Welcome to the Instructor’s Guide for the Certificate in Patron Management (CPM) program. The CPM program is the official training program of the Patron Management Institute (PMI). This Guide is designed to be a comprehensive resource to help those teaching the CPM program provide as much information as possible to those employees or students called patron leaders who are taking the CPM course. The patron leader’s Instructor’s Guide is a concise manual designed to get to the necessary patron management material. The material in the Instructor’s Guide is presented to help the instructor include more dynamic material when teaching the program. Each section in the resource book will be covered in this guide, but will be enhanced with significant additional material to help provide additional insight.

The Instructor Guide is available as an electronic version that can be used as a guide for the presentation material used in the CPM program. The electronic Guide can be updated regularly, with new information and activities, and where fellow instructors can post their best practices.

If you have any suggestions to help improve this Guide or the CPM program please do not hesitate to contact Professor Gil Fried at (203) 932-7081 or gfried@newhaven.edu.

Mission Statement

The Patron Management Institute (PMI) focuses on providing the highest level training for those who might possibly be faced with crowds or individuals who can cause harm to themselves or others. Success for PMI will be achieved through providing training to as many individuals as possible and to disseminate research and educational materials to as many individuals and organizations as possible. Through launching the Certificate in Patron Management (CPM) training program, PMI will train future Patron Leaders (PLs) and strive to equip Patron Leaders with skills necessary to do their job in a safe and effective manner.
# Table of Content

Advisory Board Members ........................................................................................................... 4
What is CPM and Why should we Adopt the Program? ....................................................... 12
How Patron Leaders will Learn ............................................................................................... 15
What Will Patron Leaders Learn? ............................................................................................. 24
The Need for Patron Managers-Intro ....................................................................................... 35
Module 1 The Need/Role for Patron Management ................................................................. 60
Module 2 How People Act/Behave ......................................................................................... 75
Module 3 Patrons and Crowds ................................................................................................. 91
Module 4 Understanding Your Facility .................................................................................. 115
Module 5 Preparing for an Event ............................................................................................. 129
Module 6 Understanding Policies/Procedures ..................................................................... 142
Module 7 Risk Management .................................................................................................. 159
Module 8 Knowing the Paper Trail ....................................................................................... 174
Module 9 Knowing Your Equipment ....................................................................................... 206
Module 10 Getting People into the Facility ........................................................................... 214
Module 11 Becoming a Top Seller .......................................................................................... 225
Module 12 Concerns within the Facility ................................................................................. 235
Module 13 Correcting Concerns ............................................................................................. 247
Module 14 Medical Issues ....................................................................................................... 260
Module 15 Criminal Issues ..................................................................................................... 275
Module 16 Fire/Emergency Safety ......................................................................................... 288
Module 17 Getting Patrons out of a Facility ............................................................................ 297
Module 18 Preparing for the Next Event ................................................................................ 306

Appendix A (Dictionary) at 315, Appendix B (References) at 322, Appendix C (Security and Crowd Management Checklist) at 324, Appendix D (Sample Bomb Threat Form) at 327, Appendix E (Patron Education Article) at 329, Appendix F (Crowd Madness Game) at 331, Appendix G (Patron management Game) at 335, Appendix H (Extra jokes/Quizzes) at 344.
Advisory Board Members

Robert E. Ammon Jr, EdD: Former Professor, Department of Sport Management, Slippery Rock University.

Dr. Ammon was a full Professor and Chair of the Sport Management Department at Slippery Rock University in Slippery Rock, PA through 2010. He graduated with an EdD in Sport Administration from the University of Northern Colorado and his areas of research include: legal liabilities in sport, risk management in sport and athletics and premises liability. At SRU, he teaches undergraduate and graduate courses in Risk Management in Sport Facilities and Events, Sport Law, Event and Facility Management and Senior Seminar. Dr. Ammon has written extensively with over a dozen articles in refereed journals, nine chapters in Sport Management books, and two textbooks. He has presented over 50 times at local, regional, national and international conferences on a variety of topics including facility, legal, crowd management and security issues. The past nine years have seen Dr. Ammon accompany Sport Management students to Spain, Italy, Ireland, Costa Rica, England, France and Germany to visit sport facilities. Before entering the academic arena, he was involved in intercollegiate athletics for ten years as a coach and administrator. In addition he has been associated with special events as a practitioner since 1976. Dr. Ammon has worked for himself and for two national crowd management companies (Contemporary Services Corporation & Landmark Event Staff Services) as a supervisor, manager and consultant. This experience has included various Super Bowls, collegiate athletic events and hundreds of concerts all across North America. Recently Dr. Ammon has served as an “expert witness” in various court cases regarding several of these issues. In 2002, Dr. Ammon was elected as the 17th President of the North American Society for Sport Management (NASSM). In 2009 he was selected as a highly skilled trainer for the delivery of the Department of Homeland Security (DHS) Risk Management Training for Sports Event Security Management. This entails developing highly effective security management systems for sport events held at national intercollegiate football stadiums.

Dr. Herb Appenzeller: Jefferson-Pilot Professor of Sport Studies Emeritus, Guilford College

Dr. Appenzeller is a nationally recognized authority in the field of sport law and sport management. He became an endowed professor of sport management at Guilford College in Greensboro, NC, following 31 years as Athletics Director. The author and/or editor of 18 books, 13 in the field of sport law, he is a member of four sport Halls of Fame and has received the Professional Service Award for the Safety Society of the American Alliance of Health, Physical Education, Recreation and Dance and the Honor Award for the North Carolina AAHPERD.

Dr. Appenzeller has won numerous awards and served as an expert witness in numerous sport related cases. In 1999, Herb also received the leadership award for the Society for the Study of Legal Aspects of Sports and Physical Activity (SSLASPA). In 2000 SLRA presented Herb with the President's Award. In 2004 Herb was presented with The Outstanding Award from National Association of Sport and Physical Education (NASPE). In 2006 he was awarded the Presidential Award for Risk Management by the Council of the American Association of Health, Physical Education, Recreation & Dance. For over 20 years he has been a co-editor of the well regarded publication- From the Gym to the Jury.
Richard K. Avery: CPP President – New England, Securitas Security Services USA, Inc.:

Mr. Avery brings thirty-five years of demonstrated security and management expertise to his position as Region President of Securitas Security Services, USA. As a member of ASIS for 33 years, Rick has been honored to hold leadership positions in the Boston Chapter including Chapter Chairman and is a Certified Protection Professional.

He is also a member of the Building Owners and Managers Association (BOMA), the High Tech Crime Association (HTCIA) and The International Association of Assembly Managers (IAAM). Rick holds a degree in Security Administration from Northeastern University. He also served on the City of Boston Homeland Security Committee, a Public-Private partnership led by the City’s Director of Homeland Security.

Dr Ali Bakir: Principal Lecturer, Faculty of Design, Media & Management, Buckinghamshire New University, UK.

Dr. Ali Bakir lectures on Strategy in Sport, Tourism and Music management courses. He studied at the University of Newcastle Upon Tyne where he graduated with BSc (Hons) in Geology and Chemistry, followed by a M.Sc. in Rock Mechanics and Engineering Geology. He was awarded a Post Graduate Certificate in Education from the Institute of Education, University of London; and MBA and PhD in Finance, Accounting and Management from the University of Essex; his PhD thesis focused on understanding strategy in organizations.

Early in his career, Dr Bakir worked in Industry mainly as Consulting Engineer in the UK and abroad; he returned to lecturing in academia in 1987. Alongside his full-time lecturing post he also worked as principal partner in Bakir & Donnelly, Management Consultants (1991-1997). His consultancy expertise focused on strategic positioning of organizations in the leisure and health industries.

Dr Bakir’s main research interests and publications are in interpretive research in strategy, particularly in exploring the tension between rational strategies and the substantive social and cultural contexts where they are implemented. He is also interested in mixed methods research in the cultural and creative industries, where his PhD students conduct their research.

Dr Bakir is founder and Editor-in-Chief of the Journal of Crowd Safety and Security Management: An online Journal (JCSSM), and Member of the Advisory Board of the London Journal of Tourism, Sport and Creative Industries (LJTSCI). He is a reviewer to the Annals of Tourism Research, Journal of Hospitality Marketing and Management, Tourism - An International Interdisciplinary Journal, Journal of Tourism Recreation Research, International Journal of Tourism Policy, and Journal of Adventure Education and Outdoor Learning. He also serves on a number of scientific committees and validation panels.

Gil Fried: Professor, University of New Haven, Principal Gil Fried & Associates, LLC

Professor Fried’s opinions are based on his experience as a sport facility risk management professional. This experience includes serving as the Director of Risk Management for a facility management company that manages several facilities where alcohol has been sold at sporting and other events. He is the only known professor in the United States teaching a collegiate course on crowd management. He has written numerous articles and books which have covered sport facility safety concerns. He has worked extensively with the industry’s primary trade
association, the International Association of Assembly Managers (IAAM) including writing its Academy for Venue Safety and Security handbook, serving on the five-person panel that developed the “train the trainer” program, which is used extensively in the industry to help train employees in crowd management, and he has helped develop and speak at the annual International Crowd Management Conference (ICMC). Professor Fried have been a certified trainer with the Technique for Effective Alcohol Management (TEAM) program, which trains ushers, concession and security staffers at most major sport and entertainment venues in North America. Lastly, he serves on the editorial board of the Journal of Crowd Safety and Security Management (JCSSM), the only peer reviewed academic journal in the world (based in England) focused on crowd safety/management.

In addition to Professor Fried’s specialized work in the sport facility area, he serves as a Safety Officer (Second Lieutenant) with the Civil Air Patrol and is a Life Safety Coordinator with the American Red Cross.

Ron Fried: Senior Instructional Design Consultant, SRI, International

Mr. Fried is a senior instructional design consultant and researcher focusing on the areas of science education, assessment, evaluation and curriculum design. Prior to joining SRI, Mr. Fried worked as a high school and middle school science teacher with an emphasis in general and physical science. His teaching experience included designing, developing, and teaching science curriculum, advising fellow teachers on issues of science curriculum and implementing science fairs.

Mr. Fried has used his background in teaching to support CTL projects focusing on science education, assessment and evaluation. He has reviewed various large-scale science curricula programs and compared and aligned the content covered with current national science standards and tests.

Mr. Fried also has extensive experience in paper, web, and video-based training product development, human performance assessment, and program support. He has experience in project management and development of various self-study manuals, on-line courses and videotapes. His additional experience in this area includes designing, directing, shooting, editing, and producing instructional videotapes, writing on-line courses, editing and proof reading, working with print and video vendors, developing counselor and administrator guides, job aids, user guides, and support materials.

Mr. Fried has designed, developed, implemented and evaluated multi-source human performance assessments including performance simulation testing, interview-based evaluation of occupational experience assignments, paper and pencil knowledge testing and group performance scenarios. He also has experience in logistical planning and implementation of advisory panels, faculty training, program pilots and program launches. He has developed and conducted various training sessions for both program faculty and administrators.

Dr. Stacey A. Hall: Associate Director of the National Center for Spectator Sports Safety and Security (NCS4)

Dr. Hall is the Associate Director of the National Center for Spectator Sports Safety and Security (NCS4) and an Assistant Professor of Sport Management at The University of Southern
Mississippi (USM). Dr. Hall’s expertise is in the area of sport security management. She has been published in leading sport management, homeland security, and emergency management journals and has recently co-authored two textbooks. Dr. Hall has presented at international and national conferences, conducted invited presentations for U.S. federal and state agencies, college athletic conferences, and professional sport leagues including Major League Soccer (MLS).

Dr. Hall has been the principal investigator on external grant awards in excess of $4M. Funded projects included awards from the U.S. Department of Homeland Security to: develop risk management curriculum for sport security personnel at NCAA institutions; conduct risk assessments at college sport stadia; and develop training programs for sport venue staff. Dr. Hall has also been involved in several service projects, including development of a risk assessment tool for U.S. sport stadia in conjunction with the Department of Homeland Security and International Association of Assembly Managers; and development of a disaster mitigation plan post-Katrina for the Mississippi Regional Housing Authority.

Dr. Hall teaches undergraduate and graduate sport management courses in economics, law, finance and security. She developed a graduate level emphasis area in sport security management for the Master’s program at Southern Miss. Dr. Hall also developed a professional certificate program in sport security and currently serves as program director.

Jack Koury: Principal, Avalon Resource Group

Mr. Koury has over 30 years of experience in the Hospitality Industry and a 1978 graduate of Florida International University from the School of Hospitality Management. Throughout his successful career, Mr. Koury has held positions of increased responsibilities including restaurant manager, beverage manager, catering manager and general manager. In the early 90's Mr. Koury enhanced his focus from operations to staff support working for a Division of the Dial Corporation as training and human resource manager. Utilizing his existing blended experience, Mr. Koury joined the Fine Host Corporation as corporate director of training and recruitment. While in this role, he supported operations in stadiums, convention centers, corporate dining, health care and corrections.

In October of 2000, Mr. Koury launched Avalon Resource Group, a consulting firm specializing in training and development where they partner with various hospitality organizations in key areas of alcohol awareness, food safety, client and guest service retention, management development and recruitment. The primary mission of the Avalon Resource Group is to bring value to organizations by elevating the skill set of clients’ employees and also work with organizations and associations in creating a defend-able fortress or reasonable care defense with the goal to reduce employer liability.

Sam Levy: Managing Partner, Condor Security

Mr. Levy is a Managing Partner with Condor Security. Condor was established in 1996 as a corporation domiciled in Israel and recognized by the Israeli Ministry of Justice. Condor is a recognized supplier to the Israeli Defense Forces and Israeli Ministry of Defense. In addition, all of their consulting and training services are recognized and certified by the Department of Export Control in the Israeli Ministry of Defense. Condor’s faculty and professional staff is composed of veterans from leading positions in the Shin Beth (Shabak), Mossad, Israeli Defense Forces
(“IDF”), Israeli airport Authorities, Israeli Ports Authorities, Israeli Police, Israeli Border Police, specialized consultants from the Technion, Hebrew University of Jerusalem and other research institutions. Mr. Levy provides consulting and training of the security field, including Anti-Terrorism, Executive Protection, Security Management, Combat Personnel, Corporate Security, Intelligence, Integrated Security Solutions and Professional Equipment. **Andrew Milsten, MD, MS, FACEP:** Associate Professor of Emergency Medicine at the University of Massachusetts School of Medicine

Dr. Milsten is a board certified emergency medicine attending physician and Associate Professor of Emergency Medicine at the University of Massachusetts School of Medicine. Dr. Milsten completed an EMS / Disaster Medicine fellowship and an EHS master’s degree from the University of Maryland. While at University of Maryland, Dr. Milsten focused his research on mass gathering medicine. At Baltimore Washington Medical Center, Dr. Milsten was the community medicine residency coordinator for the University of Maryland emergency medicine residency. Dr. Milsten also served as medical director for the Anne Arundel County Fire Department (located outside of Baltimore) as well as Expresscare critical care transport ambulance service. In his capacity with Expresscare, he was the medical director for fan operations at Raven's stadium (NFL games, college lacrosse, marathons, and rock concerts). He has worked overseas as a visiting scholar and EMS consultant to Prishtina, Kosova (July 2001) for John Hopkin’s ER Development Project as well as an emergency preparedness/disaster medicine trainer in Amman, Jordan (October 2005) for University of Maryland’s NIH/Iraqi MOH sponsored program. Dr. Milsten is currently a certified Instructor for the Basic and Advanced Disaster Life Support Courses, the director of the UMass Disaster Medicine and Emergency Management Fellowship and on the Disaster Committee of the National American College of Emergency Physicians.

**Susan Pellerin:** President E&S Consulting

Ms. Pellerin is President and Founder of E&S Consulting, a human resources consulting firm specializing in HR strategic plan design, organizational development related audits, integrate talent management and career oriented performance management.

Ms. Pellerin serves as an adjunct faculty member at various universities where she teaches diversity and ethics, Strategic HR management, negotiation and conflict resolution and organizational development. Ms. Pellerin has presented programs for various business based associations throughout the Northeast. She is a member of two initiatives seeking to understand the educational issues associated with STEM (science, technology, engineering and math) in the Connecticut public schools. As a member of the Society of Human Resource Management CT State HR Council she has served as Director, Education Co-Chair, past chair college relations and program chair for the CT, MA, and RI Tri-state HR Conference. Currently she is director at-large and the Co-Chair of the workforce readiness/workforce development core leadership initiatives.

**Dr. Michael Robinson:** Master Club Manager, Robinson/Goslin

After serving in the Air Force, Michael attended Paul Smith’s College when he graduated with honors in the Hotel and Restaurant Management Program. He has also earned an MBA at
University of New Haven. Most recently, Michael earned a Ph.D. in Organization and Management, with a specialization in Leadership at Capella University. He has also taught club management at University of New Haven and Golden Gate University in San Francisco. At Santa Rosa Junior College (CA) he taught Service In The Hospitality Industry.


Michael has made a practice of sharing his knowledge and giving back to his professional association by conducting educational programs and by mentoring aspiring club managers. Within the Club Managers Association of America (CMAA), Michael has served as Connecticut Chapter President, on numerous national and state committees and earned the coveted Master Club Manager (MCM) designation. Michael’s Ph.D. research on club manager tenure is some of the most comprehensive in the world of club management.

**Carl Saraceni:** District Manager, Health Care Services for Sodexo

Mr. Saraceni if the District Manager, Health Care Services for Sodexo, is responsible for delivering the mission of “improving the quality of daily life” for clients, patients and customers. With over 30 years of experience in the health care industry he is responsible for providing operational excellence in food and nutrition services, patient transport, and environmental services in a variety of acute care settings while supporting his client and Sodexo’s organizational, operational and financial objectives. He is responsible for managing over 750 employees in Connecticut and New York. He is currently a member of the University of New Haven’s Nutrition and Dietetics Advisory Committee, Sodexo’s University Relations Management Program and has been a mentor for Sodexo’s Spirit of Mentoring Program. Additionally, he is a member of Sodexo’s cross-divisional network groups; African American Leadership, Women’s Network and Intergenerational Network Groups. He has been an area leader for Sodexo’s annual Wellness Challenge. He has a BS in Clinical Dietetics from Georgia College and State University.

**Dr. Todd Seidler:** Professor University of New Mexico

Dr. Seidler is currently the coordinator of the graduate program in Sport Administration at the University of New Mexico, one of only a few programs that offer both the Master's and Doctorate in Sport Administration. He received his Bachelor's degree in Physical Education from San Diego State University and taught and coached in high school. He then went on to graduate school and earned his Master's and Ph.D. in Sports Administration from the University of New Mexico. Prior to returning to U.N.M., Dr. Seidler spent six years as the coordinator of the graduate Sports Administration program at Wayne State University and two years as the coordinator of the undergraduate Sport Management Program at Guilford College in North Carolina. He is currently in his 12th year at U.N.M. Dr. Seidler is serving as Executive Director and is a Past-President of the Sport and Recreation Law Association (SRLA), a professional
organization for those interested in teaching Sport Law and Risk Management. In 2006, he was awarded the Betty van der Smissen Leadership Award by SRLA. He has also served on the Executive Board of the Safety and Risk Management Council, as Chair of both the Sport Management Council and the Council on Facilities and Equipment within the American Alliance for Health, Physical Education, Recreation and Dance (AAHPERD) and is an active member of the North American Society for Sport Management (NASSM). Dr. Seidler is also a Certified Strength and Conditioning Specialist (C.S.C.S., 1987) through the National Strength and Conditioning Association (N.S.C.A.). Dr. Seidler's primary areas of interest include risk management and legal issues in sport and in planning and managing sports facilities. He is active as a consultant on facility planning and risk management for sport and recreation and frequently presents, publishes, and teaches classes such as Risk Management in Sport, Sport Facility Planning and Design, Facility and Event Management, Legal Aspects of Sport and Intro to Sport Administration.

**Jef Thiffault:** Manager, Operations, Soccer United Marketing / Major League Soccer

Mr. Thiffault has coordinated game day operations for Major League Soccer for the past 11 years. He has worked intimately in the day-to-day requirements for putting on major events and has now turned his responsibilities more to managing major international soccer events for Soccer United Marketing held in the United States in conjunction with MLS, including sold out and near capacity events in 2010 at Bank of America Stadium, The New Meadowlands Stadium, Oakland Coliseum, Reliant Stadium, The Home Depot Center and The Rose Bowl.

**Carla Varriale:** Partner, Havkins Rosenfeld Ritzert&Varriale, LLP

Ms. Varriale is a litigator who has represented Major League Baseball (MLB) teams and players, minor league teams and clients in the recreation and sports industries. Carla writes and lectures on various issues of interest to sports, recreation and entertainment venues, including water parks and amusement parks. She has appeared as a legal commentator on Court TV Radio and FoxNews’ Cases and Cops. She also has also regularly presents across America related to crowd related issues, foul ball liability, and intoxicated fans.

**Michael Zanca:** Senior Coordinator, Special Projects, USTA - Billie Jean King National Tennis Center (US OPEN) Flushing, New York.

Mr. Zanca joined the United States Tennis Association (USTA) in July 2004. Mr. Zanca is responsible for sponsorship, merchandise and hospitality during the US Open (as it relates to the facility). He is also very heavily involved in off-season capital expenditure projects, site-wide facility upgrades and ADA concerns. Located all year round at the USTA - Billie Jean King National Tennis Center, he is also charged with the creation and execution of the After Action Report which assists the US Open management staff in preparing and planning the "highest annually attended sporting event" in the world, the US Open. Prior to joining the USTA, Mr. Zanca worked at Madison Square Garden and with the Orlando Magic.

**Randy Zeigler:** Executive Vice President, OR&L Facility Management.

Mr. Zeigler is one of the biggest names in facility management with over 30 years experience managing large public assembly facilities. He is the former CEO, of industry innovator and
leader Fine Host. He ran international operations servicing convention centers and other major public assembly facilities. He received the Joseph J. Anzivino Distinguished Allied Award, and is a Legacy of Leaders award from the International Association of Assembly Managers (IAAM).

He currently directs the facility management operations in Florida and other states for OR&L Facility Management.

**Steve Zito**: Senior Vice President, Operations & Entertainment, Andy Frain Services

In June 2010, Mr. Zito was name President of Andy Frain Services Sports & Entertainment division. Prior to joining Andy Frain Services, Zito joined the Memphis Grizzlies and FedExForum in March 2005. Zito was Senior Vice President of Arena Operations & Entertainment for Hoops, LP. Steve oversaw all aspects of management of FedExForum, including event booking, event operations, facility services, guest relations, event marketing, security and public safety, parking, IT/Communications and engineering/HVAC/trades.

He has over 25 years of senior management experience in public assembly facilities management. Most recently, he spent nearly four years as Vice President and General Manager of Facilities and Entertainment for the San Antonio Spurs in San Antonio, where he oversaw the design, construction and all operations of the SBC Center (now the AT&T Center) which opened in 2002 as home to the San Antonio Spurs. He also oversaw the design and construction of the Spurs’ practice facility. His day-to-day responsibilities included overseeing booking of the SBC Center as well as overseeing all day-to-day operations of the SBC Center; Spurs practice facility as well as the management of a twin ice rink complex in San Antonio.

He is a product of two of the top Facility Management programs in the country; the University of Massachusetts at Amherst with a major in Sport Management and concentration in Facility Management and also Oglebay Public Assembly Facility Management School, which he just completed the graduate program. He is a Certified Facility Executive, a graduate of the Leadership Academy and is a member of the International Association of Assembly Managers.
What is CPM and why should we adopt the program?

The Certificate in Patron Management (CPM™️) program started as an experiential education program for the College of Business at the University of New Haven (UNH). Since 2001 hundreds of students have been exposed to the content in the program and have helped tweak the program to the point where it is today. Students and employees who go through the program do not receive university credit for participation, but Professor Gil Fried who helps manage the CPM program, and directs the PMI, serves as a clearinghouse administrator and facilitator to make sure the curriculum meets the highest academic quality and follows industry norms for experiential learning.

CPM is the only program developed to provide a comprehensive crowd and patron management curriculum designed using industry best practices as culled from numerous publications, organizations, other training programs, and industry experts. There is no one correct method to learn how to handle crowds and patrons, but the CPM program is designed to help provide a comprehensive education and a real life experience to help reinforce material in the Instructor’s Guide. In order to be certified, a student/employee (called Patron Leaders in the curriculum) needs to go through the following steps:

1. Attend training module presentation and participate in all associated activities
2. Take and pass the exam
3. Shadow an industry executive for at least two hours
4. Write and submit by email a short report highlighting what the PL learned from the shadowing exercise

Through undertaking these four steps a student/employee should be sufficiently trained to qualify as a patron/crowd manager. Those passing the four steps are certified as a patron leader and that certification is valid for three years. Since there is no national standard for a trained crowd manager, we are in essence creating a potential standard by highlighting what are the most important materials to cover in any risk management training program. There are several larger and smaller crowd management companies who do a great job training their employees. However, there is inconsistency in how such programs are delivered, and after handling numerous crowd management cases, Prof. Fried saw that each and every program could possibly be attacked since there was no consensus curriculum. While the CPM program is not officially endorsed or approved by any government body, it is hoped that in time and through usage, the CPM program and certificate will be well accepted and could serve as a model for numerous industries.

The CPM program is unique because it is the only multidisciplinary program taking best practices from various industry professionals. Besides having a broader acceptance by professionals in the industry who have helped analyze and build the curriculum, the curriculum is designed so that it is the most effective training tool for conveying information. Most presentations delivered by crowd management companies are PowerPoint presentations developed by patron management professionals. Because the training programs are usually not developed by trained/professional educators, the material, while critical and comprehensive, might be lost to the listener or trainee. Through utilizing best current pedagogical practices, there is a greater chance that current/future Patron Leaders will internalize and follow the material. Especially with the new generation of students/employees, there limited attention span
needs to be grasped early and the material needs to be constantly delivered in a creative manner to provide them with the greatest opportunity to not just hear what is being said, but to internalize the message and be able to act upon what they have learned.

That is why this training program has several unique characteristics such as a risk management game, risk rap song, cross-word puzzles, unique crowd videos, search and find pictures, fill-in cartoons, and other proprietary materials that will make learning fun and engage the learner.

The program is broader than traditional crowd management training programs. Most crowds management training programs focus just on rock concerts or sporting events. Crowds though can arise in any location from an outdoor event to a sale at a store. Crowds can be created at a political rally or in a line to take public transportation. Regardless of the location or event, it is imperative that those who are considered in a position of power/authority to help control or manage a crowd know what they should do to make the location or event as safe as possible. That is why this program is most effective when customized for each location/event. There is plenty of opportunity to customize the material and insert your own modules. In fact, the PMI web page, which instructors can access through a secure link, contains material that can be customized and different modules can be added based on the perceived need. Thus, the 18 modules contained in the basic program can be modified by any given location or event to help facilitate a better appreciation of more specific issues that might be found with any given location or event.

After reviewing all the materials in the 18 basic modules, Patron Leaders will take an examination that contains around two-three questions from each module chosen. An instructor needs to utilize at least 15 modules. The examination should take around 25 minutes to complete and then the answer sheet is submitted to the CPM administrators for grading. Training sites can specify which modules are going to be covered and a customized exam will be generated by PMI and provided to the Instructor.

The basic material that will be covered in the CPM program is highlighted below:

- How to act in a safe manner to avoid injuries to themselves or other employees
- How to analyze personal behavior to avoid potential problems
- How to analyze a crowd
- How to develop and implement a risk management plan
- How to become an active component of a risk management plan
- How to internalize the need for vigilance
- Dealing with alcohol, drugs, and mental illness
- Addressing issues faced by disabled patrons
- How to examine a facility and physical elements to make sure they are appropriate
- How to correct potential problems
- How to enforce facility rules such as no smoking or no camera rules
- How to navigating traditional chain of authority to get something accomplished
- How to effectively talk with others (whether colleagues or patrons)
- How to prepare for an event and the need to ask questions
- How to use your smile and a pleasant voice as your best weapons
- How to handle a patron or crowd if any issue arises
How to handle major issues from fights to crowd surges
How to cooperate with other entities
How to document what you have seen and done
Understanding and following the law
Planning for future events and effective plan testing

A Special Note to Managers

We want to make sure that you realize CPM is not a cure all. CPM will not make your employees supermen/women nor will it solve all your risk management problems. Some of the greatest concerns associated with a trained workforce have nothing to do with the training program. Often times the key is that if you have poor employees, no matter how much you train some people they will not improve. This might not be due to the content or material, but rather their attitude or willingness to be trained.

Also, no matter how many rules or policies/procedures are adopted to make a facility/event safer, if employees do not follow such rules or policies/procedures they have little value. For example, if there is a policy that all external doors need to be kept locked, an employee who props open a door to go outside and smoke is violating that policy. This might seem like a minor infraction to them, but if such action compromises the security system or allows someone to sneak into a facility it could lead to a disaster. That is why it is imperative that employees are not only trained in how to manage/lead patrons, but also to be motivated to want to follow all rules and/or policies/procedures. Thus, management needs to show to employees that risk management and safety is important for everyone. If a manager can show a PL how they can benefit from being proactive, the PL would be more inclined to leverage their training and skills. That is where actions speak louder than words. To help motivate employees to be better patron managers, management needs to empower them and reward them for excellent work. If management is not really interested in supporting how employees manage patrons, the employees will sense the lack of support and will not be motivated. If management follows-up with employees on a regular basis, rewards good work, and punishes violations than employees will respect management and feel appreciated for the work they do and know that the training they received is integral to their success.

Lastly, management needs to supply employees with the proper tools. Employees cannot be expected to effectively communicate if they do not have communication equipment. Having a nice uniform, having state of the art equipment, and leveraging industry best practices will help employees and reduce potential risks or litigation.
How Patron Leaders Will Learn

Do you remember how you learned your ABCs? How did you learn to use a cell phone or other modern appliances? Often times you might have read some basic material, listened to someone else, observed someone else, memorized some actions, experimented a number of times, or other techniques to internalize what you learned. You also probably tried several times and failed a number of times before you got it right. The same basic concept applies to learning patron management. It cannot be assumed that someone can become a patron leader without learning, re-learning, visualizing, and trying various strategies themselves. Through such a process someone can internalize and then apply the material they learned. The process takes time, but through diligent teaching any student/employee can become a Patron Leader.

No matter how much time is required to learn/teach patron management, student/employees need this training. A recent best practices study highlighted that only 66% of surveyed venues required a formal training program for event staff. That leaves 34% of facilities lacking training. While CPM would like to have 100% of all facilities running training programs, the higher the number of facilities/event training their employees the safer will be all events/facilities (Sports Business Ventures, 2008).

CPM is a business solutions program focused on making patrons as safe as possible through our PAST program.

**P-Planning**- Only through proper planning can risk be reduced

**A- Attitude**- Through adopting a positive attitude with a great smile, employee can make a difference

**S- Simplicity**- Policies and procedures need to be simple and easy to understand to be effective

**T-Testing**- Educational programs are easily forgotten if they are not reinforced with repeated testing

**PAST** is leveraged through problem based learning (PBL) which forces Patron leaders (“PLs”) to solve problems, not just memorize terms. PLs will be presented with real life situations and will try to develop solutions using the basic information they have received with the CPM program along with common sense and possible policies/procedures for the facility they work for.

This learning/teaching technique includes the concept of failing forward. This concept examines bad decisions and what to learn from those decisions to hopefully avoid repeating the same blunders in the future. PLs should be encouraged to be creative and to think “outside the box” to help solve critical problems. That is why the instructor needs to make sure he/she gives all PLs an opportunity to suggest options that might solve a problem and for PLs to consider the ramifications of each suggested options. From experimenting with various options PLs will learn that there is no one correct solution, but through utilizing several different options a very safe environment can be created.

Learning also entails experiencing firsthand what occurs in the real world, in real time. That is why shadowing helps close the education circle so PLs can really understand the issues and
solutions for patron management. Shadowing should include a documentation process where the participant should document what they undertook during the shadowing process and even if there was no major issue that required a written report, they should write a sample report highlighting a hypothetical incident with enough detail that someone who was not there to witness the incident could understand what occurred. Sample forms are attached in the appendix, and these forms can be customized by all CPM users.

The following example helps highlight how the PBL strategy will be applied throughout the training material. While each of the modules contains at least one PBL scenario, it is not suggested that every module use one of the scenarios. The CPM program should be completed in less than three-four hours so that the PLs do not get bored/distracted and lose their train of thought or attention. While the PBL approach will keep the PLs more engaged than other learning strategies, learners normally have a shorter train of thoughts and will start being distracted after several hours. Thus a five (5) minute break every 45 minutes can help enhance content retention and analysis.

PBL Sample Scenario:

Step 1) Read the fact pattern

Lenny’s, a nationally known chain of restaurants has a great reputation for producing a great breakfast and lunch menu. Lenny’s has been around for many years, but to help grow sales it launches an advertising campaign during the Super Bowl and offers a free “Touchdown” breakfast to any person who comes in two weeks after the Super Bowl and other major events during the designated time frame. The quantities are limited and the sale only lasts for two hours. Due to the bad economy, there is a line of people waiting at the restaurant when the manager arrives at 4:00 A.M. for the 6:00 A.M. opening. No other employee arrives until 5:00 A.M., but at that time patrons are knocking on the glass doors and pushing/shoving in the line to get the best position. The manager thinks he should have ordered more food.

Step 2) The PLs should be encouraged to develop a list of the key facts:

- Have two weeks at least to prepare
- Free food
- Significant publicity
- Down economy
- Shorter-time frame from when the manager comes in until the restaurant will open
- Shorter-time frame from when employees arrive until when the restaurant will open
- A limited number of employees to start the day
- Anxious crowds
- Misbehaving crowd
- The possibility of a crowd rushing the entrance when the doors open

Step 3) PLs should develop an initial list of what they think the problem(s) is/are

- Not enough food
- Adequate supervision
- What if more people show up
• Possible fights
• Employees possible not arriving
• Employee possibly not being able to control the crowd
• Possible parking and traffic issues

Step 4) PLs should examine what additional information they might need such as the restaurant layout, security, police presence, the location, neighborhood, shopping center, outside weather, where can they get the information they need, who should they contact, what resources are available and where can they find it and, what additional information they need.

• Does the restaurant have any policies or procedures?
• Were the local police contacted?
• Had they ever done anything similar in the past and what was the customer response?
• Is there an employee assigned to handle the crowd?
• Are there any directions/policies from corporate headquarters?
• Are there any applicable local laws?
• What type of training do the employees have in patron management?
• Is there any documentation for prior similar events?

Step 5) Develop a list of possible solutions and examine if those solutions might be feasible.

• The restaurant could hire security (issues to consider include cost, how long it takes to deploy, what is their training, when do they need to be ordered, etc…)
• Have greeters let patrons know that they will be served and those who have been waiting for a while and might not get in could receive a coupon for a free meal in the future or serve them coffee while they wait in line as an inexpensive gesture.
• Management can give out wrist bands indicating who has priority in the line,
• Contact police and arrange for both patrols and possible presence
• Deploy some type of barrier/barricade to keep patrons away from the doorway, prevent disrupting neighbors, or help maintain line integrity.
• Serve coffee and offer shelter to those waiting in the line
• Give those standing in the line a numbered bracelet to guarantee them service without having to wait any longer in the line

Step 6) Develop a plan for how the event could be run more successfully in the future. The plan can include:

• Know about the promotion
• Schedule employees
• Order extra/appropriate food/supplies
• Review information from past similar events- look for any records/files and talk to employees who have worked previous events
• Monitor weather forecasts
• Meet with landlord or other building related individuals as well as individuals who own/manage nearby facilities/businesses
- Contact all necessary local officials and make sure all documents/permits are obtained and all officials know about the event
- Arrange pre-event meeting with all appropriate personnel to walk through the event and how to handle various issues
- Do a mock trial of the event
- Document what happens before, during, and after the event for future training/education

Step 7) Have the PLs evaluate what they have developed and share the results with others to show that there are numerous approaches to solve the same problem and that we can learn from everyone else’s ideas/suggestions.

When developing this system it is critical to understand at the beginning what are the core competencies we want PLs to learn from this exercise. For example, can the PLs use various conflict resolution strategies to deal with patrons and/or can they examine the strength of resources Lenny’s has available based on the current facility configuration.

PBL has led to the development of table-top exercises which often include a scale model of a facility where everyone examines deployment and other risk management strategies. Table-top exercises can be a great way to identify a part of your plan that you might want to test. Thus, you can try to test an emergency evacuation plan by examining where people might need to exit if there is a fire in one section of a facility. If you intend to use such exercises, the following tips can help make the process more effective:

- Identify the section of the plan(s) you intend to test
- Identify a team of employees who will serve on the exercise planning team
- Identify the exercise goals/objectives and a way to measure success
- Create the exercise scenario (such as a PBL exercise.) As part of the scenario make sure everyone knows if you will crawl, walk, or run through the scenario to see how fast the exercise will be run
- Develop an evaluation checklist to make sure all issues are addressed/handled
- Select the PLs who will take part in the exercise and make sure the exercise is taped so others can see what happened
- Hold a pre-exercise meeting with all the involved parties to make sure they are all on the same page
- Perform a post exercise review to highlight what went right and what went wrong (Howard, 2010)
- Make sure everyone had fun and let everyone know what you learned from the exercise

PBL is one technique we encourage CPM Instructor to use to help PLs learn the material. However, there are numerous other teaching/learning based approach that should also be considered. Every CPM Instructor should customize the delivery to make sure that the PLs can learn the material in the manner that insures they understand and can apply the information.

When developing a learning program, the developer needs to develop a learning plan. Such a plan normally contains the following elements:

1. Identifying the goals and the desired outcome- possibly certifying all PLs, but there could be several goals.
2. Determining the benefits to managers, employees, PLs, patrons, and all other stakeholders.
3. Identify the necessary action steps needed to achieve the goal(s) and identify not just the key steps, but the sequence they should be in.
4. Specify the resources that will be needed to effectively deliver the program such as video monitors, seating area, food/drinks for attendees, etc...
5. Insure accountability so make sure that everyone knows in advance what they are accountable for and how they will be evaluated.
6. Measure your results whether through test scores, fewer patron incidents, fewer injuries, etc… (Nixon, 2010)

Mr. Nixon highlighted in his article that learning a skill or how to take a specific action requires practicing a skill until it is perfected rather than just reading information. This is especially correct with adult learners who with their experience and background learn better by doing, discovering, being involved, asking questions, and being engaged. Nixon recommends that 40-50% of the learning session should involve engaged activities rather than lecturing. Learners include visual learners who need to see, auditory learners who have to hear, and tactile learners who have to touch and feel. Thus, every CPM facilitator needs to adapt their delivery to multiple crowds using multiple techniques since each learner is different and no one size fits all program exists. In fact, Nixon highlights the following chart to show the percent of knowledge retention based on delivery type.

<table>
<thead>
<tr>
<th>Deliver type</th>
<th>Percentage of info retained</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lecture (see/hear)</td>
<td>5%</td>
</tr>
<tr>
<td>Reading</td>
<td>10%</td>
</tr>
<tr>
<td>Audio Visual/Video</td>
<td>20%</td>
</tr>
<tr>
<td>Demonstration</td>
<td>30%</td>
</tr>
<tr>
<td>Discussion Group</td>
<td>50%</td>
</tr>
<tr>
<td>Practice by Doing</td>
<td>75%</td>
</tr>
<tr>
<td>Teaching others</td>
<td>90%</td>
</tr>
<tr>
<td>Immediate application-experiential learning</td>
<td>90%</td>
</tr>
</tbody>
</table>

Without training, a PL’s instinctive response to a serious situation might be unpredictable. Whether from fear or anxiety, people facing a potentially stressful situation might act in an unproductive manner such as freezing up, overreacting, or acting inappropriately. However, through training someone can gain professional confidence, physical confidence, and emotional maturity to handle stressful situations. This can help create a rehearsed response (Boardman, 2010). Boardman feels this confidence can be instilled by teaching the following top ten tips to help mitigate a crisis:

1- PLs need to be empathetic by listening to patron concerns
2- PLs should clarify messages by making sure no one is misunderstanding the issue which requires training in listening and repeating what was heard
3- PLs should be taught to respect personal space to minimize patron anxiety
4- PLs need to be aware of their body position from how they stand to how they talk with their hands.

5- PLs need to distinguish between informational question and challenge questions where a patron challenges a PLs’ authority. PLs need to avoid internalizing any challenge questions and to avoid a power struggle with a patron.

6- PLs should allow patrons to vent and after the venting has ended ask how they can help.

7- PLs should be taught how to give options-rather than ultimatums.

8- PLs should make sure non-verbal cues are nonthreatening such as rolling one’s eyes or wagging fingers in someone’s face.

9- PLs need to learn that they cannot control the actions of others, but can control their own actions so they should focus on not overreacting.

10- PLs should understand that their best weapon is their mouth to try and defuse a situation. After that a radio and the ability to call others is an important weapon in their arsenal. However, a last resort might be physical contact or self-defense and PLs should understand that the prospect of physical engagement exists (Boardman, 2010).

Learning is also enhanced by management identifying exactly what they would like PLs to possess as part of their career tool-kit. A tool-kit is a set of skills that can be applied in the workplace. Whether communication or ability to use specific equipment, every student/employee will have different skill requirements that they might need to include in their tool-kit. Some of the key tools that might need to be included in a PL’s tool-kits could include:

- Content mastery of patron management material
- Critical thinking skills, especially during stressful times
- Communication skills with both colleagues and patrons
- Peer collaboration and how to work well with others
- Problem solving skills
- Personal responsibility for their actions

Most people forget textbook material just two to three days after learning the material. Some stats highlight that learners forget 80% of what they learn in a couple days. However, if learners re-read the material after a couple day delay the amount retained increases to 50% (News You Can Use!, 2009). Some of the different techniques that can be used to enhance the PLs’ learning experience include:

- Games
- Exercises
- Cross word puzzles
- Find a word searches
- Matching games
- Roll playing/skits
- Developing song
• Countless other strategies that encourage people to actively engage in the learning process

*****

Learning Exercises

When giving examples or running through PBL exercises it is important to vary the scenarios. Not every case/incident will involve a fan misbehaving, a lost child, or the common run-of-the-mill incidents. Some of the potential “curveballs” that can be thrown at PLs going through the training process could include the following:

• Identifying individuals with fake or stolen uniforms (or credentials); Various terrorist groups have stolen uniforms and actively used them to enter restricted areas
• Tracking people on the facility’s perimeter to determine if anyone is engaging in surveillance activities (taking pictures for example- but posing as tourists)
• Tracking people on the facility’s interior who are engaged in any suspicious behavior
• Monitoring individuals who call and ask suspicious questions or for sensitive data
• Create a special event protocol such the President of the United States coming to an event and what would they do differently
• Responding to someone who dies at the facility
• Being the witness to a major criminal or terrorist act and being interrogated by authorities
• Responding to protests or political concerns/incidents

Through utilizing “curveballs” PLs will be forced to think on their feet and come up with innovative solutions. I have found through my years of teaching that the more extreme the example, the easier for students to learn the material and remember the example.

Besides developing learning methods that will be the most effective, it is important to not just train PLs, but to also encourage and motivate them appropriately. Thus, managers have to do more than teach, they have to back-up what they say with specific motivational techniques/strategies.

Motivation

Finding ways that motivate staff members is a critical part of the information retention process. If a PL knows they are being monitored and will be rewarded for doing a good job they will be more motivated to do a good job and internalize the material. The first step in motivating a PL is to hire the right people from the beginning. The GIGO computer concept applies to patron management as well. GIGO refers to Garbage In-Garbage Out. If the employees hired to work as a PL is not of high enough caliber to understand, appreciate, and follow directions than a large amount of training might not make a difference (Coleman, 2007). It should be noted that motivating PLs is the responsibility of management and those who train PLs should be in a position to keep improving and honing their skills. Some of the specific motivational techniques that can be used to help PLs become the best employees possible include:

• Addressing everyone by their name so they do not feel they are just a number
• Congratulate a well done job in a public manner—such as on a scoreboard or an employee of the month award
• Write personal thank you notes for a job well done
• Make the time to listen to what PLs have to say and take their concerns seriously
• Create an employee quality council to develop and implement ideas to make risk management and patron management more effective
• Explain why you want PLs to undertake a specific activity. While this might seem like a burden, if a PL knows that what they are doing is critical for the entire organization/event/facility
• Be available after pre-event meeting so individuals can ask personal questions they might not feel comfortable asking in public. You can also give everyone a personal email address so they can contact you at anytime with important questions/information
• Share experiences and past successes/failures and use these experiences as a bonding experience
• Conduct customer surveys and share suggestions/recommendations with PLs
• Provide PLs with an attractive and professional looking uniform to instill pride
• Allow PLs to have their picture taken with stars or other dignitaries as a reward for good work
• Encourage PLs to take their careers seriously, but not to take themselves too seriously
• Remind PLs of the golden rule, treat others as they would like to be treated themselves
  The best PLs can thus be rewarded with management serving them and letting them bring family and friends to a luxury booth or premium seating area
• Get to know each other by hosting events where stars, entertainers, and celebrities interact with the top PLs
• Create an environment where people can laugh and have a great time
• Have PLs answer phone calls the day after an event to hear firsthand the complaints and praise that are generated after an event. Management can also record and play such calls at employee meetings
• Send PLs thank you notes for doing a good job, send letters to their family members thanking them for their hard work, remember them on their birthdays, and generally show that you care about them

One strategy that might have significant value is to give special pins to various patrons and ask them to give them out to personnel who do a great job. The pins can become collector items for the PLs, but management can offer a cash prize for the most pins earned during a season and such a friendly competition can generate significant interest. If the PLs do not know who has the pins and who gives them out they will have to treat everyone as a potential pin givers and hopefully will treat everyone with exceptional service (Veeck & Williams, 2005).

Besides motivation, a manager needs to understand their employees. Furthermore, employees need to understand each other. For example, some employees are introverts while other are extroverts. This does not mean that some are shy and others are outgoing. Introverts can be outgoing, but they are also accustomed to conserving energy while extroverts obtain energy and are energized by external relations. Each type of employee requires different approaches to motivation as well as strategies for being as successful as possible on the job. Vigilant
monitoring of employees can help identify not just the best managerial technique/strategies to use, but also when there might be problems.

One last concern managers should consider is that the workplace can be dangerous. PLs can be injured from slipping on surfaces, bumping into others or being pushed, and countless other concerns that a PL should consider. Workplace violence is one of the top causes of workplace deaths. Managers and other employees need to be trained to identify specific concerns such as:

- Direct threats by other employees or strangers which can represent the potential for immediate danger
- Conditional threats that an action might be taken in the future
- Veiled threats that violence might occur
- Unexplained absenteeism
- Fascination with weapons
- Arguing with co-workers and patrons
- Temper tantrums
- Interpreting daily events in a morbid manner
- Challenging others with conspiracy theories
- Drug or alcohol abuse
- Displaying “victim-syndrome”
- Decrease in productivity
- Extreme changes in behavior
- Complaints about family life/workplace
- Binge-related behavior or drinking/drug abuse.
- Harassment, which could include irritating behavior to glaring at others or following someone around the workplace
- Aggression, which causes harm or discomfort
- Intense behavior that boils over into rage, which can lead to mayhem and direct bodily and property damage (Rudewicz, 2004)

While the CPM program is focused on training patron leaders, it is critical for CPM Instructors and managers to take the time and prepare all employees for a training program and to prepare the event, facility, and/or organization/company to properly use the newly trained PLs. Training alone is not a cure all, but is part of the process to make an environment safer. If management does not empower employees or if the facility infrastructure is in poor shape, properly trained PLs will not be as effective.
What Will Patron Leaders Learn?

The following represents the basic components of the CPM program. After each component a specific goal is highlighted which can help assure learning outcomes are met.

1) The Need/Role of a Patron Leader- Before a Patron leader (PL) can do their job, they need to know what their job entails. This module focuses on highlighting the tasks and skills required of a PL and a definition of some of the key terms associated with their job.

   Goal- Understand the key terms and definitions of patron, patron leader, patron management, crowd control, and crowd management

   Goal- Understand at least five of the following elements of their job: understanding your facility, preparing for an event, understanding and following policies/procedures, risk management, communicating effectively, perimeter containment, entry/exit management, problem solving, medical emergencies, criminal issues, and fire/emergency safety.
   Acronym PREP FM CEC

2) How People Act/Behave- From hot weather, large crowds, alcohol, drugs, disabled patrons, etc… patrons come in many shapes and sizes and are impacted by numerous issues. Through knowing what makes people tick, a PL can more effectively get to the root of a potential issue.

   a) Types of people
      Goal- Identify five different types of people that might come to an event/venue

   b) Issues that impact People
      Goal- Identify five environmental issues that can impact a patron and five causes of conflict between patrons

   c) How people respond to different situations
      Goal- Appreciate that everyone responds differently to different situations and that a condition could change in seconds, impacting patrons in different ways

3) Patrons and Crowds- This section highlights the basics of crowds, types of crowds, and how crowds behave. Specific tactics for dealing with crowds are discussed.

   a) Introductions to crowds
      Goal- To understand what is a crowd (definition) and how they are formed

   b) Types of Crowd
      Goal- Identify the five primary types of crowds

      Goal- To identify ten variables that can help influence how a crowd might behave or change their behavior

   c) Social and psychological influences
Goal- To identify five variables that examine how patrons feel or behave in a crowd

Goal- To identify five variables that can help reduce potential inappropriate crowd actions/behaviors

d) Crowd management- dealing with self-controlled and active crowds

Goal- Identify the basic concept of crowd management as applied to working with crowds

e) Crowd control- dealing with violent crowds

Goal- Know that they should never personally try to stop or change a violent/hostile crowd

4) Understanding your Facility - It is hard to appreciate the importance of risk management without knowing the facility where an event is held. The facility itself can represent a danger, but more often the lack of familiarity with a facility can cause significant harm.

a) Facility walkthrough

Goal- To understand the basic of the outside-in approach to facility inspections.

Goal- Identify the location of the five key systems in a facility (fire suppression, CCTV, plumbing, communication, people movement)

b) Knowing how “things” work

Goal- Have basic knowledge of how the basic safety systems operate.

c) Anticipating problems

Goal- To educate PLs that they need to listen and watch for potential facility problems.

5) Preparing for an Event - This section focuses on what steps need to be taken to prepare for an event. From getting a good night sleep to wearing the right shoes, how a PL prepares for an event will influence how they lead patrons.

a) Preparing yourself

Goal- Know that each PL is patron management tool and all the elements they need to be ALERT

b) Preparing the facility

Goal- Check at least five elements of the facility so PLs can help SEALs the facility

c) Preparing the team

Goal- Identify five parties (TEMPS) who should be involved in preparing for an event a) ALERT
A- Attitude- have the right attitude
L- Logic- use your brain
E- Enthusiasm- this is not just a job, but you are a protector of others so undertake your task enthusiastically
R- Rest- in order to be effective you have to be alert and well rested
T- Training- training helps make sure you know why you are doing it, what to do, how to do it, and when to do it

b) SEALS
S- Spills- watch for any spills that can cause a slip hazard
E- Entry way- every entry way needs to be secured to prevent unauthorized entry, crowd problems or other concerns
A- Aisles- aisles need to be clear and patrons need to keep moving
L- Lighting- lighting needs to be sufficient so patrons can see where they are going (whether with house lights, natural light, or flashlights).
S- Stairs- make sure stairs are unobstructed and clean

c) TEMPS
T- Trained personnel- there needs to be enough trained personnel in every given area (i.e. critical mass)
E- Event/Teams- those who are putting on the event or participating in the event need to be part of the deliberation in preparing for an event.
M- Management- the front line staff needs to be on the same page as management
P- Patrons- patrons need to be involved as a voice in the process. This does not mean every or any meeting(s) needs to include a patron, but their perspective needs to be shared and analyzed to help insure the safest event possible.
S- Safety- safety personnel from police officers, fire marshals, building inspectors, and other safety officials need to be part of the team whether through meetings or known understandings, regular visits, monitoring events, or other ways to obtain meaningful feedback/support.

6) Understanding Policies/Procedures- Every event and facility has numerous rules, policies, procedures, employee manuals, and other information that directs the behavior and actions of numerous individuals. PLs need to know these rules and feel comfortable communicating this information and enforcing such rules as part of their responsibility.
a) Rule development
Goal- Understand how rules are developed based on past events/concerns

b) Rule communication
Goal- Appreciate the importance of reading, knowing, and following policies and procedures

c) Rule enforcement
Goal- Identify techniques that can help enforce rule- such as using the CLEAR approach

c) CLEAR
C- Communicate- communicate with the patron that a rule has or is being violated
L- Listen- listen to what the patron has to say about their conduct
E- Explain- explain the rule or penalty to make sure that all parties are on the same page
A- Attitude- leave your attitude at the door- it is not you versus them, but how to reach a resolution so hopefully both parties win or some other resolution is reached.
R- Reach a conclusion- Resolve the issue and make sure there is some finality whether a handshake, an oral/written reprimand, expulsion from the facility, etc...

7) Risk Management- Risk management is the process of learning how to identify potential risks, and then what steps/processes can be sued to minimize those risks.

a) What are the risks
Goal- Identify ten types of risks that could be found in a facility

b) Risk management process
Goal- Understand the ECT approach and be able to apply it to PBL exercise

c) Resolving/handling risks
Goal- Identify five ways to help resolve risks.

8) Communicating effectively- One of the biggest reasons why people do not get along is a lack of communication. Furthermore, misunderstanding of communication can lead to significant problems and this section highlights some of the keys to communicating effectively.

a) Verbal communication
Goal- Understand the basic elements of the communication channel theory

Goal- Understand the rights patrons have to speak/communicate

b) Written communication

Goal- Understand that every word counts and that PL have to get it RIGHT

c) Non-Verbal communication

Goal- Understand that what they do not say is just as important as what they do say.

Goal- Identify five non-verbal signals to look out for.

B) RIGHT

R- Reflect- think before you write (as well as speak)

I- Investigate- take the time to research what you are about to write

G- Gather- gather as much information as possible such as names of witnesses, weather reports, etc…. Thus, you have to do more than just investigate- you have to gather and compile critical information.

H- Hieroglyphics- a picture is worth a thousand word and that is how we know so much about the Egyptians. Thus, take any photos you can get and include them in your report.

T- Transcribe- take time to write your thoughts in a rough draft and then in a final copy. Due to the availability of computers and PDA using electronic forms can make the job of writing and retaining documents much easier.

9) Knowing your equipment- Some people state that a carpenter (or other trades people) are only as good as their tools. Similarly, a PL needs to be know how to use some equipment in order to make sure they can do their job correctly. From personal equipment to event/facility issued equipment, several key tools can make a PL’s job much easier.

a) Key equipment

Goal- Identify five potential tools that you can use to help perform your job as a patron leader

b) How to use your equipment

Goal- Learn how to use the actual equipment available at your event/facility such as a fire extinguisher or an alarm system

c) You as a piece of equipment

Goal- Identify five specific steps that improve your visibility- the BRITE approach
c) BRITE

B- Bring yourself to the patrons rather than waiting for them to come to you. Regularly ask patrons how they are doing and get involved (proactive) instead of being passive/reactive.

R- the Right uniform can help patrons know who you are and that you can possibly help them.

I- Information You need to have the right information delivered to you by management, other PLs, government officials, and patrons.

T- Timing is critical to make sure you can respond as quickly as possible to be in the right place at the right time.

E- Eye contact- Make sure you make eye contact with patrons as that might be the easiest way for someone to contact you.

10) Getting People into the Facility- One of the primary concerns for PLs is getting people into a facility. Whether it is one person or 100,000 people trying to enter an event/facility problems can arise from overcrowding to misinformation and upset patrons. Through knowing how people enter a facility and what can go wrong, PLs can help alleviate some of these concerns.

a) Entry management

Goal- Know how lines move and what impedes that process. Identify five ways lines can move and five issues that can impede a line

b) Screening

Goal- Identify five things you should not do while screening

Goal- Identify ten things normally not permitted into an event/facility

C) Moving patrons around

Goal- Identify five techniques to help get a patron where they want or should go

11) Becoming a Top Seller- This section focuses on selling the facility and yourself. Often the little things a PL does such as a smile or taking a personal interest in a patron can turn you from just another face, to the positive face of the event/facility. The key is often treating people the way you want to be treated and knowing little tricks/quirks associated with people and how they act or want to be treated.

a) Selling you

Goal- Apply SMILE and know your abilities and attitude

b) Golden rule

Goal- Memorize the following rules: I will not cause harm to others, I will treat patrons the way I would like to be treated if I were a patron, I will treat you like you are the most
important person right now and I hope you will likewise share the same courtesy with me

c) Getting touch and touch love

Goal- Learn five techniques to handle a patron problem or problem patron

A) SMILE

S- Simple- KISS (Keep It Simple Stupid) approach

M- Make an effort to reach out

I- show Interest in what they have to say or their concerns

L- Laugh and smile

E- Eye contact is essential so they know you are listening and understanding

12) Concerns within the Facility- This section examines concerns within a facility that might arise due to the activities going on in the facility. For example, individuals might purchase alcohol and become intoxicated. This does not mean the facility is doing anything wrong, but activities within the facility can raise concerns and need to be addressed.

a) Patron actions

Goal- Identify five ways to identify a possibly intoxicated patron.

Goal- Identify five patron related actions that could cause concerns

b) Event itself

Goal- Identify five clues that an event is changing crowd behavior- the BASTE approach

Goal- Identify five issues that can change about a facility during an event.

b) BASTE

B- Bad Officiating- when officials make bad calls it can upset patrons. The same concern can occur when a manager at a store enforces a bad rule that upsets a patron

A- Another game- If another game ends that has implications on standings patrons can change their attitude or behavior

S- Scoreboard- the scoreboards, public address systems, or other patrons can encourage patrons to misbehave

T- Time- The time of day an event occurs (or ends) along with whether there is overtime or time sensitivity can impact patrons
E- Entertainment- If there is ancillary entertainment it can change how fans might behave. Music, cheerleaders, autograph signing, free giveaways, etc… are all approaches that can help make patrons feel better and change their behavior/attitude.

13) Problem Solving- Problem solving is the art of using creative energy to develop various solutions that might solve a potential, current, or future problem. This section will help highlight the steps that can be used to help identify, analyze, make decision, and take actions to solve problems.

   a) Identifying problems
      Goal- Identify ten problems that can occur at an event/facility
   b) Analyzing the problem
      Goal- Highlight five tricks that can be used to determine if an issue is really a problem
   c) Decision making
      Goal- Determine how can you evaluate which decision to make when faced with several options and understand the basic decision making process
   d) Action
      Goal- Identify five ways to make sure a problem is solved

14) Medical Issues- Various medical issues can impact patrons and PLs need to be aware that they could be called to provide or analyze basic first aid concerns from heart attacks, food allergies, overdoses, and other medical conditions to how to apply/use CPR, AEDs, and the Heimlich maneuver.

   a) Basic response
      Goal- Identify when basic first aid should be provided and by whom
   b) First-aid strategies
      Goal- Understand you are not a doctor and involve the appropriate parties as quickly as possible
   c) First-aid equipment
      Goal- identify five first-aid items you should know about in the facility

15) Criminal Issues- Events and Facilities can face numerous criminal concerns. This does not mean a PL will act as a police or security officer, but a PL needs to understand and appreciate that criminal activity can occur. Criminal activity can range from vandalism and scalping tickets to bombs, weapons, and theft.

   a) Preventing crime
Goal- Know that you can help prevent some criminal activities by your presence/actions
Goal- Identify 10 types of crimes that can occur at an event/facility
b) Spotting crime
Goal- Develop five strategies to become a better crime stopper
c) Criminal resolution
Goal- Highlight five steps to help the police be more effective

16) Fire/Emergency Safety- People are often concerned about the prospect of a fire in their home, but often overlook the same concern at a facility. While older facilities made of wood risked a serious threat of fire, people used to think that cement facilities were safe- until the World Trade Center tragedy. This section will focus on basic approaches for PLs to use when confronted with various fires (electrical, grease, etc…) and other emergency situations such as a bomb threat.

a) Fire security
Goal- Identify five steps to take if you spot a fire
Goal- Identify five steps to take if you are told there is a fire
b) Emergency situations
Goal- Apply the CRISIS approach if an emergency arises
c) Terrorism
Goal- Identify four types of terrorist activities – the BECS approach

b) CRISIS
C- Call for help
R- Respond in an appropriate manner
I- Information- gather as much information as possible and do an initial analysis
S- Strategy- make sure you follow a set strategy
I- Isolate- people/hazards
S- Safety- always respond with safety in mind

c) BECS
B- Bomb and other suspicious packages
E- Event disruption- such as protesters or throwing items
C- Chemical agents of various types
S- Shooting or other attacks using various weapons

17) Getting Patrons out of a Facility- One of the biggest concerns for event/facilities and the government is how to get personnel and patrons out of a facility during a crisis. While some people feel that those leaving a facility will act crazy, history shows that most people act in an orderly manner, but this occurs when there are trained individuals who can assist patrons.

a) Exit basics

Goal- Identify the steps in the evacuation process and keep CALM

b) Problems in the facility

Goal- Identify five problems that can occur when trying to evacuate the event/facility- apply the PARCS approach

c) Problems outside the facility

Goal- Identify five problems that can occur outside a facility impacting an evacuation- the PACTS approach

a) Keep CALM

C- Communicate- communicate with everyone around you. Make sure you give clear instructions and maintain your visibility

A- Attitude- if you are positive and let patrons around you know that you are there to help guide them to safety they will feel more at ease

L- Location- you need to know where you are located and know where you (and patrons) need to go in order to exit the facility in the safest and quickest manner possible

M- Maintain calm- you are a leader and you need to lead the patrons to safety. The only way you could lead people to safety is if you and those around you are as calm as possible

b) PARCS

P- Patrons- patrons falling while trying to exit a facility

A- Attitudes- when patrons or PLs refuse to listen or are uncooperative then they can cause a significant problem in getting patrons out of a facility

R- Rumors- the power of rumor is a major concern and PLs have to work hard to keep communicating with patrons and dispel any rumors that might be aired
C- Confusion- many patrons go out of a facility the same way they came in due to confusion and ease in remembering patterns. A PL needs to avoid confusion among other PLs as well as patrons

S- Sentimentality- people are sentimental which means they want to be with their friends and family so they often try to exit together and this might cause congestion problems. Disabled patrons also should be considered in the evacuation plan, but are often the last ones evacuated from the facility due to safety concerns

c) PACTS

P- Parking issues- from cars not starting or blocking exit ways, PLs need to monitor parking activities

A- Attacks- from assaults by other patrons to criminal assaults by third parties, PLs need to identify areas of concerns when large numbers of people exit a facility and which might be blocked from easier viewing

C- Congestion- sometimes patrons leave a facility but linger around and this could cause a problem for others still trying to exit a facility

T- Traffic congestion- congestion away from an event/facility can impact exiting strategies. If there is another major event occurring at the same time there might be extra traffic that makes exiting more difficult

S- Shelter-in-place- Sometimes the safest strategy is to stay in a facility. Thus, if there is a chemical attack or natural disaster the safest location might be inside a facility so listen to supervisors if they order patrons to stay inside

18) Preparing for the next Event- When an event ends, PLs cannot just celebrate. PLs need to prepare for the next event. The best time to prepare for the future is immediately after an event so recollections are fresh

a) Documentation

Goal- Learn how to properly document what happened so that you or someone else can refer back to the documents when planning for future events

b) Meetings

Goal- Learn how to effectively communicate the good and bad of an event/facility to share experiences and insight

c) Reassessing the good and the bad

Goal- Measure whether the safety goals/objectives were met and how to correct any problems
The Need for Patron Management- Intro

*********************************

Teaching Tip

The best way to show the need for effective patron management is to show several of the crowd management videos to highlight what can happen when a crowd misbehaves. Have the PLs view the videos and then ask them to explain how they could have possibly prevented the incident or what they would do when faced with a similar situation. One of the easiest ways to highlight the need for patron safety is to utilize some YouTube videos or other clips that might highlight crowd related tragedies or incidents. Some good clips can be found using the following links:

http://www.youtube.com/watch?v=0Ey4da0Z7ug#watch-main-area maverick surf incident
http://www.youtube.com/watch?v=bYQHGL7TmUw football crowd rush
http://www.youtube.com/watch?v=WbYe9W3DaxE crowd rush at a college basketball game
http://www.youtube.com/watch?v=peRhwgXFrOU&feature=related Crowd surge at festival
http://www.youtube.com/watch?v=azSgU_Oe8NQ fans rush stage for Metallica concert
http://www.youtube.com/watch?v=f_tVDH2ZNWo collapse of stands at a Brazilian auto race

*********************************

We all want to be treated well and be safe. Patron Management is focused on providing safety and a safe environment for all patrons in a facility. Through providing a safe environment, patrons will feel more secure and will want to go to stores, malls, theaters, arenas, stadiums, and other large venues. To put it in simple terms, patron management is a form of customer service management- with the added result that a facility and its occupants are also much safer. An unsafe patron experience will discourage patrons from returning to a facility. An unsafe, or perceived unsafe, environment will generate a poor patron/customer relationship. Customers overwhelmingly highlight that a bad customer relationship will drive them away from a business. Similarly, if a business takes steps to train its employees to be proactive and helpful, the chance of creating a raving fan from customers is significantly enhanced.

Genesys, along with research firm Greenfield Online and Datamonitor/Ovum Analysts, measured the cost of poor customer service in the U.S., and found that enterprises in the U.S. lose an estimated $83 billion each year due to defections and abandoned purchases as a direct result of a poor experience (“Poor customer service costs companies $83 billion annually,” 2010). Nearly two-thirds of consumers said they had ended a relationship due to customer service alone. The survey participants said that when they end a relationship, 61% of the time they take their business to a competitor. The same study highlighted that the group most likely to bolt with their business to a competitor are those between ages 27-43- some of the most sought after customers. Customers want competent and capable customer service representatives. Customers feel the root cause of most problems with a poor service experience
include being forced to wait too long for service and representatives who do not know a customer’s history and value. Thus, what are customers really looking for: customer service representatives who are competent, proactive, provide personalized assistance, and service is provided in a convenient manner. In fact, 83% of customers said they would find proactive engagement either a strong benefit or they would welcome such assistance.

There are numerous examples highlighting what or how ineffective patron management can possibly cause a problem. The following list highlights just some of the major sport related tragedies impacting patrons. This is only a sample of some of the tragedies that have impacted and killed patrons over the years. Similar incidents have occurred at rock concerts, fairs, carnivals, shows, and numerous other environments over the years.

<table>
<thead>
<tr>
<th>Date</th>
<th>Facility</th>
<th>Country</th>
<th>Event</th>
<th>Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>1955</td>
<td>Le Mans Race Track</td>
<td>France</td>
<td>Grand Prix</td>
<td>82 killed (a)</td>
</tr>
<tr>
<td>1964</td>
<td>Lima</td>
<td>Peru</td>
<td>Soccer Match</td>
<td>300 killed/500 injured (r)</td>
</tr>
<tr>
<td>10/68</td>
<td>City Streets</td>
<td>Michigan</td>
<td>World Series Celeb.</td>
<td>200 arrested (r)</td>
</tr>
<tr>
<td>1/21/71</td>
<td>Ibrox Stadium</td>
<td>Scotland</td>
<td>Soccer Match</td>
<td>66 killed/170 injured (s)</td>
</tr>
<tr>
<td>10/71</td>
<td>City Streets</td>
<td>Pittsburgh</td>
<td>World Series Celeb.</td>
<td>100 arrested/injured (r)</td>
</tr>
<tr>
<td>1979</td>
<td>Riverfront Stadium</td>
<td>Ohio</td>
<td>Who Concert</td>
<td>11 killed (s)</td>
</tr>
<tr>
<td>1979</td>
<td>City College</td>
<td>New York</td>
<td>Rap Concert</td>
<td>9 killed/29 injured (s)</td>
</tr>
<tr>
<td>10/20/82</td>
<td>Lenin Stadium</td>
<td>Russia</td>
<td>Soccer Match</td>
<td>340 killed (s)</td>
</tr>
<tr>
<td>5/29/82</td>
<td>Heysel Stadium</td>
<td>Belgium</td>
<td>European Cup-soccer</td>
<td>41 killed/400 injured (r)</td>
</tr>
<tr>
<td>1982</td>
<td>Stadium</td>
<td>Columbia</td>
<td>Soccer-drunk fan</td>
<td>24 killed/250 injured</td>
</tr>
<tr>
<td>11/83</td>
<td>City Streets</td>
<td>Toronto</td>
<td>Grey Cup Celebration</td>
<td>22 arrested (r)</td>
</tr>
<tr>
<td>10/84</td>
<td>City Streets</td>
<td>Detroit</td>
<td>World Series Celeb.</td>
<td>1 killed/80 injured (r)</td>
</tr>
<tr>
<td>5/11/85</td>
<td>Bradford Stadium</td>
<td>England</td>
<td>Victory Celebration</td>
<td>55 killed/200 injured (f)</td>
</tr>
<tr>
<td>3/12/88</td>
<td>Katmandu</td>
<td>Nepal</td>
<td>Soccer Match</td>
<td>80 killed (s)</td>
</tr>
<tr>
<td>4/15/89</td>
<td>Sheffield Stadium</td>
<td>England</td>
<td>Soccer F.A. Cup</td>
<td>95 killed/200 injured (f)</td>
</tr>
<tr>
<td>9/26/89</td>
<td>City Streets</td>
<td>Bangladesh</td>
<td>Soccer</td>
<td>100 injured/129 arrest (r)</td>
</tr>
<tr>
<td>1990</td>
<td>Orkney StadiumSouth Africa</td>
<td>Soccer</td>
<td>42 killed (s)</td>
<td></td>
</tr>
<tr>
<td>6/90</td>
<td>City Streets</td>
<td>Detroit</td>
<td>NBA Final Celeb.</td>
<td>8 killed/100 arrested (r)</td>
</tr>
<tr>
<td>1/18/91</td>
<td>Delta Center</td>
<td>Utah</td>
<td>AC/DC Concert</td>
<td>3 killed (s)</td>
</tr>
<tr>
<td>Date</td>
<td>Location</td>
<td>Country</td>
<td>Event Type</td>
<td>Description</td>
</tr>
<tr>
<td>----------</td>
<td>-------------------</td>
<td>---------</td>
<td>--------------------------</td>
<td>--------------------------------------------------</td>
</tr>
<tr>
<td>6/7/91</td>
<td>City Streets</td>
<td>Chile</td>
<td>Soccer Celebration</td>
<td>10 killed/128 injured (r)</td>
</tr>
<tr>
<td>6/92</td>
<td>City Streets</td>
<td>Chicago</td>
<td>NBA Final Celeb.</td>
<td>Over 1,000 arrested (r)</td>
</tr>
<tr>
<td>6/93</td>
<td>City Streets</td>
<td>Montreal</td>
<td>NHL Final Celeb.</td>
<td>168 injured (r)</td>
</tr>
<tr>
<td>6/93</td>
<td>City Streets</td>
<td>Chicago</td>
<td>NBA Final Celeb.</td>
<td>2 killed/682 arrested (r)</td>
</tr>
<tr>
<td>10/30/93</td>
<td>Camp Randall Stadium</td>
<td>Wisconsin</td>
<td>Football</td>
<td>70 injured (s)</td>
</tr>
<tr>
<td>6/94</td>
<td>City Streets</td>
<td>Vancouver</td>
<td>NHL Final Loss</td>
<td>1 killed/200 injured (r)</td>
</tr>
<tr>
<td>10/16/96</td>
<td>Mateo Flores Stadium</td>
<td>Guatemala</td>
<td>World Cup-Qualif.</td>
<td>84 killed/147 injured (s)</td>
</tr>
<tr>
<td>1999</td>
<td>Michigan State</td>
<td>Michigan</td>
<td>Final Four</td>
<td>132 arrested in riots</td>
</tr>
<tr>
<td>2000</td>
<td>Ellis Park Stadium</td>
<td>South Africa</td>
<td>Soccer</td>
<td>43 killed/250 injured (r)</td>
</tr>
<tr>
<td>12/30/00</td>
<td>Sao Januario Stadium</td>
<td>Brazil</td>
<td>Soccer</td>
<td>150 injured (s)</td>
</tr>
<tr>
<td>2001</td>
<td>Accra Sport Stadium</td>
<td>Ghana</td>
<td>Soccer</td>
<td>126 killed</td>
</tr>
<tr>
<td>2002</td>
<td>Indiana Stadium</td>
<td>Indiana</td>
<td>Final Four</td>
<td>30 arrested in riots</td>
</tr>
</tbody>
</table>

Legend: (s) refers to a crowd surge case, (a) auto accident, (r) riot, (f) refers to an in stadium/arena fire

(Young, 2000 and Fried, 2004)

The following explanations highlight some of these disasters in greater detail:

1955

**June 11, Le Mans, France:** Racing car in Grand Prix hurtled into grandstand, killing 82 spectators.

1964

**May 24, Lima, Peru:** More than 300 soccer fans killed and over 500 injured during riot and panic following an unpopular ruling by a referee in Peru vs. Argentina soccer game.

1971

**Jan. 2, Glasgow, Scotland:** 66 killed in crush at Glasgow Rangers home stadium when soccer fans trying to leave encountered fans trying to return to stadium after hearing that a late goal had been scored.

1982

**Oct. 20, Moscow:** According to Sovietsky Sport, as many as 340 died at Lenin Stadium when exiting soccer fans collided with returning fans after final goal was scored. All the fans had been crowded into one section of the stadium by police.
1985

May 11, Bradford, England: 56 burned to death and over 200 injured when fire engulfed the main grandstand at Bradford's soccer stadium.

May 29, Brussels, Belgium: A drunken group of British soccer fans supporting the Liverpool club stormed stands filled with Italian supporters of Juventus team before the European Champion's Cup final. While British fans attacked rival spectators at the Heysel Stadium, concrete retaining wall collapsed and 39 persons were crushed or trampled to death, 32 of them Italians. More than 400 persons were injured.

1988

March 12, Katmandu, Nepal: Some 80 soccer fans seeking cover during a violent hail storm at the national stadium were trampled to death in a stampede because the stadium doors were locked.

1989

April 15, Sheffield, England: 94 killed and 170 injured at Hillsborough stadium when throngs of Liverpool soccer fans, many without tickets, collapsed a stadium barrier in a mad rush to see the game between Liverpool and Nottingham Forest. It is Britain's worst soccer disaster. This led to the abolition of standing room areas (i.e. every patron had to have an assigned seat) and the removal of barriers at the front of the stadium. These conclusions were part of the Taylor Report produced after the games.

1996

Oct. 16, Guatemala City: At least 84 killed and 147 injured by stampeding soccer fans before a 1998 World Cup qualifying match between Guatemala and Peru held at Mateo Flores National Stadium.

2001

May 9, Accra: 126 soccer fans were killed after fans started throwing bottles and stones onto the soccer field and in response police fired teargas into the stands causing a stampede. It should be noted that while the above incidents are sport related cases, there are numerous non-sport examples of crowd related incidents. These incidents range from stampeded at religious festivals or crowd surges at rock concerts to patron problems in stores. Some incidents are highlighted below just to give a flavor for the types of issues that can impact crowds.

On December 3, 1979, 11 people died during a crowd crush when a crowd surged forward against the entry gates in front of Cincinnati Riverfront Coliseum before a Who concert.

Nine people died after being trampled before a celebrity basketball game/concert in New York in 1992.

During a 1993 New Year’s Eve party in Hong Kong, 21 people died in a crowd crush incident. The event took place in a narrow and sloped street, there was little police planning and the weather was poor.

On May 31, 1999, 2,500 fans leaving a concert sense a severe storm and swarmed a subway station in Minsk, Belarus (Formerly Russia). 53 people died, 150 injured, and 78 were hospitalized.

In March, 2000, 600 children were at an end of the school year celebration in a club. Three teenage boys threw a teargas canister into the crowd and in the mad rush to escape the one exit resulted in 13 students dying and 150 were injured.

Eight people died (26 injured) during a July, 2000 Pearl Jam concert in Denmark when they were pinned against a barricade.

On December 18, 2001 a free Christmas gift distribution program resulted in a crowd crush that killed three children and one adult. The event was sponsored by the government in Aracaju, Brazil and over 45,000 people showed up for the event. After order was restored the toy distribution continued (Perkins, 2004).

A New Years promotion at a shopping center in Japan resulted in ten injuries when the mall offered shopping bags containing products worth more than the sale price. The 2002 event attracted a large crowd who surged forward in an attempt to buy the bags and the crowd collapsed as people toppled over each other.

In February 2003 several hundred people died in several night club incidents including 21 in Chicago, over 120 in South Korea, and 100 died at the Station Night Club fire in Rhode Island (Perkins, 2004).

******************************************************************************* Case Study ****************

The following case study, adapted from a law review article several years ago can highlight specific facts that in hindsight could have predicted or helped spotlight concerns that could/should have been addressed before, during, and after a major stadium crowd rush case.

Camp Randal Incident- Critical Facts

The following material concerning a crowd rush onto the field after the Michigan Wisconsin football game in 1993. Over 70 people were injured. The following information comes from a peer review article that can be found at - Fried, G. and Metchek, R.(2005). Case Study: Camp Randall Memorial Stadium tragedy. Journal of Legal Aspects of Sports. 15 (1) 139-177. All footnotes have been removed for brevity, but can be found in the official full-length publication in the Journal of Legal Aspects of Sports.

The following graph highlights the size and security coverage at Big Ten stadiums in 1993.
## Big Ten Stadium Survey Results from 1993

<table>
<thead>
<tr>
<th>Institution</th>
<th>Seating Capacity</th>
<th>Student Section</th>
<th># Security</th>
<th># Ushers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Northwestern</td>
<td>30,000</td>
<td>7,220</td>
<td>17</td>
<td>200</td>
</tr>
<tr>
<td>Indiana</td>
<td>52,180</td>
<td>7,600</td>
<td>80-100</td>
<td>230-240</td>
</tr>
<tr>
<td>Minnesota</td>
<td>64,000</td>
<td>1,800</td>
<td>20</td>
<td>180-205</td>
</tr>
<tr>
<td>Purdue</td>
<td>67,861</td>
<td>6,000</td>
<td>70</td>
<td>222</td>
</tr>
<tr>
<td>Iowa</td>
<td>70,000</td>
<td>8,200</td>
<td>30</td>
<td>200-270</td>
</tr>
<tr>
<td>Illinois</td>
<td>72,000</td>
<td>9,000</td>
<td>75-80</td>
<td>365-400</td>
</tr>
<tr>
<td>Michigan State</td>
<td>76,000</td>
<td>7,000-16,000</td>
<td>60</td>
<td>146</td>
</tr>
<tr>
<td>Wisconsin</td>
<td>77,745</td>
<td>11,800</td>
<td>65</td>
<td>125-180</td>
</tr>
<tr>
<td>Ohio State</td>
<td>90,000</td>
<td>none</td>
<td>25-125</td>
<td>800</td>
</tr>
<tr>
<td>Penn State</td>
<td>93,400</td>
<td>21,000</td>
<td>100</td>
<td>298-375</td>
</tr>
<tr>
<td>Michigan</td>
<td>105,000</td>
<td>19,000</td>
<td>60</td>
<td>400-450</td>
</tr>
</tbody>
</table>

### Fan Activities

Fans rushing the field had been a common occurrence at University of Wisconsin (UW) home games in the past. Prior problems included throwing projectiles and body passing. In the 1980s it was common for around 75 fans to be arrested each game for alcohol, ticket scalping, body passing, and throwing objects. In response policies were passed outlawing body passing (often called crowd surfing) and a buffer zone was created around the students including adding general public seating above the student section. In 1983 Iowa team members were pelted with eggs and booze. In a 1985 game a fan threw a section of bleachers over the stadium wall and 174 fans were ejected. In a September 1985 game, four fans were injured and 108 people were ejected. There were various incidents in the student section from the 1980s through the early 1990s.

Due to decreased attendance associated with poor performance in the 1980s, fans had to find a way to entertain themselves during games. Fan misconduct started increasing with fans throwing hard plastic cups, breaking bleachers, and then throwing marshmallows. The tradition of throwing marshmallows is discussed under Game Day Action, but should be noted that to encourage students to stop throwing small metal objects at opposing players, the University encouraged them to throw less dangerous marshmallows. While there were previous problems in the student section, the 1993 tragedy was much greater than any of the prior incidents as one reporter who covered the Badgers since the 1930s indicated that he had never seen the fence or railing go down before.
Additional Pre-Event Information

A significant amount of additional information was able from which the University, Fire Marshal, police, security company, and athletic department could have developed the risk management or crowd management plan. While a significant amount of information is highlighted below, it should be noted that much of the data was acquired after the event. This represents a significant fact in that while there might be a significant amount of information, the information might not be easy to obtain or synthesize before a tragedy, and only after a tragedy can the right material be analyzed. For example, with the World Trade Center disaster of 9/11, anti-terror risk strategies could have been developed using appropriate research and drills, but that could not properly prepare someone for planes crashing into the buildings. Thus, while information might be available before an event, that information might have limited value in light of the context for an event, and only after an event or tragedy does the information make sense.

Situational analysis could have highlighted additional possible concerns. For example, how much weight should have been given to the fact that the game was played on Halloween or that it was being played on Daylight Savings day, which provided the students with an extra hour to drink in the bars? It also should be noted that the game was officially designated as part of “Parents’ Day,” where parents were encouraged to come to campus and visit their children. Each fact could have been important and combined could have been crucial for officials to analyze and implement appropriate strategies.

Synthesizing the Information into a Plan The University utilized crowd management policy and procedures from an instruction manual and a crowd tactics sheet. The University used a 44-page Crowd Management and Security Instruction manual that provided a general guide to managing events at the facility. This manual addressed job responsibilities, including managing crowd migration. Under the manual’s instructions for portal control, the manual provided in part that, “Personnel must pass only those holding tickets for the portal or section. DO NOT, under any circumstances, permit a patron to enter the portal if patron does not present a proper ticket for the area.” The guide also covered issues such as:

- Security not leaving their post without approval,
- Key supervisors being responsible for admission control, patron directional flow, maintaining order, and to insure the best possible safety and service for spectators
- Ushers being positioned where they can best control spectator flow and ensure all spectators are seated and not sitting in the aisle-ways
- Ushers were also instructed to remain in the aisles and not obstruct viewing the game while keeping aisles clear
- Roving patrols were necessary to insure patrons are properly seated and safe
- Portal control personnel were required to stand in the center of the portal and restrict access accept in the last five minutes of the game they were to move to the field for crowd control at their supervisor’s request. In this new crowd management position the portal control personnel were supposed to face the crowd and prevent anyone from climbing over the fence onto the field and after the game they were supposed to move to the white markers to prevent fans from running onto the field.
The number of personnel required included 100 ushers, four walking patrols (two officers in each patrol), and 17 portal guards in the north and east stands (University of Wisconsin-Madison Division of Intercollegiate Athletics, 1988) The second source of guidance came from game day crowd tactics (Table 1) that were unique for each event. For the Michigan game, the crowd tactics stated that the primary goal for the day was to “Prevent injury to people – officers, band members, and fans.”

The University of Wisconsin’s manual provided the following excerpts that specifically describe procedures that security was supposed to adhere to in regards to crowd management during the game:
- “Ushers shall be stationed in sections where they can best control the flow of spectators.”
- “At no time shall spectators be permitted to sit in the aisle-ways.”
- “All aisles must be kept clear during game time and no one is permitted to loiter or stand in them. [Security must] remain in the aisle, but do not obstruct view of patrons.”
- “Fans shall not harass the players while they enter or leave the playing field. They [security] shall keep these areas clear during the entire game.” (University of Wisconsin-Madison Division of Intercollegiate Athletics, 1988)

Per Mar Security Services provided security personnel for UW. Per Mar had been working with UW since 1985. As part of the Per Mar contract, the firm was responsible for supplying 175-250 employees for football games.

Table 1- Post Game Crowd Tactics
POST GAME CROWD TACTICS
Wisconsin vs. Michigan
October 30, 1993

Our goal today is to prevent injury to people—officers, band members and fans. A secondary goal is to protect property if that can be done without creating situations that could lead to injuries.

We expect that if Wisconsin wins today, especially if it is a close game, there will be an attempt by fans to come onto the field.

Our strategy will be to ring the inside of the fence with police officers and PerMar security personnel. Our job will be to discourage fans from coming onto the field.

PerMar people will be standing closest to the fence and will be backed by police officers. PerMar will only make passive effort to discourage fence jumping. Police officers will make effort to keep people from getting past and onto the field, but if someone breaks through and runs onto the field they should not be pursued unless there is a law violation that should result in immediate arrest.

If large numbers of people begin to push through, the officers should step aside and fall back to their goalpost assignments.

If we pull back to the goalposts, the same strategy will be used. Our purpose is to discourage people from getting onto the goalposts, but if the crowd surge is great, the officers will move away from the goalposts and take up positions at the edge of the crowd.

At that point the officers should stay alert for any injuries that may occur or for any violations of the law that are likely to cause injury. Paramedics will be stationed at the fence to treat any injured persons.

COMMUNICATIONS

Crowd and band noise make radio communications difficult during the 5th Quarter. If there is a crowd surge, officers at that point will make the initial decision to move aside and begin pulling back to the goalpost assignment. Lt. Johnson will be observing from the press box and will make decisions on giving the command for all officers to pull back. That command is "Code 1000". This will be the code for pulling back from the fence and also, if necessary, pulling back from the goalposts.

ASSIGNMENTS

Areas 2 and 3 south endzone.

Area 1, 4, 5, 6 north endzone.

All officers will have post game assignments. Those with field
assignments will report to their supervisors on the field with 5 minutes remaining in the game. Supervisors will assign people so as to distribute them along the fence as necessary.

Those with student section assignments will remain at the top rim of the stadium for the purpose of preventing objects from being thrown over the edge. These officers will be designated by their supervisors at pregame briefing.

**THE FENCE**

There may be times during and after the game when people crowd the fence and put pressure against it. Actively encourage them to move back. If it seems there is danger of the fence breaking (it has in the past) move back to a safe position.

**GOALPOSTS**

The goalposts are of a new design that is difficult to break. They will support the weight of approximately 50 people. Other stadiums have had good results from this design. They are very heavy. If they should break I am sure all officers will have chosen the proper place to be.
There was an estimated 200 Per Mar security personnel at the Michigan game. The company was also accountable for ensuring that each employee was trained and educated on the UW crowd management procedures.

Some sources indicate that there were 65 police officers at the game, but the Football Assignment sheet showed that under police officer, Captain Hartwig, there were nine supervisors, four officers in a command booth, 67 officers at various posts, five vehicular patrol squads, five squads, and a mounted patrol officer. The report also showed that there were 10 officers in area 5 (sections N-K) and eight officers in area 6 (section S-O), which comprised the student sections. Since the assignments were completed several days before the game there could have been a number of changes and absences that could affect the final number of police officers at the game.

Per Mar employees were also supplied with uniforms that would allow them to be easily recognizable. However, the game’s video footage shows security in dark blue jackets, which made them hard to see in the crowd. Per Mar’s official, Gene Hoth, indicated that the security company knew about fan migration to the student section, since occurred every game. However, his company could not effectively remove such migrators because it would require his staff to check every student’s ticket in 70 rows. While fan migration was a known concern, it was not part of Per Mar’s training requirements.

In the 1980s, spectators were searched for contraband such as alcohol, but Per Mar was asked to only perform visual inspections at that time. While alcohol related concerns always can impact a crowd, the small number of beer and alcohol cans/bottles in the stands after the game indicated that drinking in the stadium was not a big contributor to the tragedy. Alcoholic beverages were not sold in the stadium during UW games.

The University intended for the Per Mar security to be the first line of relation with the students and that is why it was decided that the police would stay on the field and not go into the student section unless absolutely necessary. Per Mar was supposed to be the first ring of security around the field. While the police met before the event, Per Mar claimed that there was no pre-game meeting with their employees and that there were no specific instructions given to them before the Michigan game. Per Mar had a meeting before the season started with security personnel (especially with field access gate monitors that were new in 1993—See Diagram 1) and supervisors often relayed security concerns to front line personnel. Another Per Mar employee indicated that pre-game meetings were not mandatory for senior personnel and that gate attendants were really not responsible for monitoring the crowd. The University claimed that security meeting were held on Wednesdays before a game. A post-game security meeting was also held. Captain Hartwig met with police officers and other officials on October 29th to discuss strategies. One strategy was to secure a row, such as row 70 in section M,N,O,P,Q, and R for use by security personnel. Another strategy was to close exit Q, Section 19 to the public and for fans to use L-P (sections 15-17).

Diagram 1

Diagram of Stadium for Michigan Game
Besides putting game day plans into place, UW had to deal with external variables that impacted game day preparations. On October 27, an advertisement in the university paper (Diagram 2), the Badger Herald, portrayed a question and answer for students planning to attend the game on Saturday. The advertisement said, “Q: What will 75,000 Badger fans do that Michigan’s Heisman Trophy Candidate Tyrone Wheatley won’t? A: Rush the Field Saturday Afternoon.”

Diagram 2

Newspaper Advertisement for Game Day
This announcement gave notice to security and University officials that there could be a potential problem. The Dean of Students, Football Coach, University Police Chief, and the University Director of Health Services responded by sending a letter to students expressing their campus security concerns for the upcoming Halloween weekend. The administrators’ letter mentioned their concern for the planned field rush, but focused ways to ensure safety on campus. An October 27th, 1993 Press Release specifically mentioned that the track access would be blocked between sections M-Q before the game started. Television reports also discouraged rushing the field. In addition there was a bulletin released by Sue Riseling, Chief of Police at UW, informing students to come early to ensure seeing the kick-off, as well as entering the stadium at the designated gate of their ticket to help minimize congestion. Neither the letters nor the television reports seemed to persuade students to refrain from rushing the field.

The tactics, highlighted above, required Per Mar to make a passive effort to discourage fence jumping. Police officers were supposed to keep fans from getting onto the field, but if there was a crowd surge the officers were to move aside and fall back to their goalpost.
assignments. The goal post protection effort was called “Code 1000” and when the code was called the officers were supposed to fall back to the goals.

This plan expected that the crowd flow would easily move from the stands onto the field, but it did not take into account what would transpire when a large group of people became pinned into a small area. Furthermore, the fence that was used to keep the fans from coming onto the field could not be opened if pressure was exerted on it from the spectators. The post-game tactics failed to instruct security on how to handle a large variety of situations that could occur. Numerous events transpired at the same time to make the directive ineffective and some of the concerns could not have been appreciated before the game. For example, the gates were latched to allow Michigan players to return to their locker room. If the surge occurred after the game had ended and the Michigan players safely in their locker rooms then there would not have been a penned effect. However, the surge occurred when the game was still ongoing and there was not enough time to release the fence before it broke open.

Game day actions

The expected crowd for the game was 75,000 total spectators comprised of parents, students, alumni, staff, and residents. The weather for the event was cold and dry based upon the type of clothing that the patrons were wearing, such as heavy coats and hats. There was no mention of any weather related concerns in any depositions that would warrant any weather related crowd concerns. The importance of the game was extremely high, with rival schools competing for the Big Ten Championship, and a ticket to The Rose Bowl. The magnitude of this game combined with the festive Halloween weekend and potential for fan intoxication posed a threat to spectators and security personnel.

Wisconsin game day procedures provide that the gates were to be opened one and one half hours prior to the start of the event. Once the gates were opened students rushed in to get the best available seats, and by 10:30 AM the student section was completely filled. The seating capacity in the student section was 12,500 and there were 11,860 student passes issued for the game. An additional 400 seats were reserved in the student section for the band members and 227 random seats killed which means the seats are left vacant. Even though there was more room than the number of expected fans in that section, it is estimated that an additional 800-2,000 fans had migrated to the student section, and these fans helped fill the aisles. It was also suspected that students would enter and then hand there passes to students who would exit the facility and give the passes to more students. The police attempted to clear the aisles during the game, but were not successful.

By the game’s beginning, the student section and adjacent sections were filled beyond capacity; however, due to a lack of video footage of other sections of the stadium it is difficult to determine from where fans were migrating. It was noticeable early in the game that security and ushers were not keeping aisles clear and preventing fan migration. The game video also showed that ushers and security were not present in the aisles and had lost control over the crowd’s behavior in those areas (Game Footage Video, 1993). As stated earlier, UW standard operating procedures required all aisles to be kept clear during the game. While the aisles might have been
a concern, the video also showed that the thrust of student movement was not in the aisles, but students stepping over bleachers. The disappearance of the ushers implies that either a lack of training or poor adherence to stated procedures was apparent. Records showed the students’ section had only 19 scheduled security guards for all 12,500 fans, which is a 1 to 658 ratio. It is important to note that the crowd management “standard” of one trained crowd manager for every 250 patrons had not yet been set by the National Fire Protection Agency in 1984.

Case Logs showed 20 arrests or incidents during the game including eight arrests for ticket scalping and three arrests for conveyance (carrying alcohol bottles). One fan was arrested for disorderly conduct and one fan complained about being hit in the head with a beer bottle. However, the arrest and incident numbers for the game were not significantly different compared to arrest records from prior years and from prior games in the 1993 season.

There was also a problem with fans throwing objects. The University staff had known about this problem from previous games that same year. In response to this concern, the University’s Chancellor asked the student body to throw marshmallows; however, what he did not realize was that he was condoning the action, which was a blatant procedure violation. It was later found that spectators had stuffed pennies, batteries, and anything with weight into the marshmallows before they were thrown. The video shows specific patrons throwing marshmallows and other objects at the visiting team as they left the field, but security did not stop such activity. When security did not stop violations, such as throwing objects or seating violations, fans could perceive that such actions were acceptable. This was evident from video that showed fans throwing rolls of toilet paper, inflatable advertising materials, and anything else they could get their hands on.

In the third quarter the crowd became more energized from the tightly fought game. Video shows mascots, cheerleaders, the University band, as well as television cameras causing a peak in the excitement level of the crowd. Fans wishing to appear on television were clamoring to get into the picture and were leaning over other fans to get in front of the camera. At that point, no aisles could be seen, portals were filled with standing spectators, and there was no visible presence of security within the student sections. This would have been the proper time to disperse the crowd and clear aisles in anticipation of possible problems, but security seemed to be congregating only on the field level in an effort to divert the crowd from rushing the field. It is evident from video that the problem did not start on the field, but rather at the top of the stands, where security was not present. The university’s procedure manual indicates that in sections M, N, O, P, Q, and R that “Row 70 will be used for Security” in order to help manage the crowd.

As the game approached its finish and the University of Wisconsin was heading towards victory, the crowd began chanting “Rush The Field!” With 2:00 left on the game clock, the beginning of a crowd surge can be observed moving down towards the field. Per Mar and police personnel were seen on the field attempting to keep fans in the stands. Even with fans leaning against the fence, security and the police attempted to keep fans moving. The combination of the force of the fans funneling downwards and the security trying to hold their position resulted in the fans at the bottom being pinned up against the fence. Security personnel tried to open the gates to the field, which were closed to allow the Michigan players to enter their locker room, but the pressure of the bodies prevented the gates from opening (Glinski, 1994). As the pressure grew, the fence on the field level gave way, causing a domino effect with fans falling on top of
each other. According to the previously mentioned post-game crowd tactics, the fence had a history of breaking from the pressure exerted by the crowd. The procedures contradict the history of what has occurred; if people are penned in the stands it should be obvious that pressure would build against the fence causing it to break as it had done during previous events. This implies a major problem in the pre-game planning for such occurrences.

“Code 1000,” which meant all officers pull back, was called out by the PA system, but security personnel continued to pin spectators in the stands. Several Per Mar security officials indicated they did not know what “Code 1000” meant. Medically untrained fans were administering to injured fans due to the fact that security had retreated to the field too early. Untrained fans were also attempting to control the crowd, which caused additional problems.

Some of the facts raised in the police reports prepared after the game included:

- One officer retrieved ten whippet tanks which are 2 ½ inch steel canisters used to store nitrous oxide and which when empty were thrown at officers,
- Halls and restrooms were overflowing with fans from sections M-R,
- Per Mar was not in front of the officers in certain areas (northeast side, Section P),
- A number of doctors in the stands came to help the injured,
- One officer only saw six (6) Per Mar security personnel between section O-P and the officer asked the Per Mar supervisor to bring more people and the supervisor indicated he was trying to get security over to the student section.
- One officer felt the ESPN camera crew encouraged the students to jump on the fence and that UW football players were trying to slap hands with students, which drew the students even closer to the field. These various activities can be observed on the game video tape taken by University officials and highlighted in the event timeline contained in Table 2.

Table 2

<table>
<thead>
<tr>
<th>Time</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>10:30 a.m.</td>
<td>One hour before kickoff student section appears full</td>
</tr>
<tr>
<td>12:51 p.m.</td>
<td>Aisles in section P are still visible and Section P-Q is just as crowded as N-O</td>
</tr>
<tr>
<td>12:54 p.m.</td>
<td>Section O-P packed and students throwing marshmallows</td>
</tr>
<tr>
<td>12:55 p.m.</td>
<td>Students in costumes seen celebrating touchdown with throwing beach balls and toilet paper</td>
</tr>
<tr>
<td>12:57 p.m.</td>
<td>Student pointing at field shouting “rush the field”</td>
</tr>
<tr>
<td>1:00 p.m.</td>
<td>Everything looked fine at the field level</td>
</tr>
<tr>
<td>1:02 p.m.</td>
<td>Michigan players start returning to locker room for half time</td>
</tr>
<tr>
<td>1:04 p.m.</td>
<td>Band playing during half time</td>
</tr>
</tbody>
</table>
1:24p.m. Side screens removed to protect Michigan players returning to the field
1:36p.m. Students in Section P-Q can still get through aisles to portals
1:39p.m. View of aisles in Section R-S clear
2:00p.m. Fans seen climbing up and down side of vomitory entrance
2:02p.m. Commotion in stands when students try to impress cameraman
2:05p.m. Police are seen on the field. The fence and padding are visible and fans are moving freely in the area between the stands and fence
2:08p.m. Band members start moving towards field
2:12p.m. Fans are moving freely between fence and first row
2:17p.m. Body passing in Section P
2:26p.m. 14 minutes before game ends aisles in student section starting to fill
2:29p.m. Students chanting to “rush the field”
2:31p.m. Camera shows ecstatic fans
2:32p.m. Per Mar security seen freely opening and closing gate to allow people through
2:37p.m. Fans start descending down the bleachers and crowding around the fence
2:38p.m. Police start forming ring around field and band starts moving to field
2:39p.m. Badger mascot and cameraman by students encouraging them. No movement seen
2:40:50p.m. Fans from upper row start pushing with force and fans in Sections P-Q are being pushed against red safety railing. Students counting down final seconds on clock and yelling “rush the field,” and “storm the field.”
2:40:52p.m. Red safety railing in Section Q collapses
2:41:05p.m. With 6 seconds remaining the UW takes a knee to end the game
2:41:11p.m. Gates closed as Michigan players start exiting the field
2:41:50p.m. The top of the students section is almost completely empty as fans descend
2:42:26p.m. Chain link-fence comes down in Section O
2:42:50p.m. Additional fencing collapses and students stream across the trampled for another 50 seconds before they realize that people are being trampled
Post-game Actions

Newspapers reported that 70 fans had injuries that required hospital treatment, and four were serious enough to require extended hospitalization. While in the hospital, the University dispatched counseling center staff to three area emergency rooms and created a Hot Line to provide accurate information to victims/family members. From reviewing the security video of the post-game aftermath it was observed that as the crowd surged onto the field the Emergency Response Vehicles (located in the south corners of the stadium) were unable to drive the 100+ yards to the north end of the facility where injured patrons were located due to fan congestion on the field. Some security was seen pushing fans back into the stands, others were observed pulling spectators onto the field, and some were standing around watching the crisis unfold. Additionally, the PA announcer could be heard instructing people to disperse, however, it was obvious that the people on the field either could not hear what was being said or were so caught up in the moment that they chose to ignore the message. Throughout this tragedy the band was still positioned beyond the north end zone and some members played despite the melee that was occurring. Fans also congregated around the goalposts attempting to tear them down.

Five hours after the incident occurred, the University’s police established a Command Post that served as a communication center for all phone inquiries and media contact. Review of the Command Post’s log showed that an assortment of callers provided the following information: a security guard was sitting and watching the game, security did not know policies, students did not hear the warnings, security did not seem to know what “code 1000” meant, and suggestions on how to alleviate further problems. The Command Post was in operation until November 4, 1993.

The University undertook to minimize the trauma to students and provided post event trauma counseling to spectators and to the injured in three local emergency rooms. The University’s officials also took immediate action in response to better prepare Camp Randall Stadium for the following week’s football game against The Ohio State University. This was also a game that held implications around a Rose Bowl appearance and a possible National Championship. The following represents a list of changes that were instituted:

Student Section
- Students had to exchange their student passes for paper tickets and hand-stamps
- The band was moved out of the seating area and took a permanent position on the field increasing the student section by an additional 400 seats.

Security
- Increased the number of security personnel in the student sections
- Personnel were to patrol aisles and keep people from standing, sitting, or watching from those areas
- Control fan migration from other areas of the stadium into the student section
- Introduced “Safety Inspectors” who roamed the stadium and kept a watchful eye of the other security personnel.

Policies
- A media campaign was introduced throughout the entire week to encourage fans to display proper and safe behaviors
- Have UW players enter and exit only through the tunnel in Sections L-M rather than allowing them to exit in Sections P-Q in the heart of the student section
- Television cameras were banned from entering or filming the student section.

**Facility**
- Increased the number of speakers within the student section
- 5 more gates with fixed release exits were constructed to allow for potential crowd surges to be released quicker and were installed between sections M-P
- The visiting team’s exit was covered with a canopy in order to protect the exiting team
- The low steel chain-link fence was redesigned to avoid trapping fans.

A review of the video footage from the football game on November 6, 1993 against The Ohio State University showed that many of these changes were indeed put into effect. Security was seen patrolling aisles and instructing fans who were standing in them to move to their seating areas. Aisles within the student section were visible and the portals were not congested. It should be noted that the game was played at a later start time with snow flurries, which could have possibly foster tired and cold fans. While Wisconsin fans are accustomed to cold weather, fans in any region can get cold if they have to wait around or do not move. Factors such as these combined with the shock of what had occurred during the prior week’s game led to a crowd whose energy was quite subdued.

**The following has been excerpted from:** Fried, G. and Metchek, R.(2005). Case Study: Camp Randall Memorial Stadium tragedy. *Journal of Legal Aspects of Sports*. 15 (1) 139-177.

The following stories just represent some of the key reasons why patron management is so important.

********************************************

**Names Released Of Parents Involved In High School Basketball Game Brawl**

By GRACE E. MERRITT The Hartford Courant, February 13, 2010

ENFIELD, CT - Police investigating brawls involving parents and players that broke out Friday night after a boys basketball game between Fermi High School and Rocky Hill have released the names of four parents who were arrested. Police charged [the parents] with breach of peace. The fight broke out about 8:45 p.m. after Rocky Hill beat Fermi, 54-53. Police said some players started the fight allegedly after a player who didn't play in the game shoved an opponent while the teams shook hands. A police officer assigned to the game broke up that fight but then had to radio for backup when more fights broke out and parents spilled from the bleachers, police said. The officer then saw one parent attack another and then more parents joined the fray.

********************************************
Trial starts for 14 Serbians in fatal fan attack

BELGRADE, Serbia (AP) - The trial has started for 14 hooligans charged with fatally beating a French soccer fan before a Europa League match last September.

Proceedings opened Wednesday at Belgrade's Higher Court.

The group is charged with first-degree murder after 28-year-old Brice Taton was attacked in a downtown cafe in the Serbian capital before Partizan Belgrade's match against Toulouse on Sept. 17. Taton died several days later in a hospital.

Officials say two suspects remain at large and will be tried in absentia. A senior police official says they are probably hiding in neighboring countries.

Serbia has recently seen a surge in fan violence. A Red Star Belgrade fan was seriously wounded last week in a shooting during a local cup match.


***************

Friday, July 13, 2007

Pan Ams officially under way with opening ceremonies at Maracana

TALES AZZONI

(AP) - RIO DE JANEIRO, Brazil-Fireworks exploded and Rio's cherished Maracana soccer stadium erupted in a throbbing samba rhythm as Brazil launched its biggest show on Friday.

President LuizInacio Lula da Silva and a crowd of nearly 90,000 packed the stadium to officially open the Pan American Games, the biggest sporting event in this city since the 1950 World Cup and a test of its ability to become a major player on the global sports stage.

Security was so strict that many fans couldn't get to the newly renovated stadium in time. The ceremony began late with many seats empty, and hundreds of would-be participants stuck in lines stretching for streets outside, waiting to pass metal detectors and inspection.

Thousands of fireworks exploded from 127 launching points in the stadium and 1,000 lights with computer-coordinated effects colored the field, all to the pulsating anthem composed for the games, called "Share the Energy."

Nearly 5,000 athletes from 42 countries paraded to the loud and long applause of the crowd.

About 3.5 billion reals (US$1.7 billion; €1.2 billion) were spent to prepare the city for the games, several times more originally projected, but the lack of infrastructure in some of the venues upset fans in the first two days of competition.
Traffic jams and difficulties buying food and finding bathrooms inside the venues prompted about 100 fans to protest to organizers on Friday.

"We want to eat! We want to eat!" they chanted at the Riocentro complex after the handball match between Brazil and Mexico.

The concession stands available to the public were all closed, forcing fans to try to enter the press area and attempt to get food.

"This is ridiculous," said 21-year-old fan Vania Almeida. "How can they do something like this? There are not enough places to eat to begin with, and they are all closed. They can't treat us like this, we paid to get in."

Also, the only two bathrooms at the gymnasium were reserved for VIPs, in a complex usually used for conventions and fairs.

"It makes no sense at all," said 19-year-old Vanessa Fonseca. "The least they can do is give us a place to eat and a place to go to the bathroom."

Not even workers setting up the sponsors' tents at Riocentro were spared.

"We have to walk half an hour to get food or go to a bathroom," said Juliana Braga, who works for Samsung, one of the Pan Ams' official sponsors.

"We are working to solve the problem," said Marcelo Fefer, who was in charge of the Riocentro press center.

Problems also occurred on Thursday at new Joao Havelange Stadium, which reportedly cost nearly 400 million reals (US$211 million; â¬153 million).

Although only about 5,000 fans attended the soccer matches at the 45,000-capacity stadium, fans faced traffic jams and up to two hours in line to buy tickets. The few concession stands did not open until the match was under way, and the stores selling official Pan Ams products had empty shelves.

The women's soccer competition began a day earlier to accommodate its long schedule.

There was also a protest by about 2,000 people linked to social movements in front of Rio's City Hall. They protested against the billions of reals spent on the event, according to the AgenciaBrasil news service.


Saturday, December 29, 2007
Updated: December 30, 5:17 PM ET

Seven injured in escalator malfunction at Giants Stadium

Associated Press

EAST RUTHERFORD, N.J. -- Three people remained hospitalized Sunday after being injured when an escalator malfunctioned Saturday night at Giants Stadium after the Patriots' 38-35 victory over the Giants gave New England a 16-0 regular season.
The escalator at Gate A apparently failed at the bottom steps, state police Lt. Jim Crann said. The escalator runs from the stadium's upper tier to the ground level, and Crann said it appeared that some bottom steps became bent, causing some fans to sustain foot and leg injuries.

Seven people were injured, according to James Minish, executive vice president of facilities for the New Jersey Sports & Exposition Authority, which operates the stadium. Two of the seven were treated at the stadium, he said.

Five people were taken to Hackensack University Medical Center after the game, according to hospital spokeswoman Nancy Radwin.

Two of the five were treated and released and the other three were still hospitalized Sunday afternoon. Radwin declined to give specific details on their conditions, citing hospital policy.

One of the injured fans appeared to have a fractured leg, Minish said, while others had scrapes and bruises.

"The elevator apparently started running fast" Minish said, adding that all of the stadium's escalators were turned off after the incident.

The accident was similar to one that occurred in July 2003 at Denver's Coors Field. A descending escalator suddenly sped up after a Colorado Rockies game, throwing fans into a pile. Dozens of people were injured, and some needed surgery.

At Giants Stadium on Sunday, the escalator to the upper tier was blocked off, forcing fans going to the New York Jets-Kansas City Chiefs game to take an escalator from ground level to the mezzanine and then walk to the upper tier.

Minish said the escalators were scheduled to be checked Monday by state inspectors under the auspices of the Department of Community Affairs.

**************************************************************

http://www.twincities.com/ci_13011421?source=most_emailed&userid=78ecd38df5c82daa0ae8c7e9a7f5272&messageid=544

New fan-friendly initiatives at Lambeau Field

Spectators at Lambeau Field, home to National Football League (NFL) team The Green Bay Packers, can now report bad behaviour to security via text message, in a move designed to improve the gameday experience.

Fans are instructed to send the word ‘flag’ and the conduct violation and stadium location to the number posted in the stadium. The number will be visible throughout the stadium, including on signage in the stadium bowl and at all concession stands.

The Packer’s fan code of conduct outlines unruly behaviour as fighting, taunting, or any action that may harm or endanger others in the stadium, intoxication or other signs of alcohol impairment that results in irresponsible behaviour, abusive or foul language and obscene actions, and other actions deemed beyond the bound of reason for a spectator at Lambeau Field.
“Fans responded well last season when we encouraged them to report bad behaviour to stadium personnel, and this is an extension of that process. We encourage fans to continue to let us know about those situations immediately and help keep such disturbances to a minimum,” said Laura Sankey, Packers senior vice president of marketing and sales.

Calming the Black Friday Crowds

by Stephanie Rosenbloom
Wednesday, November 11, 2009


provided by

The New York Times

A year after an unruly crowd trampled a worker to death at a Wal-Mart store, the nation’s retailers are preparing for another Black Friday, the blockbuster shopping day after Thanksgiving. Along with offering $300 laptops and $99 navigation devices, stores are planning new safety measures to make sure the festive day does not take another deadly turn.

Last year, frenzied shoppers at a Wal-Mart in Valley Stream, N.Y., trampled Jdimytai Damour, a temporary store worker who died soon afterward. To prevent any repeat, Wal-Mart has sharply changed how it intends to manage the crowds.

That new plan, developed by experts who have wrangled throngs at events like the Super Bowl and the Olympics, will affect how customers approach and enter the stores, shop, check out and exit. Each store will have its own customized plan. The hope is for an orderly Black Friday, a seemingly incongruous notion.

The most significant change at Wal-Mart is that the majority of its discount stores (as opposed to its Supercenters) will open Thanksgiving morning at 6 a.m. and stay open through Friday evening. Last year, those stores closed Thanksgiving evening and reopened early Friday morning. By keeping the stores open for 24 hours, Wal-Mart is hoping for a steady flow of shoppers instead of mammoth crowds swelling outside its stores in the wee hours of Friday.

In another new twist this year, shoppers at Wal-Mart will not have to sprint toward a pile of flat-screen televisions and scuffle with one another to get one. Rather, customers will be able to enter the store at any time and line up at merchandise displays for the must-have items on their lists. When the products go on sale Friday at 5 a.m., workers will supervise the lines, giving shoppers the merchandise in the order in which they joined the line — until the goods are out of stock.

(Only a small percentage of stores will not be open 24 hours; most Wal-Mart Supercenters are already open 24 hours.)

Another problem in the past was the bottleneck at store entrances. Like many big-box retailers, Wal-Mart does not have multiple entrances and exits to spread around customer traffic. So this year the chain will put workers in front of its stores to direct customers and keep them moving.

"We are committed to looking for ways to make our stores even safer for our customers and associates
this holiday season,” said David Tovar, a spokesman for Wal-Mart, adding that the retailer was “confident
our customers can look forward to a safe and enjoyable shopping experience at Wal-Mart.”

Aggressive shoppers are common the day after Thanksgiving. So crowd control plans, which vary by
to death, are critical. And they are especially important now, given the economy. Newly frugal consumers
want more for less, and stores plan to drum up sales with stunning deals.

This year, for the first time, the National Retail Federation created a comprehensive set of guidelines for
crowd control at stores. The guidelines note that special markdowns and historically low discounts have led to larger crowds.

“Retailers are very much trying to make themselves stand out in an environment like this,” Ellen Davis, a
spokeswoman for the industry group, said in a conference call this week. But she added that “retailers
need to understand that many of these sales and promotional periods might draw customers who are
more insistent about getting a good deal.”

The federation said retailers were performing dress rehearsals with their employees. Some stores plan to
serve drinks to shoppers, or offer entertainment while they are in line, to maintain calm. Also, the stores
say that creating a rapport with customers makes news of sellouts and long lines more palatable.

Indeed, Peter Conway, general manager of a Best Buy in Westbury, N.Y., has made a habit of arriving at
his store at 7 p.m. Thanksgiving night to chat with shoppers lined up outside.

“I’m outside talking with my customers, just getting to know them, seeing what they’re there for,” he said.
“I’m very clear with them: ‘There’s not going to be any running.’”

For years, Best Buy has controlled crowds by sending teams of workers into the parking lots to dole out
tickets for its so-called door-busters — hot items like digital cameras and laptops at exceedingly low
prices. Tickets are given out about 3 a.m. and each customer is allowed one ticket for each door-buster
item they intend to buy.

“They know if they have a ticket, they’re guaranteed they have that product,” Mr. Conway said. “It creates
ease of mind.”

To keep shoppers from running aimlessly around its stores, Best Buy employees hand out maps, and
they mark popular items with colored balloons that can be seen from anywhere in the store.

Many retailers, including Kohl’s and Toys “R” Us, said they were not changing their crowd management
plans because they had not had problems.

After the death of Mr. Damour, Wal-Mart settled a case with the district attorney of Nassau County in New
York. Wal-Mart agreed to create a $400,000 compensation fund, give $1.5 million to social service
programs, and offer 50 jobs to area high school students each year for three years.

Rhett Asher, the National Retail Federation’s senior asset protection adviser, said during a conference
call that big box stores and mall stores had different security issues. Malls are more bustling, public
places with multiple entrances — so there tend to be fewer problems. Indeed, crowd control is not as
much of an issue for Macy’s as it is for big-box stores, a spokesman said, because multiple entrances
serve to disperse crowds.

Still, retailers of all sorts are making preparations. In just the last month, crowds of deal-hungry shoppers
have created problems. In one instance, Dwight Howard of the Orlando Magic said on Twitter that he
would give away copies of his NBA Live 2010 basketball video game to the first five people who showed up at a particular GameStop store. Chaos ensued. Also last month, a woman at a Burlington Coat Factory store in Ohio said she had won the lottery and would treat her fellow shoppers to new clothes. When it turned out she was lying, a riot broke out.

“No matter how seamless and airtight you think this is,” Ms. Davis said of retailers’ plans, “the unexpected can happen.”

********** Class Exercise **********


A 17-year-old fan rushed the field during a Philadelphia Phillies baseball game. The fan was waving a towel around and evading security. A police officer then Tasered the young man, which finally brought him down. The incident occurred in front of a large crowd. Was the police officer justified in using a Taser? Ask the PLs what they think as the incident stirred significant debate of whether the officer used excessive force or if the fan deserved what he got since security/police never know why someone might invade the field and what harm-is any- they might try to cause.
1) The Need/Role of a Patron Leader?

Before a Patron Leader (PL) can do their job, they need to know what their job entails. This module focuses on highlighting the tasks and skills required of a PL and a definition of some of the key terms associated with their job.

Goal- Understand the key terms and definitions of patron, patron leader, patron management, crowd control, and crowd management

Goal- Understand at least five of the following elements of their job: understanding your facility, preparing for an event, understanding and following policies/procedures, risk management, communicating effectively, perimeter containment, entry/exit management, problem solving, medical emergencies, criminal issues, and fire/emergency safety.

Acronym PREP FM CEC

Patron Leaders (PLs) need to know what a patron leader does, how they do it, and how to make sure you hire the right person. This section highlights some of the key tasks, skills, and abilities required of a PL and how to effectively work with other PLs.

While some of the key skills should be shared with PLs during the training process, all PLs should be familiar with their job and what the job entails. It is management’s responsibility to make sure each PL knows their roles and appreciates all the diverse elements contained therein. It should be noted from the very beginning that it is almost impossible (or maybe impossible) to train anyone to read people’s minds or to know the value, beliefs, and/or backgrounds each patron brings an event (Perkins, 2004). Through proper training, every PL can help make a facility safer and help identify potential concerns.

The first key to hiring and training the right PLs is knowing some of the key terms that impact their job. Some of these key terms that need to be discussed during the introductory session include:

********** Key Components *******

Key terms that PLs should understand

**Patron Defined**- A patron is a person who comes to a facility or event/facility anticipating a safe experience and relying on those working at the facility/event to provide the expected safe experience. The term Patron is used rather than “crowd,” because every individual needs to be treated appropriately rather than just thinking about protecting crowds. Furthermore, a problem can occur with two patrons, not just a crowd with hundreds or possibly several thousands patrons.

**Crowd Control Defined**- Crowd control focuses on what strategies and tactics to pursue once a crowd has gotten out of hand. Normally patron leaders will not be engaged in crowd control due to the prospect for violence or serious injury. Police or other security officials specifically
trained in using batons, shield, tear gas, or other dispersal tactics are often needed to help control a crowd.

**Crowd Management Defined**- Crowd management focuses on developing and implementing risk management strategies to address possible crowd concerns. We feel patron management is more encompassing.

**Patron Management Defined**- Patron Management is the art and science of how to manage patrons safely getting into, moving around, and getting out of a facility. There is no one correct to manage patrons since every crowd and every event/facility is different. However, through hiring and training the right people, implementing specific rules/regulations, having proper equipment, and being proactive most patron related issues can be resolved without a problem.

**Patron Leader Defined**- A Patron Leader is someone who has received specific training in how to provide a safe environment for all patrons. A Patron Leader is a professional who knows that the management and patrons are relying on them doing a good job to promote a safe environment and prevent possible serious injury or even death if they fail to do their job.

**What are some of the basic tasks/skills you might be asked to do as a Patron Leader?**

Answer- highlight some of the key tasks highlighted throughout the text such as: understanding your facility, preparing for an event, understanding and following policies/procedures, risk management, communicating effectively, perimeter containment, entry/exit management, problem solving, medical emergencies, criminal issues, and fire/emergency safety. These can be remembered with the following acronym:

**Preparation**- PLs need to understand that they facility, equipment, and all other components are ready for when the crowd arrives

**Risk Management**- PLs need to be able to identify and find solutions to basic risk management concerns. Risk management can be defined as the process used to identify and address risks such as tripping hazard or broken equipment.

**Entry/Exit Management**- PLs need to make sure patrons can enter and exit a facility safely

**Policies/Procedures**- PLs need to know what the rules are for an event/facility as well as for a specific event held at an event/facility.

**Facility**- PLs need to know the event/facility they are working at so they will know how to move around and the quickest/safest way to possibly exit in case of an emergency.

**Medical**- PLs need to understand and appreciate that medical issues will arise during many event.

**Criminal**- PLs need to understand that criminal issues from petty crimes to terrorist acts can occur and PLs are the first line of defense with such occurrences.
Emergency- PLs need to appreciate that fire and disaster training while not something they will confront on a regular basis, is critical for them to appreciate, understand, and be able to apply.

Communication- PLs need to understand that the key for dealing with patrons, other PLs, and management is through proper communication.

The acronym for this is PREP FM CEC. All these elements are covered in the CPM training program.

This might appear as a mouthful, but it represents one way to examine all the various components that will be covered throughout this training program.

Job Categories

**Pre-Event Security**- They secure all doors, restrict access only to authorized individuals, patrol site during changeovers or set-up, monitor equipment and supplies, and prevent theft from unattended vehicles or storage areas.

**Parking Attendant**- They insure safe and appropriate movement of both people and vehicles. They might need to inspect for all necessary signs before the parking area is open, process payment, inspect vehicles, direct traffic, direct pedestrian traffic, watch for unsafe driving, help first responders get to where they need to go, sweep parking lot for problems (flames, BBQs, horseplay, intoxicated patrons, etc…), monitor parking credentials, watch for vandalism, etc….

**External Security**- They patrol outside a facility or event to make sure the perimeter is contained. They try to prevent pollution, compromised perimeters, monitor for criminal behavior (everything from petty crimes, graffiti, counterfeit tickets/merchandise, or even guerilla marketing), and help direct first responders.

**Gate Security**- They help maintain orderly and safe lines, keep lines moving, prevent pushing and shoving, monitor line surges, move uncooperative individuals to the side to prevent back-ups, prevent others from cutting in line, notify individuals of what items are prohibited (both orally and by highlighting posted signs), prevent unauthorized entry, check bags, conduct body searches, conduct visual scans of patrons, deny admission to those wishing to bring in unauthorized items, deny admission to those who are visibly intoxicated or on drugs, and/or verify credentials (tickets/passes).

**Ticket Takers**- These individuals tear or scan tickets to make sure only authorized individuals are entering the event/facility. They also might be asked to verify credentials for dignitaries, VIPs, and the media. Ticket takers might have to maintain orderly and safe lines, keep lines moving, prevent pushing and shoving, monitor line surges, move uncooperative individuals to the side to prevent back-ups, prevent others from cutting into line, and handle upset patrons, intoxicated patrons, and patrons with ticketing problems.

**Ushers** (or Internal Security)- Ushers play a major role in facility safety- not just seating patrons. An usher might walk patrons to their seats, answer general questions, watch for intoxicated
patrons, keep people moving safely, prevent pushing and shoving, patrol restrooms and concourses, prevent congestion, watch for facility hazards, direct patrons (and employees), and most importantly, monitor the event and patrons to avoid conflicts, resolve disputes, and prevent problems (such as crowd surges or seat flopping). Ushers can be the first line of an exiting crew when an event is over or when an emergency requires evacuation or sheltering in place.

**Barricade Staff**- Those working the barricade in front of a stage need to limit stage access to authorized personnel, face the audience to monitor their conduct, educate patrons as to possible risks (such as crowd surfing, dehydration, pressure from behind, and other concerns as well as how patrons can communicate with PLs if they feel they are in trouble), protect the stage, protect equipment and artists, vigilantly monitor the crowd for misconduct, watch for rule violations, warn/eject uncooperative patrons, warn/eject those who violate rules, prevent people from standing on the barricades, work with first-aid when patrons are having problems, distribute water bottles when patrons can face dehydration, and carefully extract those who come over the barricade whether from safety concerns or those who have crowd surfed.

**Concessionaires**- Throughout a facility various patron managers might engage in preparing and selling various items from food to souvenirs. These individuals need to make sure they prepare food in a safe manner, follow all rules/regulations, do not sell alcohol to visibly intoxicated patrons, provide courteous service, keep their sales are clean, prevent potential fires, and other assigned tasks.

**Maintenance Crews**- They help clean and maintain a facility as a clean facility is the first sign of a well run facility and presents a pleasant environment to enjoy an event.

**Internal Security**- These individuals along with ushers might have to prevent criminal conduct going on at an event or inside a venue. They might prevent fan migration, watch for rule/law violations, restrict access to unauthorized areas, stay in the same location for long periods of time, and protect the field or dignitaries, and other security functions.

**Employees**- All employees from athletes, bouncers, pit crews, sales people, janitors, etc... play a role in patron management. A mascot who entertains patrons and keeps them happy is as integral to the patron management process as an usher or security guard.

Regardless of what specific job a PL has, their responsibility is to follow policies and procedures, work with colleagues, and provide a safe environment for employees and patrons. It should be specifically stated that a PL is not a police officer, and only allowed to engage in security related functions if that is part of their job description and if they are trained to serve as a security guard. While Police officers could always benefit from additional training, they are not necessarily going to have patron management training, but will probably have crowd control training. Thus, trained PLs can be a great assistance for police.

******* Class Exercises ************

After sharing these definitions and skills with the PLs, the instructor should highlight some of the key tasks, skills and job duties(highlighted in the reference section- or customized based on the
event/facility needs). After around a 5-10 minute dialog the instructor can ask the PLs the following questions:

**What are some rolls you might be asked to undertake in the area of patron management?**

Answer- See job descriptions above.

**What do you think is involved in handling these areas?**

Answer- See job descriptions above.

**What do you think are the most important concerns/risks you might face as a Patron Leader?**

Answer- upset fans, a fight, an emergency situation, a terrorist threat, and any other answer that can highlight risk of injury and safety concerns for them, patrons, and other employees.

**What do you think are the most important concerns/risks patrons might face at a night club?**

Answer- drunk patrons, unwanted advances, a fight, out of control band, an out of control bouncer, and other risks that might be outside the responsibility of the PL. This is to highlight that a PL sometimes has absolutely no control and that accidents/incidents can occur at anytime.

**What is a stampede?**

Answer- A mass movement of people rushing to or away from a given area. While the term stampede is not covered in the key terms section, it can be used to demonstrate how to think about a risk. PLs can reference past TV or movie depictions of stampedes to form a frame of reference and a visual image.

**Why might a stampede occur?**

Answer- Fear, panic, loud noise, other patrons, free gifts, a brawl, something valuable, miscommunication, smoke/flames/flares, smells, and other triggers. The key is to let the PLs know there can be triggers and that they are a key component to help identify and handle some of these possible triggers.

**How could you possibly prevent a stampeded?**

Answer- highlight some of the PLs key skills such as talking with patrons, using communication devise, their training, their observation skills, etc.....

**Do you feel you can/could help stop a stampede?**

If yes, what tools would you need to help you?

If no, what additional training do they think they could use to be better prepared?

**** PBL *******
The PBL which can be used to introduce the topic of patron management involved a recent incident where a woman at a retail establishment indicated she won the lottery and would buy free goods for others. This offer caused a stampede of people to the store (when those in the store called their friends to come on down to receive free goods) and a riot ensued when it was determined that the woman had lied and had not won the lottery.

**Here are newspaper accounts of the incident:**

**Woman causes riot at Burlington Coat Factory with lottery win hoax**
Author: Kim LaCapria
Posted: October 15, 2009
A cruel hoax at a Burlington Coat factory in Columbus, Ohio ended in a messy riot.

A woman arrived at the store in a Hummer limo, announcing that she’d won the lottery and offering to cover tabs totaling up to $500. Police likened the scene to the devastation after Hurricane Katrina, and say 500 people crowded the store while 1,000 waited outside as recession-strapped consumers fought to take advantage of Linda Brown’s generous offer. *Before the hoax was even revealed, two dozen police officers were called in to quell the unrest* sparked by the woman, who claimed to have won 1.5 million dollars. One desperate shopper said that she didn’t need clothes, but help paying her rent, for which Brown wrote out a check. As cashiers rang sale after sale, Brown left in her limo to withdraw funds to cover the large scale shopping spree— but returned empty handed. The situation predictably worsened, with the large crowds expecting free things and not willing to leave empty handed. Shoppers began throwing merchandise on the floor and looting. When the limo driver realized he wouldn’t be paid for the debacle either, he turned Brown in to the police. She was charged with aggravated menacing, misuse of a 911 system and causing false alarms. [http://www.inquisitr.com/42789/woman-causes-riot-at-burlington-coat-factory-with-lottery-win-hoax/](http://www.inquisitr.com/42789/woman-causes-riot-at-burlington-coat-factory-with-lottery-win-hoax/).

**Linda Brown: Lottery Winner Hoax at Burlington Coat Factory store**
By Cathryn Friar, October 15th, 2009

A Columbus, Ohio woman named Linda Brown, created a near riot inside the Burlington Coat Factory when she claimed to be a lottery winner. It was all a hoax and now she’s facing criminal charges. You can read more below and see the video of all the commotion.
Linda Brown pulled up to the Burlington Coat Factory in Columbus, Ohio in a stretch Hummer limousine. She announced to everyone she had won a $1.5 million dollar lottery jackpot. She then told shoppers that she would pay for everyone’s items. Well, you can imagine everybody’s reaction to that! Trouble is that Linda Brown’s lottery win was just a hoax and she ended up causing a near riot in the store.

According to police, Linda Brown walked up to a cash register at the Columbus Burlington Coat Factory loudly announcing she had won the lottery and would pay for each person’s merchandise up to $500.

Well, people love free stuff everywhere. Some shoppers in the store began calling their friends and family to tell them to hurry down to the store too. As the cash registers rang up purchase after purchase, at least 500 people filled the aisles and another 1,000 were outside trying to get in.

Linda Brown did pay for some of the shopper’s items, maxing out her credit card for $5,000. After about an hour, she asked her limo driver to take her to the bank to withdraw money. When she returned to the store with no money, waiting for her were about 2 dozen police officers and concerned store employees and angry shoppers.

Well, of course, no lottery money meant no free stuff for the masses.

“Everybody was like, ‘I still want my free stuff,’ and that started the riot,” police said. “It looks like (Hurricane) Katrina went through the store.”

The Burlington Coat Factory looked like a cyclone had hit it after angry customers threw store merchandise around and knocking over displays. Some even looted the store. Police said they
have no way of tracking down the customers who stole items and fled, but they’re reviewing surveillance video.

And Linda Brown? There was no lottery jackpot, it was all a hoax, so no money to cover the cost of the purchases. Even the rented limo was stiffed.

Police arrested Linda Brown, age 44, on three outstanding warrants for aggravated menacing, misuse of a 911 system and causing false alarms. She was jailed late Wednesday, but no charges had been filed yet against her related to the near riot she caused at Burlington Coat Factory over her lottery winner hoax. She is expected to have a mental health evaluation soon.

http://www.rightpundits.com/?p=4882

Here is a Youtube video about the incident: http://www.youtube.com/watch?v=kQGSMjuL0VY.

What would the PLs do if they faced this situation?

******* Possible test questions ***************

The asterisk (*) marks the correct question.

The role of a Patron Leader is to make sure all patrons follow all the rules and regulations of a facility?
  a) True
  b) False *

A Patron Leader is not as important as police since people will listen to police more so than anyone else?
  a) True
  b) False *

A Patron Leader will be judged by how good a job they do in trying to manage the people/patrons around them?
  a) True *
  b) False

A Patron Leader is the first line of defense to possibly prevent any problems?
  a) True *
  b) False

How can you help prevent a patron injury?
  a) Be vigilant
  b) Communicate all concerns
  c) Keep your designated area clean
  d) Talk with patrons and ask questions
The number one concern patrons face at a facility is being trampled by a wild crowd.

a) True
b) False

e) All of the above

A patron is a person who comes to a facility or event anticipating a safe experience and relying on those working at the facility/event to provide the expected safe experience.

a) True
b) False

Patron management is strictly a science where everything is measured and calculated in advance.

a) True
b) False

A patron leader does not need any special training to do their job.

a) True
b) False

Which of the following is not a primary task/skill for a patron leader?

a) Preparation
b) Risk Management
c) Entry/Exit Management
d) Policies/Procedures
e) All of the above are primary tasks/skills

It is important for a patron leader to appreciate Policies and Procedures developed by the facility/event?

a) True
b) False

A patron leader is not involved in helping to prevent possible terrorist attacks.

a) True
b) False

Which of the following positions might not require patron/crowd management training?

a) Parking Attendant
b) Police Officer
c) Ushers
d) Ticket takers
e) all of the above require patron/crowd management training

A parking attendant might need to process payment, inspect vehicles, direct traffic, and help first responders get to where they need to go.

a) True
b) False
Gate security is primarily responsible for taking tickets from patrons.
a) True
b) False *

An usher’s primary role is in seating patrons.
a) True
b) False *

Which of the following is part of an usher’s responsibility?
a) Walk patrons to their seats,
b) Direct patrons,
c) Resolve disputes
d) Prevent problems.
e) All of the above are part of an usher’s responsibility. *

****** Trivia/Fun ************
The ancient Romans had a unique way to manage crowds at the Coliseum: if anyone got out of hand archers stationed at the top of the Coliseum would shoot the misbehaving patron.

****** Reference Material ************
The following reference material can help with your initial lecture about their role as a PL.

Some of the basic tasks that are required to be performed by any PL might include:
- Provide perimeter/entryway containment.
- Provide patron management.
- Engage in basic first aid.
- Convey Information about facility and services.
- Engage in evacuation execution.
- Assist in traffic and transportation management.
- Perform information gathering from witnesses and others for future reports such as to insurance companies.
- Evaluating credentials for all individuals including the media and celebrities

If we wanted to expand on these tasks the following lists could be more informative:
- Monitor and authorize entrance and departure of employees, visitors, and other persons to guard against theft and maintain security of premises.
- Write reports of daily activities and irregularities such as equipment or property damage, theft, presence of unauthorized persons, or unusual occurrences.
- Call police or fire departments in cases of emergency, such as a fire or presence of unauthorized persons.
- Knowledge of relevant equipment, policies, procedures, and strategies to promote effective local, state, or national security operations for the protection of people, data, property, and institutions.
• Answer alarms and investigate disturbances.
• Circulate among visitors, patrons, or employees to preserve order and protect property.
• Patrol industrial or commercial premises to prevent and detect signs of intrusion and ensure security of doors, windows, and gates.
• Escort or drive motor vehicle to transport individuals to specified locations or to provide personal protection.
• Knowledge of business and management principles involved in strategic planning, resource allocation, human resources modeling, leadership technique, production methods, and coordination of people and resources.
• Operate detecting devices to screen individuals and prevent passage of prohibited articles into restricted areas.
• Answer telephone calls to take messages, answer questions, and provide information during non-business hours or when switchboard is closed.
• Warn persons of rule infractions or violations, and apprehend or evict violators from premises, using force when necessary.

Whatever the tasks assigned to the PL, the job tasks help form the basis for examining what skills might be required to perform the job. When some people develop a job they go through the job analysis process which identifies the specific tasks that need to be performed and the list above highlights some possible tasks (remember, each facility/event will require different tasks from their PLs). Once these tasks are identified, it is imperative to analyze what skills/abilities will be required in order to perform the required tasks and these skills are often highlighted in a job description.

Skills/Abilities

Active Listening — Giving full attention to what other people are saying, taking time to understand the points being made, asking questions as appropriate, and not interrupting at inappropriate times.

Critical Thinking — Using logic and reasoning to identify the strengths and weaknesses of alternative solutions, conclusions or approaches to problems.

Problem Sensitivity — The ability to tell when something is wrong or is likely to go wrong. It does not involve solving the problem, only recognizing there is a problem. However, being able to solve problems is also a critical skill.

Far/Near Vision — Far vision is the ability to see details at a distance, but also knowing what to look for. Near Vision refers to the ability to see close details that might be right in front of someone.

Oral Comprehension/Expression — The ability to listen to and understand information and ideas presented through spoken words and sentences. Oral expression refers to the ability to communicate (oral and written) information and ideas in a way that others can understand. Thus clarity is a major
concern and those with speech impediments might represent a potential risk to others.

**Selective Attention** — The ability to concentrate on a task over a period of time without being distracted.

**Deductive Reasoning** — The ability to apply general rules to specific problems to produce answers that make sense.

**Flexibility of Closure** — The ability to identify or detect a known pattern (a figure, object, word, or sound) that is hidden in other distracting material.

The following work activities represent how PLs can use their skills and abilities in their work environment.

**Work Activities**

**Communicating with Supervisors, Peers, or Subordinates** — Providing information to supervisors, co-workers, government officials, and subordinates by telephone, in written form, via e-mail, or in person.

**Monitor Processes, Materials, or Surroundings** — Monitoring and reviewing information from materials, events, or the environment, to detect or assess potential problems.

**Getting Information** — Observing, receiving, and otherwise obtaining information from all relevant sources.

**Assisting and Caring for Others** — Providing personal assistance, possible medical attention, emotional support, or other personal care to others such as coworkers, management, and/or patrons.

**Identifying Objects, Actions, and Events** — Identifying information by categorizing, estimating, analyzing differences or similarities, and detecting changes in circumstances or events over various time frames.

**Making Decisions and Solving Problems** — Analyzing information and evaluating options to help choose the best possible solution and to hopefully solve problems.

**Evaluating Information to Determine Compliance with Standards** — Using relevant information and individual judgment to determine whether events or processes comply with laws, regulations, standards, and/or policies/procedures.
Performing General Physical Activities — Performing physical activities that require considerable use of your arms/legs and moving your whole body, such as climbing, lifting, balancing, walking, stooping, and handling various materials.

Communicating with Persons Outside Organization — Communicating with people outside the organization, representing the organization to customers, the public, government, and other external sources. This information can be exchanged in person, in writing, or by telephone or e-mail. This does not include communication with the media, unless expressly authorized to communicate with the media.

Judging the Qualities of Things, Services, or People — Assessing the value, importance, or quality of things or people.

When the job analysis and job description are completed, management can develop a want add based on all the information they have processed. Management can also develop appropriate performance appraisal tools based on knowing what the specific job responsibilities are.

***************SAMPLE JOB ***************

The following is a sample job analysis for a sport facility’s PL.

Developing a customer service attitude among entertainment staff involving a focus on “customers;” communicating the magnitude and complexity of a project; presenting deliverable commitments; redefining the criteria for establishing service priorities.

-Sell and collect admission tickets and passes from patrons at entertainment events
-Greet patrons attending entertainment events
-Examine tickets or passes to verify authenticity, using criteria such as color and date issued
-Guide patrons to exits or provide other instructions or assistance in case of emergency
-Maintain order and ensure adherence to safety rules
-Provide assistance with patrons' special needs, such as helping those with wheelchairs
-Direct patrons to restrooms, concession stands and telephones
-Refuse admittance to undesirable persons or persons without tickets or passes
-Settle seating disputes and help solve other customer concerns
-Assist patrons in finding seats, lighting the way with flashlights if necessary
-Search for lost articles or for parents of lost children
-Count and record number of tickets collected
-Verify credentials of patrons desiring entrance into press-box and permit only authorized persons to enter
-Distribute programs to patrons
-Work with others to change advertising displays
-Manage inventory and sale of artist merchandise
-Give door checks to patrons who are temporarily leaving establishments
-Manage informational kiosk and display of event signs and posters
Basic Skills:

Reading Comprehension - Understanding written sentences and paragraphs in work related documents.

Active Listening - Giving full attention to what other people are saying, taking time to understand the points being made, asking questions as appropriate, and not interrupting at inappropriate times.

Social Perceptiveness - Being aware of others' reactions and understanding why they react as they do.

Speaking - Talking to others to convey information effectively.

Monitoring - Monitoring/Assessing performance of yourself, other individuals, or organizations to make improvements or take corrective action.

Writing - Communicating effectively in writing as appropriate for the needs of the audience.

Basic Attributes:

Problem Sensitivity - The ability to tell when something is wrong or is likely to go wrong. It does not involve solving the problem, only recognizing there is a problem.

Selective Attention - The ability to concentrate on a task over a period of time without being distracted.

Inductive Reasoning - The ability to combine pieces of information to form general rules or conclusions (includes finding a relationship among seemingly unrelated events).

Near Vision - The ability to see details at close range (within a few feet of the observer).

Far Vision - The ability to see details at a distance.

Deductive Reasoning - The ability to apply general rules to specific problems to produce answers that make sense.

Experience and Education:

Jobseekers must be able to demonstrate a stable work history.

Jobseekers must be at least 18 years of age and have had obtained a high school diploma or equivalent (GED).

******** Job Description- Usher **********
Assist patrons at entertainment events by performing duties, such as collecting admission tickets and passes from patrons, assisting in finding seats, searching for lost articles, and locating such facilities as rest rooms and telephones.

**Essential Job Functions**

- Wears uniform while on duty.
- Maintains good public relations at all times by being helpful and pleasant.
- Performs the job safely and in compliance with District policies, procedures, work and safety rules and the employee manual.
- Maintains good personal hygiene, including regular washing of hands.
- Keeps concession work-area as neat, orderly, and clean as possible.
2) How People Act

*****************

From hot weather, large crowds, alcohol, drugs, disable patrons, etc… patrons come in many shapes and sizes and are impacted by numerous issues. Through knowing what makes people tick, a PL can more effectively get to the root of a potential issue.

a) Types of people
   Goal- Identify five different types of people that might come to an event/venue

b) Issues that impact People
   Goal- Identify five environmental issues that can impact a patron and five causes of conflict between patrons

c) How people respond to different situations
   Goal- Appreciate that everyone responds differently to different situations and that a condition could change in a second, impacting patrons in different ways.

*****************

The key to Patron Management is analyzing and interacting with people. Imagine trying to get a baby to stop crying? It could be a very difficult task. Maybe the baby is hungry, maybe the baby is teething, maybe the baby is sick, or maybe the baby has a full diaper. The key is that the baby cannot talk, but is communicating with you. A mother might be able to recognize different cries and that different cries mean different things. Now imagine a grown adult with a concern, and they cannot convey the concern to you. Imagine if you were in a foreign country and they did not speak your language. You might gesture or use animated speech to try and convey your message. Similarly, patrons act and engage in various activities since they are trying to communicate a message or engage in a specific activity.

Everyone is different, but all humans also have basic needs and numerous people have established patterns of how they act. With a loud noise many people cover their ears. When the weather is cold most people dress in layers. Through analyzing and understanding how people act, a PL can perform their job more effectively. This section will highlight the types of people that come to events/facilities, issues/events that impact people, and how people respond to different situations. Through analyzing these issues a PL should have a better awareness of why people act and can use this information to help them prepare for and respond to patrons and their issues.

********** Key Components **********

Key terms covered in this module include:

Extrovert- A person who draws their energy from others and strives for inclusion and association with others.
**Introvert** - A person who does not need energy from others and might be considered shy or withdrawn (possibly incorrectly) by others.

**Peer Security** - Security provided by individuals who are a similar age or other demographic as the patrons at an event/facility.

**a) Types of People**

There is no one type of person, but you need to be able to appreciate numerous types of people who might be at a facility and some of their unique concerns.

What are the types of people you might meet working at a facility/event and what are some special issues/concerns that they might represent:

**Old** - Older people might have hearing, vision, or movement related concerns. Older patrons/employees might not move as fast and might be set in their ways. Some older patrons might be easily annoyed with loud sounds and bright lights. Older patrons respond well to authority and can be great allies for PLs. It should be noted that every stereotype has its exceptions so there will be seniors who are very active and physically fit.

**Young** - Younger patrons fall into several categories. Babies need significant assistance and focus of parents/caregivers. Babies cannot ask for assistance other than by crying. Parents taking care of babies are often stressed when they are trying to handle one, let alone several babies or children. Other patrons might give them slack, but other patrons might be upset when a baby is crying an interrupting their enjoyment of the event/facility. Parents/caregivers are often called upon to bring food and beverages for babies as well as diapers and other gear which can impact their screening process. Young children have more verbal skills, but can also throw tantrums and are often very fidgety, even when they are having a good time. Special attention needs to be given to kids that might be detached from their parent/caregiver whether intentionally or lost. Thus, PLs need to be on the lookout for lost children and be sensitive to their, and their parent/caregiver, concerns. PLs also need to be vigilant and warn children about inappropriate conduct that could lead to potential injuries.

Older children and teens represent a different challenge since they think they might know everything and do not want to be around with a parent/caregiver. Thus, teens often wander around a facility by themselves. While not every teen is interested in causing trouble, teens left to their own devices have a way of finding trouble. This could range from vandalism to taunting other teens. Sometimes these issues are minor, but gang violence can occur and PLs should not be shy approaching teens who are in an unauthorized area or engaged in inappropriate activity. When confronted, teens often respond well to authority, especially if there is the prospect of trouble (being kicked out of the facility) or if the police or other security is around.

Some of the same concerns associated with teens might apply to college aged patrons, but the added element of concern with these patrons is the prospect of alcohol and how it can influence their actions. College aged kids often respond well to similarly aged patron managers which has led to a concept called “peer security.” Due to bravado or alcohol, some college aged students might try to challenge peers security and that is when additional security or police might be required. Other techniques to diffuse conflicts with this age group are highlighted later on throughout the training program.
**Disabled** - Disabled patrons might have limited movement, vision, auditory, or other concerns. One major concern is that sometimes PLs can know that someone is disabled if for example a patron uses a cane or wheelchair. However, many disabilities are not seen and PLs should not rush to judgment about whether a patron is or is not disabled. If someone asks for assistance try to provide that assistance or contact a supervisor for additional assistance.

**Introverts** - An introvert is not necessarily a loner. An introvert normally does not need energy from others to feel good. Thus, an introvert might not be as talkative or a social butterfly, but that does not make them any less intelligent or articulate. A PL should not be condescending to an introvert, but treat them like any other patrons and if they want to recharge their social batteries they might go to any area without as many people, noise, light, or whatever might be a distraction for them.

**Extroverts** - In contrast to an introvert, an extrovert draws their energy from others and need others to recharge their batteries. Extroverts are often the social butterflies who feel at home in crowd and can often try to be the center of attention.

**Sad** - Some patrons come to an event in a sad mood and whatever goes on in the event or facility might not make them happy. However, PLs can also turn a sad person into a happy person if they take time, be patient, and use their smile. While this does not always work, it is worth trying.

**Happy** - Happy patrons are looking for a good time and might be more forgiving of issues/problems since they do not want those issues to interfere with their enjoyment.

**Cooperative** - Some people will listen to directives and cooperate as much as possible. These individuals might also say thank you and really appreciate what you are doing and know that what you are doing is a thankless job.

**Grumpy** - Grumpy patrons might be upset, no matter what is going on around them. They might take every opportunity to complain and can be very vocal in their displeasure. Grumpy people can cause others to be grumpy and can win people over to their cause through complaining about something that might affect others as well.

**Attitude** - Some patrons will have an attitude, whether good or bad. The key is understanding how to respond to their attitude and not drop down to their level.

**International** - Individuals have various backgrounds and experiences, but when they do not speak the same language or do not have a way to effectively communicate the experience for them and a PL can be very frustrating. Using sign language, a communication card (with pictures and internationally recognized symbols), or other patrons can help convey a message to those who do not or cannot understand verbal directions.

**Multicultural** - Similar to international communication concerns, multicultural concerns can also create disparity in action and activities. Some people feel they are not understood based on their age, religious, ethnic, national origin, sexual orientation, or other variables that can impact how they interact with others…and how others interact with them. A good way to highlight this disparity is to convey some terms and how they are misunderstood. When someone is “cool,” they might be considered “hot.” When someone is “bad” they could be “good.”
These are just some of the types of people that might be at an event/facility. Similarly, PLs at a facility/event have their own actions that can impact patrons. A grumpy PL who barks out orders can offend and antagonize a significant number of individuals. This confrontation can become worse when someone has a uniform and patrons feel that they have no recourse. That is why a PL’s attitude and actions are just as important as those of patrons at the facility.

These are just some examples highlighting the different types of people that might be at an event/facility. Your job as a PL is to analyze patrons and determine if you could help in any way. It should be noted that if someone does not want to be happy or is not interested in having a good time, then there is very little you can do that can change their attitude. A patron can be upset about a family issue, their job, or millions of other reasons and no matter what occurs in the event/facility, they still might be as upset as when they first walked into the facility. However, if people are open to having a good time or if you can have an impact on multiple people than a PL can possibly change how patrons act. There are no guarantees, but knowing who a PL might face as a patron can help a PL decide how best to interact with them.

b) Issues that Impact People

How can various issues impact the fans and what are those issues? There are numerous issues that can impact even the happiest fans. Through identifying these concerns before an event a PL can more effectively anticipate what issues might arise and how to possibly deal with those issues. Some of the issues that might occur include:

- Hot weather
- Cold weather
- Wind
- Rain
- Snow
- Large condensed crowds,
- Small compact crowds
- Large spread-out crowds
- Alcohol consumption
- Drug consumption
- Political issues
- Religious issues/holidays
- Major team rivalries
- Major sale events
- Holiday/vacation traffic
- Road construction
- Other patrons
- Family members
- Economic issues
- Parking concerns
- The ability to purchase tickets
• Entry check-points
• Lack of appropriate/necessary signage
• The age of the patron
• The age of those around the patron
• The family status of a patron (i.e. working moms often have more stress)
• The quality of an event
• The quality of the event experience
• The quality of the food at the event
• The availability of sale items
• The presence of patron leaders or other authority figures
• The ability to access a celebrity if that is the reason they came to an event
• If an event is cancelled
• If performers/athletes do not show-up as promised
• If more tickets are sold then there is room for people in the event/facility
• Sexual, violent, and/or offensive gestures/comments by an artist, performer, or athlete
• Challenges made by artist, performers, or athletes to others (including challenges leveled to patrons, groups of patrons, and referees)
• Patrons rushing for general admission seating or standing room
• Patrons trying to participate in fun activities such as doing the “wave” or patrons throwing beach balls and other toys
• PLs using excessive force to move or direct patrons
• Threats by authorities against patrons and patron threats against authorities
• Over stimulation from lights and sounds
• Rival gangs or groups attending the same event

These are just some of the various issues that can turn an otherwise happy person into a grumpy person. A grumpy person can use one of these issues to become grumpier or to develop allies around them. For example, if someone is not happy at an event and they get served cold food or warm beer they could start complaining about the quality of the food/beverage. Those around them who likewise have had a negative experience can also complain which can spiral out of control and result in people booing, throwing objects, demanding a refund, etc…

PLs should be taught to appreciate countless variables that can impact patrons. There is no one single element that can impact every patron and not every patron will be impacted by the same elements. A PL should be vigilant to issues that might change how patrons will be impacted. Thus, an event could be running fine and then a sudden weather condition could turn a tranquil group of patrons into a mob rushing for safety.

The normal causes of conflict can include:

• Difference of opinion or perspective of facts
• Conflict in personalities
• Misunderstandings
• Having a hurt reputation, pride, self-esteem, etc.….
• Congruent views based on upbringing, culture, race, experience, etc…
• Conflict over views such as goals and priorities
• Competition for resources such as first-come- first served sales/entry
• Conflict on how to reach the same goal- getting into a facility first
• Competition for supremacy such as trying to win the affection of another
• Incongruent expectations- one team wins and another loses

A patron’s mood (anger, excitement, fear, hate, revenge, violence, rowdiness, rivalry, or sexual excitement) There are numerous stressors that can cause conflict. Most are not under a PL’s control. If a group leader decides they want their followers to act inappropriately there is little that can be done to prevent such a conflict. If a group of docile patrons is confronted by agitators there might be little for a PL to do in order to prevent a confrontation since such an incident might not be anticipated. The concern arises when an issue is anticipated or when a PL in fact causes the conflict. For example, if a foul ball lands in the stands there might be some kids or teens that will try to grab the souvenir. While trying to grab the souvenir they might push and shove others in an attempt to grab the ball. Docile fans in the area might react by pushing or shoving back. A PL who just stands there without trying to maintain order can exasperate the situation. A PL who talks with the patrons throughout the game and intervenes immediately when a foul ball is hit by discouraging any misconduct or calling security on unruly fans can alter the tone and the environment can change very quickly.

One of the keys to highlight for any PL is that most patrons continue to act in the same manner until the situation changes. Thus, a patron could be very happy until the weather changes, their team starts losing, or another team (at a complete different game) wins and the patron’s team is knocked out of the playoffs. These examples highlight how so many issues, both internal and external to the event/facility, can impact patrons.

Thus, patrons are impacted by various issues and respond to different situations around them, as highlighted in the next section.

c) How Patrons Respond to Different Situations

Everyone responds differently and that response can be impacted by various issues such as their personality, race, age, gender, medical conditional, ethnicity, education, intelligence, and a host of other variables. In the example highlighted above with the foul ball, a patron sitting in an area where a foul ball lands might be excited to be on TV, might be happy they caught the ball, might be disappointed if the ball hit them or got away, or they could be angry that someone pushed them or a family member in order to try and grab the ball. The following represent some actions/behaviors that a patron might engage in when they are impacted by changes in their environment.

Shut down- When someone does not respond to others due to fear, fatigue or some other variable.

Get excited- When a team might win, a sale starts, or a concert is about to begin some patrons might get excited. Their pulse rate might increase, they might get vocal, they might try to join a crowd with a similar feeling, at other related activities.
Violence- Some individuals respond with the only response mechanism they think can help solve a problem: violence. Instead of trying to talk about an issue, some might use violence whether as a first or a last resort. Thus, if one patron keeps bumping another patron the patron being bumped might respond in various ways from getting angry to possibly resorting to violence if they think that will solve to problem or if they think it will make them feel better.

Upset- A person might be upset and they can shut down or resort to violence as just two ways to manifest being upset. Others might yell, point a finger, or move to another area. There are numerous ways an upset patron might respond.

Obnoxious Behavior- When people are feeling uncomfortable they might be nervous and can act in an obnoxious manner such as yelling at others, spilling items on others, breaking property, and other disruptive actions.

Rational Behavior- Some patrons will respond to stresses in a very rationale manner. Such a patron might report a problem (especially if they can do so privately (i.e. tip lines) or do not feel intimidated by others) to a PL or other employee. Such a patron might also contact the police or avoid a situation they feel is dangerous. Others might not want the inconvenience of getting involved. Numerous individuals fall into this category.

There are numerous ways people respond to different situations or incidents. There is no one way to gauge how every patron will respond. Thus, when a sale starts, patrons might be calm or excited before the sale (for example a wife might be excited about an item that will go on sale while a husband might be ambivalent or regret having to be there). As anticipation builds some might become more excited or others might become more withdrawn. Once the sale starts euphoria might overtake some while others might feel dread. After seeing the sale items or examining its quality the initially excited person might be upset because they thought the item would be different. This example highlights how hard it is to gauge when, how and why a patron might change their perception or how they might respond to various issues.

This section should take around 15 minutes to complete, including the exercises

*************** Class Exercises ***************

Can you spot the types of faces based on just seeing a picture without every hearing a person? Show the PLs the individual pictures and ask them if they can figure out if the person was upset, angry, happy, etc… The idea is to highlight that sometimes it is difficult to determine what emotions a person might be exhibiting.

What personality type are you? ________________________ Ask someone you know what they think and see if your image of yourself matches what others think of you.

Among your colleagues in the room, who do you think is a leader and why?

____________________
Who do you think is the strong silent type that gets the job done without much fanfare? ____________

Which of your colleagues is most flamboyant? ________________

If you could choose any colleague you would like to be teamed with whom would it be and why? ________________

The information you wrote above highlights how you perceive people based on what they do and how they act. The same skills that you used in helping to evaluate your colleagues needs to be applied to evaluate patrons in a crowd and how they would be behaving.

Take the following lists and try to match how people act and what they might be doing/thinking.

Draw a line to connect the categories. Some actions might have multiple causes.

<table>
<thead>
<tr>
<th>Actions</th>
<th>Possible Causes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yelling</td>
<td>Trying to insight a crowd</td>
</tr>
<tr>
<td>Holding their head</td>
<td>Their team just won</td>
</tr>
<tr>
<td>Throwing away trash</td>
<td>Their team just lost</td>
</tr>
<tr>
<td>Being agitated</td>
<td>They have been waiting in line for 20 minutes</td>
</tr>
<tr>
<td>Complaining</td>
<td>They made a bad decision</td>
</tr>
<tr>
<td>Frantic</td>
<td>They lost a child</td>
</tr>
<tr>
<td>Crying</td>
<td>They finished reading a magazine</td>
</tr>
<tr>
<td>Acting weird</td>
<td>They are hiding something from the police</td>
</tr>
<tr>
<td>Acting obnoxious</td>
<td>They are feeling sick</td>
</tr>
<tr>
<td>Hysterical</td>
<td>A referee made a bad call</td>
</tr>
<tr>
<td>Doing nothing</td>
<td>Fight with another patron</td>
</tr>
</tbody>
</table>

******

Group Activity

You have created a new culture. You are only allowed to use five words and two hand gestures/signals- what are they?
The key is to get the PLs to experience how limited language or communication skills can impact how they understand and relate to various patrons.

**** PBL ****

Imagine you are working as an usher at a baseball game. The stadium is packed and there is a very festive atmosphere because it is weekend game at the start of the season. During the third inning a foul ball comes screaming into the stands. A fan tries to catch the ball, but it hits off his fingers, causing him a fractured finger. The ball bounces into and out of the hands of a 40 year old fan. The ball ends up landing next to a young girl who is five years old and at her first game. She picks up the ball and with a huge smile on her face lifts the ball up. Just then the 40 year old fan grabs the ball from her and declares that it was his before someone knocked it out of his hands.

Other fans start booing, but the 40 year old fan refuses to give the ball back. He is a very large person and the girl’s father seems reluctant to get involved for fear of escalating the situation. The camera pans in on the 40 year old fan and the announcer says over the loudspeaker that the fan is acting like a jerk. Everyone starts yelling at the fan.

What should you do?

*************** Possible Text Questions ********************

Which of the following is a type of person you will not find as a possible patron?

a) Drunk patron
b) Obnoxious patron
c) Sad patron
d) Happy patron
e) All of the above are possibly types of patrons  *

A patron leader can change a patron from being happy to being sad.

a) True
b) False
c) It depends on the PL’s actions or lack of action *

A patron leader can always change a patron from being sad to being happy.

a) True
b) False  *
Which of the following is an element that can impact a patron?

a) weather

b) other patrons

c) lack of signage

d) family members

e) All of the above are elements that can impact patrons  *

Can the presence of patron leaders impact how patrons feel?

a) Yes  *

b) No

A patron will never be impacted by other patrons?

a) True

b) False  *

There is no one single element that can impact every patron and not every patron will be impacted by the same elements.

a) True  *

b) False

A patron leader should be vigilant to issues that might change how patrons will be impacted.

a) True  *

b) False

A patron leader does not need to worry about changing conditions as a supervisor will always tell them when something is wrong.

a) True
b) False   *

Conflicts are always caused by people fighting over different “things?”

a) True
b) False   *

A conflict can be caused by what a patron leader does.

a) True  *
b) False

When faced with a challenging situation, patrons can shut down.

a) True  *
b) False

Everyone should respond the same to different situations.

a) True
b) False   *

If a superstar athlete scores a winning run every patron in the event/facility will be enthusiastic.

a) True
b) False   *

Older patrons might have the following issues when attending an event/facility.

a) Hearing problems
b) Visual problems
c) Medical problems
d) None of the above
e) All of the above  *

When confronted by authorities teens normally become more violent or obnoxious.
  a) True
  b) False  *

Which of the following is not a type of patron who might be attending an event/facility
  a) A disabled patron
  b) A dead person
  c) An introvert
  d) An extrovert
  e) All of the above could be present at an event/facility * (a funeral or viewing event)

What is the best way to change a sad patron into a happy patron?
  a) Smile
  b) Be comforting
  c) Tell jokes
  d) None of these will work
  e) There is no one best way to make anyone happy  *

Which of the following is not an environmental factor that could impact a patron?
  a) Traffic
  b) The economy
  c) Weather
  d) Misunderstandings *
  e) Alcohol sales
Having a hurt reputation can cause a conflict between patrons.

a) True *
b) False

A fight over weather conditions is a normal cause of conflict.

a) True
b) False *

What does “shut down” mean for patron management?

a) To turn off an appliance
b) When a player prevents another athlete from scoring
c) When a patron does not respond to others *
d) When a patron is turned away from entering a facility
e) None of the above

Can violence solve a problem?

a) Never
b) Always
c) Sometimes
d) Possibly if a patron thinks it will work for them *
e) Violence is the best way to deal with problems

************** Trivia/Fun **************

Can someone be too dumb? A noted study of overconfidence from professors at Cornell University found that subjects who scored at the lowest level on tests of logic, grammar, and humor were the same people who thought they would do the best on these exams. They thought they would score in 62\textsuperscript{nd} percentile when in fact they scored only in the 12\textsuperscript{th} percentile (Sundem, 2010).
There exists a beauty premium and a plainness penalty. Those people who are more attractive, taller, better dressed, etc… will be treated better and receive more attention. In contrast the plainness penalty refers to those who are not as attractive, shorter, heavier, etc… who might not get as much attention and might be ignored by others due to their looks.

Redneck jokes:

You might be a redneck if….

Anyone in your family has ever dies right after saying, “hey y’all watch this.”

You go to family reunion looking for a date

You have been married three times and still have the same in-laws.

The Blue Book value of your truck changes based on how much gas is in the tank

You think the final words for the Star Spangled Banner is “gentleman start your engines.”

**********Reference Material************

Using Appropriate Terminology with People

Autism- Describes a growing diagnosis of individuals who have significant cognitive ability, but might lack some of the processing skills to understand or respond to various situations, such as a lack of understanding of societal ques.

Blind- describes a condition in which a person has loss of vision for ordinary life purposes.

Deaf- Deafness refers to a profound degree of hearing loss that prevents understanding speech through the air.

Disability- This general term is used for any functional limitations that interfere with a person’s ability to conduct everyday activities such as walk, lift, hear, see, or learn.

Handicap- The term is not a synonym for a disability. It describes a condition or barrier imposed by society, the environment, or by oneself. Handicap should not be used to describe a disability as it has a derogatory foundation- referring to people who were not contributing to society, but rather just handed out their cap to people to ask for charity.

Hearing Impaired- This is the generic term preferred by most individuals to indicate any degree of hearing loss- whether mild or profound (such as hard of hearing through deaf).

Impairment- This term refers to loss or abnormality of an organ or body mechanism, which may result in a disability.

Mental Disability- There are four categories of mental disabilities recognized by the federal government such as psychiatric disability, mental retardation, learning disabilities, and head trauma.
Mental Illness - Refers to people with emotional disorders and/or mental disabilities.

Spinal Cord Injuries - Describe various conditions which result in impairment or permanent damage to the spinal cord. Quadriplegic refers to a substantial or total loss of function in all four extremities while paraplegic refers to the same amount of lost function exclusively in the lower part of the body.

Visually Impaired - this is the generic term preferred by some individuals to indicate any degree of vision loss.

*************

If Patrons misbehave - Act like a child

PLs should also know that how they act can change the tone of those patrons and employees around them. A PL who can use humor can leverage that skill to get patrons to respond. Numerous examples exist of concessionaires who perform an act while selling their wears and they often receive a very favorable response from patrons. Likewise, a PL who knows how to blush can show they care about social rules that have been broken, and can use their blushing as a way to change how patrons respond/act. Thus, PLs should be encouraged to use their skills, personality, and attitude to help shape the behavior of patrons, no matter who they are. Therefore, one of the key points that should be addressed with PLs is how to shape patron behavior. The following tips from a book entitled How to Negotiate Like a Child (Adler, Jr. 2006) provides some hints on how to shape behavior.

Some techniques to use include:

- Throw a tantrum - especially in group settings which can throw off others and make it hard for them to respond.
- Respond to someone else’s tantrum by ignoring them, pretend they are not happening, or use delay tactics such as asking more questions or searching to find more information
- Play one side against another - tell y that if x misbehaves then y will also be punished
- Start crying as it will draw significant attention and people will want to know what is going on and how they can possibly help - which often work best with women
- Pretend you do not hear or understand what the other person is saying - which can be accomplished by asking more questions
- Get the other side to offer more concession through silence - people hate silence and in order to stop silence the other side might talk and give valuable concessions or move closer to your position/goal
- Share something valuable with the other side such as a common goal or rooting for the same team
- Call in back-up but make sure you are not bluffing or you lose all credibility - backup can be a supervisor to the police
- Instead of being nasty, unkind, or an unpleasant jerk, take the opposite approach and be exceedingly polite, kind, nice, and considerate of others to help shape behavior
- Don’t hesitate to be honest beyond what people might expect - a PL can claim that if they do not handle a certain situation they will be fired since they let someone get away with the same issue in the past and were caught trying to skirt the rules for a patron
• Leverage the team you have to help you out and know how they can help solve different problems
• Be direct about what you need a patron to do- I need you to get back into line is an example
• Let the patron think they won- by allowing someone to think they have won they might let their guard down or they might actually win the battle, but the PL could win the war
• Sometimes a PL can ignore or break some minor rules to benefit a patron and obtain loyalty or support for more important efforts
• If a PL acts naive they can possible asks patron to educate them and help shape behavior
• Ask the patron leader who is most likely to say yes and has the authority to help shape the behavior of others
• Change behavior through sympathy by using a tale that can elicit a genuine nod of understand and sympathy. For example tell a fan that someone who was sitting in the same seat the prior night was hit by a foul ball and had to be rushed to the hospital.
• Sometimes you have to be a bit irrational and shake things up- thus during an emergency you might have to shout, yell, scream or engage in other conduct to attract attention. In one case to deal with a parent’s heckling, a behind the plate umpire went into the stands to call balls and strike. The parent asked why and the umpire said you seem to be calling everything correct from up here so I thought I would sit up and call them game just like you. The parent got the message and changed their behavior.
• Change behavior through cuteness as guys will often change their behavior quickly in the presence of a young attractive lady- more so than a burly guy (Adler, Jr. 2006).

***************

One study has highlighted that people respond better to negative messages. The researchers found that when people were exposed to negative words and neutral words, they more often remembered the negative word (such as “stop war” (war being a negative term) versus “peace now”). The researchers felt that people possibly processed negative stimuli more quickly or that negative words capture people’s attention more quickly (Branan, 2010). This research might mean that a PL can possibly get the attention of a patron more quickly by using negative words rather than positive words.

Another study highlighted that people in a bad mood performed tasks better than those in a good mood. The grumpier people paid closer attention to details, showed less gullibility, made fewer errors, and formed higher-quality, pervasive arguments, compared to happy individuals. Those who showed the four signs of negative emotions (fear, anger, disgust, or sadness) had better recall (Humphrey, 2010). PLs obviously have their own personality and behavior they bring to the table. While we try to emphasize smiling and being happy, at times a PL need to be angry or have fear to help them make the best possible judgments.
3) Patrons and Crowds

This section highlights the basics of crowds, types of crowds, and how crowds behave. Specific tactics for dealing with crowds are discussed.

a) Introductions to crowds
Goal- To understand what is a crowd (definition) and how they are formed

b) Types of Crowd
Goal- Identify the five primary types of crowds.
Goal- To identify ten variables that can help influence how a crowd might behave or change their behavior.

c) Social and psychological influences
Goal- To identify five variables that examine how patrons feel or behave in a crowd.
Goal- To identify five variables that can help reduce potential inappropriate crowd actions/behaviors.

d) Crowd management- dealing with self-controlled and active crowds
Goal- Identify the basic concept of crowd management as applied to working with crowds.

e) Crowd control- dealing with violent crowds
Goal- Know that they should never personally try to stop or change a violent/hostile crowd

Crowds are seldom disorderly, and crowds rarely lead to violence against persons or property as highlighted in numerous studies (McPhail, u.d.). Thus, PLs should appreciate that most crowds they will face will be relaxed and focused on reaching a common goal such as crossing a street, entering/exiting a facility, seeing a movie, etc…

The larger the crowd, the more likely there could be crowd related problems, especially if the event/facility is small and the crowd cramped into the facility. This environment is a problem due to close interaction. When people are pushed up or very close to one another, the action of one can impact another. In addition when being close to someone a patron can develop a rapport with another person and develop a group think mentality. Such an environment can be seen at many motor vehicle offices where people in long lines get upset and start bad-mouthing the office operations. Other people in line will start to bad-mouth the office and others in line start sighing and complaining more loudly. Thus, group interaction can help enlarge a one person dispute into a major crowd management problem. Through collective interaction, patrons
could also be in a good mood. For example, fans watching a pitcher pitch a “no-hitter” game will cheer the pitcher on even if they are on the opposing team since the mood is a historic mood watching a person possibly accomplish a very rare goal. Besides the event itself, the mood can be influenced by visual cues such as poor sportspersonship, scoreboard signs, or players encouraging fans to act a certain way.

If a crowd is to be motivated, there need to be some common attitudes or beliefs. Fans rooting for a team can gain significant clout due to their joint love for a team. If the crowd is not homogeneous, it could be heterogeneous—which would mean the crowd would need to be whipped into a frenzy through cheering, music, or spontaneous yelling.

Tension is what individuals in a crowd bring with them to a facility. If people are upset and have stored-up tension, they might be looking for an excuse to vent that tension (refer back to section 2). Furthermore, the uncertainty associated with the outcome of a game can create a tense environment where many patrons wear their emotions on their sleeves.

A trigger is the final blow that pushes a passive crowd into an active or violent crowd. Provocative action by athletes or artists can trigger a crowd. An artist that asks the crowd to rush the stage can be the trigger for a major crowd push. A historic event or a championship can cause normally docile fans into violent revelers intent on showing their passion and faith for their team by turning over cars and breaking storefront windows. Thus, PLs always have to be vigilant to identify or appreciate a potential trigger.

Dr. Shelby Metcalf identified 83 variables that affected crowds at Southwest Conference basketball games in 1974. The variables were based in part on measuring multiple variables including:

- Crowd activity (the dependent variable) which was ranked from a passive to aggressive crowd
- How high the home team was ranked in the standings (won-loss record)
- How high the visiting team was ranked
- The expected attendance number at the game
- The percentage of white starters on the visiting team (remember this study was done in the turbulent 1970s)
- The university’s enrollment
- The percentage of males in the university’s enrollment totals
- The arena’s seating capacity
- The attendance total as a proportion of the arena’s total seating capacity.
- (other variables included if visiting students were seated near the court, if the visiting team/coach was booed during the introduction, number of players fouled out from opposing team, number of stars on the home team who have fouled out)

This formula was put to the test when a Baylor vs. Texas A & M game in 1969 involved a first place home team versus a second place team. The arena could house 7,500, but there were 8,050 patrons present. The visiting team had four white starters. The home university had 15,000 students and only seven percent were female. Using the variables in Dr. Metcalf’s formula, the
projected result was an active crowd and that is in fact what happened as a crowd outburst occurred during the game.

Remember, most crowds are well behaved. Other crowds can get out of hand and become a hazard to others. When a crowd becomes unruly it can lead to civil disobedience. Civil disobedience occurs in many forms, from small-scale local disputes to bar fights and sports victory celebrations gone wild, to planned civil disobedience and violent protest or riots. While PLs are accustomed to dealing with patrons on a one-on-one basis, they must learn to see their actions in a broader perspective, especially if they know that they will be working with certain groups. Any actions taken by a PL --right or wrong--can be viewed negatively by a group and ultimately lead to civil unrest. That is why PLs need to use tact and diplomacy when confronted by a crowd or potential crowd.

************ Key Components ************

Key Terms highlighted in this module include:

Civil Disobedience- Civil disobedience is the active refusal to obey certain laws, demands, and commands of a government, or of an occupying international power.

Cohesive crowd- A group who congregate together for a specific purpose.

Contagion Theory- Where excitement can be transmitted from one person to another and this is how a crowd can be whipped into a frenzy.

Convergence Theory- According to this theory patrons show their true self in a crowd- i.e. this is how they would act anyway, but the crowd can serve as an excuse.

Crowd Control- Crowd control focuses on what strategies and tactics to pursue once a crowd has gotten out of hand.

Crowd Management- Crowd management focuses on developing and implementing risk management strategies to address possible crowd concerns.

Egress- The exiting of patrons from an event/facility.

Heterogeneous- a crowd that lack uniformity of purpose, looks, desires, etc…

Homogeneous- a uniform crowd that has similar traits and desires

Ingress- The entry of patrons into an event/facility.

Mob- A crowd whose members under a stimulus or intense excitement and/or agitation lose their sense of reason. Types of Mobs include: escape, aggressive, acquisitive, or expressive.

Physical Crowd- A crowd or people who are together, but they do not necessarily engage in group behavior- i.e. a crowd of people waiting for a pedestrian walk sign to change.
**Psychological Crowd** - A crowd with a common interest or goal who will respond to a certain stimulus - i.e. a crowd at a political rally or anti-abortion protest.

**Self Controlled Crowd** - A crowd that is normally calm, but can show some excitement such as sport fans cheering a team or people boarding a commuter train. Types of self-controlled crowds include: tranquil, apprehensive, exuberant, and competitive crowds.

**Trigger** - A trigger is the final blow that moves a passive crowd into a possibly violent crowd.

---

**a) Introduction to Crowds**

A crowd is best described as a number of persons temporarily congregated in an area. Crowds form for many different reasons. Individuals congregated in a given area usually have no common bond other than their curiosity of an event. Crowds can also be planned such as political rallies, sporting events, and parties. Normally, crowds are orderly, lawful in their actions, and do not endanger life or property. This type of crowd situation normally does not present a major problem to patron managers and other guests. However, inaction or inappropriate actions can turn a peaceful crowd to a violent or confrontational crowd.

When they enter the stadium, it is as though they have found a cache of drugs; they forget themselves completely, and shamelessly say and do the first thing that occurs to them… At the games you are under the influence of some maniacal drug; it is as if you could not watch the proceedings in a civilized fashion… When you enter the stadium, who could describe the yells and uproar, the frenzy, the switches of color and expression in your face, and all the curses you give vent to.

The following quote could have been in yesterday’s newspaper. However, it was from a number of years ago, actually almost 2,000 years ago and made by Dio Chrysostom in Alexandria during the time of the Greek dominance (Guttmann, 1986).

To deal with crowds, management and PLs need to:

(A) Apply crowd management techniques at the earliest indication that there will be a crowd, and

(B) Apply crowd control procedures when management techniques have been exhausted, to keep the crowd from becoming tumultuous or violent.

Crowd management is the first step which entails applying specific risk management techniques in a timely manner to hopefully prevent a crowd from becoming unmanageable and possibly causing risk of harm to themselves or to others. In contrast, crowd control refers to a situation where it becomes necessary to deal with crowds that have become tumultuous or violent, or have been brought to a panic stage through using force, police, or military assistance. To put it in a different term, crowd management might be likened to the preparation a person might take when getting their car ready for a long-trip. Someone might go to a mechanic, check all the fluid levels, check road conditions, pack food, etc… Crowd control could be likened to how a driver responds when an accident occurs right in front of them and they have to use all their skill, knowledge, and creativity to avoid getting into the accident or to minimize the possible damage when it becomes evident that there is no way to avoid the collision.
b.) Types of Crowds

Research has identified different types of crowds and the response appropriate to dealing with each crowd type. The most common crowd is called a **Cohesive crowd**, which entails people who congregate together for a specific purpose. Such crowds have both individualistic characteristics, but also have some internal discipline that can generate a high level of emotional energy, but very rarely do such crowds erupt into violence. There are six basic types of crowds—which often overlap: physical, psychological, mob, the self-controlled, the active, and the explosive crowd.

(A) The Physical Crowd
A physical crowd is characterized by density of contact and showing no significant group behavior. The physical crowd has little or no organization, no unity of purpose, and its members come and go. Examples of a physical crowd include people at a mall or major festival type event where people are milling around.

The physical crowd is a conventional crowd or casual crowd. This crowd is characterized by density of contact showing no significant group behavior. They are, however, usually assembled for a purpose but have no common bond and are not dependent on each other to act.

(B) The Psychological Crowd
The psychological crowd is an assemblage of people who have a sustained common interest and respond emotionally to the same stimuli. Examples of a psychological crowd include a sport event, a political rally, and people fleeing from a disaster or disturbances.

Types of psychological crowds:

1) Sightseer or sightseeing crowd
This crowd is characterized by their common bond of being at a particular spot. They are characterized as curiosity seekers, mostly cooperative, and sometimes anxious to assist. Patron managers must retain their cooperation while attempting to disperse them and get them to move elsewhere so they do not disrupt the traffic flow. Some groups may respond to a stern warnings or direction, while this same action may set off another group. The best course of action is to start with diplomacy and gain the group’s cooperation. Also taking away the “show” or focal event will often help this crowd to disperse on its own.

2) Expressive or agitated crowd
Members of the expressive crowd are involved in some kind of expressive behavior, such as a block party or political rally. This type of crowd is emotionally involved and can easily become agitated if approached improperly. For the most part, this crowd wants to have a good time or express their point of view. As long as this group is not violating the law, it is best to let the crowd release their energies by permitting them to express themselves. Patron managers must be aware of the emotional climate of this group in order to find a way to reduce the arousing level and successfully disperse the crowd. Otherwise there is a risk of turning the crowd into an aggressive and destructive mob.
Expressive or agitated crowds are an unorganized group willing to be led into lawlessness, but group members hesitate to act because the group lacks
(a) Organization,
(b) Courage,
(c) Unity.

This crowd is noisy and willing to threaten and taunt or harass other patrons, management, and even the police; however, they normally refrain from physical attack.

(C) Mob (hostile/aggressive)
A mob is a crowd whose members, under the stimulus of intense excitement and agitation, lose their sense of reason. They can also lose respect for sense of order, law, and respect for each other. Under some laws/statutes this type of crowd is called a mob.

There are several types of mobs including:

1) Escape mob
A highly emotionally charged crowd driven by fright describes the escape mob. People involved are driven by an overpowering fright, which creates an emotional, unreasonable, and frantic behavior driving the crowd to seek safety. This type of mob is extremely difficult to control because the group, even though together and acting as one, is interested in individual survival. One must try to channel this type of crowd as they move from one area to another. This is necessary to reduce the potential of injury caused by the mob upon other members of the fear driven mob. Never stand in front of this emotionally driven group or you may be seriously injured.

2) The aggressive mob
This is a mob that will attack, riot, and terrorize others. The aim of the mob is the destruction of property and physical attacks on persons. The actions of the crowd or the sight of blood often drives them to frenzy.

3) Acquisitive mob
This mob has the desire to acquire something. An example could be a rush of customers at a store to acquire a certain item that might be on sale or a group of individuals who break into a store after a major disaster to take food supplies.

4) Expressive mob
The expressive mob is a group expressing intense feelings or revelry. This group often occurs after some special event. This type of crowd can show itself at a local high school football game or after a major national championship such as what has occurred after World Series victories or Super Bowls. This mob can overturn vehicles, loot, and attack police and is often seen as one of the most destructive crowd types.

(D) Self-Controlled:
Self-controlled and active crowds require police crowd management. Explosive crowds require crowd control. Each of self-controlled, active, and explosive crowd has four sub-groups. The self-controlled crowds may be tranquil, apprehensive, exuberant, or competitive. The active type may be confused, annoyed, engaged in high-jinks, or engaged in protest. The explosive variety may be crazed, panicked, in a state of mayhem, or disorderly. Each type of crowd is covered in greater detail below.

(1) Tranquil:

Members of a tranquil crowd pursue their interests lawfully, with the safety of others in mind. They require no patron policing. Examples of a tranquil crowd include people crossing a street at a sidewalk/crosswalk. Most people in such a situation watch for those around them and try to avoid contacting them. If someone runs into someone else they often apologize. This type of crowd will respond well to suggestions from authoritative individuals.

(2) Apprehensive:

A sudden or unanticipated event/development may make members of a crowd apprehensive. An example might be a crowd waiting to get into a movie theater and there is a sudden bolt of lightening that strikes nearby. The people in the line might have been calm, but they have now become more concerned that there could be a storm and they could be exposed to water or more lightening strikes. Such a crowd will not necessarily act in an inappropriate way, but they might be concerned and will look for guidance such as an authoritative person suggesting that the patrons in line move inside to avoid getting wet.

(3) Exuberant:

An exuberant crowd has gathered or assembled for a fun or meaningful experience. This type of crowd responds to cheerleading, up tempo music, and flag/banner waving. It is an up crowd and follows cues from either group leaders or facility authoritative personnel. Exuberant crowds are often seen at sporting events and concerts. The people in this crowd want to have a good time, but they also realize that they can have a better time as a group rather than just a single person celebrating. An authoritative person can suggest that this group move to an open area in order to celebrate and such a command will normally be well received.

(4) Competitive:

Competitive crowds are characterized by an “us-versus-them” attitude. This crowd might entail competitive fans of a sport team or could entail a union strike where union members are trying to drive home a point against management. This crowd responds to leaders and may be driven to overt action by stimuli those leaders present to them such as a cheer or burning a flag/emblem.

These four self-controlled sub-groups have been listed in order of increased potential to possibly lose control. The last in this category, the competitive crowd, is ready for active encounters. Thus, it comes very close to active category and should be closely watched. The competitive crowd with a little fuel being added to the fire can become an active crowd.

(E) Active Type:
(1) Confused:

No one likes to be confused. Similarly a crowd can also be confused and those in a confused group might feel perplexed. Why is traffic stalled? Why aren’t the gates opening on time? Why is the main event delayed? Why hasn’t the plane left the gate? Confusion tends to create anxiety. This kind of crowd may become troublesome. The confused crowd will often ask/shout out questions trying to gain clarifications. A PL needs to make sure the crowd is regularly updated to defuse any tension.

(2) Annoyed:

If the difficulty experienced by a confused crowd is not rectified, or if information as to why the problem exists and the time-table for correcting it are not presented, then this crowd may become inclined to correct the problem themselves. An annoyed crowd might logically think that they can solve the problem themselves rather than wait for resolution from other sources. This can be seen with lynch mob type mentality where the people in the group think they can solve the problem themselves rather than waiting for the judicial system to resolve the issue.

(3) Displaying High-Jinks:

Good-natured and full of vitality, the members of a crowd displaying high-jinks will shout, cheer, move rather rapidly(maybe run), tend to throw objects for others to catch, and are generally trying to have a good time while acting physically. Fans at a sporting event might jump around giving each other high fives or might rush onto a field/court to help celebrate a victory.

(4) Protesting:

A protesting crowd is antagonistic, often bitterly so. A protecting crowd might seeks to bring about a change in a relationship or structure. If it is thwarted in its effort to achieve that change, it can become explosive. Protestors might be at an event to espouse a political or societal agenda. For example, if a popular athlete is accused of a sexually oriented crime, protestors might show up to future events to denounce such behavior and possibly to demand that athlete being fired.

These four sub-groups of an active type crowd are placed in order of their increased potential to enter into the next group category, the explosive group.

(F) Explosive Type:

(1) Crazed:

A crazed crowd has gone beyond reasonable and proper. While the group might not act maliciously, they are acting inappropriately. Such a crowd might be trying to get to a particular place as quickly as possible utilizing whatever force is available. A crazed group’s members push and shove and may run over people who fall to the floor or ground. This sub-group tends to build to its frenzy. For example, a once calm crowd could turn into a crazed crowd at the start of a concert when people try to rush as fast as possible to reach a stage or dance area.

(2) Panicked:
Panic results from a need to get away from, or out of, an area as quickly as possible. Panicked group members may fear for their lives or the lives of others. While a crazed crowd may wind itself up gradually, a panicked crowd explodes rather abruptly, and is therefore the more difficult to manage. A panicked crowd could result from a storm, earthquake, tornado, or fire at a facility. People in this sub-group might not intend to hurt others, but they might have the perspective to get out of harm’s way regardless of the impact on others.

(3) Manifesting Mayhem:

While the crowd that displays high-jinks is good-natured, a certain group within the crowd—manifesting mayhem possesses an evil intent. It is completely self-centered. It carouses without any concern for the well-being of others. It pushes and shoves without regard for the safety of others. Its behavior breaks rules and regulations as well as laws. This group within the crowd, however, generally does not have the support or encouragement of the other in the larger group/crowd. In a concert context, some people go to a concert to get into fights. Others might go to a concert to engage in moshing, even if such activity is prohibited. These moshers might want to have fun, but they can injure others and many in the audience will stay away for fear of being hurt.

(4) Disorderly:

This crowd, the most difficult of all to deal with, openly and defiantly breaks laws. It is angry and destructive. While the crowd manifesting mayhem generally results from a pocket of perpetrators, rioting individuals in a disorderly crowd often comprise most of the crowd. While some might not be acting overly bad, others will be using the protection a group affords to act totally irresponsibly. Participants of a rioting crowd, unlike those in a crowd manifesting mayhem, share a single intent. Thus, there is no restraining element present within the crowd itself. This makes the disorderly crowd the most difficult crowd to handle.

Other types of crowds include:

- **Invisible crowds** that form to mourn a dead person and then turns into a riot.
- **Bating crowd**, which form to achieve a specific purpose such as lynching mobs that form to kill someone and typically have the ability to accomplish the task.
- **Fleeing crowds** perceive a danger and flee from the perceived danger source in a panic. Fleeing crowds are often the most dangerous since it is impossible to control people consumed with fear.
- **Prohibition crowds** refuse to do what they are told to do and often act out of rage to disobey authorities.
- **Feast/Festival crowds** are out to have a good time, but can turn violent when the celebration grows out of hand with people turning over cars, starting fires, and assault supporters of a different team/group (Tarlow, 2002).

Crowds can also be heterogeneous or homogeneous. **Heterogeneous crowds** contain anonymous individuals grouped together based on location or circumstance (such as jury duty or fans at a stadium) and might not have had any relation with other people in the crowd. A **homogeneous crowd** is often easier to control since the crowd is usually composed of
individuals that have some relationship with one another such as political, religious, or cultural affiliation (Tarlow, 2002).

Elias Canetti, a Nobel-Prize winning author wrote a 470-page book entitled Crowds and Power in 1973. The book focused on how crowds develop, gain power, and transform a passive crowd into a violent crowd. Canetti’s principals are as follows:

- People do not like to be touched
- People have a fear of the unknown
- To protect themselves, people establish boundaries, which represent their comfort zone
- People lower their boundaries and fears when they are in a crowd
- Crowds can help develop a sense of equality since there are few distinctions of individuals in a crowd
- Crowds constantly move and seek direction—that is why a few strategically placed PLs can help sway a crowd from one direction to another and when the crowd starts to move those opposed to the intended direction have very little say or influence and might be swept-away by the crowd
- Crowd normally have no boundaries and can quickly grow (Tarlow, 2002).

Who makes up a crowd and under what conditions a crowd will grow is up to debate. Some of the criteria that will need to be examined when looking at what will impact a crowd include:

- Participants age, as older people are less likely to want to celebrate in the same manner as younger fans.
- Weather conditions such as rain, cold, or snow dissuade people from outside activities, but weather might not be a concern for indoor facilities.
- If a home team has just won a major event.
- If the event/game is cancelled early or in the middle of a key act.
- If there was a significant amount of alcohol was available and if there is a social desire to drink at the event.
- Do patrons congregate around or near the court/field before or after a game/event?
- Whether there are law enforcement officials both inside and outside the facility.
- Whether the home team controls the area behind the visiting team’s bench
- Do coaches and players provide a leadership role in trying to promote positive behavior?
- When players are introduced, are they introduced alternately and then go to the middle and shake hands versus introducing one team and then introducing the home team.
- If power goes out a crowd might form in a panic.
- Is the game announcer impartial or very one-sided?
- Do players get punished for using profanity that can lead to antagonism?
- Have announcers mention different clubs or organizations present at the game to put behavior on an individual basis?
- If a fight break out on the court/field the team captain or coaches should bring players back to the benches to avoid a trigger for the crowd
- If the crowd seems to be triggered the band can play the star spangled banner or a similar patriotic tune.
• Have peer security assist in making the crowd feel like they are being watched by friends
• If the event occurs at night and people can feel unidentifiable.
• If patrons are unhappy with a call made by an event official/promoter they might want to retaliate as a mob
• If patrons are bored or do not feel they received value for their ticket/food purchase.
• Is there enough security present?
• If security is not well trained.
• If a crowd starts to form and people get swept-up in the frenzy.
• If individuals start to take off clothing and that excites individuals around them.
• Are individuals drinking in public outside a facility?
• If individuals start lighting fires in celebration or protest.
• If someone or multiple individuals have weapons and start firing them.
• If crowds start to separate based on political, religious, cultural, team, or other group formations that might be opposed to another group in the same vicinity.

It should be noted that there is a significance difference between a mob’s action and panic. Mobs typically have an agenda and are very proactive. In contrast, panic is the result of fear and is very reactive. However, the interrelation between the two is that a mob’s action can often cause panic in those who are on the periphery of the mob or who are not affiliated at all with the mob (Tarlow, 2002). Knowing the sociopsychology of a group can help a facility manager and PLs predict what potential concerns might arise and develop specific tools/strategies to help reduce the threat the crowd might turn violent or harm individuals.

All crowds normally start in the self-controlled stage but can easily advance through the active state to explosive; e.g., football fans arriving at a stadium are normally tranquil but on entering the stadium are caught up in the competitive spirit. Consumption of alcoholic beverages before and during the game often alters their outlook and they can become more aggressive. A player’s injury, or a disputed call by a referee, could cause the crowd to move to the disorderly stage very quickly.

Communication between the patron managers and the crowd is critical to resolve any issues and to help bring the crowd back from an active to a self-controlled crowd. This is where crowd management comes to play.

c) Social and Psychological Influences

Psychological behavioral factors are present in any crowd. These factors affect the crowd as well as PLs. Knowledge and appreciation of social/psychological influences can help prepare for and manage some crowds.

A. Influences

1) Anonymity
The feeling of being lost in the crowd. Members of the crowd feel they cannot be identified. Therefore, they lose responsibility for their actions.
2) Universality
The “everybody is doing it” feeling. Members feel the attitudes and emotions are being experienced and are shared by everyone in the group.

3) Inability to withdraw
Being afraid to express a view contrary to those in the majority might influence someone in a crowd. They might not want to be there, but the risk of going against others in the crowd drives their decision making.

4) Increased hostility (Convergence Theory)
When people are frustrated and believe they are being treated unfairly, confrontation is an outlet for their anger; however, conflict does not eliminate the problem and it often increases hatred between social groups. According to this theory, people merely reveal their true selves in a crowd—the crowd serving only as an excuse or a trigger.

5) Social suggestion
The urge to do what others do is quite strong with some people. Some people tend to follow the lead of others, particularly those who are designated as leaders. Those involved usually have a common denominator that brings them together to unify the group.

6) Emotionality
There exists in any crowd a high degree of emotional tension and excitement. Hostile emotions like anger and fear may drive the crowd to act out.

7) Irrationality
Irrationality refers to there being no valid reason for people acting in a certain way, but people act that way regardless of the reason. There are two aspects of this behavior in a crowd setting. The first is fear and panic. The second is frustration, which can result in violent behavior.

8) Homogeneity of mental state (group mind-set)
Here the members of the mob share a common attitude, opinion, dissatisfaction and frustration. This is often referred to as a “group mind-set.”

9) Emotional contagion (Contagion Theory)
This is the most dramatic feature of collective behavior where excitement can be transmitted from one person to another. Emotional contagion provides the crowd with psychological unity and the point at which a crowd can become a mob.

B. Tactics for countering these influences
PL must use methods to reduce these psychological influences upon a crowd. The following strategies will not stop all people from acting out, but they can hopefully reduce the number of people who will.

1) Dispersing the crowd as soon as possible to reduce the influences of the crowd on its members or those in the general area.
(a) Verbalizing the need for the crowd to disperse, using diplomacy and tact.

(b) Seeking cooperation and explaining what actions may be used to disperse the group if necessary.

(c) Allowing a reasonable time for the crowd to disperse and “save-face”; pushing the crowd may lead to a confrontation.

(d) Controlling the number of “officials” on the scene. Too many PLs, security personnel, managers, and police may lead to uncoordinated action being taken and/or may “push” the crowd into action. If additional personnel are at the scene, or are needed in the event the situation turns into a confrontation, the additional help should be positioned nearby but out of sight of the crowd.

(e) If the crowd’s actions should result in violence, then more forcible dispersal actions may be needed. That would be where police or military assistance would be required.

2) Selective removal might help diffuse a situation. A PL can ask a patron to join them for a special prize (as a way to remove a patron from their friends) or ask the police to help escort that patron out of the stadium. Removing such a patron can help reduce conflict and calm a potential disruptive group.

3) Call people by name if they are known. This tactic works best with season ticket holders. Thus PLs who regularly work a given area can communicate with those who they know frequent that area.

4) Put the group members on notice of the law and possible violations, i.e., order to disperse, failure to disperse and unlawful assembly.

5) Crowds cannot be brought under control unless they want to be controlled or are scared into dispersion. Rarely are crowds interested in pursuing a violent direction turned around in a matter of seconds into a peaceful gathering. Specific strategies that can be pursued to help reduce criminal activity or violence in a mob include:

- Using animals such as dogs to scare people away from certain targets
- Security personnel need to be in an elevated position to help manage or control a crowd and this can be accomplished from a raised command post to being on horseback
- Manage the clock (keep track of time) as crowds need to keep moving and if they stay in one spot they are more likely to become violent
- Never let the crowds stand still so the focus should be on moving crowds to other locations
- If a crowd is starting to act violent, fear can be used to rein in individuals (since people are scared of being touched, if there are visible arrest of people and dragging them off to a police van those scared of being touched/arrested will try to exit the crowd)
Try to use laughter as a weapon (a pre-recorded comedy routine blasted over a loudspeaker system can significantly disrupt a crowd momentum and allow police the opportunity to get in a better defensive/offensive position)

Utilize pastors, rabbis, mothers, grandmothers, professors, and other identifiable-but not hostile-authoritative individuals to help encourage more appropriate behavior.

Communicate the need for women to be cautious about inappropriate touching and vigorously pursue those responsible for such conduct.

Videotape the crowd and let the crowd know that the various tapes will be used in prosecuting any crimes.

Vigorously enforce alcohol/drug policies and laws.

Encourage patrons to carry identification in case they become unconscious from crowd pressure or otherwise get injured.

Develop techniques to extract injured or trapped people who are being crushed.

Ensure there are enough speakers to broadcast warnings.

Block traffic several blocks from the crowd and do not allow people to migrate to the crowd—which can increase the numbers and infuse the crowd with a sense of purpose.

Monitor people for dehydration since if they are not paying attention they might be dehydrated which can lead to injuries if there is no access to drinks (Tarlow, 2002)

If people refuse treatment after an emergency make sure they sign a form indicating they have been offered medical assistance, but have refused such services.

Secure emergency vehicles since they can be stolen or vandalized by a crowd.

Be prepared to handle emergencies such as medical or emotional trauma.

Be prepared to have emergency assistance available for employees or first responders who get injured.

Be prepared for medical assistance to follow the crowds flow and to pick-up injured people in front and behind the crowd (along with the sides).

Be mindful of physical barriers or obstructions that could cause harm and also those areas that might be harmed by the crowd and then lead to problems such as a sporting goods store that can be looted and then there are guns and bats in the hands of the mob.

Analyze whether other agencies such as the American Red Cross can provide assistance.

C. Role of the Rumor

The rumor is the characteristic mode of communication in a collective behavior setting. Rumors can be defined as communication through people caught up in an ambiguous situation trying to make meaningful sense of it by relying on their perceptions and intellect.

1. A rumor is a progressive distortion of an originally accurate statement.

2. Rumor plays a major part in crystallizing public opinion.

3. Some experts have said that no riot takes place without a build-up through rumor.
4. Animosity is gradually intensified preceding a riot by stories of aggressive acts on the part of the opposition.

5. Rumors can follow controversial encounters between individuals such as a member of a minority group and a white police officer. These rumors are often more important than the incident. For example the Watts Riots of the 1960's began because of a rumor-- "the police were beating a pregnant black woman." The facts were that an arrest had been made, but the arrestee was neither pregnant nor was she beaten. Subsequent confrontation between citizens and the police lead to further confrontations where the police either withdrew because they were not prepared to deal with the crowds, or they were made to appear helpless.

6. The role of the media must not be underplayed when dealing with a crowd. With today’s live coverage, rumors and management/police action or in-action will influence the situations much more quickly.

7. Rumors must be countered! When a rumor begins to surface, every effort must be made to communicate the truth. Effectively using community contacts, i.e., community advisor, community leaders, community policing efforts, and the press to get the facts out into the community can help quash rumors.

D. Impact on Patron Leader

1. Psychological influences
Just as the crowd may be swept into violence by various psychological influences, the reaction of the PL may be inappropriate because of the same factors. The PL must be aware of these factors so that they can cope with them in a crowd environment.

   a) The cumulative effect of these psychological factors may be an excessive response by PLs who are often thrust into situations with little time to prepare for the specific situation they are facing. A PL might know in general how to behave, but might not know how to respond to a specific unique issue.

   b) The fatigue factor must also be taken into consideration in determining the ability of personnel to deal with provocation. In situations where the PLs become extremely emotionally involved, the supervisors may lose control over personnel actions.

   c) Emotional involvement –PLs focusing on one given individual might need to be removed from the situation so they can have “a cooling off period.”

   d) Crowd Management – Dealing with Self-Controlled and Active Crowds

Critical to crowd management is the quality of the planning process, based on advance intelligence, and specific event/facility policies and procedures.

   (A) Responsibilities and duties of PLs

A PL should always follow the guidelines below when dealing with a crowd.
1) Remain neutral and impartial – PLs must not allow personal beliefs and values to take precedent over upholding the law.
2) Maintain their professionalism – they should not allow patrons to incite a PL with name calling and accusations.
3) Be aware of violations - know local and state laws that apply.
   (a) Assaults - on employees, as well as, opposing fans, patrons, or protesters
   (b) Trespassing- into unauthorized areas
   (c) Blocking entrances- such as stairwells or aisles
4) Keep supervisors aware of conditions and any changes in conditions.

(B) Planning:
Before every large crowd event, information-gathering is paramount, since the event/facility can only properly plan in advance for situations of which they are aware. There are numerous crowds that erupt without warning and it is much more difficult to plan for such instances. However, many crowds are expected and this is where proper planning becomes critical. For example, if a known group will be attending an event, lines of personal communication should be established with group leaders to encourage proper conduct and reward good behavior. This places part of the onus for proper conduct on the group leaders and members. It is a well known fact that personal communication with group leaders helps to defuse any possible violent confrontations. That is why it is so important for a PL to identify leaders within a group, even within a family, to know whom to talk with when conduct becomes an issue.

The PL assigned to work with a potential crowd should:

   (1) Configure the assembly area in advance with a view towards removing potential hazards. The PL should also be concerned with facilitating crowd **ingress** and **egress** and ensure that necessary accommodations such as water, portable toilets, waste containers, etc... are available.
   (2) Interact with all departments involved, e.g., Maintenance, Security, Concessionaires, and Emergency Response.
   (3) Ensure that appropriate and trained emergency medical service is available, and ascertain the exact number of such personnel and equipment needed.
   (4) Know if a written standard operational plan including manpowered, equipment, timetable, assembly areas, and traffic movement was developed and what it calls for.
   (5) Make sure there are adequate communication devices available such as radios, walkie-talkies, Nextel, etc...
   (6) Ensure a briefing of personnel is conducted prior to deployment. A formal chain of command should be established and a thorough explanation of the circumstances surrounding the possible crowd and event are analyzed so that everyone understands their role.

(C) Procedure at the scene:

   (1) The first PL confronting a crowd plays an integral part in the success of any crowd management plan. They should be alert to any crowd discomfort, be communicative, and take careful note of changing crowd moods.
(2) The information-gathering process, started in the planning stage, should be continued at the scene throughout the event.

(3) One effective way to individualize members of a crowd is to tape them. People who gather in crowds are more reluctant to involve themselves when they can be identified as individuals rather than as a group. Signs should be clearly posted indicating what areas are under video surveillance and these areas should be pointed out to group leaders. Photographs and video tapes are invaluable for briefings or for planning future events. If such a system is used PLs should constantly remind patrons about being taped.

(4) A sufficient security/police presence informed by a policy of enforcement in regard to liquor and drugs at the start of any potential crowd event sets the tone and standards the patrons may expect throughout the event/facility.

(5) If an incident develops, the security/police must act promptly and with a sufficient display of force to make clear their intent and capacity to suppress disorder and to ensure the public safety.

(D) After the Crowd

(1) Risk management with a crowd does not end when the crowd is dispersed, but requires information gathering to write the incident report and to develop strategies to help prevent future crowd issues.

e) Crowd Control – Dealing with Violent Crowds

Civil disturbances, public demonstrations, and other events involving large or disorderly crowds require skillful response by PLs, management, security, and the police/military. The security/police role can range from mere presence (crowd management) to offensive tactics and even deadly force (crowd control). Event/facility managers (and PLs) should be aware of what the police might do, but should never undertake to personally try to control a crowd when the crowd is beyond the point of no return. This is a hard point to identify, but if patrons are not listening to PLs and are starting to move/flow as a group then it might be at the point of no return. If crowd control is required, the police will normally try to provide a rapid and organized response. There is no guarantee that any specific strategy will work, but the police would be in the best position to assess what actions might be required to reduce the threat to life, limb, and property.

***************Class Exercises **************************

Have everyone stand up and try to be the first in line to go to the bathroom. Examine how the crowd forms and what type of crowd do they think they are in? What if the trainees have been sitting for over two hours and when they have their first bathroom break, they all get up and the bathrooms are all locked. What type of crowd might exist?

******** PBL ******

The PLs are given the following facts and have to identify what type of crowds are present at various times during the fact pattern and what strategies they might undertake to deal with these crowds.
On a rainy day 200 fans arrived at a box office to buy tickets for a major concert to be held later that night. The concert had been sold out for several weeks, but the facility made an announcement (on the radio) that they would release 100 tickets to the public on a first come first serve basis. When the first 100 fans arrived the people were in a pretty orderly shape. The people formed a line and people patiently waited in the rain. Some people had umbrellas while others wore rain coats. It was a fall morning so the weather was a bit chilly. The announcement concerning the tickets was made at 8:00 a.m. and the first 100 people arrived by 8:30. The facility thought everything was going well. However, an additional 100 fans started arriving and were cutting in line. The line changed shape from a line to a constantly changing ameba like form. People started pushing to get as close to the window as possible. Some who were first in line started getting agitated and several fights started breaking out. Patrons started backing away from the fights, but the patrons were still trying to move closer to the window. When the ticket window opened at 10:00 there was a mad rush to the window. The ticket window had to be closed since it was unclear how to equitably distribute the tickets. The crowd was now possibly around 250 people and there was only one ticket seller, one security guard, and one police vehicle (with two officers) that showed up after they were called due to the fighting.

************************** Possible Test Questions **************************

A trigger is the final blow that moves a passive crowd into a possibly violent crowd.
a) True *
b) False

Most crowds will be well behaved.
a) True *
b) False

A crowd is a group of people that can be formed under many different circumstance and various times.
a) True *
b) False

A crowd where people congregate for a specific purpose is called an agitated crowd.
a) True 
b) False *

An expressive or agitated crowd will often not act because they lack the following, except.
a) A leader *
b) Organization 
c) Courage 
d) Unity 
e) None of the above

Which of the following is not an official type of mob?
a) Escape mob 
b) Attack mob *
c) Aggressive mob  
d) Acquisitive mob  
e) All of the following are official types of mobs

Which of the following crowds normally responds well to authoritative individuals?  
a) Panicked  
b) Tranquil  *  
c) Protesting  
d) All of the above  
e) None of the above

Explosive crowds can be controlled using crowd management techniques.  
a) True  
b) False  *

An active crowd can respond well to authority if caught early.  
a) True  
b) False  *

If a calm crowd starts to become concerned because a thunderstorm is starting the crowd would be:  
a) Apprehensive  *  
b) Tranquil  
c) Mob  
d) Competitive  
e) None of the above

An exuberant crowd could often be seen at a sporting event  
a) True  *  
b) False

An exuberant crowd could sometimes be seen at a major store sale such as Black Friday or Christmas Eve sales.  
a) True  *  
b) False

A tranquil crowd is ready for an active encounter with authorities.  
a) True  
b) False  *

A competitive crowd is more likely to become an active crowd compared to a tranquil crowd.  
a) True  *  
b) False

A competitive crowd is normally ready to engage in active encounters.  
a) True  *
b) False

Does confusion tend to lead to anxiety with crowds?
a) Yes *
b) No

Which type of crowd might exhibit the lynching mob type of vigilante justice?
a) Confused crowd
b) Protesting crowd
c) Annoyed crowd *
d) High-Jinks crowd
e) None of the above

Which crowd might act inappropriately?
a) High-Jinks crowd
b) Confused crowd
c) Crazed crowd
d) Protesting crowd
e) All of the above *

A panicked crowd has an evil intent.
a) True
b) False *

Which crowd is the most difficult to deal with since they openly break the law?
a) Disorderly crowd *
b) Panicked crowd
c) Crazed crowd
d) Confused crowd
e) None of the above

When there is a disorderly crowd almost everyone in the crowd acts disorderly.
a) True
b) False *

A heterogeneous crowd contains similar people with similar belief and values.
a) True
b) False *

Factors that can influence a crowd include: age, gender, religion, weather, and other patrons.
a) True *
b) False

Patrons interacting with the opposing team can cause a crowd related behavior among other patrons.
a) True *
b) False

Once a PL knows how a crowd has been triggered in the past they will know how to deal with same trigger in the future.
  a) True
  b) False *

Which of the following is not a social/psychological influence on a crowd?
  a) Anonymity- being lost in the crowd
  b) Universality- everyone is doing it
  c) Weather conditions- change in weather *
  d) Irrationality- no reason for acting a given way
  e) None of the above

Emotionality refers to the influence that everyone is doing it feeling
  a) True
  b) False *

One strategy to reduce a crowd’s size or action is dispersing the crowd.
  a) True *
  b) False

Riots do not take place without the build-up through rumors.
  a) True *
  b) False

Tactics that can be helpful in managing a crowd include all of the following except?
  a) Managing the clock
  b) Security should be in an elevated position
  c) Animals can be used to limit access to given areas
  d) Using fear to intimidate a crowd
  e) All of the above can be helpful techniques *

PLs should always remain neutral and impartial when trying to resolve a patron dispute.
  a) True *
  b) False

When should risk management strategies be applied to a crowd?
  a) In the planning phase
  b) During the execution phase
  c) After an event
  d) All of the above *
  e) None of the above

************ Trivia/Fun ************
A mob is not just a group of wild people, it is actually the term used to describe a group of Kangaroos.

**Create**

Honesty quiz
Analyze the following questions for their accuracy in describing the PLs thoughts or behaviors. Rate the answer on a five point scale with 1 being very inaccurate and 5 being very accurate.

1. I am hard to understand
2. I keep my promises
3. People think I am down to earth
4. I do not try to exaggerate who or what I am
5. I feel honesty is the best policy
6. I sometimes lie to get myself out of trouble
7. My friends sometimes say they do not really know me
8. I sometimes feel like an imposter
9. I am true to my own values
10. I believe honesty is the best policy
11. I like to exaggerate my troubles

Add you scores for questions 2, 5, 9, 10 and then subtract the scores for questions 1, 6, 8, 11 (scores for questions 3, 4, 7 are not counted). The higher the score the more honest the person is and the results can be compared to others PLs in the program.

********** Reference Materials **********

**Sociological material**

A major report by Clark McPhail (n.d.), a professor from the department of Sociology at the University of Illinois at Urbana-Champaign highlighted the status of crowds and how collective behavior could be analyzed. According to his research, most crowds are seldom disorderly let alone engaged in serious or violent behavior. He referred to collective behavior as two or more people acting with or in relation to one another. Collective action he defined as a wide range of activities in which people engage together or in relation to one another.

Some crowd research was focused on political rallies, especially from the 1960s. These rallies/crowds were well planned and organized by rational actors rather than the perception of the crowds being controlled by hooligans.

While gatherings provide an opportunity for people to act together, there is no guarantee of collective action and when people act together they are more likely to engage in that conduct in small numbers, in various patches in a crowd, and often in different ways. Thus, for example when someone attempts to do the wave in a crowd it often fizzles out due to the way crowds behave. Crowds are often made up of smaller collective units often acting autonomously.

McPhail highlighted several phases of the crowd process including-
The Assembly Phase- which focuses on how prospective participants learn of or are brought into a crowd.

The Dispersal Phase- which falls into three categories:

Routine- How people leave a regular event

Coerced- When individuals feel they need to leave due the event being cancelled or some other reason.

Emergency- individuals may be momentarily stunned and/or fearful, but they normally engage in rational behavior even during an emergency. Energy surges cannot be explained by panic and hysteria. Incapacitating fear rarely occurs and during an emergency more people behave in an altruistic behavior, even with proximate strangers.

Collective Action within Gatherings- These are clusters of friends, family members, acquaintances, or other clusters of people that might be together in the middle of a crowd. A queue is such a group and they represent “a very orderly form of collective action within gatherings of otherwise loosely connected clusters and individuals. They are loosely oriented in the direction of some scarce good or service (e.g. food, drink, toilet, and other commodities or services).” Another term that can describe a queue is a line. In contrast an arc or a ring is a semi circular gathering that might be formed around a speaker, argument, fight, or public disturbance. Ceremonial gatherings might involve major events such as weddings, funerals, or other major functions.

Those in crowds act in a given way based on the information available to them at the time. A crowd should not be assessed as it appears objectively to the analyst, but as it appears subjectively to the individuals in the crowd. This if the focus of perception theory with crowds. Perceptions are the constructed composites of the primary sensory experiences which are the sole means by which all human beings know the world outside their bodies. Perceptions are stored in the memory and retrieved to serve as a benchmark upon which to base new experiences. Thus, when two people are faced with an issue (wanting to get into a facility) they rely upon their prior perceptions to help them know how to wait in a line or hand a ticket to a ticket taker.

Human beings are guided by their own purposes. Thus, even when they act with others, they are not acting under a crowd mindset, but they are acting as individuals to realize similar or related purposes which have the appearance of commonality. Thus in a demonstration gathering members will all have their own purpose and organizers cannot force their purpose upon others. The exception to this phenomenon is companion clusters that assemble together, remain together, and disperse together. Otherwise when fans are booing, they might appear to be booing together, but they are independent and were not coordinated with prior consultation with each other. One last exception is when an organizer can get people to coordinate their activities. Thus, cheerleaders for example can get people to coordinate their cheering simultaneously since there is a leader trying to coordinate activities.

Panic

Crowds are constantly changing and react differently each and every time. However, one constant is the threat of panic and how that might impact patrons. Panic has resulted in increased
problems by creating or magnifying the incident. Sometimes it is not the incident that causes the harm, it is the ensuing panic. Panic is caused by a perceived or actual threat from which patrons feel they must escape immediately.
4- Understanding Your Facility

It is hard to appreciate the importance of risk management without knowing the facility where an event is held. The facility itself can represent a danger, but more often the lack of familiarity with a facility can cause significant harm.

a) Facility walkthrough
   Goal- To understand the basic of the outside-in approach to facility inspections.
   Goal- Identify the location of the five key systems in a facility (fire suppression, CCTV, plumbing, communication, people )

b) Knowing how “things” works
   Goal- Have basic knowledge of how the basic safety systems operate.

c) Anticipating problems
   Goal- To educate PLs that they need to listen and watch for potential facility problems.

Every facility and every event will be different. Thus, every crowd at a facility will be different. A large outdoor festival might have many entry points and numerous areas where people can congregate. In contrast a facility that has a narrow or few entrance points might have more difficult entry management concerns. Topography (the terrain) of a location might impact how people enter, move around, and/or exit a facility.

Most industry experts highlight that one of the first keys to any patron/crowd management program is the facility. If there are numerous policies or procedures, but the facility cannot follow them due to its design, then the policies and procedures are often worthless. Thus, it is imperative that the facility be in as good a condition to help comply with any rules, regulations, standards, statutes, policies, and/or procedures. PLs and management need to focus on a variety of facility concerns from physical hardware (door locks, metal detectors, fencing, biometric devices, etc…) through the building design which can either help in securing the facility or might open the facility to significant security breaches.

A facility needs to have a simple layout that is easy to understand by all patrons and employees. Patrons need to be able to quickly find their seats, bathrooms, emergency assistance, and concession areas. A facility should not be threatening for patrons. Airports for example might in fact cause additional stress to travelers if they have a hard time finding where they are trying to go. With a simple design, good signage, color coded locations, good facility maintenance, and informative both PLs and patrons can feel more comfortable about their surroundings.

************* Key Components ***************

Key terms covered in this module include:
CCTV- Closed Circuit Television - comprising video cameras and monitor to secure specific areas.

CPTED- Crime Prevention Through Environmental Design- focuses on how a facility can be designed or managed to help facilitate easier monitoring and crime prevention.

HVAC- Heating Ventilation and Air Conditioning- the mechanized system that helps distribute and circulate air (whether hot or cold) in a facility.

Outside In- the process of evaluating a facility from the outside into the inside of the facility.

Since every facility is different, it is important for a PL to understand their facility.

a) Facility walkthrough

The key to understanding your facility is to actually walk through the facility. The following uses the outside in approach to walk through an event/facility.

Outside in

Similar to your home, your landscape sets the tone for people entering your home. The more attractive the landscape, the more welcoming the home will be in the eyes of visitors. If the outside looks disheveled then visitors may hesitate entering the house. Similarly, if the inside looks bad, the bathrooms are dirty, there is not enough toilet paper, sinks are dirty, etc… then people will be uncomfortable in the environment and want to get out as quickly as possible. The same concerns apply to any event or facility. The appearance, cleanliness, designs, and ambience sets the tone for an event or facility. While a PL can have a very positive influence on a patron, if a facility looks bad and is poorly designed, even the greatest PL would have a hard time making a patron feel welcomed and wanted- and that is the goal of patron management.

The “outside in” approach requires PL and management to view a facility similar to a patron. From parking their car and entering the facility to finding the location they want to reach and moving about a facility, this approach will give everyone a solid understanding of what patrons observe and potential positive and negative components of the facility. These components can be part of the training process or can represent potential facility improvements that will make the facility stronger.

Thus, PLs should be walked through the facility to understand where they work. PLs should also be encouraged to actively tour the facility on a regular basis because a facility is never static and changes on a regular basis. Through such efforts PLs will be able to appreciate how the facility works and how patrons move around the facility.

Parking Lots

- Is the parking lot clean
- Is the parking lot well lit
- Are there signs for people coming from off-site
- Are there enough parking spots
- Is there a significant delay in getting into the lot
• Is there a delay in finding spots
• Are there parking lot attendants who help move traffic
• Is there a strong police presence in the lot
• Is tailgating allowed
• Are policies and procedures clearly posted and communicated.

These questions represent just some of the key concerns associated with parking lots. PLs need to understand that each one of these issues could become the tipping point for someone going to an event/facility. For example, if there is a traffic jam, parking problems, and related concerns, someone who might be going to the event/facility for a good time might be upset/agitated/mad before they have their first interaction with an usher or ticket taker. That is why it is important for the PLs to understand that someone can be upset due to nothing other than the facility itself. If management can do something to make parking or transportation easier then that can enhance the mood of patrons.

The same concerns highlighted above also apply to people leaving a facility. The last memory a patron might have is not whether their team won or lost, if they were able to buy something at a great price, or if someone had a great meal, but how was traffic leaving the facility. This might involve a traffic jam, accident, or similar concern that has nothing to do with the facility or is not in the facility's control. Thus, anything the PLs can do to make the event/facility experience more enjoyable can have long term ramifications for patrons. Similarly, every other element of a facility can either be a positive or negative experience for each patron.

Entry Areas

• How imposing is the entry process
• How long are the lines
• How much directional signage is present
• What structural barriers are in the entryway
• How/where are search tables set up
• Are monitoring systems in place
• Where are the will call windows and ticket sales locations

The entry way is the second point of contact for most patrons. If the entrance to a store, convention center, arena, or any other facility is imposing it can intimidate someone going to a facility for good/relaxing time. Just ask PLs to think about an experience at an international airport. The long winding lines, the frustrated people, security barking orders, the people with the crying babies, etc... All these issues- both facility and personnel- impact their experience.

Another entry concern entails lines and how they are managed. Whether with personnel or equipment, entry management can raise various concerns. Some events will generate a crowd that will follow directions, be orderly, and not cause any problems. However, even the tamest crowd can be set off by fear, panic, anxiety, or countless other issues. That is why having barricades (whatever the type) is not an end all, and is just one tool in the patron management
repertoire. Any barriers need to be monitored and PLs need to walk around and through the crowd to provide a presence and a face for the patron management efforts.

Foyer, Walkway Areas

- How clean is the area
- Is the area airy and full of light
- What is the material (carpeting, tile, brick, etc...)
- Is the floor slippery

There often are numerous distractions in walkways. Posters, pictures, advertisements, other patrons, etc… all represent potential concerns and need to be made as uncluttered as possible to minimize the distractions patrons might face. If patrons enter a facility and start trying to read everything that confronts them they will usually stop and this could cause congestion and anger from other patrons. People also might not want to be bombarded at the start. Some surveys show that people want to be in a facility for about a minute before they are approached by an employee asking if the patron needs assistance. Thus, some researchers indicate that greeters, such as those at Wal-Mart, might be too sudden an intrusion for some who want to enter a store and then get acclimated before they are approached. This does not mean that it is not a great idea to have someone welcome patrons into a facility; it just means that some people might feel bombarded by all the lights, noise, and distraction and it can take them time to acclimate to their new surroundings.

One of the most frequent cause of patron injuries are slip and fall and trip and fall cases. The most likely cause of such injuries are inattention or foreign matters. While some injuries are caused by uneven floors, the majority of such injuries are preventable- either by the patron paying more attention, other patrons behaving appropriately, or employees resolving issues such as spills, as quickly as possible. Thus, care needs to be taken to make sure walking surfaces are clean and clear of potential problems as anyone who falls will not be happy, but also might sue the facility.

Stairs/Escalators

- How clean are the stairs
- Is the area cluttered
- Is the floor sticky
- Are their wipes or alcohol cleaning dispensers near handrails

There have been a number of cases of patrons being seriously injured on stairs or escalators. Patrons might miss a step and fall. Patrons have been injured when their shoe, an article of clothing, or a body part has been caught on/in an escalator. Some escalator injuries have been caused by mechanical incidents such as an escalator speeding-up or slowing-down unexpectedly. Other times an injury might occur due to a patron not paying attention. Sometime patrons bring prohibited items onto an escalators (or even stairs) such as wheelchairs, strollers, walkers, or luggage. A Pl needs to constantly monitor stairs and escalators to make sure patrons are not
using them inappropriately or that there are no hazards such as exposed parts, broken equipments, or spills.

Older stairways were built to accommodate two people going up the stairs together. Thus, they were built around 42 inches wide so each person would have around 21 inches to go up the stairs. The problem with this number is that more than 21 inches of width is required for people going down stairs. This fact was seen in the World Trade Center tragedy when two people were not able to go down the stairways side by side and people going down the stairs had to wait by the side so that firefighters could go up the stairs. PLs should be encouraged to monitor stairs and escalators at the end of an event or during an emergency to make sure patrons are exiting well and not blocking others.

It might seem that going up or down stairs is self explanatory. However, PLs might need to educate patrons on how to use stairs/escalators. More appropriately, PLs might need to teach patrons what not to do on stairs. Numerous injuries have occurred from people jumping off stairs, riding handrails, or not knowing where stairs started or end.

Storage

Every facility needs storage, and storage is often the item missing from facilities. Without adequate storage, items are often strewn around. Imagine a small apartment or dorm room. Where are possessions stored? Everywhere! PLs need to constantly look around where they are located/stationed to spot items that need to be put away.

Seating Areas

- Are the seats clean
- Are people sitting in the right seats
- Are patrons migrating from one area to another
- Are spills cleaned quickly
- Are PLs actively roaming the area
- Are PLs engaging patrons as they enter the seating area
- Are PLs engaging patrons throughout an event

This list helps highlight that many concerns in the seating area are associated with the PL. While there might be broken seats or dirty seats, the primary concern raised by patrons are others sitting in their seats or their seats being obstructed. Another concern entails disturbance by those sitting around them. Through actively walking a given area PLs can often spot and prevent seating related issues.

One often overlooked concern in seating areas, and other areas, is shade. During hot days, the availability of shade for those who want to avoid the sun or are suffering from dehydration is critical. Covering is also a concern associated with rainy days and many patrons seek shelter from any overhang whether a manmade or natural structure. Thus, care should be taken to make sure there is not overcrowding near trees that provide shade or other shade/covering areas.

Selling Areas
A store in and of itself is not a hazard. Similarly, areas where items are sold, whether from carts, shelves, display racks, or even hawkers, are normally not dangerous. However, if display areas block traffic of people do not see the legs/wheels of display carts they could possibly trip. Traffic flow can become a big concern for congestion patterns. Thus, if giveaways (sampling) are undertaken the area should be large enough to handle a crowd that might gather to try a given product. Similarly, if an item is being sold at a real low price, the area needs to be large enough to accommodate an expectant crowd. Furthermore, there could be special lines, a dedicated cash register, and other separation techniques to split patrons who might be interested in the deal from those who want to move to other parts of the facility. Even if various fencing, barriers, stanchions, or other dividers are used, patrons often try to go under, over, and/or around such barriers. Thus, having a barrier does not necessarily make a PL’s job easier, it might in fact require greater vigilance since patrons would expect other patrons to follow rules and will get upset when rules are violated.

Other potential selling area concerns include:

- Congestion at vending machines
- Congestion at express lines
- Congestion near exits
- When lanes are shut down
- If lanes are not properly marked

Food/Beverage Areas

Similar to selling areas, food and beverage service areas can represent a concern. People might spill what they just purchased. People might not want to wait in lines or might jostle one another. Ordering areas might be small, counter tops might be crowded, signage might be inadequate, stanchions might interfere with patron movement, and other concerns might arise. One big concern with food service areas are dispenser (condiments, straws, napkins, etc...). Facilities often place these locations across from or next to service areas, and such locations could possibly cause congestion. Furthermore, with people dropping or spilling items, there can be a greater likelihood that these areas can become a slipping hazard. With people carrying trays, they might not see where they are walking or might not notice spilled items. That is why a PL should monitor these areas, even if they are not assigned to such areas.

Roofing

While many might not think about roofing as a major patron concern, it does become a major concern when weather or other natural disaster might strike. What if the roof leaks? What if a wind storm blows off part of the roof into the seating area. If there is a rain storm for an outdoor facility, how will patrons keep dry? Does the facility have extra towels (whether paper or fabric) for people who might be drenched? Does the facility have a video or show that can be broadcast over the video system to entertain individuals?

One often overlooked concern with roofing and rafters in both indoor and outdoor facilities are birds. Birds can make their nests and become a distraction from causing noise to making droppings on patrons.
Mapping

Once you have reviewed some of the basics of the facility, the Instructor needs to make sure they can walk PLs through a facility map.

- Do they know where the exits are located?
- Do they know where safety equipment is located
- Where should injured patrons go and who should take them?
- Where are supervisors positioned in the facility?
- Where is the command center?
- Where is the AED located?

The best method to highlight the facility and movement patterns is to show a map and highlight areas of concern or movement. One strategy is to provide PLs with a laminated pocket map which can help them quickly direct patrons in an appropriate manner.

PLs should be aware of the entire facility including the following possible locations: backstage area, back of the house, front of the house, banquet rooms, ceremony areas, command center, elevators, escalators, entrances/exits, utility room, electrical closets, dressing rooms, locker rooms, delivery room, hallways, medical rooms, meeting rooms, practice areas, parking lots, restrooms, ticket booths, will-call windows, offices, storage areas, and any other component of the facility they might be assigned to or will need to direct others to.

b) Knowing how “things” works

Do you know how your car works? How does your TV or computer work? Most of us do not know how simple items work, let alone complex items. That is why it is important to briefly discuss the various systems within a facility so they have a basic understanding of how the systems work or why they are so important to a facility. The material can be covered quickly for some areas, but time should be given to make sure PLs can ask questions if they want to learn more about the facility’s systems.

Some of the key systems within a building could include:

**Security system** - The security system can include numerous components such as CCTV systems (see below), but also might include metal detectors, personal screening devices, bulletproof glass, mirrors to help watch patron movement, sensory floors that detect movement, motion alarm systems, security locks, bollards to prevent vehicles from ramming a facility, raised viewing platforms, and countless other strategies

**CCTV** - Closed Circuit Television (CCTV) is a system incorporating multiple cameras and video monitors where sensitive areas around a facility can be monitored by individuals in a control room.

**Fire sprinklers** - There are several types of fire sprinkler systems such as:

- Wet Pipe System - Wet pipes have water in the systems ready to be discharged at a moment’s notice. When the automatic sprinkler is exposed to a high temperature, the heat sensitive element releases, allowing water to flow from that sprinkler.
Dry Pipe System- Dry pipe systems are installed in buildings where the outside temperature may be cold enough to possibly freeze the water in a wet pipe system, rendering the system inoperable. These systems have no water in them, but when the sprinkler is triggered water flows into the system to douse the flame.

Deluge System- The deluge system needs a fire alarm activated for water to enter the system and flow unabated throughout the system. The water flow is so fast that the system will deluge any fire

Other systems use variations of the above or can utilize chemicals to prevent water damage to computers or other expensive items.

HVAC- Heating Ventilation and Air Conditioning (HVAC) refers to a complex system in most building which can move air throughout a building and either heat or cool the air to meet patron comfort levels.

Scoreboard- Not every facility has a scoreboard, but these systems can convey much more than a score or video replays. Scoreboards are one of the best communication devices since they can attract significant attention in a short time period. Pre-written messages or announcements that can be posted in case of an emergency.

PA system- The Public Address (PA) system serves as an audio communication system to convey critical information to patrons. These systems need power to operate, but with power there is nothing more convenient for playing critical messages or conveying live information. Almost every facility has some type of audio broadcasting system and patrons are accustomed to listening for announcements- regardless of all the jokes of how inaudible the messages are.

Emergency exit lighting- If the power goes out in a facility there might be a back-up generator or some other system that will kick in and produce lighting to help guide individuals out of a building during an emergency. Similar to the lights on an airplane that go on during an emergency to guide flyers to an exit, emergency exit lighting serves the same function. The lighting can include lighting on the floor to emergency exit signs on top or by the side of a door way. Since smoke might block elevated signs, more signs are being installed below eye level to help individuals see where they need to go during an emergency.

Concessions- Concession systems can range from vending machines to full-scale restaurants. The key for these systems are the potential fire hazards that might arise from cooking components from grease traps to fryers-there are numerous fire concerns in a kitchen. There are also numerous health concerns and unsanitary conditions that need to be monitored.

Plumbing- Water is needed throughout a building. From kitchens and HVAC systems to fire suppression systems and bathrooms, there is a lot of water used at a typical facility. Imagine not being able to use any bathroom fixtures because the water pressure is to weak or that toilets cannot be flushed because the lines are clogged.

Trash- Trash and recycling can be a major headache if trash is not quickly removed. Besides odor, unsightly heaps, and rodents, there can be hazards associated with health code violations and individuals scavenging or hiding by trash areas.
**Bathroom**- Bathrooms need to be kept clean to avoid slipping and tripping hazards. Similarly, used towels and wet floors can be found in locker rooms and near water fountains.

Vertical/Horizontal Transportation- Vertical transportation refers to elevators which need to be regularly inspected to make sure they are working correctly. Horizontal transportation systems refer to escalators and there have been a number of escalator incidents at major sport facilities over the past decade.

These are just some of the systems in a typical facility. Other components can include Wi-Fi systems, ground transportation, landscaping systems, and a host of other components.

c) **Anticipating problems**

Going back to the car example, what happens when you hear a strange noise coming from your car? Do you keep driving and hope the noise goes away or do you try taking it as soon as possible to a mechanic? The same concern arises with a facility. If a component of the facility is not working the PL might be the first person to notice the problem. That is why it is important to be aware of what is going on around and to know the various equipment throughout the facility.

While some PLs will be put on notice based on hearing/seeing an alarm, what if the problem could be identified earlier? PLs are not necessarily mechanics, but they need to know when a concern exists and know what to do when they suspect there is a problem. The PL should be aware of the policies and procedures that can help them handle a problem situation. For example, PLs need to be trained in how to process and communicate repair concerns in a facility. Does the facility have a protocol in how to handle repair requests? What happens when a repair request or a safety concern is communicated to a superior? Should a PL redeploy if there is a safety concern? These are all issues that should be examined when a potential problem might arise.

The key component for any PL is to anticipate problems by being vigilant and anticipating problems through listening for when a facility or its components start making unusual noises, or the PL smells strange/unusual smells, or sees the facility or its components do not appear correct. Oftentimes, it is patrons or vendors at a facility who notice a problem.

************** **Class Exercises** **************

PBL

Imagine you run a large facility similar to a store, theater, convention center, or exhibition hall. Your facility is a closed facility. That means that you have to bring in air and exchange air within the facility so it does not become stuffy. This contrasts to an outdoor venue where you have Mother Nature to help move air. During the course of an event at your facility you find that someone had spilled a bag of white powder next to an air vent? How should they respond? Questions to ask include what time of the year does this occur, which supervisor to call, who are the responsible parties for calling an evacuation, etc…? Some questions you might want the PLs to consider include:

- Who should be the first person to be called?
- Which government agency do you think should be called?
• Can the HVAC system be turned off to avoid contaminating an entire building?
• Who is in charge of the HVAC system?
• Does the HVAC system have any dampers?
• Can people be evacuated in phases from the building?
• What can PLs do with a reluctant guest/employee who refuses to leave?
• Would there be an incident center established for people to call with their concerns?
• With contagious disease and bio-terrorism concerns, should public officials respond more cautiously due to the fear of causing a panic?
• What should occur during the time delay between detection and identification?
• If employees/patrons will be quarantined in a facility overnight, can they contact their family, order food, etc…
• Since quarantines are hard to enforce with our mobile society (cell phones, etc.), can people still be detained even if they threaten litigation for a violation of their civil rights such as false arrest/imprisonment?

***************

Group Activity Treasure Hunt-

Have the PLs go through an area of the facility and try to find specific items and write down the location where they found the item.

Two different fire pull alarms
Two different trash cans
A video surveillance camera
Family bathroom
Location of assisted listening devise for hearing impaired patrons
Area of rescue
AEDs
Metal detecting hand wands

*************** Possible Test Questions ***************

What does “Outside In” refer to?
 a) Analyzing a piece of clothing before washing it
 b) How to examine a CCTV picture
 c) Viewing a facility from a patron’s perspective when coming to a facility  *
 d) None of the above

Which of the following is not an issue with entry way inspection?
a) If the entry process is imposing  
b) How long the lines are  
c) The presence of directional signage  
d) The presence of structural barriers  
e) All are issues found in the entry way  *

The entry way for a facility is the first point of contact for most patrons.  
a) True  
b) False  * (parking is normally the first)

Barricades are the primary tool for patron management.  
a) True  
b) False  *

Slip and fall and trip and fall cases is one of the most frequent causes of patron injuries.  
a) True  *  
b) False

One of the best ways to find problems in a facility include:  
a) Actively walking around the facility  
b) Talking with patrons  
c) Examining an inspection report  
d) None of the above  
e) All of the above can help find problems in a facility  *

Can having a barrier to segregate patrons be a useful tool?  
a) Yes  *  
b) No

Can having a barrier to segregate patrons be a potential problem is used inappropriately?  
a) Yes  *  
b) No

Which fire suppression system does not have any water in it until the sprinkler is triggered?  
a) Wet Pipe System  
b) Dry Pipe System  *  
c) Deluge System  
d) Carbon Dioxide System  
e) None of the above

**Customized questions**  
With the involvement of the Instructor, special questions specific to a given facility can be included in test questions for this module?

Fire extinguishers in this facility can be found?  
The command center is located in section ?
One survey in 2004 highlighted the top ten security design considerations for buildings and the list is as follows:

1) Site issues
2) Access control
3) Parking
4) Building construction
5) Building systems
6) Infrastructure
7) Space planning
8) Operations
9) Technology
10) Costs (Monroe, 2006).

The top ten operational issues for building owners was as follows:

1) Identifying security staffing levels by shift, peak and off-peak hours
2) Training and equipping security staff
3) Creating and training a rapid response team
4) Developing emergency policies and procedures
5) Communicating emergency policies and procedures
6) Implementing access policies and procedures for staff and patrons
7) Creating vehicle vetting processed for all vehicles that come to the building
8) Establishing policies and procedures for screening mail
9) Creating a liaison with local government officials
10) Ensuring that insurance policies are in place and paid ((Monroe, 2006).

These two lists help highlight that while it is important to have appropriate facilities and systems within a facility, such components have limited value if there are no policies or procedures.
attached to them. Thus, there could be a great security door, but if the door is propped open so people can exit the building to smoke, then the door has very little value and the security system has been compromised.

Crime Prevention Through Environmental Design (CPTED) focuses on constructing a facility/components or redesigning a facility to make it safer. One of the key factors of CPTED is natural surveillance—the ability to keep intruders and others under surveillance. If a building or trees block viewing angles, then it might be hard to see people.

There are several basic principles for CPTED:

**Surveillance**- Surveillance is the ability to closely monitor the protected area. Whether using CCTV or plain eyesight, the easier the facility is to view, the easier it is to protect.

**Territoriality**- CPTED works when employees, contractors, fans, patrons, and others feel they are part of the solution. By empowering PLs to be vigilant in their areas and giving them the tools to protect their areas, they will become more vigilant in watching for negative activity.

**Maintenance**- Without proper maintenance, any CPTED system will eventually fail. Groundcover should not be higher then two feet above the ground, shrubs should not be higher then three feet, and trees should be pruned up to six feet above ground to keep their shade, but prevent people from hiding. (“CPTED- Guidelines,” 1997). Such protocols have little value if the plants are not properly trimmed to make sure they do not grow into obstructions.

**Milieu**- Milieu refers to the culture of a facility/event. Some facility/events will respond positively to CPTED and will take an ownership interest while others will not take on the responsibility of securing their own safety. The community buy-in will help make a CPTED system more effective.

**Access control**- Where, when, and how people enter the facility are critical components for any CPTED system.

**Receptivity**- Any system used needs to be flexible to accommodate the needs of emergency response personnel and equipment.

**Communication**- Communication about the CPTED system needs to be natural, organized, and technically appropriate (“CPTED-Red,” 2004).