



# Event Safety & Security Essentials: your 2026 Concert Series 'Tune-up'

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# Welcome & Introductions



# Session Agenda

- 2025 Reflections: the Levitt network Grantee (AMP & VIBE) safety & security onsite training and concert reviews
  - Pillars of Success
  - Event Risk Matrix
  - Summary of observations & recommendations
- Refresher: the Levitt Network Event Safety & Security Toolkit
  - The 'Transfer of Knowledge' resource library
  - The Levitt Network 'Event Safety & Security Pocket Guide'v2.0
- Industry Trends 2025: Security Risks & Threats
- Open Forum & Discussion
- Closing Remarks



# Reflections: the 2025 Levitt network Grantee safety & security training & onsite concert reviews

- Training Program
- The Pillars of Success
- Event Risk Matrices
- Summary of Recommendations: Quick Wins & Near Horizon

# Levitt network Onsite Reviews 2024 - 2025

## 2024 (x9)

### Levitt Venues

- Arlington, TX
- SteelStacks, PA
- Los Angeles, CA
- Sioux Falls, SD
- Dayton, OH
- Denver, CO

### Levitt AMP

- Gallup, NM
- Colusa, CA
- Carson City, NV

## 2025 (x5)

### Levitt AMP

- Whitesburg, KY
- Valdosta, GA
- Shenandoah Junction, WV
- St. Johnsbury, VT

### Levitt VIBE<sup>2</sup>

- Indianapolis, IN



<sup>1</sup> Amplify Music Places

<sup>2</sup> Vibrant Inclusive Beats for Everyone

# Levitt AMP St. Johnsbury: Safety & Security Training

July 26, 2025 | 2.00 pm-4.00pm



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

# Training Session Overview | 2.00-4.00pm: Sat, July 26, 2025.

## I. Event Risk Management Essentials (approx. 50 mins)

- **The Why:** Levitt AMP Music Series Pillars of Success
  - Discussion Exercise # 1: What are your Levitt AMP music series 'pillars of success'? What defines success for the concert series. *[Outcome: Levitt AMP St. Johnsbury Music Series Pillars of Success Matrix – a target of 5 pillars is suggested].*
- **Refresher brief:** The Fundamentals of Event Risk Management
  - Discussion Exercise # 2: 'What keeps you up at night' – identifying your event related risks to the Levitt AMP Concert Series – Dog Mountain and Downtown St. Johnsbury events. *[Outcome: a draft Levitt AMP St. Johnsbury Music Series Risk Matrix: 10 – 15 risks are typically identified and documented].*

## II. Break (10mins)

## III: Focus /Discussion Topics (50 mins)

- **Emergency response procedures (ERP)**- Dog Mountain and Downtown concert sites:
  - **Event C3** – Command, Control & Communications
  - **The Power of Hello**
  - **Emergency Response Procedures (ERP) – Severe Weather**
    - Crowd management principles & evacuation planning for adverse events
    - Severe weather planning & preparedness
  - **Customizing the Levitt network safety & security pocket guide** for your concert series / other tools & resources
  - **Safety & security training** for staff & volunteers

## IV. Wrap-up & Questions (10 mins)



# The Why: your Levitt Concert Series 'Pillars of Success'

'Pillars of Success' or otherwise referred to as 'critical success factors' are those essential elements or factors which should be successfully delivered to achieve your objectives, mission, and/or performance goals for your Levitt music series/event programming.

# Benchmarking Levitt network 'Pillars of Success'

- 1) Growth in attendance – **increasing diversity**, seeing new faces & the 'regulars' who return every week to the lawn.
- 2) Deliver an **attendee experience which amplifies a community 'buzz' & positivity** which draws more of our community to the lawn.
- 3) Provide a **safe and inclusive experience** for all concert attendees.
- 4) Deliver **high quality programming (music & artists)** and production which resonates with & **brings our community together**.
- 5) Enhance financial resilience through sponsorship, funding & local govt. support to **ensure our long-term sustainability to bring free music to our community**.

- 1) **Attendance** – building an audience, diversity, multi-generational, bringing the community together. Growth. Curiosity in music genre, trust in programming.
- 2) Enhancing Levitt's and our **brand & reputation**.
- 3) **Unifying force for the county/community** – coming together, no barrier, Creating the 3<sup>rd</sup> space.
- 4) **Quality of guest experience** on the lawn – volunteer base, staff , production, amazing talent
- 5) Engagement & volunteers / **mission & values**.
- 6) **Safe, secure** & welcoming environment.

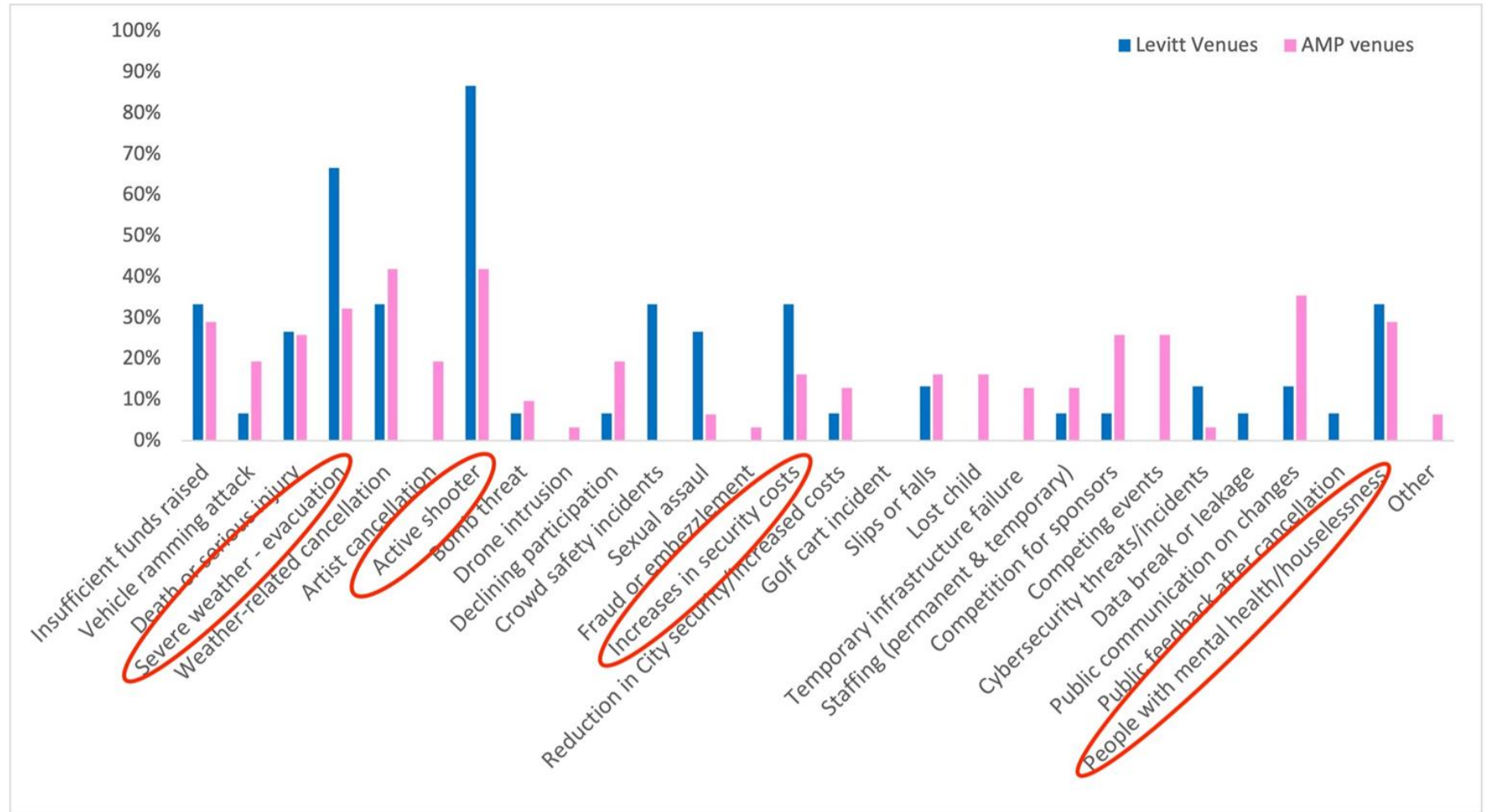
- 1) **Accessibility**
  - a welcoming and inviting venue and concert series for all.
  - Multi-generational families on the lawn.
- 2) **Quality of Production & Guest Experience :**
  - Access to high quality program & diversity in music genre.
  - Safe and inclusive space
  - Returning families
  - Connection to guest & the audience
- 3) **Artists experience & 'benefit'**
- 4) **Growth & diversity on the lawn**
- 5) **Enhancing community health**
- 6) **Sponsor contributions & long-term financial sustainability**

So what keeps the  
Levitt network Grantee's  
'up at night'?



# 2023 Survey: Levitt Grantee Top 5 risks/concerns

- **Active shooter threats**
- **severe weather-related** incidents & concert cancellations (73%)
- **Interactions with people without housing / mental health issues** at the venue/AMP site
- **Public communications:** communicating sudden programming changes to the public & adverse reactions from the public
- **Insufficient funds:** sponsors & donors



■ Levitt Venues ■ AMP Sites

# Risk vs Reality: Levitt network & Industry trend analysis

## Levitt network top 5 risks

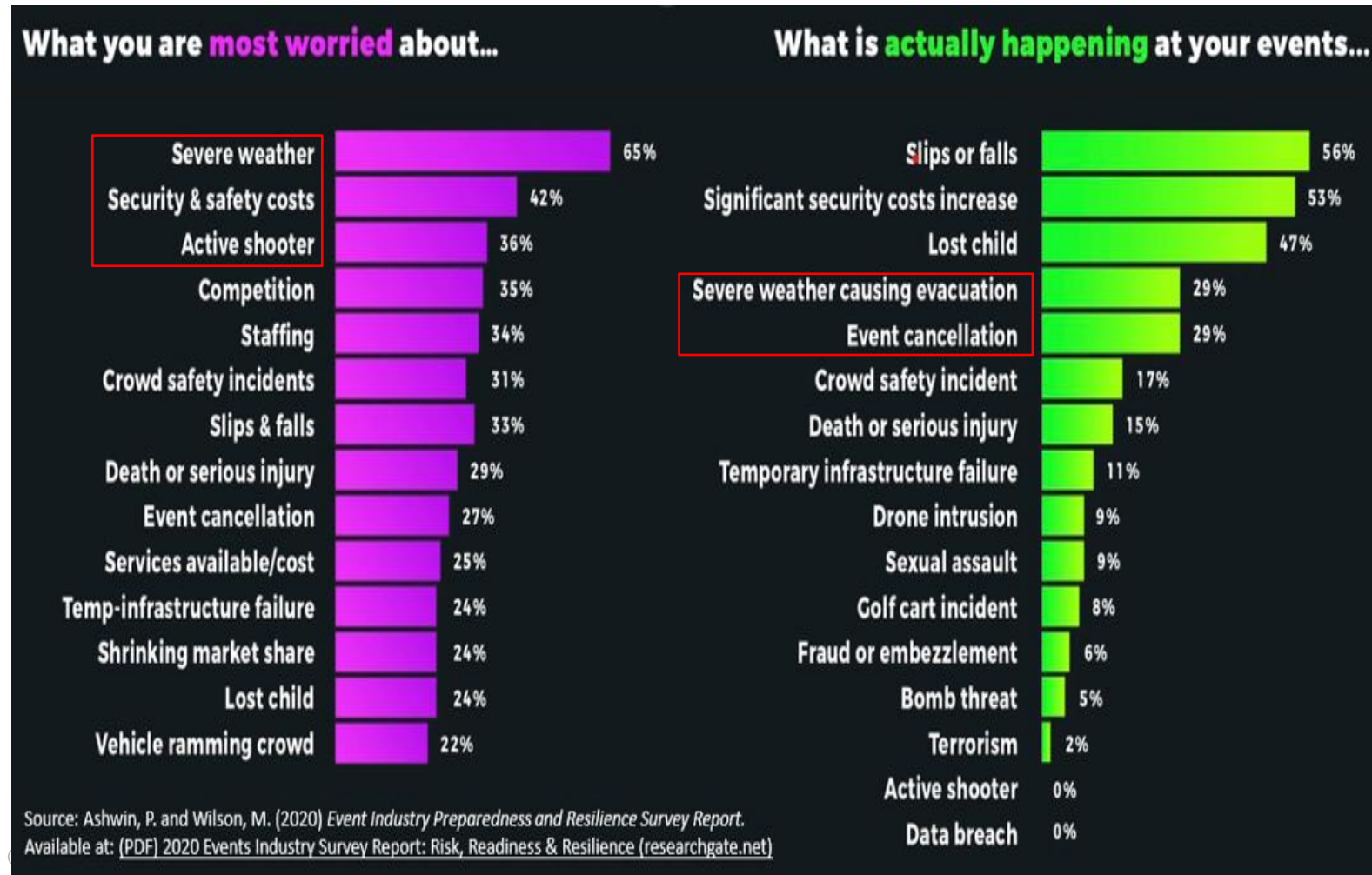
1. Active shooter
2. Severe weather triggers evacuation
3. Concert cancellation (weather related)
4. People experiencing homelessness or people with mental health conditions
5. Funds raised do not meet budgeted expenses

## Most frequent incidents

1. Concert cancellation - severe weather related
2. Communicating sudden change of plans to the public
3. Engaging people experiencing homelessness or people with mental health conditions
4. Artist cancellation
5. Severe weather triggers evacuation

## Comparative 2019 industry global perspectives

- 160 respondents
- 79% outdoor events (127)
- Europe, North America, Australasia
- 23 % < 2,500 attendees (37)



# 2025: Levitt AMP Concert Series Risks

1. **Poor attendance**
2. **Artist no show** / late notice cancellation
3. **Music programming does not resonate** with the community
4. **F&B vendor/ truck no show or cancellation** within 5 days of concert (e.g. perceived opportunity to make more money at another location)
5. **Disruptive guest behavior** impacting guest experience on the lawn (alcohol related or behavior related)
6. **Guest/s fixated behavior** in relation to performing artist/s (personal safety risk)
7. **Severe weather** events
  - Heat
  - Cold (early spring concerts)
  - Thunderstorms & hurricanes
8. **Guest experiencing an adverse mental health episode** on the lawn during a concert, potential for harm to staff / Alcohol related disruptive behavior by an attendee/s during an event or concert.
9. **Lack of event parking and/ or ineffective traffic management resulting** in a negative 1<sup>st</sup> touch point experience for attendees.
10. **Active shooter** – in vicinity of the concert or the venue
11. **Vehicle drives through street closure 'barriers'** (distracted / impaired driver more likely than a malicious actor, use of vehicle as a weapon).
12. **Public disturbance** / fighting between guests
13. **Air quality issues** due to local/regional wildfires.
14. **ICE raid and/or other immigration law enforcement related activity** resulting in arrests & detention of local community and/or staff and volunteers.
15. **Suspension and/or loss of liquor license** due to violations / non-compliance with ABCA.
16. **Guest slip, trip and/or fall injury** due to uneven surfaces, wet conditions compounded by the undulating nature of the venue site.
17. **Missing or separated minor** from their parent /guardian.

# 5 questions to inform your concert series event risk identification & analysis

- 1) What could happen (**go wrong**)?
- 2) What would **cause** it to happen?
- 3) How **likely** is it to occur?
- 4) What are the potential **consequences/impact** ?
- 5) How can we **reduce the likelihood** of the risk & if it occurs, how can we **reduce the severity** of impact/harm (consequences)?



Kaplan, S. and Garrick, B. (1981) 'On the Quantitative Definition of Risk', *Risk Analysis*, 1, pp.11-27.



# AAR Quick Wins & Near Horizon Recommendations

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

John Fiksel



# 'Quick Wins' & Near Horizon Recommendations

**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 Levitt 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.

**Near Horizon recommendations** - recommendations which may require an incremental approach over time.



# Quick Wins

- 1) Explore opportunities for **first aid/'stop the bleed' training** with local Fire & EMS.
- 2) Conduct all team **pre-concert safety and security brief**.
- 3) **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.
- 4) Procure/supply '**high vis**', **branded t-shirts or vest** to easily identify event staff and security.
- 5) ED or MC to **conduct pre-concert brief to audience/guests**, deliver a pre-scripted messages on house rules and event safety protocols.
- 6) **Conduct crowd counting** utilizing volunteers and clickers (known arrival routes) to enhance accuracy of crowd size estimates.



# Near Horizon Recommendations

- 1) Consider **procurement of radios** to **enhance event team communications**.
- 2) Develop **concert communications and escalation procedure** for event safety & security related incidents.
- 3) Implement process / procedure for **incident reporting**
- 4) 'Memorialize' institutional memory and knowledge into **actionable checklists for event incident/emergency response procedures**.
- 5) Transition existing 'text based' prohibited items signs to **bi-lingual, pictogram signage**.
- 6) 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.
- 7) **Develop deeper relationships** with local public safety authorities and law enforcement.





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

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The **Levitt network knowledge library** offers access to 2024/2025 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

## 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: 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: Routledge.

## Section I

# Section II

## 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: 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

## 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

## 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 IV

## 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

## 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 V

## 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).



# Levitt network

## Event Safety & Security Pocket Guide

v2.0  
2026



# 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](#)



# How to use the Pocket Guide !

- 1) **Foundation** for your **concert series safety & security plan / 'playbook'**
- 2) **Training resource:** 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

## 1.0 Event Risk Assessment

### 1.1 Event risk matrix

## 2.0 Event C3 – Command, Control & Communications

### 2.1 Event C3 and concert stakeholder analysis

### 2.2 Decision-making guide: the OODA loop

### 2.3 Event messaging and announcements

### 2.4 Pre-scripted concert announcements

### 2.5 How to communicate to attendees during an incident: the DEER model

### 2.6 Event communications and radio protocols

### 2.7 Phonetic alphabet

### 2.8 The power of signage

## 3.0 Event Safety

### 3.1 Pre-concert team brief checklist

### 3.2 Post concert 'hot washup' debrief

### 3.3 Incident reporting checklist: 'ETHANE'

# Event Safety & Security Pocket Guide v2.0 2026



# Table of Contents (cont.)

## 3.0 Event Safety (Cont.)

### 3.4 De-escalation techniques for event staff

### 3.5 First aid response checklist and Stop the Bleed

### 3.6 Concert evacuation

### 3.7 Concert evacuation checklist

### 3.8 Severe weather

## 4.0 Event Security

### 4.1 Escalation protocol for event teams

### 4.2 The power of hello: evaluating & reporting suspicious behaviors

### 4.3 HOT protocol: unattended and suspicious items

### 4.4 Active Shooter response guidelines

## 5.0 Glossary of Terms



# Event Industry Ecosystem: 2025 Security Risk Trends



Severe weather & event cancellations



Unauthorized UAVs / drones intrusion into festival / venue airspace



Firearm related incidents in the vicinity of public celebrations, events & parades



Vehicle as a weapon attacks (malicious threat actor) / vehicle impacts into unprotected crowded spaces (non-malicious)



Cyber-criminal ransomware attacks and ticketing fraud

# 2025 Trends: Security Threats & Incidents

# Open Forum & Questions





Thank you for  
joining us!