

**Emergency Procedures Manual for
AAA High School Stadiums and Gymnasiums**

by

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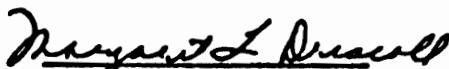
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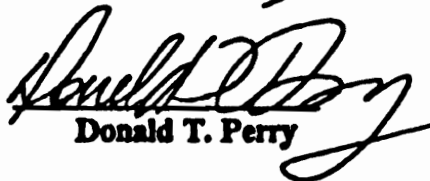
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TABLE OF CONTENTS

Acknowledgments	ii
Table of Figures	vi
Introduction	1
Purpose	1
Design	1
Emergency Procedures Manual	4
Outline Of Emergency Manual	5
VHSL Objectives	6
Purpose	6
Definitions	7
Emergency	7
Disaster	7
On-site Commander	7
Emergency Coordinator	7
Emergency Director	7
Principal's Successor List	7
Emergency Resource Team	8
Emergency Operations Center	8
On-Site Team Leaders	8
Chain of Command	8
On-Site Commander (AD)	8
Emergency Coordinator (Asst. Principal)	10

Emergency Director (Principal)	11
On-Site Team Leaders (Coaches/Teachers)	11
Emergencies	11
Football/Basketball Facility	11
Stadium/Arena Evacuation	12
Site Security	12
Fire	13
Mass Casualty/Bomb Threat	14
Major Explosion/Seating Collapse	14
Natural Disasters	14
Riots/Violent Behavior.	16
Emergency Agencies	17
Training	18
Transportation	19
Event Size	19
Phone Availability	19
Media Notification/PA Announcements	20
Health and Safety	21
American Disabilities Act	22
Handicapped Facilities	22
Bleeding Rule	22
Insurance/Liability	24
References	26
Appendix A (Sample Evacuation Plan)	27

Appendix B (QRC List for Mass Casualty) 33
Appendix C (Crowd Control Policy) 34
Appendix D (Keeping Sports Events Calm) 35
Appendix E (Emergency Phone Contacts) 36

Table of Figures

Figure 1: Chain of Command9

Introduction

The Virginia High School League, which is the governing body for high school activities, has divided high schools by classifications in order to equalize opportunities in competitive activities. For classification, the membership of a school is determined by the number of original students plus re-entries minus withdrawals in grades 10, 11 and 12. Schools are divided into three categories which are A, AA, and AAA. Group AAA high schools consist of high schools with a membership of 1001 or more students (VHSL, 1992).

Athletic events and contests at high schools and, in particular AAA high schools, can attract a large number of spectators. With the number of fans often climbing into the thousands at some high school football or basketball games, it is important to consider the health and safety of the players, coaches, and spectators. The VHSL (1992) outlines specific guidelines for safety in its annual handbook and suggests that each school establish athletic emergency procedures including first aid, communication, and familiarity with the nearest emergency care facility along with methods of notifying/transporting injured persons from the facility.

Purpose

The purpose of this project was to develop an emergency procedures manual for use by AAA high schools in the State of Virginia for athletic events in stadiums and gymnasiums.

Design

The design of the project was of a theoretical descriptive nature and utilized literature published concerning emergency procedures and how emergencies are

handled at various facilities. These facilities included high schools in the Roanoke Valley District, namely Patrick Henry, William Fleming, Cave Spring, Franklin County, and Pulaski County High Schools, and other high schools in the Commonwealth which included Courtland, James Madison and Kempsville. Institutes of higher education were also contacted including Radford University and Virginia Polytechnic Institute and State University as well as Roanoke and Salem Civic Centers which serve as public entertainment facilities. The high schools contacted did not have an emergency procedures manual, but an evacuation plan was provided by the Salem Civic Center and emergency instructions did exist for Radford University's Dedmon Center.

Information was obtained concerning policies and procedures in place at high school and colleges from athletic departments/athletic directors using press guides to determine the appropriate contacts. The policy and procedure information obtained by phone from the colleges and entertainment centers was compiled in the form of answers to the below stated questions. Through a series of questions and samples of emergency procedures manuals in use at the various institutions, policies and procedures best suited and adaptable to the AAA high school setting was formulated.

Questions that were asked to the facility managers/athletic directors included:

1. Is there a policy and procedures manual in place at their respective facility?
2. Are the policies and procedures implied or are they published?
3. If in published form, would it be possible to obtain a copy?
4. Are the policies and procedures reviewed periodically and are they strictly maintained?

5. If policies and procedures are not published, what has been proven to work and what has not been effective?

**Emergency Procedures Manual for AAA High
School Gymnasiums and Stadiums**

Outline

VHSL Objectives

General Information/Definitions

Chain of Command

Principal/Administrator on Duty (EC/ED)

Athletic Director (OSC)

Coaches/Teachers (OSTL)

Staff Personnel (PSL)

Emergencies

Football/Basketball Facility

Stadium/Arena Evacuation

Site Security

Fire

Mass Casualty/Bomb Threat

Major Explosion/Seating Collapse

Natural Disasters

Riots/Violent Behavior

Emergency Agencies

Training

Transportation

Event Size

Phone availability

Media Notifications/PA announcement

Health and Safety

American Disabilities Act

Handicapped Facilities

Bleeding Rule

Insurance/Liability

References

Appendix A (Sample Evacuation Plan)

Appendix B (QRC List for Mass Casualty)

Appendix C (Crowd Control Policy)

Appendix D (Suggestions for Keeping Sports Events Calm)

Appendix E (Emergency Phone Contacts)

Virginia High School League Objective

The Virginia High School League is primarily intended to provide a safe, healthy environment in which students may experience wholesome, enriching, athletic competition (VHSL, 1992). The league members have set aside guidelines for member schools in order that this objective be attained.

The object of the VHSL is to foster among the public high schools of Virginia a broad program of supervised competitions and desirable school activities as an aid in the total education of students. League rules and regulations have been developed by the principals of Virginia high schools for a period of more than 70 years. They establish standards for the conduct and control of desirable interscholastic activities in order to protect and preserve the educational values inherent in those activities (VHSL, 1992). The VHSL leader provide a uniform code for individual eligibility for participation in order to equalize to some degree the opportunity for success in competition, to encourage the participation of representative students, and to ensure maintenance of minimum essential standards by all school representatives (VHSL, 1992).

Purpose

The purpose of this emergency procedures manual is to combine management, control and communication guidelines to enable responsible individuals to effectively manage a disaster situation if such an event should occur at a high school gymnasium or athletic stadium. By using the guidelines set forth in this manual, it is hoped that a high school could establish workable procedures in managing a variety of disasters and that a minimum number of lives and property are lost and that maximum safety of the community can be secured.

Definitions

Emergency - For purposes of this manual, emergency is defined as an unexpected event which places life and/or property in danger and which requires immediate response (Va. Tech, 1992).

Disaster - An event during which the school community suffers severe danger and incurs losses such that social structure is disrupted and where normal everyday functions are prevented in some manner (Va. Tech, 1992).

On-Site Commander (OSC) - The first properly trained and designated emergency response officer to arrive at the disaster or emergency scene. The OSC can be anyone initially, perhaps the athletic/activities director, but it is important to establish a central control point and someone who is in charge.

Emergency Coordinator (EC) - The EC is the key person in implementing this plan. He/she will serve as the principal's designated primary operational manager and assumes operational control of all emergency/disaster response efforts (Va. Tech, 1992). This person can perhaps be an assistant principal or administrative assistant.

Emergency Director (ED) - Assumes the overall responsibility of response to the disaster/emergency at hand. He/she gives final operational guidance and direction to the EC. This person should concentrate on liaison activities within the school system and particularly with outside local agencies, unplanned media relationships, and evaluating the effectiveness of the Emergency Operations Center response (Va. Tech, 1992). An emergency principal(s) or other administrator on duty could serve in this capacity.

Principal's Successor List - A list of individuals who are informed and knowledgeable of this plan in order to aid in the initial stages of an emergency or

disaster response. This list will likely be comprised of high school faculty, staff and possibly including but not limited to the athletic/activities director, assistant principal(s), coaches, teachers, other staff personnel and/or designated students.

Emergency Resource Team - A small group of people who will function as an operational staff to the Emergency Coordinator. When an emergency occurs, this group will man the Emergency Operations Center and will advise the EC, collect and display emergency information, coordinate resources, provide public information, coordinate emergency communications, and initiate recovery planning (Va. Tech, 1992).

Emergency Operations Center - A center which will be set up in a specific place. It should be a fixed, protected, command and control facility from which the EC directs operations during the incident (Va. Tech, 1992).

On-Site Team Leaders - Anyone who initially responds to the disaster scene. Most likely these will be teachers and/or coaches.

Chain of Command

As with any successful plan there must be the establishment of a chain of command. All members of the command chain should be informed of their duties and responsibilities in an effort to ensure effective response, mitigation and recovery from an emergency (Figure 1).

On-Site Commander

This emergency procedure manual of guidelines relies heavily on the idea of command continuity - that is, a minimal framework of command and control be pre-positioned to effectively manage the initial stages of each area of the emergency plan. It is also essential that each individual listed on the principal's successor list be

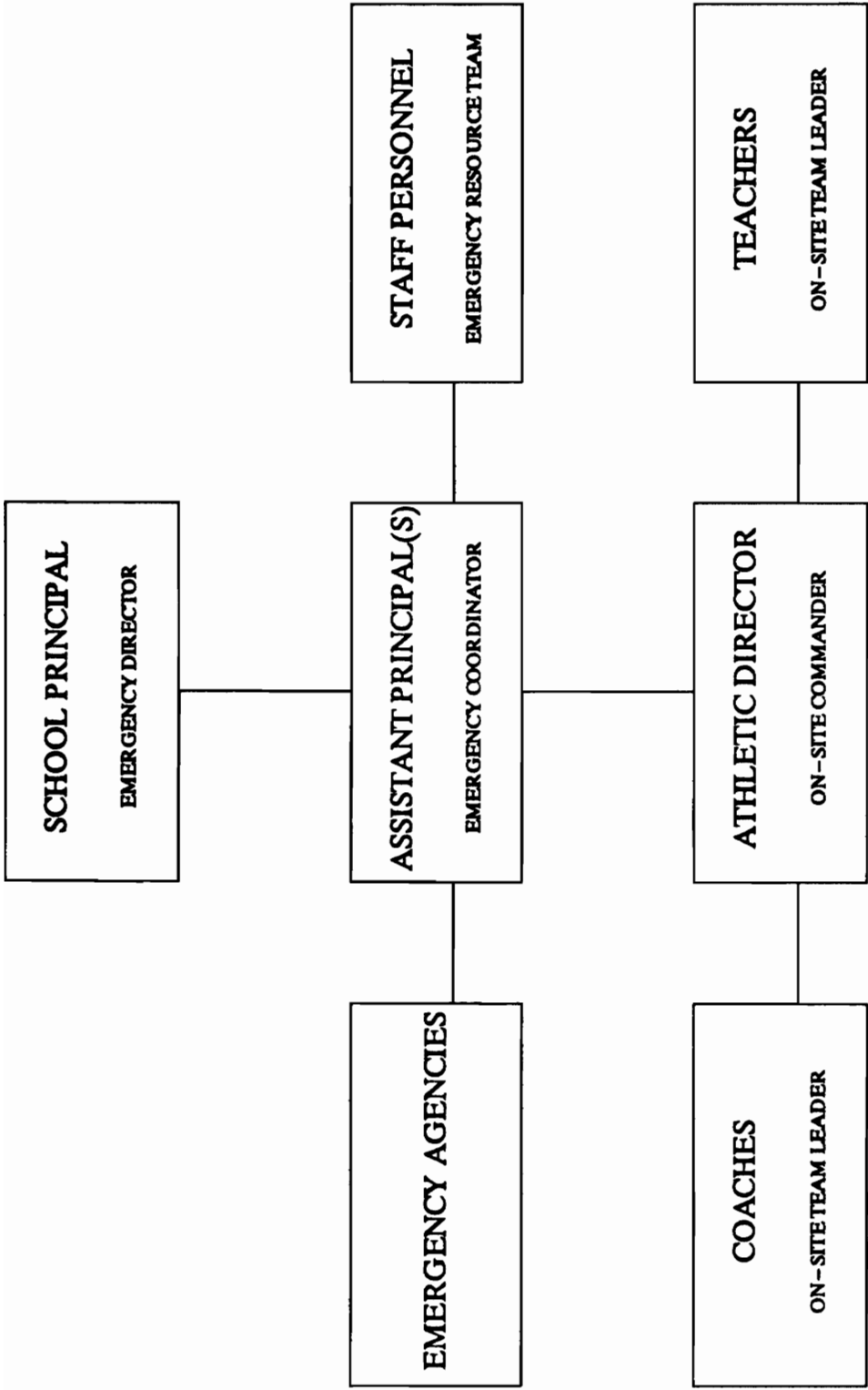


FIGURE 1
CHAIN OF COMMAND

fully aware of the contents of this plan and the responsibilities of the Emergency Director (ED), should he/she be required to fulfill this role. Additionally, other key roles such as the Emergency Coordinator (EC), should establish their own lists of successors to assure all aspects will be covered in their absence.

The decisions that the On-Site Commander makes in the first few minutes of crisis response are critical. The leadership and judgement he/she displays could affect the response and effectiveness of the plan. The OSC should develop a working relationship with the Emergency Services Coordinator in the local area to ensure cooperation and organization should an emergency arise.

In the case of an emergency, the OSC should first evaluate by taking a quick check to determine the full extent of the situation and establish priorities such as which victims need care first and how much help is going to be needed. Roads should be kept open by securing the access for emergency vehicles to maneuver. The OSC should call for help by ensuring the dispatch sends the required back-up and knows the nature and numbers of resource help that will be needed. The OSC should also NEVER depend on just one source of radio linkage, but have at least two sources in case one source is destroyed or not available.

Emergency Coordinator

Emergency Coordinator is the key in implementing this plan. The Emergency Coordinator will direct and evaluate the disaster site actions of the On-Site Commander (OSC) and is free to focus on initializing a broad base of liaison activities with outside agencies and to concentrate on the "big picture" of disaster/emergency management and control.

Emergency Director

The Emergency Director (ED) is responsible for responding to any emergency or disaster. He/she should serve as a liaison between the school and outside agencies and should provide direction to the EC.

On-Site Team Leaders

The On-Site Team Leaders will report directly to the On-Site Commander for assignment of duties. It is important that all volunteer team leaders seek out the assembly point in order to eliminate duplication, inefficient, counter-productive, or unsafe relief efforts. Types of duties will include fire fighting assistance, search and rescue, general medical duties, and site security.

Emergencies

There have been several instances in recent years where seating has collapsed at a stadium or arena; someone has opened fire at a sporting event; or a fire has broken out or people have been trampled during a celebration. These types of emergencies and others can be in some cases prevented and in others be handled in such a manner as to reduce the number of injuries or damages.

Football/Basketball Facilities

Every high school gymnasium and outdoor stadium is designed somewhat differently depending on the size of the school and its enrollment, funds available and minimum standards set by governing bodies. Therefore, each evacuation plan will be different. However, the plan should be more than something written down in a handbook. Faculty and staff should be made aware of the plan for each athletic facility and rules and/or guidelines designed specifically for the gymnasium and stadium.

Stadium/Arena Evacuation

Each school system and administrative staff should have an evacuation plan for all athletic facilities on the school's campus, including the football stadium and the gymnasium. It should include primary and secondary evacuation routes and a primary and alternative location for assembly of emergency units/vehicles and personnel. The affected site should be secured against re-entry if warranted. The decision to evacuate a stadium or gymnasium should be made by the On-Site Commander in charge, who in most cases will be either the school principal, athletic director, or administrative staff person on duty.

The On-Site Commander should make primary recommendations to the Emergency Coordinator for stadium and gymnasium evacuation. The following basic building evacuation procedures apply:

- When the stadium or gymnasium alarm sounds or an official evacuation order is given, all personnel should leave the area.
- On-Site Commander and/or person in charge should make provisions for handicapped individuals to exit area.
- Assembly points should be in a clear area away from the affected building and keep streets, firelanes, hydrant areas, and walkways clear for emergency vehicles and personnel.
- Secure areas against re-entry (Appendix A).

Site Security

Site security is a broad responsibility which involves many aspects. The plan of the VHSL is that all schools will conduct relations with other schools in a spirit of good sportsmanship. The league rules require that any situation during or after a

game where spectators engage in fights or other altercations with players, officials, or other spectators must be reported to the league office (VHSL, 1992). Where the number of spectators is expected to be large uniformed police should be available to help maintain control. This provision is not required by the VHSL rules, but it is expected that the home school will take reasonable and proper steps that would be expected to assure control of spectators under any foreseeable conditions if uniformed police are not provided.

Fire

The respective local fire department has primary responsibility for fire fighting on school facility grounds. The On-Site Commander should function as the liaison to the Emergency Services Coordinator in regard to implementing a fire protection plan if a fire should occur. Fire is the single greatest destroyer of property and can accompany a variety of disasters (VPI&SU, 1992). It is therefore important that the On-Site Commander, during the disaster and/or emergency preparation phase, devise fire fighting support strategies that will assist the local fire chief and personnel in limiting the damage in large fires. These strategies should include familiarizing local fire personnel with who is in charge of what area and where various needed items and areas are located at the facility. The OSC should arrange with the local fire department officials a facility inspection to point out hazardous conditions/materials that might result in increased losses during a disaster and recommend corrective actions.

Mass Casualty/Bomb Threat

If a mass casualty should occur inside a gymnasium or athletic stadium, there are several responses which should be made in order to maintain order and keep further injuries from occurring. Quick response checklists (QCR's) can be helpful in order to provide command and control personnel with generic and quick response actions which may be superseded or forgotten when circumstances cause spontaneous reactions (Appendix B). The QCR's can be used as general guidelines for essential actions. The EC must be responsible and innovative as he/she executes his/her responsibilities (Va. Tech, 1992).

Major Explosion/Seating Collapse

Should a major explosion or collapse of an athletic facility or gymnasium occur during an athletic event, the EC must perform several duties. The QCR for a major casualty or building collapse should include the activation of the Emergency Operation Center and the evaluation of the general area. The EC should initiate a search and rescue effort if necessary and begin calling the necessary people in conjunction with the affected facility in addition to the applicable liaison agency for more care. Those called could include additional aid from rescue squads, medical personnel and local emergency personnel. A damage assessment must be performed and the mass casualty QCR can be implemented if needed. Photographs should be made and an action report filed with the local law enforcement office.

Natural Disasters

Hurricanes and tornadoes usually have some potential warning as does severe weather conditions, but can occur with rapid onset. Decisions must be made

fast and actions taken immediately. Although not as frequent on the East Coast as in the Plains, about 10 tornadoes touch down in Maryland and Virginia each year (McNaught, 1991).

Public address systems are often unavailable for use to make announcements as electricity may be lost during an emergency. Therefore, a back-up alerting device such as a compressed air horn or megaphone should be secured. One should never attempt to outrun a tornado. If there is time to enter a well-constructed building, if outside in a stadium, then do so as quickly as possible. Everyone should be moved into the interior or basement of the facility away from windows and doors. The greatest dangers of a tornado are from flying debris and the collapse of a building's roof and/or a wall structure.

A hurricane is a large spiraling complex of thunderstorms up to 500 miles in diameter (McNaught, 1991). A hurricane may bring extreme coastal flooding, flash flooding, and river flooding in various parts of the state. Winds have gusted over 100 mph and the storms can spawn tornadoes. When the National Weather Service issues a winter storm warning, people should not venture out and outdoor events may need to be canceled.

When concerned with disasters, there are a few ideas to be considered. First, hurricanes, tornadoes, riots have some potential for early warning. However, over-reaction can and sometimes does increase the severity and effects of a riot. It is in reality difficult to imagine the degree of over-reaction by school officials that would result in significantly more harm than a just a normal reaction. However, an under-reaction will often lead to compounding death and destruction (VPI&SU, 1992).

Riots/Violent Behavior

A large crowd of fiercely loyal fans, a heated rivalry or contest, and a little too much alcohol can be a volatile mix. Sports officials and school administrators must consider that mix to prevent violence-related injuries among spectators.

A crowd can quickly and unpredictably go wild. A good example of that occurred in 1985 when rioting by British fans at a soccer match against Italy in Brussels resulted in 38 deaths and more than 400 injuries (DeBenedette, March, 1988).

Rioting at sports events dates back to ancient times. In modern times, the worst sports-related riot occurred in 1964 at a soccer match in Lima, Peru. Its toll was 300 deaths and 500 injuries (DeBenedette, March, 1988).

Although more prominent in other countries, riots do occur at sporting events in the United States. There have been several suggestions made as to what causes a riot. Among the elements needed for a riot to occur are one or more of the following. A high level of tension, the crowd's mood, common attitudes among the spectators, and a trigger. The normal excitement and emotion of a sports event provide the first four elements. A trigger can be provided by a bad call, history between the two teams, an injury, or a flagrant foul (DeBenedette, March, 1988).

Some simple steps can be taken to help promote a calm, safe sports environment. A crowd that suddenly fears for its safety can go out of control quickly. Keeping a stadium clean and in good condition is a simple and easy way to aid in this matter. An untidy stadium or gymnasium with poorly maintained restrooms and long lines at concession stands sends signals to the crowd that promote misbehavior (DeBenedette, March, 1988).

Cues are also often taken from players involved in the game. Players that are well disciplined can display behavior that cues a crowd that the entire event is a

good experience, not a violent one. Cheerleaders, bands and coaches can also send signals to the crowd.

Providing spectators with prompt and professional emergency care can be a challenging task. It is often not thought about as often as tending to the medical needs of the athletes.

When a riot breaks out at a high school football or basketball game, it is the school board members who could end up with a black eye. Unless the board members have a carefully created crowd control policy for basketball and/or football games, a court might rule that the board members were negligent and consequently liable for any damages or injuries that occurred.

School personnel, and therefore the school board members, are responsible for controlling behavior at any school-sponsored event. The school administration is responsible for the behavior of the students present as well as for the behavior of the non-students in attendance (Thorne, March, 1983).

Important parts of a crowd control policy (Appendix C) include a description of the types of supervision necessary and an outline of how rules will be enforced. Also important, is deciding who will supervise the crowd. Will it be school employees, on-duty police, off-duty police, hired guards, parent volunteers, or a combination. Each group has a different legal standing and a different legal relationship to the school (Thorne, March 1983). In creating a system-wide crowd control policy, it might be helpful to detail suggestions for keeping normal gatherings calm (Appendix D).

Emergency Agencies

Large crowds require that medical personnel and trainers be prepared for large-scale disasters as well as a possible flare-up of an individual spectator's health

problem. This will likely be in addition to the medical team on duty caring for the athletes on the field of play.

Providing prompt and appropriate emergency care to spectators is often as challenging as attending to the medical needs of the athletes. Though most people attending games are generally healthy and will remain that way, some may have problems which trigger more serious problems such as heart attacks, strokes, allergic reactions. Even the sport event itself can pose a hazard such as getting hit with a ball or other object and often health problems can be made worse by the excitement of the contest, size of the crowd, alcohol or fighting, to name a few.

Determining the probability that a medical emergency will occur is a key factor in planning appropriate medical care at a sports event. There are few standards in existence for delivering medical care in such settings (DeBenedette, March, 1988). The Arizona Chapter of the American College of Emergency Physicians (ACEP) has developed one set of guidelines for medical care at mass gatherings (DeBenedette, March, 1988).

Training

Medical personnel should be trained to at least the level of emergency medical technician (EMT) and be able to provide basic first aid to anyone at the event within four minutes of the onset of injury or illness. Advanced life support resuscitation and immediate treatment of acute medical emergencies of eight minutes, and transportation of a patient(s) to a hospital should be possible within 30 minutes (DeBenedette, March, 1988). The Arizona ACEP guidelines also stress the importance of an effective communication system (DeBenedette, March, 1988). The public should be made aware of the availability and location of medical

help and security, medical, and transport personnel should be able to communicate with each other and outside medical facilities and personnel.

Transportation

Transportation is a key element in reaching victims as quickly as possible. Unless transportation plans are in place, delays in both reaching an emergency site and transporting a spectator or athlete to the hospital can result when medical officials have to compete with traffic into, out of and throughout the facility. Coverage should extend to areas outside the stadium or arena. Medical problems can occur in parking lots or on access roads around the stadium or arena.

Event Size

Other factors to consider when securing enough medical personnel is the size of the event, density and age of the crowd, and the degree of crowd movement and the possibility of alcohol being a factor. The length of the event, design of the facility, weather, and location of the nearest hospital emergency room are also big factors to consider (DeBenedette, March, 1988).

Phone Availability

Contacting needed help during any type of disaster or emergency is of utmost importance. In addition to having rescue personnel and a physician and/or trainer on duty, coordination must exist between the local school system and local non-campus facilities and medical personnel such as hospitals and additional rescue squad back-up in the case of a mass casualty.

A phone should be readily available near the gymnasium and in the stadium. Phone numbers of local medical facilities and personnel should be posted near the phone in order that contact may be made in the least amount of time possible (Appendix E). In the case that the phone is disabled during a disaster, medical

personnel on hand should be able to contact the proper authorities for help by radio, walkie-talkie or vehicle phone. In many cases, police are secured by the school administration to provide security for the event. If needed, the police should also be contacted in the event of an emergency. Phone numbers of local hospitals should also be posted to allow hospital staff to be informed of what is going on should rescue personnel not already be on the spot.

When calling for aid from police, fire or medical personnel, dialing 911 may be the easiest method of securing help especially if other numbers are not readily available. When calling 911, the caller should provide their name and address (or location), what type of emergency has occurred and a call-back number. The more information the caller can provide to the emergency personnel, the better prepared they will be when they arrive on the scene. An estimate of how many people are affected, how the injuries occurred and any other information the caller deems important should be relayed as quickly as possible (R. Mills, personal communication, February 24, 1994).

Media Notification/PA Announcement

Upon the realization that an emergency or disaster situation exists, directions should be given to those gathered at the stadium or gymnasium. If possible, those attending the athletic event should be made aware of what is happening and those persons assigned to various duties and responsibilities at such times should immediately begin ensuring that they are properly carried out. It is important that announcements are made in a professional but calming manner. Those attending the sporting event should be urged to exit the stadium or

gymnasium in an orderly fashion. In the case that a PA system is not available or is out of order due to the emergency, an alternate method of communication such as a megaphone should be used.

Information concerning the emergency should be provided to the media as soon as possible. At many athletic contests there will be both print and broadcast media present for coverage of the event and they will want as many facts as possible as quickly as possible.

The most important thing to consider is those involved. However, at the point that those in danger are taken care of, the media should also be addressed. The media can serve as assurance to the public that everything was taken care of as it should have been and that should be important to the school administration.

Local newspapers, radio stations and television networks should be provided with as much information as possible. A list of phone numbers for area media should be listed at a convenient location and someone assigned to provide the information to them. The responsibility should be a duty of the Emergency Director (principal).

Health and Safety

The health and safety of each person, both spectator and athlete, should be a main concern of school administration. Obviously, the bigger the school and the larger number of people who attend an athletic event, the more diverse the population will be.

It is important to remember that there will be spectators attending that have a variety of handicaps and/or disabilities. There will have to be special provisions made for these individuals as to evacuating the facility, providing instructions or directions, and the possibility of having to physically aid them in some cases.

American Disabilities Act (ADA)

Title II of the Americans with Disabilities Act (ADA) covers "public entities." "Public entities" include any state or local government and any of its departments, agencies or other instrumentalities (U.S., 1993).

Handicapped Facilities

Because of the ADA, state and local governments may not refuse to allow a person with a disability to participate in a service, program, or activity because the person has a disability. State and local governments are required to make reasonable modifications in policies, practices, procedures that deny equal access to individuals with disabilities, unless a fundamental alteration in the program would result. Programs must be operated in such a manner that when viewed in their entirety, they are readily accessible to and usable by individuals with disabilities (U.S., 1993).

Because facilities such as gymnasiums and outdoor stadiums must be handicapped accessible, this must be a consideration when trying to evacuate or provide medical attention to people attending an event in such a location. An area should be designated for use by handicapped spectators. This area should be near an exit, so easy entry and exit routes can exist. Should an emergency or disaster occur, it will be necessary to provide adequate aid to the handicapped, whether they are the ones affected by the disaster or not. A person or persons, possibly someone among the Principal's Successor List, should be appointed to take responsibility for evacuating handicapped individuals needing help from the affected area.

Bleeding Rule

As of the 1993 fall athletic season, the National Federation of State High School Association issued guidelines concerning communicable disease procedures

and precautions which are to be followed during any athletic contest. According to Rule 3, Section 5, Article 9c, a time-out occurs when an official discovers a player who is bleeding, or has an open wound, or has an excessive amount of blood on his/her uniform. Such a player shall be considered an injured player (National, 1993).

While risk of one athlete infecting another with HIV/AIDS during competition is close to non-existent, there is a remote risk that other blood borne infectious diseases can be transmitted (National, 1993). For example, Hepatitis B can be present in blood as well as in other body fluids. Procedures for reducing the potential for transmission of these infectious agents should include but not be limited to the following:

1. The bleeding must be stopped, the open wound covered and if there is an excessive amount of blood on the uniform, it must be changed before the athlete may again participate.
2. Routine use of gloves or other precautions should be used by individuals giving aid in order to prevent skin and mucous-membrane exposure when contact with blood or other body fluids is anticipated.
3. Those providing aid should immediately wash their hands and other skin surfaces if contaminated (in contact) with blood or other body fluids. They should wash their hands immediately after removing gloves.
4. Those providing aid should clean all blood contaminated surfaces and equipment with a solution made from a proper dilution of household bleach (CDC recommends 1-100) or other disinfectants before competition resumes.
5. Those providing aid should practice proper disposal procedures to prevent injuries caused by needles, scalpels and other sharp instruments or devices.

6. Although saliva has not been implicated in HIV transmission, to minimize the need for emergency mouth-to-mouth resuscitation, mouthpieces, resuscitation bags or other ventilation devices should be available for use.
7. Athletic trainers/coaches with bleeding or oozing skin conditions should refrain from all direct athletic care until the condition resolves.
8. Contaminated towels should be properly disposed of or disinfected.
9. Those providing aid should follow acceptable guidelines in the immediate control of bleeding and when handling bloody dressings, mouthguards and/or other articles containing body fluids (National, 1993).

Insurance/Liability

Each school system should secure insurance which will cover all employees, teachers' aides and volunteers within the system. There should be a property direct damage coverage which would include buildings, completed additions, permanently installed fixtures, machinery, and equipment. It should also cover outdoor fixtures, owned personal property used to service and maintain the building and premises, additions under construction, alterations, and repairs to the building or structure, materials, equipment, supplies and temporary structures within 100 feet of the premises that are used in making the additions, alterations or repairs.

Personal property damage would apply to furniture and fixtures, machinery and equipment, stock, all personal property owned by the system and used in the facility. It would also apply to labor materials or services furnished or arranged by the system on personal property of others, leased personal property for which the system has a contractual responsibility to insure, and personal property of others in the care, custody or control of the system.

The policy should provide coverage for all causes of direct physical loss that are not excluded by the policy. The policy should be extended to cover outdoor fences, radio and television antennas, signs, other than signs attached to buildings, trees, shrubs and plants, including debris removal expense, caused by or resulting from fire, lightning, explosion, and riot or civil commotion (McNeary, 1994). A replacement cost valuation option which replaces actual cash value with replacement cost as the basis of loss settlement for all covered property except property of others, manuscripts, residential contents, fine arts and stock can be obtained (McNeary, 1994). There should also be insurance to cover crime, general liability, school board legal liability and an umbrella/excess liability policy which would provide additional overall coverage.

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APPENDIX A

SAMPLE EVACUATION PLAN

ARENA EVACUATION PLAN

ELEVATED SEATING

EXIT A.....	Section B-15	Rows 1 - 18	All Seats
	Section B-13	Rows 1 - 4	Seats 10 - 18
	Section B-13	Rows 5 - 10	Seats 7 - 13
	Section B-13	Rows 11- 17	Seats 10 - 18
	Section B-13	Row 18	Seats 12 - 20
EXIT B.....	Section B-13	Rows 1 - 4	Seats 1 - 9
	Section B-13	Rows 5 - 10	Seats 1 - 6
	Section B-13	Rows 11- 17	Seats 1 - 9
	Section B-13	Row 18	Seats 1 - 11
	Section B-11	Rows 1 - 4	Seats 10 - 18
	Section B-11	Rows 5 - 10	Seats 7 - 13
	Section B-11	Rows 11- 17	Seats 10 - 18
	Section B-11	Row 18	Seats 12 - 20
EXIT C.....	Section B-11	Rows 1 - 4	Seats 1 - 9
	Section B-11	Rows 5 - 10	Seats 1 - 6
	Section B-11	Rows 11- 17	Seats 1 - 9
	Section B-11	Row 18	Seats 1 - 11
	Section B-9	Rows 1 - 4	Seats 10 - 18
	Section B-9	Rows 5 - 10	Seats 7 - 13
	Section B-9	Rows 11- 17	Seats 10 - 18
	Section B-9	Row 18	Seats 12 - 20
EXIT D.....	Section B-9	Rows 1 - 4	Seats 1 - 9
	Section B-9	Rows 5 - 10	Seats 1 - 6
	Section B-9	Rows 11- 17	Seats 1 - 9
	Section B-9	Row 18	Seats 1 - 11
	Section B-7	Rows 1 - 4	Seats 10 - 18
	Section B-7	Rows 5 - 10	Seats 7 - 13
	Section B-7	Rows 11- 17	Seats 10 - 18
	Section B-7	Row 18	Seats 10 - 20

EXIT E.....	Section B-7	Rows 1 - 4	Seats 1 - 9
	Section B-7	Rows 5 - 10	Seats 1 - 6
	Section B-7	Rows 11 - 17	Seats 1 - 9
	Section B-7	Row 18	Seats 1 - 11
	Section B-5	Rows 1 - 4	Seats 10 - 18
	Section B-5	Rows 5 - 10	Seats 7 - 13
	Section B-5	Rows 11 - 17	Seats 10 - 18
	Section B-5	Row 18	Seats 12 - 20
EXIT F.....	Section B-5	Rows 1 - 4	Seats 1 - 9
	Section B-5	Rows 5 - 10	Seats 1 - 6
	Section B-5	Rows 11 - 17	Seats 1 - 9
	Section B-3	Rows 1 - 4	Seats 10 - 18
	Section B-3	Rows 5 - 10	Seats 7 - 13
	Section B-3	Rows 11 - 17	Seats 10 - 18
	Section B-3	Row 18	Seats 12 - 20
EXIT G.....	Section B-3	Rows 1 - 4	Seats 1 - 9
	Section B-3	Rows 5 - 10	Seats 1 - 6
	Section B-3	Rows 11 - 17	Seats 1 - 9
	Section B-3	Row 18	Seats 1 - 11
	Section B-1	All Seats	
EXIT H.....	Section B-16	All Seats	
	Section B-14	Rows 1 - 4	Seats 10 - 18
	Section B-14	Rows 5 - 10	Seats 7 - 13
	Section B-14	Rows 11 - 17	Seats 10 - 18
	Section B-14	Row 18	Seats 12 - 20
EXIT I.....	Section B-14	Rows 1 - 4	Seats 1 - 9
	Section B-14	Rows 5 - 10	Seats 1 - 6
	Section B-14	Rows 11 - 17	Seats 1 - 9
	Section B-14	Row 18	Seats 1 - 11
	Section B-12	Rows 1 - 4	Seats 10 - 18
	Section B-12	Rows 5 - 10	Seats 7 - 13
	Section B-12	Rows 11 - 17	Seats 10 - 18
	Section B-12	Row 18	Seats 12 - 20
EXIT J.....	Section B-12	Rows 1 - 4	Seats 1 - 9
	Section B-12	Rows 5 - 10	Seats 1 - 6
	Section B-12	Rows 11 - 17	Seats 1 - 9
	Section B-12	Row 18	Seats 1 - 11
	Section B-10	Rows 1 - 2	Seats 9 - 18
	Section B-10	Rows 3 - 4	Seats Handicap
	Section B-10	Rows 5 - 10	Seats 7 - 13
	Section B-10	Rows 11 - 17	Seats 10 - 18
	Section B-10	Row 18	Seats 12 - 20

EXIT K.....	Section B-10	Rows 1 - 4	Seats 1 - 8
	Section B-10	Rows 5 - 10	Seats 1 - 6
	Section B-10	Rows 11 - 17	Seats 1 - 9
	Section B-10	Row 18	Seats 1 - 11
	Section B-8	Rows 1 - 4	Seats 10 - 18
	Section B-8	Rows 5 - 10	Seats 7 - 13
	Section B-8	Rows 11 - 17	Seats 10 - 18
	Section B-8	Row 18	Seats 12 - 20
EXIT L.....	Section B-8	Rows 1 - 4	Seats 1 - 9
	Section B-8	Rows 5 - 10	Seats 1 - 6
	Section B-8	Rows 11 - 17	Seats 1 - 9
	Section B-8	Row 18	Seats 1 - 11
	Section B-6	Rows 1 - 4	Seats 10 - 18
	Section B-6	Rows 5 - 10	Seats 7 - 13
	Section B-6	Rows 11 - 17	Seats 10 - 18
	Section B-6	Row 18	Seats 12 - 20
EXIT M.....	Section B-6	Rows 1 - 4	Seats 1 - 9
	Section B-6	Rows 5 - 10	Seats 1 - 6
	Section B-6	Rows 11 - 17	Seats 10 - 18
	Section B-6	Row 18	Seats 12 - 20
	Section B-4	Rows 1 - 4	Seats 10 - 18
	Section B-4	Rows 5 - 10	Seats 7 - 13
	Section B-4	Rows 11 - 17	Seats 10 - 18
	Section B-4	Row 18	Seats 12 - 20
EXIT N.....	Section B-4	Rows 1 - 4	Seats 1 - 9
	Section B-4	Rows 5 - 10	Seats 1 - 6
	Section B-4	Rows 11 - 17	Seats 1 - 9
	Section B-4	Row 18	Seats 1 - 11
	Section B-2	All Seats	

FLOOR SEATING

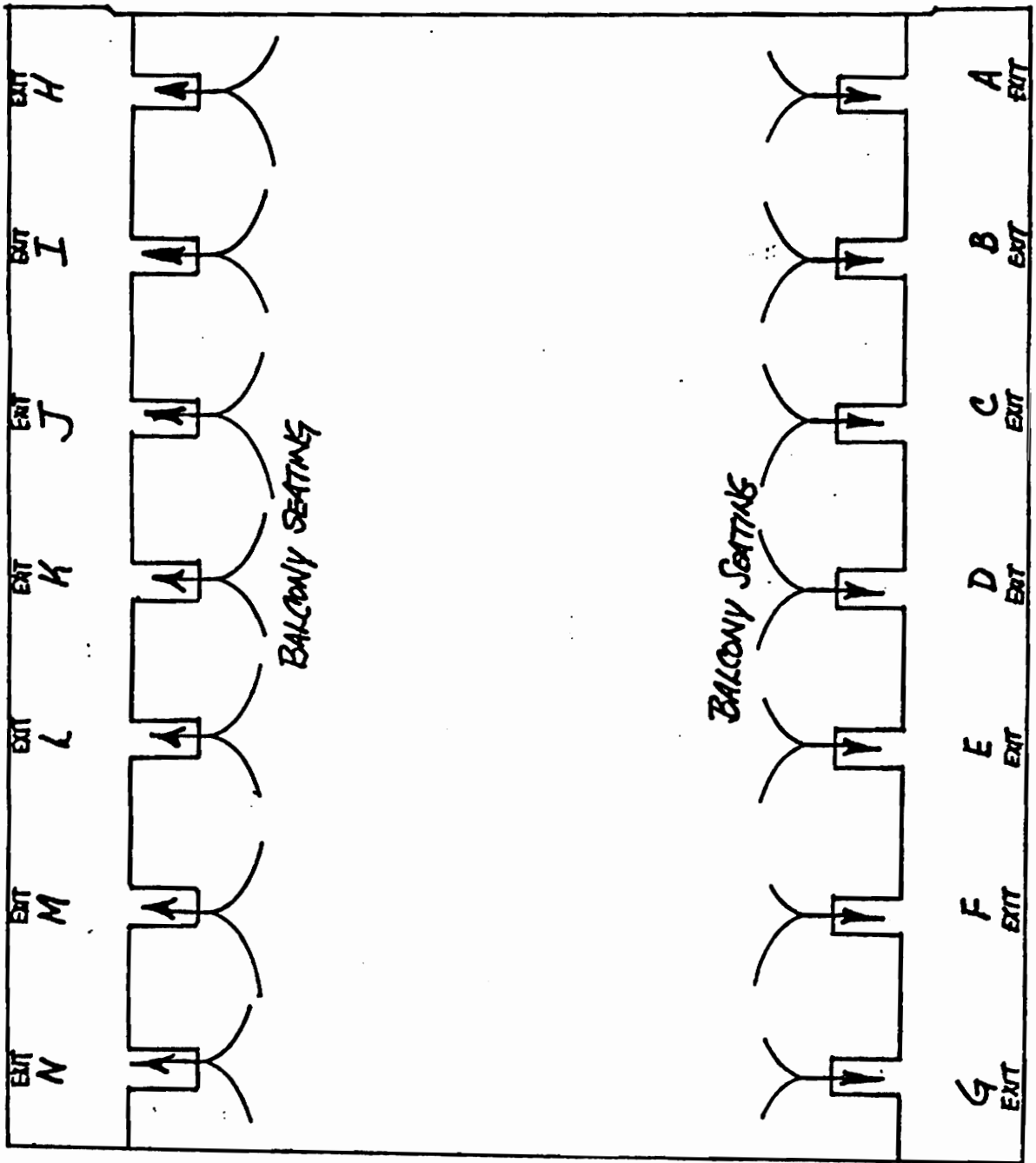
EXITS D,P,Q.....	Section A-4	Rows 26 - 65	Seats 1 - 10
	Section A-3	Rows 26 - 65	Seats 1 - 16
EXITS R,S,T.....	Section A-2	Rows 26 - 65	Seats 1 - 16
	Section A-1	Rows 26 - 65	Seats 1 - 10
EXITS U,V,W.....	Section A-4	Rows 1 - 25	Seats 1 - 10
	Section A-3	Rows 1 - 25	Seats 1 - 16
EXITS X,Y,Z.....	Section A-2	Rows 1 - 25	Seats 1 - 16
	Section A-1	Rows 1 - 25	Seats 1 - 10

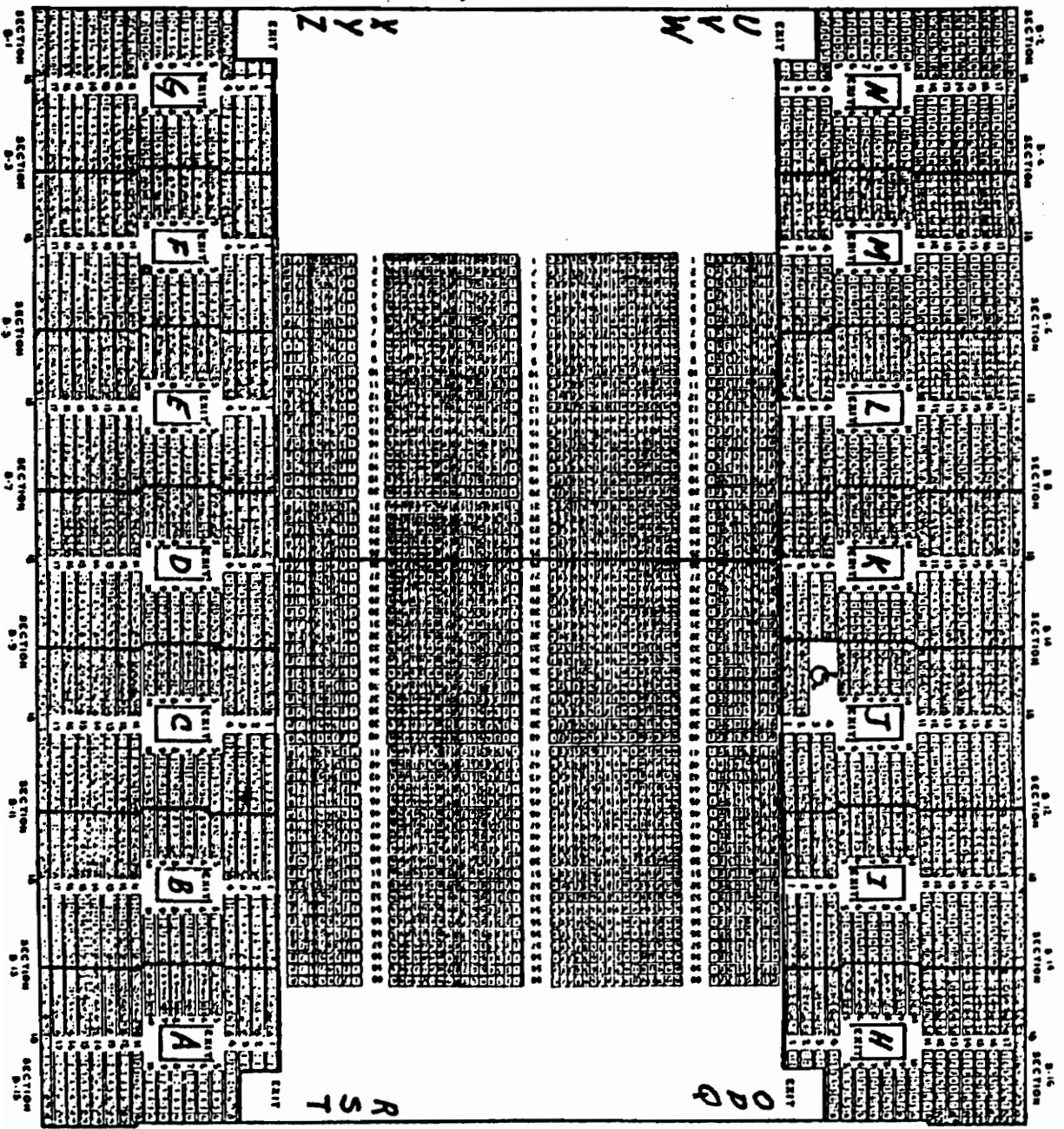
COMMUNITY ROOM EVACUATION PLAN

- SECTION I.....Proceed from the room utilizing either the side exit door or through main entry doors to the room, turn right and exit the building through the main Community Room lobby doors.
- SECTION II.....Proceed from the room utilizing the main entry doors, turn right and exit the building through the main Community Room lobby doors.
- SECTION III.....Proceed from the room utilizing either the side exit door or through main entry doors to the room, turn right and exit the building through the main Community Room lobby doors.

MEETING ROOMS EVACUATION PLAN

- PARLOR A.....Proceed from the meeting area into the hallway, turn right and exit from the main lobby doors.
ALTERNATE: Proceed from the meeting area, turn left, continue down hallway and exit through the doors to the left or the right.
- PARLOR B.....Proceed from the meeting area, turn right and exit through the Community Room lobby doors.
ALTERNATE: Proceed from the meeting area, turn left, continue to main lobby and exit through front lobby doors.
- PARLOR C.....Proceed from the meeting area, turn left and exit through the Community Room lobby doors.
ALTERNATE: Proceed from the meeting area, turn right, continue through the doorways leading to the main lobby. As one passes through these doors, turn left or right and exit the building.
- PARLOR D.....Proceed from the meeting area, and into the Community Room lobby, turn left and exit through the Community Room lobby doors.
ALTERNATE: Proceed from the meeting area and turn right, continue through the doorways leading to the main lobby. As one passes through these doors, turn left or right and exit the building.





APPENDIX B
QRC LIST FOR MASS CASUALTY

- 1. Activate Emergency Operations Center**
- 2. Establish security perimeter/crime prevention measures**
- 3. Establish close liaison with On-Site Commander**
- 4. Contact appropriate liaison for mass care**
- 5. Closely monitor and log victim destination and status**
- 6. Initiate search and rescue effort**
- 7. Notify next of kin**
- 8. Make video and photographic record**
- 9. Brief teams on recovery methods**
- 10. Rope off area completely**
- 11. Separate collection bags for each body/geographical segment**
- 12. Ensure that unknown body parts are collected in area bag**
- 13. Carefully log all evidence**
- 14. Produce an "after action" report**

APPENDIX C
CROWD CONTROL POLICY

There will be personnel on duty at all home athletic contests in order to enforce safety rules and regulations. If help is needed or there is sufficient reason to believe that the crowd could get out of control, these individuals can be found at various locations around the stadium or gymnasium and should monitor the situation closely in order to make decisions.

APPENDIX D

SUGGESTIONS FOR KEEPING SPORTS EVENTS CALM

1. Provide ample parking space and parking attendants.
2. Limit the number of entrances and exits from a building or playing field.
3. Distribute to students your policies on behavior at school events (no alcohol, firearms, etc.) and post them at interschool events.
4. Station crowd-control personnel at entrances, near ticket booths, and in the parking area.
5. Designate clearly any reserved seating. Ushers could be present to seat people in the reserved area if needed.
6. Avoid overcrowding the facility.
7. Require that each person present at an event have a seat and be seated during the event (unless a crowd control worker's job description states otherwise).
8. Make crowd control supervisors, either school employees or law enforcement officials, easily identifiable. Special clothing or arm bands might be used.
9. Check facilities at an outdoor event ahead of time for proper lighting and equipment as well as for emergency or backup equipment.
10. Show crowd control personnel the best fire escape routes and assign each one an escape route to use in case of fire or other serious problems.
11. Make sure coaches and players at athletic events have a clear understanding of what conduct is unacceptable as they are not exempt from rules and standards. The coaches and athletes must recognize that their unsportsmanlike conduct could be a major cause of trouble.
12. Select sports officials for their expertise and ability, not just their availability.

APPENDIX E

EMERGENCY PHONE CONTACTS

The Emergency Coordinator shall, under the direction of the Emergency Director, notify the following agencies as deemed necessary:

1. Local hospitals
2. Local emergency/rescue squads
3. Local fire departments
4. Local newspapers
5. Local radio stations
6. Local television stations
7. Local police department
8. State Police Department
9. National Guard