# Event Safety & Security Essentials: Preparing for 2025
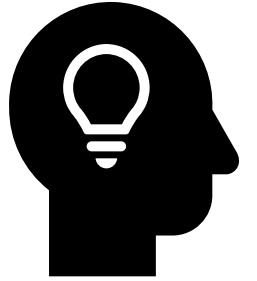
**PETER ASHWIN**
LEVITT NETWORK SAFETY & SECURITY CONSULTANT
January 16, 2025

# Session Overview

- Welcome

- Reflections:

  - 2024 Levitt network safety & security training journey

  - Observations & recommendations from the 2024 FOL & AMP onsite training & concert observations

- The Levitt Network Event Safety & Security Toolkit

  - The 'Transfer of Knowledge' resource library

  - The Levitt Network 'Event Safety & Security Pocket Guide'

- Discussion

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# Reflections: the 2024 Levitt network safety & security training journey

- The 2024 event safety and security training program
- After Action Review: FOL & AMP onsite training & concert reviews; summary of observations & recommendations:
  - Quick Wins
  - Near Horizon

# 2024 Training Program Summary of Activities

## Phase 1: Spring & Fall Training Series (8 x modules)

- April 16: Session #1 - Introduction to Event Risk Management Fundamentals
- April 30: Session #2 - Enhancing your team's security awareness
- May 15: Session #3 - Staying ahead of the storm
- May 28: Session #4 - Developing your event C3
- June 11: End of Spring Series training Forum #1
- August 6: Event Safety & Security Forum # 2
- September 17: Session #5 - Essential event first aid and responding to medical incidents
- October 1: Session #6 - Planning safe and inclusive concert series events
- October 15: Session #7 - Mitigating crowd safety risks
- October 29: Session #8 - Event readiness
- November 12: End of Training Series Forum #3

## Phase 2: Onsite Concert Safety & Security Reviews

- April 25-26: Arlington
- May 17-18: Denver
- May 30-31: SteelStacks
- June 5-6: Sioux Falls
- June 12-14: Gallup
- June 18-20: Dayton
- June 21-23: Los Angeles
- June 26-27: Colusa
- June 28-29: Carson City

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# Summary of After Action Review (AAR)'Quick Wins'

AAR 'quick wins' recommendations were provided to Levitt teams during the onsite visit program (informally), and as part of the post site visit AAR. Quick win recommendations provide the opportunity for FOL's and AMP grantees to adopt/implement suggested event safety and security enhancements for their concert series; pragmatic solutions which can be implemented relatively easily with limited impact on budget and staff time.

A summary of quick wins (7):

1) Explore opportunities for **first aid/'stop the bleed' training** with local Fire & EMS.

2) Conduct all team **pre-concert safety and security brief** (template provided).

3) **Add lids with 'donation' slots** for donation buckets for additional security.

4) **Create WhatsApp or text message groups** to connect with vendors and other production stakeholders to enhance communications (both routine and emergency) prior to and during the concert.

5) Procure/supply '**high vis', branded t-shirts or vest** to easily identify event staff and security.

6) ED or MC to **conduct pre-concert brief to audience/guests**, deliver a pre-scripted messages on house rules and event safety protocols.

7) **Conduct crowd counting** utilizing volunteers and clickers (known arrival routes) to enhance accuracy of crowd size estimates.

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# Summary of AAR Near Horizon Recommendations

Long-term recommendations which may require an incremental approach over time:

1) Consider **procurement of radios** to **enhance event team communications**.

2) Develop **event C3 & decision matrix** – radio allocation by assigned role, location/space and call signs

3) Develop **concert communications and escalation procedure** for event safety & security related incidents.

4) Implement process / procedure for **incident reporting**

5) 'Memorialize' institutional memory and knowledge into **actionable checklists for event incident/emergency response procedures.**

6) Transition existing 'text based' prohibited items signs to **bi-lingual, pictogram signage.**

7) Continue to **deliver first aid and CPR training for all staff and volunteers** and explore training opportunities **for 'stop the bleed' training** with local Fire & EMS Dept.

8) **Develop deeper relationships** with local public safety authorities and law enforcement.

# The Levitt Network Event Safety & Security Toolkit & Resource Library

This online knowledge library offers access to 2024 training sessions, industry guidelines, templates, and practical tips. It's a comprehensive resource for creating procedures, checklists, and training materials to ensure the safety and well-being of staff, volunteers, concert attendees, and community members.

**The Levitt Network Event Safety and Security Toolkit**

# Table of Contents

The toolkit consists of the Levitt Network Event Safety and Security Pocket Guide and five theme-based sections:

I.     Event Risk Management

II.    C3 – Command, Control, and Communications

III.   Event Safety

IV.    Event Security

V.     Event Team Readiness

Each section will include:

- Recorded training session from the 2024 training series (as applicable)

- Tools and templates

- Industry standards and guidelines

- References for further reading

- Online resources & links

Where possible and available, hyperlinks have been embedded to the respective resources.

# Section I: Event Risk Management

## 2024 Training Session

- Session #1 – [Introduction to Event Risk Management Fundamentals & Data-Driven Approaches to Managing Risk](#) (recorded session: April 16, 2024)

- Session #1 – [Introduction to Event Risk Management Fundamentals & Data-Driven Approaches to Managing Risk](#) (PPT)

## Tools and templates

- [Event Risk Management Framework](#)

## Industry standards and guidelines

- ISO 31000:2018 [Risk management – Guidelines](#) (purchase only)

- Dept. Homeland Security (2011). [Risk Management Fundamentals](#)

# Section I

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# Section I: Event Risk Management (cont.)

**References for further reading**

- Ashwin, P. (2020) 'The Influence of Risk Perception on Event Risk Management and Decision Making' in Shapiro, L. and Maras, M. (eds) *Encyclopedia of Security and Emergency Management*. Geneva: Springer Nature Switzerland.

- Berlonghi, A. (1990) *The Special Event Risk Management Manual*. Dana Point, CA: Bookmasters Inc.

- Nunes, R. (2018) *Risk Management at Public Events*. Unpublished Master's Thesis. University of Ontario Institute of Technology.

- Piekarz, M., Jenkins, I., and Mills, P. (2015) *Risk and Safety Management in the Leisure, Events, Tourism and Sports Industries.* Oxfordshire: CAB International Inc.

- Tarlow, P. (2002) *Event Risk Management and Safety*. New York: John Wiley and Sons Inc.

- Wynn-Moylan, P. (2018) *Risk and Hazard Management for Festivals and Events*. New York: Rutledge.

**Section I**

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## Section II: C3 - Command, Control, and Communications

**2024 Training Session**

- Session#4: [Developing Your Event C3 (Command, Control, and Communication) Plan](recorded session: May 28, 2024)

- Session#4: [Developing Your Event C3 (Command, Control, and Communication) Plan](PPT)

**Tools and templates**

- [C3, Radio and Callsigns Matrix](#)

- [Incident Report Template](#)

- [Pre-Concert Team Brief Template](#)

# Section II

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## Section II: C3 - Command, Control and Communications (cont.)

**References for further reading**

- Ch. 6 - Communications (pp.76-84): Event Safety Alliance (2014) The Event Safety Guide

- 4.3.6 Incident Reporting (p.17): ESTA and ESA (2020) ANSI ES1.9-2020 Crowd Management

- Ch. 5 - Communication (p.5) ESTA and ESA (2021) ANSI 1.7-2021 Severe Weather and Preparedness

- FEMA (2017) National Incident Management System

# Section II

## Section III: Event Safety

**2024 Training Sessions**

- Severe Weather & Evacuation Planning
  - Session#3: [Staying ahead of the Storm Front: Planning for Severe Weather Events](#) (recorded session: May 14, 2024)
  - Session#3: [Staying ahead of the Storm Front: Planning for Severe Weather Events](#) (PPT)
- First Aid & Medical Incidents
  - Session# 5: [Essential Event First Aid & Responding to Medical Incidents](#) (recorded session: Sept. 17, 2024)
  - Session# 5: [Essential Event First Aid & Responding to Medical Incidents](#) (PPT)
- Crowd Management
  - Session# 7: [Mitigating Crowd Safety Risks](#) (recorded session: Oct. 15, 2024)
  - Session# 7: [Mitigating Crowd Safety Risks](#) (PPT)

**Tools and templates**

- [Emergency Response Procedure (ERP) – Medical Emergency](#)
- [FEMA: Stop the Bleed - applying a tourniquet](#)

# Section III

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# Section III: Event Safety (cont.)

**Industry standards and guidelines**

- ESTA and ESA (2020) ANSI ES1.9-2020 Crowd Management
- ESTA and ESA (2021) ANSI 1.7-2021 Event Safety Requirements – Weather Preparedness

**References for further reading**

- Event Safety Alliance (2014) The Event Safety Guide
  - Ch. 3 - Major Incident (Emergency) Planning (pp. 26-34)
  - Ch. 5 - Medical, Ambulance and First Aid Management (pp. 62-75)
  - Ch. 9 - Crowd Management (pp.103-117)
- Australian Institute for Disaster Resilience (2018) Handbook 15: Safe and Healthy Places
  - Ch. 6 - Crowd management and security measures (pp.49-57)
- DHS (2011) Protective Measures Guide for the US Outdoor Venues Industry
  - Ch. 4 - 13 Special Considerations – Hazardous Weather (pp.43-44)

**Section III**

## Section IV: Event Security

### 2024 Training Sessions

- Session #2: [Enhancing Your Team's Security Awareness](#) (recorded session: April 30, 2024)

- Session #2: [Enhancing Your Team's Security Awareness](#) (PPT)

- Session # 6: [Planning Safe & Inclusive Concert Series Events](#) (recorded session: Oct. 1, 2024)

- Session # 6: [Planning Safe & Inclusive Concert Series Events](#) (PPT)

### Tools and templates

- [CISA Bomb Threat Guide](#)

- [CISA Active Shooter Guide](#)

- [CISA HOT Protocol – Suspicious or Unattended](#)

# Section IV

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# Section IV: Event Security (cont.)

**Industry standards and guidelines**

- [ESTA and ESA (2023) ANSI ES1.40: Event Safety – Event Security](#)
- [DHS (2024) Venue Guide for Security Considerations](#)
- [DHS (2011) Protective Measures Guide for the U.S. Outdoor Venues Industry](#)

**References for further reading**

- [Australian Institute for Disaster Resilience (2018) Handbook 15: Safe and Healthy Places](#)
  - Ch. 6 - Crowd management and security measures (pp.49-57)
- [ProtectUK Security Incident Procedures](#)

# Section IV

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# Section V: Event Team Readiness

**2024 Training Session**

- Session # 8: [Event Readiness: building team confidence and resilience to adverse events](#) (recorded session: Oct. 29, 2024)
- Session # 8: [Event Readiness: building team confidence and resilience to adverse events](#) (PPT)

**Tools and templates**

- [Risk-based training: What-if Scenario template](#)

**References for further reading**

- [Australian Institute for Disaster Resilience (2018) Handbook 15: Safe and Healthy Places](#)
  - Ch. 3 - Incident and Emergency Planning (pp. 23-32).

# Section V

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…Preparedness and resilience are not merely actions; they are attitudes. Success begins with a mindset ready to adapt, overcome, and thrive…

-Unknown

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# Levitt Network

## Event Safety & Security Pocket Guide

December 7, 2024
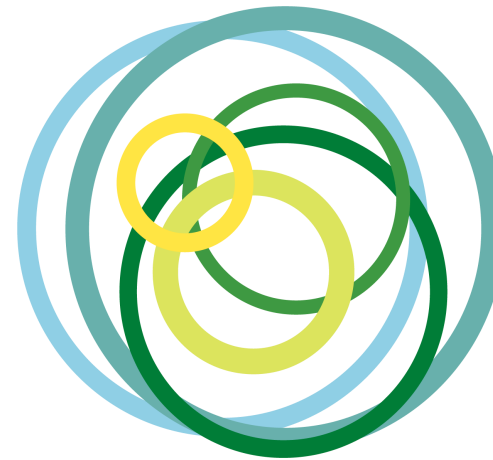
# Event Safety & Security Pocket Guide

The Levitt Network Event Safety and Security Pocket Guide has been developed to serve as a resource for Levitt teams who may not have documented procedures and protocols, and for those teams with existing event documentation, the opportunity to benchmark existing procedures and practices to the pocket guide against current industry approaches.

The pocket guide is a flexible resource which can be utilized in many different ways, including but not limited to:

- The **foundation from which to develop** event safety and security procedures, protocols and checklists.

- **'On-the-go ready reference'** for event staff during the concert series whether in credential pocket sleeve or as part of a digital toolkit to enhance team awareness understanding of event protocols and practices.

- **Event team training resource** for new event staff, vendors and other external stakeholders including private security, EMS staff and police.

Link: Levitt Network Event Safety & Security Pocket Guide

# The Event Safety & Security Pocket Guide

This adaptable guide helps Levitt grantees establish or enhance their safety and security protocols. Whether you're starting from scratch or benchmarking against industry standards, the guide is designed to be flexible and customizable to meet your specific needs.

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# How to use the Pocket Guide

1) **Foundation** for your **concert safety & security plan / 'playbook'**

2) **Training tool**: incorporate into event team training sessions to familiarize staff, contractors and volunteers with event safety & security concepts and procedures.

3) **On the go 'ready reference guide' for event staff** during the concert series (digital/booklet):

   - **Enhance event team understanding** of concert protocols and procedures

   - **Actionable checklists** for responding to incidents

# Table of Contents

# Table of Contents (cont.)

# Levitt AMP/VIBE/BLOC

## Event Safety & Security Playbook

Last revised: January 16, 2025

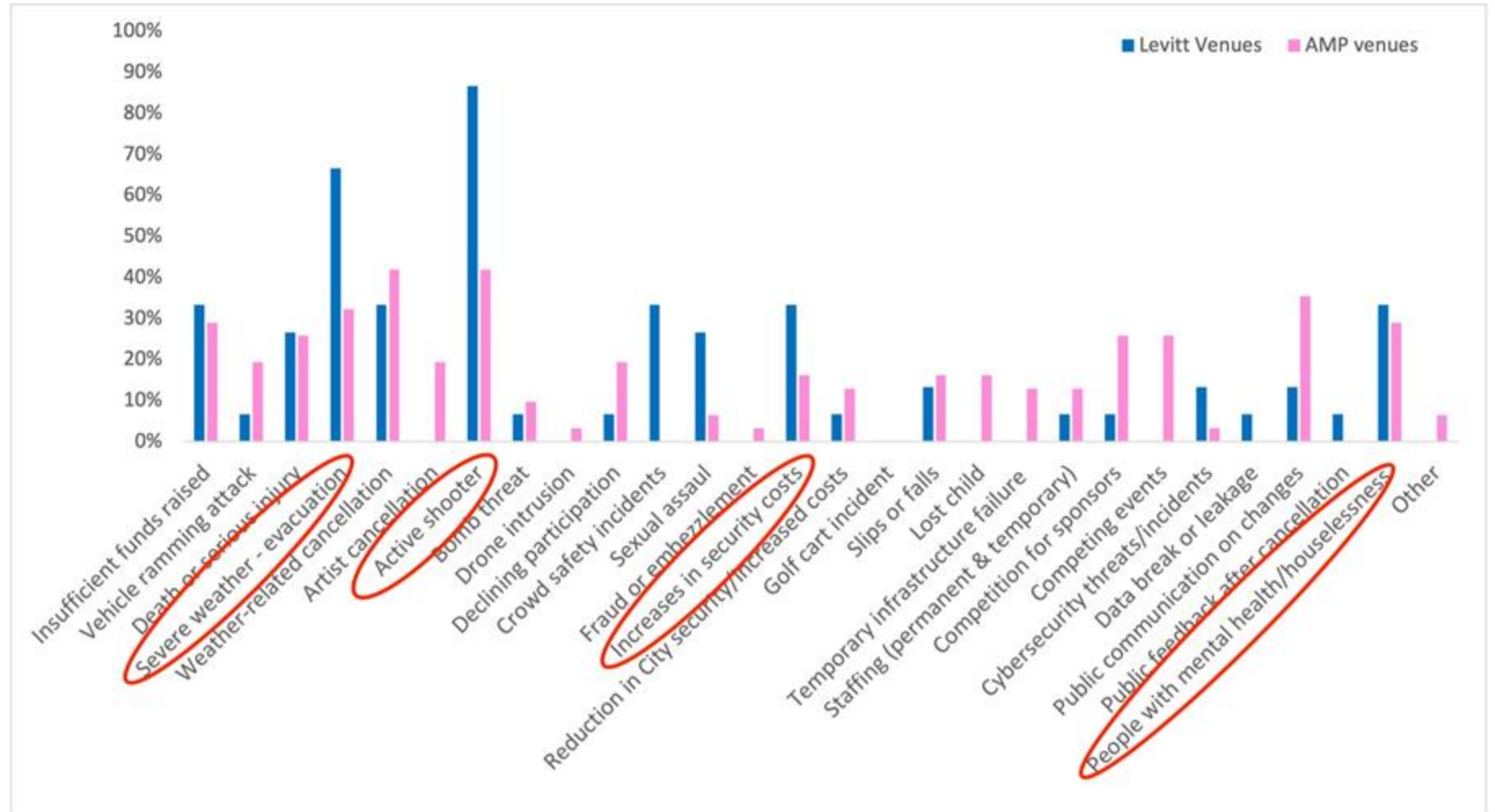Adaptation: a risk-based approach to developing your Concert Safety & Security 'Playbook'

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# 2024 Levitt network Comparative Risk Analysis

**Levitt network top 5 risks**

1. Active shooter

2. Severe weather triggers evacuation

3. Concert cancellation (weather related)

4. People experiencing houselessness or people with mental health conditions

5. Funds raised do not meet budgeted expenses

**Most frequent incidents**

1. Concert cancellation - severe weather related

2. Concert evacuation - Severe weather

3. Communicating sudden change of plans to the public

4. Engaging people experiencing houselessness or people with mental health conditions

5. Artist cancellation



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FINAL REPORT
February 22, 2024

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# Table of Contents

**Overview**

- Draft narrative describing the 'concept of operations' for your concert series: who, what, when, how & why

**C3 & Situational Awareness (3)**

- Pre-concert team brief & readiness checklist
- C3, Radio and Callsigns Matrix (refer to Session # 4: Developing your Concert C3 plan)
- Public announcements & messaging (pre-scripted)

**Safety & Security Procedures/Incident Response Checklists (5)**

- De-escalation protocol for disruptive guest/s
- Suspicious behavior 'see something , say something'
- Concert evacuation checklist
- Responding to a medical incident
- Unattended / suspicious Items
- Active assailant/shooter protocol

**Concert Reports (2)**

- Public safety incident reporting checklist 'ETHANE' – **e**xact location, **t**ype of incident, **h**azards, **a**ccess, **n**umber of **c**asualties, **e**mergency services
- Concert/incident debrief checklist

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# Discussion

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

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# Thank you for joining us!