



**INTERNATIONAL
ASSOCIATION OF
VENUE MANAGERS**

ZOOMcast Episode 11

Security Planning Considerations for Reopening Commercial Venues

William Flynn

- President, Garda Risk Management LLC
- Partner & Managing Director, The Power of Preparedness

Megan Drohan

- Threat Mitigation Branch, Cybersecurity and Infrastructure Security Agency, DHS

William F. Flynn

- **My Background**

- President, Garda Risk Management LLC
- Partner, The Power of Preparedness (TPOP)
- Former Deputy Assistant Secretary, DHS Infrastructure Protection
- Senior Fellow, GWU Center for Homeland & Cyber Security
- Retired Assistant Commissioner, NYPD
- Captain, United States Navy



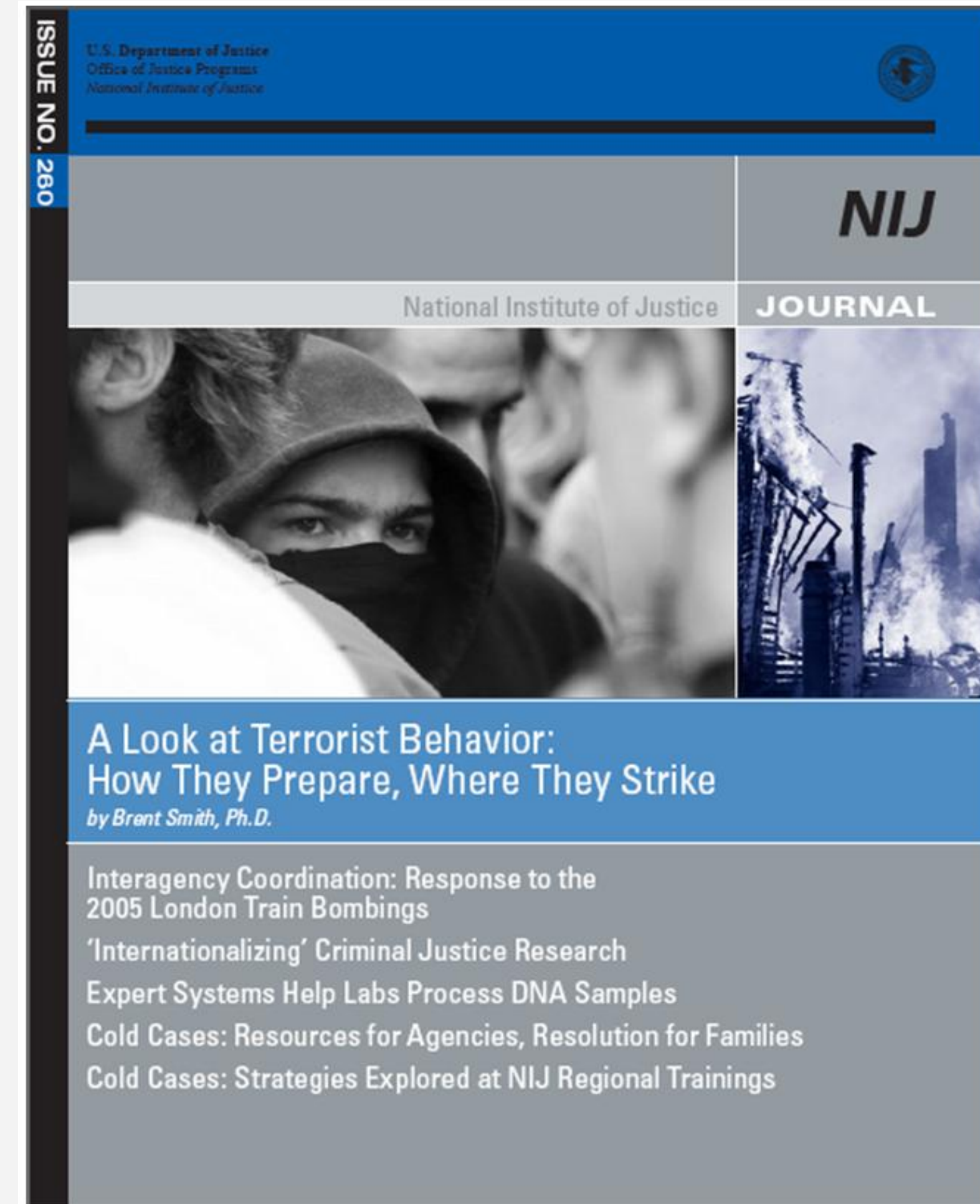
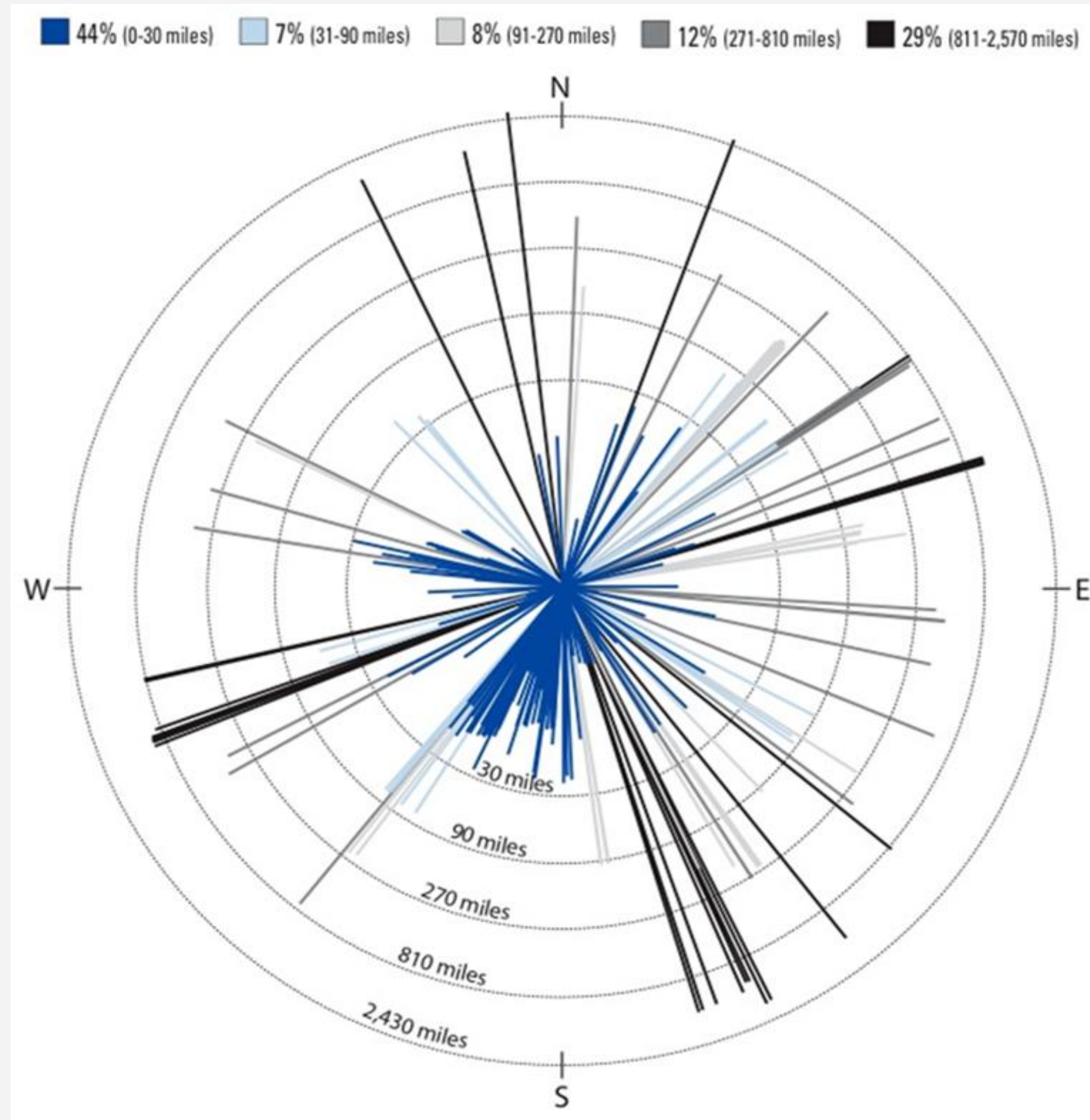
Dynamic Risk Environment

- Heightened Conditions for Workplace Violence Global Pandemic
 - Economic Recession
 - Social Unrest
 - Cyber Actors
 - All Hazzard Incidents
 - Persistent Terrorist Threat
 - Lone offenders and domestic violent extremists can act with little warning to attack soft targets and inflict significant casualties with weapons that do not require specialized training.
- As facilities reopen, recognize the potential for violence based on the stressors of COVID-19 and the threats from violent extremists
- Safety is paramount but not at the expense of security



Distance from Terrorist Residence to Target

A linear analysis of the distance from the residences of 423 terrorists to their targets



Source: National Institute of Justice

The National Institute for Occupational Safety and Health:



2M
WORKERS ARE VICTIMS
OF WORKPLACE
VIOLENCE



16K

THREATS

87

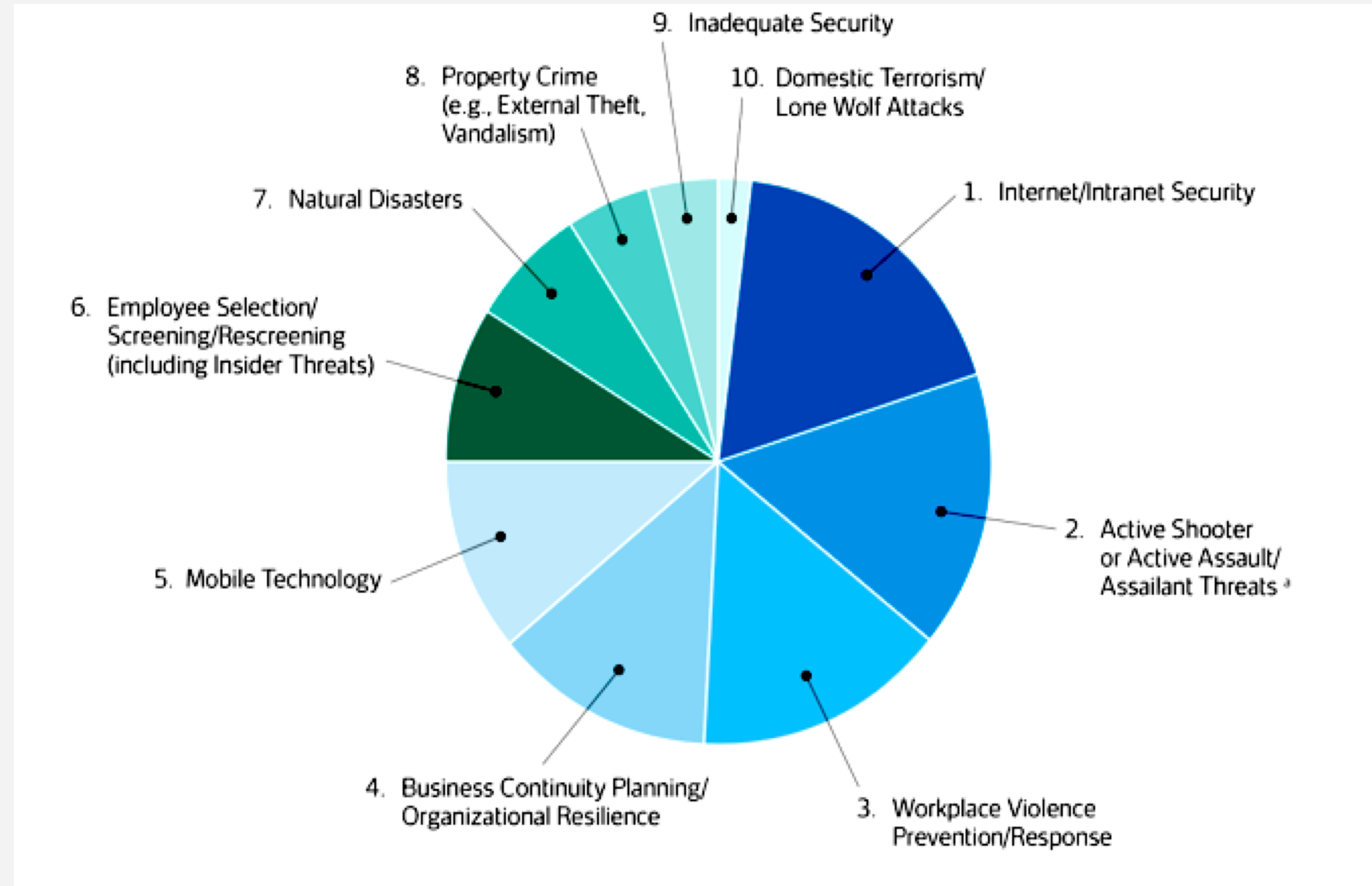
INJURIES

2

MURDERS

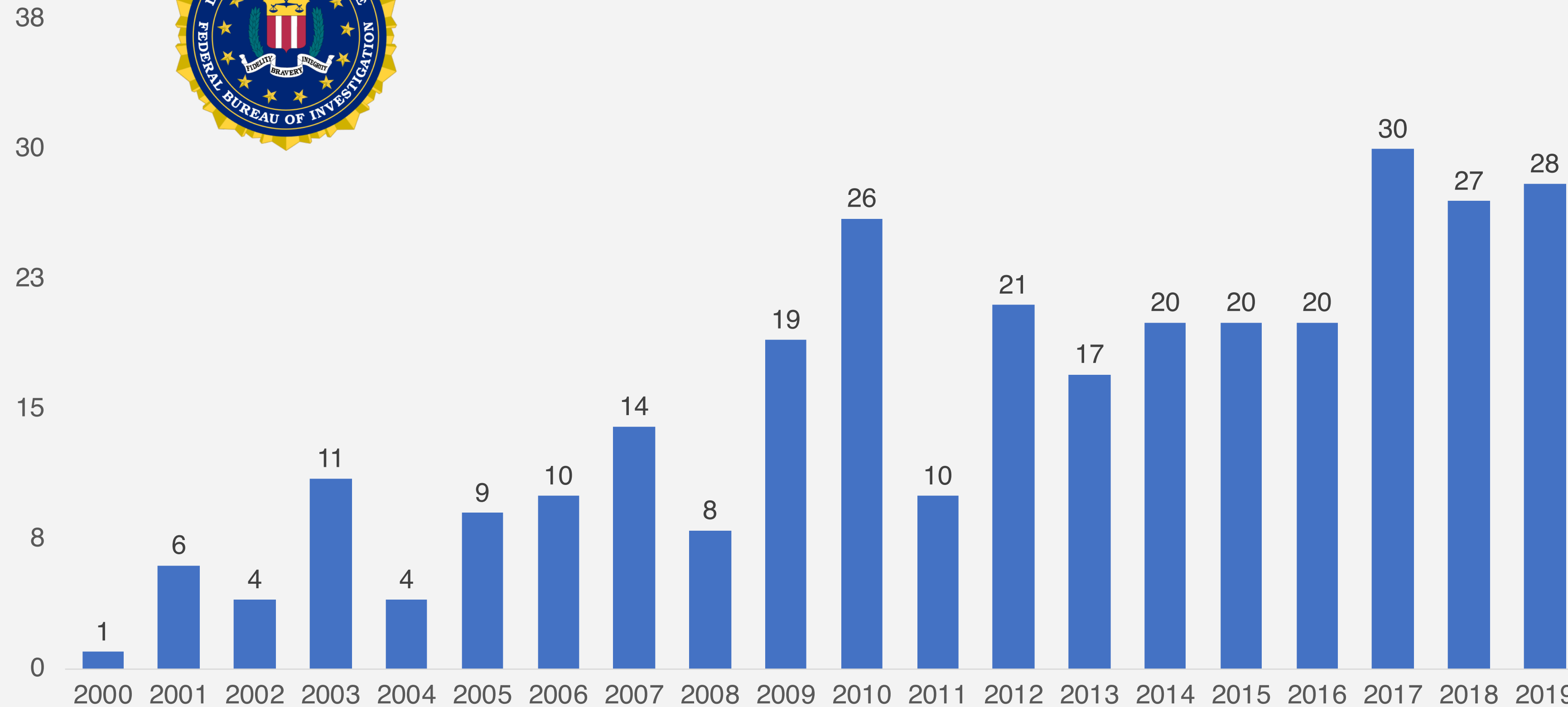
Corporate America's Top Security Concerns

- **Cyber: internet / intranet security**
- **Active shooter / assailant**
- **Workplace violence prevention & response**
- **Business continuity planning & organizational resilience**
- **Mobile technology**



FBI: Active Shooter Events Becoming More Frequent

- 28 Events in 2019 Alone



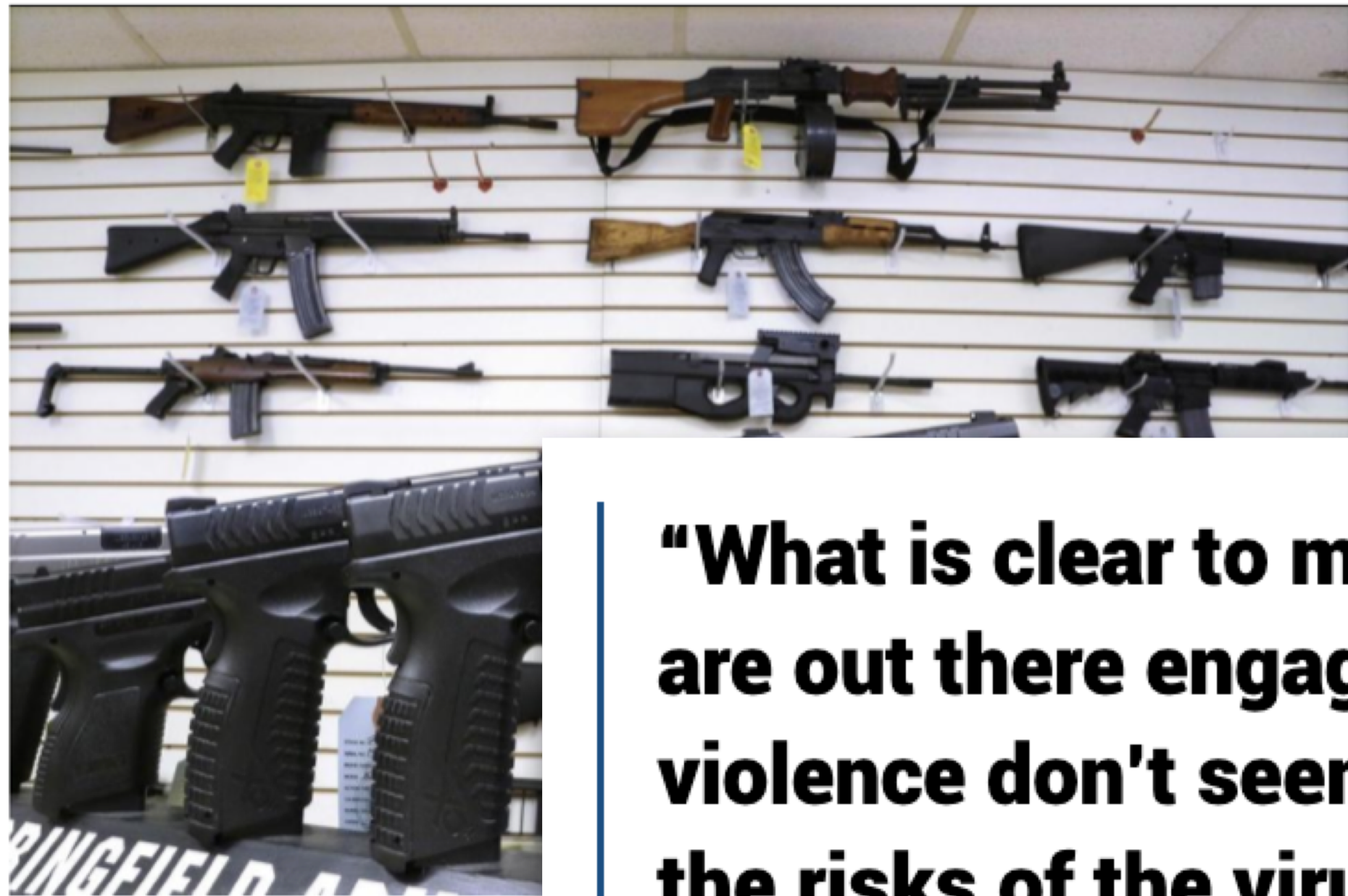
2019:

247
Casualties

12
Mass
Shootings

Shootings Continue During COVID-19

COVID-19 doesn't slow down America's mass shootings



From Jan. 1 to April 11 of 2019, there were 84 shootin

“What is clear to me, the people that are out there engaging in this violence don't seem to care about the risks of the virus.”

— Louisville Metro Police Chief Steve Conrad

Gun violence fuels murder rise in some cities even with coronavirus lockdowns

CORONAVIRUS · Published May 2 · Last Update May 4

May 7, 2020 - Health

U.S. still has a gun violence problem despite coronavirus lockdowns

Marisa Fernandez

Mass shootings in 2020, by state

Gun violence incidents where four or more shot or killed, not including the shooter, Jan. 1 to April 29, 2020



CORONAVIRUS & GUNS



Shootings Are a Glaring Exception to the Coronavirus Crime Drop

Data shows gun violence outpacing other types of crime in several major cities and running higher than 2019 levels nationally.

BY DANIEL NASS · @DNLNSS · April 29, 2020 · UPDATED May 1, 2020 4:26 pm EDT

Every Organization Must Prepare for an Active Shooter Event

RISK = PROBABILITY x VULNERABILITY x CONSEQUENCES



Probability is increasing every year



Most organizations are extremely vulnerable



Consequences are grave and long-lasting

THE RISK TO YOUR ORGANIZATION CAN BE SIGNIFICANT

Tampa Terrorism Case Study

- **Muhammed Momtaz Al-Azhari**
 - Syrian born, American citizen
 - Arrested May 24th by FBI for attempting to buy semi-automatic weapons
 - Charged May 27th with attempting to provide material support to a foreign terrorist organization – ISIS
 - Sister killed on May 29th after pulling knife on an officer



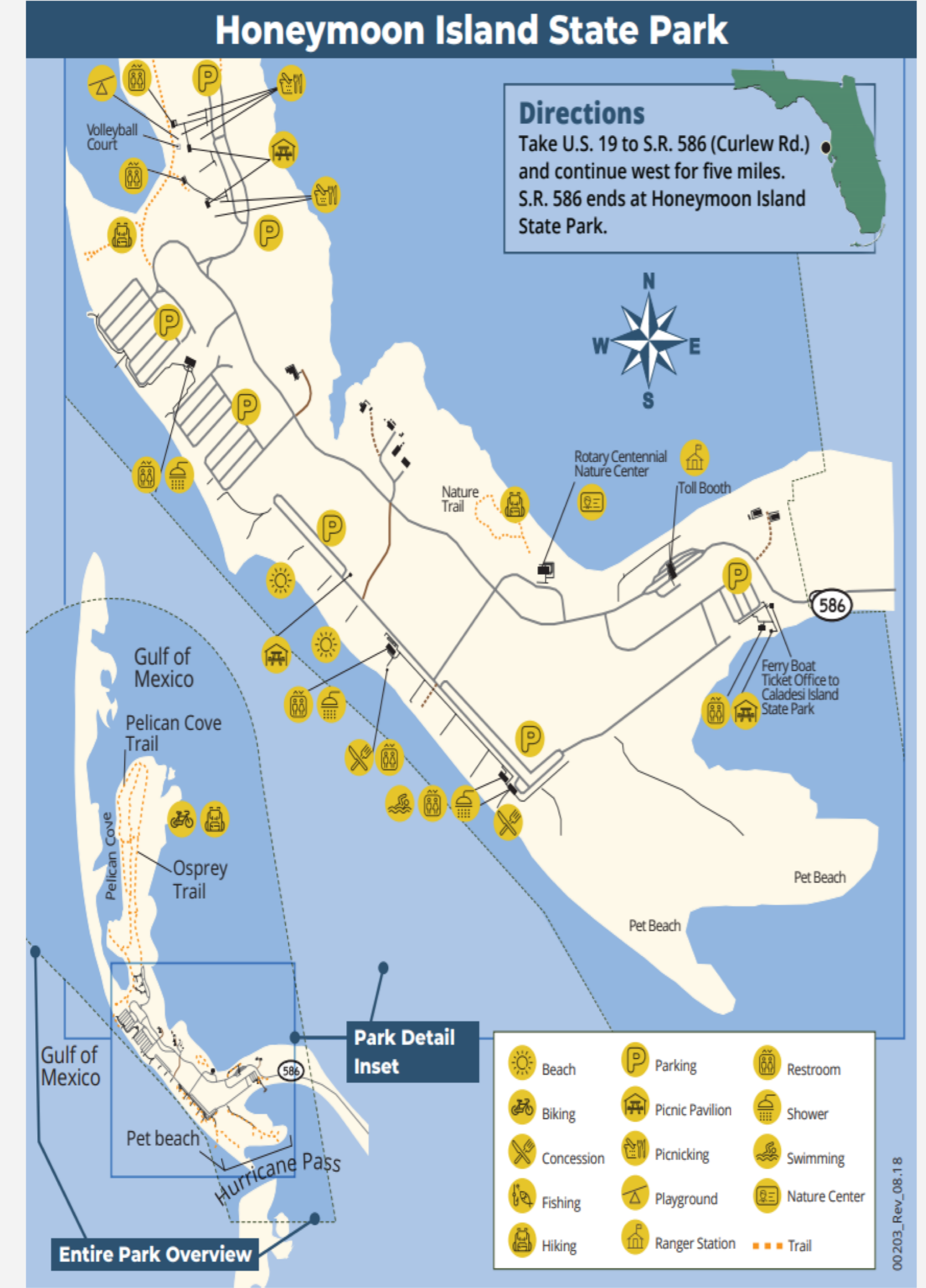
Tampa Terrorism Case Study

- **Pledged allegiance to head of ISIS**
 - Searched online – hotels, casinos, resorts, amusement parks, beaches, state parks, concert houses
 - Made 2-hr roundtrip to Honeymoon Island State Park



Tampa Terrorism Case Study

- **Made detailed preparations**
 - Acquired firearms, ammo and searched for silencers
 - Sought training – firearms and self defense
 - Searched for disguises
 - Made videos and recordings – dry run
- **Based on evidence – planned to target a public assembly location with ability to inflict maximum casualties**



Tampa Terrorism Case Study

- **Warnings and Indicators**

- **Previous arrests**

- In KSA and concealed weapon at Home Depot

- **Online activity**

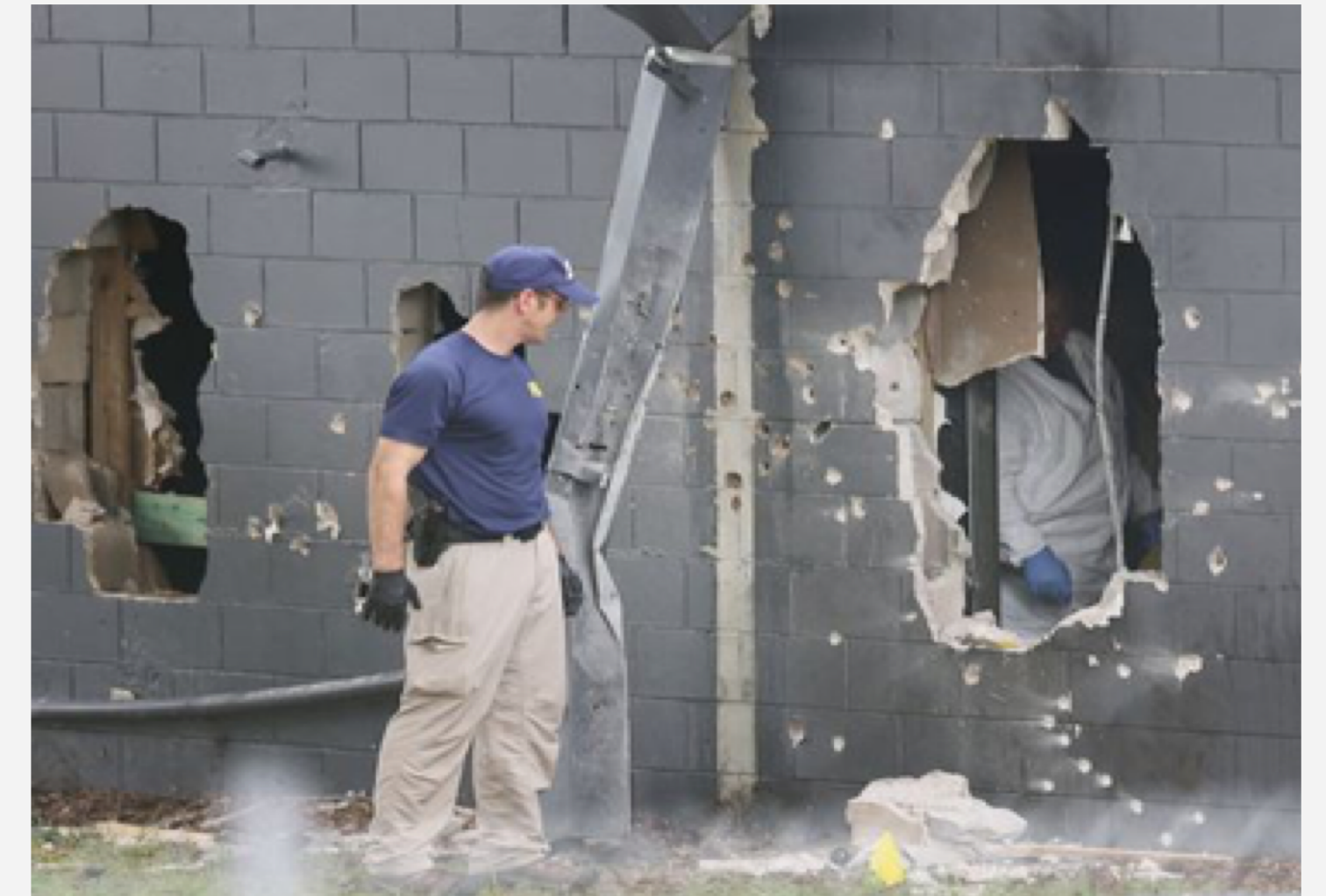
- Websites, forums, chatrooms that discussed ISIS, tactics, and related attacks

- **Co-worker observations**

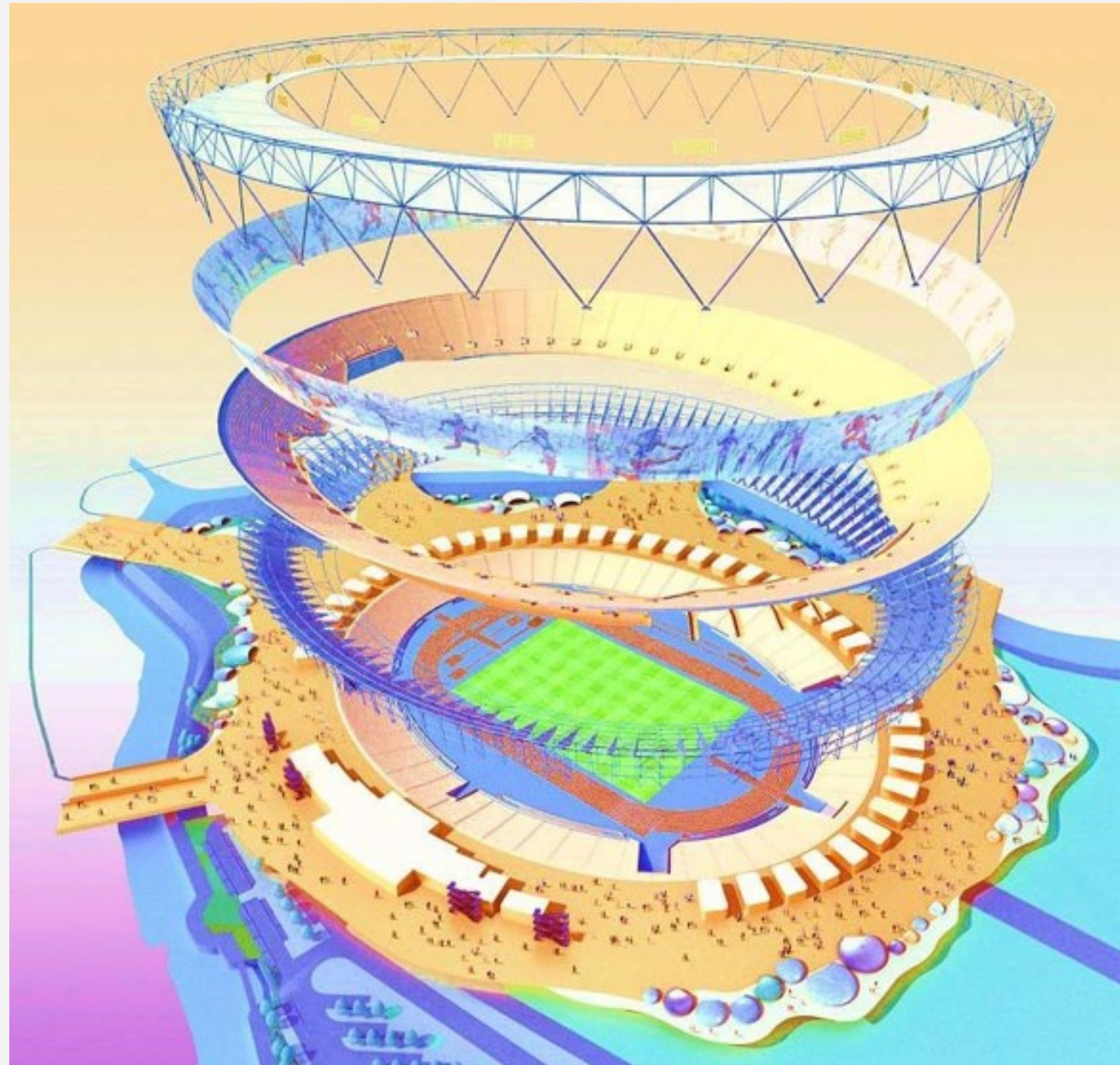
- Comments on guns, threats, violence, and radicalism

- **Interest in previous mass shootings**

- Strong interest in Pulse Nightclub shooting



Layers of Security



Coordination with Local, State, Federal Authorities

Safety and Evacuation Plans

Measures of Performance and Effectiveness

Technical or Electronic Security Measures

Personnel Assets: Hiring, Vetting, Training

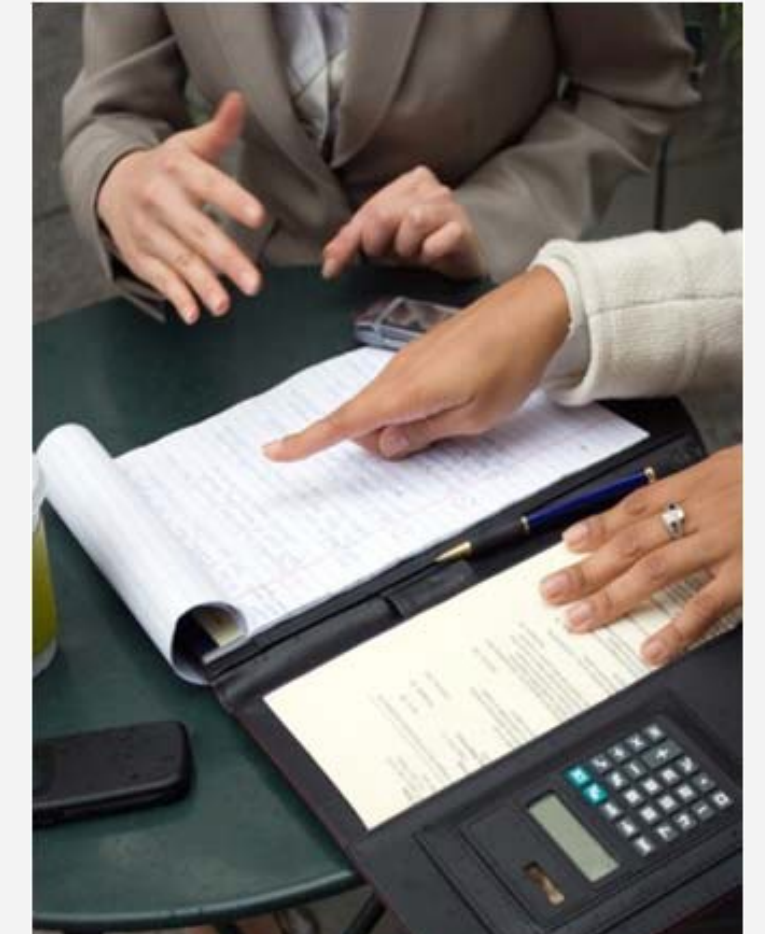
Plans, Policies, Procedures

Vulnerability, Risk, and Threat Assessments

Layers of Security

Vulnerability, Risk, and Threat Assessments

- **How did you develop your assessment?**
 - Was a third party used to conduct a threat, vulnerability or risk assessment of your facility?
 - Has a design basis threat analysis been conducted?
 - How have you addressed the recommendations from the analyses?
- **Facility:**
 - Is your venue a new construction?
 - Is it an existing facility? Have any areas been redeveloped based on the risk assessment?
- **How frequently do you reassess the risks to the venue?**



Layers of Security

Plans, Policies, Procedures

- The plans, policies, and procedures that govern your security / technology provide the framework upon which the effectiveness, safety, quality control, and success rest.
 - How do event days and non-event days differ?
 - What constitutes an exceptional event?



Layers of Security

Plans, Policies, Procedures

- **Types of Process Information**

- Foundations of your process:

- Best practices – IAVM Security Guidelines CC, sports league guidance, NCS4, ASIS
- IAVM Best Practices Planning Guide for Arenas, Stadiums, and Amphitheaters
- Government or private specifications

- Main procedural documents:

- Event day vs. non-event day procedures
- Security procedures manuals
- Quality assurance plans
- Emergency management plans
- Hiring and training policies and plans



Layers of Security

Plans, Policies, Procedures

- **Internal Update Process**

- **Responsibilities:**

- Who updates your policies and procedures?
 - Who ensures the documents are internally consistent?
 - When are policies and procedures reviewed and updated?
 - What is the peer-review process for your policies and procedures updates?



Layers of Security

Personnel Assets: Hiring, Vetting, Training

- **Documentation on Personnel**

- What is the commitment of management to security? Funding to enhance security?
- Experience and qualifications of staff and core experts (resumes, certifications)
- Hiring and vetting procedures:
 - Recruiting and screening processes
 - Background checks and frequency
 - Dismissal policies and re-training
- Personnel record-keeping, tracking databases, licensing, training records
- Training:
 - Classroom vs. On-the-Job? Annual training updates? Supervisor training requirements?
 - Training curriculum, materials, handouts, tests
 - Exercises (table top, with local authorities)
- How many individuals are deployed per event? Where are they deployed?



Layers of Security

Technical or Electronic Security Measures

- **Technical security solutions**
- **Perimeter:**
 - Where is your facility located? Near a mass-transit hub?
 - Is your venue located on a city street? How do you mitigate the risk during events?
 - How is the perimeter secured? Stand-off distance?
 - Bollards or vehicle interdiction devices? Ratings?
 - Do you secure open-air or closed parking structures?
 - Canine explosive detection teams?
- **Access Control:**
 - Employee, contractor, guest, and participant screening
 - What are your patron screening practices?
 - Color-coding of badges?
 - Credentialing procedures and policies?
 - Do you use access control alarms?



Layers of Security

Technical or Electronic Security Measures

- **Electronic Security Measures:**
 - CCTV system? How many cameras?
 - Hand-held magnetometers or walk-through metal detectors?
 - Electronic card readers?
- **Command and Control Center:**
 - Who staffs the Center during event/non-event days?
 - How do you protect the Center?
 - Do you use a guest text-messaging service?
- **Delivery Screening:**
 - Do you have a loading dock? What are the procedures at the loading dock?
 - Do you conduct screening of parcels? Biological, chemical, or explosive trace detection?
 - Are only scheduled deliveries permitted?
- **Public address system:**
 - How are guests notified of emergencies?
 - Are there Fire or EMS on-site?



Layers of Security

Measures of Performance and Effectiveness

- **Performance metrics includes:**
 - The ability of the security regime to effectively perform its crime prevention and anti- terrorism functions
 - Measures to ensure employees follow process and procedures
 - The results of any exercises, incidents, or emergencies



Layers of Security

Measures of Performance and Effectiveness

- **Quality control plans and processes**

- **Audits:**

- Internal audit process and checklist
- Third-Party audits; sports-league evaluations
- DHS site assessment visit

- **Exercises:**

- Do you participate in or conduct table top exercises?
- Do you conduct internal drills?
- Have you participated in any Federal, State, or local law enforcement drills?

- **Documentation:**

- After-action reviews
- Incident reports
- Drill results
- Testimonials from local authorities
- Points-of-contact who have experience with your venue security



Layers of Security

Safety and Evacuation Plans

- **Do you have a corporate safety plan?**
 - How is safety incorporated into staff training?
- **Do you train staff to observe and report on suspicious activities?**
 - Manage disruptive patrons? De-escalation Training?
- **What is your firearms policy for off-duty law enforcement attending the event?**
- **What are your plans for evacuating the facility and ensuring the safety of guests?**
 - Triage of injured persons?
- **Do you have a Food Defense Plan? Active Shooter Plan? Cybersecurity?**



Layers of Security

Coordination with Local, State, Federal Authorities

- **Do you have a Paid Detail of Off-Duty Law Enforcement Officers?**
- **Do you have on-site Fire and Emergency Medical Services?**
 - How many?
 - What are the terms of engagement?
 - What are SOPs for those personnel?
- **What is your coordination with Federal, State, and local Law Enforcement?**
 - Do they support your venue on event days? Non-event days?
 - Do they review your evacuation or emergency plans?
 - Do you participate in drills with local authorities?
 - Do you have formalized asset sharing or intelligence sharing arrangements?
- **Are you supported by SWAT, HAZMAT, canine explosives detection, or other specialty law enforcement teams?**



Key Take-Aways



- **Ensure facility has current risk assessment**
- **Review and update your organization's physical and cyber security policies and procedures**
 - Ensure procedures include training and instructions for identifying and reporting suspicious activity.
- **If your organization or facility has been shuttered, review surveillance/security camera footage and inspect the premises for signs of unusual or suspicious activity; e.g. forced entry, items missing, and vandalism**
- **Understand / update the organization's Emergency Plan**
 - Building evacuation routes
 - Shelter-in-place procedures and locations
 - Primary & secondary staging areas
 - Include law enforcement in planning
- **Ensure multi-disciplinary involvement**
 - Leadership, security, HR, Legal, OSHA, EAP, Communications ...
- **Exercise these plans**
- **Maintain Situational Awareness**
- **Double down on online training. Take this opportunity to have the entire workforce complete online training on workplace violence prevention, active shooter preparedness and response, and de-escalation techniques.**



An e-Learning Platform for Effective Preparedness Training

- **Introducing The Power of Preparedness (TPOP)**
 - An excellent complement to your stand-up training
 - Learn from any computer or smart phone
 - Reach your entire team instantly
 - Powerful on-boarding tool for new hires or contractors
 - Documented compliance / completion certificates
 - Subject matter expert faculty
 - Customizable to include your leadership and location
 - Subscription-based - gives you 24/7 access all year



All These Topics in One 45-Minute Online Course



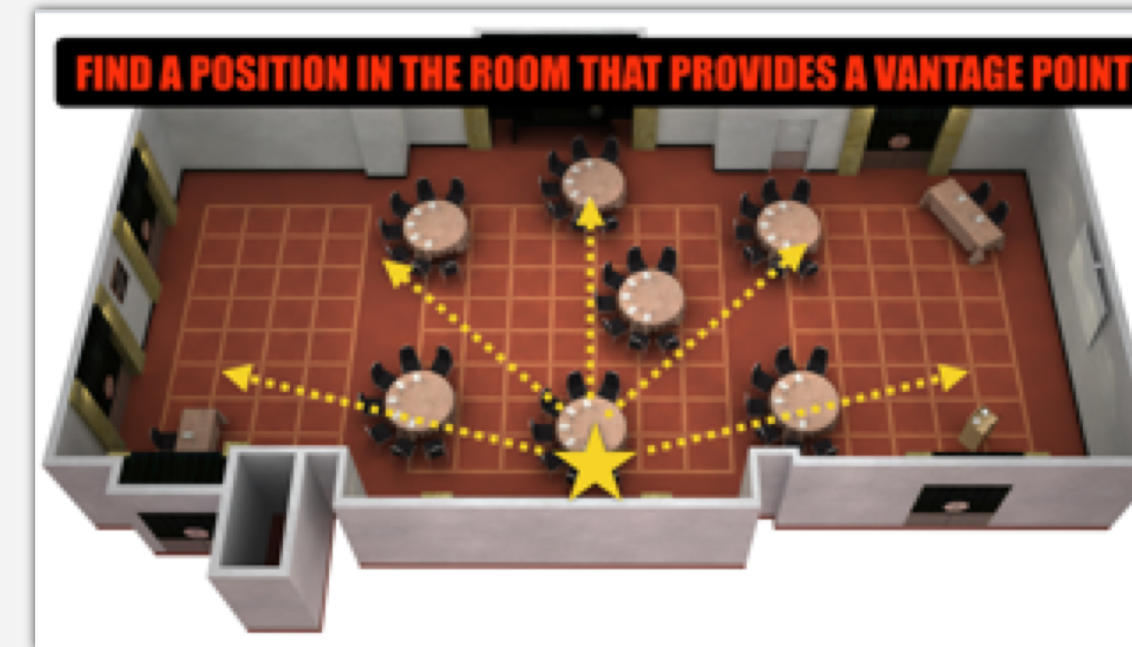
Workplace Violence Recognition

HIGHEST RISKS: CHANGES IN TYPICAL BEHAVIOR

INTROVERTED TYPES THAT SUDDENLY SEEM OVERLY BOISTEROUS OR AGGRESSIVE

EXTROVERTS THAT SUDDENLY SEEM WITHDRAWN AND REMOTE

Value of Early Recognition



Situational Awareness

WHAT IS VERBAL DE-ESCALATION

ANGRY

IRATE

UNREASONABLE

A THREAT TO YOU OR THE ORGANIZATION

Verbal De-Escalation Techniques



Recognizing Gunfire



Surviving an Active Shooter Event



Response to Injury

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