for each event so photos can be distributed. Should be disseminated by EOC and not an individual officer. • May need consent to distribute
3. For injured individual(s), take photos of the injury as well as the person and maintain them in records. • Can also be used to transmit an individual's vitals for medical evaluation	Records maintenance Litigation support	EMS can assist with this. Consider utilizing MAGNUS or other electronic health records systems for use in an emergency. Provides vital medical info on student and employees and notifies responsible party.

SOCIAL MEDIA		TUIIIM
PROPOSED BEST PRACTICE	ISSUE ADDRESSED	IMPLEMENTATION
1. School administrations and SRO should build expertise and experience with social media platforms (i.e. text, Twitter, Facebook, Snapchat, etc.).	Social media enables organizations to monitor individuals/groups and understand their intended behavior/actions at events, and it offers communication with stakeholders, staff and attendees to inform them with event info. Also allows participants/attendees to report information.	No matter the size of your institution you can find creative ways to implement a social media communication and monitoring program. Many of these programs already exist for everyday school affairs, so just piggyback for after-school events Include school Facebook page, school website, school Twitter account, etc., as well as other mobile communications apps.
2. Develop social media policies and procedures for the purpose of public safety and security use.	Consistent with local/state/federal laws	
3. Consider social media as a critical technology for effective inbound and outbound communication for sporting event safety and security.	Communication avenues	Consider piggybacking on existing social media tools.
4. Assign a qualified dedicated person to monitor and communicate via social media. • Monitor social media activity for security, safety and threat issues • Follow visiting team fan sites and social media feeds to anticipate potential issues		Work with school/district's public information/communications department to staff this and bring in SRO/Law Enforcement Officers as needed (depending on the event). School IT students may also be a source of assistance.

5. Use social media to inform attendees of security, weather or other emergency issues and monitor feedback.	Emergency communication vehicle	

SURVEILLANCE CAMERAS (CCTV)　　　　　　　　　　　　　　　　　　　TUIIIM

PROPOSED BEST PRACTICE	ISSUE ADDRESSED	IMPLEMENTATION
1. Develop a business case for the value of video surveillance in order to enhance security, reduce risk and thereby protect people and the brand, thus creating an ROI to the institution.	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. It has a forensic value capturing activity for later review and/or evidence.	Consider teaming with different campus entities that would derive value from investing in camera coverage. Don't forget surrounding businesses and alumni groups.
2. Design and implement an IP based digital CCTV system that delivers video information in a usable security and safety context for both inside and outside of venues.		**See NCS4 Lab study** Placement will also be driven by your risk/vulnerability assessment.
3. Provide for central (CP/Ops) and remote viewing/monitoring.		Technology exists to allow officer viewing on a smartphone.
4. Understand and explore analytics to enhance/interpret/spot anomalies that are drawing viewers' attention and adding value.	Predictive/preventive	This technology draws attention to potentially dangerous activity.

• Implement software for CCTV cameras that can allow them to automatically detect and diagnose certain threats, and alert security personnel as to the locations	Human limitations of monitoring multiple feeds can be compensated with technology.	Look for creative ways to partner with marketing, sales, sponsors and concessions for duel use technologies/capabilities for which they may pay.
5. CCTV systems should have sufficient storage capacity to retain images for at least 15 days. • Develop a retention policy regarding length, storage, custody and disposal of digital images	To capture an entire event and have the capacity to review for improvement, identification and potential evidence.	Test prior to each event the video cameras and recording capabilities. Optimally, you may want to retain the images for 6 months to protect the institution in potential litigation.

WEATHER TECHNOLOGY   TUIIIM

PROPOSED BEST PRACTICE	ISSUE ADDRESSED	IMPLEMENTATION
1. Employ weather monitoring technology on-site with a trained meteorologist who has access to off-site radar, computer-based modeling and interpretation software.	Weather is the most prevalent issue facing most venues, so the more advance warning you can get the better.	Check with your local TV station and offer your facility as a monitoring base for their meteorologist. These will allow for duel use and give you greater accuracy. Also, weather apps that provide real-time weather reports.
2. Employ multiple communication tools (i.e. PA, video boards, radio, sirens, social media, etc.) to alert and advise of impending weather issues and actions for attendees to follow. • Test these tools prior to each event	Need to communicate information in a timely manner through multiple media.	If venue is actually on campus or institutions leases venue for a sanctioned event, mass notifications of crimes, imminent life threatening events, etc. need to be issued.

3. Develop triggers based upon monitors that allow you to take appropriate and timely action.		

COMMUNICATIONS TECHNOLOGY		**TUIIIM**
PROPOSED BEST PRACTICE	**ISSUE ADDRESSED**	**IMPLEMENTATION**
1. Mobile/wireless communications are extensively used at collegiate events by all parties. Therefore understanding all the devices and their providers assists in structuring effective uses and communication channels.	Multiple types and sources provide redundancy.	Consider collaborating with cellular providers to increase capacity on-site during events. • Learn their capacities and limitations surrounding your events • Maximize your communications capability with the cellular phones you use thru on-site repeaters
2. Continuously monitor changes in popular modes of communication since this technology is ever evolving and may enhance your ability to communicate in both directions.		
3. With technology advances, don't forget the old reliable capabilities that have proven tried and true, such as Ham Radios and megaphones.	Inevitably issues arise with new technology so have a fallback capability.	

<u>APPENDICES</u>

Appendix I: Table of Abbreviations

AAR	After Action Review		Intel	Intelligence
AED	Automated External Defibrillator		IT	Information Technology
AIC	Administrator in Charge		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
CCS	Concentric Circles of Security		NTSB	National Transportation Safety Board
DHS	Department of Homeland Security		NWS	National Weather Service
DOE	Department of Education		OPs	Operations Center
FBI	Federal Bureau of Investigation		PA	Public Address System
FEMA	Federal Emergency Management Agency		ROTC	Reserve Officer Training Course
EAP	Emergency Action Plan (synonym: Incident Action Plan)		SRO	School Resource Officer
EM	Emergency Management		SESA	Sport Event Security Aware
EMS	Emergency Medical Services		SMCC	Specialized Management Coordination Committee
EMT	Emergency Medical Technician		S/AOP	Stadium/Arena Observation Post
EOC	Emergency Operations Center		UAS	Unmanned Aerial System
EOD	Explosive Ordinance Disposal		UAV	Unmanned Aerial Vehicle
ESSC	Executive Safety & Security Committee		UJOC	Unified Joint Operations Center
FAA	Federal Aviation Administration		UPS	Uninterrupted Power System
GETS	Government Emergency Telecommunications Service		USPS	US Postal Service
HVAC	Heating, Ventilation, Air Conditioning		VBIED	Vehicle Borne Improvised Explosive Device
IC	Incident Commander		VOIP	Voice Over Internet Protocol

ICS	Incident Command System		WMD	Weapons of Mass Destruction
ID	Identification		WPS	Wireless Priority Service

Appendix II: Authoritative Reference List and Relevant Courses

ASIS Business Continuity Guidelines

ASIS SPC.1-2009

AWR: Sport Event Risk Management

Best Practices Guides for Professional Sports Leagues

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

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

Customer Service Skills for Success by Robert Lucas

Department of Homeland Security Legal Division Handbook

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

DHS Protective Measures Guide for US Sports Leagues

DOJ Crime Scene Investigation: A Guide for Law Enforcement

DOJ Planning and Managing for Major Special Events

Enhanced Sports and Special Events Incident Management

Essentials of Contemporary Management by Gareth Jones and Jennifer Jones

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

FBI Law Enforcement Crisis Management Handbook

FEMA ICS 100

FEMA IS 230c

FEMA IS 235b

FEMA IS 242a

FEMA National Incident Management System

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

HR by Angelo DeNisi and Ricky Griffin

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

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

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

ICS 200

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

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

IS-906

MGT 404 Sports and Special Events Incident Management

MGT 412: Sport and Special Event Evacuation Training and Exercise

National Special Security Events: Transportation Planning for Planned Special Events

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 & Emergency Action Plans

Vicarious Liability: Two Supreme Court Decisions

Appendix III: 2015 National Interscholastic Athletics & After-School Safety and Security Summit Sponsors

TRAMEDIC™

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

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

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

Appendix IV: 2015 National Interscholastic Athletics & After-School Safety and Security Summit Steering Committee

Ryan Anderson, Athletic & Activities Director
Menomonee Falls High School

Jean Ashen, Athletic Director
North Salinas High School

Jane Bowen, Superintendent/CEO
Moore Norman Technology Center

Bruce Brown, Executive Director
Ohio Interscholastic Athletic Administrators Association

Mo Canady, Executive Director
National Association of School Resource Officers

Dr. Leonard Fitts, Executive Director
National Association of School Resource Officers

Wayne Folkes, Director of Student Services
Lamar County School District

Lester Fultz, Chief of Safety and Security
Cleveland Metro Schools

Brian Gard, Manager of Safety and Security
National Heritage Academies

Bob Gardner, Executive Director
National Federation of State High School Associations

Ronda Blanford-Green, Executive Director
Nebraska School Activities Association

Tom Gunnell, Chief Operations Officer
Katy School District

Dale Hackbarth, Director of Security
St. Marks School of Texas

Dr. Marietta W. James, Superintendent
Columbia School District

Larry Johnson, Assistant Superintendent & Executive
Director of Public Safety
Grand Rapids Public Schools

Stephen Kitterman, Director of Operations
Washington DC Public Schools

Jennifer Newell, School Security Institute
State of Oklahoma, Office of Homeland Security

Kevin Quinn, School Resource Officer
Hamilton High School/Chandler Police Department

Arthur O'Neal, Director of Security
School District of The City of Saginaw

James Ream, Sergeant
Los Angeles School Police Department

Augustine Pescatore, Commander
Philadelphia School District

Darryl Simon, Director of Spring ISD
Houston, Texas

Kenna Powell, Director of School Safety
Providence Day School

Bruce Whitehead, Executive Director
National Interscholastic Athletic Administrators
Association

Appendix V: March 21-23, 2015 National Interscholastic Athletics and After-School Activities Safety and Security Summit Attendees and Best Practices Contributors

Ryan Anderson	School District of Menomonee Falls
Ginny Atkison-Hall	Derby Unified School District #260
Herb Baatz	East Allen County Schools
Amy Banks	US Dept. of Education
Rusty Barnes	Mississippi DHS
Raymond Barnhart	Maryville City Schools
Chuck Benigno	Laurel Public Schools
Russell Bentley	Bibb County Public Schools PD
Terry Boudreaux	Thibodaux High School
John Bremer	Katy ISD
Jermaine Brown	Hattiesburg High School
Brett Burchwell	Clarksville-Montgomery County Schools
Anthony Clark	Thibodaux High School
Brett Coulter	Maryville City Schools
Lauren Cranford	NCS4
Alison Crumpton	NCS4
Marmion Dambrino	Houston ISD
Dan DeMott	NCS4
Rick Fechter	School District of Menomonee Falls
Rick Findlay	SLCPD
Joey Florence	Denton ISD
Wayne Folkes	Lamar County School District
Jeff Franks	FBI
Marc Fridley	Tramedic
Karen Funk	North East ISD
Tom Gladney	Biloxi Public Schools
Willie Goins	Greenville Public School District
Don Hinton	MHSAA
Russ Reeves	Rockwall ISD

Pat Hogan	Oconomowoc Area School District
B. Elliot Hopkins	NFHS
Rod Huston	Gilbert Public Schools
Christina Johnson	Grand Rapids Public Schools
Kurt Johnson	Grand Rapids Public Schools
Larry Johnson	Grand Rapids Public Schools
Phillip Kincaid	Gulfport PD
Sonia Leary	Bibb County Public Schools PD
Charles Lester	NCS4
Matt Liston	Derby PD
Eric Lokey	Denton ISD
Judith Lukens Torian	Loudoun County Public Schools
Dr. Lou Marciani	NCS4
Wally McCampbell	North East ISD
Steve McDowell	Gilbert School District
Tim McNeil	Lamar County School District PD
Katherine Miller	NCS4
Travis Moore	Derby Unified School District #260
Richard Morris	Houston ISD
Natasha Neal	Grand Rapids Public Schools
Michael Nelloms	Houston ISD
Arthur O'Neal II	Saginaw (MI) PSD
Darren Peterson	East Allen County Schools
Kenna Powell	Providence Day School
George Quarles	Maryville City Schools
Scott Raduka	Oconomowoc Area School District
Corey Ray	Buncombe County Sheriffs Office
Vernon Reeves	Denton ISD
Gary Stevens	Thornton Academy

Ben Rolens	Katy ISD	Todd Teetz	Dallas County Schools PD
David Seaquist	Argo Community High School	Elizabeth Voorhees	NCS4
Mike Ruby	Buncombe County Sheriffs Office	Mark Vander Voort	HKS Architects
Mike Seal	Forrest County	Angela Volk	Aver
Mike Shaw	Gulfport PD	Andre Walker	Houston ISD
Tess Smith	Lamar County School District	Daniel Ward	NCS4
Sharla Smith	Clarksville Montgomery County Schools		