



106

Venue & Event Security

Paul Turner, CVE

Venue Management School – Year 1
June 2026

Goals & Agenda

1. Understand Duty of Care
2. Explore Levels of Protection
3. Principles of Venue/Facility Security
4. Principles of Event Security

Objective

To arm you with an understanding and awareness of key issues and considerations regarding venue and event security.

Action Item Form

Don't forget
to make
notes on
your Action
Item form.



Venue Management School

MY ACTION ITEMS

Year 1

Name: _____ Class: _____

Use this form to record one or two items that you can take action upon that are inspired by the presentations and courses. Your completed Action Items form will then serve as a follow-up "TO DO" list for when you return to your venue.

101 Labor Relations Antony Bonavita

102 Event Management Cheryl Swanson

103 Managing Human Resources Kim Bedier

104 Booking & Scheduling Katherine Norman

105 In-House vs. Contracted Services Eric Hart



Part 1

Duty of Care

Duty of Care

“A moral and legal responsibility to provide protection from reasonably foreseeable dangers and hazards that may cause harm.”

“Errors and Omissions”



Duty of Care

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“Errors and Omissions”



May 29, 2019

MLB Cubs v Astros: Child hit and injured with foul ball



May 29, 2019

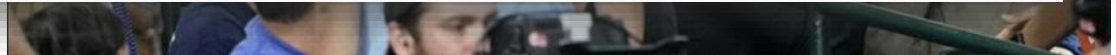
MLB Cubs v Astros: Child hit and injured with foul ball



Cubs' Kris Bryant: There should 'absolutely' be fencing around field after Almora foul ball

Scott Gleeson, USA TODAY

Published 10:13 a.m. ET May 30, 2019 | Updated 2:09 p.m. ET May 30, 2019



Duty of Care

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Duty of Care

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Discussion Activity

1. Pair up with a person seated next to you.
2. Describe *something* at your venue that illustrates your efforts to meet your “Duty of Care.”
3. Describe how that *something* came about.

Duty of Care

“A moral and legal responsibility to provide protection from reasonably foreseeable dangers and hazards that may cause harm.”



Part 2

Levels of Protection

Assets

Asset *n.* / 'æset /

“The entire property of a person, association, cooperation or estate; an item of value owned.”

People

Employees Guests
Clients Artists
Athletes

Facilities

Grounds Parking
Venue Buildings

Inventory

Ticketing Materials
Retail Goods
F&B Supplies

Information

Policies & Procedures
Building Plans
IT Systems

Financial

Money Transfers
Records CC Info

Infrastructure

Roadways Utilities

Equipment

Fixed Mobile

Assets

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Money

RED ALERT Urgent Walmart and Target warning about store closures and higher prices during troubling spike in thefts

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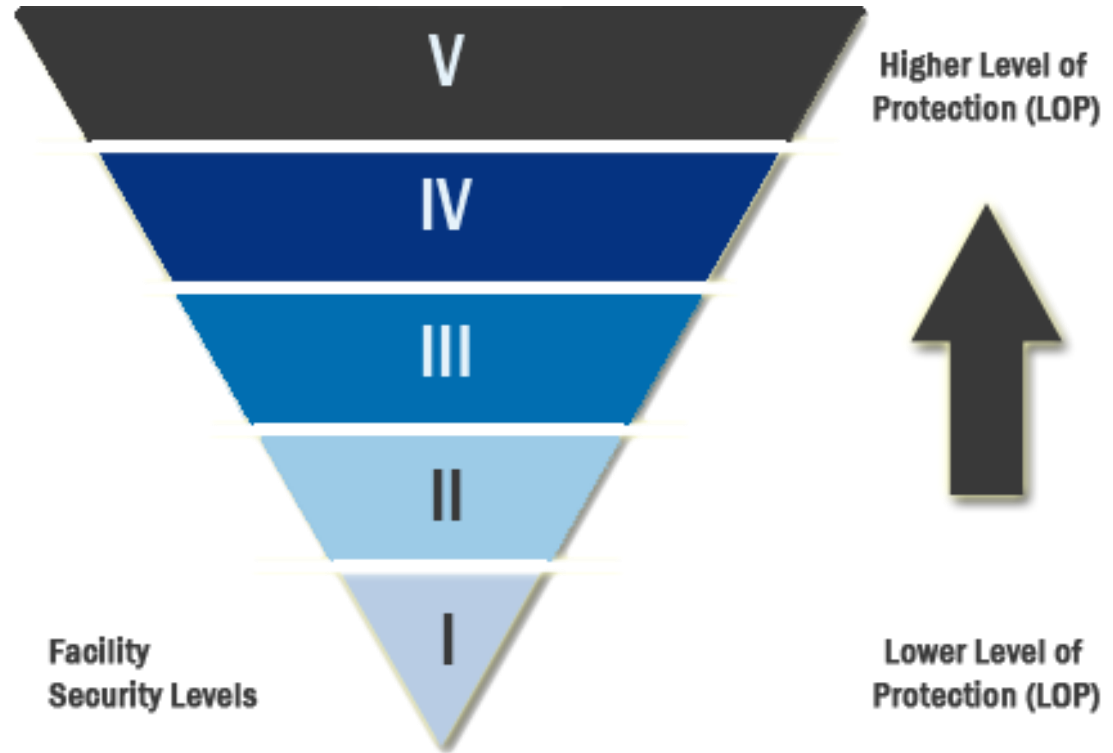
Roadways Utilities

Equipment

Fixed Mobile

Level of Protection

To what extent do you need to safeguard your assets?



Level of Protection

Organization Commitment

Leadership Costs
Return on Investment
Organization Culture
Ownership Requirements

Facility

Size Staffing
Accessibility Assets
Surroundings

Parameters to Consider

Activity

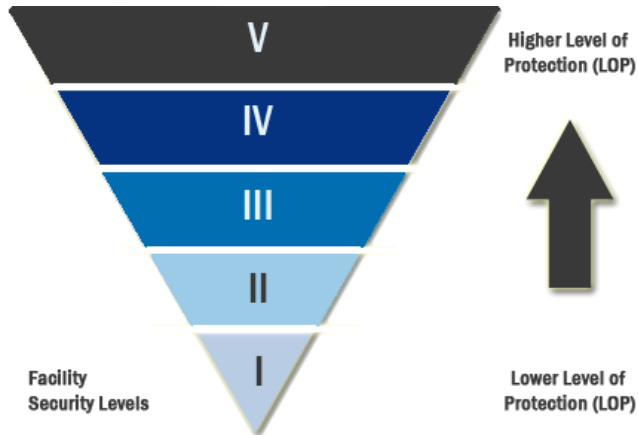
Programming Risk
Complexity Frequency

External

State Requirements
Local Requirements
Insurance Requirements

Level of Protection

To what extent do you need to safeguard your assets?

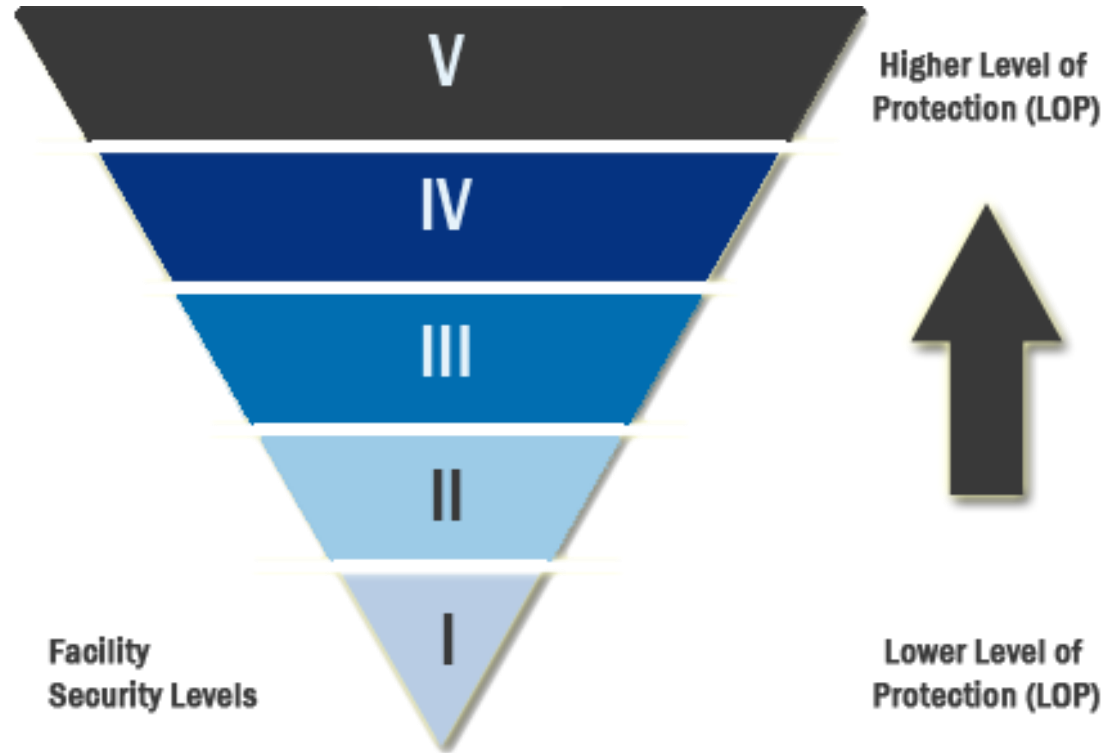


Feedback Question

Think about your venue. Is there something about its **Level of Protection** that you would like to see changed? If so, **what** is it and **why** do you want it changed?

Level of Protection

To what extent do you need to safeguard your assets?



Part 3

Principles of Venue/Facility Security

Provision of Security Services

Who is going to
provide security for
your venue and
events?

In-House Contracted

Combination

*What do you want your security
operation to secure and what do
you want it to do?*

Provision of Security Services

In-House

Greater control

Assume liability

Reduce costs?

Direct operation

Contracted

Transfer of control

Contractor has liability

Increased costs?

Conditional operations

Evaluation Process

Things you need to consider when developing security operations...

Hours of Operation

When will people be coming and going?

Staffing Levels

How many people are in the building?

Valuable Assets

What kind of things need to be safeguarded?

Type of Labor

Skilled, unskilled, union, contracted

Types of Services Provided

Locations, types of materials, inventory

The Hassle Factor

What will people tolerate? What rules will they follow?

Special Issues

*Environmental waste
Hazardous materials*

Clientele

What kind of people are being served?

Venue / Facility Security

Security resources
and operations for
daily (non-event)
activity.

Principle Elements

Posts

Procedures

Documentation

Security Posts

Locations or areas of assignment with specific purpose and operational instructions.

Exterior

Perimeter gate entrances
Patrol units
Restricted parking areas
Player parking
Ownership parking
Remote offices
Loading dock
Athletic department

Interior

Main office entrance
Lobby space
CCTV monitor
Control center
operator/dispatcher
Receptionist
Roamer/interior patrol
Supervisor

Security Post Order

Written
instructions for a
security post.



POST ORDER		
Document Number PO-ESEC-001	Post Name Secondary Perimeter	Shift Time 3 hrs Pre Event / 1 hr Post Event
Department	Location	Reports To
Event Security	Secondary Perimeter (Various Locations)	Event Security Supervisor
Event Date / Time 05/05/21 7:00PM	Event Name The Big Concert	Event Location Main Arena
Essential Functions Security staff at the secondary perimeter help protect the venue entry points by watching people approaching the venue entries and stopping anyone who may pose a threat or concern. A common function of this role is to ensure that people carrying bags or other prohibited items that are not permitted are stopped and not allowed to enter the queuing lines.		
Post Orders 1. Monitor activity in the area. 2. Visually scan guests to see if they are carrying bags that are not compliant with venue bag policy. 3. Stop guests who have bags not compliant with venue bag policy. Do not allow guests to approach entry with non-compliant bags. 4. If non-compliant bag is allowed (medical bag, diaper bag), conduct a screening of bag. 5. Distribute complimentary gallon size plastic bags to guests who need them to contain their items.		
Shift Specific Duties None		
Equipment Staff Handbook, Pen, Event Brief Sheet, blank Incident Card, Gallon size plastic bags		
Pre-Shift Briefing Requirements ✓ Receive Event Safety Briefing. ✓ Review venue bag policy. ✓ Review prohibited items list for venue and event.		

Security Procedures

Written instructions that define what, how, when and who regarding a specific issue.



STANDARD OPERATING PROCEDURE

Show Cancellation

Event Operations Department

Procedure Reference #:	SOP EOPS - 047
Revision #:	1
Implementation Date:	01/10/2019
Last Reviewed/Update Date:	01/30/2023
Procedure Apprc	E Sample
Procedure Administrator:	J Smith

DESCRIPTION / PURPOSE

This procedure details the steps that the Event Operations department will take when an event has been canceled.

PROCEDURE

The Event Operations department will do the following when an event cancellation is announced.

Event Canceled Prior to Event Day

Event Manager: Confirm with Ticket Office that event has been canceled and prepare and distribute the EVENT CANCELLATION NOTICE document.

Guest Services: Inform the lobby reception staff and phone operators of the event cancellation.

Staffing Services: Contact staffing partners and inform them of the event cancellation and for them to notify all their staff. Schedule 2 Ambassadors to be on site at the North Entry for event day starting 1.5 hours prior to the scheduled event start time. Ambassadors shift will end 1 hour after the scheduled event start time. Ambassadors will be responsible for greeting any ticket holders who may be unaware of the event cancellation and giving them a copy of the EVENT CANCELED handout.

Event Canceled on Event Day

Event Manager: Confirm with Ticket Office that event has been canceled and prepare and distribute the EVENT CANCELLATION NOTICE document.

Security Procedures

Written instructions that define what, how, when and who regarding a specific issue.

Sample Procedures

Building Opening/Closing

Receiving Deliveries

Conducting Patrols

Responding to Emergencies

Checking in Visitors

Operating equipment (i.e. golf carts)

Security Procedures

Written instructions that define what, how, when and who regarding a specific issue.

Important Considerations

- Procedures are management staff's means to convey how work should be done.
- Procedures serve as an important foundation for training and evaluation.
- Procedures should be reviewed regularly.
- Have a process for staff "signing off" on review of new/updated procedures.

Documentation

Keeping records
that show evidence
of your activity.

Activity Log/Daily Journal

Guard Tour Reports

Incident Reports

**Equipment
Distribution Log**

**Inspection
Records**

**Deliveries
Schedule & Log**

Incident Reports

Conduct training so that all staff have basic incident report writing skills.



ACME ARENA INCIDENT CARD

Print Clearly.

Event: Fall Festival Concert Date: 9/25/16 Time of Incident: 6:05pm

Guest Name: Edward Sample

Guest Address: Season Ticket Holder

Guest Phone: _____ Sec: 144 Row: 8 Seat: 5-6

Type of Incident: Unruly fan Incident Location: Sect 144, Row 8, Seats 9-10

Circle one Y (yes) or N (No):

Was subject hurt? Y / ☒ N Alcohol Related? Y / ☒ N Was subject ejected? ☒ Y / N Guest Left Scene? Y / ☒ N

First aid offered? Y / ☒ N First aid refused? Y / ☒ N Tickets confiscated? ☒ Y / N Was subject arrested? Y / ☒ N

Witness Name (if applicable): _____ Witness Phone: _____

Staff Name (Completed by): First: Susan Last: Staffer

Staff Department: Event Staff Staff Cell Phone: (555) 444-1234

COMPLETE INCIDENT REPORT ON BACK

Guest Signature: _____

Incident Reports

Conduct training so that all staff have basic incident report writing skills.

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INCIDENT SUMMARY (REPORT FACTS ONLY, NO OPINIONS):

Describe the incident below. What did you see? What do you know?

Mr. Sample told me that there were two guys in his row who were yelling
and being disruptive. He said that they didn't belong in his section. I
went down to the seats and checked the tickets of the two people Mr.
Sample identified. Both of the people had party pass tickets. I got
security and security escorted them out. I believe that they were
ejected.

Office Use Only:

Card reviewed by (Print Name): _____ Dept: _____

PD Report #: _____ IMS#: _____

By signing below, I acknowledge information contained in this incident card is true and correct.

Guest Signature: _____

Venue / Facility Security

Posts

Procedures

Documentation

Point of Pride

Is there something at your venue that represents...

... a “**Best in Class**” practice

... something **unique**

... an **inventive** approach

to Venue/Facility Security?

Venue / Facility Security

Security resources
and operations for
daily (non-event)
activity.

R E C A P

Principle Elements

Posts

Procedures

Documentation

Part 4

Principles of Event Security

Event Security

“Civilian security resources that are assigned to support the operation of an event or event-related activity.”



Event Security

Event Security

Peer Security

T-Shirt Security



Event Security

Security resources and operations supporting event activity.

Principle Elements

Duties

Training

Deployment

Event Security Personnel

- Civilian – Not Sworn Personnel
- Typically responsible for observe and report
- Usually must have a state security guard license
 - Subjected to criminal background check
 - Must pass state standardized exam



Event Security Duties

Access Control

Screenings/Inspections

Perimeter Management

Property Watch

Roving Patrols

Crowd Management

Response Teams

Supervisors

Managers



Access Control

Restricting access by enforcing access rules, policy, credential requirements.



Access Control

Restricting access by enforcing access rules, policy, credential requirements.

PLAYING FIELD

GAME DAY CREDENTIALS REQUIRED RESTRICTED ACCESS

STADIUM IDENTIFICATION BADGES DO NOT GRANT ACCESS INTO RESTRICTED SPACE UNLESS ACCOMPANIED BY A GAME DAY CREDENTIAL

SEASON PASS



SINGLE GAME PASS



REQUIRED FOR FIELD ENTRY

BLUE	- FIELD ACCESS ANY TIME
YELLOW	- FIELD ACCESS PREGAME, HALFTIME & POST GAME ONLY
WHITE	- FIELD ACCESS PREGAME ONLY
GREEN	- FIELD ACCESS POST GAME ONLY (EXCEPTION - VISITING TEAM POST GAME PASSES DO NOT HAVE ACCESS TO THE FIELD AT ANY TIME)
RED	- NO FIELD ACCESS AT ANY TIME (EXCEPTION - MEDIA MAY HAVE POST GAME FIELD ACCESS AFTER BOTH TEAMS HAVE CLEARED THE PLAYING FIELD)

NATIONAL FOOTBALL LEAGUE ALL ACCESS CREDENTIALS



PRO FOOTBALL HALL OF FAME
PREGAME ONLY CREDENTIALS

PREGAME FIELD ACCESS ENDS 25 MINUTES PRIOR TO KICKOFF
IN-GAME FIELD ACCESS IS RESTRICTED TO BLUE CREDENTIALS ONLY
POST GAME MEDIA ACCESS BEGINS WHEN BOTH TEAMS HAVE EXITED THE FIELD

Training Regimen

A typical training program for event security personnel should include these elements...

- Customer Service
- Venue Orientation
- Communication Skills / Diffuse Conflict / Positive Interactions
- Policies (Company & Venue)
- Procedures (Company & Venue)
- Job Skills
- Post Training

Policy Training

Company Policy

Availability and scheduling

Uniform and appearance

Use of equipment

Work rule violations

Venue Policy

Prohibited items

Code of conduct

Access restrictions

Incident response

Procedure Training

Typical procedures that event security personnel should be familiar with...

- Emergency response
- Unauthorized access
- Counterfeit tickets / credentials
- Use of force
- Code of Conduct violations
- Ejections
- Documentation

Deployment

A plan that places your security resources where and when you need them.

- Positioning / Dot Maps
- Post Orders
- Deployment Plan
- Redeployments
- Break/Relief Plan
- Check-In Process
- Demobilization

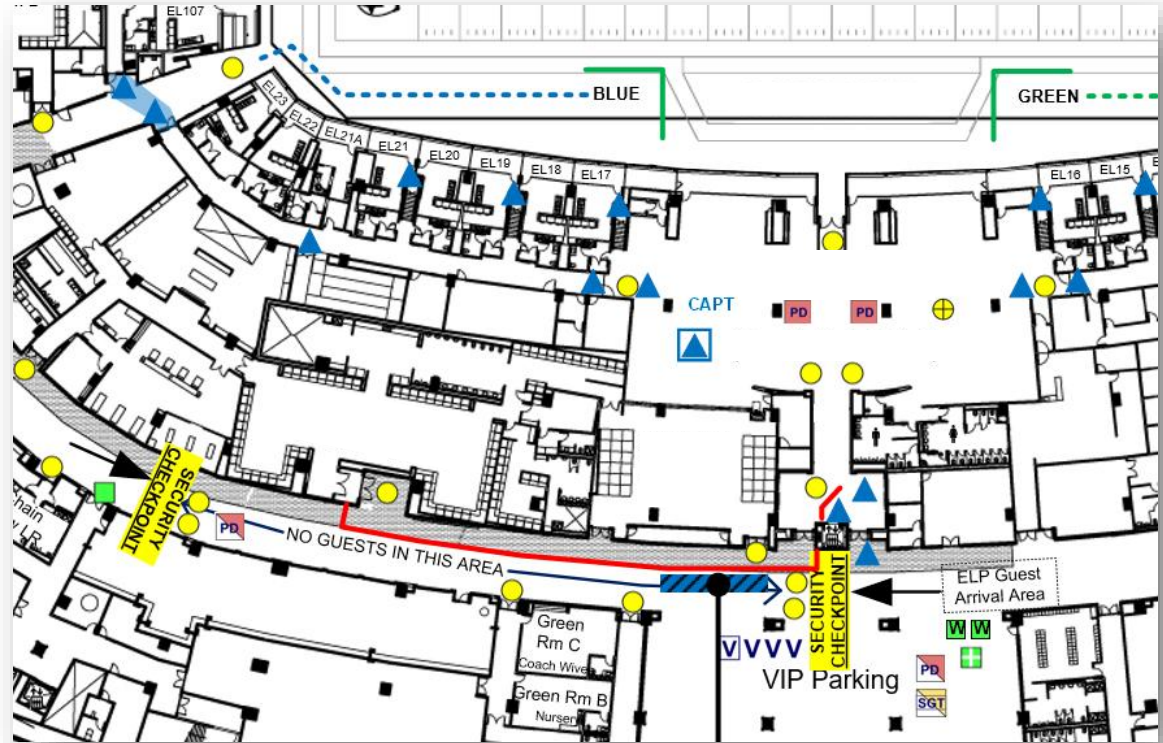
Positioning/ Dot Maps

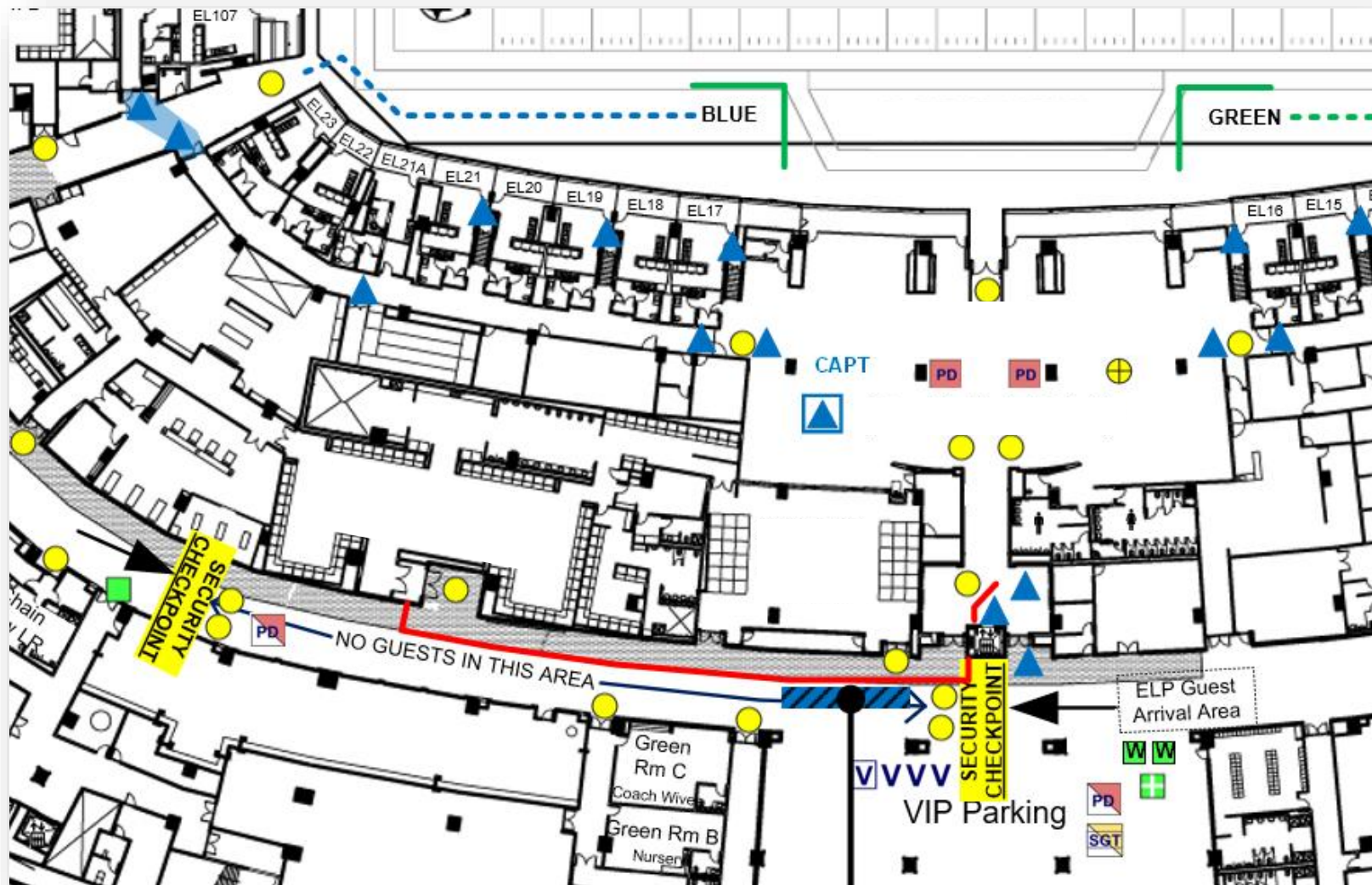
Diagrams that indicate the specific location of security resources.



Positioning/ Dot Maps

Diagrams that indicate the specific location of security resources.





Post Orders



POST ORDER

Post: Line Director

Post Order – Line Director

Event Security

Post Name : Line Director
Department : Event Security
Shift Time : 3 hrs Pre Event / 1 hr Post Event
Location : Outside Venue Entries
Reports To : Event Security Supervisor

ESSENTIAL FUNCTIONS

Line Directors are responsible for directing guests to available venue entry queue lines. Line Directors work to "balance" the line length and manage the safe formation of lines.

POST ORDERS

1. Greet guests.
2. Direct guests to available venue entry lines. Try to

EQUIPMENT

Staff Handbook, Pen, Event Brief Sheet, blank Incident Card

PRE-SHIFT BRIEFING REQUIREMENTS

- ✓ Receive Event Safety Briefing.
- ✓ Review venue bag policy.
- ✓ Review prohibited items list for venue and event.

Deployment Plans

A document that details the placement and operations of a team of staff.

- Used by Supervisor
- General briefing information
- Specific details about work area
- Diagram showing post locations
- Additional info as required

Deployment Plans



Event Staff Crew Deployment

Event Staff-USHER SUP MC E 01

ES-19

Event Staff Ushers – Main Concourse E 01 Sections C236-248

Warm-Up & Roll Call

1. Gather crew members together.
2. Verify that each crew member has their Game Day Staff Handbook and a copy of the Event Brief Sheet.
3. Verify that each crew member has any other important equipment or supplies (usher signal card, incident cards, Code of Conduct Cards, Maintenance and Prohibited Items Cards, etc.)
4. Conduct Inspection Drill. Ensure that all crew members are in full uniform and appearance compliance.
5. Have each crew member sign in on the crew roster. By allowing a crew member to sign the roster, the Supervisor is certifying that the person is

SAFE Briefing

1. Calling for Help: Contact your supervisor or roving security.
2. First Aid Station: Inside Entry B on the Main Concourse at Section 244
3. Exits: In case of an emergency evacuation, direct guests out of the building to the east (Entries B C D) or the west (Entries G H J).
4. Security Staff Locations: Contact Event Command Post.
5. On-Post Inspection: Remind each crew member that they must thoroughly inspect their work area when they take their positions. Report any issues to the Supervisor immediately.
6. Special Concerns: Check seating areas for any broken, damaged or dirty seats.

CLEAN Briefing

1. Seating sections/Stairways/Railings/Flat Surfaces: Make sure that the seats, aisles, and walkways are clear and free of spills.

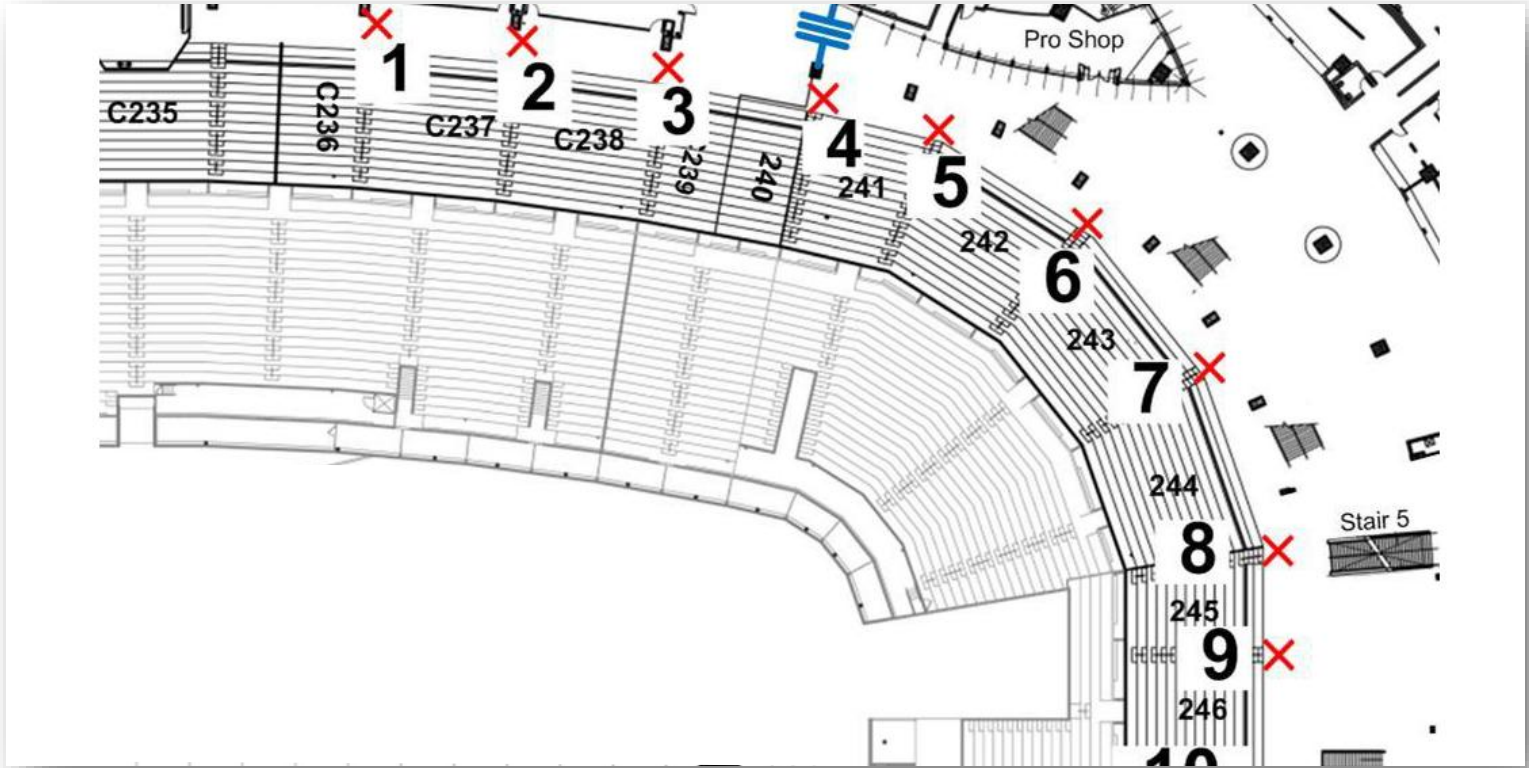
FRIENDLY Briefing

Deployment Plans

CREW DEPLOYMENT PLAN

Map Number / Position Name	Location	Special Instructions / Notes
** USHER SUP MC E 01	Main Concourse Seating Bowl from Section C236 to Section 248	Provide direction and supervision to Event Staff assigned to the Main Concourse.
1 USHER C236-C237	At top of aisle at Section C236-C237	Monitor wheelchair and companion seating platform. Unlock and place folding chairs AS NEEDED when people arrive who have tickets or seat relocation passes for this area.
2 USHER C237-C238	At top of aisle at Section C237-C238	
3 USHER C238-C239	At top of aisle at Section C238-C239	
4 USHER 240-241	At top of aisle at Section 240-241	
5 USHER 241-242	At top of aisle at Section 241-242	
6 USHER 242-243	At top of aisle at Section 242-243	
7 USHER 243-244	At top of aisle at Section 243-244	
8 USHER 244-245	At top of aisle at Section 244-245	
9 USHER 245-246	At top of aisle at Section 245-246	

Deployment Plans



Event Security

Security resources and operations supporting event activity.

R E C A P Principle Elements

Duties

Training

Deployment

Goals & Agenda

- ✓ Understand Duty of Care
- ✓ Explore Levels of Protection
- ✓ Principles of Venue/Facility Security
- ✓ Principles of Event Security

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To arm you with an understanding and awareness of key issues and considerations regarding venue and event security.

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www.iavm.org/avss

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104 Booking & Scheduling Katherine Norman

105 In-House vs. Contracted Services Eric Hart





Thank you!

*Please complete your course
evaluation now.*

106

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