Security Management for Sports and Special Events

An Interagency Approach to Creating Safe Facilities

Stacey A. Hall, PhD Walter E. Cooper, EdD Lou Marciani, EdD James A. McGee, MS

National Center for Spectator Sports Safety and Security University of Southern Mississippi, Hattiesburg



Contents

Preface v	
Acknowledgment	S VII
CHAPTER	1 Safety and Security Environment
	for Sports and Special Events
	Major Sport and Special Event Threats 3
	Legal and Economic Implications 16
	Sport Event Security Aware System: A Continuous Improvement Model 17
	Case Study: Centennial Olympic Park Bombing 19
CHAPTER	2 Leadership and
	Multiagency Collaboration 23
	Sport and Event Security Command Group 24
	Leadership 27
	Problem Solving and Decision Making 31
	Communication and Information Sharing 34
	Case Study: Building Multiagency Collaboration 37
	Personal Worksheet: Determining the Profile of a High-Level Trust Person in Your Work Environment 41
CHAPTER	3 Incident Management Systems 43
	United States Department of Homeland Security 44
	National Incident Management System Overview 45
	National Response Framework (NRF) Overview 52
	Responder Roles 53
	International and National Safety and Security Agencies 56
	Case Study: Georgia Dome 58
CHAPTER	4 Risk Assessment for Sport
	and Event Venues 61
	Risk Assessment Process 63
	U.S. Department of Homeland Security Risk Self-Assessment Tool 76
	Case Study: Louisiana Superdome, New Orleans, Louisiana 77

About the Authors 271

CHAPTER	Security Planning, Policies, and Protective Measures 81
	Creating Plans for Risk Management 83
	Venue Policies 88
	Protective Measures 90
	Game- and Event-Day Plans 91
	Case Study: Hillsborough Disaster 98
CHAPTER	6 Emergency Response and Recovery 101
	Components of Emergency Management 102
	Emergency Management Examples 112
	Business Continuity Planning 114
	Case Study: Continuity at Tulane University After Hurricane Katrina 116
CHAPTER	Training and Policy Implementation119
	Identifying Training Needs 121
	Meeting Staffing Needs 123
	Working With Volunteers 126
	Training Techniques 127
	Case Study: ABC Security Company 130
CHAPTER	8 Exercises: Testing Your Plans
	Types of Exercises 135
	Steps in Exercise Project Management 137
	Case Study: 2004 Summer Olympic Games 150
CHAPTER	The Future of Safety
	and Security Management
	for Sports and Special Events 155
	Training and Education 156
	Balancing Security and the Spectator Experience 160
	Integrating Technology With Best Practices 163
	Case Study: Fan Behavior 167
Appendixes 171	
References 262	
Index 266	