

# Planning and Managing Security for Major Special Events: Guidelines for Law Enforcement

## LESSON PLAN FOR

### MODULE 2: PRE-EVENT PLANNING

#### LESSON PLAN:

#### NOTES:

**Unit:** Module 2: Pre-Event Planning

**Slide 1: Title Slide**

**Number of Hours:** 1

**Goals:** This module will provide participants with an opportunity to review the key components of special event planning in the pre-event phase. In addition, participants will discuss the importance of a coordinated and collaborative approach to event planning. The module examines the role of the lead security agency and the individual assigned as the event security director. The module suggests strategies for including community partners and the names of the assets necessary to meet the security demands of a large-scale event.

**Learning Objectives:** The student will:

1. Identify key components of pre-event planning.
2. Match the key components of pre-event planning to the characteristics of individual events.
3. Relate the module material to events in his or her jurisdiction.

**Slide 2: Learning Objectives**

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**[BEGINNING OF CONTENT]**

#### **I. Philosophy of Pre-Event Planning**

Pre-event planning must be initiated as quickly as possible, based on the nature of the event. It should generally begin 12 to 18 months in advance. Some events, such as a state funeral, do not allow much time for planning. Regardless of the time available, during the initial phase certain foundations must be established to facilitate a well-organized and coordinated planning effort.

**Slide 3: Philosophy of Pre-Event Planning**

*The secret of getting ahead is getting started. The secret of getting started is breaking your complex overwhelming tasks into small manageable tasks, and then starting on the first one.*

**Slide 4: Mark Twain Quote**

*Mark Twain*

**Question for class:** Who has taken this type of approach to a personal or business situation that seemed overwhelming?  
Example: Building a house.

## II. Key Components of Special Event Planning

- Developing the event mission or charter
- Clearly defining security leadership
- Developing partnership agreements
- Resolving legal authority issues
- Developing the organizational structure.

The instructor reviews the list of key components with the group, taking each item individually and asking students to briefly describe their perception of the meaning or importance of each item. This activity should be kept short because each component will be handled in greater detail in later modules.

### A. Key Component 1: Mission Statement or Charter

A written and approved mission statement or charter provides the lead agency with:

- Authorization to perform
- Clear understanding of desired outcomes
- Basis on which to form goals and objectives
- Definition of boundaries or constraints
- Message to the community.

**Question for class:** Evaluate the following mission statement:

*Make the event successful – enjoyable for participants, but also safe and secure.*

If necessary, how would you improve the statement?

Anticipated responses:

- Distinguish between primary and secondary missions
- Identify internal and external partners
- Identify facilities to be utilized
- Identify specific time frames or mission phases.

**Slide 5: Key Components of Special Event Planning**

**Slide 6: Key Component 1**

**Slide 7: Sample Mission Statement**

<p><b>B. Key Component 2: Define Security Leadership</b></p> <p>It is important to determine which agency is in charge—that is, which agency will be responsible for:</p> <ul style="list-style-type: none"> <li>• Plan design and implementation</li> <li>• Legal and financial matters</li> <li>• Command and control</li> <li>• Crisis response and management</li> <li>• Public safety/private sector relations.</li> </ul> <p><b>Question for class:</b> Who would be the lead security coordination agency during a special event in your jurisdiction that occurred on private property?</p>	<p><b>Slide 8: Key Component 2</b></p>
<p><b>C. Key Component 3: Partnership Agreements</b></p> <p>Special events are characterized by a need for collaboration among public safety partners and community stakeholders. Personnel requirements can quickly exceed the agency’s resources, given the dedicated special event staffing and the need to continue basic service delivery.</p>	<p><b>Slide 9: Key Component 3</b></p>
<p>Partnership agreements should be developed with:</p> <ul style="list-style-type: none"> <li>• Other law enforcement/public safety agencies</li> <li>• Other city/county departments and agencies</li> <li>• Private security</li> <li>• Business community</li> <li>• Neighboring communities.</li> </ul>	<p><b>Slide 10: Develop Partnership Agreements</b></p>
<p>Private partnerships can provide:</p> <ul style="list-style-type: none"> <li>• Knowledgeable security specialists</li> <li>• Technical specialists and resources</li> <li>• Support facilities and systems</li> <li>• Clear line of communication regarding concerns and expectations of the business community.</li> </ul>	<p><b>Slide 11: Private Partnerships</b></p>
<p>Partnerships should be documented with a memorandum of agreement (MOA). A well-written MOA can serve to:</p> <ul style="list-style-type: none"> <li>• Clarify law enforcement powers</li> <li>• Quantify the commitment of assisting agencies</li> <li>• Define missions and operational functions</li> <li>• Clarify compensation issues regarding labor, equipment, and supply costs</li> </ul>	<p><b>Slide 12: MOA</b></p>

- Cover participating agency’s employees under worker’s compensation for any injuries received during the event.

During the WWII Memorial commemoration event, the Metro DC Police Department was assisted by 32 law enforcement agencies in addition to the U.S. Secret Service, FBI, U.S. Marshals Service, and other federal agencies.

**D. Key Component 4: Resolving Legal Authority**

To clarify the legal authority of assisting agencies, the lead agency must:

- Clearly state the authority of assisting agencies
- Provide necessary immunities, privileges, and legal protections
- Deputize officers as agents of the jurisdiction, if required.

**E. Key Component 5: Developing the Organizational Structure**

It is important to develop an appropriate organizational structure during the planning phases of an event. A single-event security director should be selected using the following criteria:

- Dedicated representative from the lead agency
- Authorized to oversee all planning aspects
- Authorized to negotiate and sign MOAs
- Reports directly to the chief executive or deputy of the lead agency.

In addition, all participating agencies need to understand and use the Incident Command System (ICS) as required by the National Incident Management System (NIMS).

The instructor should direct students to the organization chart (in Appendix C, pg 94 of the Guidelines), showing the Jacksonville Sheriff’s Department’s plan for Super Bowl 39.

After the 1999 World Trade Organization (WTO) conference and subsequent riots, the Seattle Police Department’s after-action report recommended: “Dedicated full-time planning personnel representing the impacted agencies; written agreements, memoranda and contracts defining all deployment and operations and an integrated review process for decisions concerning planning, deployment and command.”

**Slide 13: Key Component 4**

**Slide 14: Key Component 5**

**Slide 15: Incident Command System**

The next step is to establish an executive steering committee headed by the overall event security director.

That committee can create subcommittees to address the key functional areas. Examples include:

- Emergency evacuation
- Transportation/traffic
- Communications
- Intelligence
- Critical infrastructure
- Legal issues
- Field operations
- Credentialing
- Fire/emergency medical services
- Tactical support/crisis management
- Managing disorder
- Media relations
- Training
- Prisoner processing
- Airspace security
- Budget and logistics
- After-action evaluation.

In sum, pre-event planning is critical to ensure a successful event and should begin 12 to 18 months in advance, based on the nature of the event.

There are five key components of special event planning:

- Developing the event mission or charter
- Clearly defining security leadership
- Developing partnership agreements
- Resolving legal authority issues
- Developing the organizational structure.

### **III. Tabletop Exercise and Student Worksheets**

A tabletop exercise was introduced in Module 1 and is used to demonstrate the need for pre-planning for major special events. The instructor should refer the class back to the tabletop exercise, anchoring teaching points to a common theme throughout the course.

**Slide 15: Executive Steering Committee**

**Slide 16: Key Functional Areas**

**Slide 17: Summary**

**Slide 18: Key Components**

**Slide 19: Tabletop Exercise and Student Worksheets**

Students should also work on the “Lessons to Learn” worksheet. The instructor should ask students to spend a few minutes completing this document, which will help them research and gain deeper knowledge about this particular topic.

Students should also work on the “Personal Action Plan” worksheet. This worksheet will help students develop specific steps, actions, or contacts and will help them relate the material to events they are responsible for in their own jurisdictions.

**Slide 20: BREAK**