



2015 CLM Retail, Restaurant & Hospitality Committee Conference  
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**Recognizing, Insuring, Preventing, and Mitigating against Losses at Major Entertainment and Marketing Events.**

Recognizing and preventing losses at major entertainment and sporting events begins and ends with one simple step – an effective operations plan. Event Operations Group, Inc. (“EOG”) has developed plans to assist its staff with loss identification and prevention. This paper will discuss examples of those plans.

EOG is a national full service event management and staffing firm. We provide security, executive protection associates, ushers, ticket takers, parking attendants, and event managers for concerts, festivals, and major sporting events across the nation. Some events include: NASCAR, PGA golf, stage performances, collegiate and professional sports, and more. We provide services to amphitheatres, arenas, concert halls, theaters, exhibition halls, and outside venues.

Any loss prevention plan must consider all the services provided to a client. These plans must be carefully constructed and effectively communicated to employees at all levels. The development and implementations of these plans not only prevent losses, but assist insurers and even litigation counsel in their goals to mitigate claims and damages. EOG’s services and accordant plans include traffic control, gateway control, and venue security.

I. Traffic (Plan Development and Operation)

*Traffic Management Plan Development*

The goal of an Traffic Management Plan is to minimize patron travel time to and from an event while providing a safe atmosphere for pedestrian and vehicular traffic. The plan should include the routes staff will encourage patrons to take to and from your event, roads that will be closed or changed to one-way traffic, intersections that will require a person directing traffic or controlling traffic control devices, and any supplies that will be needed to carry out the plan. A good traffic management plan is comprehensive and accounts for a patrons experience from the time they are most likely to encounter delays due to event traffic until the time that they are out of the event area. There are many things to consider when developing a Traffic Management Plan. The event Traffic Management plan should account for the number of patrons expected to attend the event, the condition of the transportation infrastructure within the event area, the day and time patrons will be traveling to and from the event, any other major events in the area, the resources available for traffic management, and the method that will be used to educate fans about the traffic management plan.

The first step for developing a Traffic Management Plan is to determine the event area. The event area is defined as the area in which the traffic becomes negatively affected by the number of patrons attending the event, and slows down to an unacceptable level. The staff should utilize all information available. For example, ticket sales information can tell you where the majority of the fan base will be traveling from. Also, consider the closest major cities to the event site; fans tend to stay in major cities when travelling to events because of the amenities that are available such as hotels, restaurants, and airports. Utilize this information to determine a workable area to focus on.

The next step in developing a Traffic Management Plan is to determine and evaluate the major routes leading to and from the event site in each direction. Evaluate roads based on the number of travel lanes, lighting, condition of the road surface, emergency vehicle access during heavy traffic, the number of traffic lights or stop signs, any choke points, and the number of blind corners along the route. Emergency vehicle access needs to be considered prior to sending a high volume of vehicles along a particular route. Roads that wind through trees or mountains, or roads that do not have an emergency shoulder prevent emergency vehicles from reaching an accident or stalled vehicle in a timely manner. Roads with an excessive number of traffic lights or stop signs will lead to delays due to patrons blocking intersections, and the added time it takes to stop. Winding roads have a much larger number of accidents than other roads; accidents will cause tremendous delays for event patrons.

Consider the day and time of day patrons will be arriving and exiting the event. If the event takes place on a weekday, determine if patrons will be traveling to or from your event during periods of high volume traffic such as morning or evening rush hour. If the event is on a Sunday check if there are any large churches in the area that will be beginning or ending at the same time as your event ingress or egress. If this is the case consider change the route to use less commonly travelled routes.

The next thing to consider is any other events in the area that will affect the event area. Other events may have roads closed, or may clog roadways with their own event traffic. Multiple events in the same area can cause confusion for patrons as they search for parking, and try to get to the correct event location, it can also lead to frustration as patrons encounter a high volume of traffic. Consider things that are not considered “special events”, such as churches with large congregations, or large businesses with a high number of employees. You may choose to send patrons on a less direct route away from the event site in order to bypass traffic from the other event.

### *Traffic Plan Operations*

Once the Traffic Management Plan has been developed, the next step is to put the plan into action. Safety should be the main concern throughout traffic control operations. The safety of the traffic control operator, vehicle drivers, and pedestrians must be considered before making any adjustments to normal traffic patterns. Traffic control operators should always wear a reflective vest anytime they are in close proximity to traffic; lighted wands should be used for night operations.

## II. Gateway / Patron Search Personnel

EOG has developed a checklist for its staff relating to security operations at gateways. That checklist provides employees with comprehensive guidelines to assure not only a relatively smooth progression of the line, but, more importantly, keeping prohibited items out of the vent. That checklist includes:

- Contraband searches will be done outside the doors. Items listed as prohibited for the venue or event may not enter the facility. The patron may choose to either return the prohibited item to their vehicle, or it will be disposed of in the trash can at the search area.
- Patrons who choose to take a prohibited item back to their vehicle must re-enter the search area prior to entering the venue.
- No employee is allowed to consume or handle any items disposed of. A supervisor will collect the items and turn them into the venue manager for proper disposal.
- No patron is allowed re-entry unless the guest has a valid reason and is authorized to do so by a supervisor.
- All patrons will be checked via thorough search. If an employee comes across an object on a guest, that employee must positively identify the item as not being contraband prior to allowing the patron access into the venue.
- Ensure that all people entering the facility or venue are correctly screened and searched.
- The following items are a suggested list of prohibited items. Each venue will have a set list to enforce.
  - Alcoholic beverages and/or drugs
  - Audio recording devices
  - Boom boxes
  - Bottles/cans
  - Cameras and camera phones
  - Coolers, ice chest, picnic baskets and/or back packs
  - Weapons, mace and/or fireworks
  - Inflatable balls, balloons, and other inflatable items
  - Lawn chairs
  - Laser pointers
  - Noise makers: horns, whistles, air horns, guitars, and drums
  - Poles and tripods
  - Potential projectiles: Footballs, Frisbees and hard fruits
  - Strollers and umbrellas
  - Outside Food or Drinks
  - Video recording devices
  - Management reserves the right to use their discretion in the enforcement of this policy.

### III. Secure Areas (Locker Rooms / Dressing Rooms, Backstage)

The next phase of the event security process is inside the facility. EOG, like any security provider, must assure that not only patrons, but also performers, coaches and players are safe. EOG has developed the following venue guidelines for its employees:

- Allow access only to talent and tour personnel with proper credentials.
- Maintain the integrity of the dressing room area.
- Do not initiate conversation with the artist, coaches, or players.
- Do not take photographs or recordings
- Do not ask for autographs.
- Do not accept food from talent or catering.
- Just because a person has a backstage pass does **NOT** mean they should have access to the dressing rooms or locker rooms.
- Do not accept tips.
- Never leave your post until directed to by your supervisor after each event.

#### **Meet & Greet**

- During a meet and greet it is your job to protect the artist, and provide crowd control.
- Make sure all patrons follow the established rules.
- Make sure the artist does not have to be “the bad guy”. If a fan is staying too long, or crossing an established boundary, then politely request the patron move along.

#### **Stage Pit, Field Security**

- Allow access to technicians, tour staff, arena/venue staff and anyone who holds the proper credential to this area only.
- Make sure the surrounding area is kept clear of all food and beverages as well as patrons’ personal items.
- Make sure guests are not attempting to climb the bike rack or barricades; all people are required to use the designated entry/exit to this area. This includes people with proper credentials.
- Do not take any pictures or recordings of the event.
- If an employee sees a situation that requires security personnel’s attention let your supervisor know about it; **DO NOT LEAVE A POST.**

#### **Gateways / Tunnels**

- **CHECK ALL PERSONS FOR PROPER CREDENTIALS.** DO NOT allow people that do not have the proper credentials to enter the tunnel or gateway.
- Watch all access doors and areas to backstage. No unauthorized personnel should be entering the stage area.
- Be aware of the lineup times of all acts, if available.

- Remain at a post unless instructed by a supervisor to take a break.
- Never try to get backstage passes for yourself.
- Do not take any pictures or recordings.
- Do not ask for autographs.
- Do not accept tips or meals.

### **Concourse / Floor, House Mix, Floor Floats**

- Constantly monitor the area for potential safety hazards such as spills or other trip hazards.
- Make sure patrons are moving around the concourse in an orderly fashion. Do not allow patrons to run on the concourse.
- Do not allow people to congregate on the concourse; patrons must keep moving.
- Monitor concession stands, and provide crowd control if necessary.
- As you patrol the area, make sure exit doors are not propped open.
- Assist guests with information and directions.

### **Stage Security (Ramps/Stairs, Access Points)**

- Constantly monitor the area for potential safety hazards such as spills or other trip hazards.
- Check all persons for proper credentials.
- Be aware of the line-up times of all acts if available.
- Do not take any pictures or recordings
- Do not ask for autographs
- Do not accept tips or meals.
- Remain at your post unless instructed by a supervisor to take a break.
- Do not initiate conversation with the talent.

### **Loading Dock / Doorways**

- **CHECK ALL PERSONS FOR PROPER CREDENTIALS. ALL PERSONS SHOULD HAVE PROPER CREDENTIALS FOR THE BACKSTAGE AREA.**
- Watch all access doors and areas to backstage. No unauthorized personnel should be entering the stage area.
- Check all persons for proper credentials for your area(s) of responsibility.
- Keep eyes open for potential hazards and bring it to the attention of your supervisor.
- Be aware of the line up times of all acts if available.
- Remain at your post unless instructed by a supervisor.
- Do not take any pictures or recordings.
- Do not ask for autographs.
- Do not accept tips or meals.

## **Bus/Truck**

- Allow access only to talent and tour personnel with proper credentials.
- Do not initiate conversations with the talent.
- Do not take photographs or recordings.
- Do not ask for autographs.
- Do not accept food from talent or catering.
- Never leave your post until directed to by your supervisor after each event.
- Do not try to look in the windows of the Bus/Truck.
- Do not lean or sit on the vehicle.

## **Escorts**

- Plan the route you will take well in advance of the escort. Consider things such as minimizing contact with the general public, elevator access, shortest route. Have alternate routes in mind in case you need to adjust during the escort.
- Do not take photographs or recordings
- Do not ask for autographs.
- If the person you are escorting does not have time to sign autographs, be proactive intercepting fans seeking autographs.

## **Artist Relations**

- Welcome the artist in a professional manner
- Do not ask for autographs.
- Always be respectful
- If an artist or event participant needs something, do anything you can to acquire their request
- Do not take photographs or recordings
- Do not accept food from talent or catering.

## **IV. Incident Command System.**

EOG has also implemented several training tools to help effectively manage and secure events. Among those tools is the Incident Command System – a part of FEMA’s National Incident Management System. Incident Command System (ICS) is a standardized management tool for meeting the demands of small or large emergency or nonemergency situations. ICS represents "best practices," and has become the standard for emergency management across the country. It may be used for planned events, natural disasters, and acts of terrorism. It is not just a standardized organizational chart, but an entire management system. ICS is vital because all levels of government, the private sector, and nongovernmental agencies must be prepared to prevent, protect against, respond to, and recover from a wide spectrum of major events and natural disasters that exceed the capabilities of any single entity. Threats from natural disasters and human-caused events, such as terrorism, require a unified and coordinated national approach to planning and to domestic incident management.

ICS establishes common terminology that allows diverse incident management and support organizations to work together across a wide variety of incident management functions and hazard scenarios. This common terminology covers the following:

- **Organizational Functions:** Major functions and functional units with incident management responsibilities are named and defined. Terminology for the organizational elements is standard and consistent.
- **Resource Descriptions:** Major resources—including personnel, facilities, and major equipment and supply items—that support incident management activities are given common names and are “typed” with respect to their capabilities, to help avoid confusion and to enhance interoperability.
- **Incident Facilities:** Common terminology is used to designate the facilities in the vicinity of the incident area that will be used during the course of the incident.

Incident response communications (during exercises and actual incidents) should feature plain language commands so they will be able to function in a multijurisdictional environment. Field manuals and training should be revised to reflect the plain language standard. These principles clarify reporting relationships and eliminate the confusion caused by multiple, conflicting directives. Incident managers at all levels must be able to direct the actions of all personnel under their supervision.

In incidents involving multiple jurisdictions, a single jurisdiction with multiagency involvement, or multiple jurisdictions with multiagency involvement, unified command allows agencies with different legal, geographic, and functional authorities and responsibilities to work together effectively without affecting individual agency authority, responsibility, or accountability.

Management by objectives is communicated throughout the entire organization and includes:

- Establishing overarching incident objectives.
- Developing strategies based on overarching incident objectives.
- Developing and issuing assignments, plans, procedures, and protocols.
- Establishing specific, measurable tactics or tasks for various incident management functional activities, and directing efforts to accomplish them, in support of defined strategies.
- Documenting results to measure performance and facilitate corrective actions.

Centralized, coordinated incident action planning should guide all response activities. An Incident Action Plan (IAP) provides a concise, coherent means of capturing and communicating

the overall incident priorities, objectives, and strategies in the contexts of both operational and support activities. Every incident must have an action plan. However, not all incidents require written plans. However, if an incident is likely to extend beyond one operational period, become more complex, or involve multiple jurisdictions and/or agencies, preparing a written plan will become increasingly important to maintain effective, efficient, and safe operations.

Various types of operational support facilities are established in the vicinity of an incident, depending on its size and complexity, to accomplish a variety of purposes. The Incident Command will direct the identification and location of facilities based on the requirements of the situation. Typical designated facilities include incident command posts, bases, camps, staging areas, mass casualty triage areas, point-of-distribution sites, and others as required.

There are five major management functions that are the foundation upon which an incident management organization develops.

- Command
- Operations
- Planning
- Logistics
- Finance & Administration

These functions apply to incidents of all sizes and types, including planned events and emergencies that occur without warning. Below is a brief description of the major incident management functions:

<b>Command</b>	Sets the incident objectives, strategies, and priorities and has overall responsibility for the incident.
<b>Operations</b>	Conducts operations to reach the incident objectives. Establishes tactics and directs all operational resources.
<b>Planning</b>	Supports the incident action planning process by tracking resources, collecting/analyzing information, and maintaining documentation.
<b>Logistics</b>	Arranges for resources and needed services to support achievement of the incident objectives.



**Finance &  
Administration**

Monitors costs related to the incident. Provides accounting, procurement, time recording, and cost analyses.

EOG takes its duty to secure large events very seriously. The guidelines presented here are just a sample of the means and methods through which EOG identifies and prevents losses. These standards help EOG not only manage its staff and assure every patron has a safe and enjoyable experience.