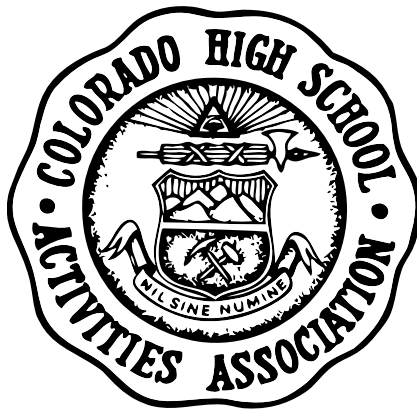




Colorado High School Activities Association



2009-2010

Guidelines for Security, Safety, and Crisis Management

Colorado High School Activities Association

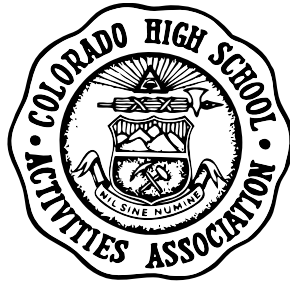
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THE CHSAA MISSION STATEMENT

The mission of the CHSAA is to serve its membership through the advancement of, and the student's participation in interscholastic activities, which are an integral component and a complement to the educational goals of its member schools.



PURPOSE: PREPARE FOR THE UNEXPECTED

Cognizant of the need for security, safety, and crisis management at high school co-curricular events, the Colorado High School Activities Association, in upholding their traditions of proper maintenance of high school athletics and activities, suggests the following procedures as outlined in this manual.

Preparedness planning, training, and collaboration between schools (staff, faculty, students, and parents), public safety agencies (police, fire, and emergency medical), and government emergency management authorities can mitigate the impact of emergencies, improve responses, and accelerate recovery. Schools and communities should analyze potential threat scenarios and locations such as proximity to chemical factories, energy generation and transmission plants, military facilities, and governmental offices. All schools, including rural area schools, may be located near high priority targets. To manage the consequences of catastrophic terrorism incidents, such as bioterrorism attack, planning, money, and commitment are required. An "all-hazard" approach requires schools to examine threats that range from low to high consequence. Planning, training, and conducting exercises must be integrated into a school and community's emergency response plan.

School emergency planners must balance risks and resources when developing an emergency response plan -- "a vision without resources is an illusion." Planning and implementation is an intricate process -- preparing a plan, building consensus, familiarizing people with the plan, building skills and training, practicing as a team, and working with community responders. The process strengthens leadership, hones decision-making capabilities, builds personal relationships, improves communications, coordination, and teamwork, and is required for the political support needed to obtain resources.

From: "School Safety in the 21st Century: Adapting to the New Security Challenges Post - 9/11," National Safety Forum, March, 2004

HOST SCHOOL RESPONSIBILITY

In accordance with the CHSAA Constitution and Bylaws (2240.), the host school has the responsibility to ensure that a co-curricular event is governed in a manner which emphasizes the educational values inherent in interscholastic activities. It is the host school's responsibility to remove any individual(s) creating a disturbance which disrupt(s) the educational goals of the event.

Likewise, the host school is ultimately responsible for the safety of all participants (players, coaches, officials, spectators, etc.) of interscholastic activities. Therefore, CHSAA recommends that host schools have appointed a site director or administrator for every activity. The host school should be sure that the site director is aware of the school's emergency action plan and how it is adjusted to meet the needs of co-curricular activities.

SITE DIRECTOR'S RESPONSIBILITY FOR SECURITY

SCHOOL SITES

For CHSAA sanctioned events held at member school sites, the site director should have in place the local school and school district emergency action plan as a guide for the local handling of any emergencies. These plans should make provision for weather events, loss of power, threats, acts of violence, weapons, disorderly conduct, demonstrations / riots, terrorist activities, evacuation of the facility, use of fire and police responses, and other contingencies as may be foreseen.

The site director should have prepared the site for crowd control, clearly posted safety and emergency procedures, pre-scripted emergency announcements and made other provisions for ensuring a safe and successful competition for players and spectators alike.

All contest workers should be informed of their roles under the emergency action plans. These would include ticket sellers and takers, timers, custodians, announcers, door guards, locker room supervisors, official scorers, security and crowd control personnel, minor officials, and other school officials.

All police, ambulance, EMT and fire personnel, whether on duty or available on a call basis, should be familiar with the emergency response plans of the school or site.

NON-SCHOOL SITES

The expectation of the CHSAA in using or renting facilities independent of member schools is the same for security purposes as if the site were under the auspices of member schools. While plans may vary given the nature of the governing agency, it is most necessary that safety and security planning is in place in the event of emergencies.

PRE-SEASON EMERGENCY PLANNING

EMERGENCY ACTION PLAN

Most schools and school districts already have an emergency action plan in place for school day operations. The question is, “Do these plans cover emergency situations during co-curricular activities after regular school hours?” Will your school be ready? Do not be concerned if you do not know the universal model for reacting to various threats to safety. There may be no such model. The site director’s job is to find out if the school already has such procedures in place, as well as how they should be adapted to co-curricular activities.

Be sure to include plans for:

- Evacuations
- Lockdowns
- Shelter-in-place

If the school does not have one in place, or it is unclear as to how to adapt it to co-curricular activities, the school or school district’s police resource officer may be of assistance. ***You may also refer to Addendum C thru E as outlines for possible emergency procedures.***

CRISIS MANAGEMENT TEAM (CMT)

Once an emergency action plan has been adopted, it is important for the site director to establish who is on the Crisis Management Team.

The Crisis Management Team consists of the following:

- Principals / administrators of opposing schools
- Site Director
- Security Personnel -- Police, Fire
- Medical Personnel -- EMT, MD

The CMT is responsible for:

- Evaluating the situation and determining a course of action to assure the health and safety of all in attendance.
- Coordinating the emergency response with community.
- Directing all game workers in their response to situation.
- Assuming command roles in an emergency.
- Communicating with the media.
- Working with the schools involved in guiding relief, recovery, and rehabilitation after the event.

In the event of an emergency, the site director needs to know who to call in order to activate the CMT. Everyone on the CMT should know how to get a hold of one another. ***You may refer to Addendum B as an inventory for important CMT contact information if your school does not already have one in place.***

SECURITY STAFFING FOR EVENTS

The site director's responsibility is to arrange for adequate security for the event, including police, paid security personnel, and participating school staff, consistent with the requirements of the facility and the nature of the sport.

The site director will determine the level of security necessary for the event and may include:

- Uniformed police, fire and safety personnel
- School or private security personnel with identifying clothing
- Public address announcer
- School administration and staff from the competing schools

Security staff should be positioned strategically around the facility and be in constant communication with each other and with the site director via electronic devices. School personnel should be visible, wear distinguishing identification or school clothing, and be in position to monitor spectator behavior from respective schools.

Security staff should also be briefed on emergency action procedures, lines of communication, and the authority of fire, police and safety personnel prior to all co-curricular events.

MEDICAL COVERAGE

The site director or athletic administrator will determine the medical and emergency coverage needs for all contests. Coverage can consist of having on site any or all of the following, depending on the nature of the sport or event:

- emergency medical technician
- certified athletic trainer
- medical doctor
- other medical personnel
- ambulance services

When medical and emergency coverage is not available, on site arrangements will be made by the host school and site director to have such services available on stand-by. A participating team may have in attendance its own personal physician or trainer who will be permitted to attend to the teams needs and assist with emergencies.

There is no CHSAA by-law that mandates a medical personnel presence at an athletic practice or event. District policies and procedures for medical assistance supercede all CHSAA policies.

COMMAND CENTER AND COMMUNICATIONS

Specific to each venue, the site director should determine a good location for a command center. This will serve as hub for all communications for the event staff. If possible, the command center should have the following characteristics:

- Easily accessible to event staff
- Equipped with a hard-line telephone
- Have someone there at all times, preferably a designated individual
- In a location away from spectators (press box, nearby office, scorer's booth, etc.)
- Have a good vantage point for the entire venue

The site director should also make sure arrangements have been made for proper forms of communication. Some minor suggestions include:

- Is a hard-line telephone accessible?
- Is the event staff provided with adequate two-way radios? Are they charged?
- If cell phones are being used, have the necessary parties exchanged numbers?
- Have pre-scripted announcements been written to communicate with spectators?
- How will the game officials and/or coaches be contacted in an emergency?

EMERGENCY LAYOUT OF THE VENUE

The site director should have a layout of the event venue. Most emergency action plans may already be equipped with this layout. The layout should mark the following:

- Evacuation routes and/or safe havens
- Emergency vehicle entrance/route/parking
- Command Center
- Bomb blast buffer zone
- Where the teams and officials will go
- Media briefing area

PREPARING THE VENUE

One of the best rules for preparing a venue for emergencies is...

KEEP THE SPECTATORS INFORMED!

- Be sure all exits, fire extinguishers, AEDs, and emergency equipment are properly marked.
- Post emergency procedures and contacts at the gates, concession stands, restrooms, and other highly visible locations.
- Prepare pre-game announcements and scoreboard messages for spectators regarding safety issues and procedures.

CONDUCTING “TABLETOP” EXERCISES

Although it is difficult to be fully prepared and practiced for emergencies, CHSAA highly recommends that the site director and/or athletic administrator conducts “Tabletop” Exercises at the beginning of each season specific to each venue (gymnasium, stadium, etc.).

A “Tabletop” Exercise is essentially an active discussion or walkthrough of every emergency situation that can present itself (fire, harsh weather conditions, bomb threat, power outage, medical emergencies, suspicious activity, shootings, crowd disruption, terrorist activity, etc.) at a co-curricular activity.

The “Tabletop” Exercises should include everyone working the event (principal, administrators, site director, police, security, fire department, EMT, ticket-takers, score keepers, announcer, game officials, coaches, crowd workers, custodians, etc.). Coming out of the exercise, everyone should know their role in the event of an emergency.

PRE GAME EMERGENCY CHECK-UP

1. Make sure a copy of the school's emergency action plan and emergency venue layout is accessible.
2. Have a copy of the Crisis Management Teams contact information.
3. Make sure that the necessary police, security, medical, and fire personnel are present and aware of their duties and posts.
4. Make sure all event staff are aware of the command center location and have access to a working hard-line telephone, two way radio, or cell phone.
5. Have pre-scripted public announcements ready and available to the announcer.
6. Be sure that game officials and coaches are aware of emergency contact procedures.
7. Survey the venue. Make sure all emergency equipment is in working order, properly marked, and accessible. Also, remove any hazards, check playing surface conditions, and survey weather conditions.
8. Have a brief pre-game safety meeting with your event staff. Try to involve the police, security, medical and fire personnel, game officials, etc. Establish/communicate any policies and general emergency procedures.

GAME EMERGENCY PLAN

1. Contact the appropriate agency (police, fire, or medical) or call 911.
2. Contact the Crisis Management Team and activate the necessary emergency action plan procedure.
3. Communicate the situation with the game official and coaches.
4. Have the announcer calmly inform the spectators of the situation and procedures.
5. Designate a person(s) to meet the emergency response team and guide them to the scene.
6. Notify the hospital emergency room of the injury, especially if it is life threatening.
7. Designate any staff not involved in care of victims to assist in crowd control.
8. Any student needing to go to the emergency room should be accompanied by a staff member if parents are unavailable.

IN CLOSING

Unfortunately, Colorado has had its share of emergency situations and tragedies during the regular school day. Although it is highly unlikely events like these will take place at a co-curricular event, we can't assume that it "won't happen to us". In short, remember...

It is always better to be proactive than reactive!

ABOUT THE ADDENDUMS

In the event that your school does not have an emergency action plan in place for co-curricular events, addendums have been provided on the following pages to help your school develop a plan. The addendums included are:

- ADDENDUM "A": Emergency Planning Checklists
- ADDENDUM "B": Crisis Management Team Contact Inventory
- ADDENDUM "C": Emergency Procedures for Evacuations
- ADDENDUM "D": Emergency Procedures for Lockdowns
- ADDENDUM "E": Emergency Procedures for Shelter-in-place

If anything, the school's administration and designated site directors should go through these checklists and inventories to be sure they have thought through as many items as possible. In no way should these addendums be used in place of an emergency action plan already in place. Only you can make the best action plan tailored for your school and its co-curricular venues.

ACKNOWLEDGEMENTS

The CHSAA would like to acknowledge the New Jersey State Interscholastic Athletic Association, the Connecticut Interscholastic Athletic Conference, and the Los Angeles Office of Environmental Health and Safety for material published in this manual. CHSAA would also like to give special thanks to the Stadium Operations staff of Invesco Field at Mile High for their contributions to the project.

ADDENDUM "A": EMERGENCY PLANNING CHECKLISTS



School: _____

Sport/Activity: _____

Year: _____

Venue: _____

Pre-Season Emergency Plan

_____ **Consult your school or school district's emergency action plan.**

- Evacuations
- Lockdowns
- Shelter-in-place

_____ **Determine the Crisis Management Team and their contact information.**

- Administrators competing schools (Principal, Athletic Director, etc.)
- Site Director / Contest Manager
- Security Personnel – Police and Fire Department
- Medical Personnel – EMT, MD

_____ **Develop a staffing plan.**

- How many and what kind staff do you need? (police, security, medical, etc.)
- Where are their posts? Where are problems likely to develop?

_____ **Find a location for a Command Center.**

- Usually in the press box or in a nearby office with a hard-line telephone.
- Constantly manned and accessible at all times throughout the event.

_____ **Develop a communication plan.**

- Nearest hard-line telephones
- Two-way radios
- Cell phones
- Emergency announcement system (pre-scripted public announcements)
- Communication with the game officials and coaches

_____ **Develop a venue layout for emergencies.**

- Command Center
- Evacuation routes and/or safe havens
- Emergency vehicle entrance/route/parking/triage area
- Bomb blast buffer zone
- Where will the teams and game officials go in an emergency?
- Media briefing area

_____ **Prepare the venue.**

- Locate fire hydrants, fire extinguishers, AEDs, etc.
- All exits should be properly marked.
- Emergency procedures and contacts posted at gates, concession stands, and restrooms.
- Prepare pre-game announcements and scoreboard messages regarding safety issues and procedures.

_____ **Conduct "Tabletop" Exercises.**

- Involve as many of the event staff as possible. (police, security, fire department, EMT, ticket-takers, score keepers, announcer, game officials, coaches, crowd workers, custodians, etc.)
- Walk/talk through as many scenarios as possible. (bomb threat, shooting, volatile weather, etc.).
- Discuss as many emergency procedures as possible. (evacuations, lockdowns, shelter-in-place, etc.)
- Make sure everybody knows their role and who they should contact.

Pre-Game Emergency Check-up

_____ **Copy of school's emergency action plan is accessible.**

Crisis Management Team contact list

- Administrators of opposing schools
- Site Director / Contest Manager
- Security Personnel – Police and Fire Department
- Medical Personnel – EMT, MD

Staffing plan

- Necessary police, security, medical, and fire are present and are aware of their duties.
- Posts and potential problem areas are properly covered.

Command Center and communications

- Hard-line telephones have been located and are working.
- Two-way radios are charged, in good working condition, and distributed.
- Pre-scripted emergency announcements have been given to the announcer.
- All cell phone information has been exchanged by the necessary individuals.
- Officials and coaches are aware of emergency contact procedures.

Layout of the venue

- Emergency venue layout is accessible.

Venue walkthrough

- All emergency equipment is in working order.
- Remove any hazards, check for playing surface conditions, and check weather conditions.
- All procedures have been made public to the spectators in visual and audio form.

Pre-Game Safety Meeting.

- Involve as many of the event staff as possible. (police, security, fire department, EMT, ticket-takers, score keepers, announcer, game officials, coaches, crowd workers, custodians, etc.)
- Discuss any questions about emergency procedures.

Game Emergency Plan

_____ **Contact the appropriate agency (police, fire, or medical) or call 911.**

_____ **Contact the Crisis Management Team and activate the necessary emergency action plan procedure (evacuation, lockdown, shelter-in-place, etc.)**

_____ **Communicate the situation with the game official and coaches.**

_____ **Have the announcer calmly inform the spectators of the situation and procedures.**

_____ **Designate a person(s) to meet the emergency response team and guide them to the scene.**

_____ **Notify the hospital emergency room if life threatening.**

_____ **Designate any staff not involved in care to assist in crowd control.**

_____ **Any student needing to go to the emergency room should be accompanied by a staff member if parents are unavailable.**

ADDENDUM "C": EMERGENCY PROCEDURES EVACUATIONS



In the event of an emergency, CHSAA recommends that the site director for a co-curricular activity have access to the school's emergency action plan as adapted to co-curricular activities. These procedures are not standard, nor are they legal advice. They are to be used as a reference in case the school's evacuation procedures, as part of the school's emergency action plan, have not been made available to the site director.

*** These procedures were adapted from the Los Angeles Office of Environmental Health and Safety, as well as the Department of Homeland Security.*

This action is taken after the decision is made that it is unsafe to remain in the venue.

- 1. Have the announcer make the following announcement on the PA system. If the PA system is not available, use other means of communication. The announcer should be calm, convey reassuring comments that the situation is under control and give clear directions.**

YOUR ATTENTION PLEASE. AT THIS TIME, WE NEED TO INSTITUTE AN EVACUATION OF THE FACILITIES. PLEASE LOOK AROUND AND TAKE YOUR BELONGINGS WITH YOU. IF YOU NEED ASSISTANCE OR HAVE QUESTIONS, PLEASE LET ONE OF OUR EVENT WORKERS KNOW. PLEASE MAKE YOUR WAY TO THE NEAREST EXIT. PLAYERS ARE TO REMAIN WITH THEIR COACHES, AND COACHES NEED TO TAKE THEIR TEAM ROSTERS WITH THEM. THANK YOU FOR YOUR COOPERATION.

- 2. Inform the officials and coaches right away and give them proper instruction as to where to go.**
- 3. Initiate a fire alarm, if necessary.**
- 4. Event workers will instruct spectators to evacuate the venue, and help direct them to the safest route.**
- 5. Coaches need to take the team roster when leaving the building and take attendance once the team is assembled in a safe location.**
- 6. Once assembled, everyone should stay in place until further instructions are given.**

ADDENDUM "D":
EMERGENCY PROCEDURES
LOCKDOWNS



In the event of an emergency, CHSAA recommends that the site director for a co-curricular activity have access to the school's emergency action plan as adapted to co-curricular activities. These procedures are not standard, nor are they legal advice. They are to be used as a reference in case the school's lockdown procedures, as part of the school's emergency action plan, have not yet been made available to the site director.

*** These procedures were adapted from the Los Angeles Office of Environmental Health and Safety, as well as the Department of Homeland Security.*

This action is taken when the threat of violence or gunfire is identified or directed by law enforcement and it is necessary to prevent the perpetrator(s) from entering occupied areas. During Lockdown, everyone is to remain in the venue or designated locations at all time.

- 1. Have the announcer make the following announcement on the PA system. If the PA system is not available, use other means of communication. The announcer should be calm, convey reassuring comments that the situation is under control and give clear directions.**

YOUR ATTENTION PLEASE. WE HAVE AN EMERGENCY SITUATION AND NEED TO IMPLEMENT LOCKDOWN PROCEDURES. EVENT STAFF ARE TO LOCK THE VENUE DOORS AND KEEP ALL SPECTATORS AND PARTICIPANTS INSIDE THE VENUE UNTIL FURTHER NOTICE. DO NOT OPEN THE DOOR UNTIL NOTIFIED BY SCHOOL OFFICIALS OR LAW ENFORCEMENT. IF OUTSIDE OF THE VENUE, SPECTATORS, PARTICIPANTS, AND STAFF ARE TO PROCEED INSIDE AND AWAIT FURTHER INSTRUCTION. THANK YOU FOR YOUR COOPERATION.

- 2. Inform the officials and coaches right away and give them proper instruction as to where to go.**
- 3. Have the event staff help bring people lingering nearby into the venue and guide everyone away from all doorways and windows. Be sure to check the restrooms for stragglers. You may want to direct people to a more secure area if you can do so safely (locker room, auditorium, library, cafeteria, gymnasium, etc.).**
- 4. Spectators, participants, and staff should remain in the venue or secured area until further instructions are given by school officials or law enforcement.**

ADDENDUM "E":



EMERGENCY PROCEDURES SHELTER-IN-PLACE

In the event of an emergency, CHSAA recommends that the site director for a co-curricular activity have access to the school's emergency action plan as adapted to co-curricular activities. These procedures are not standard, nor are they legal advice. They are to be used as a reference in case the school's shelter-in-place procedures, as part of the school's emergency action plan, have not yet been made available to the site director.

*** These procedures were adapted from the Los Angeles Office of Environmental Health and Safety, as well as the Department of Homeland Security.*

This action is taken to place and/or keep spectators and participants indoors in order to provide a greater level of protection from airborne contaminants in outside air. Shelter-in-Place is implemented when there is a need to isolate people from the outdoor environment, and includes the shut down of building HVAC systems. During Shelter-in-Place, no one should be exposed to the outside air.

- 1. Have the announcer make the following announcement on the PA system. If the PA system is not available, use other means of communication. The announcer should be calm, convey reassuring comments that the situation is under control and give clear directions.**

YOUR ATTENTION PLEASE. BECAUSE WE HAVE RECEIVED INFORMATION REGARDING A HAZARD IN THE COMMUNITY, WE ARE INSTITUTING SHELTER-IN-PLACE PROCEDURES. REMEMBER, THIS MEANS EVERYONE IS TO REMAIN INSIDE THE BUILDING AWAY FROM OUTSIDE AIR WITH WINDOWS AND DOORS SECURELY CLOSED AND AIR CONDITIONING UNITS TURNED OFF. ALL PEOPLE THAT ARE OUTSIDE ARE TO IMMEDIATELY MOVE TO THE PROTECTION OF AN INSIDE ROOM. AS SOON AS WE HAVE FURTHER INFORMATION, WE WILL SHARE IT WITH YOU.

- 2. Inform the officials and coaches right away and give them proper instruction as to where to go.**
- 3. If the event is inside, the HVAC system needs to be shut down and all doors and windows need to be closed. The event may continue as planned, if it is safe to do so.**
- 4. If the event is outside, have the event staff help guide people into the nearest designated safe building. Again, be sure that the HVAC system is shut down and all doors and windows are closed.**
- 5. Everyone should remain in the venue or secured area until further instructions are given by school officials or law enforcement.**