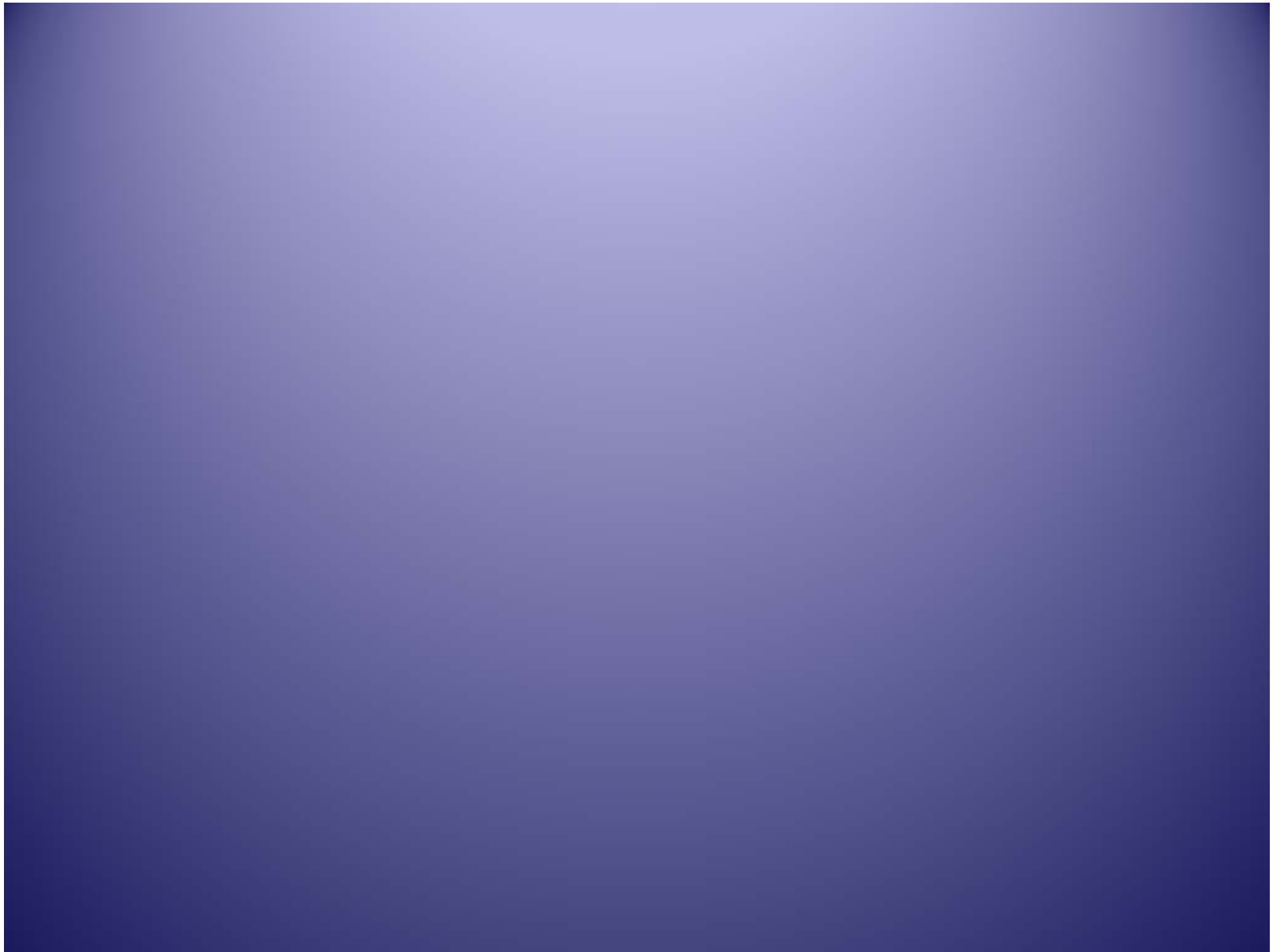


# Special Event Safety and Security

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# Fundamental Mindset

- Safety and Security is two sides of the same coin
- The goal of special events is to create a feeling; not a thing. For success, you must develop a plan and nurture an attitude among workers and guest
- Bottom Line: it is all about creating an image or memory for those attending

# Critical Points of Today

- Special events planned and executed properly can create opportunities to increase the quality of life for citizens and visitors and be positive economic drivers for communities
- Special events planned and executed poorly can create disastrous outcomes for communities
- During every special event, a communities brand and reputation is on the line.
- It may cost a lot in time and resources to properly plan and manage the event; however, the cost in time and resources to recover from a disaster can be extreme

# Special Event

- Is the event out of the ordinary or nonroutine?
- Does the event place a strain on community resources?
- Does the event attract a large number of people?
- Does the event require special permitting or additional planning, preparation, and mitigation efforts by local agencies?

# Types of Special Events

- Traditional Events:
  - Carnivals
  - Concerts
  - Sporting Events
  - Air Events
  - Conventions
  - Political Rallies
- Spontaneous Events:
  - Unplanned; often celebratory or in response to unpopular action.
  - Frequently become out of control quickly

# Approvals and Permits

- Create a formal application process
- Utilize a Special Events Committee with functional stakeholders from critical departments
- Assign appropriate authority and decision making power
- Define application and fee structures to ensure consistency and unambiguous policies

# Event Planning Factors

- Scope of the event.
- Risks to spectators and participants.
- Impact on the community.
- Emergency support required.



# Critical Planning Questions

- Sponsoring organization's purpose and experience
- Previous event concerns
- Relevant local concerns
- Weather
- Community impact
- Event risk

# Planning Timelines

- Large Events – 4 to 12 months
- Medium Events – 3 to 6 months
- Small Events – 60 days prior to event

Note: Exact time frame depends on the scale and complexity of the event. Special consideration or requirements will extend the time factor for planning

# Issues Impacting Planning

- New perspectives about normal activities
- Sense of heightened alertness
- Enhanced Security Measures
- Vulnerability Assessments
- Relationships, Collaboration, and Situational Awareness

# New Focus

- Security professionals have new roles relating to Special Events
- Success is measured by:
  - Risk Mitigation
  - Participant Safety
  - Crime Prevention
  - Image Management
  - Repeat Customers

# Risk Types

- Physical
- Reputation
- Emotional
- Fiscal
- Facilities

# Weigh and Compare Risk

- Determine Frequency of Risk
- Evaluate Impact of Risk based on:
  - Magnitude
  - Size
  - Duration
  - Speed of Onset

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High Impact Low Frequency	High Impact High Frequency
Low Impact Low Frequency	Low Impact High Frequency



Frequency

# Risk Control

- Determine Acceptable Risk level
- Reduce Risk
  - Cancel Event
  - Diminish the Risk
  - Pre-plan responses and contingencies
  - Distribute Risk
  - Share Responsibility
- Continuously Monitor Risk for Change



# Key Operational Considerations

- Health and Safety
- Crowd Management
- Alcohol Sales and Consumption
- Traffic Management
- Gangs and Criminal Threats
- Security

# Health and Safety

- Structures
  - Stages, platforms, and temporary shelter
- Audience Safety
  - Public Health (food handling), Medical Care, and Environmental Risk
- Fire Safety
  - Vendor set up, use of pyrotechnics, monitoring of open flames, etc.

# Crowd Management

- Understand the Crowd Personality
  - What type of crowd is likely to attend?
  - Previous behavior at other events?
  - Are they likely to engage in violence?
- Crowd Roles
  - Observers (watchers)
  - Cheerleaders (verbal support)
  - Active Core (doers)

# Alcohol Management

- Will alcohol be allowed at the event
- Identification and server requirements
- Serving limits
- Cut off times
- Authority to terminate sales and consumption

# Traffic and Transportation

- Roadway Closures
- Offsite parking and shuttles
- Signage Requirements
- Use of the Media to inform the public of transportation plans and restrictions
- Emergency Access

# Gangs and Criminal Threats

- Do not get focused on a definition. Any organized or semi-organized group can be a threat
- Understand the purpose or intent of the group:
  - Profit
  - Protection of territory
  - Intimidation
  - Retaliation

# Activities and Tactics

- Threats to events range from violence to petty theft
- Criminal groups are changing operational strategies to avoid scrutiny and monitoring by law enforcement
  - No outward signs (Colors, tattoos, signs, etc.)
  - Modifying membership
  - Engaging in more sophisticated crimes

# Activities and Tactics Cont.

- Use of technology
  - Communication (social networks)
    - Advertise and showcase activities
    - Plan and monitor criminal activities
  - Monitor law enforcement
    - Gather intelligence
    - Communicate operational tactics and actions
    - Introduce counter-measures to police action



# The Safety and Security Plan

- Establish the Leader Intent
  - Successful event operations are built on the ability of leaders to define and communicate their intent so that line level personnel can exercise their duties and requirements
  - A clear Leader Intent is a statement of what must be done to succeed and describes what success looks like

# Components of Leader Intent

- Good leader intent breaks the operation down into three parts, each providing clear guidance to event personnel
  - Task – What is to be done?
  - Purpose – Why it is necessary?
  - End State – What does success look like?
- This prevents the “Fog of War”, a chaotic condition that occurs and makes centralized command and control impossible

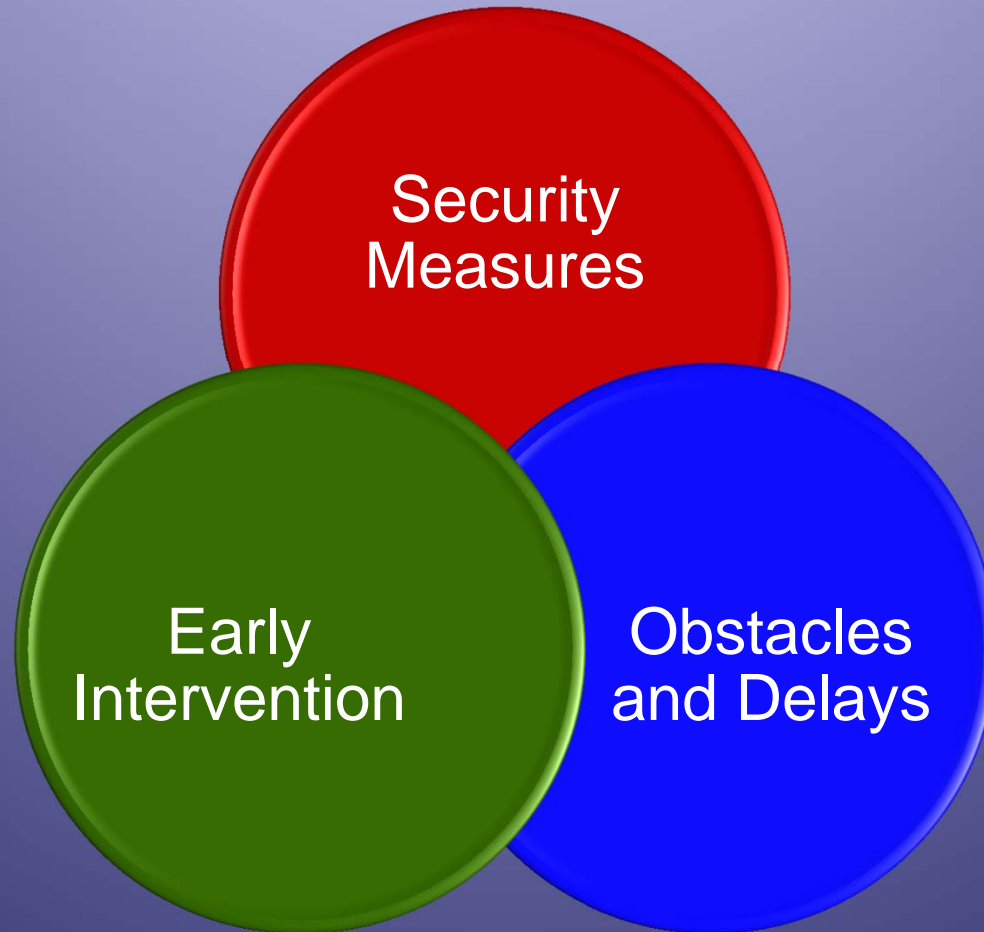
# Security Response

- Develop and maintain current situational awareness
- Deploy resources effectively based on type of event
- Utilize a “Prevention Circles” method to ensure safety and security of the event.

# Develop Good SA

- Situational Awareness is understanding the current environment and being able to accurately anticipate future problems to enable effective action
- Circumstances under which planning occurred will change – it is vital that commanders stay abreast of current reality

# Prevention Circles



# Circle 1 - Early Intervention

- Utilize all sources of information to determine the intent of those who may wish to disrupt or harm the event or those attending
  - Continuously updated
  - Social media role
- Intention is the most important component of the intelligence process. It helps you understand behavior
- Look for patterns and trends that can effect present and future events

## Circle 2 – Obstacles and Delays

- Create security zones that provide observation and scrutiny at various locations
  - Parking areas
  - Checkpoints at outer limits of event
  - Rover patrols with screening capability

# Circle 3 - Security Measures

- Designated Entry Points
  - Utilize technology applications where possible
- Interior Security Patrols
  - Volunteers
  - T-Shirt and Uniformed Security Officials
  - Uniform and Undercover Police Officers
- Technology
  - CCTV
  - ALPR
  - On Body Video



# Prevention Circles



Security  
Measures

Integrated strategies for deterrence and prevention

Early  
Intervention

Obstacles  
and Delays

# Contingencies

- In high risk environments, plans are built on the perception that things change and may be inaccurate prior to implementation
- Neglecting to plan for contingencies is a leadership failure
- Leaders can not plan for everything. Focus on the most critical elements of the operation

# Contingency Trigger Points

- Trigger points are pre-planned events or times that initiate specific response protocols
- They are helpful in
  - Mitigating known risk
  - Identify emerging risk
  - Synchronize operations

# Organizational Structure

- Incident Command System
  - Supports multi-agency planning
  - Optimizes Command and Control
  - Offers techniques to determine how resources will be used, coordination will take place, and methods for communicating
  - Facilitates the protection of life and property

# Evaluation

- Identify the following:
  - What was the Plan?
  - What happened?
  - Why did it happen?
  - What went well?
  - What should we do differently?
  - Areas ripe for improvement
- Document findings in written report.

# Final Thought

The greatest risk that a tourism designation faces is the failure to recognize, plan for, and manage the risk that they face.

# Questions