



CAMBRIDGE
SECURITY

THE CAMBRIDGE SECURITY
JOURNAL



Issue 1

EVENT SECURITY

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*Welcome! We're delighted to present the first edition of **The Cambridge Security Journal**, a professional publication that looks at the security challenges facing organizations nationwide—and discusses best practices for assessing the risk of these challenges, deterring the threat, and adopting procedures designed to minimize losses in the event of a threat.*

Each bimonthly issue will focus on a single topic so that we can bring you the kind of in-depth coverage we hope you'll find genuinely useful.

Our first issue puts the spotlight on Event Security. In the months ahead, we'll be exploring security concerns in Healthcare, Residential and Commercial Buildings, Transportation and Retail. Along the way, if you have any questions, comments or suggestions, we hope you'll share them with us by visiting the media room at www.cambridgesecurityservices.com or sending an email to journal@cambridgesecurityservices.com.

We look forward to hearing from you.

All the best,

ETHAN LAZAR
CEO, CAMBRIDGE SECURITY

Issue 1

EVENT SECURITY

Whether it's a few frenzied hours of brides scrambling after discounted gowns, a daylong festival of summer fun, or four freezing days and nights of Super Bowl partying in Times Square, all events share two characteristics: each lasts only a fixed amount of time and nearly all require security.

What "event security" means depends on who you ask. Homeland Security agents are likely to focus on terrorist threats. Local police may be concerned with crowd control, traffic flow and preventing criminal activity. Private security supports all these efforts with one important difference: they are responsible for keeping fans both safe and happy; for protecting vendors, performers and event personnel while also enhancing their ability to do their jobs.

Everyone involved shares the same basic goal, of course: to have an uneventful event, so that everyone leaves happy, safe and in good spirits. It sounds simple enough, but how all the various security forces work together to achieve that outcome is anything but simple.

In this issue, we'll take a look at the myriad of security functions that must be addressed at any event; offer snapshots of security at three actual events; and go behind the scenes to find out how security works at a weeklong professional golf tournament.

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THE **SIX** BASIC FUNCTIONS *of* **EVENT SECURITY**

NO MATTER WHAT THE EVENT, THOSE IN CHARGE OF SECURITY HAVE TO PLAN FOR THE WORST—EVERYTHING FROM A RIOT TO A TERRORIST ATTACK—WHILE PREPARING FOR THE ORDINARY AND MUNDANE: TRAFFIC JAMS, PICKPOCKETS, LOST ITEMS, ANGRY SHOPPERS AND ROWDY FANS. All without infringing on anyone's rights, interfering with anyone's enjoyment or in any way impinging on the commercial success of the event itself. To accomplish all this, numerous groups—which may include federal, state and local law enforcement, private security companies and event employees and volunteers—have to quickly coalesce into a single effective team, with everyone in position and ready for action as the event begins. To help local law enforcement prepare to meet this challenge, the U.S. Department of Justice prepared a 128-page report that begins by quoting Mark Twain:

“The secret of getting ahead is getting started. The secret of getting started is breaking your complex overwhelming tasks into small manageable tasks, and then starting on the first one.”

The DOJ report focuses primarily on huge events of national significance. But at its core are six essential functions that are common to virtually all events.

1. ASSESSING RISKS AND DEVELOPING A PLAN

The FBI uses a simple formula to define risk:
Risk = Consequences x Likelihood

Some threats, such as tornadoes or terrorist attacks, are very unlikely but would be devastating if they were to occur. Others are common and of little significance—overly boisterous fans at a hockey game, say. Most fall somewhere in between. A “Threat and Risk Assessment” ranks all possible threats using three criteria: the potential harm an incident could cause (to people, property, business and/or reputation), the likelihood of it happening, and the cost of preventing the threat and/or minimizing its impact.

Each event must be evaluated on its own terms. How big is it and how long will it last? Who will be attending? Where is it being held? Will there be any high-profile VIPs? Will there be a significant media presence? What's the security budget?

Once the threats have been fully assessed, a security plan is developed that specifies what has to happen when and what kinds of personnel are needed where.

2. BUILDING THE SECURITY TEAM

Large, complex events almost always require a police presence, and may involve federal or state law enforcement. Emergency medical services (EMS) are also a regular part of event security. Private security companies supplement the police and EMS, and for smaller events may take the lead role.

Charles Trucillo, a security specialist for Cambridge Security with more than 25 years of police experience, explains that the police don't always have enough manpower available

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for an event, and clients don't always have the budget to use police in all areas. There's another important factor to consider. Private security officers "can be a little more approachable than the police, who as authority figures can be intimidating to the public," says Trucillo. "For a multitude of reasons, a blend of the two is usually the best combination for a large event."

In all cases, especially large events such as Rutgers University home football games, where police, Cambridge Security personnel, and campus security work together, it's critical to ensure good communication and coordination among everyone involved. That's the task of those in the command booth, where officers from the various units remain in constant communication with their personnel throughout the game. If a situation starts to escalate, the Cambridge representative can quickly let the police officer in the booth know that law enforcement is needed on the scene.

Proper screening and training of all those involved are essential. Private security forces at Rutgers, for example, have been tested for drugs, had their backgrounds checked and received special training by New Jersey state police. And all security personnel are briefed on ground rules and any special circumstances surrounding the event.

3. CONTROLLING ACCESS

One of the primary functions of event security is controlling who is allowed to go where. At large events, outer, middle and inner perimeters are established, providing ever-tighter rings of security. Even at modest events, such as trade shows, credentials are often used so that security personnel know whether or not an individual has permission to enter a given location.

Certain items may also be prohibited from some areas. While everyone is now used to the strict limits on restricted items at airports, many are surprised when they encounter similar vigilance at sporting events. The NFL recently adopted a policy that limits the size and type of bags that may be brought into stadiums, and many non-NFL stadiums are following their lead. At virtually every event, what someone carries is likely to affect where that person can go.

The security team is also responsible for safeguarding cash. This means controlling access to areas where cash is collected, guarding those who periodically gather it up from, or dispense it to locations throughout the event and watching over the secure areas where cash is stored.



Cambridge Security executives, President Stan Czwakiel and Event Director Charles Trucillo, at Rutgers, where Cambridge Security is the provider of security for home football games.

4. MANAGING TRANSPORTATION AND TRAFFIC

The success of an event often hinges on traffic and transportation issues. Trucillo, who helped develop the security plans for Red Bull Arena in Harrison, New Jersey, recalls the challenge of managing traffic flow and parking for the 25,000-seat stadium when it first opened. The stadium is in an urban area, which at the time had little room for parking, he explains, "so we had to be creative about how we would direct cars," to avoid snarling up traffic and straining fans' patience.

Managing the flow of people and cars at the end of an event can be even more challenging, since just about everyone leaves at the same time, and not everyone is as fresh or sober as when they arrived.

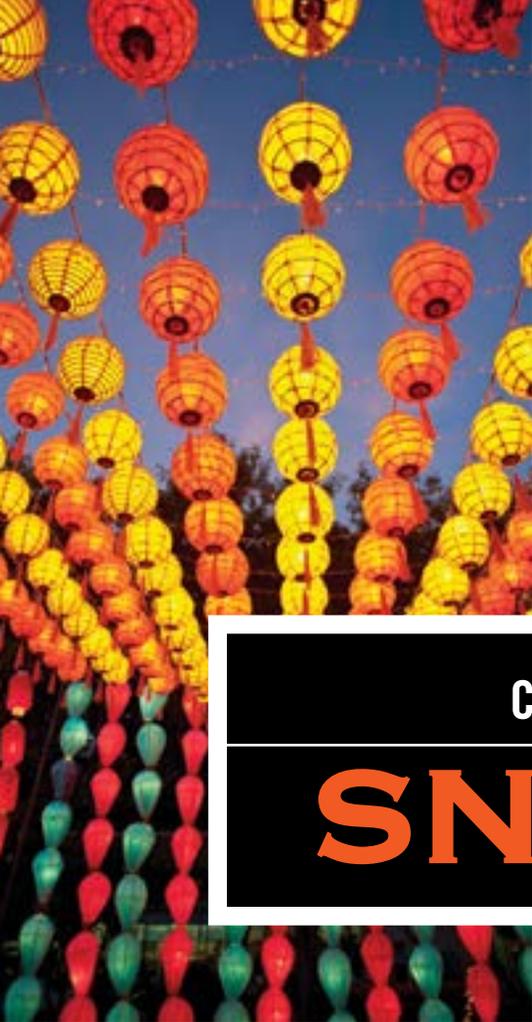
5. MANAGING ADMINISTRATIVE AND LOGISTICAL NEEDS

Operational logistics ensures that all members of the security team have what they need to do their jobs, which can include transportation, parking, food and beverages, access to restrooms and any necessary security equipment. Administrative logistics is devoted to acquiring, purchasing and/or renting all security-related items, maintaining control of inventory and managing all the costs involved.

6. INFORMING AND STAYING INFORMED

Information is critical to event security. The more people know about the basics—when the event starts and ends, what items are prohibited, where to find parking, etc.—the easier it is for security personnel to maintain order. In addition, everyone from local business owners and residents to those in charge of public transportation need to be kept up to date on plans for the event.

The security team not only has to ensure that the right people get the right information at the right time, they also have to monitor what information is sent out by promoters and attendees alike. Security can adjust as needed, provided officers know what's going on in the social media space. Whether it's a fan tweeting or a publicist posting on Facebook, it's important that event security knows if word has gotten out about a surprise celebrity appearance or the types of credentials being used.



CAMBRIDGE SECURITY

SNAPSHOTS



1 SINGAPORE DAY IN BROOKLYN

Singapore Day looks and feels much the same regardless of where it is held—a daylong festival of Singaporean music, entertainment and food in a beautiful outdoor setting.

One year the event took place in Victoria Park, London; another year, it was in the Royal Botanic Gardens in Sydney, Australia. Wherever it takes place, Singapore Day attracts thousands of ex-pats living nearby. And as the number of Singaporeans living abroad continues to grow, so does the festival, billed as “the biggest event outside Singapore by Singaporeans, for Singaporeans!”

When Singapore Day came to Prospect Park in Brooklyn, New York, Cambridge Security was hired by the promoters to provide security. Detailed plans were drawn up, with codes for every kind of possible situation.

In addition to all the usual duties, Cambridge president, Stanley J. Czwakiel, and security specialist Charles Trucillo had to ensure the safety of Deputy Prime Minister Teo Chee Hean, who along with a locally popular comedian and numerous food hawkers, traveled all the way from Singapore for the event. NYPD brought in bomb-sniffing dogs before the gates opened, and once the canine unit had cleared an area, Cambridge personnel ensured that it remained secure.

Guards also controlled access all around the perimeter of the event, while answering the questions both of those who had tickets and those who were simply curious. And when the curiosity of local residents grew too hard to resist, and promoters decided to open the closed event to the public, Cambridge quickly adapted, opening an additional secure entrance to the festivities.

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SUPER BOWL BOULEVARD

Trucks started filling up side streets with equipment as much as a week before Super Bowl Boulevard opened in New York's Times Square. By noon on Wednesday, January 29, everything was set for four days and nights of festive, freezing, Super Bowl pre-game celebration.

The police had closed streets and alerted local businesses and residents about plans for deliveries, snow removal and sanitation; an NFL video was being shown on Macy's façade; fans were lining up to get players autographs; others were enjoying the 60-foot tall, 180-foot long, 8-lane Toboggan Run; and tourists were posing for photographs with the Vince Lombardi trophy. Food vendors, interactive gaming tents and media were everywhere.

So were police—not just uniformed cops, but also radiation-detecting helicopters, trained dog teams, heavily armed Hercules squads, extra surveillance cameras and even patrol boats. Numerous security personnel supplemented the police, including anywhere from 50 to 150 Cambridge officers. Those assigned to guard the site after

it closed each night at 10PM, endured sub-freezing temperatures. Others worked throughout the festivities to ensure that the often alcohol-fueled celebration never got out of hand.

According to Cesar Saona, Cambridge director of special operations, it's always important to have the right people in place for each situation. In some cases, you need an intimidating presence; in others, you need officers who know how to calm things down without dampening anyone's fun. If someone had too much to drink and got a little too rowdy, for instance, "the last thing you want to do is call the police when someone's just having a little too much fun," says Saona. "You try to defuse the situation using people skills."

Security in the Big Apple, which included exclusive, pre-game parties at the Brooklyn piers, continued even after the big game. As exhausted players returned to their downtown hotel rooms, hotel guards and Cambridge officers stayed on the job, protecting them from any over-zealous fans.

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LOEHMANN'S GRAB THE GOWN

Filene's Basement struck marketing gold when it named a time-limited sale of wedding gowns, "The Running of the Brides." According to *The New York Times*, the event "caused near riots and got great press coverage."

Not to be outdone, Loehmann's, which boasted that it offered "the biggest deals in designer fashions," launched its own version, calling it, "Grab the Gown." Held at stores around the country, the bridal event was a huge success. Hundreds of brides would arrive, mothers and friends in tow, hours before the doors opened, ready to make their way through thousands of deeply discounted gowns in hopes of snagging the perfect dress before someone else did.

In New York City, where the event was held numerous times, local law requires that security be provided any time a line forms outside, and regardless of the law, Loehmann's wanted trained, friendly guards both outside, to maintain order and control access, and inside, to keep the line moving smoothly.

At other one-day retail events—a liquidation sale, for example—loss-prevention is the primary concern. But as cranky and competitive as bridal shoppers may get, no one at Loehmann's was worried about anyone walking off with a wedding gown. Instead, the Cambridge officers working each event were there to keep the peace. Their mere presence provided a comforting sense of control and assured everyone that there was always someone in authority they could talk to. When impatient brides complained about how long they had to wait or two shoppers both reached for the same gown at exactly the same time, the Cambridge guards knew how to soothe fraying nerves and cool down simmering conflicts.

Like so many retailers, Loehmann's has had to abandon its brick-and-mortar stores. Now an online retailer, it no longer hosts Grab the Gown events. But the concept lives on in various forms, both at local retailers and in a literal race in Bangkok, in which brides in wedding dresses competed for a \$30,000 cash prize last year.



BEHIND THE SCENES AT A MAJOR GOLF TOURNAMENT

AN ESTIMATED 75,000 people recently attended the weeklong Allianz Championship golf tournament in Boca Raton, Florida. The happy crowds and tranquil setting made security seem a distant concern. Anthony Greco, who handles corporate sales and marketing for the Championship, says that, “thanks to the efforts of Cambridge Security and the various agencies they coordinate with, the whole security operation runs like a well-oiled machine.”

Marco Lopez, vice president and director of Florida operations for Cambridge, talked to us about what it takes to keep those happy crowds blissfully unconcerned about safety and security.

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Interview with Marco Lopez, vice president and director of Florida operations for Cambridge

THE CAMBRIDGE SECURITY JOURNAL: How many different groups are involved in security for the Championship?

LOPEZ: Federal, state and local agencies are all involved—the FBI, the Florida State Highway Patrol, the Boca police department, even the airlines get involved because the Federal Aviation Agency has made the area a no-fly zone.

THE CAMBRIDGE SECURITY JOURNAL: So who does what exactly?

LOPEZ: Everyone is involved in planning security before the event, but most of the day-to-day work is divided between the local PD and Cambridge. The police primarily protect the players throughout the course and are positioned strategically to assist Cambridge officers if and when their help is needed.

Having a really good police and security presence provides a high level of deterrence. And that's what we're there for, to deter anyone from disturbing the event.

MARCO LOPEZ

Vice President and Director of Florida Operations for Cambridge Security



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Our officers focus on protecting the perimeters. Cambridge guards handle access control and security in the parking lots, at the entrances to the venue and at all the various sites—the clubhouse (where the players and their families eat and relax), the hospitality tents and the media tent.

Cambridge even provides event staff, ticket takers, for instance.

THE CAMBRIDGE SECURITY JOURNAL: But those aren't security positions?

LOPEZ: Correct. But in our case the staff filling those positions is a security asset, because all of our event staff is trained to know what to look for, and most are licensed security officers. It's really part of our contingency planning. Our event staff ensures that we have qualified people at the event who can be reassigned if additional security is needed—for example, if an additional parking lot or other area is opened.

THE CAMBRIDGE SECURITY JOURNAL: How many people does Cambridge have at the event?

LOPEZ: About 40 security officers and 20 event staff. And I'm always present. Cambridge has a senior executive on site at every major event to make sure everything is running smoothly. While it was not needed for this tournament, we also provide cleaning services through our janitorial division, Cambridge Cleaning and Maintenance.

THE CAMBRIDGE SECURITY JOURNAL: Don't tell me they're licensed security as well?

LOPEZ: No, they're just really good at keeping things clean.

THE CAMBRIDGE SECURITY JOURNAL: So how do you coordinate with the police, in the event of an emergency? Is there a central command center?

LOPEZ: We communicate by radio. We have a national command center, but for events like this, radio works best. We have a single frequency that we share with all our assigned officers, so if one of our guards sees something suspicious or needs emergency help, he or she can call the other guards and local police directly.

THE CAMBRIDGE SECURITY JOURNAL: Who handles credentials?

LOPEZ: There are a lot of different types of credentials, probably 10 to 15—all provided by Allianz Championship management. We develop a cheat sheet for each officer that lists all of the credentials, so they can verify that everyone in a given area has the correct credentials.

THE CAMBRIDGE SECURITY JOURNAL: Has security changed at the Championship since the Boston Marathon?

LOPEZ: Not really. Ever since 9/11, we have all been on alert and very diligent, and so far we have not had any serious problems at all, thank goodness. Having a really good police and security presence provides a high level of deterrence. And that's what we're there for, to deter anyone from disturbing the event.

LOOK FOR THE NEXT ISSUE OF *THE CAMBRIDGE SECURITY JOURNAL*

ISSUE 02 | FOCUS ON HEALTHCARE SECURITY | JUNE/JULY



Healthcare Organizations have a unique set of security requirements and challenges. Learn from Cambridge Security's experts in healthcare security, and a healthcare provider, what it takes to deliver best practices to this industry.

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**CORPORATE OFFICE
NEWARK, NJ**

90 Mulberry Street
Newark, NJ 07102
t. 973.566.9400

TOMS RIVER, NJ

1108 Hooper Avenue
Toms River, NJ 08753
t. 732.244.5001

NEW YORK, NY

224 West 29th Street, 9th Floor
New York, NY 10001
t. 212.889.2111

PHILADELPHIA, PA

1500 Walnut Street, 7th Floor
Philadelphia, PA 19102
t.215.496.0700

FORT LAUDERDALE, FL

5100 N. Federal Highway
Fort Lauderdale, FL 33308
t. 954.320.4407

MIAMI, FL

11890 South West 8th Street
Miami, FL 33184
t. 305.227.7090

lic.#B2800283

www.cambridgesecurityservices.com