

Risk Management and Negligence

DOI: 10.5040/9781718206731.ch-009

Page Range: 137–158



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Chapter Objectives

After completing the chapter, the reader should be able to do the following:

- Describe risk management.
- Identify the risk management process and generate a risk management plan.
- Recognize risks that could hinder an event.
- Understand crowd control.
- Devise an emergency plan.
- Understand that a competent, trained staff is critical for securing a safe environment.

Industry Profile: James A. DeMeo, Unified Sports & Entertainment Security Consulting

James A. DeMeo has nearly 28 years of experience in the security industry and is considered a foremost expert on event security. He is a retired detective from the Nassau County Police Department, Long Island, NY, having served 21 years in law

enforcement. He is the founder, president, and CEO of Unified Sports & Entertainment Security Consulting (USESC), based in Raleigh, North Carolina.

With USESC, DeMeo's goal is to create value for stadium ownership groups by raising the level of professionalism for event staff while reducing employee turnover. Making sure that staff can connect with fans on a human level enhances an amazing game-day experience, he says, emphasizing the benefits of de-escalation and verbal communication skills to a cohesive security program.

DeMeo was an integral member of a research team for a poster project presented at the North American Society for Sport Management (NASSM) conference in June 2016, "Professional Sport Security and Marketing Interface: A Delphi Study. Assessing the Influence of Sport Security Operations on the Guest experience: Using the Delphi Method to Understand Practitioner Perspectives." The conference proceedings were later published by the University of Southern Mississippi in its *Journal of Sport Safety and Security*.

DeMeo earned his master of science degree in sport management from Adelphi University in 2012. He is a member of ASIS International. Recognized by *Security Magazine* as one of the most influential people in security 2017, he serves as an online adjunct instructor for Tulane University's School of Professional Advancement & Security Studies Program, teaching graduate students about sport event security. He is the bestselling author of *What's Your Plan? A Step-by-Step Guide to Keep Your Family Safe During Emergency Situations*.

When someone says they need to develop a risk management plan for their event, what are they really talking about?

Safeguarding today's sporting events at stadiums, venues, and arenas has become quite complex and presents numerous challenges for frontline staff entrusted with duty of care responsibilities within the confined space. A thorough and complete risk management program starts with stadium leadership viewing the aspect of security from multiple angles and features a top-down- bottom-up holistic approach with all key stakeholders speaking the same language in the interest of public safety. Crowd control, terroristic threats, errant drones, active shooters, workplace violence, improvised explosive devices (IEDs), weather challenges, and chemical, biological, or radiological agents are just a few examples of what a risk manager's duties and responsibilities might entail for protecting fans, brand, and organization assets.

Integrating technology with physical security measures—ingress screening, hand wand, metal arches, bag checks, and so on—bodes well for ownership groups in these endeavors. Ask owners what keeps them up at night and they will tell you it's the thought of a security breach at their stadium, venue, or arena. Being proactive in conducting threat and vulnerability assessments, tabletop exercises, computer simulations, fire drills, active shooter training, threat and behavioral analysis, and verbal

de-escalation skills training can help the stadium risk manager confront challenges.

Does the size of the event dictate what you would do to create a safe environment?

Yes. Understanding not only the size of the event but also the crowd demographics, based on the featured artist or performer, dictates the type of patrons attracted to the venue. A general rule of thumb is the 1/250 rule, which states that for every 250 patrons you should deploy one highly trained security officer for the event. The challenge of part-time staff versus full-time in-house personnel working the venue is ever present. There tends to be a higher turnover in personnel when third-party part-time contract security staff is used to take advantage of lower wages, benefits, and so on. An organization tends to have more control of in-house staff, who buy into and are more familiar with the organization's mission, culture, goals, and objectives.

Would you say that owner negligence is a big factor in many of the safety concerns that are present at events?

The aspect of duty of care is the legal standard to which organizations are held when safeguarding fans attending events. Preventing slips, trips, and falls is a key risk-mitigation strategy deployed by guest services, security, and housekeeping inside the venue. The accurate and detailed documentation of patron injuries is central in protecting organizations from facing potential litigation and inherent liabilities within the space. EMS documentation and calls for service must be tracked accurately inside a venues command center.

What challenges do event planners face with regard to risk management and security?

Safeguarding today's events is constantly evolving, based upon the numerous threats seen within the space. The smooth, safe, and efficient screening of fans helps prevent potential chokepoints and bottlenecks in densely populated ingress and egress checkpoints. Terrorist organizations as well as the extremely unpredictable lone wolf conduct reconnaissance to see where these potential bottlenecks may occur. The goal of a terrorist organization is to inflict mass casualties in densely populated areas of stadiums, venues, or arenas, which include egress checkpoints that flow into mass transportation hubs and entertainment zones. This was exemplified by the suicide bomber who waited for fans to exit Ariana Grande's Manchester concert. And the unprecedented aerial assault that took place at the Harvest 91 Concert in Las Vegas changed the event security landscape in its aftermath.

How have social media usage impacted risk management?

Responsible social media monitoring is a key risk-mitigation strategy for safeguarding today's events. Information of a threatening nature posted or shared on social media platforms such as Twitter, Facebook, Instagram, and Pinterest can be monitored by stadium command centers in real time. This information can be passed along to security and law enforcement to help mitigate a potential threat. The Joint Terrorism Task Force

(JTTF) and Fusion Centers are governmental resources available to the professional stadium risk manager.

Do sporting events create a greater or a different challenge in terms of planning and preparation than, say, a school building? Please explain what those differences require.

Safeguarding events is different from protecting a school building, but the same protocols and procedures can be utilized in both verticals. High school basketball games, football games, and other special events can take place in both high school and higher education learning environments. Lesson learned is the prevailing theme from both the Parkland and the Santa Fe school shootings. The sharing of best practices between security leaders and law enforcement agencies helps to prevent future attacks. An After Action Report (AAR) is a useful learning tool that can be utilized by key stakeholders working within the space.

How critical is training staff (paid and volunteers) in creating a viable plan?

The need for proactive event staff training cannot be overemphasized. Reactive measures no longer suffice during these difficult times. Organizations can operate from a position of strength when they are out in front of the curve. This starts with a proactive security mindset where learning is metrically measured for retention and aptitude. Proper vetting, and background checks of all staff, including volunteers, are paramount for today's risk manager. The stakes are way too high for not properly preparing staff to meet these challenges.

In your years of experience, what would you say is the one area of risk management that many people overlook?

Proactive training. Security theater—a window-dressing approach that simply involves checking all the boxes —makes poor business sense. Business continuity and resiliency are the buzzwords in today's industry. You don't want to be known as that one organization that skimmed on security and found itself in court six months down the road facing a potential multimillion-dollar lawsuit.

What critical skills allow an event manager to provide a safe and secure environment for patrons, staff, and participants?

Proactive staff training, efficient staff deployment, threat and behavioral analysis, emotional intelligence, thoughtful leadership, and verbal de-escalation skills training.

What advice do you offer to current or future event planners and managers with regard to risk management and safety?

Continuing education and professional career development resources for event staff. Forward-thinking organizations such as the National Center for Spectator Sports Safety and Security (NCS⁴) and the International Association of Venue Managers (IAVM) are excellent educational resources for the aspiring venue manager safeguarding today's

events.

Furthermore, the ability to empower your staff by tuning in to what motivates them in their respective careers helps to reduce staff turnover. A happy, engaged, and well-trained event staffer is more likely to buy into organizational culture and not leave for greener pastures. Today's sports and entertainment industry is a multibillion-dollar juggernaut. It's all about the fan experience. When fans feel safe and entertained and are treated with dignity and respect by event staff, the likelihood is they will return to the venue time and time again.

Risks are inherent in activity. Copious energy must be afforded this area of concern in event planning. Doing your due diligence in the planning phase will help in identifying, scrutinizing, evaluating, minimizing, or eliminating and controlling any potential risks or threats to your event. Today's event landscape presents an even greater challenge to managers, planners, workers, and fans. Planning a safe and secure experience is a collaborative endeavor that requires all stakeholders to be involved, prepared, and observant. The concerted effort must address any potential hazards and threats to the overall event experience. Two such areas that need specific attention are risk management and negligence. These two concerns are inextricably woven into managerial responsibilities, whether you are a coach, a teacher, a recreation program administrator, or a manager in a high school, college, Olympic, or professional sport organization. Most members of the general public are unaware of the inner workings of producing an event and the countless hours and efforts that go into running it, but they do have the expectation of being in a safe and secure environment and that they will be entertained.

Carefully identifying and addressing the potential risks associated with an event is essential in meeting the expectations of the event and the public. Spengler, Connaughton, and Pittman (2016) define risk management as "reducing or eliminating the risk of injury and death and potential subsequent liability that comes about through involvement with sport and recreation programs and services" (p. 2). Sharp, Moorman, and Claussen (2010) stress the preventive nature, identifying what-if scenarios to determine potential threats and address them in the planning phase. Risk management at its simplest is a "process for managing the risks that you can identify—and insuring those you can't manage" (Ashley and Pearson 1993, p. 1). DeLisle (2009) emphasized the use of common sense and prudent responsibility to minimize threats.

All definitions lead to one conclusion: You must be diligent in identifying potential hazards and craft a plan for managing them. It is very easy to become comfortable with the way things are when you have not been confronted with an incident to challenge your response. According to Trump (2009), "the most challenging obstacle ... is complacency. Time and distance from a major high-profile tragedy breeds complacency and fuels denial" (para. 7). This complacency and denial could position an event manager on the wrong side of a lawsuit. Taking a cue from the Boy Scouts of America, it is in our best

interest to always be prepared.

Risk Management Process

It is virtually impossible to eliminate all potential risks, but you can act to protect your investment. The risk management process is not a one-and-done exercise but rather a dynamic process utilizing everyone involved in the planning and execution of an event. Your risk management plan is a holistic approach that comprises crisis management plans, emergency action plans, and a communication plan. Risk management planning best embodies Murphy's Law that if anything bad can happen, it probably will, and you want to be prepared.

Tarlow (2002) outlines the risk management process as identifying risks, projecting potential issues related to the risk, identifying remedies, doing what is necessary to prevent injuries, anticipating the reaction to the crisis, and creating a plan for both the crisis and how it will be communicated to the public. Sharp, Moorman, and Claussen (2010) offer the following elements of risk management:

- *Identification.* Conducting a legal audit identifies the deficiencies that need to be addressed or corrected during the planning process of a risk management plan (discussed later in this chapter).
- *Assessing and classifying.* Documentation of previous incidents is of great use when assessing issues and attempting to classify them. The risk matrix in figure 9.1 is a great tool for helping you with risk identification, defining the levels, classifying the severity, and assessing the probability of occurrence.
- *Treating and managing.* Risk treatment refers to the process of determining the options for addressing potential risks. Once these are determined, there are four possible paths to treating the risk: accept, reduce, avoid, or transfer. Accepting the risk means retaining the risk and working around it. Reducing the risk is accomplished by putting measures in place to lessen the impact of a hazard such as severe weather. Risk avoidance involves deflecting potential threats in hopes of minimizing the effects, such as training and policies. The final treatment involves transferring liability to a third party (e.g., via an insurance policy), thus shifting liability (Cotten and Wolohan 2017).

The management of risks requires the generation of standard operating procedures (SOPs), which provide consistency and uniformity for job performance. Parkhouse (2005) defines an SOP as a "strategic plan that will provide the most efficient and effective way to decrease the occurrence of risks" (p. 160). When developing your SOPs, you should take care to involve all vested personnel since they know specifics about each area that needs to be covered and these should be simply stated to reduce the potential for confusion. These SOPs become guiding principles for an event, outlining processes and procedures to be followed for identified risks.

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Risk Management Planning

Proactively identifying and classifying potential risks will assist in the development of risk management plans. The DIM process is a way to remain proactive rather than reactive during a crisis situation by developing, implementing, and managing the plan.

Category		PROBABILITY THAT SOMETHING WILL GO WRONG				
		Frequent Likely to occur immediately or in a short period of time, expected to occur frequently	Likely Odds likely to occur in time	Occasional May occur in time	Seldom Not likely to occur but possible	Unlikely Unlikely to occur
SEVERITY OF RISK	CATASTROPHIC May result in death	E	E	H	H	M
	CRITICAL May cause severe injury, major property damage, significant financial loss, and/or result in negative publicity for the organization and/or institution	E	H	H	M	L
	MARGINAL May cause minor injury, illness, property damage, financial loss, and/or result in negative publicity for the organization and/or institution	E	M	M	L	L
	NEGIGIBLE Hazard presents a minimal threat to safety, health, and well-being of participants, staff	M	L	L	L	L
RISK DEFINITIONS						
Many events, without proper planning, can have unreasonable levels of risk. However, by applying risk management strategies you can reduce the risk to an acceptable level.						
E	Extremely High Risk	Activities in this category contain unacceptable levels of risk, including catastrophic and critical injuries that are highly likely to occur. Organizations should consider whether they should eliminate or modify activities that still have an "E" rating after applying all reasonable risk management strategies.				
H	High Risk	Activities in this category contain potentially serious risks that are likely to occur. Application of proactive risk management strategies to reduce the risk is advised. Organizations should consider ways to modify or eliminate unacceptable risks.				
M	Moderate Risk	Activities in this category contain some level of risk that is unlikely to occur. Organizations should consider what can be done to manage the risk to prevent any negative outcomes.				
L	Low Risk	Activities in this category contain minimal risk and are unlikely to occur. Organizations can proceed with these activities as planned.				

Figure 9.1. University of Wisconsin --River Falls risk-assessment matrix REPRINTED BY PERMISSION FROM UNIVERSITY OF WISCONSIN - RIVER FALLS.

Developing the Plan

The first step in developing a risk management plan is to identify the potential risks that could be associated with an event (Cotten and Wolohan 2017; Ammon, Southall, and Nagel 2016). Various methods can be utilized to collect this information, from fans reporting potential hazards to a full-fledged walk-through of the host venue. Most venues will already have SOPs in place for addressing potential situations, but anything that has not been previously experienced may require special attention. Involve as many people as necessary to ensure the safety of all involved. This process is also referred to as risk assessment.

Once the venue, whether indoor or outdoor, has been carefully considered, the identified risks must be classified (Ammon, Southall, and Nagel 2016). Classifying potential risks in a hierarchical order allows their frequency and seriousness to be understood (Spengler, Connaughton, and Pittman 2016). As mentioned earlier in the section on assessing and classifying risks, a risk matrix is a common tool used by event and facility personnel for this purpose. Barringer (2006) summed up a risk matrix as a graphic tool that highlights the chance of a risk with the consequence of the risk. Next, event managers need to decide

how to manage or treat the identified risks. Various authors have identified the four possible treatments as retaining, reducing, avoiding, or transferring to a third party (Cotten and Wolohan 2017; Ammon, Southall, and Nagel 2016; Spengler, Connaughton, and Pittman 2016).

Implementing the Plan

Implementation of a risk management plan requires that all involved understand the expectations the plan has established and also understand their role in making sure these expectations are met. If properly trained, event staff should be confident and able to do what is expected of them. Buy-in is critical. This can be achieved by involving the staff in the development of the plan or, if utilizing volunteers, asking for suggestions during training (Ammon, Southall, and Nagel 2016). A key ingredient in the facilitation of a risk management plan is the effectiveness of communication. Handbooks, e-mails, posters, fliers, and other forms of conveying information are essential for maintaining open lines of communication and consistency in expectations.

Managing the Plan

All the hard work put into devising the plan is now ready to pay off. You've hired the staff, trained them, and prepared them for potential risks. It is crucial that you have confidence in the person or persons hired to oversee the risk management process. The risk management plan is an evolving document. Over the course of an event, things will happen that may not have been addressed in the plan. The risk manager will document these incidents and develop strategies for addressing them in the future. Each event should end with a formal evaluation. The final step in most processes—evaluation—allows for pinpointing where something went wrong and, more important, where things went right. Do not assume that an incident-free event means the plan is foolproof. Event managers must be constantly considering what can be done to best serve patrons, keeping them safe and secure while at an event. Remember, a satisfied customer is a repeat customer!

Threats to Events

When attending an event, a patron does not plan to become part of the action, but sometimes a foul ball or a broken bat ends up in the stands, or a hockey puck misses the Plexiglas and sails 12 rows up, or a patron spills a drink and it goes unreported or the custodial staff does not respond immediately. All these incidents unrelated to the event itself have the potential to cost the event and facility managers in legal fees. Spengler, Connaughton, and Pittman (2016) outline some of the potential threats that require special consideration in risk management planning: medical attention, heat-related illnesses, lightning safety, blood-borne pathogens, equipment and supervision, and insurance. We add to that list all types of weather issues, food safety, drones, natural

disasters, and human trafficking. A discussion of some these potential threats follows.

Medical Attention

The medical attention an event manager needs to provide is dictated by the type of event and the governing body. We know that injuries are inherent in sport and that we can prepare for what might happen. At the very least, staff should be certified in first aid, cardiopulmonary resuscitation (CPR), and the use of an automated external defibrillator (AED). Event personnel should carry cell phones in case they need to call 911. In a medical emergency, response time can be the difference between life and death. Establish a clear communication plan for every situation, including who will be the designated caller (Spengler, Connaughton, and Pittman 2016).

Heat-Related Illnesses and Other Weather Issues

According to the National Oceanic and Atmospheric Administration (NOAA) (2018) the most common weather-related killer in the United States on average for the past 30 years is heat. In 2017, heat-related death ranked second to flooding, which ranks second in the 30-year average category. NOAA works diligently with local National Weather Service (NWS) offices to report weather conditions. As the weather becomes warmer, the NWS begins to issue excessive heat outlooks, watches, warnings, and advisories. Identify someone from the event management staff who will be responsible for checking the extended forecast so that alternative plans can be considered if necessary.

Reports of well-conditioned athletes collapsing from heat-related causes are far too common. The death of Minnesota Vikings player Korey Stringer in 2001 sparked the need for increased awareness and education on heat-related illnesses. An estimated 2,100 people sought treatment for exhaustion and dehydration at the 2012 Boston Marathon (Turchi 2018). Summer 2018 workouts in 85-plus-degree weather cost a University of Maryland football player his life. During the summer of 2011, six high school football players died from heat-related injuries in Texas, and in November 2011, a University of Miami football player was found unconscious on the field at an early-morning practice (Siegel 2011; Kercheval 2011). Even one death is too many; you need to make sure that any event you are hosting outdoors during high temperatures has a plan in place to help relieve the heat and replenish nutrients.

Severe Weather and Lightning Safety

NOAA also offers guidelines for other severe weather-related issues such as hail, flooding, tornadoes, and lightning. Weather preparedness needs to start before there is a storm. In their presentation on preparing venues, the NOAA offers four stages of severe weather warning response for keeping attendees safe: planning, practicing and preparing, monitoring, and acting. Each stage should address the actions you should be taking related to various weather issues. It is also important for you to understand the weather-

related definitions in the sidebar.

Lightning can strike when least expected. In March 2012, four members of the Seymour (Indiana) High School softball team were injured, one critically, from a lightning strike on what was described as a hot, sunny day (WRTV 2012). NOAA calls this phenomenon a “bolt from the blue,” stressing that lead time for lightning strikes varies from minutes to hours and that warnings are not issued for this type of severe weather. A serious concern for event managers, lightning can travel as far as 25 miles (40 km) from its origin before it strikes. Consulting the various organizations that address lightning safety, such as the National Athletic Trainers' Association, National Lightning Safety Institute, National Collegiate Athletic Association, and state high school sports associations, is highly recommended (Spengler, Connaughton, and Pittman 2016).

In 2017, the red carpet walk for the MTV Movie and TV Awards held in Los Angeles was interrupted by a freak rainstorm that quickly turned into an even more rare hailstorm (Reuters 2018). The rain had been predicted but the thought of hail never crossed the organizers' mind. Ultimately, the red carpet was abandoned. NOAA's lead time for predicting a hailstorm is listed as approximately 20 minutes. Regardless of its size, hail can cause damage or injury so you should have a precaution in place to move attendees to a solidly constructed facility (if outdoors) and away from any windows.

Event directors of the 2018 Senior PGA Dick's Sporting Goods Open held in Endicott, NY, found themselves knee deep in water, literally, when a rain and flash flooding paralyzed preparations for the tournament (Houghtailing 2018; Paddock 2018). This was more than just a golf tournament, and organizers and workers had to work throughout the night pumping water from several holes and erecting hospitality tents and a stage for country music star Blake Shelton to perform on the Friday night of the event. Because weather is unpredictable, having contingency plans and being familiar with weather patterns is a necessity for an event planner.

Terms for Predicting the Potential for Severe Weather

Warning

A warning is issued when a hazardous weather or hydrologic event is occurring, imminent, or likely. A warning occurs when weather conditions could threaten life or property. People in the path of the storm should take protective action.

Watch

The term watch means the risk of a hazardous weather or hydrologic event has increased significantly, but its occurrence, location, or timing is still uncertain. A watch means that hazardous weather is possible. People should have a plan of action and be prepared for a possible storm. They should stay alert and watch for later information and possible warnings, especially when planning travel or outdoor activities.

Advisory

An advisory is issued when a hazardous weather or hydrologic event is occurring, imminent, or likely, could cause significant inconvenience, and if caution is not exercised, could lead to situations that may threaten life or property.

Outlook

An outlook is issued when a hazardous weather event is possible within the upcoming week. Outlooks are intended to warn affected people of the potential for significant weather that could lead to situations that may threaten life or property.

Sometimes you may have only seconds to react to what the weather brings you. Take for instance the 2008 Southeastern Conference Men's Basketball Tournament. An F1 tornado struck downtown Atlanta during the Mississippi State vs. Alabama game. Videos taken during the event show debris falling from the ceiling while the PA announcer confirms severe weather in the area and instructs attendees to move to the corridors (ESPN 2008).

As has been shown, severe weather can and will have an adverse effect on your event. Rain or snow can lower your attendance numbers; more severe weather could lead to critical injuries or even death. During the planning phases for your event, make sure you include a severe weather plan. NOAA recommends you include the following in your plan:

- Develop it around your hazard assessment
- Address vulnerabilities
- Clearly define who is in charge of making weather-related decisions
- Details on how to obtain weather information
- Weather thresholds that trigger decisions or actions
- *All* staff members must be trained and should practice
- Capabilities and resources available both on- and off-site
- Communication capabilities (back-ups)
- Address crowd control (panic)
- Don't forget about people with special needs
- Work with your local emergency manager or local response officials or with your insurance company

Another recommendation is to find out whether the community or venue in which you are hosting is a StormReady member. StormReady is an NWS program that helps communities proactively prepare for what could happen during severe weather. It brings together multiple entities in an effort to alert and respond to any severe weather events (National

Oceanic and Atmospheric Administration n.d.).

Blood-Borne Pathogens

In many sports, injuries are a given. Some injuries involve the muscles and joints, while others involve the loss of blood. Strict precautions regarding handling blood are specified by the Occupational Safety and Health Administration (OSHA). OSHA guidelines exist to prevent the spread of diseases through contact with blood. Using latex gloves and thoroughly washing hands are two preventive measures. Sports such as boxing and the martial arts in particular are scrutinized when it comes to blood-borne illnesses.

Equipment and Supervision

Equipment is essential in sport. For the protection of the participants, safety inspections must be performed to make sure that equipment is maintained and in proper working order. It is critical to make sure that equipment and supervision are adequate for the age of the patrons (Cotten and Wolohan 2017). From a legal perspective, both equipment and supervision fall within the realm of liability law. Sharp, Moorman, and Claussen (2010) report concerns of liability with regard to supervision. The quality of the supervision (a competent, trained staff) and the quantity of supervisors (ratio of supervisors to participants or attendees) must be adequate for the activity or event.

Hiring competent staff and conducting a thorough screening process, including background checks, are necessary supervision criteria. Although events rely heavily on volunteers, not every person who applies needs to be hired. According to Van Der Wagen and Carlos (2005), training should address three areas: event objectives, the facility, and each staff member's job duties. Becoming familiar with expectations allows the staff to fully grasp the intent of the event. Touring the facility familiarizes them with exits, evacuation routes, concessions, and any other aspects necessary for them to do their jobs properly. Be sure to let employees and volunteers know the expectations of their specific jobs and how they fit into the overall experience that patrons will have while at the event.

As a shining example of how properly trained staff make for a spectacular event, we need only look at the 2012 Super Bowl in Indianapolis. The Super Bowl Host Committee provided numerous training sessions over the course of a year for its 8,000-plus volunteers. The volunteers were subjected to background checks by Homeland Security and were trained on how to respond to certain issues should they arise. Communication was critical to the success of the Super Bowl volunteer program, and text messages, e-mails, and websites were vital tools for disseminating the necessary information about schedule or venue changes.

Insurance

Insurance needs are determined by the type and location of an event but, at a minimum,

event organizers need to secure liability insurance to protect their financial investment and protect against potential legal action related to civil or criminal law (deLisle 2009; Supovitz 2005). Liability insurance is necessary because facility owners will require you to purchase it to protect their interests in your event and because of the duty owed to participants, spectators, and workers (Supovitz 2005). This duty refers to the requirement of the party hosting the event to provide a safe environment for all involved. Due diligence in the planning process should account for potential issues that could result in injury or worse to participants, spectators, or workers. According to Van Der Wagen and Carlos (2005), liability claims "can be reduced by careful risk analysis and prevention strategies" (p. 52). It is especially important that event planners allocate the funds necessary to procure the appropriate amount of liability coverage. Each event is different and will require insurance coverage based on the size, complexity, and location of the impending event (Supovitz 2005).

Food Handling and Safety

For many, the food experience at an event can be even more meaningful than the event itself. Many people rate the quality of the food just as important as the event itself. White (2017) states that stadiums "count on food and beverage sales as a major revenue source; menus now play a more substantial role in these venues" (para. 2). The Center for Disease Control and Prevention (CDC) estimates that 48 million people a year get sick from foodborne illnesses like norovirus, salmonella, clostridium perfringens, and campylobacter (CDC). Since food poisoning leads the list of foodborne illnesses, the CDC has created the simple four-step guide to food safety found in Figure 9.2. If you will be serving food, these steps are mandatory and training all employees is a must. Specific guidelines must be followed to ensure food safety, workplace cleanliness, and proper sanitation. If you contract your concessions, be sure to review the health ratings of the companies you are considering.

Drones

Drone usage is not new in terms of providing a bird's eye view of a location or a game. In October 2014 a drone was witnessed hovering over the student section at a University of Wisconsin football game. Although the drone was determined to be harmless, the university did not have a plan for how to handle such an occurrence. And now, with drones becoming more affordable and the increasing likelihood that someone could use them for harm, this technology has to be addressed in your risk management plans. Many venues have had to create policies and post no-fly-zone signs to thwart the amateur pilots from invading stadium air space. A 2014 triathlon incident in Australia depicts the harm drones can cause, even if they are being used with the best intent. Triathlete Raija Ogden was hit in the face by an event drone that was tracking the racers just shortly after she started the running portion of the event (Taillier 2014). A similar drone spotting happened that same year at PNC Park during a Pittsburgh Pirates game. Authorities quickly responded to the

sighting and the operator was ordered to stop flying. He “willingly complied and was not cited or arrested” (Sanserino and Todd 2014). Both of these incidents were harmless uses of drone technology, but many event and facility managers are concerned about the unauthorized, illegal, and possibly devastating use of drones at events.

BASICS FOR HANDLING FOOD SAFELY

Safe steps in food handling, cooking, and storage are essential to prevent foodborne illness. You can't see, smell, or taste harmful bacteria that may cause illness. In every step of food preparation, follow the four steps of the Food Safe Families campaign to keep food safe:

- Clean—Wash hands and surfaces often.
- Separate—Don't cross-contaminate.
- Cook—Cook to the right temperature.
- Chill—Refrigerate promptly.

Figure 9.2. Four Steps to Food Safety as recommended by the CDC From the U.S. Food and Drug Administration. www.fda.gov



Drones present a greater threat than many people realize. OLI SCARFF/AFP/GETTY IMAGES

The NCS⁴ at the University of Southern Mississippi claims that drones present a greater threat than many realize. A 2017 incident at Levi's Stadium in San Francisco shows how a drone can "penetrate the air space above the stadium" dropping "a payload on the more than 65,000 fans in attendance. Fortunately, the drone only dropped fliers" (*Gameday Security* 2018, p.18). This was only another innocent use of a drone, but what if that payload had been a biological weapon? Imagine what the results could have been. This is not to scare you, but to make you aware of how new technology, like drones, can cause a threat to your event.

Natural Disasters

As we saw in chapter 8, natural disasters such as hurricanes can cause the delay, relocation, or cancellation of an event. Game 3 of the 1989 World Series was interrupted when a 6.9-magnitude earthquake rattled the San Francisco Bay area (Bahr 2015). The obvious difference between these two natural disasters is that one of them you know is coming and can prepare for and one other one you do not.

Human Trafficking

Although it is discussed only in relation to mega sporting events in the literature, human trafficking has been listed as the fastest-growing crime in the world (Ochab 2017), ranking second behind illegal drug trafficking (UNANIMA). Everyone in event management needs to be aware of and trained in how to spot a potential issue. As a part of the 2013 NCAA Men's Basketball Championship in Atlanta, Georgia, Dr. Danzey-Bussell (coauthor of this textbook), who volunteered for the event, was required to attend a training hosted by the FBI addressing the issue of human trafficking and its prevalence in the Atlanta area (a major airport hub) and was trained in spotting a trafficking victim. Victims are pressed into what has been termed *modern-day slavery* for various criminal activities and labor exploitation (UNANIMA).

Crowd Control

Among the many skills required of facility managers is an understanding and appreciation of crowd dynamics and the relationship of crowding to facility design and management. Fruin (1984) reported that good crowd planning and management improves the public's enjoyment of events and encourages attendance. It also reduces crowd-related accidents, their associated liability claims, and the possibility of more serious and costly incidents. This management skill is critical for both the patron and the manager. Event planners must understand the difference between crowd management and crowd control. Berlonghi (1994) defined crowd management as those measures taken to facilitate the movement and enjoyment of people. He contended that properly managing a crowd reassures people that they will get what they paid for and that they will return home safe and sound.

Crowd Management Plans

Crafting a crowd management plan (CMP) that includes the strategies necessary for creating a successful and safe event is one part of the overall risk management plan. A CMP helps provide a safe and enjoyable environment for patrons. An effective plan addresses the following.

- Number of people at the venue
- Behavior of spectators
- Layout of the facility
- Movement and activities of guests
- Emergency response
- Specific concerns of guests visiting the facility

Here are some key terms related to crowd management:

- *Crowd expectations.* Patrons have the expectation that the environment they are entering has been prepared for the event and is safe and secure. They assume that every precaution has been taken to prevent accidental, intentional, or negligent acts that could cause harm. A great example of a proactive effort to put fans at ease can be found on most university websites under "Game Day Information." Like many other campus and professional sporting venues, the University of Alabama has taken a bigger step and installed metal detectors at Bryant-Denny Stadium. The university utilized social media to get the word out.
- *Crowd dynamics and demographics.* Every crowd has its unique qualities. According to Fell (2003), crowd dynamics refers to "the management and the flow of pedestrians in crowded venues and situations" (p. 1). The demographics of the crowd also play a role in the dynamics.
- *Movement theory.* How people move inside and outside a facility relates to pedestrian traffic flow. In terms of an equation, movement theory considers the flow to be the speed at which a crowd is moving multiplied by the density and the width of the crowd. Hoogendoorn and Bovy (2003) assert that certain factors contribute to walking speeds, such as "personal characteristics of pedestrians (age, gender, size, health, etc.), characteristics of the trip (walking purpose, route familiarity, trip length), properties of the infrastructure (type, grade, attractiveness of environment, shelter), and finally, environmental characteristics (ambient and weather conditions)" (p. 154).
- *Evacuation procedures.* The mass exodus of crowds requires that adequate exits be unlocked and ready for use. Tragedies such as the Rhode Island nightclub disaster of 2003 are preventable if evacuation routes are not blocked or locked, preventing

people from exiting the building. Pyrotechnics were set off during a rock concert, catching the nightclub on fire and creating chaos in the crowd. Several exits to the facility were chain-locked from the inside, preventing escape from the burning building and resulting in the death of nearly 100 people (CNN 2003).

- *Alcohol policy.* Selling alcohol requires careful consideration. If the decision to sell alcohol is made, an alcohol policy must be in place to manage the sale of alcohol and to address the handling of intoxicated and obnoxious fans. Removing the patron as quickly as possible, without incident and without becoming the main attraction, is the goal.
- *Training.* Ammon, Southall, and Nagel (2016) contend that properly training staff is the first component of an effective CMP. Ticket takers, ushers, and bag-check personnel are the first line of defense in controlling risks and crowds, and these employees should be trained accordingly. Training should also include the scope of their duties and cover the second component of an effective CMP: activation and implementation of an emergency plan. Procedures for dealing with unruly or intoxicated fans should be well thought out and explained. In devising your emergency plan, consider creating a working document that all employees will have access to. The table of contents of Washington & Lee University's emergency plan is a good example of what to include.
- *Crowd control.* Crowd control more directly relates to the actions implemented once a crowd begins to act in a way that was not planned. Examples include engaging in unsafe activities, becoming rowdy, pushing or shoving, and fighting. The 2004 Malice in the Palace fiasco helps us better understand how a situation can turn ugly in a matter of seconds. The Pacers-Pistons brawl originally started on the court but ended up in the stands, with players and fans battling it out Wild West style (Lage 2004; Associated Press 2004).
- *Signage.* A key ingredient of crowd control is adequate signage inside and outside a facility. Signage is one aspect of the communication plan that gives patrons the information they need in order to move to, from, and within an event. Two typical types of signage are as follows:
 - Directional signs, which provide patrons with directions to important locations such as interstates, main roadways, and parking areas. Inside the facility, such signs help patrons navigate the facility.
 - Informational signs, which inform patrons of things such as prohibited items, facility rules, and important locations within the facility.

Negligence

Generally speaking, events are produced with minimal cause for concern. Most of the issues that arise are behind the scenes and are unknown to participants and spectators.

But in the event something happens that places participants and spectators in harm's way, you must have a plan in place to remedy the situation. This can be addressed during the initial planning phase, where it is critical for you to take the initiative and consider the potential hazards that might interfere with hosting a safe and secure event. Specifically, the tort of negligence must be visited. You can decrease your liability with proper planning.

Cotten and Wolohan (2017) define negligence as an unintentional wrongdoing that results in injury to a person, property, or reputation. They go on to state that this is the area of law in which the sport industry sees most of its lawsuits. Simply put, negligence is failing to provide a safe environment, resulting in someone or something being injured or harmed.

Establishing negligence is not as simple as it may seem. There is no guarantee that a person injured at an event will be able to recover a monetary reward. In today's litigious society, too many people believe that something as simple as slipping and falling is cause for compensation. But in order to make such a claim and potentially receive restitution, negligence must be proven. To prove negligence, four elements must be present: "duty, breach, cause, and damage" (Owen 2007, p. 1673).

- *Duty*. This term refers to a recognized social norm regarding how you should conduct yourself with others (Cotten and Wolohan 2017). The relationships covered by a duty are those that are viewed as inherent to the situation, such as a facility owner and invitees, coach and athlete, or teacher and student. Bell (1995) highlighted the following six groups as those that must be afforded special relational considerations: (1) students, (2) employees, (3) volunteers, (4) tenants, (5) authorized visitors, and (6) trespassers. Specifically, with regard to your event, you must consider the following duties: "the duty to protect against foreseeable dangers, the duty to provide adequate security and the duty to warn about known dangers" (Bell 2005, pp. 2-3).
- *Breach*. As mentioned earlier, you are expected to provide a safe and secure environment for all involved in the production of your event. If you fail to provide such an environment, you are considered in breach of your duty. A breach can involve either misconduct that occurred or a person's action or oversight (Owen 2007). Breach of duty is centered around two risks: those that are inherent to the activity (audience participation in a halftime game) and those that are negligent behaviors (climbing on a railing at a facility and falling).
- *Cause*. To determine whether a defendant's actions or lack of actions were responsible for the plaintiff's injuries, the plaintiff must prove cause and effect. In other words, if someone claims he was injured while attending your event, he must prove that you (event manager or facility manager) created the situation that caused the injury (negligent behavior), either by not taking the necessary precautions or by failing to warn. It is best that event managers work closely with the facility to ensure

that all potential situations are addressed before the event or that a plan is in place to address them as they arise.

- *Damage.* For recovery, there must be damages. The damage is typically either physical or emotional injury. Compensable damage can be financial loss, emotional distress, or impairment.

Because sporting events involve competition, with some being very physical in nature, and spectators who tend to become rowdy, it is no wonder that event managers need to prepare diligently for charges of negligence. Rowdy fans can become verbally violent, which may lead to a physical altercation. On the other end of this spectrum, jubilant fans can also become rowdy as they express unbridled emotion for their teams. Either can develop into a crowd management issue that could turn deadly. From soccer matches in Europe to concertgoers in the United States, it is hard to manage a mobile crowd, so injury or death could occur. Far too often we hear of tragic situations in which people are trampled by out-of-control crowds.

As an event manager, you need to consider all potential areas of liability that are within your purview, including spectators, participants, and event workers. Ultimate liability lies with you. Liability laws vary from state to state, so you need to be aware of your responsibilities if you are managing a mobile event (Cotten and Wolohan 2017). According to Cotten and Wolohan (2017), there are three potentially liable parties to consider: employees, the administrators or supervisors, and the corporate entity (owners). For this reason, it is critical that you hire competent staff who are responsible and trustworthy and then train them for their specific tasks.

Spectators and participants must also share some of the burden for potential problems. Spectators assume the risk of attending an event knowing that some sports have potential dangers, such as a puck clearing the Plexiglas and entering the seats, a baseball or bat flying into the stands, or an errant golf ball finding its way into a gallery. Situations such as this can be addressed through various means such as a disclaimer on the back of a ticket or signage around the event that provides warnings for spectators.

Participants in your event should be required to sign a waiver or release form before competing. Considered contracts, waivers, and releases inform participants of the potential dangers associated with participating. Upon signing these forms, the participant assumes the potential risk for participating and surrenders the right to sue if injured during the activity (Cotten and Wolohan 2017). It is advisable to secure the services of a lawyer to help you create the necessary forms (waiver and releases) and provide counsel for local and state laws.

Summary

Providing a safe and fun experience for patrons is not only expected but also legally required. Risk management strategies help address any potential issues before an event is

held. Creating an overarching risk management plan, inclusive of crowd management strategies, emergency responses, and an effective communication plan, will offer protection against potential injuries and lawsuits.

Safety and security are sometimes used synonymously, but they are different. Peter Taylor, former lord chief justice of England and Wales, summed up that difference with the following quote: "You cannot create a safe environment without effective security. If a crowd gets out of control, safety will be compromised." Ultimately, facility management is responsible for maintaining order. Event and facility managers work attentively to create detailed crowd management plans that address crisis situations such as *fandemonium*, the state of crowd chaos. Once a crowd reaches this level, law enforcement officers or security personnel will be called to action.

A popular adage has it that failing to plan is planning to fail. Set an event up for success; be diligent in taking the necessary precautions to prepare for a successful event through proactive planning. Be keenly aware of the various threats mentioned in this chapter that could challenge you and your event, have a plan of action for handling them, and make sure that all staff, paid and volunteer, are aware of the plan.

Learning Activities

Select a facility of your choice, and attend an event hosted by that facility. During your visit, complete a checklist that will help you evaluate the facility's safety. Once you have assessed the safety of the facility, you are to construct an executive summary of your findings and submit it for grading. The purpose of this exercise is to challenge you to view things from a facility management perspective in order to focus on preventive rather than reactive management. Before your visit, do your homework. Consider the following regarding the facility you have chosen to visit:

- Age of the facility
- Location: rural, urban, inner city
- Renovated or new facility
- How the facility is or was financed
- The facility's competition

Use the following survey to record your observations during your site visit (figure 9.3).

SAMPLE FACILITY INSPECTION CHECKLIST

This form is provided as a sample facility inspection checklist and is designed to help you develop a checklist specific for your facilities. This checklist is incomplete.

Name of inspector: _____

Date of inspection: _____

Name and location of facility: _____

Facility Condition

Circle Y (yes) if the facility is in good condition and N (no) if it needs something done to make it acceptable. Fill in what needs to be done on the line to the right.

Gymnasium

Y N Floor (no water spots, buckling, loose sections) _____

Y N Walls (vandalism free) _____

Y N Lights (all functioning) _____

Y N Windows (secure) _____

Y N Roof (no adverse impact of weather) _____

Y N Stairs (well lighted) _____

Y N Bleachers (support structure sound) _____

Y N Exits (lights working) _____

Y N Basketball rims (level, securely attached) _____

Y N Basketball backboards (no cracks, clean) _____

Y N Mats (cleaned, properly stored, no defects) _____

Y N Uprights and projections _____

Y N Wall plugs (covered) _____

Y N Light switches (all functioning) _____

Y N Heating and cooling system (temperature control) _____

Y N Ducts, radiators, pipes _____

Y N Thermostats _____

Y N Fire alarms (regularly checked) _____

Y N Directions posted for evacuating the gym in case of fire _____

Y N Fire extinguishers (regularly checked) _____

Other (list) _____

Locker Rooms

Y N Floors _____

Y N Walls _____

Y N Lights _____

Y N Windows _____

Y N Roof _____

Y N Showers _____

Y N Drains _____

> continued

- Y N Benches _____
- Y N Lockers _____
- Y N Exits _____
- Y N Water fountains _____
- Y N Toilets _____
- Y N Trainer's room _____
- Other (list) _____

Field(s) or outside playing area

Surface

- Y N Not too wet or too dry _____
- Y N Grass length _____
- Y N Free of debris _____
- Y N Free of holes and bumps _____
- Y N Free of protruding pipes, wires, lines _____
- Y N Line markers _____

Stands

- Y N Pitching mound _____
- Y N Dugouts _____
- Y N Warning tracks and fences _____
- Y N Sidelines _____
- Y N Sprinklers _____
- Y N Garbage _____
- Y N Security fences _____
- Y N Water fountains _____
- Y N Storage sheds _____

Concession area

- Y N Electrical _____
- Y N Heating and cooling systems _____
- Other (list) _____

Pool

- Y N Equipment in good repair _____
- Y N Sanitary _____
- Y N Slipperiness on decks and diving board controlled _____
- Y N Chemicals safely stored _____
- Y N Regulations and safety rules posted _____

Lighting: adequate visibility

- Y N No glare _____
- Y N Penetrates to bottom of pool _____
- Y N Exit light in good repair _____
- Y N Halls and locker rooms meet code requirements _____
- Y N Light switches properly grounded _____
- Y N Has emergency generator to back up regular power source _____

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Exits: accessible, secure

Y N Adequate size, number _____

Y N Self-closing doors _____

Y N Self-locking doors _____

Y N Striker plates secure _____

Y N No obstacles or debris _____

Y N Office and storage rooms locked _____

Ring buoys

Y N 20-inch diameter _____

Y N 50-foot rope length _____

Reaching poles

Y N One each side _____

Y N 12-foot length _____

Y N Metal stress _____

Y N Good repair _____

Guard chair(s)

Y N Unobstructed view _____

Y N Tall enough to see bottom of pool _____

Safety line at break point in the pool grade (deep end) _____

Y N Bright color floats _____

Y N 3/4-inch rope _____

First-aid kit

Y N Inventoried and replenished regularly _____

Stretcher, two blankets, and spine board

Y N Inventoried and in good repair _____

Emergency telephone lights and public address system

Y N Accessible _____

Y N Directions for use visibly posted _____

Y N Powered by emergency generators as well as regular power system _____

Y N Emergency numbers on telephone cradle or receiver _____

Emergency procedures

Y N Sign posted in highly visible area _____

Track

Surface

Y N Free of debris _____

Y N Free of holes and bumps _____

Y N Throwing circles _____

Y N Fences _____

Y N Water fountains _____

Other (list) _____

Recommendations/observations: _____

Figure 9.3. This form provides a starting point for evaluating facility safety
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 (CHAMPAIGN, IL: HUMAN KINETICS, 1996), 8.

CASE STUDY: 911, WHAT'S YOUR EMERGENCY?

You are sitting in the stands watching a high school football game and all of a sudden you hear pop-pop-pop, and you know it was gunfire. You pick up your phone and call 911. Not a call that anyone wants to make, especially from a high school football game. I mean, it *is* high school football! Over the past few months, this nightmare has become a reality for more than a dozen schools in several states, and it is becoming far too frequent a headline story. Below are just a few of the incidents that have happened during August and September 2018 either at a game, on campus, or near a school while a football game was underway.

August 18, 2018. Wellington, Florida. Dwyer High School vs. Palm Beach Central High School. Two persons shot.

During the fourth quarter of the Dwyer-Palm Beach Central game, chaos broke out as fans ran for cover when four shots were fired from the end of the bleachers where the band sits. As the investigation ensued, it became apparent to authorities that this was a targeted shooting rather than a school shooting, even though it occurred on school grounds.

August 23, 2018. Montgomery, Alabama. GW Carver vs. Jeff Davis, playing at Alabama State University. Shots fired in stands; no injuries.

During the fourth quarter, multiple gunshots were fired from a walkway on the west side of the stadium. Violence is not new to the opening night football games hosted at ASU stadium. The previous year several students were escorted out of the stadium and off the campus for fighting.

August 24, 2018. Jacksonville, Florida. Lee High School vs. Raines High School. Shots fired; two injured, one dead.

It was a typical hot August Friday night in Florida. An estimated 4,000 fans made their way to Raines High School football stadium in Jacksonville, Florida, for the game against Lee High School. From all indications, it was a good night; minor skirmishes in the stands, but when the game was over the fans exited the stands and headed home. Around 10 p.m., approximately 15 minutes after the game was over, shots were fired, two people were injured and one was pronounced dead at the scene. This was a shocking end to what was considered a successful football event. Superintendent Diana Green commented "it was a great game; it is shocking, I was actually at the game."

August 24, 2018. Fairfield, California. JV football game at Armijo High School. Shots fired; one person dead, one critically injured.

ABC News reported that the shooting took place just outside Armijo High School, where a junior varsity football game was being held. About 500 of the attendees were ushered into the gymnasium and the school was placed on lockdown during the search for two shooters, according to the Fairfield Police Department. One of the suspects

made his way into the gymnasium with the fans and was subsequently arrested, while the other suspect was found and arrested a few blocks from the shooting.

August 24, 2018. Rockford, Illinois. Freeport High School vs. Auburn High School. Shots fired; no injuries.

Shots were fired near Auburn's Wyeth Stadium. Although the shooting took place in the parking lot outside the stadium, it was reported that this incident had no connection to the game.

September 7, 2018. Murphy, North Carolina. North Georgia vs. Murphy. Shots fired; game put on hold on account of a shooting at a nearby store.

A shooting in a parking lot of a store located near the stadium where the game was being played forced an end to the game and evacuation of the fans.

September 14, 2018. Everett, Washington. Kamiak High School vs. Mariner High School. Shots fired; no injuries.

Shortly after 911 was called for a fight in the parking lot during the Kamiak-Mariner football game, the PA announcer interrupted the game urging the fans to "hit the deck" after five or six shots were heard coming from the area of the reported fight. No injuries were reported from this incident.

Friday night lights are for cheering your home team, supporting the band, crowning a homecoming king and queen, and hanging out at the local burger joint after the game—all innocent pastimes surrounding high school football. But what happens when that innocence is rocked by gunfire? The innocence is lost, and the ritualistic pastimes now require safety measures that were once thought would never be needed in interscholastic sport. In much the same way as college and professional sports reacted after 9/11, this rash of violence has led interscholastic administrators to rethink their risk management plans and to consider heightened security tactics.

Event managers must constantly scan the environment for information, ideas, and potential issues that could influence their plans and expose a potential hazard for their event. You have studied the importance of risk management planning in this chapter. Now it is your turn to make some key decisions on how to handle a crisis like the ones listed above.

Football stadiums are sitting duck targets for violence. The size of the stadiums, even high school stadiums, presents challenges for administrators.

Case Study Application

1. Create a list of security measures you could implement in subsequent games that would help ease the fears of fans attending games.
2. For a few of these shootings the actual events had nothing to do with the game but

only happened near the stadiums. Many of these were not classified as school shootings; rather, they were seen as community issues. You are responsible to those in attendance to keep them safe through any incident. What would be your plan of action (CMP) for an active shooter at or near your stadium? (Note: One of the shooters in an above incident was ushered into the gym along with the fans.)