



# Public Safety & Security Training Series: Levitt Safety & Security Forum

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# Session Overview

- Introduction
- Reflections: on opportunity for you to what you have learnt, applied and implemented from the Spring training series
- FOL and Amp Grantees onsite training and concert observation: summary of key observations
- The Levitt Network Tool Kit: Tips and Templates
- Q & A

# Levitt Network: Team Resilience & Development Program

## Overview

The aim of the FOL and AMP grantee team resilience and professional development onsite training program was to deliver targeted training to enhance the Levitt Network resilience and confidence to prepare for, respond to, and recover from potential adverse events. During the period April – June 2024, bespoke training sessions and concert reviews were conducted onsite for 6 FOLs and 3 AMP sites.

- **FOLs:** Arlington, TX; Denver, CO; SteelStacks, PA; Sioux Falls, SD; Dayton, OH and Los Angeles, CA
- **AMP grantees:** Gallup, NM; Colusa, CA and Carson City, NV

## Onsite training and concert observations

- Pre-visit meetings with FOLs and AMP grantees to tailor onsite training to meet their specific events and needs.
- Concert observations by ERMS to provide feedback to the core events team based on key observations recommendations, both 'quick wins' and 'near horizon'.

# A Summary of Key Observations

- 1) Event risk identification and analysis - event staff were very aware of their event related risks but formal documentation (risk registers) was 'ad hoc'.
- 2) Medical /EMT response plans varied from 'mature and coordinated' to emerging; requirement for ongoing first aid training for staff and volunteers was identified (CPR and 'stop the bleed').
- 3) Security concerns were reasonably well understood by event teams and in most part addressed through onsite event security; urban development and encroachment around some venues was noted as a concern (high elevation active shooter threat).
- 4) Event C3 plans varied across all FOLs and AMP sites; a mix of communication methods but a lack of good event communications practices was identified.
- 5) Severe weather risks were well understood by core event teams with robust/ response plans in place.
- 6) Escalation response protocols were found to be ad hoc, relying largely on the experience of core event staff.
- 7) FOL emergency response plans (ERPs) were generally good but lacked consistency & alignment to a risk-informed approach.
- 8) The majority of FOLs and AMP grantees did not conduct all-team pre-concert brief.
- 9) Incident reporting processes were found to be ad hoc and largely undocumented.
- 10) Relationships with city/police officials were in the most part not well developed.

# Levitt Network Tool Kit: Tips and Templates [a sampler]

- Crowd Counting
- Event Risk ranking and screening – ‘top 12’
- C3 & Enhancing team communications
  - Radios, Callsigns & groups texts
  - re-concert team brief
- Incident reporting
- Identification of staff & volunteers
- Signage: removing excuses
- Donation bucket security
- Event security: pros & cons



# Crowd Counting & Concert Attendance

- Best guess estimate
- Clicker method
- Sqft method (approx. 12sqft / person – sitting)
- Overhead photography



\* Drone photo courtesy of Dayton Police Dept.

# Event Risk Management: Risk Screening & Ranking Exercise - Top 12 Risks



# Event Risk Screening & Ranking Exercise: What's your top 12 Risks

During this exercise, the event management core team were asked to rank their top 12 risks from #1 to #12; 1 being the top risk with the most potential to most negatively impact your concert series 'pillars of success' (sample output).

1. Active shooter/assailant inside or in vicinity
2. Severe weather forecast triggers decision to interrupt or cancel the concert + evacuation
3. Unpredictable interaction with individuals experiencing mental illness or impaired due to alcohol or narcotics – risk of self harm or adverse conflict with staff / volunteers
4. The ability to attract, recruit and retain high-caliber staff, seasonal contractors and volunteers
5. Fundraising and donorship does not reach forecasted targets
6. Serious medical incident or death (overdose)
7. Overcrowding – attendance exceeds safe capacity of the venue
8. Ineffective reunification procedure between a separated child with their authorized guardian or parent (missing child)
9. Concert attendee with visible open carry firearm on venue
10. Production equipment malfunction
11. Physical or verbal threats to staff or volunteers
12. The concert line-up of artists / programming does not resonate with the audience (negative social media)



# Event C3 & Enhancing team communications: Radio Matrix, Call Signs/Text Groups and Team Briefs



# Event Comms Matrix: Radio distribution/call signs or Text Groups

Radio ID	Channel 1 – Operations	
	Role	Callsign (CS)

Radio ID	Channel 2 – Production/Admin	
	Role	Callsign (CS)

**Radio Count (xx):**  
 Channel 1 – X  
 Channel 2 - X

*How to use the template (customize as required): identify and name event channels e.g. Channel 1 – Production; identify each role/function by name and assign callsign – by personal name or by location e.g. Backstage security. Alternatively assign staff to pre-designated text groups.*

*Brief as part of pre-show team brief.*



# Pre-concert team brief

# Pre-concert Team Brief Template

*The aim of this pre-concert team brief template is to provide a structured approach to briefing your team prior to the concert. These briefing points can be further customized to meet the specific needs of your event / team briefing.*

- **Concert / event overview**
  - Attendance
  - Artists
  - Load-in & set-up
  - Parking
- **Weather forecast**
- **Assignments, roles & responsibilities**
  - Event Director / deputy
  - Event staff (leads)
  - Volunteer coordinator/s
  - Volunteers
- **Concert/production key timings**
  - Opening act
  - Headliner
  - Volunteer donation bucket walkaround
  - End of show
  - Post concert debrief 'hot washup/debrief'
- **Safety & Security Procedures**
  - Medical incident
  - Escalation protocol / request for assistance
  - 'Show stop'
  - Disruptive guests
  - Call for police /EMS
  - Active shooter
  - Evacuation
- **Risks & Issues**
  - note any specific concerns for the concert
- **Communications & Notifications**
  - Radio allocation & callsigns / matrix
  - Team group text/messaging e.g. WhatsApp groups)
  - Police, fire & EMS
- **Key Reminders**
  - A summary of 3 -5 key takeaways for the team



# Identification of Event Staff & Volunteers





# Signage: Terms & Conditions of Entry

The photo to the left is existing signage at the Pavilion – difficult to read and not multi-lingual ( combination of pictograms and ENG).

The signage to the right provides an illustrative example of the use of pictograms supported by FR and ENG text (Paris 2024)

Use of signage and placement is a situational crime prevention (SCP) tactic for reducing crime through the premise of 'removing excuses – 'I didn't know I couldn't do that'!



# Donation Bucket & Volunteer Security

The donation bucket (photo right) highlights the combined practice of 'secured' donations through slot in lid and the option of a QR code donation.

Good practice: have security 'shadow' the volunteer as they move through the crowd.





# Event Security: the pros & cons

“The US Olympic and Paralympic Committee community is committed to fostering a safe environment for everyone. Your role is essential to the security ecosystem”

- Makes me safe
- Make me feel uncomfortable
- Cost
- Deterrence & immediate response (police & armed private security)



# Q & A





# Upcoming Levitt Network Trainings and Sessions

## SINGLE SESSION

**WEDNESDAY, AUGUST 14 | 1PM ET / 10AM PT**

Embrace AI for Nonprofit Impact

## PUBLIC SAFETY & SECURITY TRAINING

**TUESDAY, SEPTEMBER 17 | 1PM ET / 10AM PT**

Essential Event First Aid & Responding to Medical Incidents

**TUESDAY, OCTOBER 1 | 1PM ET / 10AM PT**

Planning Safe & Inclusive Concert Series Events

## EDI SPEAKER SERIES

**WEDNESDAY, SEPTEMBER 25 | 1PM ET / 10AM PT**

Spinning Straw into Gold: Microaggressions as Teachable Moments

## IN CONVERSATION: ARTIST ROSTERS AND BOOKING Q&A

**TUESDAY, OCTOBER 22 | 1PM ET / 10AM PT**

Booking Talent Virtual Fireside Chat and Q&A with Anne Sturm

Visit <https://www.levitt.org/training> for more information.



**Thank you for  
joining us!**