

Campus Safety

CONFERENCE 2019

Making Campuses Safer — TOGETHER

CRITICAL INCIDENT MANAGEMENT: A SYSTEMATIC GUIDE TO PLANNING

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About Us

- LT John Weinstein
 - Former chief of police
 - Ph.D.; national reputation in nuclear weapons C2
 - Firearms/active shooter response instructor
 - Oversees community outreach (200+ presentations annually)

About this Session

Session Takeaways

- The key role of agency goals (ends) to shape courses of action.
- Thorough method of identifying existing and needed resources (means)
- Systematic means-end analysis
- Simple methodology to identify the health of an agency's mission capabilities
- Accessible way to identify agency needs and priorities

NOVA's Experience

- *5 Presidential visits; Presidential candidate visit*
- *~25 visits of governor, national and state legislative leaders*
- Naturalization ceremonies
- Concerts
- Protests
- Martial arts competitions
- Trade shows
- Sesquicentennial of Battle of Bull Run at Manassas Nat'l Battlefield

Challenges of a College Environment

- No indigenous fire/rescue assets (significant coordination with local acys)
- Lack of specialty units (e.g., motors, SWAT, CDU. PIO, traffic, CID)
- Additional constraints
 - Freedoms of speech and assembly
 - Animosity of some toward police/security
 - Willingness of college leaders to meet with protestors
 - Difficulty controlling information
 - Campus security advisory committees emphasize student rights
- Tension: college brand vs. security
- Requirement to report incidents to Feds

Planning Opportunities vs. Challenges

- Opportunities

- Exercise entire agency
- Assess training, communications, equipment and coordination
- Exercise MOUs to deal with cross-jurisdictional issues (e.g., intel, traffic congestion)
- Work with local personnel
- Visibility
- Success improves officer morale, funding, department solidarity

- Challenges

- Visibility vs. Exposure
- Uncertainties (weather, bad luck)
- Insufficient resources
- High dependence on external support
- Lack of time to plan <2 days)
- Often, lack of prior experience
- Impact of failure

Types of Events: Unplanned; Planned (focus)

- Unplanned
 - Weather events
 - Pop-up demonstrations
 - Preparations
 - Review action reports from local agencies (lessons Learned and Best Practices)
 - Cross-training with local agencies
 - TTX/CPX
- Planned (Process)
 - ID event scope/planning assumptions
 - ID prioritized mission goals (outputs)
 - ID available/needed resources (inputs)
 - Specify inputs affecting each output
 - Control management of resources and tasks during the event
 - ID LL/BP
 - Implement/monitor corrective actions

Step 1: Event Scope and Planning Assumptions

- Duration?
- # of attendees?
- Normal business hours?
- Local participants?
- Marching?
- How do attendees arrive?
- Controllable ingress/egress?
- History of organizers (professional agitators)?
- Simultaneous events nearby?
- Availability of local resources?
 - MOUs: activation and timelines
 - Familiarity of locals with campus
- Who handles traffic, parking, ticketing? How strict?
- Free speech limits?
- Availability of intelligence?
 - Local
 - Fusion Centers

Step 2: ID/Prioritize Mission Objectives (Goals) [i.e., Desired Outputs/Sub-Outputs]

- Goals determine:
 - Level of effort
 - Command requirements
 - Equipment needs
 - Personnel requirements
 - Outside help needed

Step 2 (cont.): Sample Goals/Priorities

- Maintain event security/public safety
- Avoid litigation
- Provide adequate police support for rest of jurisdiction
- Enhance reputation of school or municipality
- Strengthen liaison/coordination with local agencies/jurisdictions
- Exploit opportunity to enhance training and professionalism of officers

Step 2 (cont.): Goals and Sub-Goals

- Goal #1: maintain public safety
 - Collect pre-event intel (how soon?)
 - Exercise SA during event to ID emerging issues
 - Prevent fights: protestors-counter-protesters
 - Prevent contraband
 - Provide parking/avoid vehicle collisions with marchers
 - Allow prompt LE access to hot spots
 - Provide prompt medical attn (e.g., heat, injuries)
 - Provide info to community residents
 - Means to separate law breakers from crowd and initiate adjudication process

Step 2 (cont.): Goals and Sub-Goals

- Goal #2: avoid litigation
- *Provide similar breakout for goals 3-6*
- Inform officers of participant guarantees (speech, photos and assembly)
- Use of force
- Inform officers of relevant codes
 - Unlawful assembly
 - Disorderly conduct
 - Assault by mob, etc.
- Ensure prompt medical attention

Step 3: Identify available resources

- Functional/specialty units
 - SWAT/quick reaction
 - Bike patrol
 - Airborne/waterborne patrol
 - EOD
 - K-9
 - Holding facilities
 - PIO
 - Undercover
 - Others: CID, traffic control, parking, medical units, etc.
- Generic resources
 - Personnel
 - Procedures
 - Facilities
 - Equipment
 - Communications

Personnel considerations (selected)

- Adequate # of sworn officers? If not, assistance from local agencies?
- Can unsworn assets augment officers (e.g., parking enforcement, facilities)?
- Are officer certifications current (first aid, CPR, AED)?
- Have officers recently trained on this type of activity?
- Is there a recall roster for off-duty officers if needed due to problems or extended duration?
- Where/how many officers will be assigned(e.g., checkpoints, roving, holding facilities, transportation)?
- Will officers patrol singly or in pairs?
- Will officers be held in reserve? Where? Criteria to release?

Procedures (selected)

- Who will control incident operations and which procedures will be used?
- Have officers been briefed on event parameters and expectations?
- Pre-event training?
- Evacuation
- When, how and by whom will coordination be done with local agencies? With college leadership?
- How long will officers patrol? Rest/comfort breaks? Meals? Shelter? How relieved?
- Under what circumstances is recall initiated? When are reserves committed?
- Coordination of operations between multiple agencies: who controls?
- Who is responsible for identifying/consolidation lessons learned? Who reviews?
- By whom/how will parking and vehicular traffic be controlled?
- Who is responsible for contacting state fusion center for info and when?

Facilities (selected)

- ICP/UCP (how close? Info flow?)
- Staging areas
- Holding cell
- Aid stations
- Ingress/egress areas
- Parking lots
- Officer rest areas
- Food/water areas

Equipment (selected)

- Traffic vests, cones, wands, barricades
- Radios/extra batteries (additional for external acys)
- Bullhorns
- First aid kits/AEDs
- Intoxilyzers
- Police tape
- Food and water for officers
- Uniform of the day
- Do officers need equipment (e.g., flex-cuffs)
- Cell phones for alternate communications
- Electronic signage
- Magnetometers/metal detectors
- Vehicles for transport

Communications (selected)

- Special event channels?
- Dedicated dispatcher?
- Will assisting agencies provide dispatcher(s)?
- Do assisting agencies have access to host agency channel?
- List of important telephone numbers distributed?
- How, when and by what means will PIOs communicate with residents, students, commuters, etc. to inform them of critical information (e.g., traffic, safety)

Relationships

Assets/Tasks	Security	Avoid Litigation	Coverage	Enhance Brand	Enhance Liaison w/Locals	Enhance Professionalism
PERSONNEL						
Sworn Officers	X	X	X	X	X	
Unsworn Personnel	X		X			
Current Certifications		X		X		X
Relevant Training	X	X		X	X	X
Recall Roster			X	X		
Officers From Local Agencies	X	X	X		X	X
Officer Assignments	X	X	X	X	X	
Patrol Numbers	X		X		X	
Officers in Reserve	X		X			
PROCEDURES						
Method of C2	X	X		X	X	
Officers Briefed	X	X		X	X	X
Pre-Event Training	X	X		X	X	X
Coordination with Locals	X	X	X	X	X	X
Officer Shifts	X		X		X	
Recall Procedures	X		X			
Compile Lessons Learned	X			X	X	X
Parking/Traffic Control		X	X	X		
Outreach to Fusion Ctr	X			X	X	
FACILITIES						
Incident Command Post	X	X		X	X	
Holding Cell	X	X				
Aid Stations		X		X		
Checkpoints	X		X	X	X	
Parking Areas				X		
Officer Rest Areas			X		X	

Relationships Cont.

Assets/Tasks	Security	Avoid Litigation	Coverage	Enhance Brand	Enhance Liaison w/Locals	Enhance Professionalism
EQUIPMENT						
Traffic Equipment				X	X	
Radios/Batteries	X		X		X	
Bullhorns	X	X				
First Aid Kits/AEDs		X		X		
Food/Water for Officers					X	X
Police Tape	X	X	X			
Uniforms	X			X		
Flex Cuffs	X					
Cell Phones	X		X		X	
<i>Electronic Signage</i>	X	X	X	X		
Magnetometer	X	X				
COMMUNICATONS						
Dedicated Channel	X			X	X	
Dedicated Dispatcher	X	X			X	
<i>Comms Access by Locals</i>	X	X		X	X	
<i>Local Dispatchers Assist</i>	X			X	X	X
Cell Phone Roster	X					
PIO Notices		X		X		

Most critical assets (affect most inputs)

- # of sworn officers
- Officer certification
- Officer training in general and specifically prior to event for type of event
- Availability of officers from local jurisdictions
- ICP and methods of C2
- Officer briefings prior to event
- Compilation of lessons learned and best practices
- Checkpoints
- Electronic signage
- Assistance of local dispatchers
- Access to comms for local assisting officers

Step 5: Assign resources to goals

- Pre-event intel collection/distro and event SA
 - CID, undercover, patrol
- Preventing fights
 - Bike patrol, SWAT, patrol
- Preventing contraband
 - K-9, HAZMAT, undercover, EOD, bike, patrol
- Parking/collision avoidance
 - Traffic control/parking enforcement
- Prompt officer access to hot spots
 - SWAT, undercover, bike
- Provide timely info to community (PIO)
- Separate lawbreakers from crowd and initiate adjudication
 - Patrol,
- Inform officers of relevant rights/codes (FTO)
- Provide prompt medical attention
 - Patrol officers, medical personnel

Step 6: Post-event actions

- Identify lessons learned and best practices
- Develop priority corrective actions
 - Cost
 - Feasible
 - Technology
 - Training
 - Timing
 - OPR/OCR

Concluding thoughts

- Goal-driven
- Systematic approach
- CPX/TTX
- Paper drill can support budget requests
- Don't reinvent the wheel

Reminders

- Access to the presentation
- Evaluations
- Social Media

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