

2006 ICMC



Alcohol Management Strategies and Practices

Presented by

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Points To Consider

- Planning Across Departments and Job Functions
- Reasonable Efforts
- Training
- Proactive Communications Plan
- Designated Driver Program
- Enforcement and Analysis

Comprehensive Alcohol Management Plan

- Create guidelines for promotions to limit potential high risk behaviors
- Prevent the sale, service & consumption of alcohol beverages to persons under age 21 *AND* who appear intoxicated
- Establish alcohol service policies
 - Number of drinks per *POSSESSION*
 - Cut-off alcohol service before end of event
 - ID checking
- Catalog events where alcohol service is planned
- Track ratio of alcohol servers/operations staff/audience
- Train employees involved in the sale & service of alcohol as well as operations staff

Reasonable Efforts

- Alcohol service policies
- Offer alternative beverages and food
- Designated driver programs
- Offer alternative transportation
- Work with police and security
- Employee Training
- Documentation

Training, Training, Training

The TEAM objective is to reduce alcohol-related injuries and fatalities in and around public assembly facilities and on the nation's roadways by promoting the responsible sale, service and consumption of alcohol.

TEAM Coalition Members



Strategic Partners

- **IACP: International Association of Chiefs of Police**
 - **NSA: National Sheriffs' Association**
 - **RADD: Recording Artists, Actors, and Athletes Against Drunk Driving**
 - **SMA: Stadium Managers Association**
 - **SUM: Soccer United Marketing**
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- **HERO Campaign**
 - **GHSA: Governors Highway Safety Association**

Training – For All Facility Employees

Operations

- Ushers
- Ticket takers
- Elevator operators
- Security
- Guest services representatives
- Parking lot attendants
- Maintenance

Concessions

- Vendors
- Stand workers
- Suite attendants
- Wait staff in clubs
- Bartenders
- Cooks
- Food runners

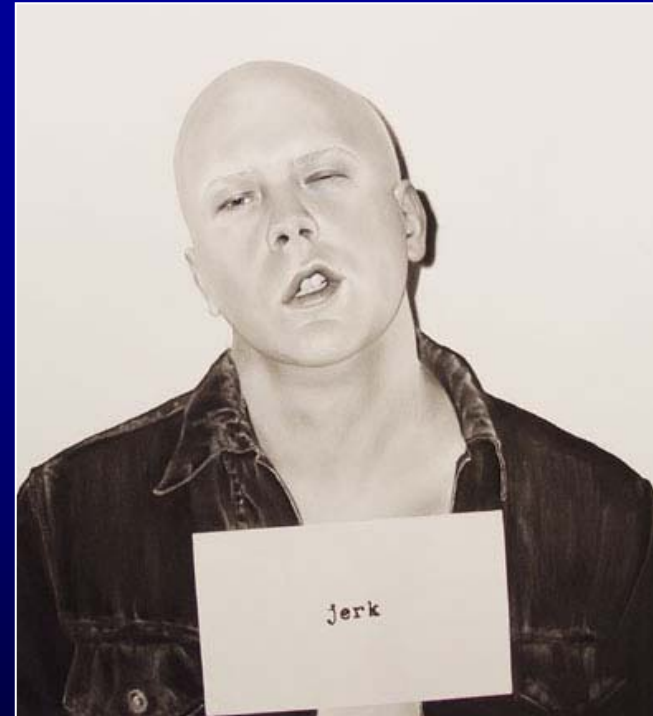
Signs of Impairment – “JERK”

Judgment is lacking

Inhibitions are lost

Reactions are slowed

Coordination is poor



Absorption Rate Factors

Out of Our Control

- **Gender**
- **Age**
- **Size**

Within Our Control

- **Strength of Drink**
- **Food**
- **Rate of Consumption**

Communications Plan

Fans

- Video board messages
- Public address system
- Signage at gates, concessions stands, restaurants
- Program ads
- Code of conduct cards



**TD BANKNORTH
GARDEN
GUEST CODE
OF CONDUCT**



The TD Banknorth Garden is committed to enhancing safety and creating a more enjoyable experience for everyone. The following guidelines have been set in order to meet this goal.

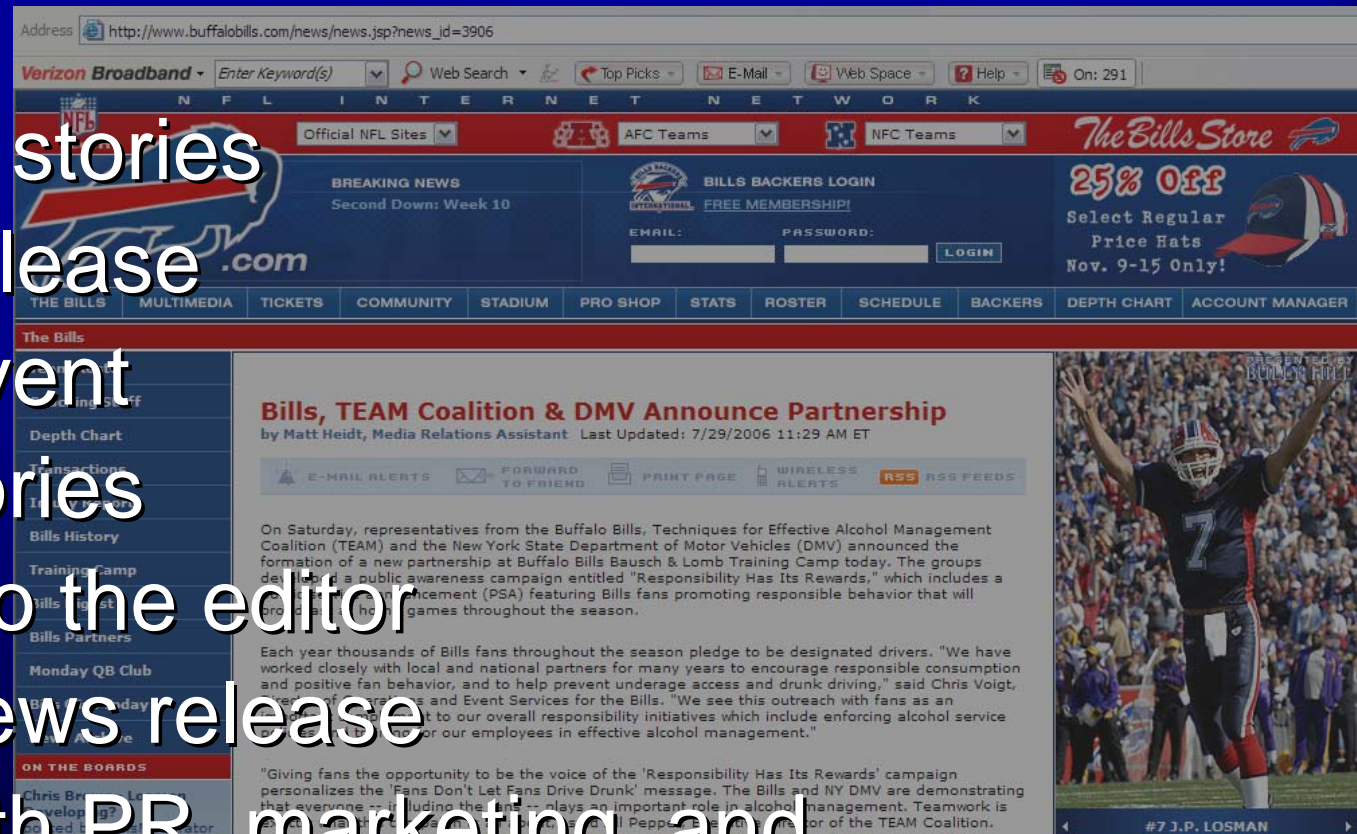
- Guests will enjoy the event experience free from disruptive behavior, including foul or abusive language and obscene gestures.
- Guests will consume alcoholic beverages in a responsible manner. Intervention with an impaired, intoxicated or underage guest will be conducted in a safe manner.
- Guests will remain seated in their assigned seats and show their tickets when requested.
- Guests who engage in fighting, throwing objects or attempt to enter the playing surface will be immediately ejected from the arena.
- Guests will not smoke in the arena.
- Obscene or indecent messages on signs or clothing will not be permitted.
- Guests will comply with requests from arena staff regarding arena operations and emergency response procedures.
- There is no exit and re-entry.

The TD Banknorth Garden appreciates that all fans observe the Guest Code of Conduct. Please contact the nearest event staff member if for any reason another guest is interfering with your enjoyment of the event. Fans who choose not to adhere to the Guest Code of Conduct may be in violation of arena/city ordinances and are subject to intervention, which may lead to eviction from the arena and/or arrest.



Communications Plan Media

- Website stories
- Press release
- Press event
- Pitch stories
- Letters to the editor
- Video news release
- Work with PR, marketing, and community relations



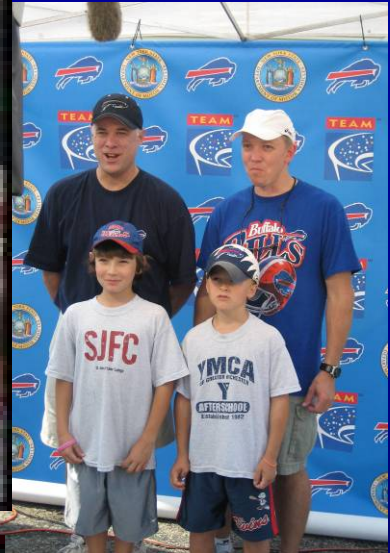
Designated Driver Program

- Register drinking age attendees with pledge to not drink during event
- Usually includes a wrist band to identify as designated driver and a free soft drink
- Promotion can also include giveaways to individuals such as a t-shirt or other “trinkets”
- Designated driver awards (winner of each game, winner of the season)

Responsibility Has Its Rewards

- Sweepstakes encouraging fans to be designated drivers at professional sports stadiums
- MLB, MLS, NFL participating
- 294,000 fans participating in 2006 – MLB and MLS
- 90,000 more expected from NFL
- Winners attend World Series, MLS Cup, and Super Bowl

Responsibility Has Its Rewards Buffalo Bills



ICMC

Alcohol Management

Other League and Team PSAs



Enforcement - Technology

- Video surveillance of all areas of the ballpark directing personnel to any inappropriate activity as well as monitoring sales points and vendors in the stands
- Pagers can notify command post instantly
- Magnetic stripe swipe devices can confirm legitimacy of IDs; wristbands printed
- Credit card purchase history tracked
- POS tracking

Enforcement - Low Tech

- Alcohol enforcement teams
 - Checking identifications
 - Watching for signs of impairment
 - Watching for hand off of alcohol
 - Watching for over service
 - Watching for outside alcohol
- Secret shoppers for alcohol service policy enforcement

Law Enforcement Participation

- Officers assigned to or employed by facility
- Resident Security Agents (MLB)
- Policies and procedure in place to aggressively enforce local liquor laws (somewhat unique in every jurisdiction)
 - Citations
 - Physical arrests
 - Ejection policy

Analysis and Review

- DOCUMENT everything
- Keep accurate records of data
- Review data during season and post season
- Respond to areas of concern quickly and effectively
- Annual review of all procedures and operations

Conclusion

Just when you thought you had everything under control...



Beer Belly



Wine Rack

Alcohol Service Policies at MLB Ballparks

Club	Facility	Beers Per ID		Age to Check		Cut-off Policies			Max Cup
		Stands	Vendors	ID	Stands	Hawkers	Suites/Club	Double-header	Size
Arizona Diamondbacks	Chase Field	2		30	Top 8th	End 7th	Top 8th	End of 5th Game 2	24
Atlanta Braves	Turner Field	2		ALL	End 7th	End 7th	45 min after game	End of 7th Game 2	21
Baltimore Orioles	Oriole Park at Camden Yards	2		30	End 8th	End 7th	End 8th	Stands: end 6th 2nd game or 4.5 hrs after 1st pitch; Hawkerc: end 5th 2nd game or 4 hrs after 1st pitch	24
Boston Red Sox	Fenway Park	2		All	End 7th	N/A	1 hr after game	End 7th	16
Chicago Cubs	Wrigley Field	2		Stands 30 - Vendors 35	End 8th	End 6th	N/A	End 8th Game 2	20
Chicago White Sox	U.S. Cellular Field	4		35	End 7th	End 7th	Top 8th	End 7th Game 2	20
Cincinnati Reds	Great American Ball Park	2		30	End 7th	End 7th	1 hr after game	End 7th 1st; End 3rd 2nd	20
Cleveland Indians	Jacobs Field	2		30	End Game	End 7th	45 min after game	Same as Single Game	24
Colorado Rockies	Coors Field	2		40	End 7th	End 7th	End Game	Same as Single Game	24
Detroit Tigers	Comerica Park	2	1	30	End 8th	End 7th	End Game	Same as Single Game	24
Florida Marlins	Dolphins Stadium	2		35	End 7th	End 7th	End Game	End of 6th Game 2	20
Houston Astros	Minute Maid Park	2		35	End 7th	Mid 7th	End Game	End of 7th Game 2	24
Kansas City Royals	Kauffman Stadium	2		35	End 8th	End 7th	1 hr after game	End 8th Both Games	24
Los Angeles Angels of Anaheim	Angel Stadium of Anaheim	2		40	End 8th	N/A	30 min after game for restaurants; end 7th for suites	End 8th Both Games	24
Los Angeles Dodgers	Dodger Stadium	2		40	End 7th	N/A	End Game	End of 5th Game 2	24
Milwaukee Brewers	Miller Park	2		30	End 7th	End 7th	30 min after game	End of 5th Game 2	16
Minnesota Twins	Metrodome	2		30	End 7th	End 7th	End 7th	End of 7th Game 2	24
New York Mets	Shea Stadium	2		40	End 7th	End 6th	End 7th	End 5th Game 2	21
New York Yankees	Yankee Stadium	2		Stands - 30 Vendors - 40	End 7th	2 1/2 hr after game starts or 1st pitch bottom of 7th	End 7th	End of 7th Both Games	24
Oakland Athletics	McAfee Coliseum	2		30	Top 8th	N/A	Top 8th	Top 8th Both Games	22
Philadelphia Phillies	Citizens Bank Park	2		30	End 7th	End 7th	1 hr after game	End 5th Game 2	20
Pittsburgh Pirates	PNC Park	2		30	End 7th	End 7th	End Game	End 7th Game 2	24
San Diego Padres	PETCO Park	2		30	End 7th	N/A	1 hr after game	End 7th 1st; End 4th 2nd	20
San Francisco Giants	AT&T Park	2		35	End 7th	N/A	End 7th	N/A	20
Seattle Mariners	Safeco Field	2		40	Top 8th	Top 8th	Top 8th	End of 7th Game 2	24
St. Louis Cardinals	Busch Stadium	2		35	Mid 8th	Mid 8th	End 7th	End of 5th Game 2	24
Tampa Bay Devil Rays	Tropicana Field	2		30	Top 8th	Top 8th	End Game	Top 8th Both Games	24
Texas Rangers	Amerquest Field in Arlington	2		40	End 8th	End 7th	1 hr after game	10:00 PM	22
Toronto Blue Jays	Rogers Centre	2	1	30	8th 2 outs	8th 2 outs	8th 2 outs	End of 2th Game 2	20
Washington Nationals	RFK Stadium	2		30	End 7th	End 7th	End 7th	End 7th Both Games	20
Average		2		33	End 7th	End 7th	End Game	Discretion of Club	22

4/26/2006

Alcohol Service Policies at NFL Stadiums

Team	Facility	Beers Per ID	Age to Check ID	Stands	Hawkers	Cut-off Policies		Night Games	Max Cup Size	Liquor Sold	Tailgating Permitted
						Suites/Club					
Arizona Cardinals	Sun Devil Stadium	2	35	End 3rd Qtr	N/A	1 hour after game ends	Suites 1 hour after game	Same as day games	24	Suites	Yes
Atlanta Falcons	Georgia Dome	2	All	End 3rd Qtr	End 3rd Qtr	Suites 1 hour after game	Clubs at the end of 3rd Qtr	End of halftime	24	Yes	Yes
Baltimore Ravens	M&T Bank Stadium	2	30	Beg 4th Qtr	Beg 4th Qtr	2 hours after game ends		Same as day games	24	Clubs & Suites	Yes
Buffalo Bills	Ralph Wilson Stadium	2	30	End halftime	N/A	2 hours after game ends		Same as day games	24	Clubs & Suites	Yes
Carolina Panthers	Bank of America Stadium	2	All	End 3rd Qtr	Club seats only - end of 3rd	Suites 1 hour after game ends		Same as day games	20	Clubs & Suites	Yes
Chicago Bears	Soldier Field	2	40	End 3rd Qtr	End 3rd Qtr	90 min after game ends		Same as day games	20	Clubs & Suites	Yes
Cincinnati Bengals	Paul Brown Stadium	2	30	Beg 4th Qtr	Beg 4th Qtr	90 min after game ends		Same as day games	21	Yes	Yes
Cleveland Browns	Cleveland Browns Stadium	2	30	End 3rd Qtr	End 3rd Qtr	1 hour after game ends		End of halftime	24	Clubs & Suites	Yes
Dallas Cowboys	Texas Stadium	2	30	End 3rd Qtr	No	1 hour after game ends		Same as day games	16	Clubs & Suites	Yes
Denver Broncos	INVESCO Field at Mile High	2	All	End 3rd Qtr	End 3rd Qtr	1 hour after game ends		Same as day games	24	Yes	Yes
Detroit Lions	Ford Field	2	30	End 3rd Qtr	End 3rd Qtr	Suites 1 hour after game; One bar in each Club is open until 1 hour after game; all others close at the end of the 3rd Qtr		Same as day games	24	Yes	N/A
Green Bay Packers	Lambeau Field	2	30	End 3rd Qtr	End 3rd Qtr	1 hour after game ends		Same as day games	24	Clubs & Suites	Yes
Houston Texans	Reliant Stadium	2	35	Beg 4th Qtr	Beg 4th Qtr	1 hour after game ends		Same as day games	24	Clubs & Suites	Yes
Indianapolis Colts	RCA Dome	2	30	End 3rd Qtr	End of Half	1 hour after game ends		Halfway through 3rd Qtr	24	Yes	Yes
Jacksonville Jaguars	ALLTEL Stadium	2	All	End 3rd Qtr	End of 3rd Qtr	1 hour after game ends		Beg. 3rd Qtr	24	Yes	Yes
Kansas City Chiefs	Arrowhead Stadium	2	35	End 3rd Qtr	End of 3rd Qtr	ends		Beg. 3rd Qtr	24	Yes	Yes
Miami Dolphins	Dolphins Stadium	2	35	Beg 3rd Qtr	N/A	1 hour after game ends		Same as day games	24	Yes	Yes
Minnesota Vikings	Metrodome	2	30	End 3rd Qtr	End 3rd Qtr	1 hour after game ends		Same as day games	24	Suites	Yes
New England Patriots	Gillette Stadium	2	All	10 min into 3rd Qtr	End of Half	1 hour after game ends		Same as day games	20	Yes	Yes
New Orleans Saints	Superdome	2	30	End 3rd Qtr	Middle of 3rd Qtr	2 hours after game ends		Same as day games	24	Yes	Yes
New York Giants	Giants Stadium	2	All	Beg 3rd Qtr	N/A	1 hour after game ends		Same as day games	20	Club & Suites	Yes
New York Jets	Giants Stadium	2	All	Beg 3rd Qtr	N/A	1 hour after game ends		Same as day games	20	Club & Suites	Yes
Oakland Raiders	McAfee Coliseum	2	30	End 3rd Qtr	N/A	1 hour after game ends		Same as day games	24	Club & Suites	Yes
Philadelphia Eagles	Lincoln Financial Field	2	30	End of Half	Beg 3rd Qtr - 1 beer per lt	1 hour after game ends		Same as day games	16	Club & Suites	Yes
Pittsburgh Steelers	Heinz Field	2	30	Beg 4th Qtr	Beg 4th Qtr	1 hour after Game Ends		Same as day games	21	Club & Suites	Yes
San Diego Chargers	Qualcomm Stadium	2	30	End 3rd Qtr	N/A	1 hour after game ends		Same as day games	20	Club & Suites	Yes
San Francisco 49ers	Monster Park	2	30	End 3rd Qtr	N/A	End of 3rd Qtr		Same as day games	20	Club & Suites	Yes
Seattle Seahawks	Qwest Field	2	30	End 3rd Qtr	End 3rd Qtr	Suites: 1 hr after game ends; Clubs: End 3rd Qtr		Beg 3rd Qtr	24	Club & Suites	No
St. Louis Rams	Edward Jones Dome	2	30	End 3rd Qtr	End 3rd Qtr	Club Level: Concessions stands - end 3rd Qtr; Bars end 4th Qtr; Brew Pub - 1 hour after game ends; Rams Club - 90 min after game ends; Suites - 1 hour after game ends		Same as day games	32	Yes	N/A
Tampa Bay Buccaneers	Raymond James Stadium	2	30	End 3rd Qtr	End 3rd Qtr	End of Game		Same as day games	24	Club & Suites	Yes
Tennessee Titans	Coliseum	2	35	End 3rd Qtr	End 3rd Qtr	1 hour after game ends		Same as day games	24	Yes	Yes
Washington Redskins	FedEx Field	4	30	End 3rd Qtr	End 3rd Qtr	2 hours after game ends		Same as day games	20	Yes	Yes
Average		2	31	End 3rd Qtr	End 3rd Qtr	1 hour after game ends		Discretion of team	23	Yes	Yes

SPOILSPORTS: Alcohol and late games don't mix well for Big Ten football, analysis finds

Oct. 22, 2006 (McClatchy-Tribune Business News delivered by Newstex) –

The young man, wearing a puffy winter coat on a warm sunny afternoon, heard his friend's warning as he passed through the gate at Michigan Stadium. "Make sure you hide that somewhere good," he whispered, but not softly enough. A university police officer approached the man, opened his blue coat, reached into the side pocket and gently pulled out a pint of Jack Daniel's. In an instant, the man lost his whiskey, his scalped \$100 ticket, and any chance to see rivals Michigan and Michigan State play football. The man, who had flown from New York to attend the game with his family, begged for a second chance. His **sister screamed at the officer, "You are breaking up a family. It's just a little alcohol."**

The scene in Ann Arbor two weeks ago illustrates a crackdown on improper fan behavior at college football stadiums across the country. **Alcohol possession and consumption accounted for nearly three-fourths of the problems at Big Ten football games in 2005, a Dispatch analysis of university police department reports found. Alcohol topped the list of reasons for ejection.** Fans, athletics officials, band members, cheerleaders and psychologists agree that behavior before, during and after football games continues to deteriorate.

The newspaper found that:

- The University of Wisconsin, with the fourth-highest game attendance in the conference, ejected 413 fans, the most of any school.
- The majority of the problems happened during late afternoon and night games, even though nearly 65 percent of Big Ten games started before 3:30 p.m.
- Intense rivalries brought the most trouble. Penn State and Michigan police each recorded season-high numbers of reports -- 73 and 74 -- when Ohio State visited. Ohio State officers' busiest day came during the Texas game, with seven police reports logged.
- Across the conference, police responded to 153 calls of disorderly conduct in the stands. When Penn State played in Michigan Stadium, police had 28 calls, the most for any single game.
- Ohio State and Indiana each totaled 24 reports for the season, though nearly three times as many fans watched games in Columbus.

Stiffening the penalties

Many colleges across the nation have increased security to combat unruly fan behavior, but Wisconsin has some of the strictest laws and policies on game days. The increased enforcement at Wisconsin is linked to a tragic day in 1993 when about 80 people were injured as thousands rushed the field after a win over Michigan. In the stands and on the field, fans lay with crushed legs and broken bones. A few nearly died, gasping for air and turning blue under the mass of humanity that trampled them.

"We lived through the student crush and we never want to live that again," said Lt. Bill Larson, who coordinates security for Wisconsin home games. At Wisconsin, fans caught throwing a hard object are ejected and cited. They also lose their season ticket. Anyone charged with a misdemeanor or worse loses his season ticket. Even season-ticket holders who don't go to the game can lose their seats for the year if someone who buys their tickets gets into similar trouble.

Officers from about 30 law enforcement agencies patrol every area of the stadium and watch for intoxicated fans or those who sneak in alcohol. At the Michigan game last year, police ejected more than 100 fans, mainly for intoxication or underage drinking. Wisconsin police also work with a county medical facility that tends to fans who are too drunk to care for themselves. People taken there are kept for at least 12 hours. Season-ticket holders sent to the center lose their tickets for a year. "You have to put it in perspective and realize that the vast amount of fans have a good time and are well-behaved," Larson said. "The overall behavior has gotten better here."

Penn State officials held a fan-behavior summit in December and banned drinking at tailgate parties during the game in response to problems last season, said Bruce N. Kline, assistant police director. During one embarrassing scene, Penn State fans pelted the Ohio State marching band with urine-filled bottles during the 8 p.m. game last year. Penn State President Graham Spanier issued a public apology.

Big Ten university officials struggle to balance the benefits of night games (national exposure) with the consequences (all-day drinking). Michigan State also made tailgate-party changes in an attempt to decrease pre-game drinking. Officials do not open parking areas until five hours before kickoff for noon games and six hours for late-afternoon games.

At Ohio State, by contrast, some parking areas open the night before a game.

"We've noticed a big difference," said Michigan State police inspector Kelly Beck. In Spartan Stadium, police officers, student workers and cameras keep tabs on fans. Spectators caught sneaking in alcohol are ejected and charged with trespassing, a more serious charge than an alcohol citation, Beck said.

At Purdue, fans caught with alcohol end up behind bars. "At the other Big Ten venues, they process them at the stadium," said Carol A. Shelby, senior director of environmental health and public safety. "We take them to jail." Fans have been relatively well-mannered the past couple of years. "I don't know what's going on," Shelby said, "but I'm loving it."

Targeting the tailgaters

The job of keeping the peace among fans in Ohio Stadium largely falls to 800 volunteer ushers, 400 paid ticket-takers and 200 security guards. All are well-qualified to manage unruly fans, said Rick Amweg, assistant police chief for the university. "That's why law enforcement has to take fewer official acts than you see in other venues."

Ohio State relies more on private security workers on game day than other Big Ten schools do. The hundreds of law-enforcement officers working Ohio State games focus on directing traffic, protecting the stadium from terrorists and enforcing Ohio liquor laws in campus parking areas.

Athletics Director Gene Smith said Ohio State's alcohol crackdown in the parking areas has helped keep troublemakers out of the stadium. Last season, 526 tailgaters went home with citations, mostly for breaking alcohol laws. Only one was charged in the stadium, a man with drugs. Police also must keep Ohio State personalities safe as they enter the stadium. One officer escorts Brutus Buckeye; five protect Coach Jim Tressel.

It's an impressive show of law enforcement that's absent at entrances to Ohio Stadium. Gate security falls to Contemporary Services Corp., a firm hired by the athletics department to check bags for alcohol, weapons, food and other banned items. The CSC staff is largely made up of college-age men and women who undergo one day of company training and 90 minutes of OSU instruction.

They feel the outside of bags and look for bulky pockets; they aren't allowed to reach into bags or touch fans. **Smith concedes that alcohol still finds its way into the stands, particularly shot-size bottles of liquor hidden in socks, pockets and underwear. "They beat us all the time with the airline bottles," Smith said. "But we're not going to go that far" to pat down fans.**

Security employee Troy King works the gate where many students enter the stadium. Perhaps his 6-foot-5-inch, 290-pound frame works as a deterrent, but King rarely finds alcohol and has yet to turn away a drunken fan. "I don't remember an issue I've had where I've had to deny access," said King, a 41-year-old middle school teacher from Cardington, about 35 miles north of Columbus.

Inside the stadium, monitoring fans falls to ushers, who are volunteers exchanging work for a chance to see the game, and paid ticket-takers called Redcoats. Neither group has authority to eject, only to alert police.

Last season, police ejected five troublemakers at the request of ushers, athletics department reports show. Other times, police were unavailable because they had left at halftime for assignments outside the stadium, were too slow to respond when there was trouble, or would congregate and chat among themselves or on cell phones, the report says. The report, written by ushers and Redcoats, cited eight complaints of security lapses.

"Wow, that's not bad," said Amweg, the university's assistant police chief.

Smith took notes in his Blackberry. "Regardless of the numbers," he said, "we need to make sure our Redcoats and ushers feel backed up."