

# **Securing Critical Mass Events**

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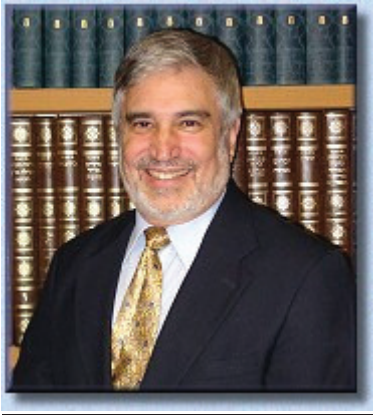
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## **BIOGRAPHY**



### **Dr. Peter Tarlow, PH.D, Founder and President of Tourism & More**

Dr. Peter E. Tarlow is a world-renowned speaker and expert specializing in such areas as: the impact of crime and terrorism on the tourism industry, event and tourism risk management, and economic development. Since 1990, Tarlow has been teaching courses on tourism, crime & terrorism to police forces and security and tourism professionals throughout the world.

Tarlow earned his Ph.D. in sociology from Texas A&M University. He also holds degrees in history, in Spanish and Hebrew literatures, and in psychotherapy. In 1996, Tarlow became Hoover Dam's consultant for tourism development and security. In 1998, Tarlow's role at the Bureau of Reclamation expanded. He was asked to develop a tourism security program for all Bureau of Reclamation properties and visitor centers. In 1999, the US Customs service asked Tarlow to work with its agents in the area of customer service, cultural awareness, and custom's impact on the tourism and visitor industry.

In 2000, Tarlow, due to interagency cooperation on the part of the Bureau of Reclamation, helped to prepare security and FBI agents for the Salt Lake City 2002 Winter Olympic Games. He has also lectured for the 2010 Vancouver Olympic Games. Tarlow is currently working with the tPolice department of the state of Rio de Janeiro on the 2014 World Cup Games and 2016 Olympic Games.

In 2003, Tarlow was asked to take on special assignments dealing with iconic security for the US National Park Service. Within the US government Tarlow has lectured for the Department of the Interior, for the Department of Justice (Bureau of Prisons and Office of US Attorneys-General), the Department of Homeland Security and the American Bar Association's Latin America Office.

Tarlow's fluency in many languages enables him to speak throughout the world (United States, the Caribbean, Latin America, Europe, and Africa, and the Eastern Pacific, and Asia). Tarlow lectures on current and future trends in the tourism industry, rural tourism economic

development, the gaming industry, issues of crime and terrorism, the role of police departments in urban economic development, and international trade.

Tarlow has done extensive research on the relationship between tourism, crime, and terrorism. Tarlow publishes extensively in these areas and writes numerous professional reports for US governmental agencies and for businesses throughout the world. He also functions as an expert witness for the US courts in matters concerning tourism security and safety.

Tarlow also lectures on and writes about the impact of school calendars on the tourism industries and in the area of rural tourism having lectured on this subject in numerous states throughout the United States. Tarlow works with communities throughout the United States on tourism as an economic development tool and on green tourism and lectures on the importance of beautification and economic security during difficult economic times. In that capacity, he lectures to both urban and rural tourism areas across the United States.

Tarlow has worked with other US government and international agencies such as the US Park Service at the Statue of Liberty, The Smithsonian's Institution's Office of Protection Services, Philadelphia's Independence Hall and Liberty Bell and New York's Empire State Building. He has also worked with the Federal Bureau of Investigation, The Royal Canadian Mounted Police, and the United Nation's WTO (World Tourism Organization), the Center for Disease Control (Atlanta, Triangle Series), and numerous police forces throughout the United States, the Caribbean and Latin America.

Tarlow speaks throughout North and Latin America, the Middle East and Europe, and Asia. Some of the topics about which he speaks are: the sociology of terrorism, its impact on tourism security and risk management, the US government's role in post terrorism recovery, and how communities and businesses must face a major paradigm shift in the way they do business. Tarlow has trained numerous police departments throughout the world in TOPS (Tourism Oriented Policing and Protection Skills) and offers certification in this area. Tarlow provides keynote speeches around the world on topics as diverse as dealing with economies in crisis to how beautification can become a major tool for economic recovery.

Tarlow is a well-known author in the field of tourism security. He is a contributing author to multiple books on tourism security, and has published numerous academic and applied research articles regarding issues of security including articles published in *The Futurist*, the *Journal of Travel Research and Security Management*. In 1999 Tarlow co-edited "War, Terrorism, and Tourism." a special edition of the *Journal of Travel Research*. In 2002 Tarlow published *Event Risk Management and Safety* (John Wiley & Sons). Tarlow also writes and speaks for major organizations such as the Organization of US State Dams, and The International Association of Event Managers. In 2011, Tarlow published: *Twenty Years of Tourism Tidbits: The Book*. The Spanish language addition is set to be released in 2012.

Tarlow's wide range of professional and scholarly articles includes articles on subjects such as: "dark tourism", theories of terrorism, and economic development through tourism. Tarlow also writes and publishes the popular on-line tourism newsletter *Tourism Tidbits* read by thousands of tourism and travel professionals around the world in its English, Spanish, Portuguese, and

Turkish language editions. Tarlow has been a regular contributor to the joint electronic tourism newsletter, ETRA, published jointly by Texas A&M University and the Canadian Tourism Commission. His articles often appear in a wide range of both trade and academic publications including *Brilliant Results* and *Destination World*.

Tarlow lectures at major universities around the world. Tarlow is a member of the Distance Learning Faculty of "The George Washington University" in Washington, DC. He is also an adjunct faculty member of Colorado State University and the Justice Institute of British Columbia (Vancouver, Canada) and a member of the graduate faculty of Guelph University in Ontario, Canada. Tarlow is an honorary professor at the Universidad de Especialidades Turísticas (Quito, Ecuador), of the Universidad de la Policia Federal (Buenos Aires, Argentina), la Universidad de Huánuco, Peru, and on the EDIT faculty at the University of Hawaii in Manoa, (O'ahu). At numerous other universities around the world Tarlow lectures on security issues, life safety issues, and event risk management. These universities include institutions in the United States, Latin America, Europe, the Pacific Islands, and the Middle East.

Since 1992, Tarlow has been one of the chief organizers of the Las Vegas International Tourism Security Conference. In 2006 he also was part of the organizational team for the Biannual Aruba Tourism Conference and has helped organize conferences in St. Kitts and Charleston, South Carolina.

Tarlow has appeared on national televised programs such as Dateline: NBC and on CNBC and is a regular guest on radio stations around the US. Tarlow organizes conferences around the world dealing with visitor safety and security issues and with the economic importance of tourism and tourism marketing. He also works with numerous cities, states, and foreign governments to improve their tourism products and to train their tourism security professionals.

Tarlow is a founder and president of Tourism & More Inc. (T&M). He is a past president and a former executive director of the Texas Chapter of the Travel and Tourism Research Association (TTRA). Tarlow is a member of the International Editorial Boards of "Turizam" published in Zagreb, Croatia, "Anatolia: International Journal of Tourism and Hospitality Research," published in Turkey, "Turismo: Visão e Ação" published in Brazil, and "Estudios y Perspectivas en Turismo," published in Buenos Aires, Argentina.

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**Mega-Events such as major sporting events or concerts share many of the common characteristics of other tourism events, but do so in a much more intense form. The timeframes are shorter and the potential for disasters is greater.**

Some of the key characteristics of a major event

- Large numbers of people in a relatively small area
- The venue may be an in-door or out-door event
- Open to issues of terrorism, bio-chemical attacks, panic, stampedes,
- The crowds (public) may impede security and protection
- In out-door venues may be difficult to communicate with the public, sound speakers may be hard to hear or even fail
- In most cases, security professionals have no idea who is attending the event
- Professionals may need to deal with multiple languages and multiple personal health issues
- Mega events attract the media

### Some of the Types of Mega Events

Type of Event	Example	Major Threats
Athletic (in-door)	Hooky Game	Unruly crowds Issues of terrorism Issues of Drugs and Alcohol Hooliganism
Athletic (out-door)	Olympic Ski Competition	Weather issues Terrorism Drugs and alcohol Hooliganism
In-door Entertainment (event)	Rock concert	Fire Drugs and alcohol Rushing the stage Stampedes

Out-door entertainment event	New York's Shakespeare-the-Park, Public Parade	Gang violence Acts of terrorism Crime Drugs and alcohol
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Political Convention	Democratic or Republican in the USA	Terrorism Political demonstrations Street closers Riots
Political Event	Political Speech or Parade	Terrorism Political demonstrations Street closers Riots
Private event	Major Wedding	Vandalism Alcohol problems Stampedes Hooliganism
Religious events	Pope's Doing a Public Mass.	Terrorism Crime Stampedes

**Understanding Risk and Crisis Management.**



There is no one definition of risk, emergency and crisis management. Often, however, the best way to avoid an emergency and a crisis is through good risk management. To understand the difference between risk and crisis management study the chart below.

Note that risk management is always pro-active. Crisis management and emergency management are always reactive. Note following important points concerning tourism risk management.

**Some Basic Differences between Crisis and Risk Management**

	<b>Risk</b>	<b>Crisis</b>
Surety of Occurrence	Uses a statistical system.	Is a known event
Goal of management	To stop the event prior to occurrence	To minimize the damage one event has taken place
Type of preparation to combat risk that can be used	Probability studies Knowledge of past events Tracking systems Learning from Others	Specific information such as medical, psychological, or crime.  Developing a what if attitude
Training needed	Assume crises and find ways to prevent them.	Assume crises and practice reacting to them.
Reactive or Proactive	Proactive	Reactive, though training can be proactive toward the reactive.

Types of victim	Anyone, maybe visitor or staff.	Can be visitors, staff members, or site
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Publicity	Goal is to prevent publicity by acting to create non-events	Goal is to limit the public relations damage that may occur.
Some common problems	Poor building maintenance Poor food quality Poor lighting Fear of terrorism Fear of a crime occurring	Rude visitor Sick person Robbery Threat to staff Bomb scare Lack of language skills.
Statistical accuracy	Often very low, in many cases the travel and tourism industry does everything possible to hide the information	Often very low, in many cases the travel and tourism industry does everything possible to hide the information
Length of negative effects on the local tourism industry	In most cases, it is short term	In most cases, it is long term unless replaced by new positive image

Recovery strategies	<ul style="list-style-type: none"> <li>• New marketing plans, assumes short-term memory of traveling public.</li> <li>• Probability ideals: “Odds are it will not happen to you.”</li> <li>• Hide information as best as one can</li> </ul>	<ul style="list-style-type: none"> <li>• Showing of compassion</li> <li>• Need to admit the situation and demonstrate control</li> <li>• Higher levels of observed security</li> <li>• Highly trained personnel</li> </ul>
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**The best crisis is one that never happens**

Plan for a crisis as you plan to make a meal

Ask yourself:

- What are your risks
- What are your objectives
- Do you use a rigid or flexible recipe?
- Did you revise your plans?

Keep it suitable to whom you are serving...

Your solution is only as good as the people whom you help

As in a recipe: ask

- Who will consume it?
- What is your back-up plan, suppose I do not like it?
- If I cannot find the proper ingredients what do I do?
- Do we tell the truth or state what we think others want to hear?
- Are we sure we know what ingredients are in the recipe?
- How do you keep the cook from getting burned?
- How do you keep too many cooks from spoiling the recipe?

In a good organization make sure you know who is in charge, where are you going, how will you get there?

### **Some of the key assumptions of tourism event risk management**

- There is no event that is 100% free of risk
- Risk management is statistical in nature. We are playing a probability game.
- To be away from home is to be insecure.
- Allocentric-risk is different than psychocentric-risk.
- All events are a volunteeristic activity; no one ever needs to go to an event.
- No guest ever has to return to your event.
- Most guests assume that you know something about safety and security.
- As world tension mounts, the demand for risk management increases.

- In risk management as in tourism, there is no distinction between security and safety.
- The further we travel from a crisis, the worse the crisis seems
- The further we are from a crisis, the longer it lasts in the collective memory
- Many visitors are highly unsophisticated when it comes to geography
- Visitors do not distinguish between one part of the event and another part. An error is an error.
- Different types of guests require different forms of risk management.
- Often as efficiency rises so does the risk
- As we script events and try to rationalize them, we discover that irrationalities often become part of the event.

### **Critical Risk Management Steps:**

You need to know:

- How many people will be at the event?
- Are there one or multiple venues at the event?
- What are the event's demographics and its demographic make-up?
- Is the location a normal event-staging place or used only from time to time?

### **Risk managers need to know:**

- Your own persona strengths and weaknesses
- What is expected of you by your boss, the public and the media
- What are the assumptions that you make about your staff

**Never enter into a risk management situation without knowing:**

- Number of attendees
- Who will be attending the event
- The circumstances under which the event will occur: from politics to weather.
- What are the various risks that may occur and how would you rank them.

**At your event what is the potential for the following to occur?**

- A car being stolen
- A murder
- A riot
- Gang violence
- Crime of distraction
- Sexual assault
- Vandalism
- "Con" game
- Prostitution or public nudity

- Purchases of illegal drugs
- Natural event, storm, tornado, sun poisoning
- Food poisoning

### **How prepared are you?**

- Have you conducted a security site analysis?
- How much does your police department know?
- How involved are the event's shareholders, do you know who they are?
- Have you listed items such as:
  - Best evacuation routes
  - Exits
  - People and things to avoid such as snakes
  - First aid stations
  - Best lighted routes to parking
  - Emergency access phones
  - Information kiosks?
- Do you have a media risk plan? If something goes wrong, what will you do?
- Have you worked with the police on:
  - Traffic flow



- Divisions of labor
- Times off
- Scanning out-of-towners
- Language crises
- Package review systems
- Crime prevention?

As a crisis can be violence related, in today's world it is of value to know these differences

	<b>Domestic Crimes</b>	<b>MCDs</b>	<b>International Acts that Occur in our own Backyard</b>
Viewed as	Crime	Politics	War
Goal	Personal/group gain	Change policy	Conquest
Preparation time for event to occur	From very little or none to a great deal	Great deal of time	Great deal of time and planning.
Targets	Places where there are crime opportunities	Meetings	Economic or transportation centers. Tourism most at risk here of a direct attack

Effects on Tourism	Major short-term effect. Press can be destructive	Major effect during short and medium term memory	Can have long term effects, especially if it is repeated
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Crises can come in various forms, In the space below, list 5 of the most likely crises to impact your visitor/information center. Some examples may be (1) illnesses, (2) acts of violence (3) building crisis, etc. Then list one or two ways in which you are (should be prepared to face this crisis).

**Terrorism is the marriage of violence to political goals. It is not a crime but an act of war. It works by the random wounding and/or murdering of innocent victims. When terror follows a random pattern it is often successful.**

**Crime often exists for reasons of economic gain or passion. Never confuse crime with terrorism.**

## **Alcohol**

**Determine beforehand what are you alcohol policies:**

- Food should always be served with liquor.
- Do not serve salty foods, emphasize high protein foods
- Make sure that there are people to care for those who may become intoxicated.
- Watch for "fighting/angry" drunks.
- Have event monitors.
- Avoid bottles or glass objects.
- Make "alcohol" secondary to the main event.
- Make sure that there is a ratio of at least one non-alcoholic drink for each person present.
- Use only licensed bartenders.

- Demand, in writing, that bartenders (waiters/waitresses) cease serving alcohol to those who are becoming intoxicated.
- Always document with witnesses all alcoholic incidents.

### **General concepts:**

Crises often have three stages: (1) the pre-crisis stage when we develop crisis scenarios for the "just in case", (2) the actual crisis and (3) the recovery from the crisis stage. If the third part of the crisis, the post-crisis stage is not handled correctly then it becomes a crisis in and of itself.

- Always see the crisis through the visitors' eyes. All too often people tend to assume that the outsider has the same knowledge base that the local person has. Crises often seem worse and last longer from the outsiders' perspective than from the local person's perspective.
- Never use marketing/advertising as a cover up or as an excuse. The worst thing in a crisis is to lose the public's confidence. Be honest and work to solve the problem, not spin it. Excuses make no one happy except those that give them.
- Never assume that a crisis will not touch you. Perhaps the most important part of a crisis recovery plan is to have one in place prior to a crisis. While we can never predict the exact nature of a crisis before it occurs, flexible plans allow for a recovery starting point. The worst scenario is to realize that one is in the midst of a crisis and that there are no plans to deal with it.
- Remember that the further one is from the crisis the worse it appears. No one has to visit your community and once the media begins to report that there is a crisis, visitors may quickly panic and begin to cancel trips to your locale. Often it is the media that define a crisis as a crisis. Have a plan in place so that correct information can be given to the media as quickly as possible.

- Recovery programs can never be based on one factor alone. The best recovery programs take into account a series of coordinated steps. Never depend on only one remedy to bring you toward recovery. Instead coordinate your advertising and marketing campaign with your incentive program and with an improvement in service.
- Never forget that during crisis geographic confusion often occurs. For example, if the media report that there are forest fires in a particular part of a state or province, the public may assume that the whole state (province) is on fire. Visitors are notoriously bad at realizing the geographic limits of a crisis. Instead panic and geographic confusion often expand crises and make them worse than their reality.
- Make sure that you let people know that your community is not closed for business. After a crisis it is essential that the message be sent that your community is alive and well. Encourage people to come by creative advertising, good service and incentives. The key here is not to worry about the size of a discount but rather to get the flow of people back to your community.
- Encourage people to support your community by visiting it. Make a visit to your community in the post-crisis phase an act of community, state, or national loyalty. Let people know how much you appreciate their business, give away special souvenirs and honors to those who come.
- Emphasize the need for tourism employees to maintain both dignity and good service. The last thing a person on vacation wants to hear is how bad business is. Instead, emphasize the positive. You are pleased that the visitor has come to your community and that you want to make the trip as enjoyable as possible. After a crisis now frown but smile!
- Invite magazines and other media people to write articles about your recovery. Make sure that you provide these people with accurate and up-to-date information. Often

them the opportunity to meet with local officials, and provide them with tours of the community. Then seek ways to gain exposure for the local tourism community. Go on television, do radio pieces, invite the media to interview you as often as it likes. When speaking with the media, in a post-crisis situation, always be positive, upbeat and polite.

- Be creative in developing programs that encourage the local population to enjoy its community. Immediately after a crisis, it is essential to shore up the economic foundation of the local tourism industry. For example, restaurants that had depended on tourism income may find themselves in a desperate situation. To help these people over the crisis' hump, develop creative programs that will encourage the local population to enjoy its hometown. For example, in the case of local restaurants, develop a dine-around program or a "be a tourist in one's own backyard" program.

- Find industries that may be willing to partner with you so as to encourage people to return. You may be able to speak to the hotel industry, transportation industry or meetings and convention industry to create incentive programs that will help your community ease through the post-crisis period. For example, the airline industry may be willing to work with you to create special fares that encourage people to return to your community.
- Do not just throw money at a crisis. Often people deal with crises simply by spending money especially on equipment. Good equipment has its role, but equipment without the human touch will only lead to another crisis. Never forget that people solve crises and not machines.



**Brian Avery** specializes in the safety of events and attractions. Brian is a partner at Avery&Avery and is the president and owner of Event Safety & Security Services. He has been working within the events and attractions industries for over an eighteen year period. He has obtained his experience from organizations such as SeaWorld, Discovery Cove, Universal Orlando, Cedar Point, GES Exposition Services, and numerous other locations as a consultant. Brian has assisted with the planning, installation and operation of conventions and expositions, fairs and festivals, shows, themed merchandise facilities, food and beverage experiences and various other special events. He is currently seeking his PhD studying the

safety and risk management practices of the tourism, events, and attractions industries at the University of Central Florida's Rosen College of Hospitality Management.



## Venues and Events Vertical: Securing Critical Mass Events (August 27, 2011)

### Securing Critical Mass Events: The Safety Side of the Story

The events industry is like no other. Events are dynamic and fluid with numerous issues surfacing along the way. Events are continuously influenced by both external and internal factors. Whether it is a sporting event, concert, tradeshow, festival, award show, political convention or party they present a unique set of challenges. Events, regardless of size or situation, are exposed to risks involving safety, security, legal, financial, and environmental considerations. In order for an event to be successful, it must manage all of its obligations appropriately.

Events can range in size from a small family gathering to a multi-national sporting event, with each requiring qualified and competent planners and operators to address pressing issues. Planning a successful event is no easy task. Planners and venue operators must coordinate the delivery, set-up, use and tear-down of equipment, structures, goods and materials; simultaneously coordinating staff and vendors in an effort to ensure a satisfied client. In order to achieve event success it requires early and thorough planning and continuous monitoring of the operation.

Most event planners and venue operators spend countless hours developing and managing their events; the bulk of which are extremely successful. However, planners and venue operators seldom realize the numerous adverse conditions and situations that they are faced with that can and do result in serious injuries, deaths and/or damages. Unfortunately, little is being done to alter the outcomes, not because planners and venue operators don't care, but because they don't know. When you ask an event planner what risk management is most will tell you it has to do with contracts, insurance and the hiring of security guards. They are correct, but a key and vital component and concept is missing---safety; the glue that binds the it all together.

Contracts spell out agreements between parties, insurance protects parties in the event of a loss, and security observes and reports suspicious activities, but safety, if done correctly, identifies and mitigates hazards and prevents adverse events from occurring. Many planners and venue operators will identify this as an emergency disaster plan; however, this is not the case. Safety is a proactive measure that is necessary to prevent injuries or damages. Emergency response plans are developed to respond to adverse situations after they occur. In order to achieve a comprehensive risk management plan you need a cohesively designed strategy that includes contracts, insurance, security, safety and an emergency disaster plan. The collective whole is what makes this work.

Planning a safe and secure event cannot be left to chance. There are numerous examples of accidents/incidents occurring within the events industry on a daily basis. If you don't think it can impact your organization, think again. It is a matter of time and exposures before it does. Some recent examples include: a fatal stage collapse in Edmonton, 40 people injured in a hayride

accident in Washington, 21 crushed to death at a parade and 500 injured, a 12-year old run over by a parade float, and a bouncy house blowing over injuring 6. The number of incidents are staggering and each of these listed were preventable. If you continue to operate without set standards addressing risk you are playing with fire. You cannot identify every risk, but you can adapt your plan to mitigate it, essentially lessening the blow to your bottom line and image. Planners and venue operators must do a better job of developing and implementing fully developed risk management plans in order to ward off any potential ill effects resulting from real or perceived negligence on their part.

Information is readily available to planners and venue operators and should be used. Listening to and asking you client questions is a great place to start. Historical data from previous events or reviewing similar ones might provide vital data as well. You could also contact insurance companies that specialize in events and talk to them about the risks associated with your type of event. Your insurance underwriter might even share claims data with you concerning past events. Don't bank on the data though; sometimes the most telling story is the one that goes untold. Near misses are indicators of possible accidents/incidents. Utilize recoding programs to capture that kind of information and train your staff to identify and eliminate situations like that. Remember, every event tells a story, you just have to invest the time listening to the message.

The final suggestion is to identify regulations and industry common practices that impact your event; easier said than done though, this takes time and training. The volume of regulations, standards, codes, ordinances, common practices, and permits that apply to many events are vast and change from location to location. Most event planners are not risk management experts and you should not pretend to be. There are those in the industry that have assumed the title of risk manager, but are lacking the qualifications and background to support it. When an area exceeds the scope of the planner or venue operator it is time to contact a qualified expert in that field. However, if that falls outside of your ability or means there is something you can do. Besides ensuring the existence of contracts, insurance and security, the event planner or venue operator, at a minimum, should ask each vendor, book-in, operator etc., if there are special requirements for their respective operation and are they following the approved safety/security procedures for whatever it is they are doing. All rental companies (tents, stages, golf-carts, etc.), amusement ride/device operators, food and beverage vendors, and more must comply with specific regulations. Essentially, everybody working at your event should be following a set of rules. Word of advice---you want to see a copy of what they are following (manuals, policies, training guides, etc.). If they squirm or don't have it---find another vendor.

One thing is for sure---the emphasis on risk management is not going away, in fact, some would say that it is just beginning. The media, both social and traditional, are highlighting the missteps of the event industry more and more. As a result, regulators and attorneys are paying more attention to the industry looking to capitalize on negligent acts. The increasingly competitive and international presence of the events industry warrants swift and decisive action regarding sound risk management measures. When event planners or venue operators contribute or are perceived

to have contributed to a preventable accident/incident that results an injury and/or death it is difficult to rebound because of public perception. It is important to show and prove that you did everything you could.

Word of caution---as stated, you cannot identify or eliminate every risk, but at a minimum you should be aware of risks associated with your event based on prior incidents and should follow all regulations and practices in an effort to eliminate or mitigate those risks. If you are a planner or venue operator you should fully understand the requirements to host an event at each new location or venue. Some locations and larger venues will spell it out for you very clearly---in fact, you won't be able to get much done until you comply. However, other locales are not as aware or forth-coming. Event risk management is evolving and the requirements for a safe, secure and successful event are changing. Don't be a statistic, keep pace with the evolution and remain a competitive industry force with forward thinking. Securing a mass event begins and ends with all that attend. Make sure everybody is included in the process.



## Securing Critical Mass Events




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## Presenters




- Brian Avery, President/Owner at Event Safety & Security Services
- Safety Consultant/Partner at Avery&Avery
- Has been working within the events and attractions industries for over 18 years

- Peter Tarlow, Founder and President of Tourism & More
- World-renowned speaker and expert specializing in the impact of crime and terrorism on the tourism industry, event and tourism risk management, and economic development.
- Well-known author in the field of tourism security.




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## Securing Critical Mass Events

- What is event safety and security and what makes it unique?
  - Grandstands, bleachers & stages
  - Tents & temporary structures
  - Show floors & grounds
  - Food & beverage locations
  - Parking lots & pedestrian routes
  - Amusement rides & devices
  - Animal interactions & displays
  - Weather monitoring
  - Aircraft landing & much more...




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## Securing Critical Mass Events



### • Industry Trends---Primary Threats

- Transportation
- Fire
- Weather (location prone)
- Conflict based (audience make-up)
- Failure to warn (perceptions of risk)
- Lack of planning
- Poor emergency response
- Limited availability of resources
- Poor training
- Communication (language barriers)
- Population (children, elderly, disabled)

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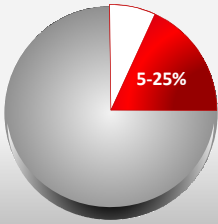
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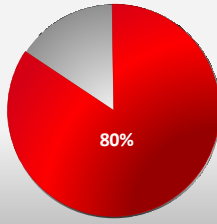
## Organizational preparedness

### Have a plan



5-25% of organizations have a plan  
Leaving 75-95% without

### Failure rate



80% of organizations without a plan that  
have a major event will fail within 2 years

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## Securing Critical Mass Events



### • Accidents don't just happen, they're caused.

- Recent industry examples
  - Parades
  - Stages (temporary structures)
  - Tents & weather monitoring
  - Pedestrian routes
  - Concerts
- Reducing your liability and exposures.
  - Cohesive programming
    - identifying, mitigating and responding

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## Securing Critical Mass Events



- Regulations and common industry practice.
  - The difficulty in identifying and applying
    - Common practice
    - Local ordinances (Fire Marshals office)
    - NFPA 101: Life Safety Codes
    - NFPA 102: Grandstands, tents, etc.
    - NFPA 1123: Fireworks Displays
    - ASTM F-24
    - & more...

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## Securing Critical Mass Events



- Danger in numbers – can mega-events ever truly be safe?
  - Crowd management/control practices
    - Examples and tactics
- Using social media to inform and more...
  - 50,000 eyes can't be wrong
- Future trends
  - What worked yesterday might not work tomorrow

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## Securing Critical Mass Events



- Resources
  - Websites
    - [www.EventSafetyServices.com](http://www.EventSafetyServices.com)
    - [www.AveryandAvery.com](http://www.AveryandAvery.com)
      - Case Studies
  - Facebook
    - <http://www.facebook.com/eventsafety>
  - Twitter
    - <http://twitter.com/eventsafety>
  - Blog
    - <http://eventsafetyservices.blogspot.com/>
  - YouTube
    - <http://www.youtube.com/user/eventsafety>

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