

Planning and Managing Security for Major Special Events: Guidelines for Law Enforcement

LESSON PLAN FOR

MODULE 6: COMMUNICATIONS AND COMMUNICATIONS TECHNOLOGY

LESSON PLAN

NOTES:

Unit: Module 6: Communications and Communications Technology

Slide 1: Title Slide

Number of Hours: 1

Goals: This module provides participants with an opportunity to review comprehensive communications resources and management needed during major events. It provides the learner with an introduction to the importance of communications during major special events and how considering communications in every phase of the planning process can add to the success and safety of the event.

Learning Objectives: The student will:

- State the importance of planning when establishing a working protocol for communications during major special events.
- Identify the role and importance of communications interoperability during major special events.
- Identify issues and solutions related to interoperability.

Slide 2: Learning Objectives

[BEGINNING OF CONTENT]

The following key questions must be answered in the planning phase of the major event:

Slide 3: Key Questions

1. Do we have a process in place to communicate regularly with all key partners?
2. Do we have adequate communications technology and equipment?
3. Do we have adequate communications backup?
4. Can we integrate radio communications among many different agencies involved in the event?
5. Are communications command center facilities adequate in size and scope?

I. Interagency Communications

Slide 4: Interagency Communications

During a major event, even large departments will work with a

variety of federal, state, and local agencies, each having its own communications networks and special technology.

Students must prepare to communicate outside their own agency disciplines. They will need to establish lines of communication not only with emergency services (such as police, fire, and EMS) but also with related disciplines (such as public works, sanitation, transportation, media, utilities, and others). In a fixed-facility event, major stakeholders may also include parking, food services, public health, and other groups.

NOTE TO INSTRUCTOR: Spend time discussing the need for the lead agency to develop methods and structure to keep all partners up-to-date and informed on plans, decisions, agreements, issues, and any other information pertinent to the event planning. These should be identified by the students in the following exercise.

**KEY QUESTION 1: Do we have a process in place to communicate regularly with all key partners (stakeholders)?*

Anticipated response to above:

- E-mail
- Web site
- Scheduled meetings
- Other

Exercise:

Have each small group develop a list of ways they would go about communicating with the variety of stakeholders they will encounter in a major event. Have them place that list on a flip chart. Each group will have 3 to 5 minutes to report out to the larger group.

A comprehensive strategy for interagency communications should include:

- **Support:** From the leaderships of the jurisdictions involved and the stakeholders. Technical support for radio equipment, systems and protocols, and training support to properly integrate those protocols.
- **Dialogue:** To help partners communicate effectively with each other, such as by avoiding the use of 10-codes and other jargon. Tools include web sites, e-mail, and resource manuals, such as contact lists of all partners.
- **Security:** Non-law enforcement agencies may not be accustomed to emphasizing secure communication. Security must become a primary topic early in the

Slide 5: Key Question 1

Slide 6: Interagency Communications Strategies

Allow a few minutes for a large group discussion.

C. Tips For Radio Communications Protocol at Special Events:

- Lead agency should send a survey form to all assisting agencies requesting information on radios—models, frequencies, contact for technical problems, etc.
- Check ("ping") all radios in the field the day of the event before activities begin. This ensures that all radios are operational and personnel are on the proper frequencies.
- Don't use "10 codes" on the radio—different agencies working the event have different definitions.
- Create and disseminate clear and consistent radio identification codes for all assignments. For example, use the agency name first (when multiple agencies are assisting), then a call number, e.g., "Alexandria 15."
- Ensure that radio chargers are available in key locations in the field.
- Brief personnel and distribute handouts on radio channels to use (e.g., channel 1 for outer perimeter, channel 2 for inner perimeter, channel 3 for emergencies, etc.) and protocols (limit chatter, assume anyone with a scanner can pick up your transmission, etc.).
- Establish check-in system to ensure that all outside agencies bring in radios to lead agency to enter frequencies into communications network, if the technology is available. Allows lead agency to check quality of radios—as Alexandria, Virginia, Police Department Captain Eddie Reyes, the AGILE project director, points out, "Radios have to be operable before they can be interoperable."

Note: This list has been converted to a checklist and has been included in the lesson plan.

KEY QUESTION 4: Can we integrate radio communications among many different agencies involved in the event?

Question to class: Do you have someone or some agency in place to help you answer this question during the planning stage?

Allow a few minutes for a large group discussion.

Slide 12: Radio Protocol Tips

Slide 13: Radio Protocol Tips Cont.

Slide 14: Key Question 4

III. Integrated Communications Command Centers and Future Trends

An integrated communications command center is essential to communications at a major special event.

Now we will discuss several aspects of integrated communications command centers:

1. Incident command system.
2. Unified command.
3. Communications command center traits.
4. Communications command centers at the federal level.

A. Incident Command System

The ICS approach is a component of the National Incident Management System. NIMS is a comprehensive incident response system developed by DHS at the request of the President.

These are the main elements of ICS, as taught by DHS:

- Common terminology
- Reliance on an incident action plan
- Manageable span of control
- Predesignated incident mobilization center locations and facilities
- Integrated communications
- Chain of command and unity of command
- Information and intelligence management
- Unified command.

B. Unified Command

Unified command enables agencies with different legal, geographic, and functional responsibilities to coordinate, plan, and interact effectively. The approach overcomes much of the inefficiency and duplication of effort that can occur when different agencies operate without a common organizational framework. In the UC approach, the individuals designated by their jurisdictional authorities jointly determine objectives, plans, and priorities and work together to execute them.

C. Communications Command Center traits

- Facility should be adequate to house key leaders and representatives from each agency involved in supporting security at the event. There were more than

Slide 15: Integrated Communications Command Centers

Slide 16: Incident Command System

Slide 17: Unified Command

Slides 18-20: Communications Command Center

50 agency representatives in the USSS Multi-Agency Command Center (MACC) at the Boston Democratic National Convention, including law enforcement (local, state, federal), prosecutors (county, U.S. Attorney's Office), Coast Guard, National Guard, transit authority, medical agencies, and others.

- Ideally, rows of seating should be tiered like a movie theater to improve visibility. At the Democratic National Convention, the USSS used a U.S. Department of Transportation auditorium for the MACC. They hired a company to pull out the theater seats and put in tiered platforms.
- Agency names should be visible on name tents—helps to readily identify key representatives.
- Ideally, the room should have a raised stage up front for easily visible briefings.
- Room should have good lighting, adequate voice amplification sound system, readily accessible bathrooms, and a break room with beverages.
- Facility should contain private conference rooms for special meetings, if available.
- Access to the facility should be secured with adequate screening.
- Facility should have high speed Internet access for e-mail, data transfer, database management, and more.
- All laptops from each agency should be networked together. Outside agency laptops need to be screened for viruses before being allowed to connect to the network.
- Facility should have a "video wall" that shows live video feeds of event venues, traffic and street activities, local and national news, and video from air support, if possible. Use of security cameras will be discussed more in the next section.
- Videoconferencing technology is useful, if available.
- Equipment and technology vendors should be on site, as well as agency computer technicians that set up the facility.
- Contact information (name, phone #, cell phone #, pager #, radio call #, etc.) for all key persons should be downloaded on each laptop and conspicuously posted on a chart in the room.

Note: This list has been converted to a checklist and has been included in the lesson plan.

D. Communications Command Centers at the Federal Level

- U.S. Secret Service Multi-Agency Command Center
- FBI Virtual Command Center

Slide 21: Federal Communications Command Centers

KEY QUESTION 5: Are communications command center facilities adequate in size and scope?

Allow a few minutes for a large group discussion.

E. Summary (Conclusion)

If time allows offer the following brief summary. This module was designed to provide students with an opportunity to review the need for comprehensive communications resources and management during major events. It reviewed the importance of interagency communications, gave advice on radio communication interoperability, and the discussed the features of integrated communications command centers.

In planning for communications capability during their next major event, students should keep that information in mind as they ask themselves the five key questions:

- Do we have a process in place to communicate regularly with all key partners?
- Do we have adequate communications technology and equipment?
- Do we have adequate communications backup?
- Can we integrate radio communications among many different agencies involved in the event?
- Are communications command center facilities adequate in size and scope?

IV. Tabletop Exercise and Student Worksheets

A tabletop exercise was introduced in Module 1 and is used to demonstrate the need for pre-planning for major special events. The instructor should refer the class back to the tabletop exercise, anchoring teaching points to a common theme throughout the course.

Students should also work on the “Lessons to Learn” worksheet. The instructor should ask students to spend a few minutes completing this document, which will help them research and gain deeper knowledge about this particular topic.

Students should also work on the “Personal Action Plan” worksheet. This worksheet is designed to help students develop specific steps, actions, or contacts and will help them relate the material to events they are responsible for in their own jurisdictions.

Slide 22: Key Question 5

Slide 23: Conclusion

Slide 24: Tabletop Exercise

Slide 25: Break