



AFFINITY GROUP BREAKOUT

Insights from the Levitt Network's Safety & Security Assessment: A Holistic Approach to Risk Mitigation

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Levitt Network Event Safety, Security and Resilience Project

Exploratory Needs Assessment Survey Findings

2024 Levitt National Convening

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Yesterday's Incident is Tomorrow's Risk™



Overview

- Levitt network event safety, security and resilience project
- Exploratory needs assessment survey
- Research survey responses: key findings and themes
 - Event risk management
 - Event team mission readiness
 - Safety and security planning maturity
 - Relationships with local law enforcement
 - Training needs analysis
- Next steps & priorities for 2024

Levitt Network Event Safety, Security & Resilience Project

- Benchmark/baseline current safety and security, risk management and emergency preparedness practices across the Levitt network
- Conduct exploratory needs assessment survey
- Identify future training and capability development needs
- Develop safety, security and resilience strategy for Levitt network for implementation over 2024-2025



Levitt Network Event Safety, Security & Resilience Project 2023-2025

Project Sponsor

- Levitt Foundation & Performing Arts Readiness

Project Delivery Team (ERMS)

- Peter Ashwin, Principal
- Mel Wilson, Senior Consultant

Levitt Public Safety Steering Committee

- Provide support, guidance, and feedback to ensure that the event safety, security and emergency preparedness resources developed for and provided to the Levitt network are relevant and purposeful for the network
- Represented by: Levitt Foundation, ERMS, FOLs (5) and AMP grantees (4)

Research Design

Survey Questionnaire

- 66 questions, categorized into 7 themes
- 2-week response window (December 2023)
- average completion time – 25 mins
- 47 survey responses
- SurveyMonkey dataset exported & coded into MS Excel
- Comparative data analysis – Levitt network, Levitt venues & AMP sites

Post Survey 'one on one' interviews

- 16 targeted 'one on one' post survey interviews (45 - 60 mins)
- 6 Levitt venues (FOLs) and 10 AMP grantees
- Explored key themes identified from the survey

*...the questions in this survey were very insightful to what needs to be considered as we develop our safety & security, risk management and emergency preparedness plans...
AMP grantee respondent*

2023 Research Survey Key Findings

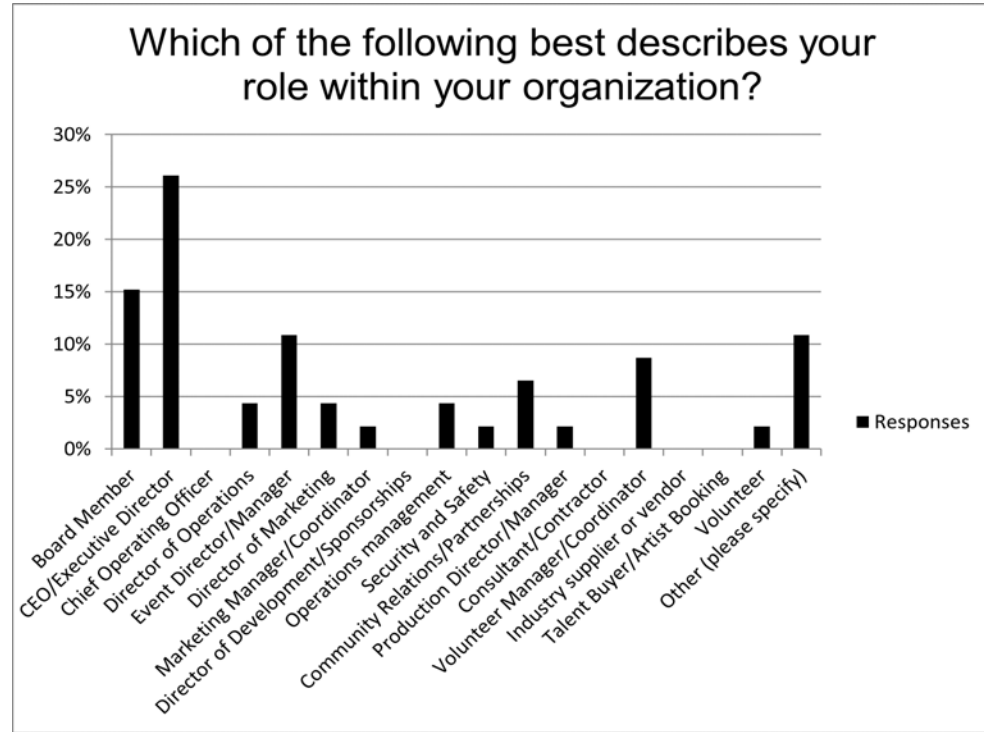


...thank you for conducting this survey. More than anything, it has opened my eyes to where my team needs more training and preparation...

AMP grantee respondent

Survey respondents' profile

- 47 respondents
 - Levitt venues - 15
 - AMP sites - 32
- 40% - CEOs/board members
- 10.6% - event directors
- 39.4% - operational management roles
- Most Levitt network event teams have a full-time staff of 5 or less



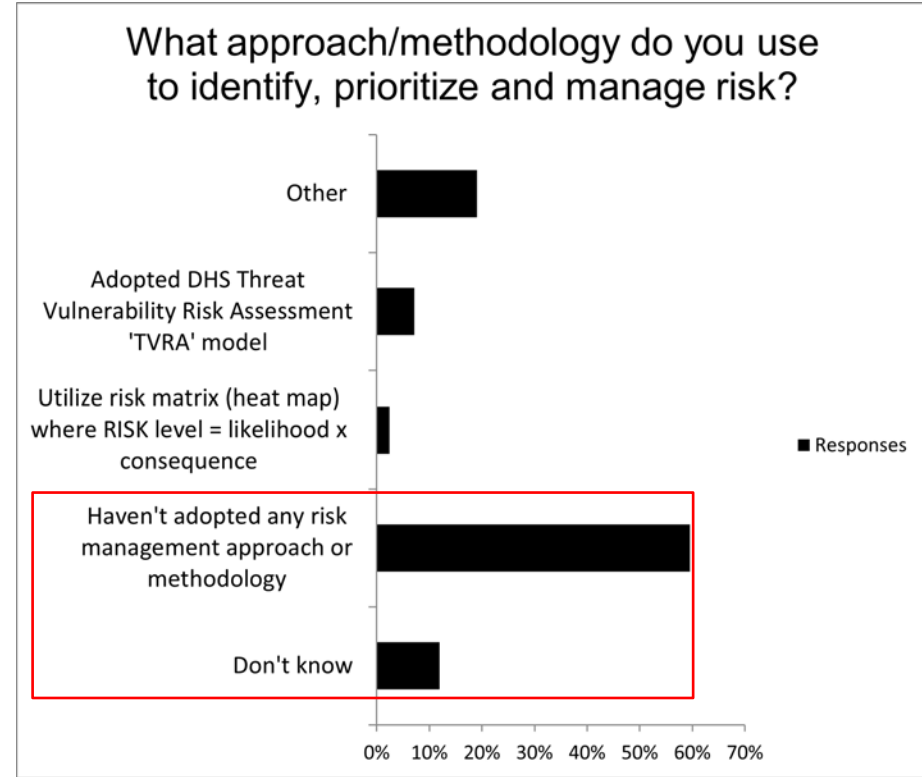
Caveat. Data points from responses have the potential to be skewed when the responses from FOLs and AMP grantees are combined into one dataset; it's assumed that there was one response per AMP site as compared to multiple FOL responses from each venue.

Event risk management

Observations

- FOLs and AMP grantees demonstrated a high level of awareness of risk associated with their concert series
- 72% indicated limited knowledge of risk management processes
- Risks are embedded in 'institutional memory' but not documented
- Knowledge and resources are a barrier to development of risk management plans

Risk management decision matrix



Levitt network responses

Risk vs Reality: 5-year trend analysis

Levitt network top 5 risks

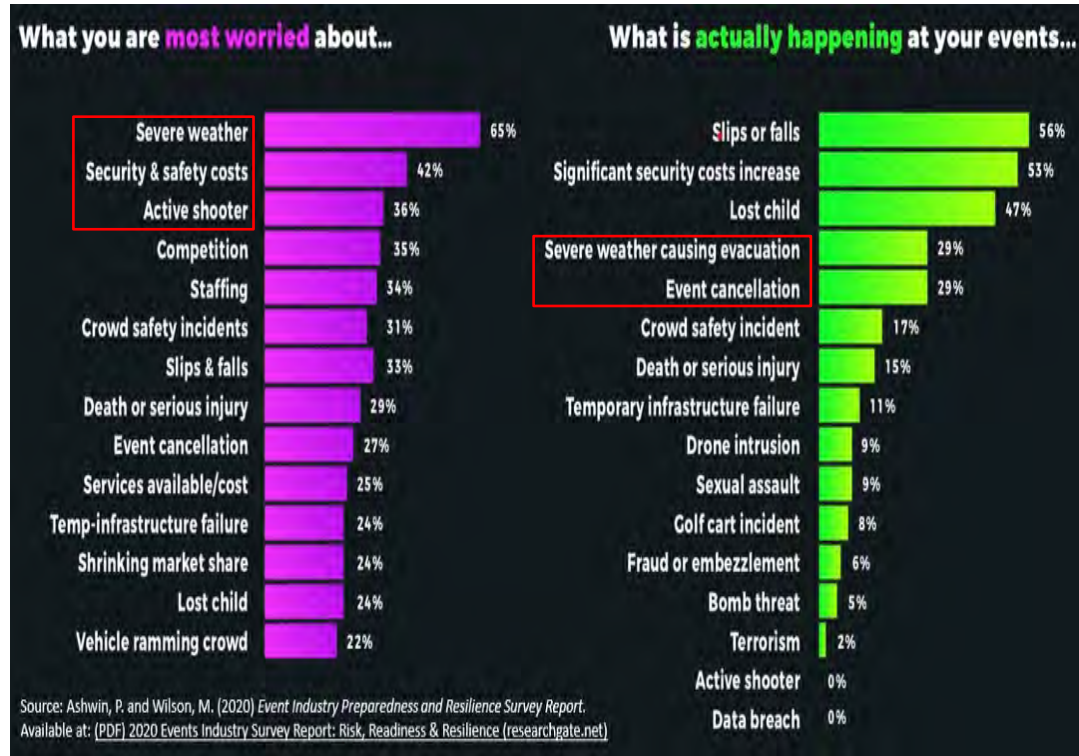
- 1.Active shooter
- 2.Severe weather triggers evacuation
- 3.Concert cancellation (weather related)
- 4.People experiencing houselessness or people with mental health conditions
- 5.Funds raised do not meet budgeted expenses

Most frequent incidents

- 1.Concert cancellation - severe weather related
- 2.Communicating sudden change of plans to the public
- 3.Engaging people experiencing houselessness 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)



Are you mission-ready and resilient?

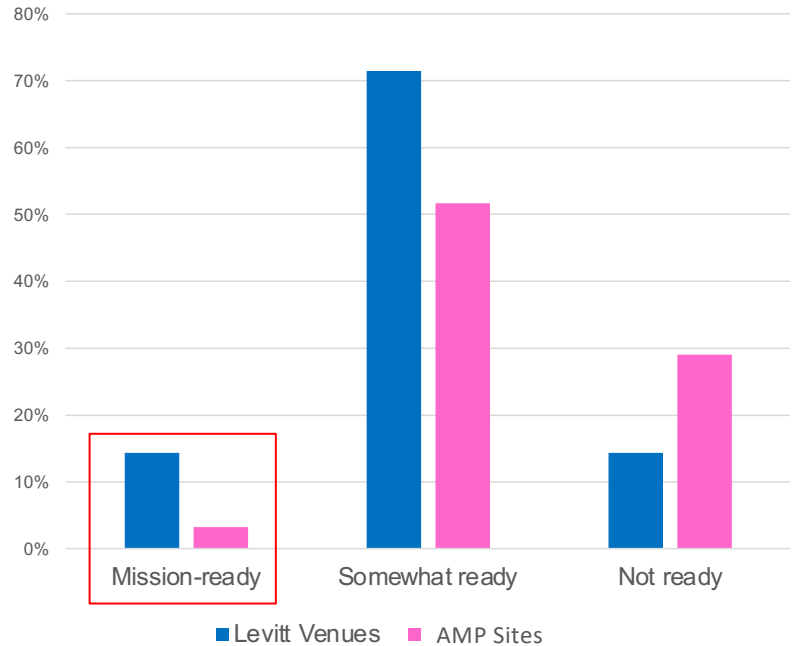
...resilience is the capacity to survive, adapt and flourish in the face of turbulent change and uncertainty...

John Fiksel

Mission readiness ...the state of preparedness and capability of the Levitt network FOLs and AMP grantees to assess, respond and recover from unplanned events and major incidents that may adversely impact the organization's ability to successfully achieve its mission and objectives...

...we feel somewhat confident that we have reliable and competent team members that will use best judgement and/or reasonable actions should a crisis arise...

FOL respondent



Event safety & security planning

Maturity self assessment: Levitt venues & AMP sites

Plans, Policies & Procedures	AMP sites	Levitt venues
Risk management plans	13%	53%
Event security	29%	53%
Emergency response	35%	60%
Evacuation	16%	80%
Shelter-in-place	10%	53%
Active shooter response	10%	80%
Severe weather	58%	73%
Crowd management	13%	40%



...we rely on our local police officers for security, but there is so much we should be prepared for that would make us all safer...

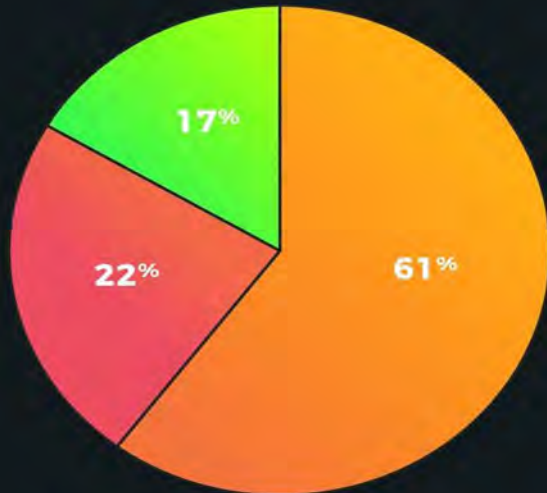
AMP grantee respondent

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 SOMEWHAT 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.

3

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

The nexus: aligning event safety & security practices to ‘connectiveness & inclusivity’

Challenges

- Balancing safety & security requirements with the Levitt Network’s vision and values
- Free/ non-ticketed concerts
- Open public access – ‘public versus private space’
- Open carry firearms (state / local laws)
- Funding public safety and security
- Concert attendance growth + crowd safety

Observations: current practices

- only 1 venue within the network conducts **security screening** (weapons detection & bag checks); fence due to alcohol regulations
- Approximately 1/3 of the respondents indicated that **access control arrangements** for their event has been implemented
- Most do not conduct **background checks** for event staff
- Some venues/site utilize **temporary vehicle security barriers** to protect crowds from vehicles
- Ad hoc approach to **incident management & near miss reporting**

...we have an amazing relationship and communication with our on-site Police officers during events and they have been exceptional when dealing with different issues that arise during concerts...

FOL respondent

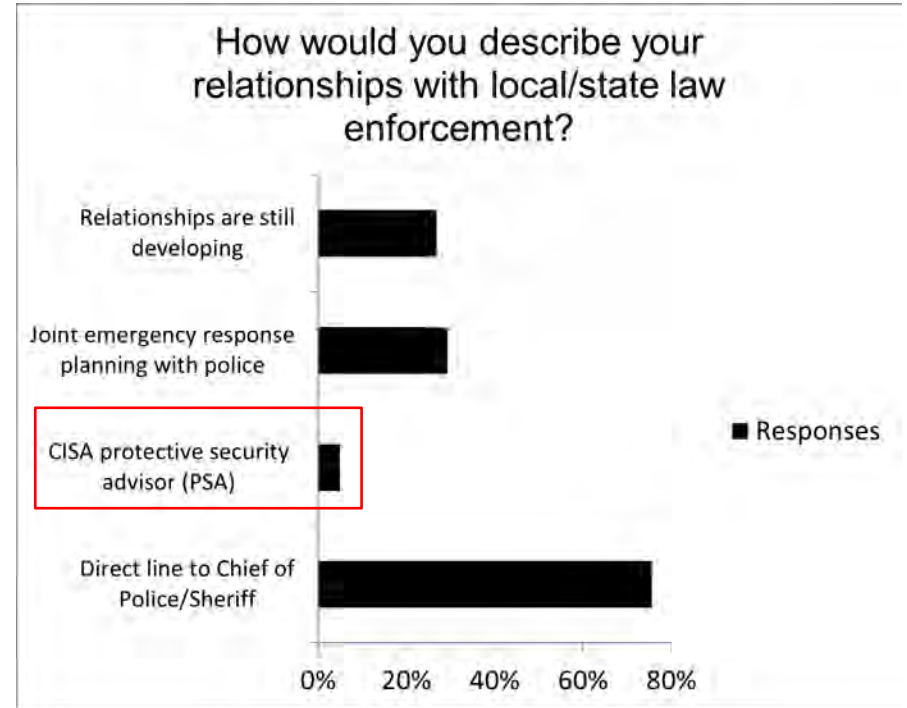


Relationships with local law enforcement

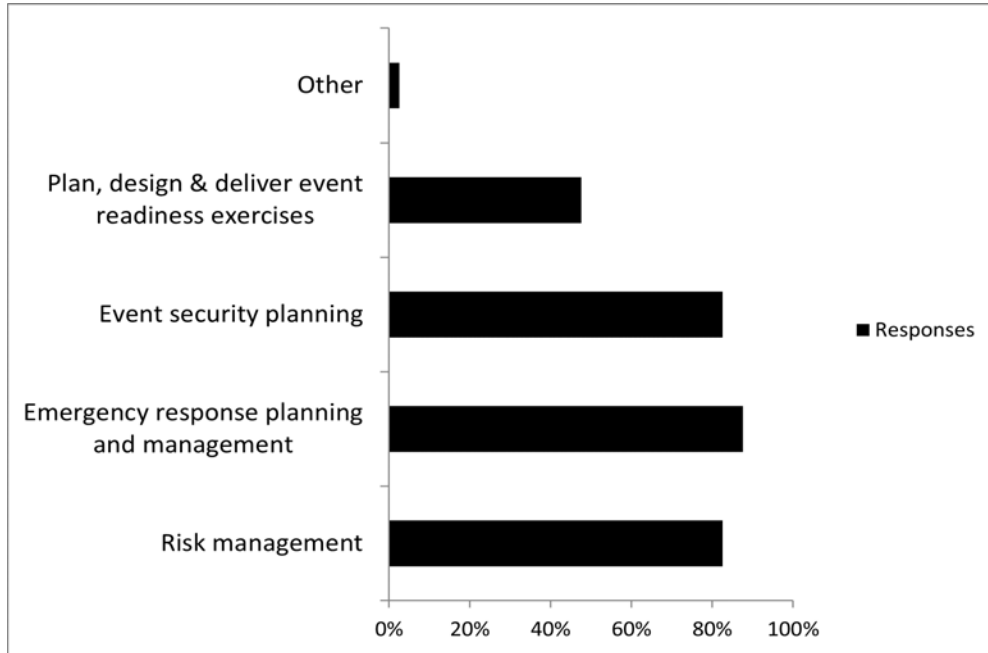


...we also have an amazing relationship and communication with our onsite Police officers during events...

FOL respondent



Training needs identified by the Levitt Network



Preferred training delivery model

- **Hybrid model (36%)** – virtual & face to face
- **Online eLearning modules (31%)**
- **Local workshops delivered onsite (31%)**
- **Ideal duration – 60 mins**

...we'd love to include a plan; we just don't know what it should include. Providing a template and directions on how to execute would be immensely helpful...

AMP grantee respondent

Next Steps & Priorities for Levitt Network Safety, Security & Resilience Strategy 2024-2025

...any safety plan needs to carefully factor in cost, or the education would either be irrelevant for our planning team or limit our ability to provide the series...

AMP grantee respondent

Priorities for 2024:guided by the Steering Committee

early 2024: Pre-Concert Series ‘Quick Wins’

- Identify ‘off the shelf’ security best practices (tools & templates) for roll-out across the Levitt network
- Produce training materials to support implementation of tools and templates

from Q2 2024: Enhancing event teams’ resilience and capabilities

- Develop event safety and security aide-memoire / pocket guide
- Develop eLearning modules and professional development pathways & resource library
- Onsite safety and security reviews/ post-concert season survey

Suspicious or Unattended?
OFFICE FOR BOMBING PREVENTION

Criminals or terrorists sometimes conceal improvised explosive devices (IEDs) in backpacks, suitcases, or common items.

Use this process to safely determine if an item is a serious threat or just unattended.

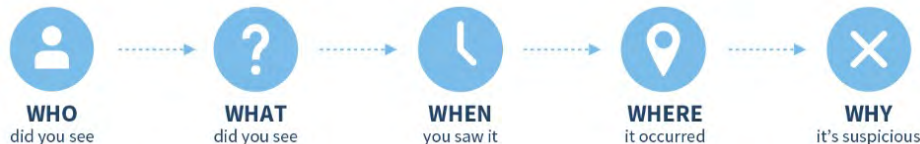
Is it HOT?

Hidden	Obviously suspicious	not Typical
<ul style="list-style-type: none">Placed out of sightAppears purposely concealed	<ul style="list-style-type: none">Unexplainable wires or electronicsBomb-like components	<ul style="list-style-type: none">Out of place for the locationPotentially related to a threat

YES (Suspicious)
• Use R. A. I. N. (Continue to other side)

NO (Unattended)
• Treat with caution
• Try to determine the owner
• Report to an authority

Safety & security training resources
www.cisa.gov



Questions & Open Forum



levitt

2024