



Public Safety & Security Training Series: Event Readiness

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October 29, 2024

Session Overview



- Session overview and learning outcomes
- Recap of Session#7: Mitigating Crowd Safety Risks
- Introduction to the art & science of event team readiness & training
- Break-out exercise & discussion
- Just in time team training
- Key takeaways / Q&A
- Upcoming Levitt Network Trainings and Sessions: November 12 – Fall Series Forum

Learning Outcomes



The aim of training session # 8 is to provide Levitt teams with the tools and techniques to develop and deliver event readiness activities to enhance team preparedness and resilience.

At the end of the session, participants will be able to:

- 1) Demonstrate an understanding of event readiness exercise design and delivery principles.
- 2) Develop and implement a what-if scenario exercise for your event team.





Recap Session #7: Mitigating Crowd Safety Risks

- Introduction to the fundamentals of crowd safety
- Crowd management planning tools and techniques
- Safe venue capacity planning and crowd counting

What crowd safety related risks 'keep you up at night' for your concert series?

12 responses

rushing the stage
emergency crowd managemen
active shooter
car driving thru venue
violence
gun fire
overcrowding
weather
getting medical staff in
inebriated people



Crowd Related Risks

Be aware of...

Slips 

Trips 

Falls 

Over a third of all major injuries reported each year are caused as a result of a slip, trip or fall - this is the single most common cause of injuries at work.

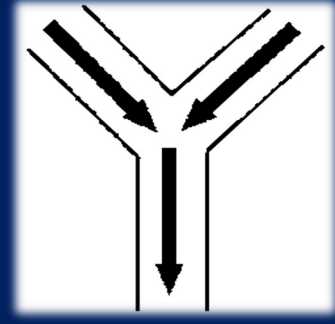
Slips, Trips and Falls



Vehicles and Pedestrians



High Density



Crossflow, Counterflow and Convergence

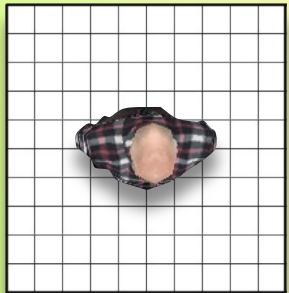
Calculating Safe Venue Capacity & Crowd Counting

Low Risk

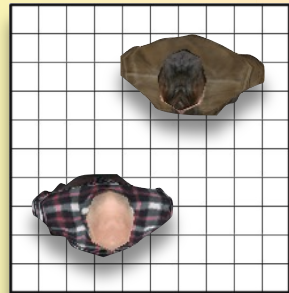


High Risk

1



2



3



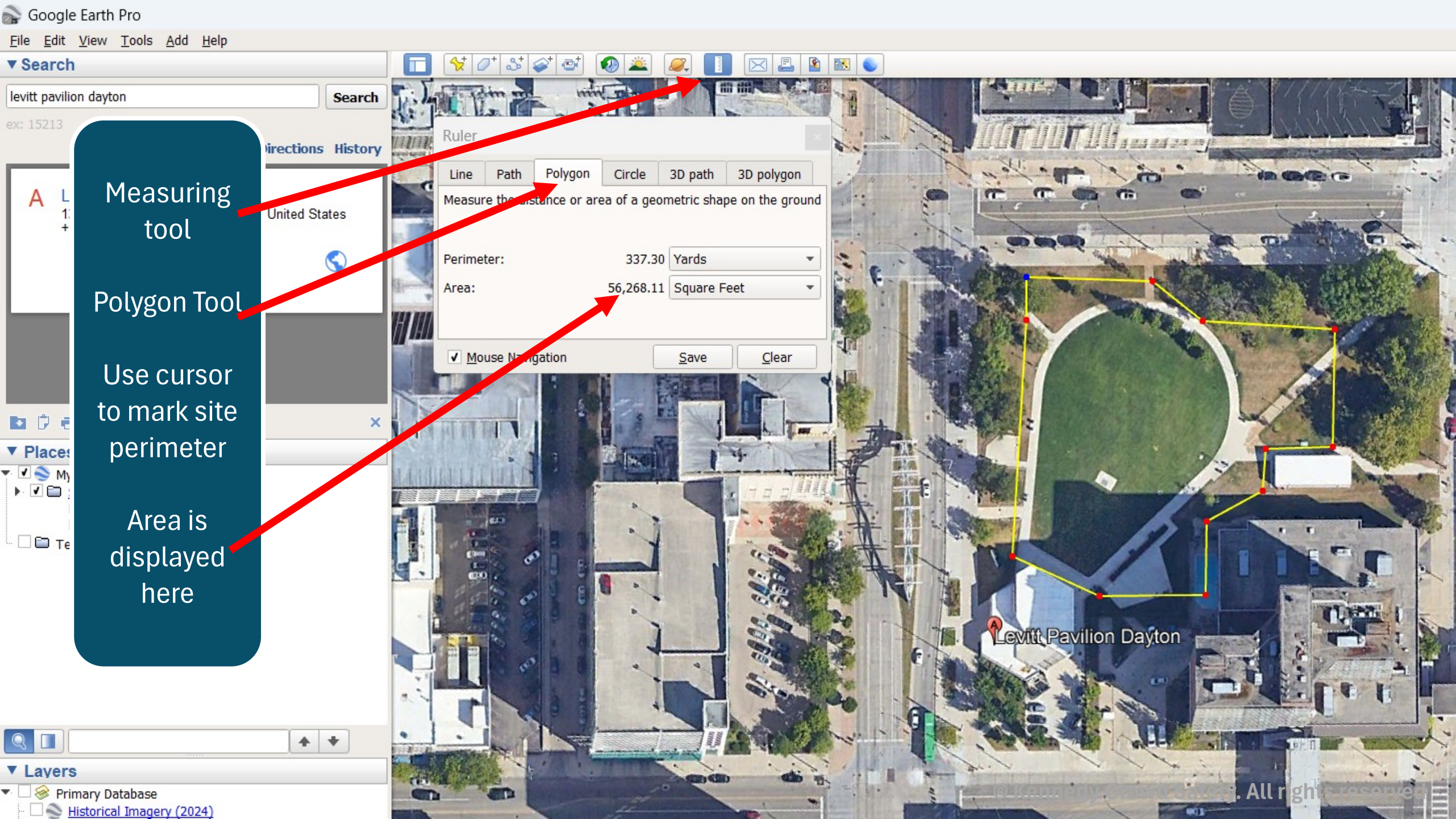
4



5



Static
Standing



Ruler

Line Path Polygon Circle 3D path 3D polygon

Measure the distance or area of a geometric shape on the ground

Perimeter: 337.30 Yards

Area: 56,268.11 Square Feet

Mouse Navigation Save Clear

Measuring tool

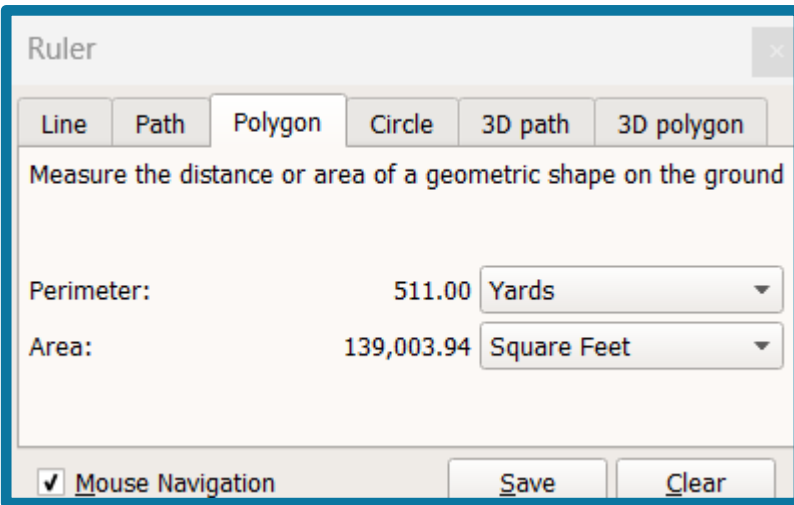
Polygon Tool

Use cursor to mark site perimeter

Area is displayed here

Levitt Pavilion Dayton

Venue Capacity Calculations



The event area is ~56,000 ft²

As per Section 12.1.7.1.2 of the *USA - NFPA 101 - Life Safety Code*, the occupant load shall not exceed one person in 7 ft².

$56,000 \text{ ft}^2 / 7 \text{ ft}^2 \text{ (per person)} = \text{a crowd capacity of } \mathbf{8,000 \text{ people}}$

Note: The above answer is the maximum capacity given an open site.

Before making the calculation, you must also consider removing any areas that are used for stage, backstage zones, refreshments, merchandising kiosks, portable sanitation areas, etc.



Event Readiness: building team confidence and resilience to adverse events

...resilience is the capacity to survive, adapt and flourish in the face of turbulent change and uncertainty...

John Fiksel



Mission Ready – confident & competent in all aspects, organizationally resilient, team members have been trained and tested

Somewhat Ready – somewhat confident in the team's preparedness and ability to manage incidents, hasn't been tested to date

Not so confident – somewhat confident in the team's preparedness and ability to manage incidents, hasn't been tested to date

Not Ready – generally lack experience, had limited training and preparation for incident management and concert series



Q1. Prior to the commencement of the 2024 concert series, how would you have assessed your team's preparedness and ability to respond, manage and recover from an adverse incident or emergency?

- **Mission Ready** : we were confident, prepared and resilient; we had incident / emergency procedures in place, our event team had been trained and we had previously exercised or tested our procedures.
- **Somewhat Ready**: we were somewhat confident in our team's preparedness and ability to manage incidents; we had prepared some incident / emergency procedures, but we have not exercised or tested our procedures.
- **Not so confident**: our event team generally lacked experience, we have not drafted/documentated our incident/emergency response procedures, we only had limited training prior to the 2024 concert series.

Poll 1

Poll ended | 1 question | 3 of 5 (60%) participated

1. Prior to the commencement of the 2024 concert series, how would you have assessed your team's preparedness and ability to respond, manage and recover from an adverse incident or emergency?
(Single choice)

3/3 (100%) answered

Mission Ready : we were confident, prepared and resilient; we had incident / emergency procedures in place, our event team had been trained and we had previously exercised or tested our procedures. (1/3) 33%

Somewhat Ready: we were somewhat confident in our team's preparedness and ability to manage incidents; we had prepared some incident / emergency procedures, but we have not exercised or tested our procedures. (2/3) 67%

Mission Ready – confident & competent in all aspects, organizationally resilient, team members have been trained and tested

Somewhat Ready – somewhat confident in the team's preparedness and ability to manage incidents, hasn't been tested to date

Slightly Ready – somewhat confident in the team's preparedness and ability to manage incidents, hasn't been tested to date

Not Ready – team generally lacks experience, has had limited training and preparation for incident management prior to concert series



Q2. Looking ahead to the 2025 concert series, how would you now assess your event team's preparedness and readiness?

- **Mission Ready** : we are confident, prepared and resilient; we had incident / emergency procedures in place, our event team had been trained and we had previously exercised or tested our procedures.
- **Somewhat Ready**: we are somewhat confident in our team's preparedness and ability to manage incidents; we had prepared some incident / emergency procedures, but we have not exercised or tested our procedures.
- **Not so confident**: our event team still lacks experience; we have not drafted/documentated our incident/emergency response procedures, we have only had limited training opportunities during the 2024 concert series.

Poll 2

Poll ended | 1 question | 4 of 5 (80%) participated

1. Looking ahead to the 2025 concert series, how would you now assess your event team's preparedness and readiness? (Single choice)

4/4 (100%) answered

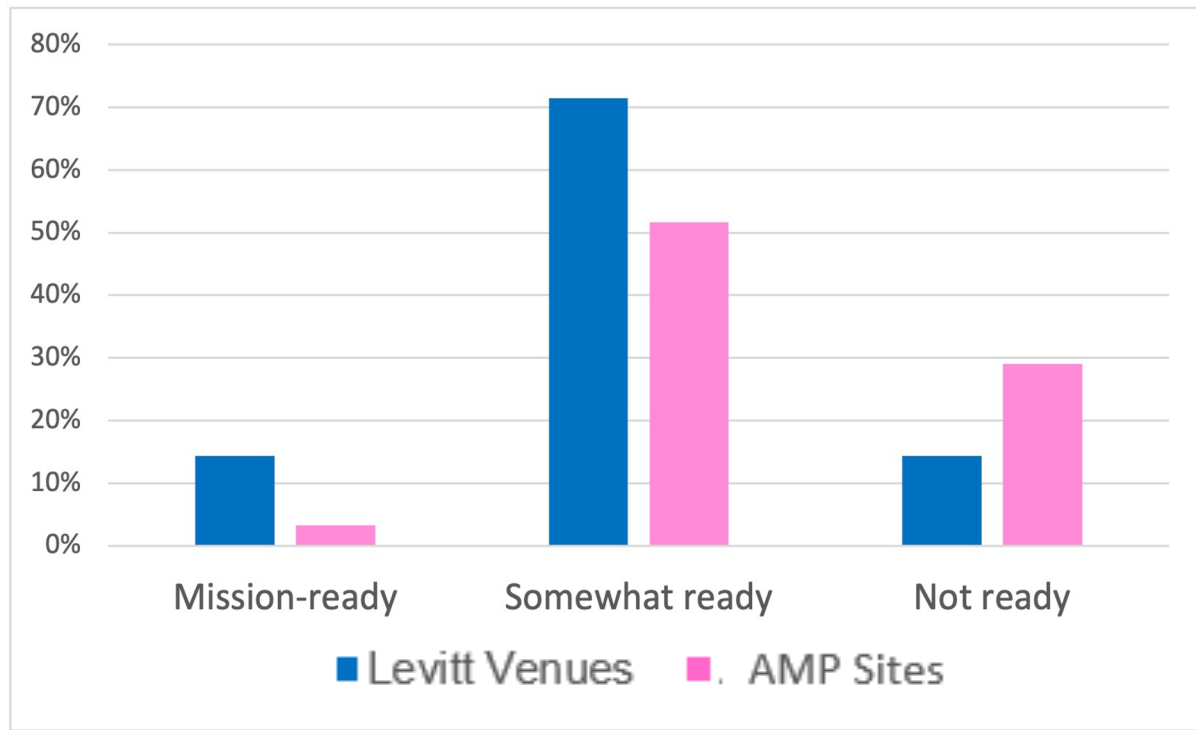
Mission Ready : we were confident, prepared and resilient; we had incident / emergency procedures in place, our event team had been trained and we had previously exercised or tested our procedures. (2/4) 50%

Somewhat Ready: we were somewhat confident in our team's preparedness and ability to manage incidents; we had prepared some incident / emergency procedures, but we have not exercised or tested our procedures. (2/4) 50%

FOL & AMP Grantees perception of preparedness & readiness (Levitt network 2024 Report)

Findings

Of the 46 respondents, three (7%) consider their venues and teams to be “mission-ready”, while 26 assessed themselves as “somewhat ready” for their concert series.



“We feel somewhat confident we have a reliable and competent team members that will use best judgement/reasonable actions when crises arises.

FOL respondent

...I can't imagine anything horrible happening at our community gatherings, but I want us to be prepared for it, nonetheless...

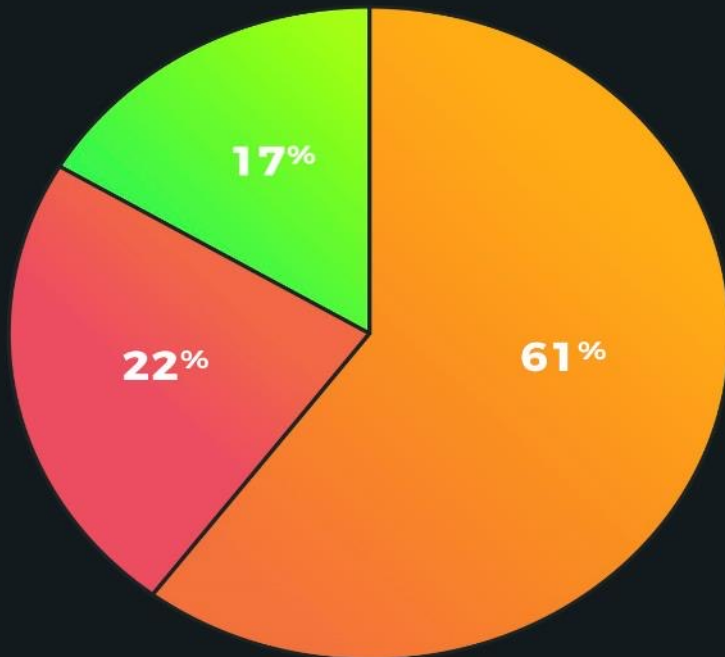
AMP grantee
CEO/Executive Director

1

78% of Event Directors / Managers consider themselves "Mission-ready" or "Somewhat ready"

yet...

59% don't conduct evacuation drills and 37% admit that they don't have an evacuation plan.



MISSION READY SOMEWWHAT READY NOT READY

2019 EVENTS INDUSTRY

Preparedness & Resilience Survey Takeaways

Source: Ashwin, P. and Wilson, M. (2020) *Event Industry Preparedness and Resilience Survey Report*. Available at: [\(PDF\) 2020 Events Industry Survey Report: Risk, Readiness & Resilience \(researchgate.net\)](#)

2



But.. 75% don't do any emergency response training with their event workers or volunteers

and 37% don't do incident management training with their team.

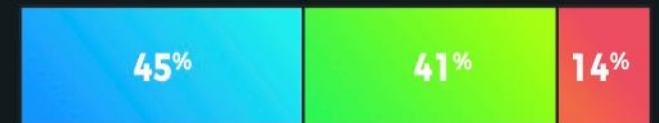
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45% consider their risk management processes to be "Mature"

yet...

Only 18% have up-to-date risk management plans.

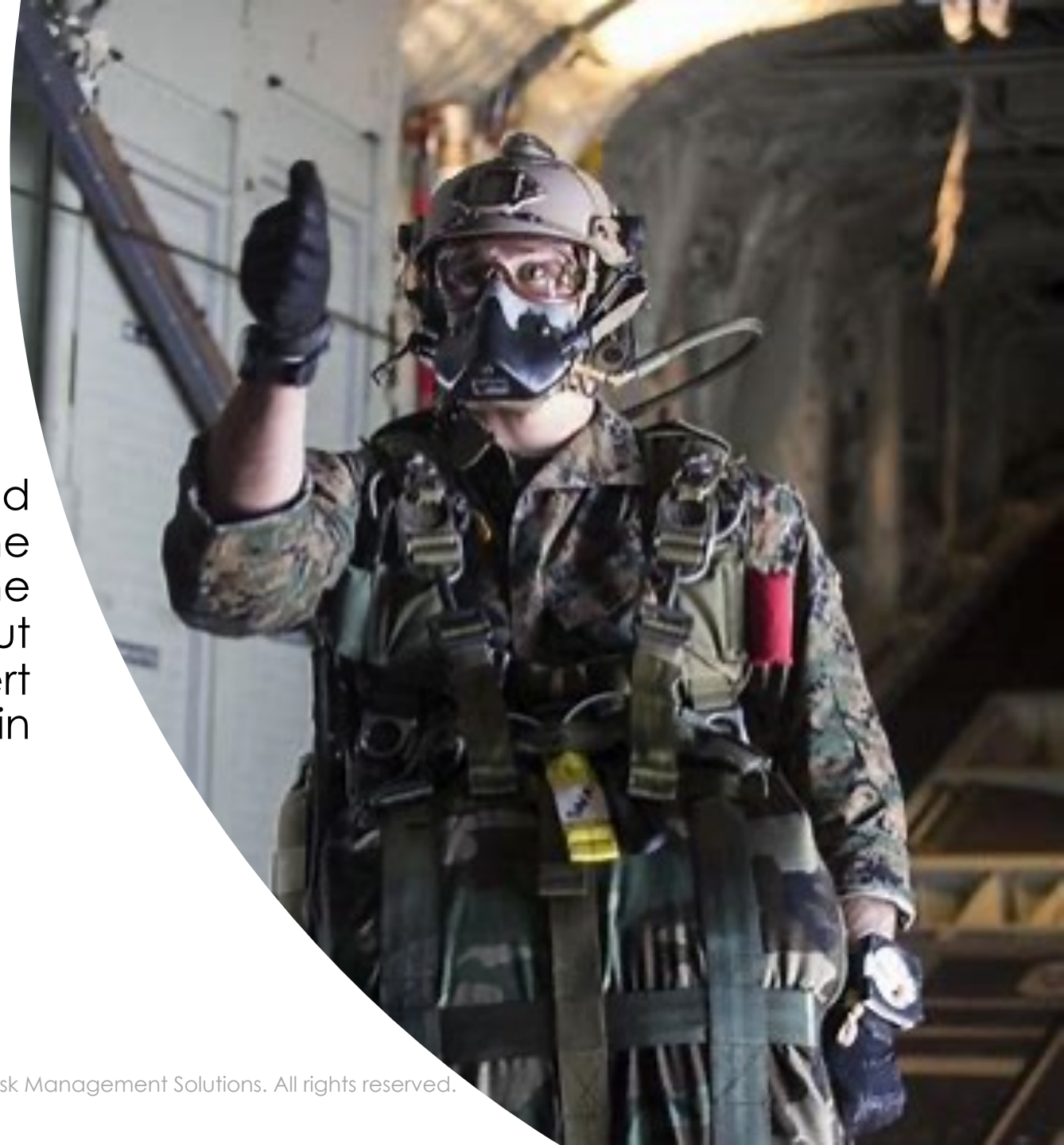
21% admit that they don't have a plan at all (and 14% aren't sure)



MATURE EMERGING AD HOC

Event Readiness: optimizing Team Performance

Enhancing event team preparedness and resilience to respond to, and manage the “**knowns**” (familiar & consistent) and the “**unknowns**” (risks that we know about but haven’t experienced) during your concert series in today’s complex and uncertain environment.



Mission Ready: Preparedness Pillars

- 1) **People:** individual and team
- 2) **Process:** plans & procedures
- 3) **Production:** technology, staging & sounds
- 4) **Event C3:** command (decision making), control, communications,
- 5) **Space:** your venue & surrounding environs



Operational Preparedness & Readiness Activities

- **Tabletop Exercises (TTX) 'what if scenarios'**
- Venue Walkthroughs
- Communication (radio) exercises
- Test Events – exercising specific elements of your venue operations/ plans & procedures
- Joint exercises & drills with local public safety and law enforcement agencies (e.g. active shooter drill)





Tabletop (TTX)/“What-if” Exercises



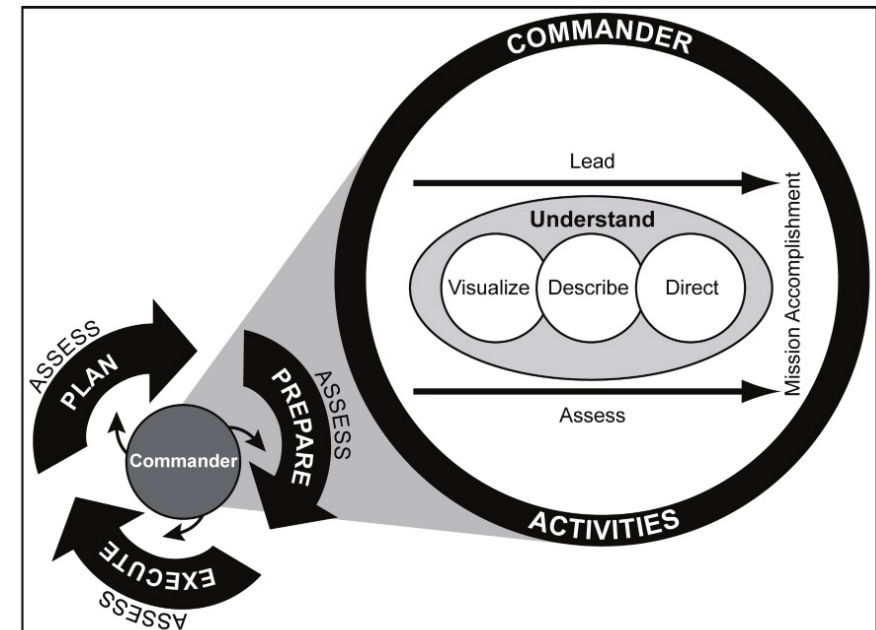
TTX's: the what and the why

TTX's are facilitated, 'what if' scenario-based discussion exercises for event teams to validate plans & procedures based on credible 'real world' incidents and risks which may occur during an event or concert.

- Team building
- Validates individual and team understanding / knowledge of people, processes, plans & systems
- Exercise decision making, communication protocols and reporting pathways during an incident
- An opportunity for new team members leverage the institutional memory & experience managing incidents
- Enhances integration & understanding across event team functions & with stakeholders
- Assurance – 'we got this'

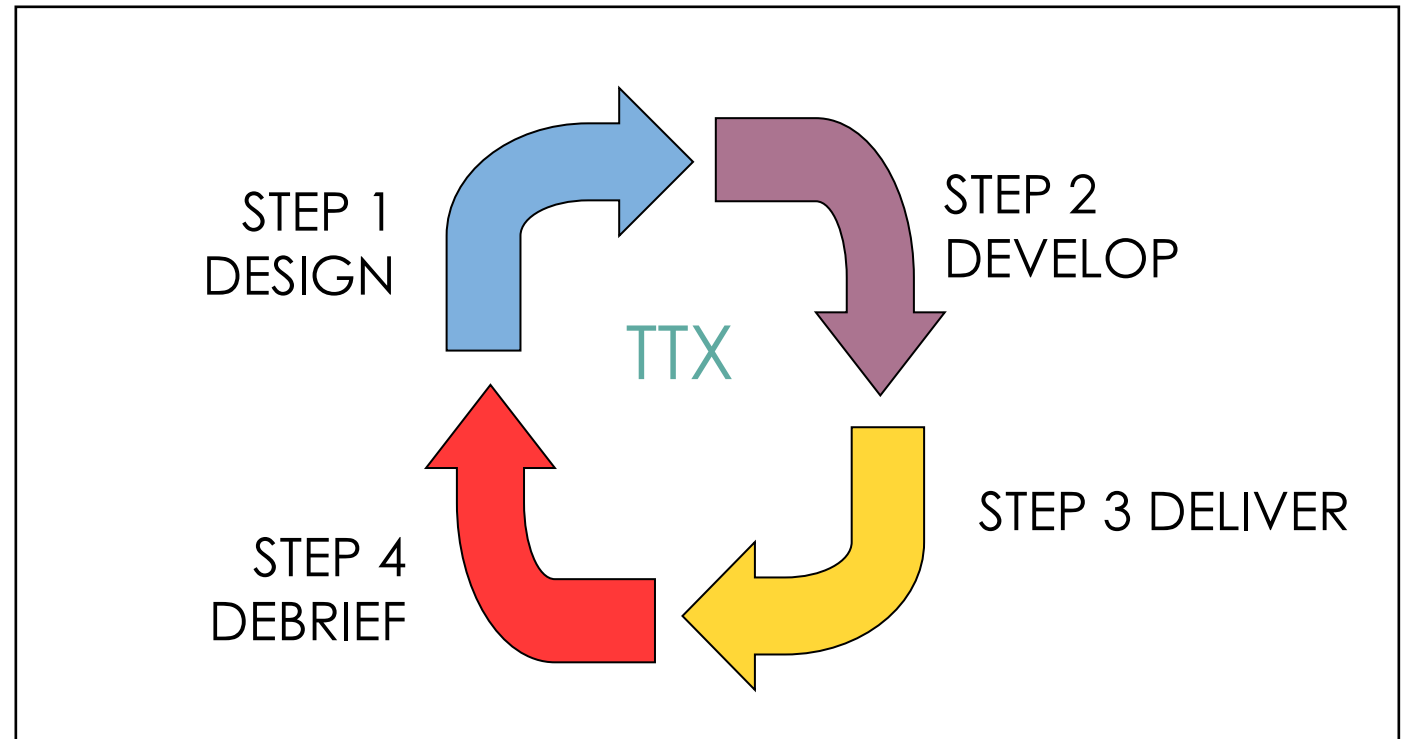


TTXs evolved from military concepts for operational preparedness & mission rehearsal

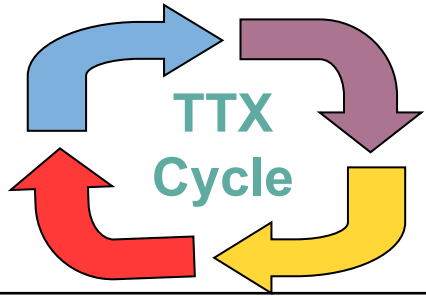




Event Readiness: TTX's in 4 easy steps



STEP 1 - DESIGN

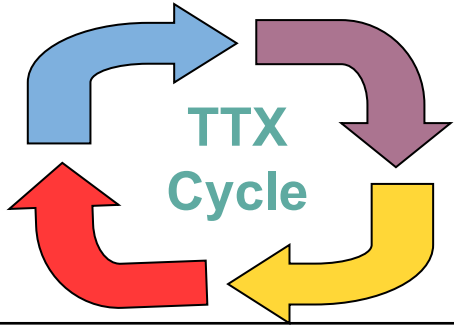


Step 1: Exercise Design

- ❑ Consider who needs to participate and availability
- ❑ Consider your team's level of operational /event 'maturity'
- ❑ Consider progression (confidence building) from simple to complex...walk....jog...run
- ❑ When – scheduling and timing
- ❑ Admin & logistics



STEP 2 - DEVELOP

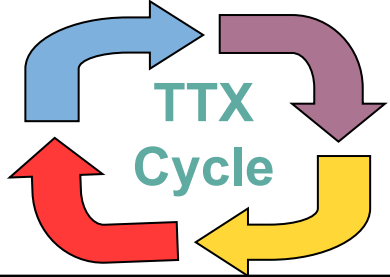


2.1 Developing your Play book scenarios

Considerations for scenario selection and development:

- Previous concert issues & incidents
- What keeps you up at night (the unknowns)?
- Will the scenario engage most of the participants ?
- Level of response required e.g. incident vs emergency [simple to complex]
- Decision-making and reporting thresholds

STEP 2 - DEVELOP



Examples of Risk-based Scenario Themes

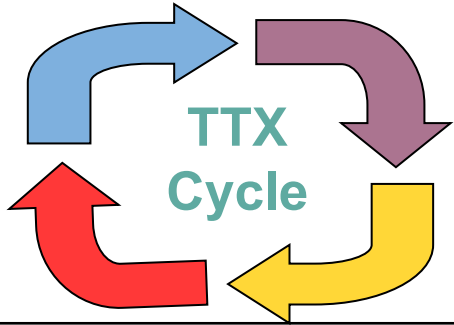
- Inappropriate attendee behavior
- Public safety incident
- Loss of power during a concert
- Overcrowding
- Severe weather warning
- Medical emergency
- Drone over concert

2.2 Developing your scenario statements

When drafting your what-if scenario, the following elements should be considered and included (where relevant) within your scenario:

- **When & Where** - date, time, location & any other relevant operational information (e.g. crowd size, weather forecast, issues during previous concerts etc) related to the scenario.
- **What has occurred** and what actions (if any) are underway?
- Describe any **impact on your concert / event operations & levels of service** ?
- **How** was the issue / incident **reported**
- **Who** has been **notified**?

STEP 3 - DELIVER



3.1 Delivering your TTX Playbook

Participants Brief: this is not a test!

To guide participation during the TTX, provide the following brief (rules of engagement to your team).

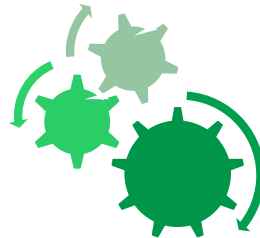
(1) Actively participate & ask questions



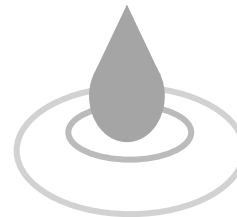
(2) Consider event plans, & procedures



(3) Consider stakeholders outside of your 'silo'



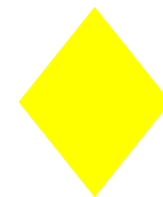
(4) What are the issues & impacts – upstream & downstream



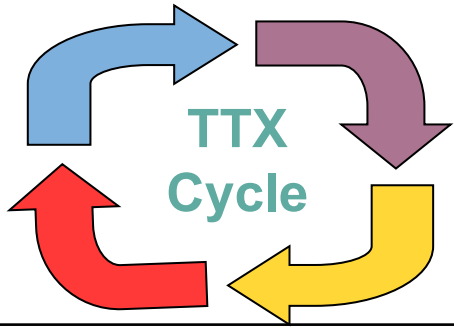
(5) How you will communicate – send & receive info



(6) Identify 'gaps & issues' for debrief 'hot wash-up'



STEP 3 - DELIVER



R

- RESPONSIBLE
- Who is/ will be doing this task?
- Who is assigned to work on this task?

A

- ACCOUNTABLE
- Who's head will roll if this goes wrong?
- Who has the authority to make the decision?

C

- CONSULTED
- Anyone who can tell me more about this task?
- Any stakeholders already identified?

I

- INFORMED
- Anyone whose work depends on this task?
- Who has to be kept updated about the process?

3.2 Playing out the scenario

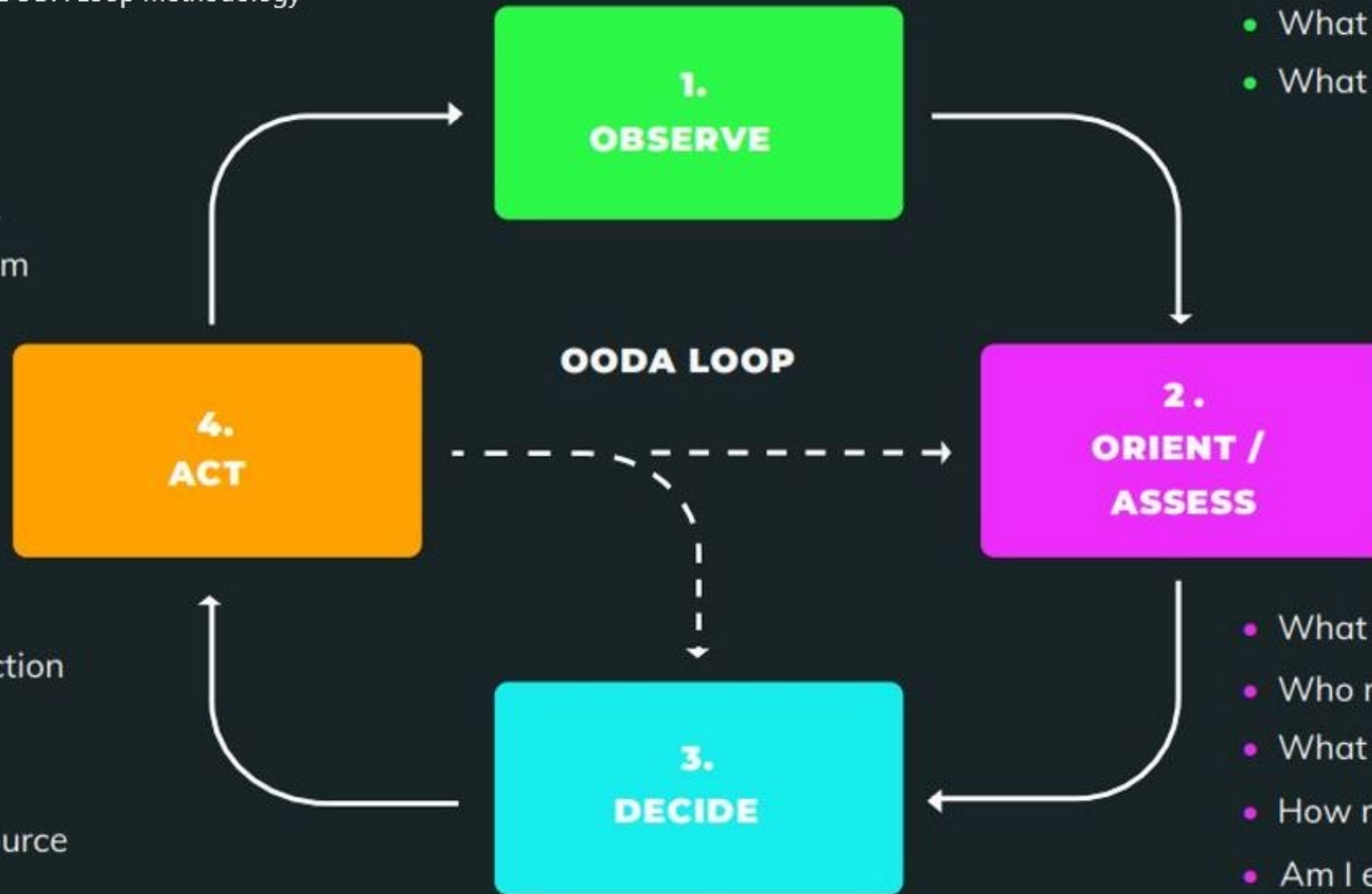
Playing out your scenarios and creating a participative environment for your team; after the scenario statement is briefed, the facilitator kicks off with lead-in questions to guide participant responses.

- How will you receive information on the incident & what is your role?
- What is the impact on the event team, attendees and concert production ?
- Who will you inform & how?
- What actions have to be taken first & how much time do you have?
- What do you think others are doing?
- What needs to be done & by when?
- Who is responsible for managing this issue / incident?

THE OODA LOOP: DECISION MAKING & 'WARGAMING' UNDER UNCERTAINTY

Adapted from COL John Boyd (1962) OODA Loop Methodology

- Execute the plan
- Brief & communicate
- Report & "close loops" - upstream & down stream

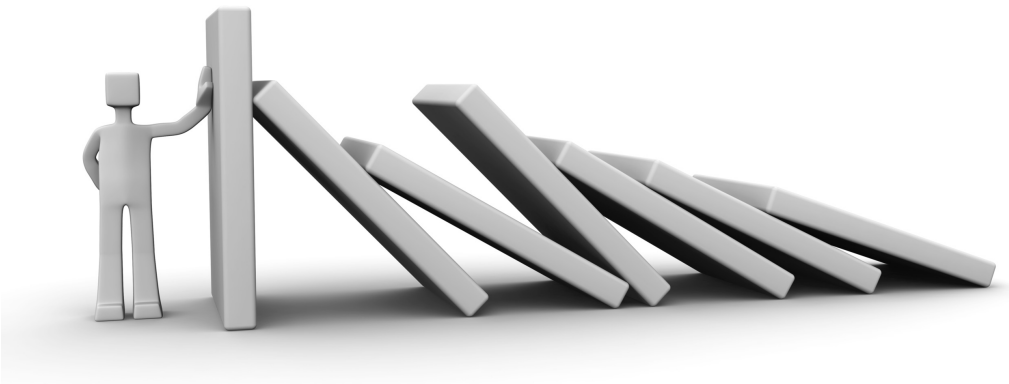


- What has happened?
- What do I know?

- Select best course of action
- Agree the plan (key stakeholders)
- Confirm support & resource requirements

- What is the mission impact?
- Who needs to know and what?
- What are the info gaps?
- How much time do I have?
- Am I empowered to act or escalate to the decision maker?
- Identify courses of action & 'wargame'

Breakout exercise: TTX scenario development

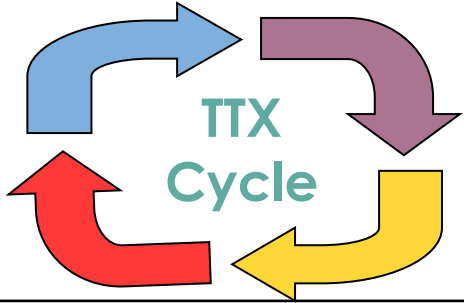


Dagmar will now allocate you to affinity break-outs (3 -4 attendees per room)

- You now have 10 mins with your team to develop a TTX 'what if' scenario for your concert.
- Consider any additional 'lead-in' questions to support your scenario delivery.

Don't forget to designate a team spokesperson to present your what-if scenario and summary of discussions.

STEP 4 - DEBRIEF



Step 4: Reflection: the debrief & hot wash-up checklist

- What went well – response & management of the incident?
- What could we do better?
- Were our plans, policies and procedures fit for purpose & well understood?
- Are our communication, reporting and escalation protocols effective?
- What were the key lessons that you identified - gaps & issue?
- What are the next steps and priorities (guidance from Executive Director)





Just in time training: building an Event Team culture of inclusiveness

- 'One team, one tent'- a shared purpose, cohesive team spirit and camaraderie [pre-concert team brief]
- Trust & inclusiveness
- Open & effective communication
- Defined roles & responsibilities
- Check-list based procedures [hand-out]
- Talk-through 2 -3 'what-if scenarios'
- Celebration of 'end of concert' success

Pre-Concert Team Brief Template

The purpose of a pre-concert team brief is to provide a structured approach to briefing and enhance information sharing with your team prior to the concert where possible you should also include public safety, security and vendors. The briefing points in this template can be further customized to meet the specific needs of your event/concert and your team. Don't forget to consider a quick debrief 'hot washup' at the end of concert with your team.

- **Concert / event overview**
 - Attendance
 - Artists
 - Layout & 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'
- **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

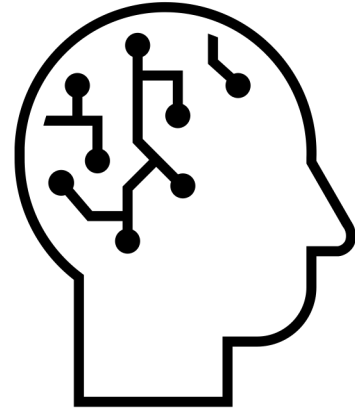
Key Take-aways

- The importance of team preparedness and resilience
- Training builds individual and team competence & confidence to respond to adverse events
- What-if scenario-based training is not resource intensive and can be delivered at any time

...resilience is the capacity to survive, adapt and flourish in the face of turbulent change and uncertainty...

John Fiksel





Questions ?



Resources & References

If you would like to delve deeper into the practice & science of event readiness and exercising, the following are a list of resources for reference – this is by no means meant to be an exhaustive list (also refer to the Levitt network ‘Event Safety Toolkit’ – forthcoming):

- FEMA Exercise and Preparedness Tools and Exercise Best Practice Guides: <https://www.fema.gov/emergency-managers/national-preparedness/exercises/tools#BestPractice>





Upcoming Levitt Network Trainings and Sessions

PUBLIC SAFETY & SECURITY TRAINING

TUESDAY, NOVEMBER 12 | 1PM ET / 10AM PT
Levitt Safety & Security Forum

EDI SPEAKER SERIES

TUESDAY, NOVEMBER 19 | 1PM ET / 10AM PT
Spinning Straw into Gold, Part II: Responding to Microaggressions

IN CONVERSATION: ARTIST ROSTERS AND BOOKING Q&A

TUESDAY, DECEMBER 3 | 1PM ET / 10AM PT
The Art of Making an Offer

Visit www.levitt.org/training for more information.



**Thank you for
joining us!**