

An Introduction to the Best Practices

Best Practice Defined

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

Background

The production of best practices began at the NCS⁴ in 2014. The best practices were developed, modified, and published in collaboration with industry working groups at NCS⁴ forums. The industry-specific forums are used to review best practices and discuss the relevancy and need for changes dependent on emerging threats and innovative approaches to safety and security in professional sports and entertainment events, intercollegiate athletics, interscholastic athletics, and marathon/endurance events.

The best practices are intended to assist a variety of stakeholders, including (but not limited to): venue operators, event organizers/management teams, security directors, facility managers, federal/state/local public safety agencies, private security companies, sport league affiliates, and athletic associations. The best practices may be used as a quick reference guide for those responsible for developing, implementing, or delivering training on security plans, policies, and procedures and are also scalable to the size and complexity of events.

The best practices are recommendations for planning, assessment, policy and procedure development, staffing, training, and technologies to mitigate risk. Applying these best practices does not encompass all necessary defensive actions for safety and security. Instead, venue operators and event organizers should determine appropriate safety and security measures based on their respective venues and event spaces' unique characteristics, specific needs, and resources.

In 2021/2022, work began transitioning the best practices to an online platform for user-friendliness, easy access in the field, and ensuring the best practices remain dynamic with timely updates. General best practices applicable to all types of venues and events and industry-specific best practices for professional/entertainment, intercollegiate, interscholastic, and marathon/endurance events are presented in the following areas:

- Risk and Threat Assessment
- Planning

- Game Day Operations
- Routine Non-Game/Event Day Operations
- Communications
- Crowd Dynamics
- Facility/Event Design
- Staff Training and Performance Development
- Technology Information Management
- Safe and Secure Aware Culture

Methodology

1. Identify significant issues requiring solutions with input from advisory committees.
2. Discuss issues in forum sessions. Leading experts attend the NCS⁴ forums and provide unique perspectives, discuss challenges facing specific industries, reflect on current best practices, and propose new additions.
3. From forum sessions, identify solutions and basis forming best practices.
4. A draft of the best practices is provided to forum attendees for vetting.
5. Review input, resolve details, and collect additional information through a comprehensive literature review, including existing security and operational plans, policies and procedures, government publications, industry research reports, and published academic articles.
6. Sports safety and security subject matter experts review the best practices and provide feedback on each recommendation's technical accuracy, relevance, and feasibility for final adoption.

References

ASIS International. (2005). Business Continuity Guideline. Alexandria, VA.

ASIS. (2009). Organizational resilience: security, preparedness, and continuity management systems - requirements with guidance for use. SPC.1-2009. Retrieved April 15, 2020, from https://www.ndsu.edu/fileadmin/emgt/ASIS_SPC.1-2009_Item_No.1842.pdf.

Bureau of Justice Assistance, U.S. Department of Justice, National Institute of Justice, NIST, NFSTC. (2013). Crime Scene Investigation: A Guide for Law Enforcement. Washington, D.C.

CALEA. (2020, April 2). The Commission on Accreditation for Law Enforcement Agencies - Standard 1.3.6 Reporting Use of Force. Retrieved from <https://www.calea.org/>.

Crowe, T. D., & Fennelly, L. J. (2014). Crime Prevention Through Environmental Design. Amsterdam: Elsevier.

Connors, E. (2007, February 28). Planning and Managing Security for Major Special Events: Guidelines for Law Enforcement. Retrieved April 27, 2020, from <https://www.hsdl.org/?abstract&did=482649>.

DeNisi, A. S., & Griffin, R. W. (2020). Hr: Human Resources (5th ed.). Boston, MA: Cengage.

Department of Homeland Security - CISA. (2015). Commercial Facilities Sector-Specific Plan - 2015. Retrieved April 20, 2020, from <https://www.cisa.gov/publication/nipp-ssp-commercial-facilities-2015>.

Department of Homeland Security - CISA. (2019, June). Public Venue Bag Search Procedures Guide. Retrieved April 15, 2020, from <https://www.cisa.gov/publication/public-venue-bag-search-guide>.

Department of Homeland Security - CISA. (n.d.). Security and Resiliency Guide: Counter-Improvised Explosive Device (C-IED) Concepts, Common Goals, and Available Assistance. Retrieved April 15, 2020, from <https://www.cisa.gov/publication/security-and-resiliency-guide-and-annexes>.

Department of Homeland Security - Command, Control, and Interoperability Center for Advanced Data Analysis (CCICADA). (2013, July). Best Practices in Anti-Terrorism Security for Sporting and Entertainment Venues Resource Guide.

Department of Homeland Security - Federal Law Enforcement Training Center. (2019). Legal Division Handbook (PDF). Retrieved April 15, 2020, from <https://www.fletc.gov/legal-division-handbook-pdf>.

Department of Homeland Security. (2008). Protective Measures Guide for U.S. Sports Leagues. Retrieved April 15, 2020, from <http://files.ifea.com/pdf/DHSProtectiveMeasuresGuideforSportsLeagues.pdf>.

Department of Homeland Security. (2011). NIMS Guideline for the Credentialing of Personnel. Retrieved April 15, 2020, from <https://www.fema.gov/media-library/assets/documents/25633>.

Department of Homeland Security. (2017). National Incident Management System. Washington, DC: Department of Homeland Security.

Department of Homeland Security. (2019). Securing Soft Targets and Crowded Places Resources. Retrieved April 15, 2020, from <https://www.cisa.gov/publication/securing-soft-targets-and-crowded-places-resources>.

Department of Homeland Security. (June 2011). Protective Measures Guide for the U.S. Outdoor Venues Industry. Retrieved from <https://info.publicintelligence.net/DHS-OutdoorVenues.pdf>.

Department of Homeland Security. (n.d.). Security and Resiliency Guide Counter-Improvised Explosive Device (C-IED) Annex for Sports Leagues and Venues Stakeholders. Retrieved May 15, 2020, from https://www.cisa.gov/sites/default/files/publications/Security-and-Resiliency-Guide-Sports-Leagues-and-Venues-Annex_1.pdf.

Department of Justice. (n.d.). Americans with Disabilities Act - Public Accommodations and Commercial Facilities (Title III). Retrieved from https://www.ada.gov/ada_title_III.htm.

Federal Highway Administration. (2010). National Special Security Events: Transportation Planning for Planned Special Events. Retrieved from <https://ops.fhwa.dot.gov/publications/fhwahop11012/index.htm>.

FEMA Emergency Management Institute. (2013, October 31). FEMA Independent Study Program, IS-100.SCA: *Introduction to the Incident Command System for Schools*. Retrieved April 27, 2020, from <https://www.hsdl.org/?abstract&did=232981>.

FEMA. (2013). IS-230.D: Fundamentals of Emergency Management. Retrieved from <https://training.fema.gov/is/courseoverview.aspx?code=IS-230.d>.

FEMA. (2013). IS-906: Workplace Security Awareness. Retrieved from <https://training.fema.gov/is/courseoverview.aspx?code=IS-906>.

FEMA. (2013, October). IS-15.B: *Special Events Contingency Planning for Public Safety Agencies*. Retrieved April 27, 2020, from <https://training.fema.gov/is/courseoverview.aspx?code=is-15.b>

FEMA. (2014). IS-242.B: Effective Communication. Retrieved from <https://training.fema.gov/is/courseoverview.aspx?code=IS-242.b>.

FEMA. (2014, June). IS-156: *Building Design for Homeland Security for Continuity of Operations*. Retrieved April 27, 2020, from <https://training.fema.gov/is/courseoverview.aspx?code=IS-156>

FEMA. (2018). IS-100.C: Introduction to the Incident Command System, ICS 100. Retrieved from <https://training.fema.gov/is/courseoverview.aspx?code=IS-100.c>.

FEMA. (2018). IS-700.B: An Introduction to the National Incident Management System. Retrieved from <https://training.fema.gov/is/courseoverview.aspx?code=IS-700.b>.

FEMA. (2018, March). IS-800.C: *National Response Framework, an Introduction*. Retrieved April 27, 2020, from <https://training.fema.gov/is/courseoverview.aspx?code=IS-800.c>

FEMA. (2019). IS-200.C: Basic Incident Command System for Initial Response. Retrieved from <https://training.fema.gov/is/courseoverview.aspx?code=IS-200.c>.

FEMA. (2015). IS-235.C: Emergency Planning. Retrieved from <https://training.fema.gov/is/courseoverview.aspx?code=IS-235.c>.

Hall, S. A., Cooper, W. E., Marciani, L., & McGee, J. A. (2012). *Security Management for Sports and Special Events: An Interagency Approach to Creating Safe Facilities*. Champaign, IL: Human Kinetics.

Jeffery, C. R. (1977). *Crime Prevention Through Environmental Design*. Beverly Hills: Sage.

Jones, G. R., & George, J. M. (2005). *Essentials of Contemporary Management*. Boston, MA: McGraw Hill.

Kastenberg, J. E. (1996). A three-dimensional model of stadium owner liability in spectator injury cases. *Marquette Sports Law Journal*, 7, 187-209. Retrieved from https://digitalrepository.unm.edu/law_facultyscholarship/419/.

Lucas, R. W. (2019). *Customer Service: Skills for Success*. Dubuque, IA: McGraw-Hill Education.

National Center for Spectator Sports Safety and Security at The University of Southern Mississippi. (2019). *Intercollegiate Best Practices*.

National Center for Spectator Sports Safety and Security at The University of Southern Mississippi. (2014). *Enhanced Sports and Special Events Instructor Guide*.

National Center for Spectator Sports Safety and Security at The University of Southern Mississippi. (2018). *Sport Event Risk Management Instructor Guide*.

National Center for Spectator Sports, Safety, and Security. (2019). *AWR-375-W - Risk Management for Interscholastic Athletics and After-School Activities*.

National Center for Spectator Sports Safety and Security at The University of Southern Mississippi. (2018). *Sport Venue Evacuation and Protective Actions Instructor Guide*

National Fire Protection Association (NFPA). (2018). *NFPA, 101® Life Safety Code*. Retrieved April 27, 2020, from <https://www.nfpa.org/codes-and-standards/all-codes-and-standards/list-of-codes-and-standards/detail?code=101>.

National Fire Protection Association. (2014). *NFPA 1: Fire Code*. Quincy, MA: The Association.

National Fire Protection Association. (2019). *Standard on Continuity, Emergency, and Crisis Management NFPA 1600*. Retrieved from <https://www.nfpa.org/codes-and-standards/all-codes-and-standards/list-of-codes-and-standards/detail?code=1600>.

National Institute of Justice. (2009). *The Use-of-Force Continuum - The National Institute of Justice*. Retrieved from <https://nij.ojp.gov/topics/articles/use-force-continuum>.

National Oceanic and Atmospheric Administration (NOAA). (n.d.). Preparing Venues and Large Events for Severe Weather. Retrieved April 27, 2020, from

<https://www.publicgardens.org/sites/default/files/images/PreparingVenues.pdf>.

Obama, B. (2013, February 12). Presidential Policy Directive 21: Critical Infrastructure Security and Resilience.

OSHA. (n.d.). OSHA Compliance Assistance Quick Start. Retrieved from

<https://www.osha.gov/complianceassistance/quickstarts/general-industry>.

Rehnquist, W. H. & Supreme Court Of The United States. (1988) U.S. Reports: Graham v. Connor et al., 490 U.S. 386. [Periodical] Retrieved from the Library of Congress, <https://www.loc.gov/item/usrep490386/>.

Rondeau, E. P., Brown, R. K., & Lapidus, P. D. (2006). Facility Management. New York City, NY: Wiley.

TEAM Coalition. (n.d.). Techniques for Effective Alcohol Management: A Comprehensive Alcohol Management Program for Sports and Entertainment Professionals. Retrieved from

<https://teamcoalition.org/training/#1574263901176-2af31dbf-0ddb>.

Texas A&M Engineering Extension Service. (2015). Senior Officials Workshop for All Hazard Preparedness Instructor Guide (Version 1.0).

Texas A&M Engineering Extension Service. (2015). Sports and Special Events Incident Management Instructor Guide (Version 2.1).

Texas A&M Engineering Extension Service. (n.d.). *Enhanced All-Hazards Incident Management/Unified Command*. Retrieved April 27, 2020, from <https://teex.org/class/mgt314/>

Texas A&M Engineering Extension Service. (n.d.). *Enhanced Sports and Special Events Incident Management*. Retrieved April 27, 2020, from <https://teex.org/class/mgt440/>

Texas A&M Engineering Extension Service. (n.d.). *Sport Venue Evacuation and Protective Actions*. Retrieved April 27, 2020, from <https://teex.org/class/mgt412/>

Texas A&M Engineering Extension Service. (n.d.). Threat and Hazard Identification and Risk Assessment and Stakeholder Preparedness Review.

U.S. Const., amend. IV.

U.S. Department of Education. (2013). *Guide for Developing High-Quality School Emergency Operations Plans*. Retrieved April 27, 2020, from

https://rem.ed.gov/docs/Guide_for_Developing_HQ_School_EOPs.pdf

United States Environmental Protection Agency. (2011, October). *School Siting Guidelines*. Retrieved April 27, 2020, from https://www.epa.gov/sites/default/files/2015-06/documents/school_siting_guidelines-2.pdf

Williams, B. K., Berston, S., & Sawyer, S. C. (2013). *Business: A Practical Introduction*. Boston, MA: Pearson.