

Managing Large-Scale Security Events

A Planning Primer for Local Law Enforcement Agencies

Managing Large-Scale Security Events: A Planning Primer for Local Law Enforcement Agencies



Appendix A. Planning Toolkit

This Planning Toolkit provides considerations, templates, and checklists for local law enforcement to use when planning and conducting operations for a large-scale security event. Local law enforcement planners should remember that these templates and checklists serve as guides and, in some cases, should be scaled to the event and tailored to the specific needs of the agency.

The information provided in this toolkit was gathered through a number of resources, including the U.S. Department of Homeland Security/ Federal Emergency Management Agency's 2010 document, *IS-15: Special Events Contingency Planning Job Aids Manual*¹; the U.S. Department of Justice's Office of Justice Programs' *Office of the Chief Financial Officer 2015 Financial Guide*²; and planning material developed by local law enforcement and the U.S. Secret Service that was used in the 2016 Republican National Convention and the 2016 Democratic National Convention.

Table A. Planning Tool Kit References

Core Operational Area	Applicable Planning Checklists and Forms	Appendix Page #
Planning	A.1: Pre-event Planning Matrix A.2: Hazard Vulnerability Assessment ³ A.3: Operational Plan Template ⁴	A-5 A-7 A-11
3.1 Administrative and Logistics Support	A.4: Logistic Information Survey A.5: Food Vendor Information Sheet A.6: Inspection Checklist for Vendors A.7: Hotel Survey Questionnaire	A-13 A-15 A-19 A-23
3.2 Command and Control	A.8: Incident Organization Chart Template A.9: Organization Assignment List Template	A-31 A-33
3.3 Credentialing	A.10: Credentialing Checklist	A-35
3.4 Crowd Management	A.11: Considerations for Managing Crowds	A-39
3.5 Dignitary/VIP Protection	A.3: Operational Plan Template ⁵	A-11

¹ U.S. Department of Homeland Security/Federal Emergency Management Agency, *IS-15: Special Events Contingency Planning Job Aids Manual*, updated 2010 (original 2005) <https://www.hsd1.org/?view&did=759939> (accessed January 26, 2017).

² U.S. Department of Justice/Office of Justice Programs, *2015 DOJ Grants Financial Guide*. 2015. <https://ojp.gov/financialguide/DOJ/index.htm> (accessed January 26, 2017).

³ The checklist in Section A.2 applies to two core operational areas: Pre-Event Planning and Protecting Critical Infrastructure and Utilities.

⁴ The checklist in Section A.3 applies to multiple core operational areas: Pre-Event Planning, Dignitary/VIP Protection, and Non-Event Patrol.

⁵ For a list of typical risks and hazards to consider, see page 2-2 in *Special Events Contingency Planning: Job Aids Manual*, updated 2010 (original 2005) <https://www.hsd1.org/?view&did=759939> (accessed January 26, 2017).

Managing Large-Scale Security Events

A Planning Primer for Local Law Enforcement Agencies

Core Operational Area	Applicable Planning Checklists and Forms	Appendix Page #
3.6 Financial/Grant Management	A.12: Bureau of Justice Assistance (BJA) Special Event Funding Guidance A. 13: Financial Provisions and Policies A.14: Post award Requirements: Grant Fraud, Waste, and Abuse	A-47 A-51 A-55
3.7 Fire/ Emergency Medical Services (EMS)/ Hospitals/ Public Health	A.15: EMS Venue Assessment Checklist	A-59
3.8 Intelligence/ Counterterrorism/ Counter surveillance	A.16: Intelligence/Counter Surveillance Planning and Operations Checklist	A-61
3.9 Interagency Communications and Technology	A.17: Incident Radio Communications Plan	A-63
3.10 Legal Affairs	A.18: Legal Affairs Checklist A.19 2012 Convention Event Ordinances	A-65 A-67
3.11 Non-Event Patrol	A.3: Operational Plan Template ⁶	A-11
3.12 Arrest Processing	A.20: Considerations for Processing Arrestees	A-71
3.13 Protecting Critical Infrastructure and Utilities	A.2: Hazard Vulnerability Assessment ⁷	A-7
3.14 Public Information and Media Relations	A.21: Best Practices for Law Enforcement Public Information Officers	A-73
3.15 Screening and Physical Security	A.22: Access Control Planning and Operations Checklist A.23: Law Enforcement Venue Assessment Checklist	A-81 A-83
3.16 Tactical Support and Explosive Device Response/ Hazardous Materials (HAZMAT)	A.24: Bomb Threat Checklist	A-85
3.17 Training	A.25: Training and Exercise Course Checklist A.26: Training Request Form A.27 Law Enforcement Pocket Guides	A-87 A-91 A-93
3.18 Transportation and Traffic Management	A.28 Traffic and Transportation Plan Template	A-111
3.19 Preparing for Emerging Technologies and Possibilities	N/A	N/A

⁶ Ibid.

⁷ U.S. Department of Homeland Security/Federal Emergency Management Agency, *IS-15: Special Events Contingency Planning Job Aids Manual*, Updated 2010 (original 2005)
<https://www.hsd1.org/?view&did=759939> (accessed January 26, 2017).

Managing Large-Scale Security Events

A Planning Primer for Local Law Enforcement Agencies

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Managing Large-Scale Security Events

A Planning Primer for Local Law Enforcement Agencies

A.1 Pre-Event Planning Matrix

Because responsibilities vary from jurisdiction to jurisdiction, certain risks or hazards are not always handled by only one agency. This matrix is designed to determine the risks and hazards to which your agency is held. Refer to the corresponding page in the Job Aids Manual.⁸

If more than one agency is tasked to respond to the risk or hazard, some overlap of responsibility may occur. One way to handle this is to place a “P” in the primary agency position and an “S” in the support agency position. The responsibilities of each agency must be discussed and decided in the planning stages, not when an incident occurs.

Table A.1-1: Pre-event Planning Matrix

	County Agency	EMS	Emergency Management	Federal Aviation Administration	Federal Bureau of Investigation	Fire	Law Enforcement	Public Health	Public Works	State Agency	U.S. Secret Service	Utilities	Promoter/Sponsor
Abandoned Vehicles													
Airspace Encroachment													
Assault on County Official													
Assault on Federal Official													
Assault on State Official													
Suspicious Package													
Bomb Threat													
Building Inspection													
Cancellation of Event													
Civil Disturbance w/Demonstration													
Communications													
Credentials													

⁸ U.S. Department of Homeland Security/Federal Emergency Management Agency, *IS-15: Special Events Contingency Planning Job Aids Manual*, updated 2010 (original 2005) <https://www.hsd1.org/?view&did=759939> (accessed January 26, 2017).

Managing Large-Scale Security Events

A Planning Primer for Local Law Enforcement Agencies

	County Agency	EMS	Emergency Management	Federal Aviation Administration	Federal Bureau of Investigation	Fire	Law Enforcement	Public Health	Public Works	State Agency	U.S. Secret Service	Utilities	Promoter/ Sponsor
Crowd Control													
Demonstrations													
Dignitary Protection													
Emergency Medical Services													
Environmental Hazards													
Evacuation of Area													
Fire													
First Aid Stations													
Food Handling													
Food Waste													
HazMat													
Hostage w/o Terrorism													
Human Waste													
Kidnapping													
Lost Child													
Lost and Found													
Media Relations													
Motorcades													
Parking													
Permitting													
Potable Water													
Power Interruption													
Security/Governor													
Security/State Department													
Security													
Structural Collapse													

Managing Large-Scale Security Events

A Planning Primer for Local Law Enforcement Agencies

	County Agency	EMS	Emergency Management	Federal Aviation Administration	Federal Bureau of Investigation	Fire	Law Enforcement	Public Health	Public Works	State Agency	U.S. Secret Service	Utilities	Promoter/ Sponsor
Terrorist Act													
Terrorist Threat													
Ticketing													
Traffic Control													
Weather Hazards													
WMD: Chemical													
WMD: Biological													
WMD: Radiological													
WMD: Nuclear													
WMD: Explosive													

A.2 Hazard Vulnerability Assessment⁹

Consider conducting a hazard vulnerability assessment. Local/state emergency management agencies can assist with conducting a vulnerability analysis. These assessments are important to the development of operational and contingency plans.

Frequency Distribution

The planning team should assign a frequency distribution for each type of hazard identified in the Hazard Rating Worksheet (Table A.2-3 below). A frequency distribution categorizes the jurisdiction's exposure to each hazard (that is, the likelihood of occurrence for each type of hazard). Exposure can be assessed in terms of cycles, hours, or years. The definitions of frequency distribution are shown in Table A.2-1 below.

Table A.2-1: Frequency Distribution

Exposure	Frequency
Highly likely = 3	The potential for impact is very probable (near 100 percent) in the next year.
Likely = 2	The potential for impact is greater than 10 and less than 100 percent within the next year. Or There is at least one chance of occurrence within the next 10 years.
Possible = 1	The potential for impact is between 1 and 10 percent within the next year. Or There is at least one chance of occurrence within the next 100 years.
Unlikely = 0	The potential for impact is less than 1 percent in the next 100 years.

Severity Ratings

The planning team should use historical and analytical data to assign a severity rating to each type of hazard that the team identifies in the Hazard Rating Worksheet (Table A.2-3 below). The severity ratings selected should quantify, to the degree possible, the damage to be expected in the jurisdiction as a result of a specific hazard. The definitions of the severity ratings are shown in Table A.2-2 below.

⁹ U.S. Department of Homeland Security/Federal Emergency Management Agency, *IS-15: Special Events Contingency Planning Job Aids Manual*, updated 2010 (original 2005) <https://www.hsd1.org/?view&did=759939> (accessed January 26, 2017).

Managing Large-Scale Security Events

A Planning Primer for Local Law Enforcement Agencies

Table A.2-2: Severity Ratings

Population/Poverty Level of Severity	Definition
Catastrophic = 3	Multiple deaths. Complete shutdown of critical facilities for 30 days or more. More than 50 percent of property is severely damaged.
Critical = 2	Injuries and/or illness result in permanent disability. Complete shutdown of critical facilities for at least 2 weeks. More than 25 percent of property is severely damaged.
Limited = 1	Injuries and/or illness do not result in permanent disability. Complete shutdown of critical facilities for more than 1 week. More than 10 percent of property is severely damaged.
Negligible = 0	Injuries/or illness are treatable with first aid. Minor quality of life lost. Shutdown of critical facilities and services for 24 hours or less. No more than 1 percent of property is severely damaged.

Ranking the Hazards

Using the severity and frequency distribution definitions, identify potential hazards for the event and rank them in the Hazard Rating Worksheet (Table A.2-3 below).

Table A.2-3: Hazard Rating Worksheet

Hazard	Frequency	Potential Impact on Population	Potential Impact on Property	Level of Coverage in Emergency Operations Plan	Point Total
	0 = Unlikely 1 = Possible 2 = Likely 3 = Highly Likely	0 = Negligible 1 = Limited 2 = Critical 3 = Catastrophic	0 = Negligible 1 = Limited 2 = Critical 3 = Catastrophic	0 = None 1 = Limited 2 = Sufficient 3 = Comprehensive (annex)	
	0 1 2 3	0 1 2 3	0 1 2 3	0 1 2 3	
	0 1 2 3	0 1 2 3	0 1 2 3	0 1 2 3	
	0 1 2 3	0 1 2 3	0 1 2 3	0 1 2 3	
	0 1 2 3	0 1 2 3	0 1 2 3	0 1 2 3	
	0 1 2 3	0 1 2 3	0 1 2 3	0 1 2 3	
	0 1 2 3	0 1 2 3	0 1 2 3	0 1 2 3	

Recording the Information

Using the information from the Hazard Rating Worksheet (Table A.2-3), complete the Profile Worksheet (Table A.2-4) below to assess each hazard.

Managing Large-Scale Security Events

A Planning Primer for Local Law Enforcement Agencies

Table A.2-4: Profile Worksheet

Hazard Profile Worksheet
Hazard:
Potential Magnitude: <ul style="list-style-type: none">• Catastrophic: Can affect more than 50 percent of the jurisdiction.• Critical: Can affect between 25 and 50 percent of the jurisdiction.• Limited: Can affect between 10 and 25 percent of the jurisdiction.• Negligible: Can affect less than 10 percent of the jurisdiction.
Areas Likely to be Most Affected (by sector):
Probable Duration:
Potential Speed of Onset: <ul style="list-style-type: none">• More than 24 hours warning will probably be available.• Between 12 and 24 hours warning will probably be available.• Between 6 and 12 hours warning will be available.• Minimal (or no) warning will be available.
Existing Warning Systems:
Vulnerability Analysis: <p>[Using the information gathered in the above tables, and with the assistance from your local/state management agency, complete a Vulnerability Analysis]</p>

Managing Large-Scale Security Events

A Planning Primer for Local Law Enforcement Agencies

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A.3 Operational Plan Template¹⁰

An operations plan serves as the blueprint for the joint strategy, within a particular functional discipline, for resolution of an incident or ongoing problem, as well as overall event-support management.

[Name of Subcommittee/Working Group]

Situation:

- Nature and significance of event
- Venue(s) information
 - Location
 - Special significance
 - Normal use
- Security infrastructure, if applicable to subcommittee/working group
- Significant dates pertaining to event, including set-up and tear-down of command centers, if applicable

Mission:

- Clear and concise statement of intended purpose of the operation in support of the event
- During normal event operations
- During an incident pertaining to the particular functional discipline

Execution:

This is the bulk of the document. It includes the full details of the subcommittee/working group's operational plan:

- Resources allocated to the event and surrounding area
- Manpower allocated to the event and surrounding area
- List of specific tasks by operational and support assets relative to:
 - The event during normal operations
 - Any incidents at the event
- Specifics of how each task will be accomplished
- Specific information regarding hazards or dangers that may impede response to an incident
- Transition, if any needed, from normal event operations to incident-response mode

Administration:

- Subcommittee/working group member agencies
- Recipients of plan and any identified caveats (e.g., “Official Use Only” or “Law Enforcement Sensitive”)

¹⁰ This operational plan template was provided to TPD by the USSS to assist the subcommittee groups in developing their operational plan.

Managing Large-Scale Security Events

A Planning Primer for Local Law Enforcement Agencies

- Locations of command centers and staging areas relevant to the particular functional discipline
- Staffing and scheduling of manpower and assets

Command/Coordination:

- Command structure within the particular functional discipline
- Coordinating instructions to personnel
- All communications logistics
 - Radio frequencies and assignments
 - Phone and fax numbers for command centers and staging locations
- Detailed information-flow plan for normal event operations
 - To provide ongoing situational awareness to the Multi-Agency Command Center (MACC) throughout the event period
 - Among operational elements
 - To/from the MACC, Joint Operations Center (JOC), or other operational center
- Detailed information flow plan in the event of a request for assistance
 - To another functional discipline
 - To the MACC, JOC, or other operational center
 - *Ex: “If I am responsible for securing a dignitary hotel and need an ambulance or fire truck, how do I call for that?”*

Appendices:

- Any certifying body’s standards or interagency agreements for how the subcommittee/working group’s mission is accomplished.

Managing Large-Scale Security Events

A Planning Primer for Local Law Enforcement Agencies

A.4 Logistics Information Form¹¹

Use this form to identify what resources will be needed from each subcommittee/working group.

Date: _____

To: Logistics [Working Group/Subcommittee]

From: _____ [Working Group/Subcommittee]

_____, Chair/Co-Chair

Brief Description of Training Need: _____

1. Transportation

a. What types of vehicles/modes of transportation do you need to be rented and/or acquired (gap between anticipated resources and operational plan)?

- Passenger Vans?
- Cars?
- Buses?
- Storage Trucks?
- Other?

b. What are your anticipated fuel requirements? _____

2. Personnel

a. Number of personnel currently outlined in your Draft Operational Plan? _____

b. Will you need relief items delivered to fixed post personnel? _____

¹¹ U.S. Department of Homeland Security/Federal Emergency Management Agency, *IS-15: Special Events Contingency Planning Job Aids Manual*, updated 2010 (original 2005)
<https://www.hsd1.org/?view&did=759939> (accessed January 26, 2017).

Managing Large-Scale Security Events

A Planning Primer for Local Law Enforcement Agencies

3. Equipment

- a. What special equipment/supplies will the [Working Group/Subcommittee] need in order to close any gaps between anticipated resources and resources required under Draft Operational Plan? (e.g., generators, large items, fencing, flex cuffs)

- b. Will this equipment be managed by the Logistics [Working Group/Subcommittee]?

4. Support

- a. Is there any additional support that the [Working Group/Subcommittee] will need to operate beyond anticipated available resources? (e.g., shuttles w/driver, portable toilets, trash disposal) _____

- b. Will you require a first aid station or medical support beyond what the [Working Group/Subcommittee] can currently provide?

5. Housing for Mutual Aid

- a. Will incoming personnel require hotel rooms? _____

- b. How many days will the rooms be needed? _____

6. Food

- a. Please list the dates and times the [Working Group/Subcommittee] will require meals.

- b. Please list the anticipated number of personnel per meal. _____

- c. Would you prefer a centralized feeding location? _____

- d. Are there any additional needs? _____

Managing Large-Scale Security Events

A Planning Primer for Local Law Enforcement Agencies

A.5 Food Vendor Information Sheet¹²

Use this checklist when identifying food vendors. This checklist will assist in quickly distinguishing if a food vendor is able to meet the needs of the event.

Date: _____

Name of Vendor: _____

Business Address: _____

Business Phone: _____ **Business Fax:** _____

1. Indicate which of the following foods you sell directly or will be using as ingredients:

- Milk/milk products ___ Yes ___ No
- Poultry ___ Yes ___ No
- Salads/rice dishes ___ Yes ___ No
- Egg products ___ Yes ___ No
- Fish/fish products ___ Yes ___ No
- Raw meat ___ Yes ___ No
- Ice cream ___ Yes ___ No
- Shellfish ___ Yes ___ No
- Cooked meat ___ Yes ___ No

Other (specify): _____

¹² U.S. Department of Homeland Security/Federal Emergency Management Agency, *IS-15: Special Events Contingency Planning Job Aids Manual*, updated 2010 (original 2005)
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Managing Large-Scale Security Events

A Planning Primer for Local Law Enforcement Agencies

2. Indicate the type of operation:	
• Stall	___Yes ___No
• Mobile Unit	___Yes ___No
• Stand	___Yes ___No
• Tent	___Yes ___No
Other (specify): _____	
3. Indicate the type of equipment to be provided/used on-site:	
• Refrigerator	___Yes ___No
• Freezer	___Yes ___No
• Oven	___Yes ___No
• Deep fryer	___Yes ___No
• Microwave oven	___Yes ___No
• Sink	___Yes ___No
• Wash hand basin	___Yes ___No
• Grill	
Other (specify): _____	
4. Are fire extinguishers provided at each site? YES/ NO	
If YES, what kind/type? _____	
5. Indicate power sources:	
• LPG (propane)	___Yes ___No
• Electrical generator	___Yes ___No
Other (specify): _____	
6. Is the food to be prepared or stored on premises other than in the temporary food premises or vehicle? _____Yes ___No	
If YES, please state the address: _____	
7. Will food be delivered to the site by a separate supplier? _____Yes ___No	
If YES, what arrangements will be made for receipt of those goods? _____	

Managing Large-Scale Security Events

A Planning Primer for Local Law Enforcement Agencies

8. Have you or any of your staff completed a food handler hygiene course? ___Yes ___No

If YES, when and where: _____

Vendor Point of Contact signature: _____

Date: _____

Location of vendor in event footprint: _____

Managing Large-Scale Security Events

A Planning Primer for Local Law Enforcement Agencies

A.6 Catering Inspection Checklist for Vendors¹³

The establishment of a temporary catering facility can mean working in less than ideal conditions. The following checklist will provide guidance on minimum requirements for this type of event catering.

Date: _____

Name of Vendor: _____

Business Address: _____

Business Phone: _____ **Business Fax:** _____

Setting Up

1. Food service operation is licensed or registered in accordance with state/local requirements. ___ Yes ___ No
2. The appropriate permit has been obtained from the state/local authority where the event is to be held. ___ Yes ___ No
3. The area is clear for which the permit is valid (i.e., the location where the vendor can set up). ___ Yes ___ No

Training Staff

1. Staff is trained in food handling and food safety. ___ Yes ___ No
2. Staff has been instructed on machinery operation, food preparation routines, and occupational health and safety matters. ___ Yes ___ No
3. Clear guidelines are in place for staff about what to do if problems occur (whom to contact, appropriate contact numbers). ___ Yes ___ No

Handling Food

1. All food handlers wash their hands thoroughly and regularly, particularly:
 - Before commencing work and after every break ___ Yes ___ No

¹³ U.S. Department of Homeland Security/Federal Emergency Management Agency, *IS-15: Special Events Contingency Planning Job Aids Manual*, updated 2010 (original 2005)
<https://www.hsd1.org/?view&did=759939> (accessed January 26, 2017).

Managing Large-Scale Security Events

A Planning Primer for Local Law Enforcement Agencies

- After visiting the toilet ___Yes ___No
- After handling raw food ___Yes ___No
- After using a handkerchief or tissue or touching nose, hair or mouth ___Yes ___No
- After handling trash ___Yes ___No
- After smoking ___Yes ___No
- 2. Correct food temperatures can be—and are—maintained. ___Yes ___No
- 3. Food is cooled rapidly under refrigeration in trays not more than 4 inches deep. ___Yes ___No
- 4. Tongs are provided and used where possible for food handling. ___Yes ___No
- 5. Gloves, if used, are changed regularly. ___Yes ___No
- 6. Food is thoroughly cooked. ___Yes ___No
- 7. Food is protected from dust, insect pests, and other contaminating matter. ___Yes ___No
- 8. Staff wear suitable and clean clothing, and have long hair tied back. ___Yes ___No
- 9. Food on display on counters is protected from contamination from the public by use of covers or guards. ___Yes ___No
- 10. The condiment area is checked and cleaned regularly. ___Yes ___No

Storing Food

- 1. Sufficient refrigeration space is provided to cope with peak demand. ___Yes ___No
- 2. Refrigerator storage temperatures can be maintained during peak loads. ___Yes ___No
- 3. Raw foods are stored below cooked or ready-to-eat foods. ___Yes ___No
- 4. Food containers are covered. ___Yes ___No
- 5. Food is stored off the floor on pallets or shelving. ___Yes ___No
- 6. Frozen food is thawed on the bottom shelf in the refrigerator or under cold running water. ___Yes ___No
- 7. Dry food storage space is adequate for peak loads. ___Yes ___No
- 8. Dry foods are protected from dust, insects, pests, and rodents at all times. ___Yes ___No
- 9. Hot food storage is in accordance with applicable standards. ___Yes ___No
- 10. Cold food storage is in accordance with applicable standards. ___Yes ___No

Managing Large-Scale Security Events

A Planning Primer for Local Law Enforcement Agencies

Transporting Food

1. Transport times are kept to a minimum. ☐ Yes ☐ No
2. Food temperatures are met at all times during transport. ☐ Yes ☐ No
3. All foods are protected from dust, pests, chemicals, and other contaminating matter. ☐ Yes ☐ No

Cleaning and Sanitizing

1. Cleaning cloths are replaced frequently. ☐ Yes ☐ No
2. Equipment and surfaces used for the preparation of raw foods are cleaned and sanitized before further use. ☐ Yes ☐ No
3. Sanitizers are appropriate for use in the food industry and are used in accordance with the manufacturers' directions. ☐ Yes ☐ No

Packaging and Labeling

1. All prepackaged foods are labeled in accordance with U.S. Food and Drug Administration's nutritional requirements. ☐ Yes ☐ No

Managing Waste

1. Waste is removed regularly from food preparation areas. ☐ Yes ☐ No
2. Putrescible (decomposable) waste removed from food preparation areas is placed in bins with tight-fitting lids. ☐ Yes ☐ No
3. Capacity to store sewage is adequate or connection to the sewer is maintained without leakage. ☐ Yes ☐ No

Avoiding Infectious Diseases

1. All staff are required to report any gastrointestinal-type illness to the supervisor. ☐ Yes ☐ No
2. A register of staff illness is kept by the supervisor. ☐ Yes ☐ No
3. Staff are not permitted to work while they have symptoms of gastrointestinal illness or are in the acute stage of a cold or flu-like illness. ☐ Yes ☐ No

Ensuring Safety

1. The workplace is safe (i.e., there are no trip hazards, no unprotected hot zones, and no unguarded equipment). ☐ Yes ☐ No

Managing Large-Scale Security Events

A Planning Primer for Local Law Enforcement Agencies

2. Fire precautions are followed, and fire safety devices are to the satisfaction of the fire authorities. ___ Yes ___ No
3. Food handlers have contact details for all necessary personnel in case problems occur. ___ Yes ___ No
4. A list of appropriate contact details is maintained by supervisors and is accessible. ___ Yes ___ No

Ex:

- Event organizer
- Environmental health officer
- Plumber
- Electrician
- Refrigeration mechanic
- Alternative refrigeration suppliers

Managing Large-Scale Security Events

A Planning Primer for Local Law Enforcement Agencies

A.7 Hotel Survey Questionnaire¹⁴

This checklist will assist planners in quickly distinguishing if a hotel/rooming establishment is adequate and able to meet the needs of the event.

Date: _____

Hotel Name: _____

Address: _____

Website: _____

Companies and Contacts

Who is your:

General Manager? Name: _____ Contact info: _____

Rooming Manager? Name: _____ Contact info: _____

Maintenance and Engineering Manager? Name: _____ Contact info: _____

Security Manager? Name: _____ Contact info: _____

Do you have a(n):

Information Technology department? ☐ Yes ☐ No Company: _____

Contact info: _____

Email Address: _____

Remote access? ☐ Yes ☐ No

Fire alarm company? ☐ Yes ☐ No

Company: _____

Corporate Risk Management Department? ☐ Yes ☐ No

Contact info: _____

Fire alarm company? ☐ Yes ☐ No

Company: _____

After-hours emergency number: _____

Contact info: _____

Sprinkler company? ☐ Yes ☐ No

Company: _____

After-hours emergency number: _____

Contact info: _____

Hood system company? ☐ Yes ☐ No

Company: _____

After-hours emergency number: _____

Contact info: _____

Elevator company? ☐ Yes ☐ No

Company: _____

After-hours emergency number: _____

Contact info: _____

Clean-up company for spills? ☐ Yes ☐ No

Company: _____

After-hours emergency number: _____

Contact info: _____

Fire restoration company? ☐ Yes ☐ No

Company: _____

After-hours emergency number: _____

Contact info: _____

Glass and door company? ☐ Yes ☐ No

Company: _____

After-hours emergency number: _____

Contact info: _____

Plumbing contractor? ☐ Yes ☐ No

Company: _____

After-hours emergency number: _____

Contact info: _____

Electrical contractor? ☐ Yes ☐ No

Company: _____

After-hours emergency number: _____

Contact info: _____

HVAC contractor? ☐ Yes ☐ No

Company: _____

¹⁴ This questionnaire was created by CNA for the original *Managing Large-Scale Security Events: A Planning Primer for Local Law Enforcement Agencies*. <https://www.bja.gov/Publications/LSSE-planning-Primer.pdf>.

Managing Large-Scale Security Events

A Planning Primer for Local Law Enforcement Agencies

After-hours emergency number: _____ Contact info: _____
Security camera company? ☐ Yes ☐ No Company: _____
After-hours emergency number: _____ Contact info: _____

General Building Information

Building Address: _____

Building Name: _____

Number of Stories: _____ / Subfloors _____

Main Building Size? _____ (Square Feet)

How are the building floors numbered? _____

Are there floor plans available for each floor? ☐ Yes ☐ No If yes, is a digital version available? ☐ Yes ☐ No

Is the ground floor "1" or "Lobby"? ☐ 1 ☐ Lobby

Is there a 13th floor? ☐ Yes ☐ No

Sprinkler System

Is the building covered by sprinklers? ☐ Yes ☐ No ☐ Partially ☐ Wet ☐ Dry ☐ Combination

Describe partial/combination (floors covered): _____

Where are the Sprinkler Zone valves (to cut off specific areas or floors) located? _____

Does the building have a fire pump? ☐ Yes ☐ No How many? _____ Where? _____
☐ Gasoline ☐ Diesel ☐ Electric

Standpipe System

Does the building have standpipes? ☐ Yes ☐ No ☐ Partially Date of last test? _____

Describe partial/combination (floors covered): _____

Class of Standpipe: ☐ I ☐ II ☐ III

Class I: 2 ½" hose connections for FF only

Class II: 1 ½" hose cabinets with hose

Class III: 1 ½" hose cabinets with hose AND 2 ½" hose connections for FF only

Type of Standpipe: ☐ Wet ☐ Dry ☐ Dry (Fire Department-supplied only)

Does the building have: ☐ Pressure-restricting Device (PRD)? ☐ Pressure-reducing Valve (PRV)? ☐ No

Managing Large-Scale Security Events

A Planning Primer for Local Law Enforcement Agencies

Type/Brand of PRD: _____ Type/Brand of PRV: _____

If PRV's do they contain check valves? ☐ Yes ☐ No

What is the pressure? _____ Is the PRV fireground adjustable? ☐ Yes ☐ No

On what floors do the PRVs/PRDs stop? _____

Fire Department Connections

Are there multiple FDCs for the building? ☐ Yes ☐ No

Where are FDCs located? _____

Are the sprinkler and standpipe connections combined or separate? _____

Are they located together/on the same side of the building? ☐ Yes ☐ No If not, how are they split? _____

Are the FDCs set up in zones for floors? ☐ Yes ☐ No How are they set up? _____

Utility Systems

Do you have a power company vault on the property? ☐ Yes ☐ No Company: _____

Do you have a backup generator? ☐ Yes ☐ No

What is the fuel source? ☐ Diesel ☐ Gasoline ☐ Natural Gas

Is the fuel stored on premise? ☐ Yes ☐ No Location: _____

How long can you operate on backup power? _____

Is/Are the generator(s) equipped with an electric shunt disconnect? ☐ Yes ☐ No

What is powered from the backup?

☐ HVAC ☐ Security system

☐ Elevators Which ones are? _____ Which ones are not? _____

☐ Lights Which ones are? _____ Which ones are not? _____

☐ Doors Which ones are? _____ Which ones are not? _____

☐ Fire Alarm System

What other systems are or are not powered by the backup generator? _____

Do you have a ground-level HVAC air intake? ☐ Yes ☐ No Location: _____

Is your smoke control system tied to the HVAC? ☐ Yes ☐ No

Do you have a radio repeater system? ☐ Yes ☐ No

Managing Large-Scale Security Events

A Planning Primer for Local Law Enforcement Agencies

Who provides you with the following?

Gas: _____

Shut-off location: _____

Water: _____

Shut-off location: _____

Electric: _____

Sewer: _____

Telephone: _____

Internet: _____

Security Information

Do you have proprietary/private security? ☐ Yes ☐ No

Are they employed by you or another company?

Company: _____

Contact info: _____

Are they uniformed or plainclothes?

☐ Uniform

Number of uniform: _____

☐ Plainclothes

Number of plainclothes: _____

Total number of private security personnel: _____

Is security on site 24 hours a day/7 days a week? ☐ Yes ☐ No

Are they armed? ☐ Yes ☐ No

☐ Firearm ☐ Taser ☐ OC/ Pepper Spray _____

Where is their office located on the premises? _____

Typical responsibilities: _____

Do you have plans for additional security during the event week? ☐ Yes ☐ No

Do you have security cameras? ☐ Yes ☐ No

Where can the cameras be accessed? _____

Are they recorded? ☐ Yes ☐ No How long is the retention period? _____

Can the cameras be accessed remotely outside the facility? ☐ Yes ☐ No

Does the city, county, or state have cameras mounted outside your facility? ☐ Yes ☐ No

Location: _____

Do you have a "zone map" for your fire alarm and burglar alarm system? ☐ Yes ☐ No

Do you have a "zone map" for your security cameras? ☐ Yes ☐ No

Managing Large-Scale Security Events

A Planning Primer for Local Law Enforcement Agencies

Additional Information

Where is the nearest fire station? _____

What is their response time? _____

Where is the nearest Emergency Medical Services? _____

Where is the nearest acute care hospital? _____

Do you have a pool? ☐ Yes ☐ No

What pool chemicals are stored on site? _____

Are they in a secured location? _____

Do you have a chute that would typically be used for laundry or garbage? ☐ Yes ☐ No

Locations: _____

Is there any location that 24-hour staff could not access with keys on hand? ☐ Yes ☐ No

Location: _____

Contact with access: _____

Location: _____

Contact with access: _____

Estimated event-week occupancy (staff and guests):

	Weekday	Weekend
Day		
Night		

Elevators

(Make additional copies of this page, as needed)

Elevator: _____ Car number: _____ Bank Number: _____

This elevator is typically used for: ☐ Passenger ☐ Service ☐ Freight

and services floor _____ to floor _____

What Phase does this elevator have: ☐ No fire service ☐ I ☐ II and recalls to floor _____

Phase I: The key switch will be outside the car on the recall floor or in the control room.

Phase II: The key switch will always be in the elevator car.

Is this a blind shaft elevator? ☐ Yes ☐ No Blind shaft from floor _____ to _____

Elevator manufacturer: ☐ Otis ☐ ThyssenKrupp ☐ Schindler

Managing Large-Scale Security Events

A Planning Primer for Local Law Enforcement Agencies

Connected to Network?	<input type="checkbox"/> Yes	<input type="checkbox"/> No
Where is/are the elevator key(s) located?	_____	

Elevator:	Car number:	Bank Number:
This elevator is typically used for: <input type="checkbox"/> Passenger <input type="checkbox"/> Service <input type="checkbox"/> Freight		
and services floor _____ to floor _____		
What Phase does this elevator have: <input type="checkbox"/> I <input type="checkbox"/> II <input type="checkbox"/> No fire service and recalls to floor _____		
Phase I: The key switch will be outside the car on the recall floor or in the control room.		
Phase II: The key switch will always be in the elevator car.		
Is this a blind shaft elevator?:	<input type="checkbox"/> Yes	<input type="checkbox"/> No Blind shaft from floor _____ to _____
Elevator manufacturer:	<input type="checkbox"/> Otis <input type="checkbox"/> ThyssenKrupp <input type="checkbox"/> Schindler	
Connected to Network?	<input type="checkbox"/> Yes	<input type="checkbox"/> No
Where is/are the elevator key(s) located?	_____	

Stairwells

(Make additional copies of this page, as needed)

Stair: _____

Label: _____ Location: _____

Floors Served: _____ Does this stairwell lead to the outside of the building? ☐ Yes ☐ No

Standpipes? ☐ Yes ☐ No Is this stairwell pressurized? ☐ Yes ☐ No

Does this stairwell access the roof? ☐ Yes ☐ No

Can you *enter* the stairwell from the ground floor? ☐ Yes ☐ No

Type of Stair: ☐ Standard ☐ Scissors ☐ Fire Tower

Stair: _____

Label: _____ Location: _____

Floors Served: _____ Does this stairwell lead to the outside of the building? ☐ Yes ☐ No

Standpipes? ☐ Yes ☐ No Is this stairwell pressurized? ☐ Yes ☐ No

Does this stairwell access the roof? ☐ Yes ☐ No

Can you *enter* the stairwell from the ground floor? ☐ Yes ☐ No

Managing Large-Scale Security Events

A Planning Primer for Local Law Enforcement Agencies

Type of Stair: <input type="checkbox"/> Standard <input type="checkbox"/> Scissors <input type="checkbox"/> Fire Tower	

Stair: _____	
Label: _____ Location: _____	
Floors Served: _____	Does this stairwell lead to the outside of the building? <input type="checkbox"/> Yes <input type="checkbox"/> No
Standpipes? <input type="checkbox"/> Yes <input type="checkbox"/> No	Is this stairwell pressurized? <input type="checkbox"/> Yes <input type="checkbox"/> No
Does this stairwell access the roof? <input type="checkbox"/> Yes <input type="checkbox"/> No	
Can you <i>enter</i> the stairwell from the ground floor? <input type="checkbox"/> Yes <input type="checkbox"/> No	
Type of Stair: <input type="checkbox"/> Standard <input type="checkbox"/> Scissors <input type="checkbox"/> Fire Tower	

Managing Large-Scale Security Events

A Planning Primer for Local Law Enforcement Agencies

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A.8 Incident Organization Chart Template¹⁵

Purpose: *The Incident Organization Chart is used to indicate what Incident Command System (ICS) organizational elements are currently activated, as well as the names of personnel staffing each element. The template below is an example of the kind of organizational chart used with the ICS. Personnel responsible for managing organizational positions would be listed in each box, as appropriate.*

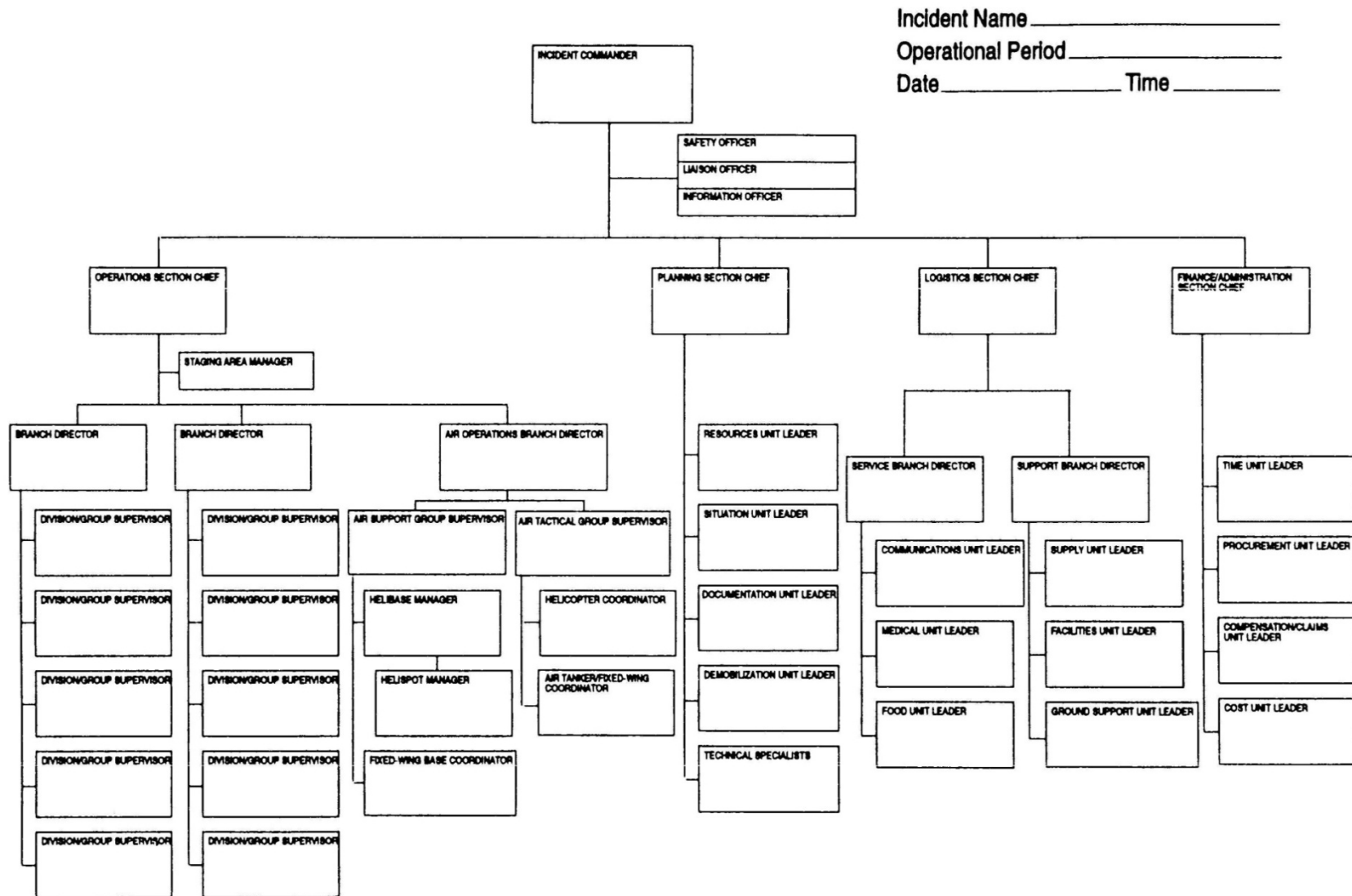
Preparation: *The organizational chart is prepared by the logistics/resources unit and posted with other displays at the Incident Command Post. A chart is completed for each Operational Period and updated when organizational changes occur.*

Distribution: *When completed, the chart is posted on the display board located at the Incident Command Post.*

¹⁵ This template was modified by CNA for the original *Managing Large-Scale Security Events: A Planning Primer for Local Law Enforcement Agencies*. <https://www.bja.gov/Publications/LSSE-planning-Primer.pdf>. The original ICS Organization template can be found at <https://training.fema.gov/emiweb/is/icsresource/jobaids.htm>.

Managing Large-Scale Security Events

A Planning Primer for Local Law Enforcement Agencies



A.9 Organization Assignment List Template¹⁶

Purpose: *The Organization Assignment List provides event personnel with information on the units that are currently activated, as well as the names of personnel staffing each position or unit. It is used to complete the Incident Organization Chart (see Appendix A.8), which should be posted on the Incident Command Post display after completion.*

Preparation: *The list is prepared and maintained by the logistics/resources unit under the direction of the Planning Section Chief.*

Distribution: *The Organization Assignment List is duplicated and given to all recipients of the Operational Plan.*

Instructions: *An Organization Assignment List may be completed any time the number of personnel assigned to the incident increases or decreases, or when a change in assignment occurs. See the table below for further instructions related to each section of the Organization Assignment List.*

Table A.9-1: Instructions for Organization Assignment List

Item Number	Item Title	Instructions
1.	Incident Name	Print the name assigned to the incident.
2.	Data Prepared	Enter the date prepared (Month Day, Year).
3.	Time Prepared	Enter the time prepared (24-hour clock).
4.	Operational Period	Enter the time interval for which the assignment list applies. Record the start time and end time, and include date(s).
5. through 10.		Enter the names of personnel staffing each of the listed positions. Use at least first initial and last name. For units, indicate the Unit Leader; for divisions/groups, indicate the Division/Group Supervisor. Use an additional page if more than three Branches are activated.
	Prepared By	Enter the name of the logistics/resources unit member preparing the form. Attach the form to the Operational Plan.

¹⁶ This template was modified by CNA for the original *Managing Large-Scale Security Events: A Planning Primer for Local Law Enforcement Agencies*. <https://www.bja.gov/Publications/LSSE-planning-Primer.pdf>. The original ICS Organization Assignment List template is Form 203, which can be found at <https://training.fema.gov/emiweb/is/icsresource/icsforms.htm>.

Managing Large-Scale Security Events

A Planning Primer for Local Law Enforcement Agencies

Organization Assignment List

1. Incident Name		Chief		
2. Date	3. Time	Deputy		
4. Operational Period		a. Branch I Division/Groups		
Position:	Name:	Branch Director		
5. Incident Commander and Staff		Deputy		
Incident Commander		Division/Group		
Deputy		Division/Group		
Safety Officer		Division/Group		
Information		Division/Group		
Liaison Officer		Division/Group		
6. Agency Representative		b. Branch II Division/Groups		
Agency	Name	Branch Director		
		Deputy		
		Division/Group		
		Division/Group		
		Division/Group		
		Division/Group		
7. Planning Section		Division/Group		
		c. Branch III Division/Groups		

Managing Large-Scale Security Events

A Planning Primer for Local Law Enforcement Agencies

A.10 Credentialing Checklist¹⁷

The mission of special events credentialing is to design and produce badge identification to ensure the greatest possible level of security for personnel and property, and to enhance the ability of law enforcement personnel to control access to secure areas, facilities, and events.

A credential identifies specific individuals who require access to a venue(s) to perform an operational role or function, whereas a ticket is issued to spectators or other members of the general public who do not perform an operational role or function. In essence, a credential is equivalent to an “Incident Badge.” A “ticket” is NOT a “credential.”

Credentialing provides sufficient information to verify the identity of the bearer and his or her level of access, and should include security features to prevent counterfeiting and assist in credential verification.

Consider the following questions:

- Who will be credentialed?
- Will credentialed personnel require police record checks?
- Who will conduct the record checks?
- What criteria will be used for various levels of access?
- Who will have the final decision on who will or will not be credentialed?
- Who will be responsible for credential production?
- Who will authorize credential production?
- What is the format for the receipt of the information necessary to produce the credential (e.g., electronic, paper)?
- Will a photograph be needed?
- Where will the credentialing center be located? (The credentialing center should be located outside of the secure zone and should be accessible to those requiring credentials.)
- Who will secure this location and provide security for personnel and equipment?
- How will the security of the credentialing database be maintained?
- How, and to whom, will credentials be distributed?

Other Considerations

- Personnel who should receive credentials can include:
 - Security agents (U.S. Secret Service [USSS]/other U.S. Government details/foreign security);
 - Plainclothes law enforcement officers (LEOs) whose duties *require* them to be within the perimeters of the NSSE venues;

¹⁷ U.S. Department of Homeland Security/Federal Emergency Management Agency, *IS-15: Special Events Contingency Planning Job Aids Manual*, updated 2010 (original 2005) <https://www.hsd.org/?view&did=759939> (accessed January 26, 2017). Information from the U.S. Secret Service/Information Resources Management Division’s “Credential Distribution System Brief” was also used in the production of this checklist.

Managing Large-Scale Security Events

A Planning Primer for Local Law Enforcement Agencies

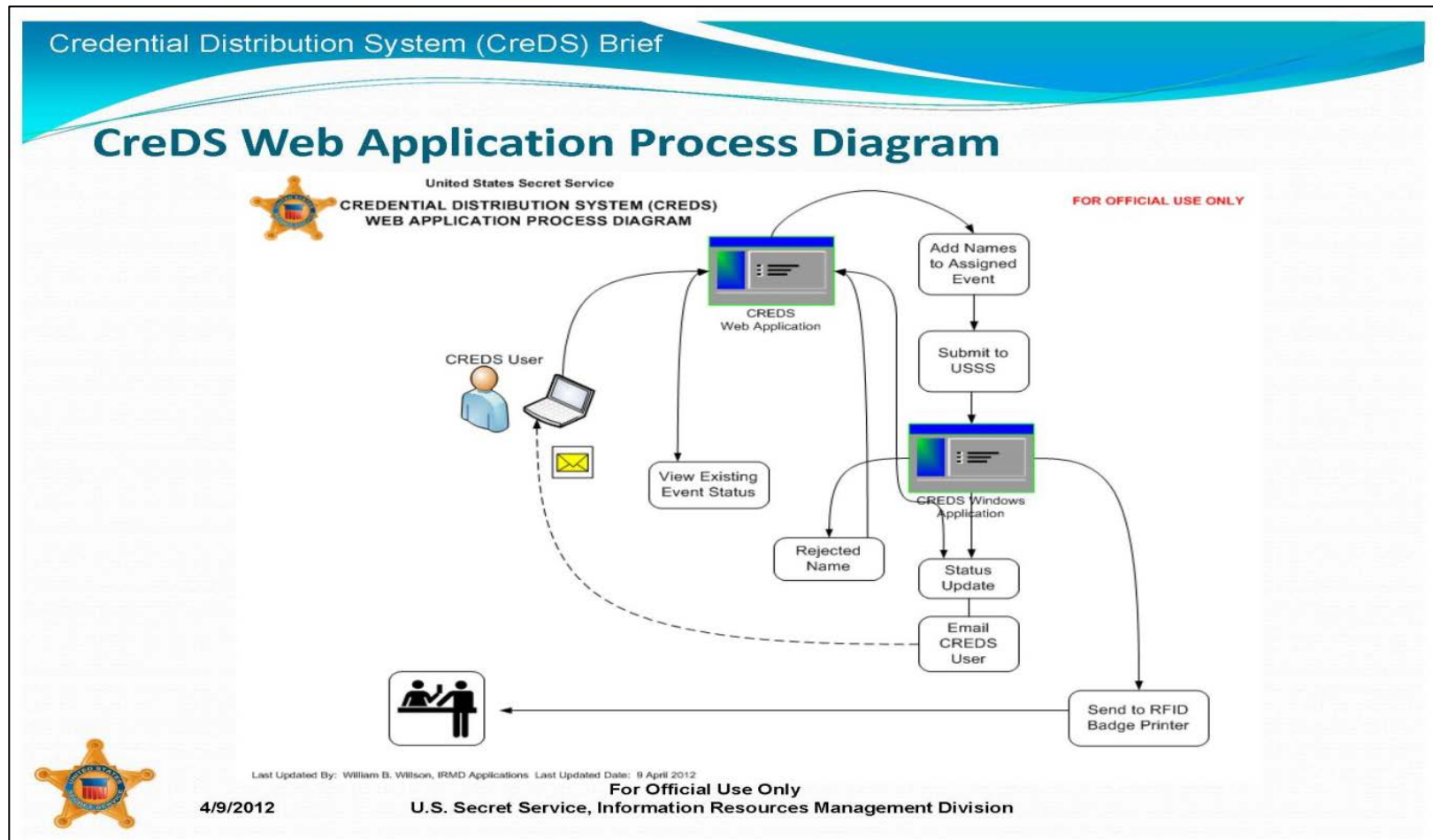
- Uniformed LEOs/ Public Safety personnel who will receive a non-photo credential distributed by supervisory personnel; and/or
 - Delegates, vendors, and media.
- Personnel who should not receive credentials can include:
 - Security agents/ LEOs/ Public Safety personnel who are not assigned to a National Special Security Event (NSSE) venue, such as:
 - Hotel staff;
 - Motorcade route security;
 - Maritime assets; or
 - Consequence-management personnel.
- Types of credentials include:
 - Law Enforcement and Public Safety
 - Officers and agents with routine duties within the perimeter of an event venue
 - Emergency Response
 - Public Safety personnel dedicated to respond in the event of an emergency
 - Pre-staged outside the perimeter
 - Examples: Fire Department HAZMAT, Bomb Squad, Special Weapons and Tactics (SWAT) teams
 - Media
 - Vendors
- Types of vehicle placards include:
 - Official Vehicle
 - Allows vehicle through a perimeter checkpoint
 - Motorcade Vehicle
 - All vehicles in an official motorcade, regardless of agency (USSS/others)
 - Emergency Response
 - Bomb Squad, Initial Fire Department/ Emergency Medical Services response, SWAT

Managing Large-Scale Security Events

A Planning Primer for Local Law Enforcement Agencies

Figure A.10: USSS Credential-Distribution System

Web Application Process Diagram



Managing Large-Scale Security Events

A Planning Primer for Local Law Enforcement Agencies

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A.11 Considerations for Managing Crowds¹⁸

In the planning process for a forthcoming event, organizers must have an understanding of both individual and crowd dynamics, as well as how these elements interrelate. While this is a preliminary guide to crowd control problems that organizers most frequently encounter, planners need to expand upon the particular issues for each crowd and venue. All of this information will assist in predicting potential problems that agencies can then address in the planning process.

General Issues for Consideration

1. Major crowd issues that the planning process should address include:
 - *Size* – Maximum numbers permitted are often established by regulation for safety reasons.
 - *Demographics* – Consider the composition of the audience, including the age and gender mix. If you identify in advance that young children will constitute a high proportion of the audience, consider additional facilities, such as childcare, family bathrooms, and rental strollers. Audiences made up of young children or elderly people tend to require additional medical facilities, and children and the elderly are more susceptible to crush injury than teens or adults.
2. Different kinds of events may attract certain types of spectators that require special attention. Consider the following:
 - Rock concerts, in contrast to other types of concerts, may experience a higher number of incidences with drug and alcohol abuse, underage drinking, and possession of weapons.
 - Religious and “faith healing” events may attract a significant number of ill and infirm people, which may increase the need for on-site medical care.
 - Events for senior citizens may also require higher levels of health services.
 - Certain sports events may attract over-reactive and violent supporters.
 - Cultural events may require special arrangements, including the provision of interpreter services; special food services; and multilingual signposting, brochures, and announcements.
 - For outdoor concerts or events, consider:
 - Control and distribution of spectators in the field;
 - Suggested minimum space allocation of 4 to 5 square feet per person on grounds with no seats; and
 - Some form of sectoring and barrier management by security.

Crowd Issues

¹⁸ U.S. Department of Homeland Security/Federal Emergency Management Agency, *IS-15: Special Events Contingency Planning Job Aids Manual*, updated 2010 (original 2005) <https://www.hsd1.org/?view&did=759939> (accessed January 26, 2017).

Managing Large-Scale Security Events

A Planning Primer for Local Law Enforcement Agencies

1. Crowds are complex social structures.

Crowd roles:

- Active Core: carry out action of crowd
- Cheerleaders: provide oral support for leaders
- Observers: follow actions but rarely take part

Significance of crowds:

- Increase the probability of a dangerous occurrence
- Increase the potential number of victims
- Make communication slower and more difficult
- Make changes in action slower and more difficult
- Diffuse responsibility (someone else will do it)

2. Panics and Crazes

Panic in a group is the flight from a real or perceived threat from which escape appears to be the only effective response. What appears to be panic is usually the result of poor inputs (especially communications, or the lack of) and previous knowledge and experience.

Craze in a group is the temporary, short-lived competitive rush by a group toward some attractive object. A craze tends to occur on entering an event, and may be exacerbated by the lack of information.

3. De-individualization

De-individualization is a loss of self-awareness and evaluation apprehension in group situations that foster anonymity. Behavior may include:

- Mild lessening of restraint (e.g., screaming during a concert);
- Impulsive self-gratification (e.g., theft, vandalism, molestation); or
- Destructive social explosions (e.g., group violence, rioting and torturing).

4. Defusing

The tedium that may be created by waiting and/or by the perception that other gates are being opened first, or later arrivals are being admitted first, can create problems. The following can help defuse the situation: appropriate music, the use of humor, food and beverage services moving through the group, cheerful security staff moving through the group, and good communication that includes a public address system.

Crowd Types

One crowd may exhibit all or part of these types; therefore, you must consider each category (as described in Table A.11-1 below), or at the least the most likely categories, in your plan.

Managing Large-Scale Security Events

A Planning Primer for Local Law Enforcement Agencies

Table A.11-1: Crowd Type

Crowd Type ¹⁹	Description
Ambulatory	Walking, usually calm
Disability/Limited Movement	Crowd has limited or restricted movement; requires additional planning
Cohesive/Spectator	Watching specific activity
Expressive	Emotional release (e.g., cheering movement in unison)
Participatory	Involved in actual event (e.g., community fun runs)
Aggressive/Hostile	Initially verbal, open to lawlessness
Demonstrator	Organized to some degree (e.g., pickets, marches)
Escape/Trampling	Danger may be real or imaginary
Dense/Suffocating	Reduction of physical movement
Rush/Looting	Attempt to acquire/obtain/steal something
Violent	Attacking/terrorizing

Crowd Composition

When you understand what you are dealing with, then brief ALL personnel on what to look for and how they should respond while they are performing their duties (as described in Table A.11-2 below).

Table A.11-2: Crowd Composition

Assessment ²⁰	Description
Organizational structure	For example, walking to venue versus running or marching
Leadership	For example, if a crowd has no leadership and/or they are spontaneous
Cohesiveness	For example, the degree of bonding between demonstrators
Unity of purpose	For example, some demonstrators may be focused and/or others may have their own agenda (e.g., moshing or slam dancing)
Common motive for action	Note: The distinction between performing the same action (e.g., cheering) and the motive for the same action (e.g., leaving the venue)
Psychological unity	For example, crowds at benefits are typically psychologically united for good; however, demonstrators could pose problems if antagonized
Emotional intensity	Note: Much of this depends on the event and or special effects taking place
Volatility	For example, the degree to which the crowd reaches an explosive point

¹⁹ Table modified from Berlonghi, Alexander E., "Understanding and Planning for Different Spectator Crowds," Engineering for Crowd Safety. Ed. R.A. Smith and J.F. Dickie. Elsevier Science Publications B.V, 993.

²⁰ Ibid.

Managing Large-Scale Security Events

A Planning Primer for Local Law Enforcement Agencies

Assessment ²⁰	Description
Individual behavior	For example, the level at which individual control and responsibility are being exercised. Note: The more this is evident, the more restrained the crowd.
Group behavior	For example, the degree to which individuals are dominated by the group. Note: The more this is evident, the closer to “mob mentality.”
Degree of lawlessness	Note: The level of criminal behavior taking place.
Level of violence	Note: This can be assessed historically and/or by current observations.
Level of property damage	For example, the likelihood of property damage occurring, and where (e.g., parking area, toilets, walkways).
Likelihood of injury or death	For example, certain places at certain times (e.g., major sporting event) and at certain events (e.g., motor races) affect the likelihood of injury or death.
Need for crowd control	Note: The plan must be discussed with experts and experienced persons; the more detailed and complex the plan, the more expensive and resource-intensive the commitment.

Other Considerations for Managing Crowds

Entrances and Exits

1. Considerations for Spectator Entry and Exit

- *Entrances* – The primary function of entrances is to provide:
 - For supervision, marshaling, and directing crowds;
 - Access for emergency services;
 - Egress and evacuation routes; and
 - Initial surveillance and inspection of attendees (i.e., magnetometers).
- Entrances should also:
 - Be clearly signposted;
 - Be in working order;
 - Be compliant with the Americans With Disabilities Act; and
 - Provide for separation of pedestrian and vehicular traffic.

2. Entrance Management

Event organizers should:

- Permit flexible opening and closing times (however, advertised times are recommended);
- Stagger entry times by providing supporting activities;
- Keep entrances clear of all other activities;
- Keep lines away from entrances;

Managing Large-Scale Security Events

A Planning Primer for Local Law Enforcement Agencies

- Ensure there are sufficient numbers of suitable barriers, fences, gates, and turnstiles;
- Locate ticket sales and pick-up points in line with (but separate from) entrances;
- Arrange to have a public address system or alternative communications system to provide information and entertainment to the crowd waiting at the entrance;
- Consider the potential need for medical and security personnel presence;
- Provide sufficient numbers of personnel who are appropriately trained;
- Ensure that control points for searches to detect prohibited items, such as alcohol, social drugs, glass, metal containers, and weapons are in place and do not affect movement;
- Provide a secure area for the storage of confiscated goods;
- Provide toilets, if lines are expected to be long; and
- Apply metering techniques, as appropriate.

3. Exit Management

Event organizers should:

- Ensure that exit doors are not locked (if personnel are concerned about illegal entry, then doors could be fitted with alarms);
- Ensure that exit doors open in the direction of escape and are confirmed as operational;
- Check the placement, function, and signposting of exits;
- Ensure that doors that do not lead to an exit are so marked, preventing “dead end” entrapment and the potential for panic;
- Ensure that all exit corridors are free of all impediments to crowd movement;
- Ensure that turnstiles are freewheeling or can operate in reverse; and
- Ensure that cords, which can create trip hazards, do not cross exit corridors (if this precaution is unavoidable, the cord should be marked, insulated, and secured to the floor to prevent damage and potential electrical risks).

4. Escalator Management

Event organizers should provide for:

- Staff control at the top and bottom, including an emergency stop button; and
- Meter the flow at both ends.

5. Stairway/Corridor Management

Event organizers should provide for:

- Control of both ends if the crowd is large; and
- Metering that may be required for safety.

Ticketing

Ticketing is the first means of achieving crowd control. Essential matters to address include the following:

- If advance ticketing is possible, it is preferred, as it allows organizers to anticipate audience numbers and plan accordingly. It also enables them to pass on information

Managing Large-Scale Security Events

A Planning Primer for Local Law Enforcement Agencies

about needed services (e.g., parking, traffic patterns, first aid, water sources, toilets, and personal needs) to ticket-holders before the event.

- When multiple entrances to the venue are provided, directing spectators to arrive via specific entrances can reduce congestion.
- If it is feasible, stagger crowd arrival by specifying entry times, which reduces congestion at entrances.

Barriers

Effective use of barriers can prevent many problems, including congestion in thoroughfares and walkways. Questions that you should consider in the planning phase include the following:

- What types of barriers are required? Is a solid physical barrier required, or would a psychological barrier, such as barrier tape, suffice? The use of psychological barriers is suitable only for orderly crowds. Any physical barrier must be able to withstand crowd surges.
- How will personnel respond if the barrier is breached?
- Can barriers be used to section the crowd and create passages for emergency personnel to evacuate ill or injured spectators?
- Will barriers be used to create a “pit” between the crowd and the stage, which can be used to facilitate the evacuation of injured spectators?
- Can barriers be easily dismantled by the crowd and used for other purposes?

There are physical structures designed for use in areas of egress that, in the event of an emergency where evacuation is required, collapse to allow for the maximum pass-through.

Defusing Crowd Tension

The tedium that is created by an extended wait in line for tickets or admission can be a precursor for crowd control problems. Such boredom can create or magnify tempers, particularly if, with little distraction, those in line perceive other doors being opened first or other patrons getting in at the head of the line.

The following means of defusing anger have been used with success in different venues:

- Up-tempo music (of a type consistent with the age group of the crowd) played over the public address system
- A humorous, animal-costumed individual, such as a mascot, walking up and down the line giving handshakes, pats, and waves
- A large inflated beach ball, which is lobbed back and forth over (and by) the spectators
- Food and beverage sellers moving through the group
- Cheerful security staff passing up and down the line, talking to people, and communicating event information (e.g., wait times or directions)

Managing Large-Scale Security Events

A Planning Primer for Local Law Enforcement Agencies

Introducing some of these same distractions inside an event can calm a potentially agitated crowd. For example, a mascot conducting a spectator sing-along to up-tempo music or a ticket or program number draw on the field for the last ball used at a sporting event can alleviate tension in a crowd.

Whenever possible, spectators should be informed before an event of any special conditions or arrangements for the event, such as parking, clothing, food and drink, sunscreen, shelter, and alcohol restrictions. Notice of special conditions or arrangements may be distributed via advertisements or in leaflets accompanying tickets.

Outdoor events, sometimes spread over large areas, can require further considerations, such as:

- Toilet facilities located outside gates and between disembarkation points and the venue;
- Shelter; and
- Telephone facilities.

The venue should allow sufficient regulation of crowd movement, such as adequate exiting from ticketed seating areas and sectoring and flow barriers, including barriers to separate vehicles from pedestrians.

Spectator overflow areas should be available to prevent crushing. Contingency plans are required in case spectator turnout significantly exceeds expectations. This phenomenon is common at rock concerts. This may be more of an issue for outside venues, as life safety codes for inside venues may help address maximum crowd attendance.

Restricted-viewing Locations

Clear lines of vision for spectators are important to reduce the likelihood that crowds will move to get a better view of the stage. Also, a wide angle of view helps to reduce crowd densities in front of the stage. If restricted viewing is unavoidable, tickets for spectators in those sections should note this fact.

A.12 Bureau of Justice Assistance (BJA) Special Event Funding Guidance

This document is intended to provide general guidance for use of federal funds that have been appropriated to support extraordinary law enforcement and related security costs for an event, including those designated as National Special Security Events (NSSEs). This information is intended to help guide planning efforts and may not be all-inclusive for all scenarios.

Pre-event Planning:

- **Pre-Appropriation questions and concerns.** Federal agency program and budget staff can assist with general programmatic or financial questions, but cannot provide any official guidance or approval prior to the appropriation of funds. Funds may only be expended from the time of appropriation; any expenditure prior to this timeframe may not be reimbursable.
- **Develop a detailed budget early.** The budget review process can be lengthy and may involve multiple communications among BJA, the OJP Office of the Chief Financial Officer (OCFO), and the applicant in order to clarify costs. Be prepared to provide cost breakdowns and a narrative justification for all requested items.
- **Establish partnerships.** Grantees should develop working groups with relevant mutual aid partners and other planning entities as soon as notification of the event occurs. Partners may include entities from the state (such as State Administrative Agencies or emergency management agencies) or the military (such as state National Guard forces).

The coordinating agency must have an open and transparent process in place to ensure that all mutual assistance agencies receive reimbursement for security costs related to the event security plan.

- **Leverage funding.** Explore other funding sources that can also be used to support event expenses.
- **Involve agency personnel with grants management experience.** Grantees should consider involving agency staff with grants management experience, if those staff exist and are available, to handle the day-to-day grants management activities.
- **Financial Training** – Have key grants management complete DOJ Grants Financial Training either on-line or in-person.

Application Period:

- **Submit an application as soon as possible.** An agency will have up to 30 days to submit an application through the online Grants Management System (GMS). The sooner an application is submitted, the sooner BJA can begin the review process.
- **Prepare written requests for waivers.** Some costs require waivers, which will be identified in the application guidance and/or DOJ Grants Financial Guide; all requests for waivers must be submitted with the application in GMS. These waivers must address all issues at hand (i.e., food and beverage, lodging costs, specialized vehicles, etc.) and approval is at the discretion of the BJA Director. Examples of items requiring waivers may include SUVs, mobile command posts, armored response

Managing Large-Scale Security Events

A Planning Primer for Local Law Enforcement Agencies

- vehicles, boats, aircraft, and any other types of vehicles outside of police cruisers, police boats, and police helicopters. Jurisdictions will also need to provide justification as to why any specialized equipment cannot be borrowed from another jurisdiction and must be purchased separately. As well, these documents must include a justification for why the equipment must be purchased rather than provided through a rental agreement.
- **Establish a list of partners to be reimbursed through the grant.** This process should include neighboring jurisdictions, mutual aid partners, state entities, private sector, or non-profit partners as applicable. Use a fair and transparent process when determining those entities to be considered for payment under the grant.
 - **Minimization of Conference Costs.** The Office of Justice Programs (OJP) has established guidance on the use of funds for conference-related costs (www.ojp.gov/funding/confcost.htm). As many of these costs must be pre-approved, plan ahead for all conference and training activities that may be needed for the event.

Award Period:

- **Office of the Inspector General (OIG) training.** Consider inviting OIG staff to conduct fraud, waste, and abuse training prior to the event.
- **DOJ Grants Financial Guide.** Refer to the DOJ Grants Financial Guide early and often for guidance on draw-downs, contracts, travel and associated financial issues. (The DOJ Grants Financial Guide can be found on the OJP website at: <https://ojp.gov/financialguide/DOJ/index.htm>.)
- **Operational Security Plan (unclassified version) and law enforcement agency list.** Provide an Operational Security Plan and list all state, local, tribal, or private security agencies that may provide officers for the event.
- **Supplanting/Mutual Aid Funding Plans.** Fully explore other non-federal funding streams to ensure that federal funds are being used to supplement, and not supplant, available state, local or other sources and obtain required Memoranda of Understanding (MOUs). Develop and implement written mutual aid agreements with all law enforcement and public safety partners specific to the event and ensure grant funds to all authorized mutual aid partners are disbursed in a timely manner.
- **Additional Reporting.** In addition to other required reporting forms, plan to submit monthly expenditure and progress reports to BJA.
- **Reimbursement procedures.** Special circumstances sometimes exist in which grant funds may not be accessible immediately and will only be provided on a reimbursement basis for a certain time period. When this is the case, grantees must adhere to cash-on-hand guidance in the DOJ Grants Financial Guide and plan accordingly.
- **Procurement.** Make plans to streamline your processes given the timeline and volume of required procurements. Fully understand Federal procurement regulations and how they work together with local guidelines. Ensure that adequate time is provided for all procurement actions including any non-competitive (sole source) requests.

Managing Large-Scale Security Events

A Planning Primer for Local Law Enforcement Agencies

Closing the Award:

- **Site Visits and Audits.** Maintain and keep readily available thorough documentation, as site visits and/or audits will likely occur.
- **Memorandum of Understanding.** Ensure all grant related MOUs are collected and kept on file for future requests by BJA or audits.
- **Closeout requirements.** Grantees should plan to follow the existing closeout procedures identified in the current DOJ Grants Financial Guide, including the use of the liquidation period to finalize expenditures and prepare a written closeout plan and timeline.

SAMPLE TIMELINE (Appropriation passage through award closure)

**The Office of Justice Programs “Grant Application Review Process” can be viewed online (<https://ojp.gov/funding/Apply/GrantProcess.htm>); a flow chart graphic outlining the review process is also included in the Appendix. This sample timeline uses BJA as an example of one federal agency’s funding process. The timeline is subject to change.*

- **Appropriation Passage:** An appropriation is passed (varies by fiscal year), approving funds for the event (i.e. Presidential Nominating Conventions).
- **BJA Funding Announcement:** Within 60-90 days of the authorization of funds (approved appropriation) BJA finalizes application guidance and the local agency is invited, via email, to apply for funding.
- **Grantee Application Submission:** Within 30 days of the funding announcement, application(s) are submitted to BJA, by the eligible applicant(s), via GMS.
- **BJA Initial Application Review:** Within 10 business days of application receipt, BJA completes a cursory review of the application and either sends the application back to the grantee with requested changes or moves the application forward in GMS and requests a budget review.
- **Budget Review:** Within 10 business days of notification from BJA that the budget is ready for review, the financial office completes a thorough budget review and issues a budget clearance that moves the application forward to the award processing stage. Based upon the type of budget clearance issues, the applicant may be required to submit additional information before receiving a final approval of the budget, also called a Final Financial Clearance. Receiving a final approved budget can take up to one month.
- **BJA Award Process:** Within 10 business days of receiving a Final Financial Clearance the award begins to move through other OJP components. As part of the award process, BJA completes a final review of the entire application.
- **OJP Award Process:** All awards must be approved by all other OJP components including the Office of General Counsel (OGC), Office of the Chief Financial Officer (OCFO), Office of the Assistant Attorney General (OAAG), and Office of Communications (OCOM). *In some circumstances, (for example a large-scale, high-profile event) BJA and OJP components will work to expedite the grant award as quickly as possible. In these situations, the BJA and OJP award processes can be shortened by several days.*

Managing Large-Scale Security Events

A Planning Primer for Local Law Enforcement Agencies

- **OJP Award Notification:** Once all OJP components have approved the award package, OCOM issues formal award notification and the applicant receives email notification that it has 45 days to accept the award at which time the grantee may begin to obligate and expend grant funds.

Managing Large-Scale Security Events

A Planning Primer for Local Law Enforcement Agencies

A.13 Financial Provisions and Policies²¹

This guide includes references to the provisions and policies that are issued by the Office of Management and Budget (OMB), which is the largest division of the Executive Office of the President. OMB is responsible for implementing and enforcing the President's policies across the entire federal government. These policies are detailed in OMB circulars and the Code of Federal Regulations (CFR) and are identified as government-wide common rules applicable to grants and cooperative agreement. In concurrence with the OMB policies applicable across all federal agencies, each federal agency also has supplemental policies described in the CFR that are applicable to grants and cooperative agreements.

Table A.12-1: Office of Management and Budget Circulars/Code of Federal Regulations

Where can I find...	If I am part of a(n)...	Resources from:	
		OMB	U.S. Department of Justice (DOJ)
Administrative Requirements	Educational Institution	Title 2 CFR, Part 215 (OMB A-110) ²²	Title 28 CFR 70 ²³
	State or Local Unit of Government or Tribal Organization	OMB A-102 Replaced by Uniform Administrative Requirements, also known as “common rule”	Title 28 CFR 66 ²⁴
	Nonprofit Organization	Title 2 CFR, Part 215 (OMB A-110) ²⁵	Title 28 CFR 70 ²⁶
Cost Principles	Educational Institution	Title 2 CFR, Part 220 (OMB A-21) ²⁷	U.S. DOJ Administrative Requirements Reference Cost Principles in 28 CFR 66.22 and 28 CFR 70.27
	State or Local Unit of Government or Tribal Organization	Title 2 CFR, Part 225 (OMB A-87) ²⁸	

²¹ U.S. Department of Justice/ Office of Justice Programs Office of the Chief Financial Officer, *2015 DOJ Grants Financial Guide* <https://ojp.gov/financialguide/DOJ/index.htm> (accessed January 26, 2017).

²² Title 2 CFR, Part 215 (OMB A-110) can be found online at: <http://www.gpo.gov/fdsys/pkg/CFR-2011-title2-vol1/pdf/CFR-2011-title2-vol1-part215.pdf>.

²³ Title 28 CFR 70 can be found online at: <http://www.gpo.gov/fdsys/pkg/CFR-2010-title28-vol2/pdf/CFR-2010-title28-vol2-part70.pdf>.

²⁴ Title 28 CFR 66 can be found online at: <http://www.gpo.gov/fdsys/pkg/CFR-2010-title28-vol2/pdf/CFR-2010-title28-vol2-part66.pdf>.

²⁵ Title 2 CFR, Part 215 (OMB A-110) can be found online at: <http://www.gpo.gov/fdsys/pkg/CFR-2011-title2-vol1/pdf/CFR-2011-title2-vol1-part215.pdf>.

²⁶ Title 28 CFR 70 can be found online at: <http://www.gpo.gov/fdsys/pkg/CFR-2010-title28-vol2/pdf/CFR-2010-title28-vol2-part70.pdf>.

²⁷ Title 2 CFR, Part 220 (OMB A-21) can be found online at: <http://www.gpo.gov/fdsys/pkg/CFR-2011-title2-vol1/pdf/CFR-2011-title2-vol1-part220.pdf>.

²⁸ Title 2 CFR, Part 225 (OMB A-87) can be found online at: <http://www.gpo.gov/fdsys/pkg/CFR-2011-title2-vol1/pdf/CFR-2011-title2-vol1-part225.pdf>.

Managing Large-Scale Security Events

A Planning Primer for Local Law Enforcement Agencies

Where can I find...	If I am part of a(n)...	Resources from:	
		OMB	U.S. Department of Justice (DOJ)
	Nonprofit Organization	Title 2 CFR, Part 230 (OMB A-122) ²⁹	
Audit Requirements	Educational Institution	OMB A-133 ³⁰	U.S. DOJ Administrative Requirements Reference Cost Principles in 28 CFR 66.26 and 28 CFR 70.26
	State or Local Unit of Government or Tribal Organization		
	Nonprofit Organization		

Government-Wide Common Rules

The uniform administrative requirements for grants and cooperative agreements to state and local units of government (also known as “Grants Management Common Rule for State and Local Units of Government”) for the U.S. Department of Justice (DOJ) are codified at Title 28 CFR Part 66.³¹ The uniform administrative requirements for grants and cooperative agreements with institutions of higher education, hospitals, and other nonprofit organizations for DOJ are codified at Title 28 CFR Part 70.³²

Additional government-wide requirements:

- Government-wide Debarment and Suspension (Non-procurement) is codified at Title 2 CFR Part 180, with DOJ-specific rules at Title 2 CFR Part 2867.
- Government-wide requirements for drug-free workplace (grants) rules are codified at Title 28 CFR Part 83.³³
- Restrictions on lobbying are codified at Title 28 CFR Part 69.³⁴

For additional information on grants management and to obtain copies of current circulars, please visit the OMB website at http://www.whitehouse.gov/omb/circulars_default. The most recently updated version of the CFR can be found on the U.S. Government Printing Office’s website at <http://www.gpo.gov/fdsys/browse/collectionCfr.action?collectionCode=CFR>.

Office of the Inspector General Fraud Hotline

²⁹ Title 2 CFR, Part 230 (OMB A-122) can be found online at: <http://www.gpo.gov/fdsys/pkg/CFR-2011-title2-vol1/pdf/CFR-2011-title2-vol1-part230.pdf>.

³⁰ OMB A-133 can be found online at: http://www.whitehouse.gov/sites/default/files/omb/assets/a133/a133_revised_2007.pdf.

³¹ Title 28 CFR Part 66 can be found online at: <http://www.gpo.gov/fdsys/pkg/CFR-2010-title28-vol2/pdf/CFR-2010-title28-vol2-part66.pdf>.

³² Title 28 CFR Part 70 can be found online at: <http://www.gpo.gov/fdsys/pkg/CFR-2010-title28-vol2/pdf/CFR-2010-title28-vol2-part70.pdf>.

³³ Title 28 CFR Part 83 can be found online at: <http://www.gpo.gov/fdsys/pkg/CFR-2010-title28-vol2/pdf/CFR-2010-title28-vol2-part83.pdf>.

³⁴ Title 28 CFR Part 69 can be found online at: <http://www.gpo.gov/fdsys/pkg/CFR-2010-title28-vol2/pdf/CFR-2010-title28-vol2-part69.pdf>.

Managing Large-Scale Security Events

A Planning Primer for Local Law Enforcement Agencies

Grantees should report any allegations of fraud, waste, and abuse of grant funds to the Customer Service Branch (CSB) of the Office of the Chief Financial Officer (OCFO) via email to ask.ocfo@usdoj.gov. In addition to or instead of reporting allegations to the OCFO CSB, you may report them to the DOJ Office of the Inspector General online at <https://oig.justice.gov/hotline/> or by calling the fraud hotline at 1-800-869-4499.

Other Available Resources

- The OJP procurement guide: “Procurement Procedures for Recipients of DOJ Grants” found online at: http://www.ojp.gov/financialguide/PDFs/New%20Procurement%20Guide_508complaint.pdf
- Post-award Instructions for OCFO grant recipients and sub-recipients found online at: <https://ojp.gov/funding/Implement/Resources/PostAwardInstructions.pdf>
- Federal government regulation information, which is accessible at: <http://www.regulations.gov>
- Grant information related to the American Recovery and Reinvestment Act of 2009, which is available at: <http://www.ojp.usdoj.gov/recovery/>
- Grants Management System (GMS) Training and Technical Assistance, which can be found at: <http://www.ojp.usdoj.gov/training/gmstraining.htm>
- The GMS HelpDesk, which is available via email at: GMSHelpdesk@ojp.usdoj.gov or by phone at 202-514-2024
- The Federal Funding Accountability and Transparency Act, which is available at <https://www.fsrs.gov>

Managing Large-Scale Security Events

A Planning Primer for Local Law Enforcement Agencies

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A.14 Post-award Requirements: Grant Fraud, Waste, and Abuse³⁵

The U.S. Department of Justice (DOJ) awards federal grant funds to recipients and sub-recipients for specific purposes and requires them to use the funds within established guidelines. Unfortunately, some recipients and sub-recipients have misused award funds in multiple ways, ranging from award mismanagement to intentional criminal fraud. With this chapter, we aim to help you avoid misuse of award funds and the resulting penalties.

Detection of Grant Fraud

You are encouraged to:

- Be aware of common grant fraud schemes. This knowledge is the best way to reduce or even eliminate the risk of fraud.
- Adopt effective fraud risk-management efforts within your organization, and encourage other recipients or sub-recipients of your award to do the same in order to prevent and detect fraud as early as possible.

Penalties of Grant Fraud

If you are found guilty of grant fraud, you may be subject to any or all of the following:

- A ban from receiving future funding;
- Administrative recoveries of funds;
- Civil lawsuits and criminal prosecution; and
- A combination of all or some of these remedies.

Fraud Indicators

The indicators or markers of fraud, waste, and/or misuse of award funds are varied and can be due to a range of causes. Follow-up on all such concerns is important.

Common Grant Fraud Schemes

Most misuse of funds falls into one or more of three general categories:

- Conflicts of Interest
- Failure to Properly Support the Use of Award Funds
- Theft

We will examine each of these categories in the sections that follow.

Conflicts of Interest

You are required to use federal funds in the best interest of your award program. Your decisions related to these funds must be free of hidden personal or organizational conflicts of interest, both in advice and in appearance.

- **Advice.** In the use of award funds (direct or indirect), a recipient or sub-recipient should not participate in any decisions, approval, disapproval, recommendations, investigation decisions, or any other proceeding concerning any of the following people or groups:

³⁵ DOJ/Office of Justice Programs. Office of the Chief Financial Officer, *2011 Financial Guide*.

Managing Large-Scale Security Events

A Planning Primer for Local Law Enforcement Agencies

- An immediate family member;
 - A partner;
 - An organization in which they are serving as an officer, director, trustee, partner, or employee;
 - Any person or organization with whom they are negotiating or who has an arrangement concerning prospective employment, has a financial interest, or for other reasons can have less than an unbiased transaction with the recipient or sub-recipient.
- **Appearance.** In the use of award funds, you and your sub-recipients should avoid any action which might result in, or create the appearance of:
 - Using your official position for private gain;
 - Giving special treatment to any person;
 - Losing complete independence or objectivity;
 - Making an official decision outside official channels; or
 - Affecting negatively the confidence of the public in the integrity of the government or the program.

Typical conflict-of-interest issues include:

- Less-than-arm's-length transactions—the act of purchasing goods or services or hiring an individual from a related party, such as a family member or a business associated with an employee of the recipient.
- Not using fair and transparent processes for sub-recipient decisions and vendor selection. These processes must be free of undue influence, and fair and transparent. Most procurement requires full and open competition.
- Consultants can play an important role in award programs; however, as a recipient or sub-recipient, you must ensure that their work for you conforms to all regulations governing a fair consultant selection process, reasonable pay rates, and specific verifiable work product.

Table A.14-1: Fraud Case Example #1

Background	Possible Fraud Indicators	Scheme Identified	Result
Individual was assigned to purchase equipment using a federal award	Circumvention of the established procurement process; vendor complaints	Individual stole over \$100,000 by directing contracts to bogus companies that he had established	240-month prison sentence

Failure to Properly Support the Use of Award Funds

A federal award agreement is a legally binding contract. As a direct recipient or a sub-recipient, it obligates you to:

- Use your award as outlined in the agreement;
- Act with integrity when applying for and reporting your actual use of funds; and
- Properly track the use of funds and maintain adequate supporting documentation.

Managing Large-Scale Security Events

A Planning Primer for Local Law Enforcement Agencies

If you or your sub-recipient fails to comply with the terms and conditions of an award, including civil rights requirements, whether stated in a federal law, regulation, assurance, application, or notice of award, the awarding agency may take one or more of the following actions against you or your sub-recipient:

- Temporarily freeze payments of the award
- Disallow federal and matching funds for all or part of the award
- Wholly or partly suspend or terminate the current award
- Withhold further awards
- Take any other remedies legally available

Typical issues involving failure to properly support the use of award funds include:

- Deliberate redirection of the use of funds in a manner different from the purpose outlined in the award agreement;
- Failure to adequately account for, track, or support transactions, such as personnel costs, contracts, indirect cost rates, matching funds, program income, or other sources of revenue.

Table A.14-2: Fraud Case Example #2

Background	Possible Fraud Indicators	Result
Recipient received a federal award for specific purposes	An inability to provide sufficient and verifiable supporting documentation concerning the actual use of those funds	Recipient paid the federal government over \$300,000 to settle civil fraud allegations

Theft

Theft is the most common issue in almost all organizations—including those that receive federal awards. You are encouraged to keep the following in mind:

- People who embezzle funds can be extremely creative, while often appearing very trustworthy. These abilities are precisely why they can do so much damage to an organization and remain undetected for extended periods of time.
- Poor or no internal controls provide an opening for theft. A lack of proper separation of duties is one of the most common weaknesses.

Table A.14-3: Fraud Case Example #3

Background	Possible Fraud Indicators	Scheme Identified	Result
Nonprofit received \$2.7 million in federal award funds to assist underprivileged children	Unsuccessful program, lack of internal controls, unexplained income	Funds had been diverted to pay for a wedding reception, building construction, plasma TV, and personal credit card bills, with an	36- and 66-month prison sentences and full restitution

Managing Large-Scale Security Events

A Planning Primer for Local Law Enforcement Agencies

		estimated total loss of \$450,000	
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Ways to Reduce the Risk of Fraud

There are several things that you can do to reduce or even eliminate the risk of fraudulent use of your federal award:

- Examine your operations and internal controls to identify your fraud vulnerabilities.
- Implement specific fraud-prevention strategies, including educating others about the risks. The more people are aware of the issues, the more they can help prevent problems or detect them as early as possible.
- Maintain a well-designed and -tested system of internal controls.
- Ensure all financial or other certifications and progress reports are adequately supported with appropriate documentation and evidence.
- Identify any potential conflict-of-interest issues and disclose them to the awarding agency for specific guidance and advice.
- Follow a fair and transparent procurement process, especially when using consultants. Ensure that the rate of pay is reasonable and justifiable, and that the work product is well-defined and documented.

Contact the DOJ Office of the Inspector General at

<http://www.ojp.usdoj.gov/home/contactus.htm> for more information.

Managing Large-Scale Security Events

A Planning Primer for Local Law Enforcement Agencies

A.15 Emergency Medical Services Venue Assessment Checklist³⁶

Use this checklist when identifying the level of emergency services needed.

Date: _____

Name of Venue: _____

Address: _____

Event Type

Hazards: _____

Vulnerabilities: _____

Environment

Indoor/Outdoor: _____

Climate: _____

Numbers: _____

Alcohol/Drugs: _____

Demographics of Spectators and Participants

Age: _____

Mobility: _____

Numbers: _____

Attitude: _____

VIPs: _____

Transportation

Access/Egress: _____

Americans with Disabilities Act (ADA) Compliance: _____

³⁶ U.S. Department of Homeland Security/ Federal Emergency Management Agency, *Special Events Contingency Planning: Job Aids Manual*, updated 2010 (original 2005)
<https://www.hsd1.org/?view&did=759939> (accessed January 26, 2017).

Managing Large-Scale Security Events

A Planning Primer for Local Law Enforcement Agencies

Internal/External: _____

Facility

Visibility/Lighting: _____

Fixed or Festival Seating: _____

Layout: _____

ADA Compliance: _____

Communications

Internal: _____

External: _____

Aid Station on site

Yes____ No____

Number: _____

Staffed for the event?

Yes____ No____

Mobile teams to be used

Yes____ No____

Foot: Yes____ No____ Number:_____

Bike: Yes____ No____ Number:_____

Carts: Yes____ No____ Number:_____

Other: Yes____ No____ Number:_____

Managing Large-Scale Security Events

A Planning Primer for Local Law Enforcement Agencies

A.16 Intelligence/Counter Surveillance Planning and Operations Checklist³⁷

Use this checklist to ensure that the IOC is adequately established and meets the needs of all the key stakeholders.

Task	Task Completion
1. Coordinate the Intelligence Operations Center (IOC) process with all related supporting agencies. This includes: <ul style="list-style-type: none">— <i>Establishing clear standard operating procedures and division of responsibility between the agencies involved.</i>	___Yes ___No
2. Key stakeholders in the area of responsibility are actively represented in the IOC process. This includes: <ul style="list-style-type: none">— <i>Assigning liaison personnel to the IOC from all key departments, agencies, and organizations in the jurisdiction, either on a full or part time basis; and</i>— <i>Ensuring that diverse subject matter expertise is present in the IOC.</i>	___Yes ___No
3. Security measures are in place for the facility and meet all relevant standards and regulations. This includes: <ul style="list-style-type: none">— <i>Developing, publishing, and enforcing a security plan; and</i>— <i>Ensuring that personnel are familiar with the facilities security protocols.</i>	___Yes ___No
4. Security measures are in place for data and personnel, and meet all relevant standards and regulations. This includes: <ul style="list-style-type: none">— <i>Ensuring that the IOC meets all physical and clearance requirements to receive, store, and control secret/secure information; and</i>— <i>Ensuring that key decision-makers and relevant personnel have appropriate security clearances.</i>	___Yes ___No
5. The IOC maintains technical and procedural connectivity with intelligence/information sources at all levels of classification, using appropriate technological redundancy. This includes: <ul style="list-style-type: none">— <i>Ensuring that the center has electronic access to relevant networks, classified and unclassified;</i>— <i>Ensuring that connectivity is sustained and readily available; and</i>— <i>Establishing simple access to and from the IOC for those responsible for gathering information.</i>	___Yes ___No
6. Personnel demonstrate ability to receive, extract, or collect information from all available sources, including all relevant databases and systems, on a continuous basis. This includes: <ul style="list-style-type: none">— <i>Familiarizing personnel with the use of relevant systems and databases;</i>	___Yes ___No

³⁷ This checklist was modified by CNA for the original *Managing Large-Scale Security Events: A Planning Primer for Local Law Enforcement Agencies*. <https://www.bja.gov/Publications/LSSE-planning-Primer.pdf>.

Managing Large-Scale Security Events

A Planning Primer for Local Law Enforcement Agencies

Task	Task Completion
<ul style="list-style-type: none">— <i>Ensuring that personnel use appropriate systems and databases for a given scenario/investigation; and</i>— <i>Recording the volume of use of these networks.</i>	
7. Analysts are able to blend, reconcile, and deconflict data, information, and intelligence received from multiple sources and are able to identify patterns and trends that may indicate an emerging, immediate, or long-term threat condition.	___Yes ___No
8. Analysts use any and all relevant and useful analytic tools and software that provide a more comprehensive and useful product.	___Yes ___No
9. Personnel produce briefings, reports, and/or alerts that provide clear, credible, and detailed information on actions or activities that may be indicative of an emerging threat.	___Yes ___No
10. Tear-line formats are appropriately used, and unclassified products are developed to ensure that state, local, and/or tribal officials with varying levels of clearance have access to useful information.	___Yes ___No
11. The IOC uses standard terminology/lexicon to eliminate agency-to-agency terminology confusion.	___Yes ___No
12. Products are adequately vetted and reviewed prior to distribution.	___Yes ___No

Managing Large-Scale Security Events

A Planning Primer for Local Law Enforcement Agencies

A.17 Incident Radio Communications Plan Form³⁸

Purpose: *The Incident Radio Communications Plan Form provides information on all radio frequency assignments in one location for each operational period. Information from the Incident Radio Communications Plan on frequency assignments is normally placed on the appropriate radio assignment list.*

Preparation: *The Incident Radio Communications Plan is prepared by the Communications Unit Leader and given to the Planning Section Chief.*

Distribution: *The Incident Radio Communications Plan is duplicated and given to all recipients of the Operational Plan, including the Incident Communications Center. Planners should include information from this communication plan in the Organization Assignment Lists (see Appendix A.9).*

Instructions: *See the table below for instructions related to each section of the Incident Radio Communications Plan.*

Table A.17-1: Instructions for Completing the Incident Radio Communications Plan

Item Number	Item Title	Instructions
1.	Incident Name	Print the name assigned to the incident.
2.	Date/Time Prepared	Enter date (Month Day, Year) and the time prepared (24-hour clock).
3.	Operational Period Date/Time	Enter the date and time interval for which the Incident Radio Communications Plan applies. Record the start time and end time, and include date(s).
4.	Basic Radio Channel Utilization System/Cache	Enter the radio cache system(s) assigned and used for the incident (e.g., Boise Cache, FIREMARS, Region 5, Emergency Cache).
	Channel	Enter the radio channel numbers assigned.
	Function	Enter the function each channel number is assigned (i.e., command, support, division, tactical, and ground-to-air.)
	Frequency	Enter the radio frequency tone

³⁸ This template was modified by CNA for the original *Managing Large-Scale Security Events: A Planning Primer for Local Law Enforcement Agencies*. <https://www.bja.gov/Publications/LSSE-planning-Primer.pdf>. The original ICS Organization Assignment List template is Form 205, which can be found at <https://training.fema.gov/emiweb/is/icsresource/icsforms.htm>.

Managing Large-Scale Security Events

A Planning Primer for Local Law Enforcement Agencies

Item Number	Item Title	Instructions
		number assigned to each specified function (e.g., 153.400).
	Assignment	Enter the Incident Command System organization assigned to each of the designated frequencies (e.g., Branch I, Division A).
	Remarks	Include narrative information regarding special situations.
5.	Prepared By	Enter the names of the Communications Unit Leader preparing the form.

Incident Radio and Communications Plan Form

Incident Radio and Communications Plan		1. Incident Name:		2. Date/Time Prepared:	3. Operational Period Date/Time:
4. Basic Radio Channel Utilization					
System/Cache	Channel	Function	Frequency	Assignment	Remarks
Prepared By:					

Managing Large-Scale Security Events

A Planning Primer for Local Law Enforcement Agencies

A.18 Legal Affairs Checklist³⁹

Use this checklist in determining the level of involvement and role of the legal affairs group. This checklist will allow planners to identify and prepare for the various aspects of the event that might present legal issues.

- ☐ Liability for injuries
- ☐ Liability for actions or omissions
- ☐ Liability for impact on normal emergency operations
- ☐ Liability for other financial obligations incurred in responding to major emergencies occasioned by the event
- ☐ Permit for parades
- ☐ Permit for the sale and consumption of alcohol and food items
- ☐ Permit for pyrotechnics
- ☐ Permit for road and street closures
- ☐ Permit for the mass gathering
- ☐ Inspection for fire safety
- ☐ Inspection for public health
- ☐ Fee structures and charges for the services provided by local and state authorities
- ☐ Fee structures and charges for the “User Pays” policy for the services provided at some sporting and entertainment events
- ☐ Bonds or liability insurance for costs of responding to any emergencies related to the event
- ☐ Bonds or liability for venue cleanup
- ☐ Bonds or liability for traffic/crowd control
- ☐ Bonds or liability for additional policing functions

³⁹ Domestic Preparedness.com. *Pre-event Planning Checklist*, 2012.
https://www.domesticpreparedness.com/site/assets/files/6985/preevent_checklist.pdf (accessed January 30, 2017).

Managing Large-Scale Security Events

A Planning Primer for Local Law Enforcement Agencies

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Managing Large-Scale Security Events

A Planning Primer for Local Law Enforcement Agencies

A.19 2012 Convention Event Ordinances

The temporary “Event Zone” ordinance passed by the City of Tampa for the 2012 Republican National Convention can be found at:

<http://www.remappingdebate.org/sites/default/files/Tampa%20RNC%20Ordinance.pdf>.

The following is the extraordinary event ordinance passed prior to the 2012 Democratic Convention.

January 23, 2012
Ordinance Book 57, Page 501

ORDINANCE NO. 4814

AMENDING CHAPTER 15

AN ORDINANCE AMENDING CHAPTER 15 OF THE CHARLOTTE CITY CODE ENTITLED “CHAPTER 15 – OFFENSES AND MISCELLANEOUS PROVISIONS”

WHEREAS, the City of Charlotte has a significant governmental interest in protecting the health, safety and welfare of the general public and preserving the public order; and

WHEREAS, G.S.160A-174 allows a city by ordinance to define, prohibit, regulate, or abate acts, omissions, or conditions, detrimental to the health, safety, or welfare of the public; and

WHEREAS, the City has a significant governmental interest in maintaining the aesthetics, cleanliness and proper sanitation of city property; and

WHEREAS, the City has a significant governmental interest in maintaining the safety of persons who use city property; and

WHEREAS, the City has a significant governmental interest in reducing the risk of liability arising from the use of city property.

BE IT ORDAINED by the City Council of the City of Charlotte, North Carolina, that:

Section 1. Chapter 15 of the City Code is amended by adding a new Article XIV to read as follows:

“Article XIV. Extraordinary Events

Sec. 15-310. Definitions.

The following words, terms and phrases, when used in the section, shall have the meanings ascribed to them in this subsection, except where the context clearly indicates a different meaning:

Extraordinary event means a large-scale special event of national or international significance and/or an event expected to attract a significant number of people to a certain portion of the City.

Sec. 15-311. Declaration of extraordinary event.

The City Manager may declare an extraordinary event, fix the location or boundaries of the extraordinary event, and establish the period of time of the extraordinary event.

Managing Large-Scale Security Events

A Planning Primer for Local Law Enforcement Agencies

January 23, 2012
Ordinance Book 57, Page 502

Sec. 15-312. Permits.

Upon declaration of an extraordinary event, the city manager, or designee(s), may: (i) identify those permits for which a large number of applications are expected for activities that will take place during the extraordinary event; (ii) set deadlines for submittal of applications for the various permits so identified, which deadlines may deviate from those specified elsewhere in this code; and (iii) establish and administer a fair and content-neutral process for issuing permits when multiple applications are submitted for the same period of time and/or location.

Sec. 15-313. Regulations.

(a) During the period of time and within the boundaries of an extraordinary event, it shall be unlawful for any person, other than governmental employees in the performance of their duties to push, pull or transport any, vehicle, cart, or float, unless a permit specifically authorizes the use of that item(s).

(b) During the period of time and within the boundaries of an extraordinary event, it shall be unlawful for any person, other than governmental employees in the performance of their duties, to throw any item unless a permit specifically authorizing such throwing.

(c) During the period of time and within the boundaries of an extraordinary event, it shall be unlawful for any person, other than governmental employees in the performance of their duties, to willfully or intentionally possess, carry, control or have immediate access to any of the following:

- (1) A bar, chain, shaft, staff, cable, wire, lumber, or plastic pipe capable of inflicting serious injury to a person if thrown at or struck upon another, except as permitted by City Code Sec. 19-303(d);
- (2) A container or object of sufficient weight that may be used as a projectile, or that contains objects that may be used as a projectile, that could inflict serious injury to a person or damage to property;
- (3) An aerosol container, spray gun or soaker device;
- (4) A paint gun, etching materials, spray paint container, liquid paint or marker containing a fluid that is not water soluble;
- (5) A backpack, duffle bag, satchel, cooler or other item carried with the intent to conceal weapons or other prohibited items;
- (6) A glass or breakable container capable of being filled with a flammable or dangerous substance carried with the intent to inflict serious injury to a person or damage to property;
- (7) A sharp or bladed objects such as a box cutter, utility knife, ice pick, axe, or any other object defined in City Code Sec. 15-14;
- (8) A hammer or crow bar;
- (9) Pepper spray, mace or any other irritant carried with the intent to delay, obstruct or resist the lawful orders of a law enforcement officer;
- (10) Body armor, shield, helmet, protective pads, or gas masks carried or worn with the intent to delay, obstruct or resist the lawful orders of a law enforcement officer;

Managing Large-Scale Security Events

A Planning Primer for Local Law Enforcement Agencies

January 23, 2012
Ordinance Book 57, Page 503

- (11) A mask or scarf worn with the intent to hide one's identity while committing a crime;
 - (12) A police scanner;
 - (13) Rocks, bottles, objects, bricks or pieces thereof that are of sufficient weight or design as to cause serious injury to a person if thrown at or struck upon another;
 - (14) A device used to shoot, hurl or project a missile of any description capable of inflicting serious injury to a person;
 - (15) A "sock" or "pocket" containing material of sufficient weight as to cause serious injury to a person if thrown at or struck upon another;
 - (16) Fireworks, smoke bombs, sparklers, and stink-bombs;
 - (17) An animal unless specifically allowed under the terms of a permit issued in City Code Sec. 19-313 or is a service animal used to assist a person with a disability.
- (d) The following factors shall be a defense to prosecution for a violation of subsection (c):
- (1) The defendant was engaged in, or on the way to or from, an activity in which he or she legitimately used the device or object; and
 - (2) The defendant possessed that object for that legitimate use; and
 - (3) The defendant did not use or attempt to use the object as a weapon or to injure another person or damage property."

Section 2. This ordinance shall become effective at 12:01 a.m. on January 30, 2012.

Approved as to form


City Attorney

CERTIFICATION

I, Stephanie C. Kelly, City Clerk of the City of Charlotte, North Carolina, DO HEREBY CERTIFY that the foregoing is a true and exact copy of an Ordinance adopted by the City Council of the city of Charlotte, North Carolina, in regular session convened on the 23rd day of January, 2012 the reference having been made in Minute Book 132, and recorded in full in Ordinance Book 57, Pages (501-503).

WITNESS my hand and the corporate seal of the City of Charlotte, North Carolina, this the 27th day of January, 2012.




Stephanie C. Kelly, MMC, City Clerk

Managing Large-Scale Security Events

A Planning Primer for Local Law Enforcement Agencies

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A.20 Considerations for Processing Prisoners⁴⁰

In planning for a large-scale event, planners should consider using the following considerations in developing their prisoner processing operational plans. These considerations should be scaled to the event and may not always be applicable.

Elements of Prisoner Processing

- Initial response of mobile field forces/crow control units
- Transport to courthouse for staging / processing
- Continue to jail for booking
- Process for booking
- Enter into court immediately after booking
- If not released or bonded, enter into housing
- Remain at jail throughout incarceration

Considerations for transporting prisoners

- Designate vehicles to transport prisoners from each sector/secure zone. The number of vehicles assigned to each sector should be determined by the number of arrestees expected.
- Hold additional transport assets in reserve and on standby.
- Assign transport vehicles specifically for emergency transport.
- Hold transport assets in reserve and on standby that are compliant with the Americans with Disabilities Act.

First Contact Procedures

- Monitor radio channels assigned to mobile field forces/crow control units.
- Call for assets to respond to determined location
- Survey arrestees for injury / trauma.
- Remove/account for and barcode all arrestee property.
- Take pictures of officer and arrestee with CRA number.
- Attach copies to the CRA for the officer and transport, along with the barcode.
- Apply a wrist-band with barcode.
- Complete a search, check restraints, and place the arrestee into a van.
- Account for arrestees, property, and personnel.
- Depart for the Transfer-Waiting Area at the courthouse.

Transfer-Waiting Procedures

Once in the Transfer-Waiting area:

- Separate and secure arrestees;
- Play a looped DVD explaining the process to the arrestees;
- Medically triage arrestees;
- Account for property;

⁴⁰ The Tampa Police Department provided these prisoner-processing procedures, which were used during the 2012 Republican National Convention.

Managing Large-Scale Security Events

A Planning Primer for Local Law Enforcement Agencies

- Collect initial data on each arrestee;
- Upload media cards;
- Prepare the transport list;
- Scan/load arrestees for transport to the jail; and
- Send the list of arrestees to the jail for arrival preparation once the buses depart.

Transfer to the Jail Procedures

- Scan the bus for departure to the jail.
- Assign a lead car for each bus.
- Determine and assign identifiers for alternate routes.
- Monitor all buses continuously at the Command Post that are equipped with GPS.
- Play pre-recorded instructions while en-route to the jail.
- Enter the first gate for clearance upon arrival to the jail.
- Enter into the existing sally-port and unload arrestees.

A.21 Best Practices for Law Enforcement Public Information Officers

Developed by the TPD Public Information Office

Public Affairs

The Tampa Police Department determined that it must reach four critical audiences in order to have a successful political convention in its city. Those were media, law enforcement, demonstrators and the community at large. In the year leading up to the event, all PIO activities were designed to influence one of these four groups. This is a suggested guideline for a public information office that is preparing for a political convention or any other large-scale event in its city. Most of the concepts listed below can be tailored to different cities depending on the unique circumstances, geography and demographics of each venue.

Media Outreach

Hold Regional PIO Meetings - Hold the first regional PIO meeting approximately 18 months before the event. This will help engage all agencies that will be affected by the convention. In addition to public safety, this should include hospitals, school districts, public transportation, the airport, visitor's bureau and any other agencies that will receive media calls about the event. This sets a tone of regional cooperation and information sharing. It's also a step toward ensuring the public is getting a consistent message about issues related to the event that will impact the larger region. Some of these issues include traffic, school closures or an adjustment of school hours, access to public buildings and services, changes to public transportation routes, hotel availability and more. The release of information on these issues can adversely impact the security plan, so it is prudent to have good relationships and information sharing in place for consistent messaging. It's recommended to hold another regional meeting six to nine months before the event and then again right before the convention.

Establish a Public Affairs Subcommittee - Begin holding monthly meetings one year before the event. There should be a PIO representing each agency that is part of the Executive Steering Committee that oversees all security planning for a political convention. This subcommittee creates the media plan for the convention. The United States Secret Service PIO and the PIO from the lead local law enforcement agency co-chair this subcommittee. While there are certain public affairs guidelines established by the U.S. Secret Service, the lead local agencies will also need to create a plan for generating proactive positive coverage and how to respond to inquiries. The agencies on the subcommittee will staff the Joint Information Center during the event. However, in Tampa, we found it productive to have a limited number of the agencies involved that may not actually staff the JIC such as the airport, hospitals, etc. Each member must be approved by the Executive Steering Committee.

Review the Federal Budget - Since a series of convention related expenditures would require city council approval, it would be advantageous to work with your chief, legal department and the purchasing department to bundle these expenses allowing a large number to go before council simultaneously. It's also critically important to establish a system for releasing public

Managing Large-Scale Security Events

A Planning Primer for Local Law Enforcement Agencies

records related to these expenditures to all media at the same time. If a system is not established, the high volume of requests will keep the PIO in a reactive mode which is disruptive to the daily workload. These budget requests will begin 18 months to a year before the event.

Establish a City Joint Information Center - the Federal JIC template for political conventions only allows one seat for local law enforcement so it may be necessary to set up a city JIC to work jointly with the federal one. It would be ideal if they were located in the same building. Another option would be expanding the number of seats for local law enforcement to work inside the federal JIC.

Conduct “Show and Tell” News Events - Hold one proactive media event each month to establish the regional partnership and to give the community a sense of safety and security. These should start at least six months before the event. Select visual topics that set a positive tone for the event versus a heavy handed law enforcement image. This could be based on a training class for a specialized area that is part of the security force. Bike or Mounted Patrols are options for a softer public safety images. K-9 and Marine (if applicable) are options that can give federal agencies an opportunity to showcase their involvement. All topics and talking points should be preapproved by the Executive Steering Committee through the Public Affairs Subcommittee.

Hold a Media Round Table(s) - This meeting with top law enforcement leaders is an opportunity for the media to share its concerns and logistical challenges of covering the event. This is NOT for the department to release information or even answer questions. Newsroom decision makers should be invited; news directors, assistant news directors, assignment editors, executive producers, beat reporters, editors. This meeting allows the media to have its voice heard and be part of the process. Once you get this media feedback, the PIO and subcommittee members can fold the new information into the media plan. This meeting also creates a spirit of cooperation between law enforcement and media that can only benefit the department. It establishes that the department is interested in the best possible coverage of the coverage that is balanced, factual and based on substance.

Establish a Media Lot - Create an area for members of the media to write, edit and broadcast live. It must be in line of sight of the event and close to the **speaker’s stage and protest area. During Tampa’s roundtable discussion with the media, the department learned the media was fearful of being targeted by protestors and requested a safe place to work near the event. This task was logistically difficult and very time consuming. The following list includes some of the logistics involved. It would be ideal to start this project four to six months before the event. We asked for a news director to volunteer to act as the point person for coordinating some of the logistics with the other stations. This helped save time and simplified the process. In the end, the media lot became a source of information for law enforcement. PIO’s assigned to the lot would have informal interaction with reporters and photographers and then shared the story angles and issues of concern. This information was used to help prep the chief on what issues may come up at the next daily briefing.

Managing Large-Scale Security Events

A Planning Primer for Local Law Enforcement Agencies

1. Identify location - may have to lease space from a private owner or the political party hosting the event.
2. Provide fencing, flatbed trucks for live shots, private security for controlling access, set up electricity and bathrooms on the site. The department collected checks from the media outlets and paid the vendors for these services with a bundle of media checks. Media covered all infrastructure costs.
3. Determine access routes and times. This lot was on the edge of the vehicle exclusion zone. We established a window between 2:00 a.m. and 5:00 a.m. that vehicles could leave to gas up or new trucks could arrive.
4. Issue media lot credentials to all media outlets that paid for the infrastructure of the lot.
5. Hold a lottery with local and national media to establish where each media outlet would park its live truck and where they would broadcast live from on the flatbed trucks.
6. Have media outlets sign a legal waiver that releases the city of any liability at the media lot.

** Speaker's Platform-a stage and audio system provided for groups to voice their opinions. In Tampa, the groups applied for permits through City Hall to schedule their time on the stage.

Conduct Chief Media Visits - In the six weeks before the event, the chief should visit all major local media outlets for "OFF the RECORD" presentations and question and answer sessions. This is the follow up to the media roundtable held at the department. The PIO should ask larger media outlets to host smaller radio stations, weekly papers, news web services. This ensures the chief speaks directly to every media outlet. Tampa's Police Chief presented a compelling photo and video-driven PowerPoint on the department's philosophy of policing the event. It also contained visuals of violence and destruction that occurred at prior conventions. These meetings were extremely beneficial because for the first time the media understood the law enforcement perspective. The opportunity to ask the chief candid questions in a relaxed environment showed the media that the department was transparent and earnest in its efforts to do the right thing with demonstrators and members of the media.

Establish Chief's Daily Briefing Schedule - It is very important that the media has access to the top law enforcement officer during the event to maintain public confidence and transparency. It is ideal to have at least two briefings daily. If possible release the time and location of these briefings during the Chief's media visits. This will give the media time to plan for live shot logistics, assigning crews and other challenges. In Tampa, the department set up a live satellite window with CNN during our daily chief briefings. This resolved a limited parking issue because any station in the country could down link the news conference from the satellite free of charge. The PIO office set up a pool camera rotation with the local stations to provide a live feed of the news conferences. The department worked with the local 24-hour news station to provide a locked down live truck to uplink the news conferences live daily. These efforts ensured the department's perspective was well represented in the news coverage. The demonstrators were readily available and Tampa felt the department's point of view should be as well. These regular briefings also significantly reduced the number of media calls to the JIC since the media knew it could get its questions answered at a predetermined time.

Managing Large-Scale Security Events

A Planning Primer for Local Law Enforcement Agencies

Establish a Social Media Presence - Establish a social media team that will proactively post police photographs and videos on the department's Facebook and Twitter accounts during the event. Having a strong plan in place for the mainstream media is only half of the equation. It is imperative to have an experienced social media team since this is a dominant form of communication for the public. The Tampa Police Department recruited outside LEO PIOs to handle social media posts during the event. One was assigned to riding with the chief and other commanders during the protests. This PIO took pictures and videos of police actions that were eventually picked up by the mainstream media. A second PIO was stationed in the JIC to oversee the department's social media accounts and monitor demonstrators' posts. This PIO would respond with the facts of a situation when erroneous rumors began circulate. A third PIO monitored the department's closed-circuit television system and downloaded photos and videos to post on social media. If trouble makers posted any negative videos of law enforcement, this PIO was prepared to search the CCTV system for a more complete video of the incident for possible release to the media and on social media. This team captured countless acts of kindness by officers. Images of officers giving overheated protestors water, pumping air into a demonstrator's baby jogger, helping a protestor back into her wheelchair went viral or were picked up by the mainstream media. It is also important the team goes through training so they are familiar with the department's social media guidelines and objectives.

Hire an Event Photographer - This is imperative for documenting the event. It's also another source of photographs and videos to release to the mainstream media and post on social media.

Acquire a Media Truck for Protests - Setting up a truck for media covering protests provides reporters and photographers with a good vantage point. TPD used a flatbed truck and allowed the media to get on and off the truck during the largest march. This truck followed the lead law enforcement car and ensured the media could video tape and take photographs of the long line of protestors involved in the march. This goodwill gesture was very popular with the local media and some national outlets as well.

Establish a Reporters' Committee for Freedom on Information - Set up a conference call with this group involving your chief, police attorney and field force commander. This committee sets up a hotline for the media to call if they are arrested while covering large-scale political events in the United States. A local media firm is retained to answer these calls. It will be very important to meet with this firm several times leading up to the event and to include them on this conference call. The meetings and conference call gives law enforcement an opportunity to share its progressive approach to policing the event. It's also a chance to learn about media challenges at past conventions or political events.

Establish a Media Arrest Notification System - Establish a media arrest notification system. In Tampa, if a member of the media was detained or arrested, a text would be sent to the department's command staff. This would allow the appropriate supervisor to vet the arrest. They would determine if the member of the media violated the law and should go to booking or if he or she was detained with a large group and should be released to return to work. No members of the media were arrested in Tampa.

Managing Large-Scale Security Events

A Planning Primer for Local Law Enforcement Agencies

Conduct Joint Information Center Training - The City JIC will have numerous personnel who are not familiar with the National Incident Management System utilized by law enforcement. They will need to be trained to assist during the event. Many jurisdictions have certified JIC trainers in their fire department or emergency management department. In Tampa, two trainers were recruited from neighboring jurisdictions.

Establish News Release, Photograph and Video Approval System - Work with the Mayor's Office, Chief's Office and Legal to set up a streamline system for releasing material to the media in a timely fashion. Tampa utilized a live web portal through NC4 called ESponder for this process. All approved talking points and news releases were posted on this system for call takers to utilize as well.

Include News Release Dissemination as Part of the Operational Plan - Part of the department's plan for sending alerts to the local and national media, included the use of software called Collabria. Two months before the event, the PIO sent an email to all of its media contacts encouraging them and their colleagues to sign up for the notification system. The PIO used the web-based two-way communication tool to push out news releases and updates via email and text. It proved to be an effective resource for building a media distribution list and providing time-sensitive information directly to reporters in the field.

Establish Media Monitoring System - Set up an automated system in the months prior to the event. Assign the task of downloading the coverage daily to support staff in the JIC. In Tampa, this coverage was uploaded into NC4's ESponder software so it was available for commanders to view.

Develop a Media Blitz and One Voice Policy - Two weeks before the event, the chief should become the single voice for the department. This establishes a strong, consistent image for the department. TPD set up a series of one-on-one interviews with the chief during this time period. This ensured the community was aware of the department's year of planning, preparing and training to have a smooth and safe event. Many of the interviews were saved to run during the event since the chief was too busy for one-on-one interviews during the operational period.

Law Enforcement Outreach

Create a Training Video - Create a video of top law enforcement officers such as the chief and/or sheriff, to play before the Field Force training. This should contain the department's philosophy and sets the tone for policing the event.

Create Training Curriculum - The PIO should contribute to the training curriculum for the supervisors overseeing the day to day operations of the RNC. This is an opportunity to reinforce the importance of relying on their supervisory discretion if media is facing arrest. Unless the activity threatens another person's safety or could result in property damage, the arrest may do more harm than good. The PIO can utilize videos or photographs of past cases that demonstrate this point. Unless the PIO is sworn with rank, this training should be presented by a commander. By utilizing visuals from past conventions and political events, the PIO segment of the training can highlight how demonstrators attempt to bait law enforcement

Managing Large-Scale Security Events

A Planning Primer for Local Law Enforcement Agencies

into overreacting to create an iconic YouTube moment. This training should focus on how one single image or video of an officer's actions can mar the city's image on a global scale.

Community Outreach

Release a Transportation Plan - Although the USSS releases the transportation plan, this is an opportunity for the city to show the public all the measures or services it is putting in place to help its citizens during the event. In Tampa, the plan was released five weeks before the event. Tampa Police attempted to create a mobile app that people could check before leaving their house to learn if there was a temporary road closure due to the event; however, it was unsuccessful. Instead, we established transportation web page along with a frequently asked questions page to keep citizens up to date. This was very effective for dealing with any last minute transportation adjustments during the event.

Conduct a Police Citizen's Academy - From after action reports, Tampa Police learned citizens in other cities often complained that they had no idea what to expect before a convention and therefore were alarmed by the strong police presence. Two weeks before Tampa's event, TPD loaded 70 business and community leaders onto a coach bus and transported them to the police academy for a one day RNC Citizen's Academy. This reviewed the extensive training involved in preparing for the event and the department's unique approach of tolerant but ready. Video from past conventions were played so the community would understand why a swift police response may be necessary to keep the city safe. Officers dressed in the RNC uniform with hard gear and put on a demonstration that utilized many of the newly purchased assets, showcased the training and highlighted the different levels of policing the event. In addition to the field force team, it involved bike patrols, mounted patrols, the regional bomb team and the marine patrol. Media was invited to cover the RNC Academy and social media was utilized to show the rest of the community what to expect during the event.

Hold Town Hall Meetings - Help the mayor's office set up these public meetings in the areas of town that will be most dramatically impacted by the event. In Tampa, the speakers included the mayor, police chief, fire chief and transportation director. This allows the public to get their questions answered and express their concerns before the event.

Establish a Citizen Notification System - Tampa Police launched a campaign to sign up citizens for its Alert Tampa system that replaced Reverse 911 several years ago. This system allows commanders to send email or text messages to citizens about RNC activities that may impact their commute, etc. The department doubled the number of users in the months before the RNC from 8,000 to 16,000.

Establish a Business Community Notification System - TPD set up a notification system for property and security managers of downtown high rises. NC4 amended its program to establish two-way communication with the users. TPD also signed up business and community organizations for a total of 104. The community embraced the program so well that it has continued after the event.

Managing Large-Scale Security Events

A Planning Primer for Local Law Enforcement Agencies

Establish a See Something Say Something Campaign - Work with the Department of Homeland Security to utilize its campaign material connected to your event.

Demonstrators Outreach

Hold ACLU Forums - Arrange for the chief, field force commanders and police attorney to take part in the ACLU forums either via WebEx or in person. These take place several times in the year leading up to a political convention. This is an opportunity for the leaders to set a tone of tolerance and patience with demonstrators' theatrics as long as it doesn't cross over into criminal activity. These may help law enforcement leaders establish a rapport with protest leaders prior to the event.

Develop a Demonstrator's Pamphlet - Create a user friendly map that highlights the parade route and services available along it such as bathrooms, water stations and shaded covered areas. Tampa's pamphlet provided ACLU tips for dealing with law enforcement during a protest. It also gave an overview of the city's event ordinance that established rules and regulations for demonstrations outside of the event. Finally, it provided tips for avoiding heat stroke in Florida's August weather.

Provide Weather Reports for Protestors - A goodwill gesture for reaching out to demonstrators is providing weather reports on the department's long range acoustic device known as ELRAD. Tampa Police set up a plan in advance to obtain a weather report daily from one of the local station's meteorologist. This was broadcast during the marches. All but one of the five local stations provided weather reports. The stations appreciated the promotional opportunity while the department reached out to demonstrators with the service.

Managing Large-Scale Security Events

A Planning Primer for Local Law Enforcement Agencies

A.22 Access Control Planning and Operations Checklist⁴¹

Use this checklist to develop an access control operational plan. This checklist is a guide that can be customized depending on the event.

Task	Task Completion
1. Identify and establish an event perimeter and secure zone. This includes: <ul style="list-style-type: none">— <i>Completing a scene survey;</i>— <i>Controlling access to the incident command post, staging, and other incident command facilities;</i>— <i>Establishing an inner operational area perimeter; and</i>— <i>Establishing an outer perimeter.</i>	___Yes ___No
2. Identify and provide staff for event control zones/check-in points.	___Yes ___No
3. Identify security zone requirements. These include: <ul style="list-style-type: none">— <i>Coordinating with incident command/unified command;</i>— <i>Identifying the “Hot Zone” location if a HAZMAT/Weapon of Mass Destruction incident were to occur;</i>— <i>Identifying the number of personnel needed to secure and maintain zone(s);</i>— <i>Identifying other resources needed based on the scale of the event; and</i>— <i>Initiating coordination/communication with other responding/supporting agencies.</i>	___Yes ___No
4. Establish force protection capacity integrated within the Incident Command System. This includes: <ul style="list-style-type: none">— <i>Coordinating with specialized Law Enforcement teams and other responding/supporting agencies;</i>— <i>Assigning personnel to maintain force protection;</i>— <i>Identifying potential threats/hazards to responding/supporting personnel; and</i>— <i>Implementing measures to counter any potential threats/hazards.</i>	___Yes ___No
5. Provide force protection for emergency personnel to allow them to operate safely. This includes: <ul style="list-style-type: none">— <i>Assigning personnel to maintain force protection;</i>— <i>Searching event venues for the presence of explosive devices or other immediate/secondary hazards; and</i>— <i>Neutralizing or removing any threats from the site and restricting access during an incident.</i>	___Yes ___No
6. Implement and maintain a system to manage personnel identity. This includes: <ul style="list-style-type: none">— <i>Establishing a check-in point for all responding/supporting personnel;</i>	___Yes ___No

⁴¹ U.S. Department of Homeland Security/Federal Emergency Management Agency, *Homeland Security Exercise and Evaluation Program: Exercise Evaluation Guide- Public Safety and Security Response*. 2010.

Managing Large-Scale Security Events

A Planning Primer for Local Law Enforcement Agencies

Task	Task Completion
<ul style="list-style-type: none">— <i>Ensuring accountability for all units and personnel at the event;</i>— <i>Ensuring that all units and personnel properly display or wear official identification; and</i>— <i>Documenting all personnel entering and exiting the secure zone(s).</i>	
<p>7. Provide and plan for access to the event for skilled support teams (e.g., SWAT teams, Explosive Device Response teams). This includes:</p> <ul style="list-style-type: none">— <i>Coordinating with specialized law enforcement teams;</i>— <i>Identifying and establishing controlled entry points;</i>— <i>Providing these skilled support teams with accessible and safe routes of ingress and egress; and</i>— <i>Conducting credential checks of all personnel entering/exiting the event location/secure zone(s).</i>	<p>___Yes ___No</p>

Managing Large-Scale Security Events

A Planning Primer for Local Law Enforcement Agencies

A.23 Law Enforcement Venue Assessment Checklist⁴²

Use this checklist to assist in identifying the law enforcement personnel needed.

Date: _____

Name of Venue: _____

Address: _____

Crowd Control/Site Security

Access by the public: _____

Access by VIPs: _____

Access by emergency services: _____

Secondary route: _____

Security concerns: _____

Demographics of Spectators and Participants

Age: _____

Mobility: _____

Numbers: _____

Attitude: _____

VIP's to attend: _____

Patrols

Uniformed: _____

Non-uniformed: _____

Other security: _____

Intelligence contact: (Joint Terrorism Task Force, etc.) _____

⁴² U.S. Department of Homeland Security/Federal Emergency Management Agency, *IS-15 Special Events Contingency Planning: Job Aids Manual*, updated 2010 (original 2005)
<https://www.hsd1.org/?view&did=759939> (accessed January 26, 2017).

Managing Large-Scale Security Events

A Planning Primer for Local Law Enforcement Agencies

Traffic

Control (access/egress): _____

Concerns: _____

Alcohol

(Circle one)

- None
- Limited access (such as beer gardens): _____
- Distributing locations on event footprint

Incident Command Post

Location and contact information: _____

Closest mutual aid resources if required: _____

Promoter background investigation completed? _____

Surveillance (closed-circuit television, locations, etc.): _____

Credentialing required? _____

Meals/lodging arrangements made for staff, if required? _____

Overtime considerations addressed? _____

Arrest/booking process identified? _____

Special teams required? (SWAT, Explosive Ordnance Disposal, K-9, etc.)

Managing Large-Scale Security Events

A Planning Primer for Local Law Enforcement Agencies

A.24 Bomb Threat Checklist⁴³

This form can be provided to dispatchers before and during the event. This form identifies the sets of questions that should be asked by the dispatcher and/or person taking the call.

Exact date and time of call: _____
Exact words of the caller: _____
Questions to ask
1. When is the bomb going to explode? _____
2. Where is the bomb? _____
3. What does it look like? _____
4. What kind of bomb is it? _____
5. What will cause it to explode? _____
6. Did you place the bomb? _____
7. Why? _____
8. Where are you calling from? _____
9. What is your address? _____
10. What is your name? _____
Caller's Voice (please circle appropriate terms)

⁴³ U.S. Department of Homeland Security/Federal Emergency Management Agency, *IS-15 Special Events Contingency Planning: Job Aids Manual*, updated 2010 (original 2005)
<https://www.hsd1.org/?view&did=759939> (accessed January 26, 2017).

Managing Large-Scale Security Events

A Planning Primer for Local Law Enforcement Agencies

calm	disguised	nasal	angry	broken
stutter	slow	sincere	lisp	rapid
giggling	deep	crying	squeaky	excited
stressed	accent	loud	slurred	normal
If the voice is familiar, whom did it sound like? _____				
Were there any background noises? _____				
Remarks: _____				
Person receiving call: _____				
Telephone number where call was received: _____				

Managing Large-Scale Security Events

A Planning Primer for Local Law Enforcement Agencies

A.25 Training and Exercise Course Catalogue Checklist⁴⁴

These tables provide comprehensive lists of training courses and exercises that should be provided for law enforcement personnel in preparation for a large-scale event.

Training Course Title	Description
Active Shooter Security Training	Training supported by the U.S. Department of Homeland Security (DHS) to enhance response to an active shooter event by educating participants on the history of active shooter events, describing common behaviors/conditions/situations with active shooters, and fostering communication between critical infrastructure owners/ operators/ law enforcement response teams
Active Shooter/Improvised Explosive Device (IED) Training	Training from commanders on their personal experiences regarding an active shooter/IED event, including information on IEDs, tactical integration, and investigations
Airplane Explosive Response Training	Training on responding to airplane explosives
ATF Advanced Post Blast Investigation Techniques Training	Training by the Bureau of Alcohol, Tobacco, Firearms and Explosives (ATF) on advanced post-blast investigation techniques
ATF Basic Post Blast Investigations Training for Bomb Technicians	Training by the ATF on post-blast investigation techniques for bomb technicians
BioWatch Sample Collection Training	Training for local firefighters on the proper techniques for BioWatch sample/filter collection
Bomb-Making Awareness Program Training	Training by DHS for law enforcement, fire, and Emergency Medical Services personnel focused on increasing awareness of homemade explosives
Bomb Squad Advanced Electronics Training	Training to improve the understanding of advanced electronic circuitry for bomb disablement
Bomb Squad Large-Vehicle Bomb Countermeasures Training	Training on large-vehicle bomb-displacement tactics and strategies
Bombing Prevention IED Counterterrorism Training	Training from the Office of Bombing Prevention designed to increase resilience while enhancing bomb-prevention capabilities; training designed to enhance the knowledge of state/local law enforcement and public-/ private-sector

⁴⁴ This checklist was based off of the training catalogue produced by training security planners for the 2012 Democratic National Convention.

Managing Large-Scale Security Events

A Planning Primer for Local Law Enforcement Agencies

Training Course Title	Description
	stakeholders by providing exposure to key elements of the IED threat, surveillance detection methods, and soft target awareness
Building Emergency Planning Capabilities Training	Training on how to incorporate key elements on successful incident management into planning efforts, including communicating with employees, building familiarity with local responders, coordinating with first responders, and integrating public affairs
Civil Disturbance Training	Training conducted in support of the civil disturbance subcommittee
Commercial Vehicle Counterterrorism Training	Training designed to train law enforcement officers responsible for the enforcement of commercial vehicles traveling on the nation's highways on how these vehicles can be used in committing an act of terrorism, either as a weapon of mass destruction (WMD) or transporting materials to further a terrorist cause
Federal Bureau of Investigation (FBI) Biosecurity Training	Training by the FBI on potential biosecurity risks, information and skills needed for a successful attack on research institutions, and warning signs to look for
Federal Emergency Management Agency (FEMA) Emergency Management Institute Training	Training via the web on emergency management
Field Force Extrication Tactics Training	Training to provide emergency responders with knowledge and skills regarding the tools and information necessary to extricate an individual safely from a protester device, including briefings and practical exercises
Hazardous Devices Response Unit Training	Training for state and local law enforcement on advanced diagnostics for radiation physics and explosive devices.
Integrated Emergency Management Course Training	Training (exercised-based) that places Emergency Operations Center personnel under realistic crisis situations within a structured learning environment
Joint Counterterrorism Awareness Training	Training on the new dimension attack threat seen in the Mumbai Attack, and lessons learned from other cities
Local/federal Special Weapons and Tactics	Training for SWAT teams on motorcade tactics and team-transition scenario exercises

Managing Large-Scale Security Events

A Planning Primer for Local Law Enforcement Agencies

Training Course Title	Description
(SWAT) teams, Joint Motorcade Training	
Man Portable Air Defense System (MANPADS) Training	Training by the Federal Air Marshals to provide law enforcement, Explosive Ordnance Disposal, Fire/HAZMAT, and Airport Operations with an update on MANPADS – covering surface to air missiles
Motorcade Training	Motorcycle dignitary–detail training
Munitions Instructors Course Training	Training for law enforcement, corrections, military, and licensed security trainers to train other officers on OC/pepper spray aerosol projectors, less lethal impact munitions, and chemical munitions
Protective Detail Training	Training given by U.S. Secret Service (USSS) on protection for state and local police, motorcade operations and support, USSS special teams, USSS counter-surveillance, terrorist trends and tactics, and threat assessment
Public Safety WMD Response Training	Training on specific fundamentals and skills associated with an emergency response to a WMD incident, including detailed technical information and hands-on practice of actions required for emergency responders in such situations
Quick Clearance Training	Training by state highway patrol
Radical Element during NSSE Training	Training for command-level personnel on dealing with radical elements
Regional Joint Criminal and Epidemiological Investigations Training	Training (including joint agency tabletop scenarios/exercises) on WMD notification protocols, capabilities of various agencies, threat assessments, roles of epidemiologists/FBI/ Centers for Disease Control and Prevention/law enforcement, and sampling and laboratory issues
State and Local Anti-terrorism Training (SLATT)	Training for all personnel who participate in anti-terrorism activities, given by the SLATT Program and the FBI
State Emergency Management Training	Training officered by the state emergency management division
Surveillance Detection Training	Training on surveillance detection for municipal, state, and local law enforcement

Managing Large-Scale Security Events

A Planning Primer for Local Law Enforcement Agencies

Exercise Course Title	Description
Command-Level Tabletop Exercise (TTX)	Tabletop and functional exercise(s) co-sponsored by USSS and FEMA to allow commanders to clarify roles and responsibilities, validate existing plans and procedures, and review operational decision-making and interagency coordination
Consequence Management TTX	Tabletop exercise for participating departments and agencies to assess draft consequence management plans, policies, and procedures, including scenarios
Integrated Emergency Management Command TTX	Tabletop exercise to build awareness of how and why federal, state, and local emergency management systems function most effectively through teamwork
Joint Medical Operations Center (JMOC) TTX	Tabletop exercise to evaluate the current capabilities and gaps of a JMOC while maintain operational security
Operational Commanders TTX	Tabletop and functional exercise(s) co-sponsored by USSS and FEMA to allow operational commanders to clarify roles and responsibilities, validate existing plans and procedures, and review operational decision-making and interagency coordination
Senior Leadership TTX	Tabletop and functional exercise(s) co-sponsored by USSS and FEMA to allow senior leaders to clarify roles and responsibilities, validate existing plans and procedures, and review operational decision-making and interagency coordination

Managing Large-Scale Security Events

A Planning Primer for Local Law Enforcement Agencies

A.26 Training Request Form⁴⁵

Use this form to submit subcommittees' request for training. Using this, or a similar form, will allow for personnel to track the training provided and reassess training needs.

Date: _____			
To: Training [Working Group/Subcommittee]			
From: _____ [Working Group/Subcommittee] _____, Chair/Co-Chair			
Brief Description of Training Need: _____ _____			

Recipient(s) of this Training: _____ _____			
Type of Training or Course Name: _____			
Training Provider: _____			
Cost of Training: \$ _____		\$ _____	
Known		Estimated	
Number of Training Sessions Anticipated: _____			
Desired Location(s) of Training: _____			
Date(s) of Training or To Be Completed By: _____			
Attachments: Please attach any course, training provider, and cost information, Upon conclusion of the training please provide a copy of training certificates to the Training [Working Group/Subcommittee].			
<i>(To be completed by Training [Working Group/Subcommittee])</i>			
Date Received: _____			
Request	Approved	Denied	(Reason: _____)
	<input type="checkbox"/>	<input type="checkbox"/>	

⁴⁵ This form was used by the TPD during the 2012 RNC by subcommittees requesting training.

Managing Large-Scale Security Events

A Planning Primer for Local Law Enforcement Agencies

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Managing Large-Scale Security Events

A Planning Primer for Local Law Enforcement Agencies

A.27 Law Enforcement Pocket Guides

Below are the pocket guides provided by the Charlotte-Mecklenburg Police Department and the Tampa Police Department for the 2012 conventions.

Charlotte-Mecklenburg Police Department Pocket Guide

Democratic National Convention

Law Enforcement Handbook

Operational Period

August 30 – September 7, 2012



Anthony Foxx, *Mayor*

City of Charlotte

Rodney D. Monroe, *Chief of Police*

Charlotte-Mecklenburg Police Department

Managing Large-Scale Security Events

A Planning Primer for Local Law Enforcement Agencies

Message from the Chief of Police

You are about to face one of the most challenging assignments of your careers by helping to maintain the safety of those involved in the **2012 Democratic National Convention (DNC)**.

The level of commitment to this event is demanding. The hours will be long and even stressful at times. There will be occasions that your patience will be tried, but I know you always will display the highest level of professionalism which is the hallmark of our law enforcement officers.

I encourage you to be mindful, understanding, and most importantly, respectful of those exercising their Constitutional right to assemble peacefully. All your actions and reactions will be witnessed locally and worldwide. Therefore, I cannot emphasize enough the importance of courtesy while interacting with the thousands of visitors to our city.

I want to personally thank each and every one of you for adjusting your schedules and for taking time away from your families to help provide security for the DNC. Your hard work and dedication is appreciated. I'm honored that I have the privilege of working with you during this historic event.

Best Regards,



Rodney Montoe
Chief of Police

KEY REMINDERS

- Always maintain a professional demeanor.
- Maintain neutrality on lawful forms of expression.
- Don't be baited into overreacting.
- Keep a watchful eye for those individuals intent on committing violent acts.
- Keep your Chain of Command fully advised of objective signs of potentially violent behavior.

Table of Contents

Crowd Management Strategies for Large Scale Events	4
Incident Command System	10
Medical Treatment and Hospitals	13
Enforcement Guide	14
Required Equipment	21
Bomb Threats and Explosive Devices	22
Arrest Processing	24
Cooperation With the Media	27
Maps	28
Logistical Information	34
Notes	

Crowd Management Strategies for Large Scale Events

"Congress shall make no law respecting an establishment of religion, or prohibiting the free exercise thereof; or abridging the freedom of speech, or of the press; or the right of the people peaceably to assemble, and to petition the Government for a redress of grievances."

— First Amendment to the United States Constitution

"The right of the people to be secure in their persons, houses, papers, and effects, against unreasonable searches and seizures, shall not be violated, and no Warrants shall issue, but upon probable cause, supported by Oath or affirmation, and particularly describing the place to be searched, and the persons or things to be seized."

— Fourth Amendment to the United States Constitution

"...nor shall any State deprive any person of life, liberty, or property, without due process of law; nor deny to any person within its jurisdiction the equal protection of the laws."

— Fourteenth Amendment to the United States Constitution

"As a law enforcement officer, my fundamental duty is to serve the community; to safeguard lives and property; to protect the innocent against deception, the weak against oppression or intimidation, and the peaceful against violence or disorder; and to respect the Constitutional Rights of all to liberty, equality and justice."

— CMPD Code of Ethics

Managing Large-Scale Security Events

A Planning Primer for Local Law Enforcement Agencies

We recognize that the First Amendment of the United States Constitution promotes, encourages and protects the right of free speech and the right of persons and groups to assemble peacefully. We further recognize that protected speech includes not only verbal statements, but other non-verbal expressive actions such as placards, large displays, and various performances. In addition, we recognize that the Fourth Amendment and our State's laws protect individuals from unreasonable governmental intrusion into their persons, houses, papers and effects. Whether demonstrating, protesting, counter protesting, or showing support for a cause, individuals and groups have the Constitutional right to peacefully gather and express themselves without interference from law enforcement as to the content of their message.

Our overall goal during large scale demonstrations is to strike a balance between participants' First Amendment rights and our need to protect persons and property from injury or damage. To this end, the following overall strategy will guide us as we ready ourselves for the DNC.

- **Crowd Management Strategy.** During a large scale assembly or demonstration, we can expect the following activity to occur: Lawful Assembly, Non-Violent Civil Disobedience, Isolated Violent Behavior, and in some circumstances behavior that constitutes an Unlawful Assembly. In response to the particular behaviors exhibited during a demonstration, we will rely on various crowd management strategies.

5

- **Media access / persons recording police activity.** The media has the right to be present and record activity including police action. Anyone, including the media, may record a police officer's actions. If individuals are recording your actions such as an arrest and they are physically interfering with the arrest, you should warn them to stand back and if feasible direct them to a location where they can continue to record the event while you perform your duties. You cannot prohibit the press or anyone else from recording your actions simply because you do not want to be recorded.

o **Isolated unlawful acts during a Lawful Assembly**

- **Minor non-violent offenses.** Officers will attempt to obtain voluntary compliance by issuing warnings and communicating information through the Chain of Command so that we can work with event organizers. Due to the size of the crowd, limited resources and tactical concerns, it may not be possible or advisable to take enforcement actions such as an arrest. Remember it is crucial that officers relay information to their COC before making an isolated decision to arrest someone for minor non-violent offenses such as blocking a street or sidewalk.

7

o **Lawful Assemblies**

- **Cooperation with Event Organizers.** We will cooperate in both the planning and management of large scale and other lawful demonstrations with the event organizers. We will communicate both prior to and during the activity with the event organizers to hopefully resolve such issues as parade routes or the changing dynamics of the activity.
- **Tolerance.** In most cases, we have to remember that time is on our side. Most of the people participating in large scale demonstrations do so not with the intent to commit acts of violence, but to support a cause that they strongly believe in. It is important that officers remain tolerant. It is anticipated that a small, but well trained number of "professional" agitators will take every opportunity to disrupt lawful assemblies by using several tactics - one of which includes taunting officers in hopes that officers overreact, thereby turning a crowd against officers. Officers should be on their guard and not let themselves be baited into overreacting to verbal challenges, taunts, jeers and insults. Although offensive, such tactics are designed to get you to lose control and are not in and of themselves a violation of the law.

6

• **Violent behavior against persons and property.**

Curtailling violence is a high priority. Officers will rely on several tactics depending on the size of the crowd and location of the violent acts. In some circumstances, selected officers will track groups involved in illegal behavior for the purpose of documenting and collecting evidence for a successful prosecution. Not every arrest must be made immediately and a decision to arrest will depend on factors other than the fact that an offense occurred. Such factors include the size of the crowd and whether the crime involves an imminent threat to demonstrators or police.

8

A Planning Primer for Local Law Enforcement Agencies

[illegible]

Incident Command System

The Charlotte-Mecklenburg Police Department will operate under the **Incident Command System (ICS)** as a means to coordinate the efforts of multiple departmental divisions or outside agencies as they work toward the common goal of stabilizing an incident. Many incidents, whether major (such as hazardous material spills or civil disorders), minor (such as vehicle crashes and utility outages), or disasters (such as tornadoes, hurricanes, and earthquakes), require a response from a number of different resources. Regardless of the size of the incident or the number of agencies involved in the response, all incidents require a coordinated effort to ensure an effective response and the efficient, safe use of resources.

CPD will operate under the Incident Command System when dealing with the following:

- Emergency situations where the Emergency Mobilization Plan is utilized.
- Situations where a departmental response is required under the Charlotte-Mecklenburg All Hazards Plan.
- Situations involving personnel from different divisions and units where the event is expected to last longer than 24 hours.
- Situations requiring coordination with outside agencies.
- Situations that require activation of the CMPD Command Center.
- Other situations where the ICS would prove beneficial.

The ICS organization comprises six major functional areas: command, operations, planning, logistics, finance/administration, and intelligence.

Command is responsible for all incident or event activity. Although other functions may be left unfilled in the Command area, there will always be an Incident Commander. The command staff positions under the Incident Commander are:

- PIO Officer
- Safety Officer
- Liaison Officer

At a minimum, the Incident Commander will address the following, if necessary:

- Activate the Incident Command System;
- Establish a command post;
- Initiate the notification and mobilization of additional agency personnel;
- Obtain additional support from outside agencies;
- Establish staging areas;
- Provide for public information and media relations;
- Maintain the safety of all affected personnel; and
- Be responsible for preparing a documented after action report.

The Operations Section is responsible for directing the tactical actions to meet incident objectives.

- Divisions and groups are established within the Operations Section when the number of resources exceeds the Operations Section Chief's manageable span of control.
- Divisions demarcate physical or geographical areas of operation within the incident area.
- Groups demarcate functional areas of operation for the incident such as rescue, law enforcement, or fire.

At a minimum, the Operations Function will address the following, if necessary:

- Establish perimeters;
- Conduct Evacuations;
- Maintain Command Post and Scene Security;
- Provide for detainee transportation, processing, and confinement;
- Direct and control traffic; and
- Conduct post-incident investigations.

Managing Large-Scale Security Events

A Planning Primer for Local Law Enforcement Agencies

Medical Treatment and Hospitals

All on duty police and fire personnel who sustain non-critical injuries during the event will be transported to the nearest trauma center.

Facility Name	Phone No.	Address
Carolinas Medical Center	704-355-2000	1000 Blythe Blvd.
CMC – Mercy	704-304-5000	2001 Vail Ave.
CMC – Pineville	704-667-1000	10628 Park Road
CMC – University	704-863-6000	8800 North Tryon St.
Presbyterian Hospital	704-384-4000	200 Hawthorne Lane
Presbyterian Hospital – Huntersville	704-316-4000	10030 Gilead Road
Presbyterian Hospital – Matthews	704-384-6500	1500 Matthews Township Parkway

Enforcement Guide

Following is a list of helpful statutes and ordinances involving public peace issues. This list is not intended to be all-inclusive and is provided as a reference guide only. Please consult the appropriate statute/ordinance prior to charging, in order to ensure that the offense being cited is appropriate.

Pertinent Statutes and Ordinances Violent Behavior

• Misdemeanor Riot. G.S. 14-288.2

- A person is guilty of misdemeanor riot if he/she
 - willfully assembles
 - with two or more other persons; and
 - engages in a public disturbance
 - that by
 - » violent conduct or
 - » the imminent threat of violent conduct
 - causes injury or damage to persons or property or
 - creates a clear and present danger of such injury or damage.

13

14

• Felony Riot G.S. 14-288.2

- A person is guilty of a Class F Felony if he/she
 - willfully assembles
 - with two or more other persons and
 - engages in violent conduct
 - that results in
 - » property damage in excess of \$1,500.00; or
 - » serious bodily injury; or
 - » damage or injury to persons or property or a clear and present danger and
 - » the person possesses a dangerous weapon or substance

• Failure to Disperse on Command G.S. 14-288.5

- A person is guilty of a Class 2 Misdemeanor if he/she
 - fails to comply with a command to disperse
 - given in a manner reasonably calculated to be heard by the assembly
 - by a police officer or public official responsible for keeping the peace
 - When the officer believes that a riot is occurring

Note: Commands to disperse will be given by the command staff on scene. Once given, officers must not block the dispersal route and give the public a reasonable amount of time to disperse.

• Assault on emergency personnel during state of emergency or riot

- It is a Class I felony for anyone
 - to commit an assault
 - on emergency personnel
 - which inflicts injury on emergency personnel
 - during a state of emergency or
 - within the immediate vicinity of a riot or when a riot is imminent
- It is a Class F felony for anyone
 - to commit an assault
 - on emergency personnel
 - with a dangerous weapon or substance
 - causing injury and
 - during a state of emergency or
 - within the immediate vicinity of a riot or when a riot is imminent

• Weapons at Demonstrations G.S. 14-277.2

- It is a Class 1 misdemeanor for anyone who
 - willfully or intentionally;
 - possesses or has immediate access to any dangerous weapon;
 - while participating, affiliated or present as a spectator at any;
 - parade
 - funeral
 - picket line, or
 - demonstration upon any private health care facility or public place owned or controlled by state or local government.

15

16

Managing Large-Scale Security Events

A Planning Primer for Local Law Enforcement Agencies

• **Trespass on a Public Utility G.S. 14-159.12**

- Effective September 1, 2012, it is a Class A1 misdemeanor for anyone to
 - trespass on a
 - electric power supplier, a public water system, any natural gas facility public or privately owned
 - Where the person entered the building, or it was necessary for the person to climb over, go under or surmount a fence or other barrier to reach the facility
- It is a Class H felony for anyone to
 - trespass on a public facility, and
 - with the intent to disrupt the normal operation of the facility and
 - the trespass involves an act that places either the offender or others on the premises at risk of serious bodily injury.

City of Charlotte Ordinances

• **City Code Sec. 15-27**

- Possession of obstruction devices; placing objects in roadway, public right of way prohibited.
- Unlawful to place obstruction object or instrument with the intent to obstruct a public road, public sidewalk, public right of way, entrance or exit to private property or other area open to the public.

17

- Unlawful to throw, emit, or cause to be used as a projectile, or otherwise disperse any noxious substance.
- Noxious substance means any substance that is harmful or destructive or foul or offensive to human beings, such as but not limited to garbage, trash, refuse, animal parts or fluids, manure, urine, feces, or other organic waste by-products.

• **City Code Sec. 15-29**

Police lines and barricades

- Officers of CMPD are authorized to establish police lines and barricades to preserve the public peace, arrest offenders and to protect the rights of person and property.

• **City Code Sec. 15-30**

Kindling bonfires

- Unlawful to set a fire on any public street, avenue, highway, public property or right of way unless expressly allowed by a permit.

19

- Obstruction object or instrument means a device commonly known as a lock box or sleeping dragon or any components of those devices including but not limited to: pipes, tubes wire, handcuffs, chains, carabineers, or padlocks, or containers either weighted or not.

• **City Code Sec. 15-27**

- Placing objects in roadway, public right of way prohibited.
- Unlawful to place any tripod, bipod, or other pole or object with the intent to obstruct pedestrian or vehicular movement on a public road, public sidewalk, public right of way, entrance or exit to private property, or any other area open to the public.
- Unlawful for anyone to attach themselves to another person, building, vehicle, or fixture with the intent to obstruct pedestrian or vehicle movement on a public road, public sidewalk, public right of way, entrance or exit to private property, or any other area open to the public.

• **City Code Sec. 15-28**

- Possession and dispersal of noxious substances
- Unlawful to possess any noxious substance with the intent to use the noxious substance to interfere with a lawful assembly or to interfere with the emergency services or to interfere with a person's right of entry or right to leave a place.

18

• **City Code 15-31**

Attachments to public and private property

Unlawful to hang, fasten, or attach, any rope, wire, chain, sign, banner, or electrical device or power cord to any public or private property including buildings, bridges, overpasses, vehicles, construction equipment, memorials, utility poles or artwork unless express permission has been granted by the owner or manager of the property.

• **City Code 15-313**

- Extraordinary Event Ordinance – prohibited items – examples:
 - o It is illegal to possess certain items within the extraordinary event zone such items as metal shaft, cable or plastic pipe capable of inflicting injury;
 - o A container of sufficient weight that may be used as a projectile and cause serious injury;
 - o Body armor, helmets, gas masks with the intent to delay or obstruct officers;
 - o Fireworks, smoke bombs, sparklers, and stink bombs

Note: Officers should seek voluntary compliance first before making an arrest. Remember in some circumstances it may not be tactically feasible to make an arrest. Arrests should not occur in isolation but involve chain of command.

20

Managing Large-Scale Security Events

A Planning Primer for Local Law Enforcement Agencies

Required Equipment

Based on your assignment, all patrol personnel at the rank of sergeant or below will carry:

- Service weapon with magazine
- Radio
- Handcuffs
- OC aerosol spray
- Collapsible baton
- Personal armor
- Traffic control vest
- Riot helmet
- Gas mask

Prohibited equipment includes, but is not limited to:

- Blackjacks
- Brass knuckles
- Ammunition other than department issued for departmental weapons
- Gloves that do not cover the entire hand, wrist, and fingers, i.e., driving gloves
- Mirrored sunglasses

21

If you discover an unattended or suspicious package the following steps should be taken:

1. DO NOT TOUCH OR MOVE THE PACKAGE.
2. Evaluate the probability factors by asking questions such as, "Where did the item come from?" "Where was it placed?" "How long has it been there?" "Is the item a typical or normal item which would routinely be found in the area?" (Homeless person's effects?)
3. Examine the exterior of the package for suspicious indicators it may contain, does it look out of place? Wires, odors, noises, etc.
4. Attempt to identify and contact owner /sender to inquire of package contents.
5. If you are still unable to resolve the situation contact the bomb squad.

Use your senses & common sense.

You can contact the bomb squad for assistance or response in several ways:

- Radio - CMPD Communications (Any dispatched Channel on CMPD Radio)
- Calling 911 or CMPD Command Center

23

Bomb Threats and Explosive Devices

Response to Unattended & Suspicious Packages or IED's

The primary responsibility of the Charlotte-Mecklenburg Police Department is to ensure the safety of persons and the security of the affected area. Any movement or investigation of a suspect explosive device should be left to the Bomb Squad's authorized explosives ordnance disposal personnel.

Definitions:

Unattended Package/Item

A package or item(s) that has been left in a location, by an unknown person or entity, with no indications or available intelligence that raises the threat level to a "suspicious/suspect package."

Suspicious/Suspect Item

A package or item possibly containing: energetic, chemical, biological, radiological or nuclear material. It is deemed to be unusual due to physical indicators, design, placement or intelligence information received. A suspicious package/item will require a response of the Bomb Squad personnel.

22

Arrest Processing

The role of the Charlotte-Mecklenburg Police Department is to maintain law and order and ensuring the safety of the public. Officers will arrest and take into custody those individuals engaging in criminal conduct.

Mobile Field Forces

Mobile Field Forces will be issued pre-packaged arrest kits for use in all arrests related to the DNC event. Each kit contains a preprinted wrist band, a sheet of peel-off barcode labels, property bags and arrest paperwork. Once an arrestee is secured, the arresting MFF officer will:

- attach the provided wrist band to the arrestee
- attach the provided barcode labels to property bags and arrest paperwork
- hold until arrival of Prisoner Transport Van or other designated vehicle

Prisoner Transport

Vans or buses specifically configured for prisoner transport will be utilized for transporting arrestees. These vehicles will be available at the designated arrest collection points. Officers assigned to prisoner transport will for each arrest:

- scan both the barcode of the arresting officer and the arrestee
- take a digital photograph of the arresting officer and his/her arrestee
- submit this data electronically via the assigned mobile device

24

Managing Large-Scale Security Events

A Planning Primer for Local Law Enforcement Agencies

- transport arrestees to the Temporary Emergency Arrest Staging Area (TEASA) located at the Jail North Intake Center
- upon turning over arrestees to TEASA personnel, drop off any collected property at the property collection point also located at the Jail North Intake Center
- return to the designated staging area or arrest collection points as needed

Temporary Emergency Arrest Staging Area (TEASA)

The TEASA will be utilized to facilitate the safe and orderly processing of all DNC related arrestees. Personnel assigned to the TEASA will:

- meet the arriving prisoner transport vehicle at the designated gate and assist arrestees in exiting the vehicle in a safe manner
- take possession of the arrestees' paperwork from the transport officers
- escort arrestees into the TEASA facility where the arrestees will be searched and photographed
- arrestees will be escorted and then placed into one of the holding cages
- the arrestees' paperwork will be taken and handed over to one of the CRU data entry stations

- once the MCSO Intake Deputies indicate they are ready to process arrestees, the arrestees will be taken from the holding cages, photographed and escorted to the arrest processing center where they will be transferred to the control of MCSO deputies
- once the arrest processing has been completed and the arrestees are to be released then the MCSO will notify the TEASA, who will then escort the arrestees to the release point and have final photographs of the arrestees taken
- TEASA will provide instructions to the arrestees for the retrieval of any property that was taken during the arrest

25

26

Cooperation With the Media

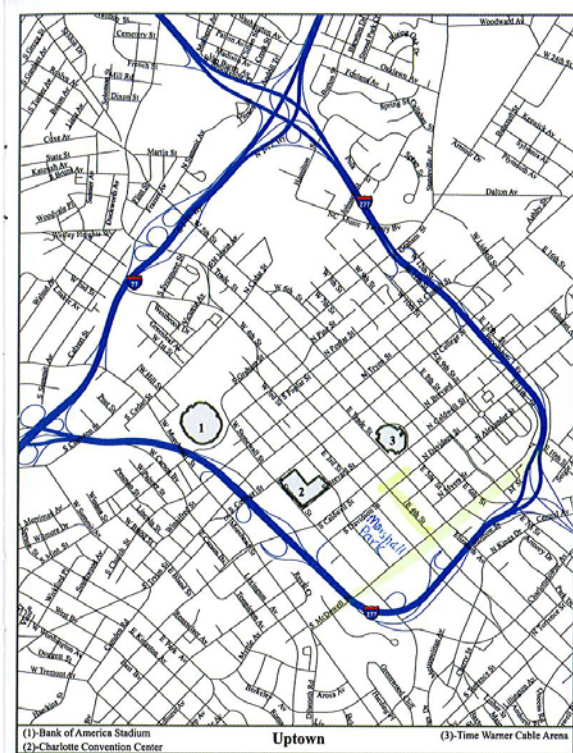
Joint Information Center (JIC) -704-342-7850

CMPD recognizes that a spirit of cooperation and openness is an essential component in fostering the trust and support of the community it serves. It is generally appropriate to release information unless it would be detrimental to the investigation or prosecution of a crime, or is of a confidential nature according to public records law. The Public Affairs Office will support and assist staff in working with the media and coordinate the appropriate communication of timely and accurate information.

The media has the right to be present and record activity including police action. Anyone, including the media, may record a police officer's actions.

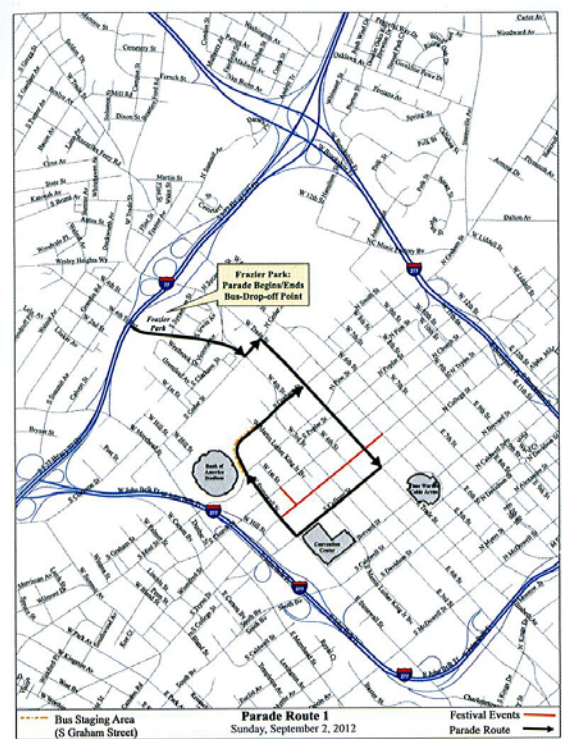
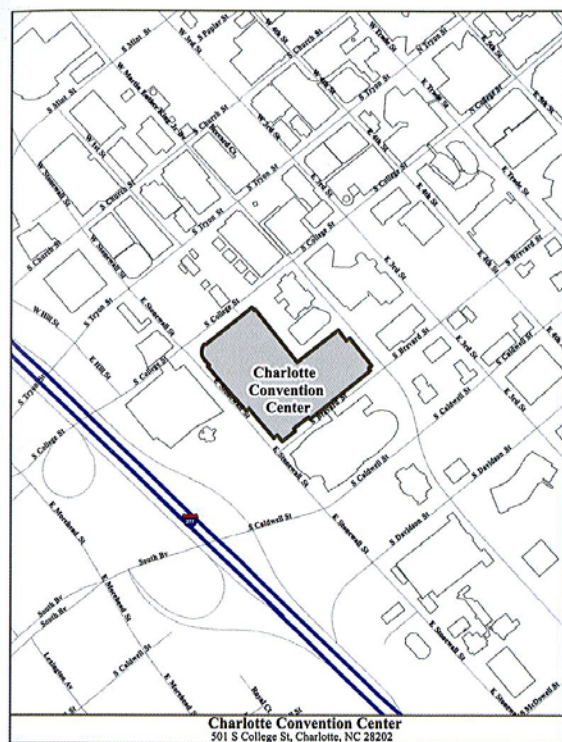
If individuals are recording your actions, such as an arrest, and are physically interfering with the arrest, you should warn them to stand back and if possible direct them to a location where they can continue to record the event. You cannot prohibit the press or anyone else from recording your actions simply because you do not want to be recorded.

27



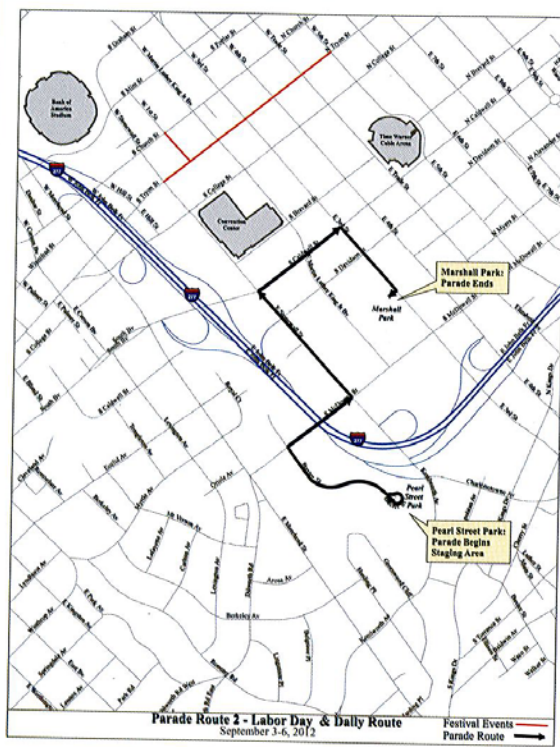
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Managing Large-Scale Security Events

A Planning Primer for Local Law Enforcement Agencies



Logistical Information

Please utilize your radio channel for additional details on the following:

- Resting areas
- Feeding areas
- Transportation

You may also contact Public Affairs at **704-432-6053** for any general questions.

34

Function	Talkgroup	Zone	Monitored by Dispatcher	Monitored by Command Center Rep
CMPD/CFD Communications Center Conference	CLT Wide	23	YES	YES
Interagency Command	CLT Command-1	23-25	NO	YES
CMPD Command Center to the MACC	CLT Command-2	23-25	NO	YES
CMPD Command Talkgroup	CMPD CMD1	22	NO	YES
CMPD Command Talkgroup (SPARE)	CMPD CMD2	22	NO	As Needed
Mobile Field Force (MFF) Primary	CEU-1	13	YES	YES
MFF Secondary	CEU-2	13	As Needed	As Needed
MFF Conference	CEU-3	13	NO	NO
MFF: Warrants and inquiries	CEU-4	13	YES	NO
SWAT/Tactical Primary	SWAT-1 (CMPD)	12	As Needed	As Needed
SWAT/Tactical Secondary	SWAT-2 (CMPD)	12	As Needed	As Needed
SWAT/Tactical Tertiary	SWAT-3 (CMPD)	12	As Needed	As Needed
Venues: Events (Arena, Stadium, and Conv Center)	PS-TAC1	25	YES	YES
Venues: Events (Arena, Stadium, and Conv Center)	PS-TAC2	25	YES	YES
Delegate Buses / Traffic / Motorcycles / Foot Patrol	PS-TAC3	25	YES	YES
Special Response Units / Arrest Processing	PS-TAC12	25	YES	YES
Motorcades	PS-TAC5	25	As Needed	As Needed
SPARE	PS-TAC6	25	NO	YES
SPARE	PS-TAC7	25	NO	YES
SPARE	PS-TAC8	25	NO	NO
Airport Operations	PS-TAC9	25	NO	NO
Special Events - North/ Hotels	PS-TAC10	25	YES	YES
Special Events - South	PS-TAC11	25	YES	YES
Dignitary Protection	PS-TAC12	25	NO	NO
SPARE	PS-TAC13	25	NO	NO
SPARE	PS-TAC14	25	NO	NO
SPARE	Ward1	23	NO	NO
SPARE	Ward2	23	NO	NO
SPARE	Ward3	23	NO	NO
SPARE	Ward4	23	NO	NO
Logistics 1	CMPD1	21	NO	NO
Logistics 2	CMPD2	21	NO	NO
Site Security - JC Smith University	Metro	1 or 3	YES	NO
Site Security - Johnson & Wales	Central	1 or 2	YES	NO
Interagency Hazmat/EOD - Dispatch	HAZ-OPS1	23	YES	YES
Interagency Hazmat/EOD - Conference/Spare	HAZ-OPS2	23	As Needed	As Needed
Fire Dispatch	CITY-DISP	24	NO	YES
CMUD - Support Services - garbage, water, debris	Evts-PW1 / Evts-PW2	18	NO	No

Acronyms

(ARC) American Red Cross
(ATF) Federal Bureau of Alcohol, Tobacco Firearms and Explosives
(BMC) Bomb Management Center
(CFD) Charlotte Fire Department
(CMPD) Charlotte-Mecklenburg Police Department
(CMUD) Charlotte-Mecklenburg Utilities Department
(DHS) Department of Homeland Security (Federal)
(DNC) Democratic National Convention
(DNCC) Democratic National Convention Committee
(EMS) Emergency Medical Services
(EOC) Emergency Operations Center
(EOD) Explosive Ordnance Device
(EPA) Federal Environmental Protection Agency
(FBI) Federal Bureau of Investigation
(FEMA) Federal Emergency Management Agency
(HazMat) Hazardous Materials
(ICS) Incident Command System
(IOC) Intelligence Operations Center
(JHAT) Joint Hazard Assessment Team
(J-HERT) Joint Hazardous Explosive Response Team
(JIC) Joint Information Center
(JOC) Joint Operations Center (FBI)
(MACC) Multi-Agency Communications Center
(MCSO) Mecklenburg County Sheriffs Office
(NIMS) National Incident Management System
(NSSE) National Special Security Event
(OEM) Office of Emergency Management
(PIO) Public Information Officer
(PPE) Personal Protective Equipment
(TESEA) Temporary Emergency Arrest Staging Area
(TSA) Federal Transportation Safety Agency
(USSS) United States Secret Service
(WMD) Weapons of Mass Destruction

36

Managing Large-Scale Security Events

A Planning Primer for Local Law Enforcement Agencies

Mission Statement

The Charlotte-Mecklenburg Police Department will build problem-solving partnerships with our citizens to prevent the next crime and enhance the quality of life throughout our community, always treating people with fairness and respect.

We value:

- Our Employees
- People
- Partnerships
- Open Communications
- Problem Solving
- Integrity
- Courtesy
- The Constitution of North Carolina
- The Constitution of the United States



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Office of Justice Programs

Tampa Police Department Pocket Guide

2012 REPUBLICAN NATIONAL CONVENTION

Tampa, Florida
August 26-30, 2012



FOR OFFICIAL USE ONLY – DO NOT RELEASE TO THE PUBLIC

The Republican National Convention is the largest special event that the Tampa Bay Area has ever hosted and is one of the biggest challenges of our careers. More than 50,000 visitors from around the world will arrive in Tampa in August to attend the RNC. In addition, it is expected that there will be an additional 15,000 members of the media and an estimated 15,000 individuals who will travel here to express their opinions through demonstrations during this five day event.

We are confident that your law enforcement experience and the specialized RNC training you have received will ensure the flawless handling of this event. We appreciate your dedication to making this the best political convention to date. In order to accomplish this mission, we ask you to remember your training, and understand that your actions must be appropriate and in the best interest of the operation. Everything that we do will be viewed across the nation and around the world. Let's show the world what makes our state law enforcement the best.

Thank you for your dedication, patience and positive attitude during the next few days.

God bless and stay safe. Also, remember to drink plenty of water and wear sunscreen!

COMMUNITY INFORMATION REGARDING RNC:
(866)762-8687 or www.tampagov.net/rnc

OFFICER SUPPORT/QUESTIONS:
(813) 231-6135

Managing Large-Scale Security Events

A Planning Primer for Local Law Enforcement Agencies

WHAT TO DO IN CASE OF ON-THE-JOB INJURY

All accidents must be reported to your supervisor immediately! If no supervisor is available, report the claim to Chartist by calling toll free (800) 242-2418 x 72239 policy # 015-11-0348 for work related injuries during normal business hours (8 am – 5 pm). Medical services may be obtained from one of the medical facilities listed below. For after hours care, go to the nearest hospital emergency room (listed below):

Med Express Urgent Care Urgent Care Center/ Walk-In 206 E Brandon Blvd Brandon, FL 33511 813-681-5571	Med Express Urgent Care Urgent Care Center/ Walk-In 13856 N Dale Mabry Hwy Tampa, FL 33618 813-264-1885	Med Express Urgent Care Urgent Care Center/ Walk-In 13610 Bruce B Downs Blvd Tampa, FL 33613 813-977-2777
Med Express Urgent Care Urgent Care Center/ Walk-In 2810 W Dr MLK Jr Blvd Tampa, FL 33607 813-877-8450	AFTER HOURS CARE Florida Hospital Carrollwood 7171 N Dale Mabry Hwy Tampa, FL 33614 813-971-8000	St. Josephs Hospital 3001 W Dr Martin Luther King Jr Blvd Tampa, FL 33607 813-870-4000
Florida Hospital 3100 E Fletcher Ave Tampa, FL 33613 813-971-6000	CRISIS CARE Tampa General Hospital 1 Tampa General Circle Tampa, FL 33606 813-844-7000	

Medical

DECONTAMINATION PROCESS

A typical decontamination process consists of:

Evaluation- Determines the threat, contamination potential, and need for decontamination

Method- The degree of decontamination that is determined

Clothing Removal- For the purpose of physically removing contaminants

Wash- Water is an excellent solution to physically remove contaminants from the body

Soap- Mild soap might be provided as a surfactant to lock onto the contaminant

Rinse- removes all soap, debris, and contaminant

Garment- A disposable garment to be worn following decontamination

Re-evaluation- Determines if you can be released or should seek further medical treatment.

SIGNS OF HEAT EXHAUSTION

Heat exhaustion often begins suddenly, sometimes after excessive exercise, heavy perspiration, and inadequate fluid or salt intake. Signs and symptoms: Feeling faint or dizzy, nausea, heavy sweating, rapid, weak heartbeat, low blood pressure, cool, moist, pale skin, low-grade fever, heat cramps, headache, fatigue or dark-colored urine. Steps to dealing with heat-related issues should be taken in the following order:

- Call 911 – and provide relevant information about the person
- Get the person out of the sun and into a shady or air-conditioned location
- Lay the person down and elevate the legs and feet slightly
- Loosen or remove the person's clothing
- Have the person drink cool water or other nonalcoholic beverage without caffeine
- Cool the person by spraying or sponging with cool water and fanning
- Monitor the person carefully. Heat exhaustion can quickly become heatstroke

CPR REMINDERS

Universal Precautions

Use glove and mask

Step 1 (CAB) Check for responsiveness.

Circulation / Breathing / Airway

Look for signs of life (rise and fall of chest)

Check pulse /10 seconds

Step 2 Absence of pulse, start Compression @ Rates

100 comp/min - 30 compressions/2 breaths single rescuer Adult, Child and Infant.

100 comp/min - 30/2 two rescuers Adult and Child (Infant 100 comp/min @ ratio 15/2)

Step 3 Pulse present, but no breathing.

Provide rescue breaths as follows:

Adults- 1 breath every 5 to 6 seconds.

Child/Infant - 1 breath every 3 to 5 seconds.

Compression Depths

Adults: 2"

Child: 2" or 1/3 chest diameter

Infants: 1 ½" ¼ chest diameter

Managing Large-Scale Security Events

A Planning Primer for Local Law Enforcement Agencies

LEGAL CONSIDERATIONS

1. It is legal for you to be audio/video recorded by anyone during your duties at the RNC. Expect it to be constant. Ignore it.
2. 1st Amendment involves Free Speech and Right to Peaceably Assemble. Almost all 1st Amendment expression is legal, except words that are clearly obscene or true threats/inciting violence (riotous speech, although the mere advocacy of force or violence is insufficient).
3. Any regulation of speech must be content-neutral, and a person may not be silenced based upon an anticipated disorderly or violent reaction.
4. All aspects of the 4th Amendment still apply during RNC - consensual encounters, "Terry" stops, articulation of reasonable suspicion for a pat down for weapons. Any detention must be brief and cursory.
5. Independent probable cause must exist for each arrest (can't be based on proximity to others suspected of criminal activity).
6. Any force used must be "objectively reasonable" in light of the circumstances confronting the officer at the time.
7. Before arresting any protestor, consider, "What law is being broken?" "What charge do I have?" and "Is arrest necessary to accomplish your goal?"
8. Be aware, most lawsuits arise from RAWOV and disorderly conduct/ breach of the peace when no other charge is present. Be familiar with the elements, and include sufficient facts, documentation, and witnesses.

Arrests

USE OF FORCE POLICY

The department's policy is that "excessive" force on the part of the police officers will not be tolerated. The guidelines are as follows:

1. Officers are allowed to use only such force as is necessary to complete the arrest.
2. This department expects all officers to defend themselves from physical attack while engaged in the performance of their official duty. If the person being arrested offers no resistance, then no force is required and none will be used.
3. Use of force can be used if an officer must defend himself from physical attack. Use of force is also acceptable if there is no physical attack on the officer, but is needed to overcome resistance in carrying out the police mission.
4. Officers, when not in uniform, must take steps to clearly identify themselves prior to a use of force.
5. Action taken by an officer in self-defense or in defense of others, up to and including the death of the assailant, or any action taken by an officer in apprehending a suspect, will be considered warranted and justified if there is sufficient cause, as would appear real and reasonable to a prudent police officer, to fear the life or safety of the officer or another.
6. Officers shall not carry any weapon not issued or approved by their department or with which they have not received training and demonstrated their proficiency.

ARREST AND ARREST PROCEDURES

Orient Road Jail at 1201 Orient Rd is the official site for the booking, processing, retention, and release of all prisoners associated with the RNC event. All other prisoners will be directed to the Falkenburg Road Jail facility. Remote booking will be conducted by H.C.S.O. at the Hillsborough County Courthouse. Defendants will make initial appearance in video court conducted from the Orient Road Jail facility.

Any use of force will be fully documented as soon as practicable, but in any event no later than the end of the officer's shift or extra duty assignment.

The Report Writing Center will be located in the Rivergate Tower, 5th Floor, 400 N. Ashley. The Center will have a Conference/ Situation Review room, 20 computers for data entry, Internet access for officers to check their email, phone service.

Potential Law Violations - The following may not be commonly known/utilized, but may be relevant during the RNC and are punishable by arrest/NTA, unless otherwise noted:

Ordinance/Statute	Description
Tampa 2012-56	Tampa "Event Zone" Ordinance (use section and subsection when citing)
Tampa Ord. 14-112	Discharging BB gun/air gun in City limits
Tampa Ord. 14-205	Diving/Jumping from bridges where signs are posted.
Tampa Ord. 3-42	Consumption of Alcohol on Premises Zoned for Off-Premises Consumption
Tampa Ord. 3-44	Consumption of Alc. w/i 500 ft of Premises Zoned for Off-Premises Consumption
Tampa Ord. 14-46	Aggressive Panhandling (Threat or Intimidation)
Tampa Ord. 25-173	Solicitation in the Right of Way
Tampa Ord. 27-521	Sale of Alcohol w/o a Permit
Tampa Ord. 3-40	Open Container (Civil Citation ONLY)
Tampa Ord. 3-41	Alcohol in the Park (Civil Citation ONLY)
Tampa Ord. 14-49	Possession of GLASS bottles on City streets/public prop. (Civil Citation ONLY, but failure to leave property or dispose of bottle and contents = RAWOV per City Code)
F.S. 316.2035(3)	Unlawful to obstruct street (non-moving infraction)
F.S. 316.2045	Obstruction of public streets, highways and roads (pedestrian violation)

Managing Large-Scale Security Events

A Planning Primer for Local Law Enforcement Agencies

F.S. 784.07	Batt. LEQ/EMT/Firefighter
F.S. 790.161	Making, possessing, throwing, projecting, placing or discharging any destructive device or attempt to do so
F.S. 790.163	False report about planting bomb, explosive, or weapon of mass destruction
F.S. 790.166	Manufacture, possession, sale, delivery, display, use, or attempted or threatened use of a weapon of mass destruction or hoax weapon of mass destruction
F.S. 790.19	Shooting or Throwing Deadly Missiles into a Building or Vehicle
F.S. 806.111	Fire Bombs
F.S. 810.10	Posted land; removing notice unlawful
F.S. 810.115	Breaking or injuring fences
F.S. 843.03	Obstruction by disguised person
F.S. 843.12	Aiding escape
F.S. 843.19	Offenses against police dogs, fire dogs, or police horses
F.S. 861.01	Obstructing Highway
F.S. 861.011	Obstructing Transportation Facility
F.S. 870.01	Riot
F.S. 870.02	Unlawful Assemblies
F.S. 876.12, et. seq.	Wearing mask, hood or other device on public way- Merely wearing a mask in public is not illegal, nor is possession of a mask. Utilize ordinance prohibition on masks in event zone. These masks statutes should accompany an additional crime.
F.S. 876.52	Public Mutilation of Flag -DO NOT USE THIS STATUTE AS IT IS UNCONSTITUTIONAL

BOMBS, BOMB THREATS, HAZARDOUS MATERIALS AND SUSPICIOUS PACKAGES

A vacant building that appears to be a safe house or hazardous device storage area should be considered dangerous as protestors may have counter-surveillance or booby traps in place. Do NOT make entry on your own. This will likely be a Tactical Response Team (TRT) entry. Your main job, once you identify these places, is to note what you observed without going back into the area.

Precursors to look for: Pipes, end caps, powders, bottles, gasoline, fuels, fertilizer, brake fluid, Vaseline, ice/cold packs, various household chemicals in unusual amounts, incendiary devices, fragmentation (nuts/bolts/ball bearings/nails etc), chemical odors, gloves/beakers/glass/ice (cooling baths).

Incendiary devices (such as Molotov cocktails) were used by protestors at the 2008 RNC and did result in fires in the City of Minneapolis. Typically, these devices are self-igniting, which means that no flame is necessary. They are designed to ignite when the glass is broken and the chemicals inside touch the chemicals outside. A Bomb Squad response is required for these devices. They are considered a destructive device and need to be documented and treated as such. Do NOT handle these devices! Do not attempt to pour the contents out!!! Evidence collection is crucial and will be handled by the responding EOD team.

CALL for an immediate EOD response. Be prepared to advise them of the following: How many devices, approximately how large (1 liter, 2 gallons, etc), description of device, any suspect, arrestee, witnesses, or information.

HAZARDOUS SUBSTANCES

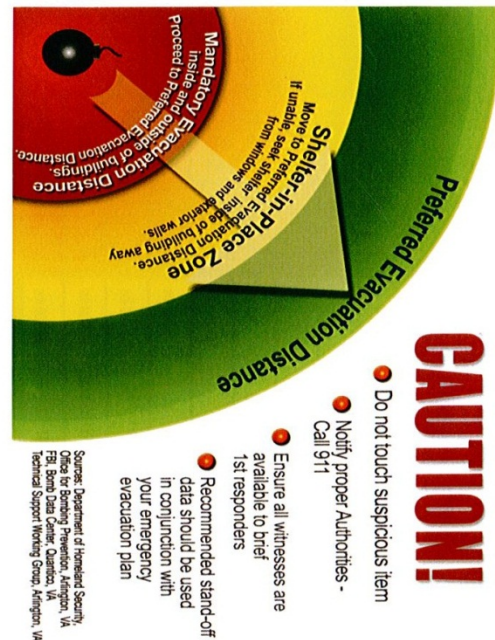
Indicators of Hazardous Substance Exposure include: Skin irritation, dry or sore throat, nose bleeds, skin discoloration, shortness of breath or dizziness.

Isolate Contaminated Personnel from non-contaminated personnel, remove all clothing and equipment for wash down of contaminated area of body, place all clothing and equipment in sealed containers, seek medical treatment as soon as possible.

Collect information for incident reporting. Do not begin until area has been decontaminated. Evidence should NOT be disturbed until evaluated and recorded. Participate as necessary with other agencies. Provide all available information and assistance to other agencies involved in investigation.

Evidence should NOT be disturbed until evaluated and recorded. Participate as necessary with other agencies. Provide all available information and assistance to other agencies involved in investigation.

Hazardous Materials



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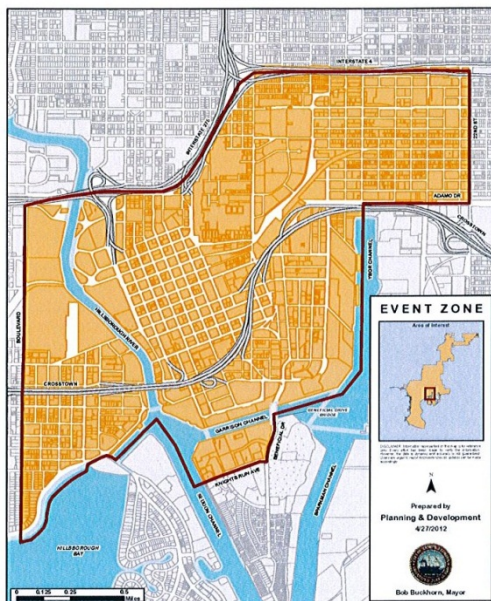
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EVENT ZONE

EXHIBIT A



Event
Zone

(A)(8) Unlawful for any person to throw, project, hurt or launch any object with the intent to cause intimidation, apprehension, injury, harm or damage to any person or property.
(A)(9) Unlawful for any person to set, light or use a fire, campfire, bonfire, or fire pit on public property except by permit, or on private property with the prior written consent of the property owner.

Pointed wood or wood filled w/ any material—liquid or gas	Aerosol cans; blasting caps, club, bludgeon	Weapons: air rifle, air pistol, paintball rifle, explosive, switchblade, crowbar, hammer, hatchet, ax, slingshot, BB gun, pellet gun, wrist shot, slingshot, shovel, blackjack, metal knuckles, nun chucks, mace, iron bucket, chain	Container/ device Filled w/ urine, fecal matter, blood or other bodily fluid
Lumber greater than 1/4" thick and 2" width; if not rectangular, then not greater than 3/4" thick at thickest part	Wood, metal or plastic object containing liquid or gas	Metals, plastic greater than 3/4" thick & 1/8" wall thickness	Any container filled w/ liquid, solid or gas
		Projectile launchers, including super-soakers, water guns & water cannons	

City Wide

PROHIBITED ITEMS IN THE EVENT ZONE [2012-56 (7)(B)]

The items prohibited City-wide also apply, **regardless of the person's intent to cause injury, harm, or damage to person or property.** It shall be unlawful to possess the following items upon any **public property** within the Event Zone:

Rope, chain, cable, strapping, wire, string, line tape or similar material w/ greater than 30lb tensile strength & greater than 6ft length	Frangible/ breakable containers including, glass bottles, ornaments, light bulbs, ceramic vessels	LOCKS- including, padlocks, bicycle locks, chain locks	Material designed for a portable shield, NOT including fabric umbrellas w/o metal tips	Masks or device where face is hidden; Gas Masks; Sleeping Dragons
--	---	--	--	---

Note: prohibition on gas masks shall not apply to any person wearing a medical oxygen mask that fits over the nose and mouth of the person and provides oxygen from an oxygen tank to the person.

The lock prohibition does not include (i) an integral component of a conveyance or structure; (ii) locks when utilized by the owner of private real property to secure permanent or temporary fencing; or (iii) locks attached to a bicycle;

The prohibitions do not apply when the person or his/her employer is licensed to do business in Hillsborough County, and the possession of the item is in the normal course of the person's business or law enforcement personnel or employees possessing a prohibited item in the course of their authorized duties; or any licensed medical professional in the performance of their medical duties.

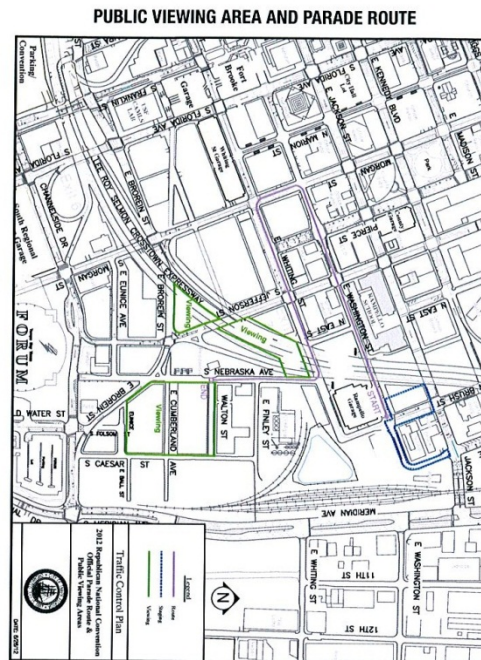
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Pursuant to Section 9 of the ordinance, possession of obstruction devices is prohibited, as is placing objects in the right-of-way, sidewalk or roadway. This includes possessing or placing any tool, object, instrument or combination thereof, that is adapted, designed or intended to be used for obstructing the public's ability to freely move about, and includes a "Sleeping Dragon," tripods, bipod, pole, any sections of pipe or containers filled with or wrapped in weighted material such as concrete and/or containing handcuffs, chains, carabiners, padlocks or other locking devices. Unlawful for any person to inhibit the movement of emergency equipment on streets or sidewalks or rights of way or to place any instrument, tripod, bipod or other pole or object with the intent to obstruct the public's ability to freely move about on rights-of-way, sidewalks, entrance and exit to private property, or any other area to which the public has access. It shall be unlawful for any person to attach themselves to another person, building, vehicle or fixture with the intent to obstruct the public's ability to freely move about in areas to which the public has access.

Section 10 - Prohibits Camping and Temporary Shelters on any City property, including parks, rights-of-way and sidewalks. City may remove shelter, bedding or belongings.

Section 11 - Prohibition on Urination and Defecation and disposal thereof

Section 12 - Prohibits Rappelling or climbing on any pole, tree, building, parking structure, bridge, overpass, crane or tower.

**Public
View Area**

PROHIBITED IN THE PUBLIC VIEWING AREA [TAMPA ORD. 2012-56 (7)(C)]

In addition to the items prohibited City-Wide and in the Event Zone, the following items are **NOT ALLOWED** in the public viewing area:

Aerosol cans	Any weapon as defined in Event Zone	Camping gear	Coolers	Fireworks	Lasers	Non-plastic containers
Bottles	tripods	sticks	ice chests	ladders	monopods	bipods
Sticks, poles greater than dimensions set forth in City-Wide regs	Umbrellas with metal tips	Cans and thermoses	Any other item that law enforcement personnel determines to be a clear and present danger.			

Masks are prohibited in the Event Zone but not in the Public Viewing Area or on the Parade Route.

Managing Large-Scale Security Events

A Planning Primer for Local Law Enforcement Agencies

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A.28 Traffic and Transportation Plan Template⁴⁶

The Traffic and Transportation Plan should be released to the public two weeks to a month before the event. This will allow the public to review the plan and make preparations, as needed.

Placeholders for law enforcement agencies to fill in with the necessary information are identified with brackets [].

Title: Law Enforcement and Public Safety Agencies Announce Security Restrictions and Transportation Plan for the [event].

Contact Information: [List contact information for all event-planning agencies and related stakeholders]

The [event] will be held in [city, state] from [dates]. The event has been designated as a [list designation].

Security and transportation plans for the convention and its events have been developed by a partnership of local, state, and federal law enforcement and public safety agencies. Every effort has been made to minimize the impact of these safety measures.

This plan provides the general outlines for road closures, vehicular and pedestrian restricted zones, and public transportation. Specific questions regarding this transportation plan should be directed to the participating agencies as identified.

In addition to the identified road closures and parking restrictions near event venues in [event venue locations], there will be intermittent traffic delays and temporary closures on interstate roads and throughout the area, beginning on [start date] until [end date], to allow [special transportation vehicles (e.g., motorcades)] to travel to and from event sites.

Road Closures, Parking and Pedestrian Restrictions

Road closures, parking restrictions, and changes to public transportation routes and public works services will be necessary during the [event] near [event venue locations]. The public's cooperation and patience in abiding by these restrictions is appreciated.

Parking-restricted areas will be posted with "Emergency No Parking" signage. Fencing, other physical barriers, and uniformed law enforcement officers will also be used to enforce vehicle and pedestrian restricted zones. Maps of the restricted areas in [event locations] are attached.

[Continue by outlining the parking restriction and road closures in each of the event's locations and/or affected areas.]

⁴⁶ This template was derived using the 2012 RNC Transportation Plan.

Managing Large-Scale Security Events

A Planning Primer for Local Law Enforcement Agencies

New Traffic Patterns and Pedestrian Restrictions

[Include information on new traffic patterns and pedestrian restrictions.]

Parking Garages

[Include information on closures/limited access to parking garages near the event venue(s).]

Access to city parks and services

[Include information on closures/limited access to city parks, landmarks, and city services.]

Airspace Restrictions

[If applicable, include information on airspace restrictions.]

Marine/Waterway Restrictions

[If applicable, include information on marine/waterway restrictions.]

Public Transit

[If applicable, include information on the impact to local public transit services.]

Online Information

[Provide the public with web links and additional resources where they can obtain additional information and updates about the event.]

Appendices/Attachments

[Include maps for all road closures, pedestrian restrictions, parking restrictions, etc.]

Appendix B. Summary of Key Planning Checklists

Below is a summary of planning checklists according to each core operational area, including pre-planning elements.


Initiating Internal Department Planning Checklist		
	Key Steps	Completed <input checked="" type="checkbox"/>
●	Review Lessons Learned from Previous Large-Scale Events	<input type="checkbox"/>
▲	Begin Planning Immediately; Do Not Wait for Federal Guidance	<input type="checkbox"/>
●	Develop a Strategic Vision	<input type="checkbox"/>
●	Identify a Lead Planner for the Department	<input type="checkbox"/>
●	Determine Authorities of Participating Agencies	<input type="checkbox"/>
●	Establish a Local Core Planning Team	<input type="checkbox"/>
●	Understand that Operational Plans will Remain in Flux	<input type="checkbox"/>
KEY: ● Large-Scale Security Events and NSSEs ▲ NSSEs		


Developing the Operational Plan Planning Checklist		
	Key Steps	Completed <input checked="" type="checkbox"/>
▲	Staff and Engage in Subcommittees	<input type="checkbox"/>
●	Coordinate and Participate in Planning Groups	<input type="checkbox"/>
●	Identify and Include Supporting Agencies and Organizations	<input type="checkbox"/>
●	Develop Scalable Plans	<input type="checkbox"/>
●	Test the Operational Plan Prior to the Event	<input type="checkbox"/>
KEY: ● Large-Scale Security Events and NSSEs ▲ NSSEs		


Administrative and Logistics Support Planning Checklist		
	Key Steps	Completed <input checked="" type="checkbox"/>
●	Engage in Collaborative Planning	<input type="checkbox"/>
▲	Work with Federal Grant Partners	<input type="checkbox"/>
●	Acquire an Appropriate Number of Personnel	<input type="checkbox"/>
●	Obtain Necessary Equipment	<input type="checkbox"/>
●	Focus Resources on Proven Systems and Technologies	<input type="checkbox"/>
●	Develop an Operational Plan for Logistics	<input type="checkbox"/>
●	Practice Plans and Protocols	<input type="checkbox"/>
●	Determine Staffing Requirements, and Track and Demobilize Officers	<input type="checkbox"/>


Managing Large-Scale Security Events

A Planning Primer for Local Law Enforcement Agencies

Administrative and Logistics Support Planning Checklist		
	Key Steps	Completed 
●	Collaborate with Vendors and Ensure Accountability	<input type="checkbox"/>
●	Provide Fixed and Mobile Nourishment Sites for Officers	<input type="checkbox"/>
●	Coordinate Lodging for Officers	<input type="checkbox"/>
●	Arrange for Officer Transportation	<input type="checkbox"/>
KEY: ● Large-Scale Security Events and NSSEs ▲ NSSEs		


Command and Control Planning Checklist		
	Key Steps	Completed 
●	Establish a Command Structure with Appropriate Leadership	<input type="checkbox"/>
●	Develop a Professional Relationship with Agency Leaders	<input type="checkbox"/>
●	Coordinate Response through a Unified Operations Center	<input type="checkbox"/>
▲	Coordinate Response with the MACC	<input type="checkbox"/>
●	Maintain Situational Awareness	<input type="checkbox"/>
●	Keep Open Lines of Communication	<input type="checkbox"/>
●	Structure Operations Similar to Traditional Patrol Operations	<input type="checkbox"/>
KEY: ● Large-Scale Security Events and NSSEs ▲ NSSEs		


Credentialing Planning Checklist		
	Key Steps	Completed 
▲	Abide by USSS Credentialing Protocols	<input type="checkbox"/>
●	Determine the Type and Level of Credentials Required	<input type="checkbox"/>
●	Determine if Vehicle Credentials are Needed	<input type="checkbox"/>
●	Detail Credential Specifications	<input type="checkbox"/>
●	Provide Specific Guidance to Individuals Requesting Credentials	<input type="checkbox"/>
●	Process Credential Information in an Organized and Timely Fashion	<input type="checkbox"/>
●	Develop Protocols for Creating and Distributing Credentials	<input type="checkbox"/>
●	Ensure that Officers Understand Credential Protocols	<input type="checkbox"/>
KEY: ● Large-Scale Security Events and NSSEs ▲ NSSEs		


Crowd Management Planning Checklist		
	Key Steps	Completed 
●	Anticipate Crowd Behaviors and Actions	<input type="checkbox"/>
●	Collaborate with Other Organizations	<input type="checkbox"/>

Managing Large-Scale Security Events

A Planning Primer for Local Law Enforcement Agencies


Crowd Management Planning Checklist		
	Key Steps	Completed 
●	Use Data to Support the Development of Crowd Management Deployment	<input type="checkbox"/>
●	Develop a Policing Strategy that is Focused on Non-Confrontational Tactics Centered on Team Policing	<input type="checkbox"/>
●	Identify the Most Appropriate Resources for the Mission	<input type="checkbox"/>
●	Determine Officer Dress	<input type="checkbox"/>
●	Manage Demonstrator Activities	<input type="checkbox"/>
●	Train Officers on the Policing Strategy	<input type="checkbox"/>
●	Inform the Public of Response Tactics	<input type="checkbox"/>
●	Create Mobile Response Teams	<input type="checkbox"/>
●	Position Commanders in the Field	<input type="checkbox"/>
KEY: ● Large-Scale Security Events and NSSEs ▲ NSSEs		


Dignitary/VIP Protection Planning Checklist		
	Key Steps	Completed 
●	Determine Who Needs Protection	<input type="checkbox"/>
●	Determine Your Protection Strategy	<input type="checkbox"/>
●	Acquire and Train Officers	<input type="checkbox"/>
●	Develop an Operational Plan for VIP Protection	<input type="checkbox"/>
●	Minimize Officer Fatigue	<input type="checkbox"/>
KEY: ● Large-Scale Security Events and NSSEs ▲ NSSEs		


Financial Management Planning Checklist		
	Key Steps	Completed 
●	Develop a Comprehensive and Detailed Budget	<input type="checkbox"/>
▲	Understand How NSSEs may be Financed	<input type="checkbox"/>
●	Engage the State Administering Agency (SAA) for State-wide Resources as Needed	<input type="checkbox"/>
●	Maintain Open Lines of Communication with Financial Stakeholders	<input type="checkbox"/>
▲	Prepare for Federal Site Visits and Post-event Audits	<input type="checkbox"/>
KEY: ● Large-Scale Security Events and NSSEs ▲ NSSEs		


Managing Large-Scale Security Events

A Planning Primer for Local Law Enforcement Agencies

Fire/ Emergency Medical Services/ Hospitals/ Public Health Planning Checklist		
	Key Steps	Completed 
●	Obtain Necessary Personnel	<input type="checkbox"/>
●	Outline Operational Activities in Response Plans	<input type="checkbox"/>
●	Collaborate During Steady-State Operations to Prepare for a Health Event Response	<input type="checkbox"/>
●	Coordinate Joint Responses to Encourage Situational Awareness	<input type="checkbox"/>
●	Train Medical Response Personnel	<input type="checkbox"/>
KEY: ● Large-Scale Security Events and NSSEs ▲ NSSEs		


Intelligence/ Counterterrorism/ Counter Surveillance Planning Checklist		
	Key Steps	Completed 
●	Conduct Threat and Risk Assessments	<input type="checkbox"/>
●	Develop an Operational Plan for Intelligence	<input type="checkbox"/>
●	Collaborate with Field Operations	<input type="checkbox"/>
●	Leverage Technologies to Provide Real-Time Information	<input type="checkbox"/>
●	Conduct Traditional and Non-Traditional Crime Analysis	<input type="checkbox"/>
●	Use Intelligence Sources with Mobile Technologies	<input type="checkbox"/>
●	Strategically Integrate Intelligence Sources	<input type="checkbox"/>
KEY: ● Large-Scale Security Events and NSSEs ▲ NSSEs		


Interagency Communications and Technology Planning Checklist		
	Key Steps	Completed 
●	Develop an Operational Plan for Interagency Communications	<input type="checkbox"/>
●	Identify Communication Technologies	<input type="checkbox"/>
●	Test Communication Mechanisms	<input type="checkbox"/>
●	Establish a Coordinated Communications Center	<input type="checkbox"/>
●	Create Communication Strike Teams	<input type="checkbox"/>
KEY: ● Large-Scale Security Events and NSSEs ▲ NSSEs		


Legal Affairs Planning Checklist		
	Key Steps	Completed 
●	Include Law Experts in Early Planning	<input type="checkbox"/>
●	Ensure that Plans are Constitutionally Sound	<input type="checkbox"/>


Managing Large-Scale Security Events

A Planning Primer for Local Law Enforcement Agencies

Legal Affairs Planning Checklist		
	Key Steps	Completed 
●	Prepare and Thoroughly Review Contracts	<input type="checkbox"/>
●	Identify Strategies to Mitigate Litigations Risk	<input type="checkbox"/>
●	Ensure Outside Officers have Legal Jurisdiction	<input type="checkbox"/>
KEY: ● Large-Scale Security Events and NSSEs ▲ NSSEs		


Non Event Patrol Planning Checklist		
	Key Steps	Completed 
●	Maintain Staffing and Resource Levels	<input type="checkbox"/>
●	Manage Non-Security Event Responses	<input type="checkbox"/>
●	Prepare for Large Emergencies	<input type="checkbox"/>
KEY: ● Large-Scale Security Events and NSSEs ▲ NSSEs		


Arrest Processing Planning Checklist		
	Key Steps	Completed 
●	Focus Strategies on Deterring Arrests	<input type="checkbox"/>
●	Develop an Operational Plan for Prisoner Processing	<input type="checkbox"/>
●	Conduct Pre-Event Exercises and Training	<input type="checkbox"/>
●	Conduct Arrests Quickly	<input type="checkbox"/>
●	Develop Protocols for Handling Evidence	<input type="checkbox"/>
KEY: ● Large-Scale Security Events and NSSEs ▲ NSSEs		

Protecting Critical Infrastructure and Utilities Planning Checklist		
	Key Steps	Completed 
●	Conduct Infrastructure and Cyber Risk Assessments	<input type="checkbox"/>
●	Develop an Operational Plan to Protect Critical Infrastructure	<input type="checkbox"/>
●	Request Assistance from the National Guard	<input type="checkbox"/>
●	Use Risk Management Software	<input type="checkbox"/>
KEY: ● Large-Scale Security Events and NSSEs ▲ NSSEs		

Managing Large-Scale Security Events

A Planning Primer for Local Law Enforcement Agencies

Public Information and Media Relations Planning Checklist		
	Key Steps	Completed 
●	Designate Public Information Officers Early in the Planning Phase	<input type="checkbox"/>
●	Manage Public Affairs through a Joint Information Center	<input type="checkbox"/>
●	Identify Your Audiences	<input type="checkbox"/>
●	Develop an Operational Plan for Public Affairs	<input type="checkbox"/>
●	Communicate Openly with the Media	<input type="checkbox"/>
●	Keep All Stakeholders Informed	<input type="checkbox"/>
●	Provide On-site Information	<input type="checkbox"/>
KEY: ● Large-Scale Security Events and NSSEs ▲ NSSEs		

Screening and Physical Security Planning Checklist		
	Key Steps	Completed 
Security Perimeters and Checkpoints		
●	Determine Secure Zones	<input type="checkbox"/>
●	Establish Screening Protocols	<input type="checkbox"/>
●	Define Staffing Responsibilities	<input type="checkbox"/>
●	Acquire Resources and Equipment for Establishing Perimeters	<input type="checkbox"/>
▲	Collaborate with the USSS for Screening Secure Zones	<input type="checkbox"/>
Airspace Security		
●	Learn Airspace Security Plans and Protocols	<input type="checkbox"/>
●	Identify and Work in Partnership with Interagency Stakeholders	<input type="checkbox"/>
▲	Collaborate with the Airspace Operations Center	<input type="checkbox"/>
Airport Security		
●	Develop an Operational Plan for Airport Security	<input type="checkbox"/>
●	Establish Traffic Control Strategies	<input type="checkbox"/>
●	Communicate with Stakeholders	<input type="checkbox"/>
Maritime Security		
●	Develop an Operational Plan for Maritime Security	<input type="checkbox"/>
Venue Security		
●	Determine Lead Authority	<input type="checkbox"/>
●	Engage in Early, Collaborative Planning	<input type="checkbox"/>

Managing Large-Scale Security Events

A Planning Primer for Local Law Enforcement Agencies

Screening and Physical Security Planning Checklist		
	Key Steps	Completed <input checked="" type="checkbox"/>
●	Coordinate Venue Security Officers	<input type="checkbox"/>
KEY: ● Large-Scale Security Events and NSSEs ▲ NSSEs		


Tactical Support and Explosive Device Response/ Hazardous Materials Planning Checklist		
	Key Steps	Completed <input checked="" type="checkbox"/>
●	Combine HAZMAT and Explosive Device Response (EDR) Planning	<input type="checkbox"/>
●	Develop an Operational Plan for EDR/HAZMAT	<input type="checkbox"/>
KEY: ● Large-Scale Security Events and NSSEs ▲ NSSEs		

Training Planning Checklist		
	Key Steps	Completed <input checked="" type="checkbox"/>
●	Recommend Federal Incident Management Training	<input type="checkbox"/>
●	Develop an Extensive Officer-Training Curriculum	<input type="checkbox"/>
●	Deliver Training in Various Forms	<input type="checkbox"/>
●	Track Training Sessions	<input type="checkbox"/>
●	Test Personnel Post Training	<input type="checkbox"/>
●	Conduct Drills and Exercises	<input type="checkbox"/>
●	Give Training Resources to Officers	<input type="checkbox"/>
●	Provide the Community with Training	<input type="checkbox"/>
KEY: ● Large-Scale Security Events and NSSEs ▲ NSSEs		

Transportation and Traffic Management Planning Checklist		
	Key Steps	Completed <input checked="" type="checkbox"/>
●	Collaborate with Other Stakeholders	<input type="checkbox"/>
●	Develop an Operational Plan for Transportation	<input type="checkbox"/>
●	Be Flexible	<input type="checkbox"/>
●	Separate Traffic Command into Smaller Activities	<input type="checkbox"/>
●	Use Officers, Signage, and Other Resources to Guide Traffic	<input type="checkbox"/>
●	Coordinate Specialized Transportation for VIP/Delegate Buses	<input type="checkbox"/>
KEY: ● Large-Scale Security Events and NSSEs ▲ NSSEs		

Managing Large-Scale Security Events

A Planning Primer for Local Law Enforcement Agencies

Emerging Technologies and Possibilities Planning Checklist		
	Key Steps	Completed 
●	Prepare/Plan for Law Enforcement Use	<input type="checkbox"/>
●	Prepare/Plan for Community Use	<input type="checkbox"/>
●	Prepare/Plan to Counter Illicit Use	<input type="checkbox"/>
KEY: ● Large-Scale Security Events and NSSEs ▲ NSSEs		

Managing Large-Scale Security Events

A Planning Primer for Local Law Enforcement Agencies

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Appendix C. Acronyms

AAR	After-Action Report
ACLU	American Civil Liberties Union
ASOC	Airspace Operations Center
ATF	Bureau of Alcohol, Tobacco, Firearms and Explosives
BJA	Bureau of Justice Assistance
BWC	Body Worn Camera
CCC	Interagency Coordination Communication Center
CCTV	Closed Circuit Television
CDOC	Cleveland Division of Corrections
CFR	Code of Federal Regulations
CIRC	Critical Incident Response Center
CMPD	Charlotte-Mecklenburg Police Department
CNA	Center for Naval Analysis
CPD	Cleveland Division of Police
CRS	Community Relations Service, US Department of Justice
CSB	Customer Service Branch
DHS	U.S. Department of Homeland Security
DNC	Democratic National Convention
DOJ	U.S. Department of Justice
EMAC	Emergency Management Assistance Compact
EMS	Emergency Medical Services
EOC	Emergency Operations Center
EDR	Explosive Device Response
ESC	Executive Steering Committee
FAA	Federal Aviation Administration
FAQ	Frequently Asked Question
FBI	Federal Bureau of Investigation
FEMA	Federal Emergency Management Agency
FFATA	Federal Funding Accountability and Transparency Act
FSRS	Federal Funding Accountability and Transparency Act Subaward Reporting System
GIS	Geographic Information System
GMS	Grants Management System
GPS	Global Positioning System
HAT	Hazard Assessment Team
HAZMAT	Hazardous Materials
HVAC	Heating, Ventilation, and Air Conditioning
ICS	Incident Command System

Managing Large-Scale Security Events

A Planning Primer for Local Law Enforcement Agencies

IED	Improvised Explosive Device
IOC	Intelligence Operations Center
JIC	Joint Information Center
JMOC	Joint Medical Operations Center
JOC	Joint Operations Center
LEO	Law Enforcement Officer
LSSE	Large-Scale Security Event
LTE	Long Term Evolution
MACC	Multi-Agency Command Center
MDT	Mobile Data Terminal
MFF	Mobile Field Force
MTS	Maritime Transportation System
NIMS	National Incident Management System
NSSE	National Special Security Event
OCFO	Office of the Chief Financial Officer
OIG	Office of the Inspector General
OJP	Office of Justice Programs
OMB	Office of Management and Budget
PIO	Public Information Officer
PPD	Philadelphia Police Department
R&R	Rest and Rehabilitation
RISS	Regional Information Sharing Systems
RNC	Republican National Convention
SAA	State Administering Agency
SME	Subject Matter Expert
SWAT	Special Weapons and Tactics
TPD	Tampa Police Department
TSA	Transportation Security Administration
UAS	Unmanned Aerial System
USSS	U.S. Secret Service
UTV	Utility Terrain Vehicle

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Appendix E. Police Foundation Team Bios

Jennifer Zeunik, *Director of Programs*, provided project oversight for all work completed and ensured that all deliverables are completed on time and within budget. Ms. Zeunik has twenty years of public sector and nonprofit project management experience, working closely with all levels of government, currently playing a pivotal role in the Police Foundation's training and technical assistance projects. In her previous role as a law enforcement consultant, Ms. Zeunik provided strategic management expertise to international, federal, state, and local criminal justice clients. Her work focused on justice policy research, business development activities, program management, strategic planning, training and technical assistance management, and development of strategic communications. She has served as a writer on numerous published reports, including the COPS funded Police Foundation [*Community Policing & Unmanned Aircraft Systems: Guidelines to Enhance Community Trust*](#); [*Maintaining First Amendment Rights and Public Safety in North Minneapolis*](#); [*Collaborative Reform Initiative: An Assessment of the St. Louis County Police Department*](#) and the International Association of Chiefs of Police ([*IACP National Policy Summit Report on Community Police Relations: Advancing a Culture of Cohesion and Community Trust*](#)). Ms. Zeunik holds a Bachelors Degree in Psychology and Criminology from Florida State University, and a Masters of Public Administration from the University of Georgia, School of Public and International Affairs.

Chief Frank Straub, Ph.D. (Ret.), *Police Foundation Director of Strategic Studies*, also a non-resident Fellow at the Combatting Terrorism Center, U.S. Military Academy, served as the Cleveland/RNC Team Lead. Dr. Straub, a 30-year veteran of law enforcement, served as Chief of the Spokane Police Department for three years. Spokane is the second largest city in the state of Washington and serves a community of 210,000 residents. During his tenure, the SPD dramatically reduced serious crime and the use of force by its officers, expanded community policing initiatives, and implemented a department-wide body worn camera program. Dr. Straub also served as the Public Safety Director in Indianapolis, where he led 3,200 sworn and civilian personnel assigned to the Department of Public Safety's police, fire, homeland security and other divisions. In that capacity he was responsible for planning and implementing all public safety operations for Super Bowl XLVI, the Indy 500, NFL & NBA playoffs, and NCAA Final Four competitions. Prior to that, he was the Public Safety Commissioner in White Plains, New York for seven years, directing 435 sworn and civilian personnel. During his tenure with the NYPD, Dr. Straub also served on the FBI/NYPD joint terrorism task force (JTTF) for six years. Dr. Straub holds a Bachelors of Arts in Psychology from St. John's University, a Master of Arts in Forensic Psychology from John Jay College of Criminal Justice, and a Ph.D. in Criminal Justice from the City University of New York.

Chief Hassan Aden (Ret.), *Police Foundation Senior Advisor on Policing*, served as the Philadelphia/DNC Team Lead. Chief Aden has over 28 years of law enforcement executive leadership and service. He previously served as the Director of Research and Programs at the International Association of Chiefs of Police, overseeing a large portfolio of operational programs and research projects aimed at advancing police services, promoting enhanced

Managing Large-Scale Security Events

A Planning Primer for Local Law Enforcement Agencies

administrative, technical, and operational police practices and policies. Chief Aden continues to serve on numerous national advisory groups including the National Academies of Science's Proactive Policing Committee, Department of Justice-sponsored groups, and others. Chief Aden's police experience includes serving as the Chief of Police with the Greenville (NC) Police Department. He has extensive experience in the administrative, investigative and operational aspects of policing, and has demonstrable success in working with questions such as crime control policies, community engagement, and strategic planning. Prior to his appointment as Chief of Police for the Greenville (NC) Police Department, he served in the Alexandria (VA) Police Department for 26 years, rising to the rank of Deputy Chief. He is a graduate of American University's School of Public Affairs, earning a Master of Public Administration degree.

Chief Jane Castor (Ret.), *Law Enforcement Subject Matter Expert*, served on the Philadelphia Detail to develop the revised Planning Primer and "quick look" document. Chief Castor joined the Tampa Police Department in 1983 and in 2009 became the first woman to be named chief of the Tampa Police Department (TPD). Over the course of her career, Chief Castor built a reputation for working side by side with residents, community leaders, business owners and neighboring law enforcement agencies to reduce crime and improve the quality of life in Tampa. Those community partnerships are the foundation of TPD's dynamic crime reduction strategy, "Focus on Four." The department has smoothly handled many large-scale, national and international events under her command, including Super Bowl XLIII and the 2012 Republican National Convention. Chief Castor developed a progressive policing strategy that avoided the classic confrontations associated with political conventions. Chief Castor testified on the topic of officer safety before President Obama's Task Force on 21st Century Policing in February 2015 and serves on the board of the Major City Chiefs Association and on Harvard's Executive Session on Policing and Public Safety. She was named Woman Law Enforcement Executive of the Year in 2009 by the National Association of Women in Law Enforcement. A Tampa native, Chief Castor received a Bachelor of Science degree in Criminology from the University of Tampa. She received Master of Public Administration from Troy State University and is a graduate of the FBI National Academy.

Deputy Commissioner Nola Joyce (Ret.), *Law Enforcement Subject Matter Expert*, served on the Philadelphia Detail to develop the revised Planning Primer and "quick look" document. Ms. Joyce has 25 years of public sector experience, serving as the Deputy Commissioner for the Philadelphia Police Department, the Chief Administrative Officer for the Metropolitan Police Department in Washington, D.C. and the Deputy Director of Research and Development for the Chicago Police Department. Ms. Joyce serves in a number of positions focused on improving the quality of policing. She was appointed to the National Academy of Science's panel on Modernizing the Nation's Criminal Statistics and has been invited to testify in front of President Obama's Task Force on 21st Century Policing. In Philadelphia, Ms. Joyce helped manage and direct changes in policies, processes, and procedures for Commissioner Charles H. Ramsey. She directed the department's support services, including training, personnel, technology, administration, policy, research and planning, analysis and mapping, grants, and strategic planning. With the Metropolitan Police Department in Washington, D.C. from 1998 to 2007, she guided the expansion of the community-policing model, the alignment of the budget with

Managing Large-Scale Security Events

A Planning Primer for Local Law Enforcement Agencies

strategic initiatives, and the implementation of significant changes in the department's organizational structure. In her six years as the Deputy Director of the Research and Development Division for the Chicago Police Department, Ms. Joyce helped develop and implement the Chicago Alternative Policing Strategy (CAPS), one of the most studied community policing initiatives in the country and a nationally recognized community policing model. Ms. Joyce has three Masters degrees and is currently a doctoral degree candidate in criminal justice at Temple University. Her degrees are in Homeland Defense and Security from the Naval Postgraduate School, in Urban Affairs and Public Policy from Southern Illinois University, and in Sociology, with a specialization in research methodology and statistics, from Southern Illinois University.

Chief Rodney Monroe (Ret.), *Law Enforcement Subject Matter Expert*, served on the Cleveland Detail to develop the revised Planning Primer and “quick look” document. Chief Monroe has over thirty-seven years of law enforcement experience serving in various positions and overseeing a vast array of specialized commands, eventually serving as Chief of Police in several major cities. He has over twelve years of senior executive level experience as Chief of Police for the Cities of: Macon (GA); Richmond (VA); and Charlotte (NC). Prior, Chief Monroe served as a seasoned manager with senior executive level experience for the Metropolitan Police Department. Chief Monroe has significant experience in law enforcement, financial planning, personnel logistics, major criminal investigations, planning and managing initiatives to implement Community Policing strategies with emphasis on youth development and engagement, and special events within three major police agencies. Chief Monroe has significant experience planning, organizing, and managing LSSEs, including the 2012 Democratic National Convention, the 1995 Million-Man March, and the 1997 Presidential Inauguration.

Commissioner Robert Haas (Ret.), *Law Enforcement Subject Matter Expert*, served on the Cleveland Detail to develop the revised Planning Primer and “quick look” document. Commissioner Haas served as the chief executive of the Cambridge Police Department from 2007 to 2016. Prior to this, he was the Massachusetts state Executive of Public Safety from 2006 to 2007, and served as the state Undersecretary of Law Enforcement and Homeland Security from 2003-2006. He was Chief of the Westwood (MA) Police Department from 1991 to 2003, and served in various positions in the Morris Township Police Department from 1976 until 1991. Commissioner Haas received a Masters of Arts in Criminal Justice Administration from Rutgers University and a Bachelor of Science Degree from William Paterson College of New Jersey. He has completed course work for a Ph.D. in Law, Policy and Society at Northeastern University. He has served on many boards and commissions, and is currently a member of the U.S. Attorney's Multi-disciplinary Threat Assessment and Intervention Working Group.

Ben Gorban, *Policy Analyst*, provided on- and off-site input and project support as well as document writing, review, and editing. Mr. Gorban is a policy analyst with more than eight years of experience supporting law enforcement-related projects including the provision of technical assistance and policy analysis support on projects related to countering violent extremism, community policing, and the role of social media in law enforcement. Mr. Gorban's areas of expertise include policy analysis, resource and strategy development, and communications and

Managing Large-Scale Security Events

A Planning Primer for Local Law Enforcement Agencies

information dissemination. He has served as a writer on multiple published reports and articles, including the COPS Office funded [*Maintaining First Amendment Rights and Public Safety in North Minneapolis*](#); and [*Managing the Response to a Mobile Mass Shooting*](#) and [*Lessons Learned from the Police Response to the San Bernardino and Orlando Terrorist Attacks*](#). He received his MS in Justice, Law, and Society from American University in 2011 and his BA in both Philosophy and Justice, Law, and Society from American University in 2009.