2015 Safety and Security Report

International Association of Venue Managers, Inc.

The venue management industry is grateful to the IAVM Foundation for their generous support of IAVM's Research Initiatives.

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IAVM 2015 Safety and Security Report

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IAVM's Mission: To educate, advocate for, and inspire public assembly venue professionals, worldwide.

As with all of our products and initiatives, we welcome any comments so that we can continue to improve these reports to meet your needs. Please contact Frank Ingoglia, 972-538-1001 or via email to frank.ingoglia@iavm.org.

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Table of Contents

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EXECUTIVE SUMMARY OF KEY FINDINGS

IAVM's safety and security research quantifies the practices and procedures utilized to secure the lives and safety of venue customers, staff and the property itself. The information presented below is a snapshot of the key findings from this report.

- Every facility should develop and implement an emergency plan for protecting employees, visitors, contractors and anyone else in the facility. We found that **7 out of 8** of our venues have an *emergency response and/or emergency preparedness plan in place*. **54%** have a plan in place for *risk assessments for the facility and events*; and **34%** conduct a *risk assessment for each event.*
- **84%** have established *required security staffing levels for each event*.
- **58%** have a policy to *never release information on internal security to the press.*
- **Evacuations:** To help ensure smooth evacuation of the premises, **78%** provide *regular staff training for emergency evacuations and response procedures* and **71%** offer *regular refresher training and review on exit paths and off-site gathering locations.*
- **Vulnerability Assessments**: An important component of all emergency plans, **78%** have *reviewed and assessed their vulnerabilities and security infrastructure*, but only **39%** involve local or national authorities in this practice.
- **Protests/Demonstrations: 64%** have procedures in place for *handling these disruptions inside or outside the venue.*
- **Bomb Threats: 90%** have *written procedures for handling bomb threats*, and **68%** supply the *switchboard personnel with a bomb threat checklist and reporting procedure*, but only **42%** currently schedule *regular training in bomb threat procedures for all personnel answering incoming telephone calls.*
- **Emergency Response Team: 72%** have *established an on-site Emergency Response Team.*
- **Security Command Center**: **64%** *regularly review Security Command Center operations and procedures*; **43%** have *direct communications links to venue management*; **90%** maintain an *easily accessible contact list of emergency response contacts.*
- **Security Cameras**: **91%** have them but only **71%** *monitor them.*
- **Mail Room Policies**: **75%** have designated mail staff but only **19%** *regularly train mail room staff on procedures for handling suspicious packages.*
- **Secure Off-site Maintenance of Venue Documents**: This appears to be a low priority. **22%** keep their *venue as-built drawings at a secure off-site location*; **44%** treat their *secure critical/corporate records similarly*.
- **AED Availability**: **90%** *have Automated External Defibrillators on premises*.

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METHODOLOGY

Using an internet-based survey platform, the IAVM *2015 Safety and Security Survey* was conducted from January 15th through February 12th, 2015.

From a list of 1,435 venue organizations, a total of 239 completed surveys were obtained (58 convention centers, 64 arenas, 16 stadiums, 56 performing arts centers, 37 complexes and 8 other types) for a response rate of 17%. The sample characteristics of the participating venue types are shown below.

	Convention Center	Arena/Civic Center	Theater/ Performing Arts Center	Complex/ Other	Stadium
	#	#	#	#	#
Total	**58**	**64**	**56**	**45**	**16**
Size of Venue *					
Large	16	33	20	8	14
Medium	14	12	13	24	1
Small	28	19	23	11	1
Not answered	-	-	-	2	-
Market Tier					
1st Tier	20	33	24	12	14
2nd Tier	22	13	10	15	2
3rd Tier	15	18	21	16	-
Not answered	1	-	1	2	-
Venue is:					
University based	1	23	16	10	35
Not university based	57	41	40	35	11
Ownership					
Public Owner (Government/Authority)	51	41	37	31	8
Not Public Owner (Private/Non-profit/Other)	7	23	19	14	8
Management					
Public Management (Government/Authority)	30	22	23	22	4
Not Public Management (Management Company/ Non-Profit/Other)	28	42	33	23	12

** = See next page for size descriptions*

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Definitions Used for Venue Size Classification

	Size of Venue		
Venue Type	**Large**	**Medium**	**Small**
Arena/Civic Center number of seats	over 12,000	7,501 - 12,000	up to 7,500
Stadium number of seats	over 35,000	15,001 - 35,000	up to 15,000
Theatre/ Performing Arts Center number of seats	over 2,500	1,501 - 2,500	up to 1,500
Convention Center/Exhibit Hall gross sq. ft. of exhibit space	over 500,000	100,001 - 500,000	up to 100,000

Note: Complexes and other types were asked to compare themselves relative to venues that are the same type; no quantification was used.

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ANALYTICAL NOTES

1. In all charts and tables in this report, percentage totals may not add to 100% due to rounding.
2. Data is included for each year in which the question was asked in a comparable manner.
3. Charts are shown for the *total sample of responding venues.* Differences by venue types are highlighted in text boxes, as needed.
4. Readers interested in the 2015 tabular results by specific venue type can contact the IAVM Research Manager (frank.ingoglia@iavm.org) to request this data in Excel format.

We hope you will find the following information useful and we encourage you to participate in future surveys. Should you have any questions on the Report, please contact Frank Ingoglia at Frank.Ingoglia@iavm.org.

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DETAILED FINDINGS

EMERGENCY PREPAREDNESS

The actions taken in the initial minutes of an emergency are critical. A prompt warning to employees to evacuate, shelter or lockdown can save lives. A call for help to public emergency services that provides full and accurate information will help the dispatcher send the right responders and equipment. An employee trained to administer first aid or perform CPR can be lifesaving. Action by employees with knowledge of building and process systems can help control a leak and minimize damage to the facility and the environment.

The first step when developing an emergency response plan is to conduct a risk assessment to identify potential emergency scenarios. An understanding of what can happen will enable you to determine resource requirements and to develop plans and procedures to prepare your business. The emergency plan should be consistent with your performance objectives.

At the very least, every facility should develop and implement an emergency plan for protecting employees, visitors, contractors and anyone else in the facility. This part of the emergency plan is called "protective actions for life safety" and includes building evacuation ("fire drills"), sheltering from severe weather such as tornadoes, "shelter-in-place" from an exterior airborne hazard such as a chemical release and lockdown. Lockdown is protective action when faced with an act of violence.

When an emergency occurs, the first priority is always life safety. The second priority is the stabilization of the incident. There are many actions that can be taken to stabilize an incident and minimize potential damage. First aid and CPR by trained employees can save lives. Use of fire extinguishers by trained employees can extinguish a small fire. Containment of a small chemical spill and supervision of building utilities and systems can minimize damage to a building and help prevent environmental damage.

Some severe weather events can be forecast hours before they arrive, providing valuable time to protect a facility. A plan should be established and resources should be on hand, or quickly, available to prepare a facility. The plan should also include a process for damage assessment, salvage, protection of undamaged property and cleanup following an incident. These actions to minimize further damage and business disruption are examples of property conservation.

Source: http://www.ready.gov/business/implementation/emergency

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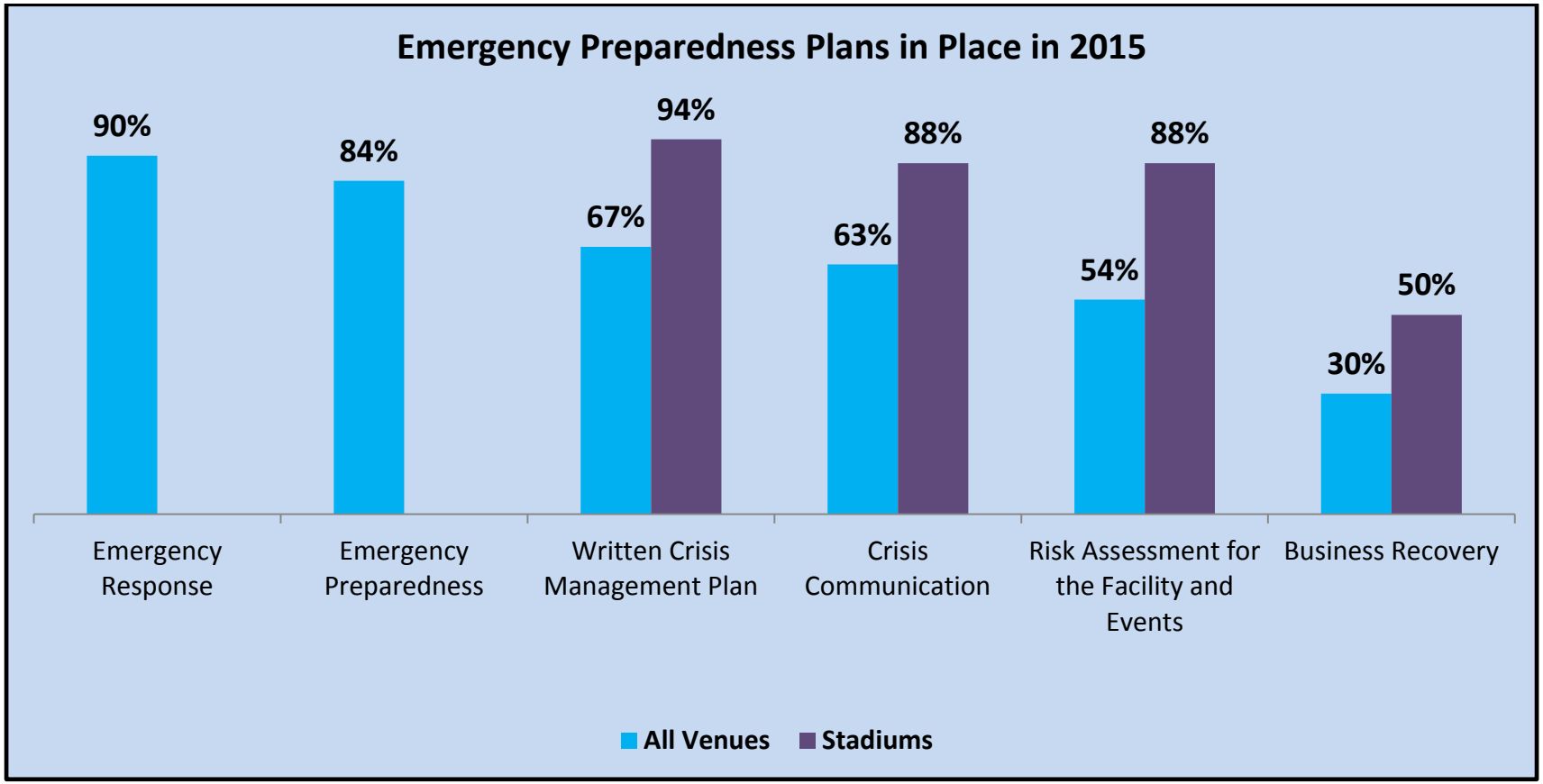
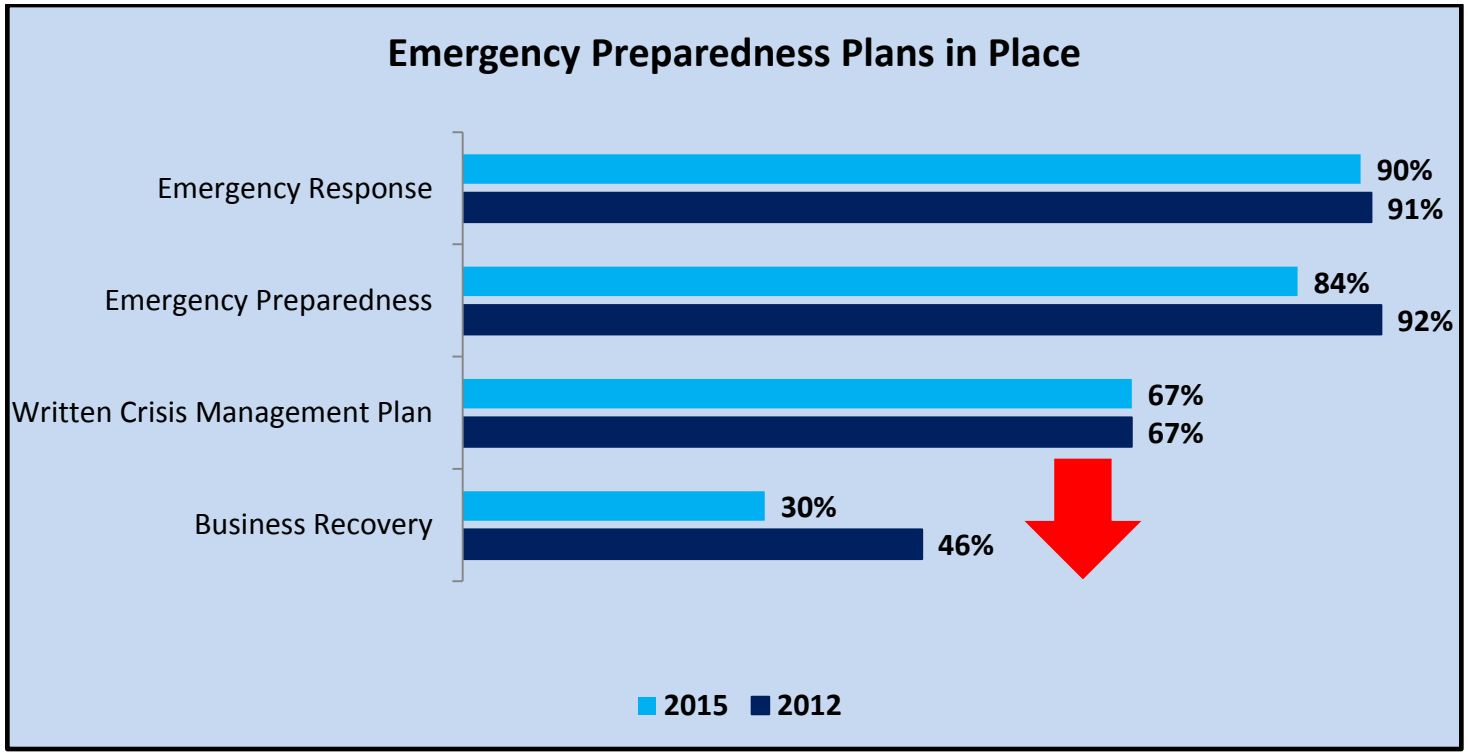
The survey asked respondents about five specific emergency planning strategies in place at their buildings in 2015.

Emergency preparedness and emergency response plans were reported in at least 7 out of 8 venues in 2015. Plans that focus on crisis communications and risk assessments are in place at most buildings, but business recovery plans are far less evident.

Although the base size of stadiums is small, it's worth noting that ***more stadiums have written crisis management, crisis communications, risk assessment and business recovery plans in place in 2015 than other venue types.***



Not only are business recovery plans far less evident at venues, ***this percentage has dropped since 2012.***



Note: Crisis Communications Plans and Risk Assessment for the Facility and Events were not asked in 2012.

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What Does a Business Recovery Plan Look Like?

When business is disrupted, it can cost money. Lost revenues plus extra expenses means reduced profits. Insurance does not cover all costs, and cannot replace customers that defect to the competition. A business continuity plan to continue business is essential. Development of a business continuity plan includes four steps:

- *Conduct a business impact analysis to identify time-sensitive or critical business functions and processes, and the resources necessary to support them.*
- *Identify, document and implement to recover critical business functions and processes.*
- *Organize a business continuity team and compile a business continuity plan to manage a business disruption.*
- *Conduct training for the business continuity team, as well as testing and exercises to evaluate recovery strategies and the plan.*

Information technology (IT) includes many components such as networks, servers, desktop and laptop computers and wireless devices. The ability to run both office productivity and enterprise software is critical. Therefore, recovery strategies for information technology should be developed so technology can be restored in time to meet the needs of the business. Manual workarounds should be part of the IT plan so business can continue while computer systems are being restored.
Those functions or processes with the highest potential operational and financial impacts become priorities for restoration. The point in time when a function or process must be recovered, before unacceptable consequences could occur, is often referred to as the "Recovery Time Objective."

Following an incident that disrupts business operations, resources will be needed to carry out recovery strategies and to restore normal business operations. Resources can come from within the business or be provided by third parties. Resources include:

- *Employees*
- *Office space, furniture and equipment*
- *Technology (computers, peripherals, communications equipment, software and data)*
- *Vital records (electronic and hard copy)*
- *Production facilities, machinery and equipment*
- *Inventory, including raw materials, finished goods and goods in production*
- *Utilities (power, natural gas, water, sewer, telephone, internet, wireless)*
- *Third party services*

Since all resources cannot be replaced immediately following a loss, managers should estimate the resources that will be needed in the hours, days and weeks following an incident.

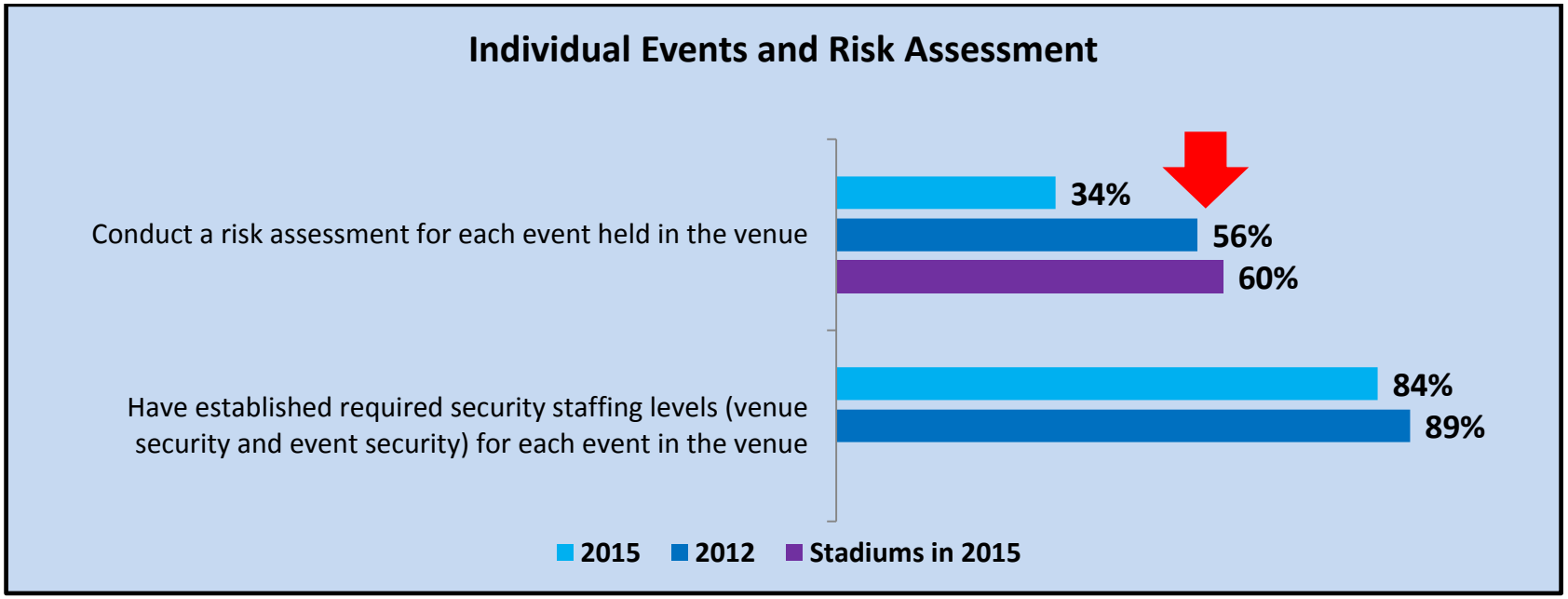
Source: FEMA, http://www.ready.gov/business/implementation/continuity

INDIVIDUAL EVENTS AND RISK MANAGEMENT

The percentage of venues that conduct risk assessments for each event ***declined from 56% to 34%.***

Compared to other venue types, ***more stadiums conduct risk assessments for each event in 2015.***

Six out of seven (**84%**) venues have established ***mandatory security staffing levels for each event in 2015***, statistically unchanged since 2012.



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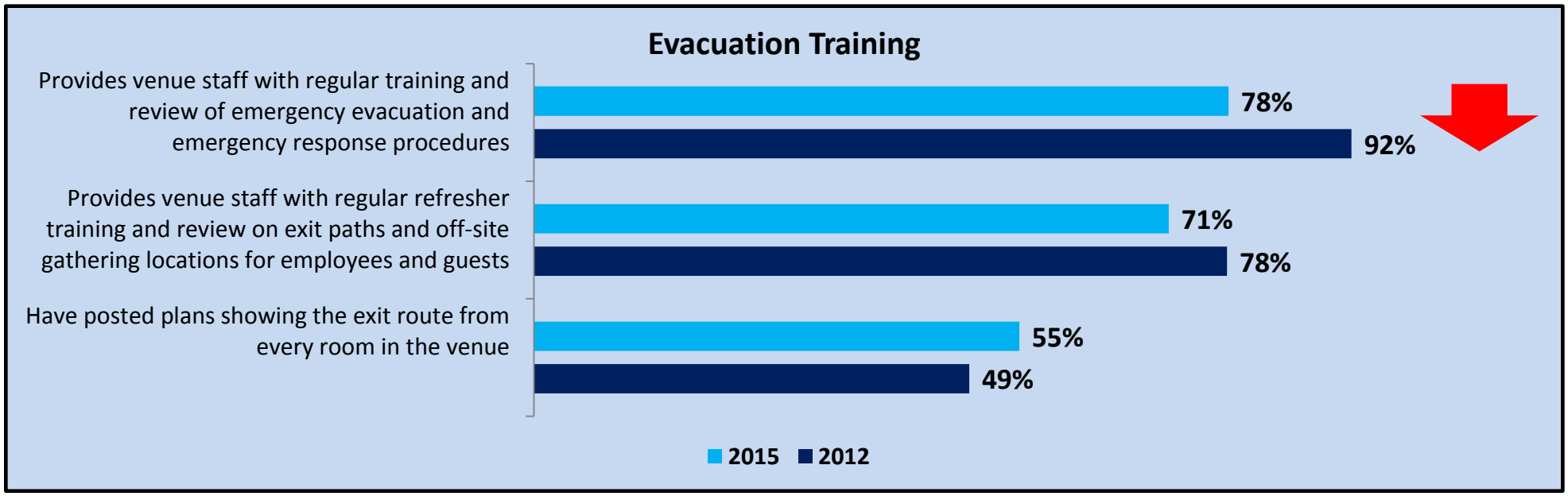
EVACUATION TRAINING

Venue managers are very aware of the importance of training staff on emergency evacuation and response procedures, and on exit paths and off-site gathering locations.

Although 78% of venues regularly train staff for emergency evacuation and response procedures, ***this represents a noticeable and disconcerting decline since 2012.***



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EVACUATION PROCEDURES

Respondents were asked to describe in their own words how the venue verifies that the building has been evacuated; and how they account for the staff when an evacuation order has been issued.

Procedures for Verifying That Facility Has Been Evacuated

Use of staff members to conduct a sweep of the building was volunteered most often as the procedure for verifying that an evacuation was effectuated. A small segment indicated that they rely on First Responders, either exclusively or in conjunction with staff sweeps.

- **23%** - *Designated staff*, wardens, marshals, emergency response teams, etc.
- **11%** - *Management personnel*: supervisors, department heads, operations staff, etc.
- **25%** - *Staff members*, but did not specify which staff members
- **18%** - *Security personnel*
- **13%** - *First Responders* (fire department, police, etc.), either in conjunction with staff sweeps or exclusively

Procedures for Accounting For Staff When an Evacuation Occurs

Setting up pre-designated staging areas for staff reporting purposes during an evacuation is the most widely thought of strategy for accounting for staff.

- **48%** - *Pre-designated staging areas* where many perform head counts/roll calls
- **14%** - Depend on *supervisors, department heads, evacuation monitors,* etc. to account for staff members (no mention of staging areas)
- **18%** - Perform *head counts/roll calls* (no mention of staging areas)
- **6%** - ***Do not have a plan***

Note: Respondents were free to answer this question in their own words; no structured list was provided. The percentages reported above should be considered as the low end of the spectrum. Had we used a structured list to collect responses, the percentages would typically be higher for each response point.

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What Does an Evacuation Plan Look Like?

The Department of Homeland Security released a sample *Evacuation Planning Guide for Stadiums* in the fall of 2008. Noting that both the Public Assembly and Sports League subsectors determined that a credible standard evacuation plan template was needed, and with input from (the-then) IAAM and a variety of associations, Cabinet departments and DHS agencies, a standard plan was produced with the following Table of Contents:

Section 1: Introduction
Evacuation Program Overview
Purpose and Scope
Relationship to Other Plans
Using this Guide

Section 2: Organizational Structure
2.1 Evacuation Team
2.2 Direction and Control
2.3 Local, State and Federal Assistance
2.4 Surrounding Industry/Private Sector Assistance
2.5 Local Transportation Structure

Section 3: Concept of Operations
3.1 Pre-Incident Planning
3.1.1 Administration
3.1.2 Incident Assessment
3.1.3 Evacuation
3.1.4 Shelter in Place
3.1.5 Relocation
3.1.6 Evacuation Routes and Pedestrian, Vehicular Traffic Control
3.1.7 Communications
Communications: Warning, Alert, and Notification
Communications: Evacuation Procedures
Communications: Evacuation Information to the General Public
3.1.8 Physical Resources
3.1.9 Activation, Staging, and Mobilization
3.1.10 Mass Care and Family Assistance
3.1.11 Special Needs Population
3.1.12 Health and Medical Support

3.1.13 Signage and Lighting
3.2 Evacuation Implementation
3.2.1 Event Staff and Evacuation Personnel
3.2.2 Spectators, and Participants, (Competitors, Staff, Contractors and Vendors)
3.3 Post-Incident Activities
3.3.1 Termination of the Evacuation
3.3.2 Deactivation
3.3.3 Documentation
3.3.4 Post Evacuation Review

Section 4: Evacuation Plan Maintenance
4.1 Program Maintenance
4.1.1 Training, Drills and Exercises
4.1.2 Evaluate and Mitigate
4.2 Evacuation Plan Maintenance and Revision
4.2.1 Evacuation Plan Maintenance
4.2.2 Evacuation Plan Revision History

Evacuation Planning Guide for Stadiums
Appendix A: Evacuation Plan Template for Stadiums
Appendix B: Planning Process and Procedures
Appendix C: Data Collection Tool
Appendix D: Signature Page for Stakeholder Adoption
Appendix E: Terminology
Appendix F: Exercising the Evacuation Plan

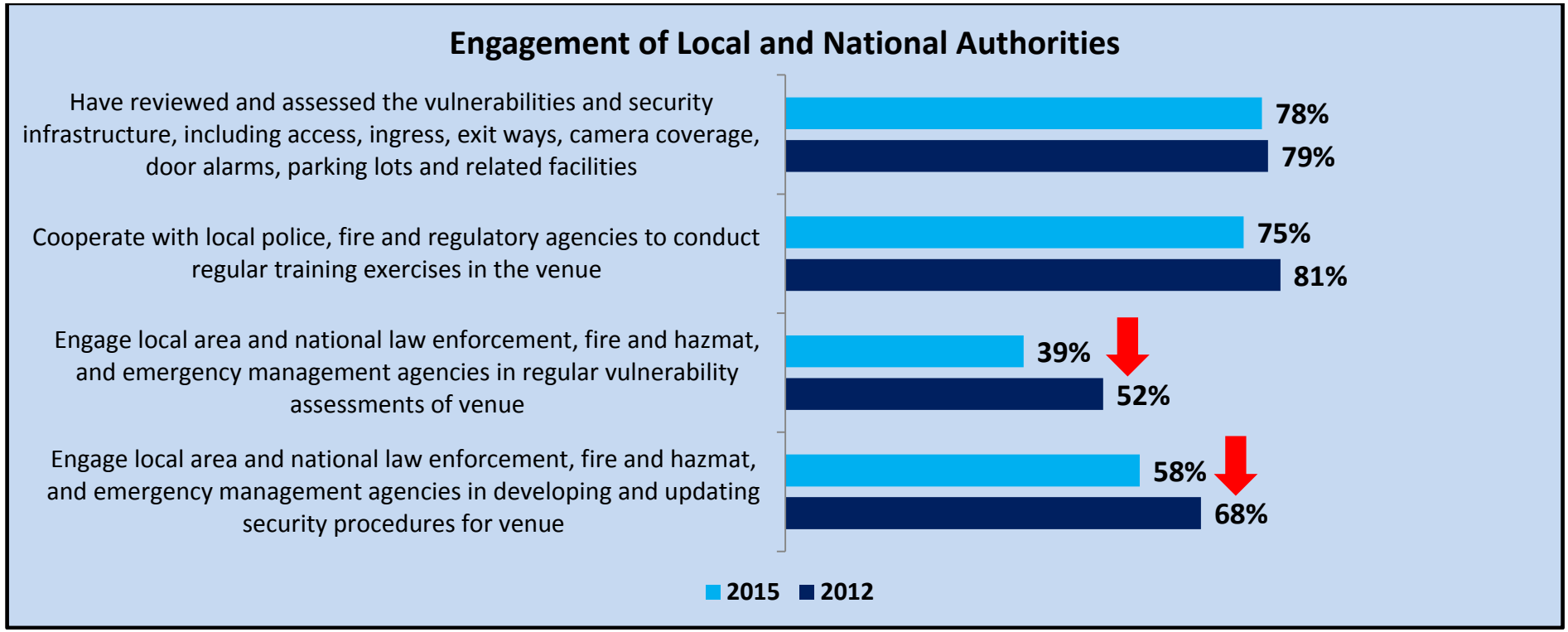
The same task force produced a separate *Mass Evacuation Planning Guides for Major Events.* Both documents are available at http://www.dhs.gov/publication/evacuation-planning-guides

VULNERABILITY ASSESSMENTS

Following the identification of plausible threats, it's important to perform a vulnerability assessment. The vulnerability assessment generally considers the potential impact of loss from an attack or natural disaster as well as the vulnerability of the facility/location to an attack or natural disaster.

In this survey, about **4 out of 5** venues have reviewed and assessed their vulnerabilities and security infrastructures. Typically, this was last reviewed 18 months ago. However, **only 39%** involve local or national authorities in their vulnerability assessments.

Most venues cooperate with local or national authorities in some manner, but ***there appears to be declining interest in cooperating with them for regular vulnerability assessments and development/updating of security procedures***.



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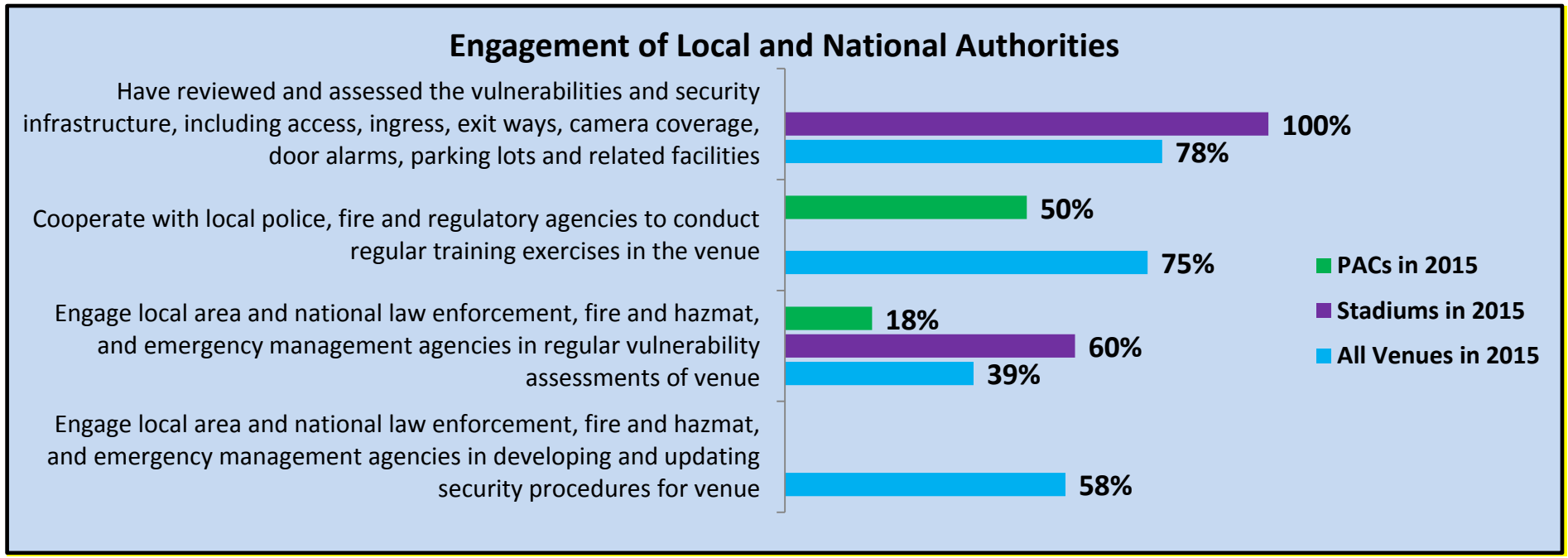
Differences for Performing Arts Centers and Stadiums

Virtually every stadium has performed a vulnerability assessment in 2015. **Stadiums tend to *include local or national authorities* when conducting venue vulnerability assessments**

Fewer performing arts centers cooperate with local authorities in ***regular training exercises or regular vulnerability assessments.***



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Why Invite Local or National Authorities to Assist with Venue Vulnerability Assessments?

The Department of Homeland Security Protective Security Advisory (PSA) was established in 2003, and is designed specifically to support the private sector infrastructure sector – which includes such facilities as stadiums, arenas and convention centers. PSAs are positioned in major population areas across the US and have several vulnerability assessment tools that they can implement at the request of the venue manager. This assessment is done at no charge, and has protections in place to shield confidential information that may be developed during the assessment process.

The PSA programs offer crosscutting information sharing and coordination activities in support of five mission areas, including planning, coordinating and conducting security surveys and assessments; planning and conducting outreach activities; and coordinating and supporting improvised explosive device awareness and risk mitigation training. PSAs are security subject matter experts who engage with government mission partners and members of the private sector stakeholder community, including venue managers, to protect the Nation's critical infrastructure. They serve as regional DHS critical infrastructure security specialists, providing a local perspective to – and supporting the development of – the national risk picture by identifying, assessing, monitoring and minimizing risk to critical infrastructure at the regional, state and local levels.

The PSA program maintains a robust operational field capability, conducting assessments of nationally significant critical infrastructure through Enhanced Critical Infrastructure Protection (ECIP) security surveys, Site Assistance Visits and providing access to IP resources, training and information.

By assessing the overall security posture of a venue, ECIP security surveys provide protective measures to critical infrastructure; inform venue managers of the importance of their facilities and current terrorist threats; and develop strong relationships between critical infrastructure owners and operators, DHS and federal, state and local law enforcement partners. ECIP visits are often followed by ECIP surveys to collect, process and analyze facility assessment data and develop a detailed assessment of physical security, security management, security force, information sharing, protective measures and dependencies to identify cascading effects. Data collected during ECIP surveys allows DHS and venue managers to track the implementation of recommended protective measures, conduct sector-by-sector and cross-sector vulnerability comparisons; identify security gaps; provide venue managers with a view of their venue's security in relation to similar venues; and track progress toward improving critical infrastructure security. Venue managers are given security data in interactive ECIP dashboards, which enables them to improve security postures in a cost-effective and measurable manner.

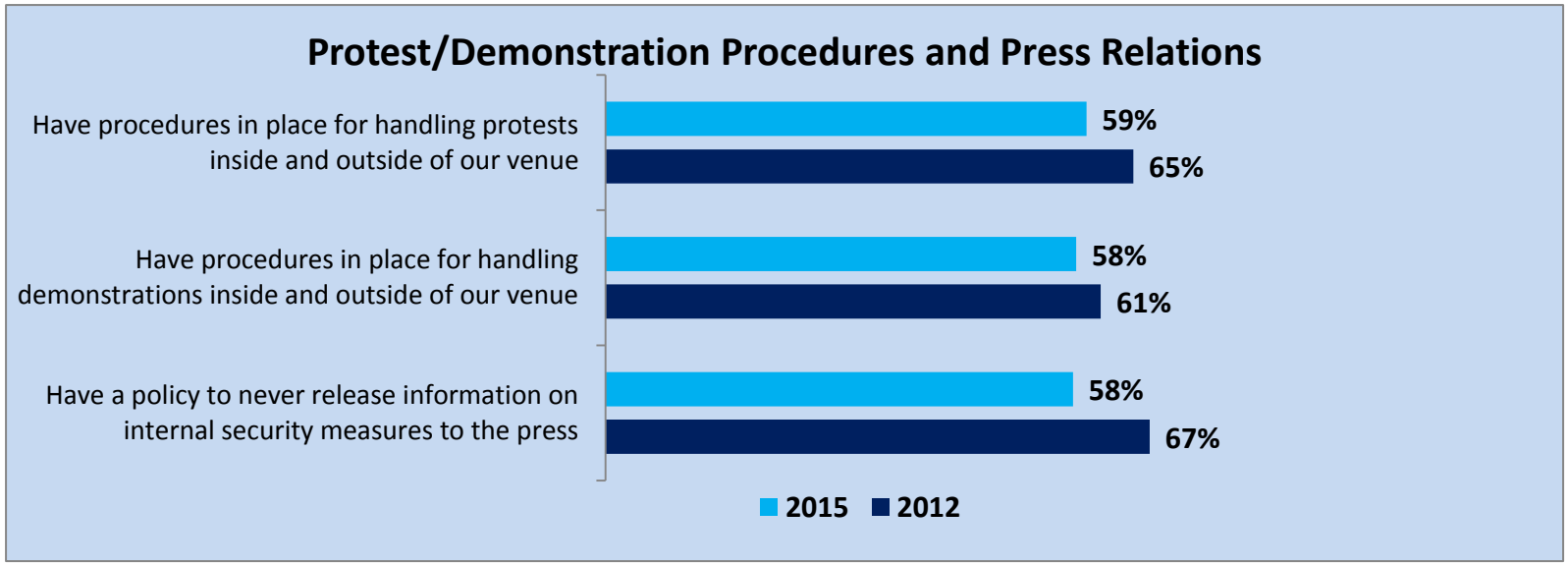
In addition to the DHS/PSA program, the FBI also has developed a computer-based assistance program to assist in assessing risks at venues.

Source: http://www.dhs.gov/protective-security-advisors

PROTEST/DEMONSTRATION PROCEDURES AND PRESS RELATIONS

Considering the detrimental effect on events and future business that protests or demonstrations can have, it's important to plan ahead for these possibilities, ***but only a small majority of venues already have procedures in place.***

To further ensure the continuing security of the building, ***most venues never release internal security measures to the press.***



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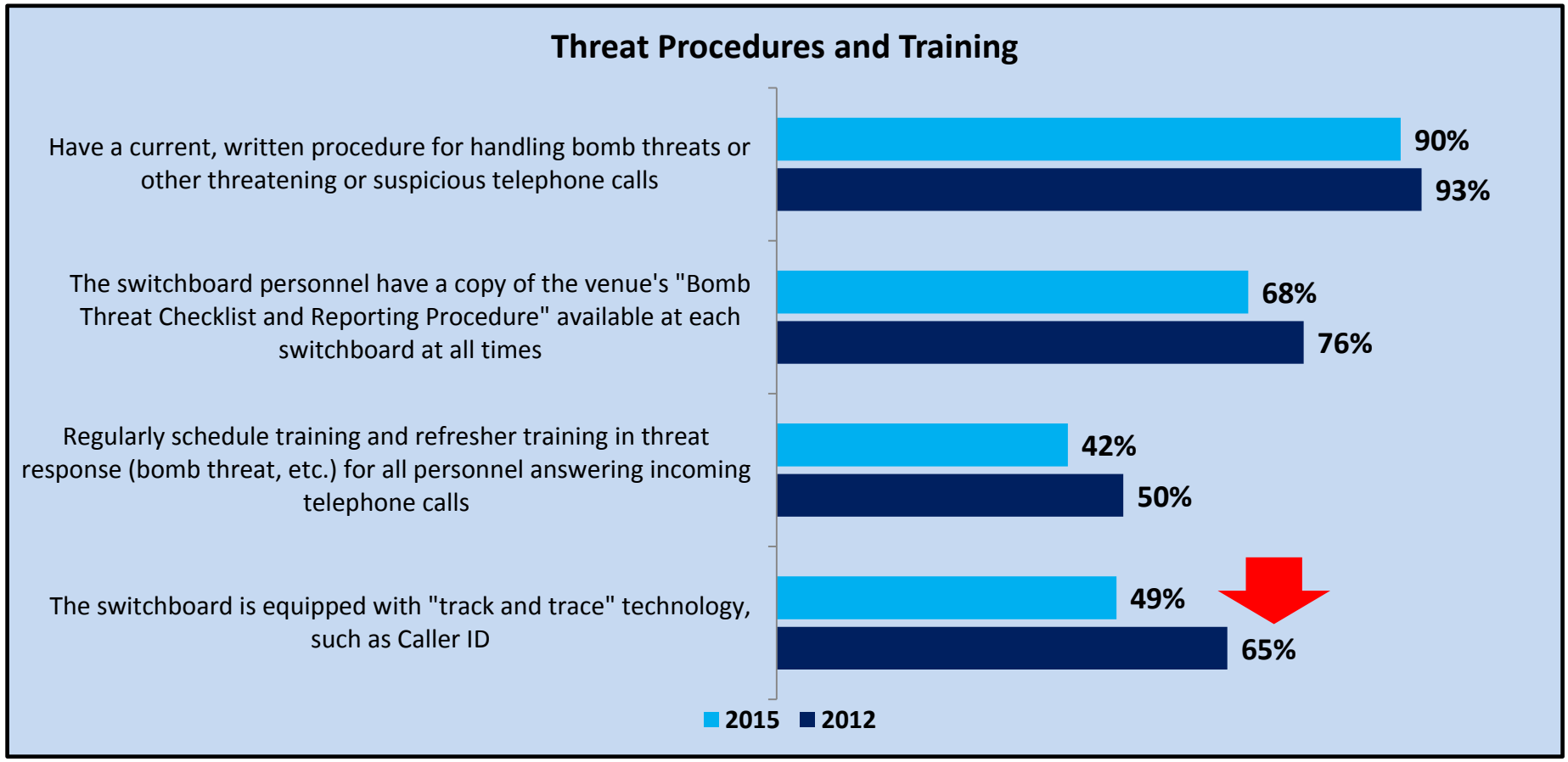
THREAT PROCEDURES AND TRAINING

While almost all venues have a current, written procedure for handling bomb threats or other threatening/suspicious telephone calls (90%), and at least two-thirds provide their switchboard personnel with a copy of the venue's bomb threat checklist and reporting procedure (68%), ***less than half of all venues (42% in 2015) regularly train their telephone answering personnel in threat response.***

The use of switchboard track and trace technology has *dropped* from 65% to 49%.



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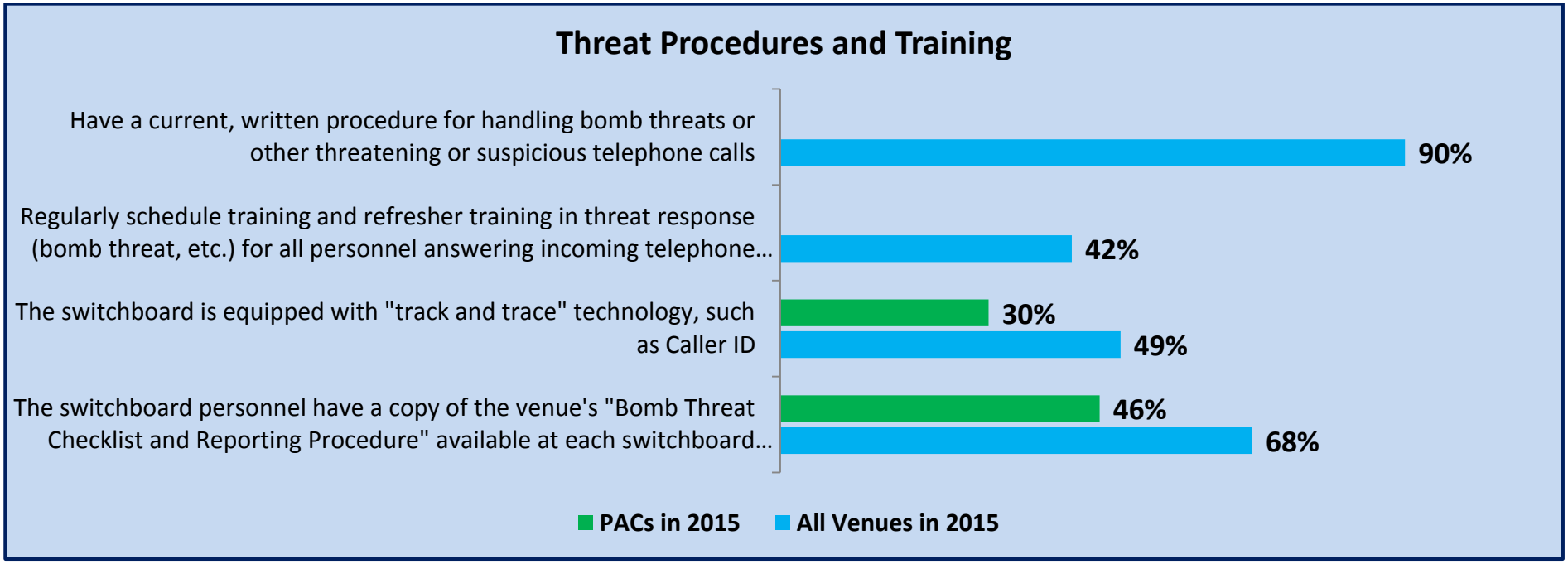
Compared to other venue types, ***track and trace technology and bomb threat checklists/procedures are not used as much at performing arts centers in 2015.***



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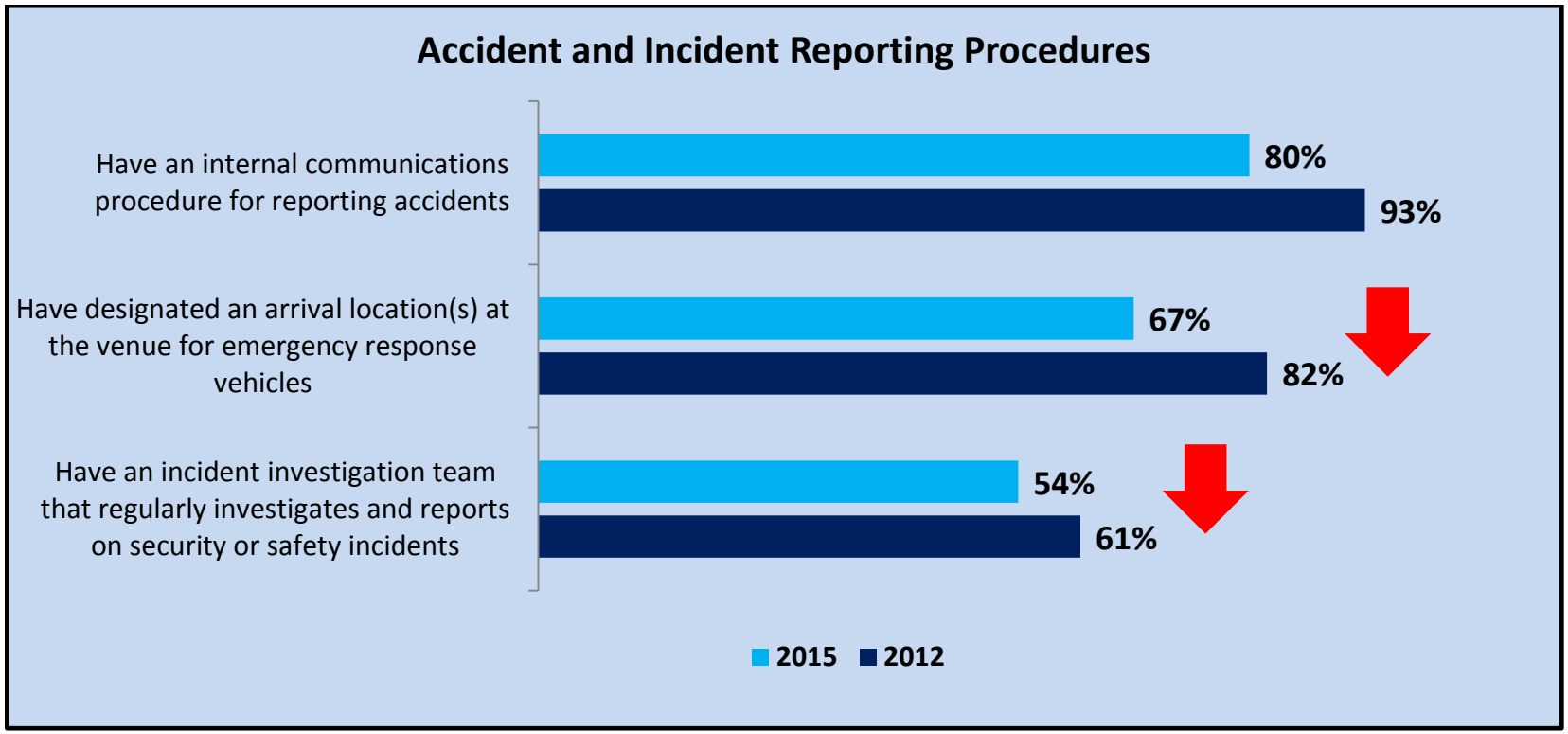
ACCIDENT AND INCIDENT REPORTING PROCEDURES

When an on-premise incident occurs, venues owe it to their customers to provide fast, reliable assistance. As a key action of every response, the venue manager must ensure that every incident is documented.

Four out of five venues have internal communications procedures for reporting accidents, two-thirds have designated arrival locations for emergency response vehicles and a slim majority have an incident investigation team, ***but the percentages for the latter two practices have declined since 2012.***



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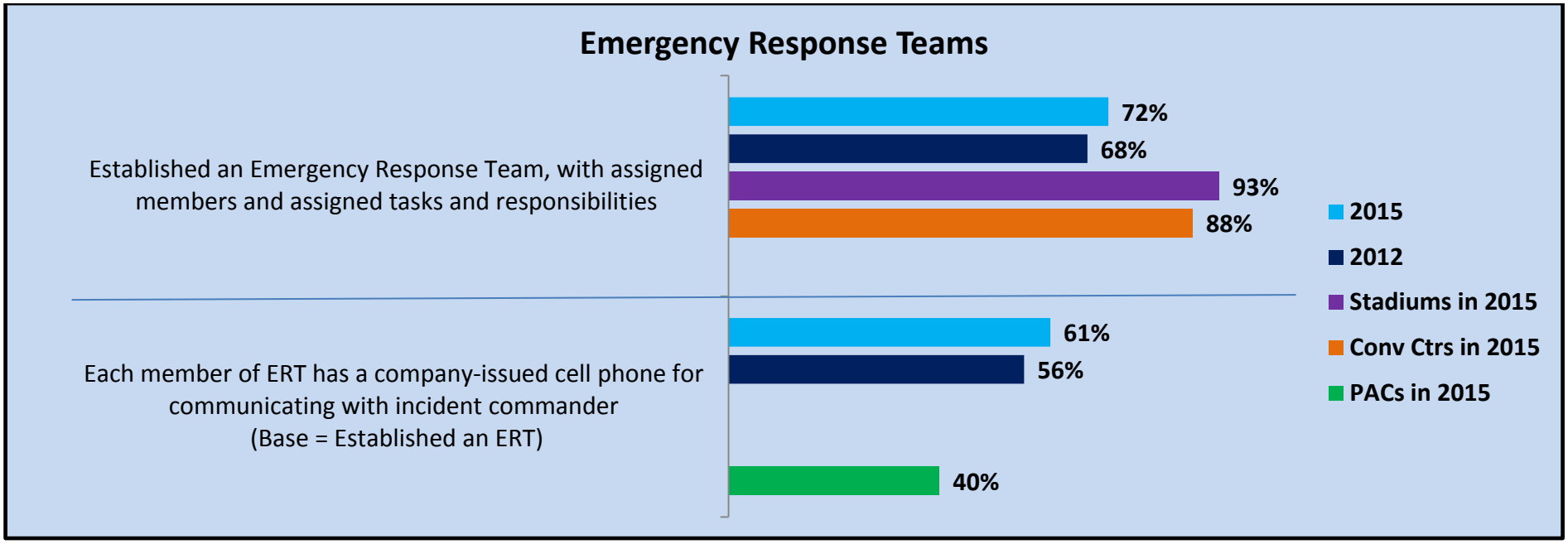
EMERGENCY RESPONSE TEAMS

To help provide enhanced safety and security for patrons, about three-quarters of all venues have established emergency response teams, and a majority provide each ERT member with a cell phone for communicating with the incident command center.

- Since 2012 increasing numbers of convention centers and stadiums report having established ERTs. In 2015, **93%** have them at stadiums and **88%** at convention centers.
- Performing arts centers are ***less likely to provide their ERTs with cell phones*** than other venue types.



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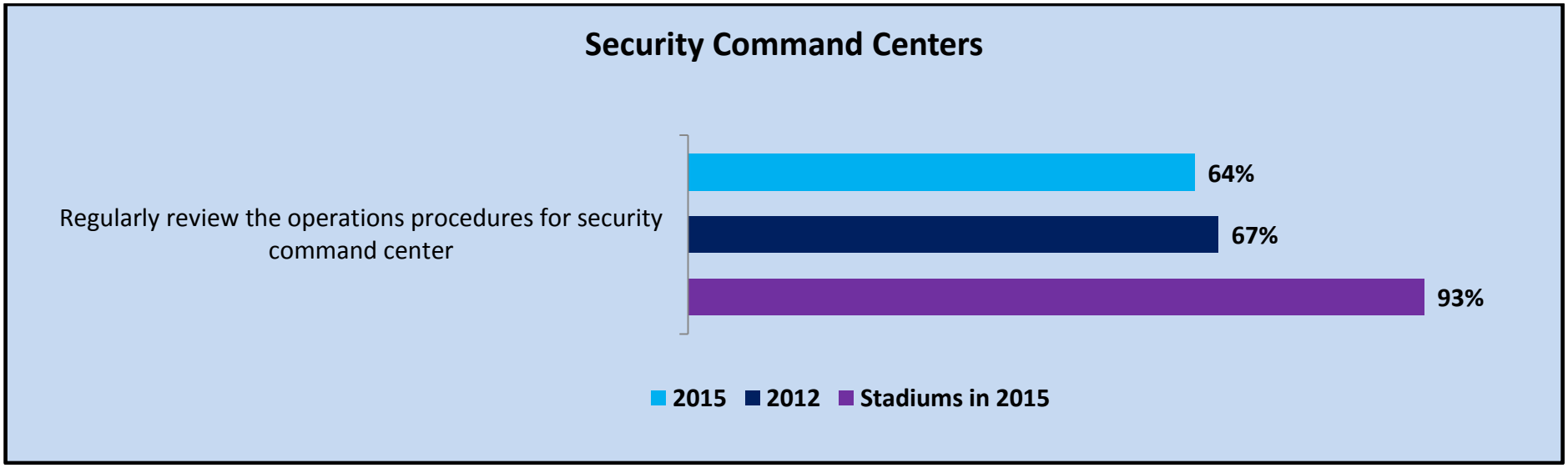
SECURITY COMMAND CENTERS

Two-thirds of all the venues included in the survey said they regularly review the operations procedures for their security command centers. Almost ***every stadium does it regularly.***



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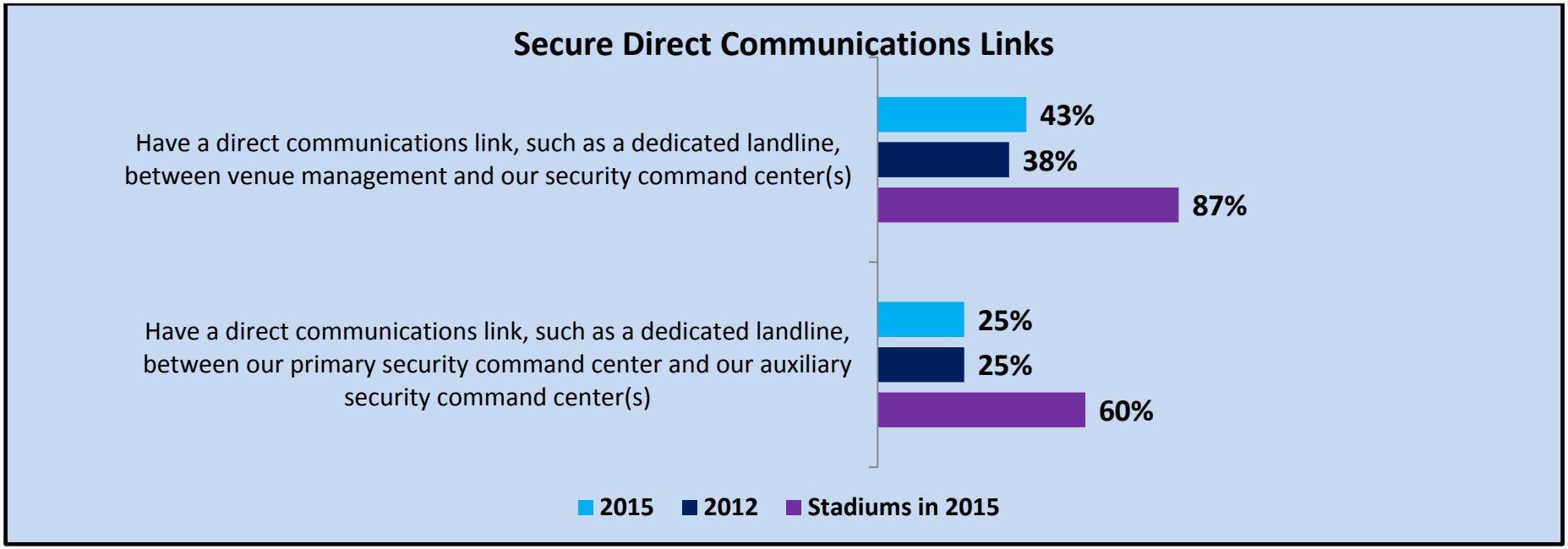
SECURE DIRECT COMMUNICATIONS LINKS

Most venues ***do not have direct communications links, such as a dedicated landline, for their security command centers.***

Stadiums, however, are the exception, as ***most stadiums have these direct communications links.***



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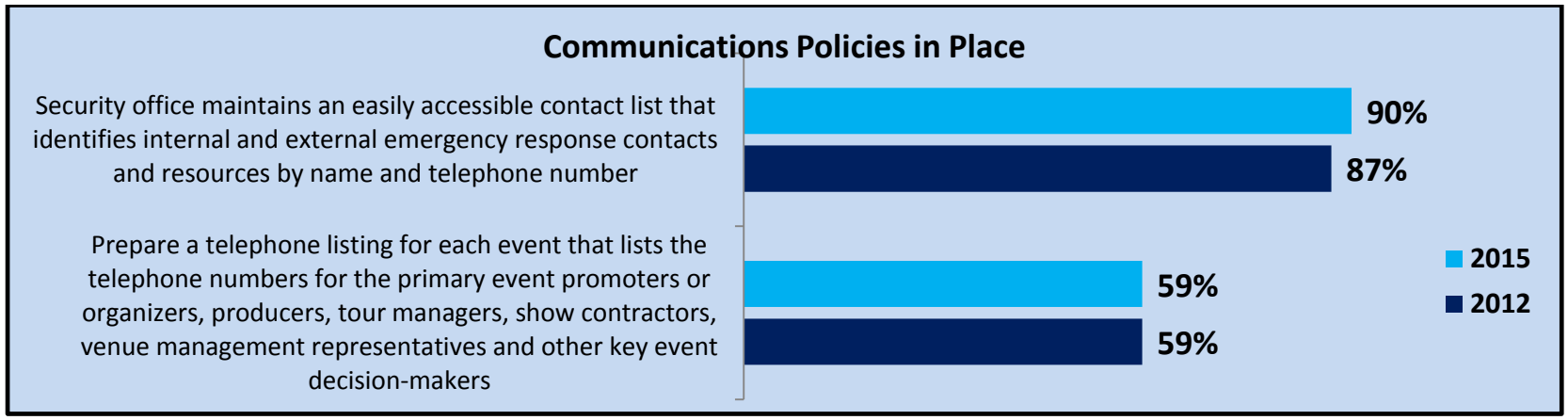
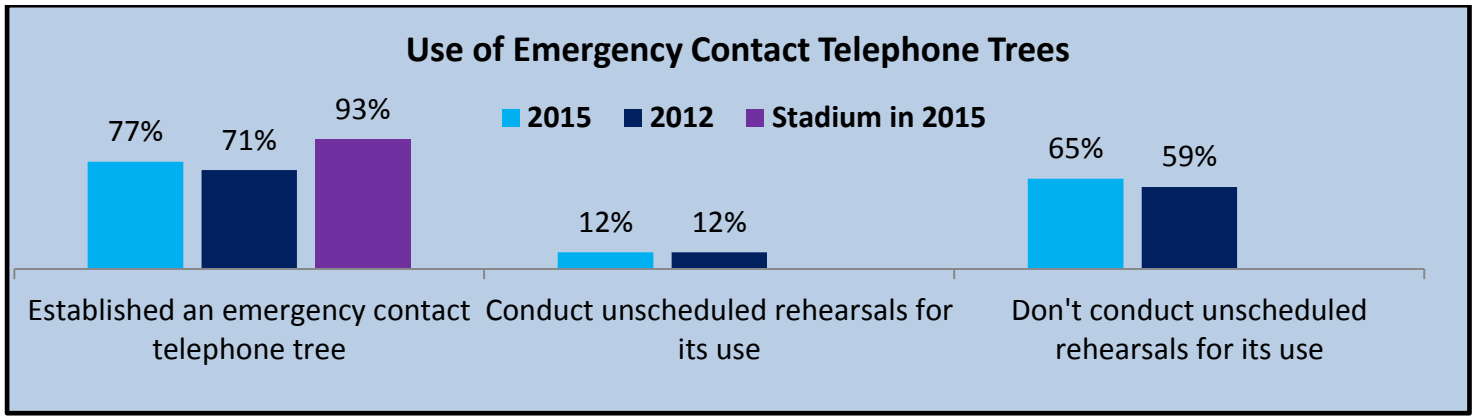
COMMUNICATIONS POLICIES

It's almost universally accepted that venue security offices maintain an easily accessible contact list. However, ***substantially fewer venues prepare a telephone listing of key personnel for each event.***

Although about three-quarters of all venues have an established emergency contact telephone tree (93% at stadiums), ***very few consider it necessary to conduct unscheduled rehearsals to test its effectiveness.***





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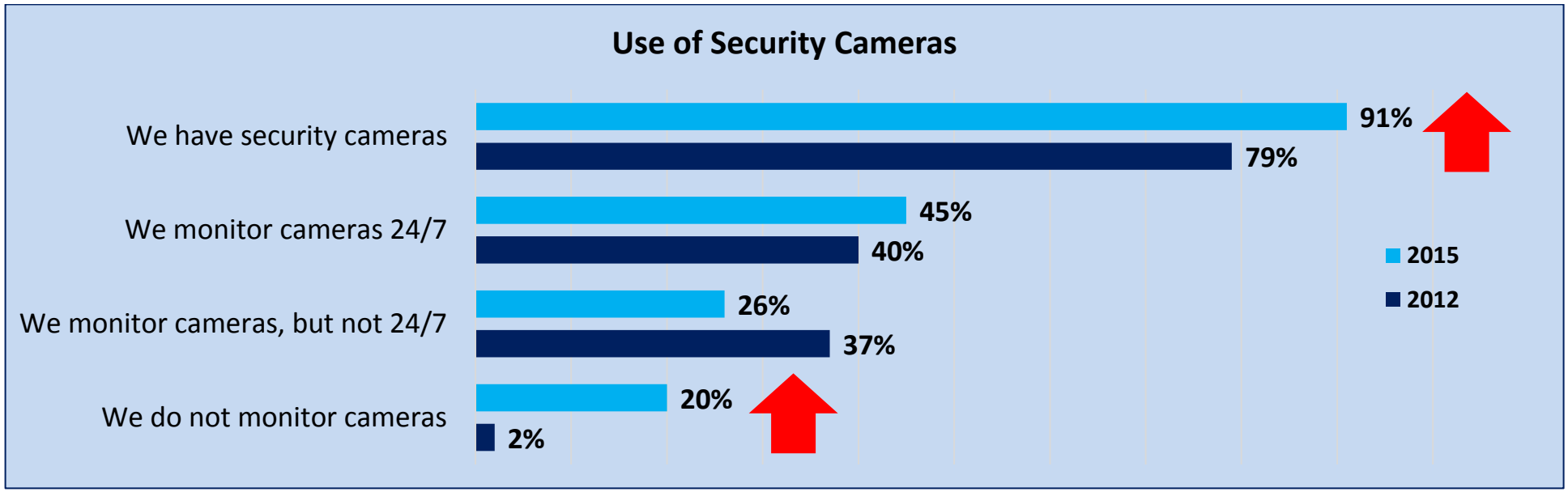
SECURITY CAMERA USAGE

Video surveillance can play a significant role in maintaining order and preventing crime at events where large excitable crowds, often consuming alcohol, are present. With the proper surveillance camera system, it's possible to keep an entire facility under safe watch, thus keeping the focus on the event while establishing a good image for the venue.

The good news is that ***more venues are using security cameras in 2015***. The bad news is ***actual monitoring has declined notably.***



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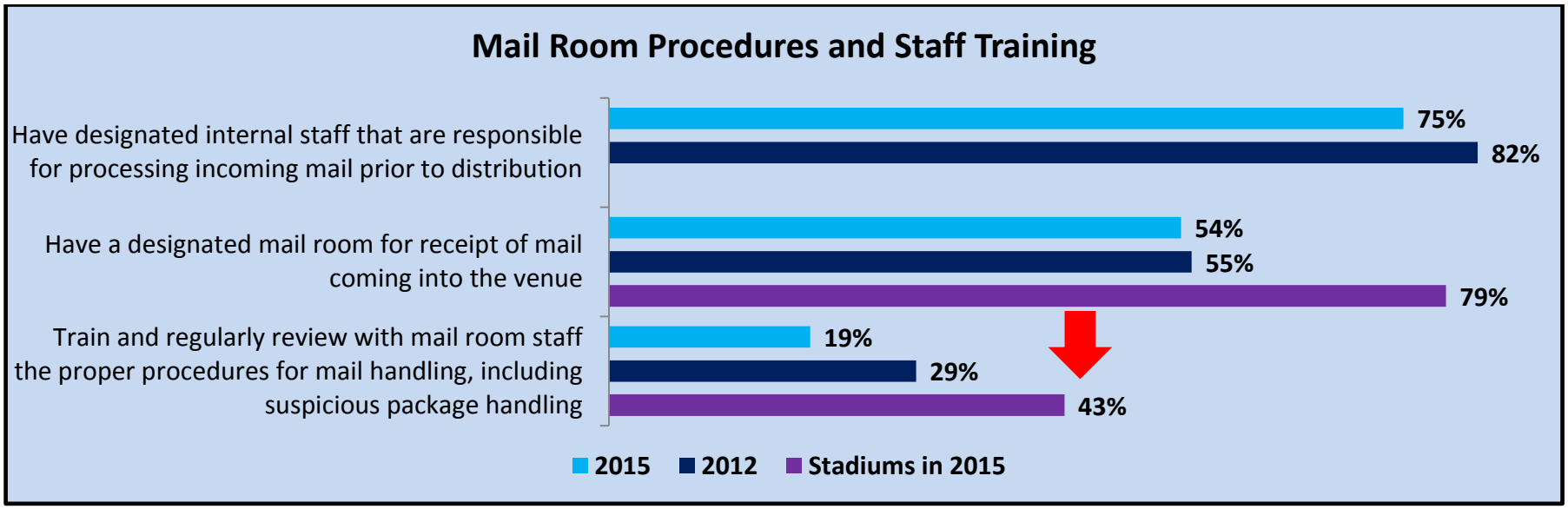
MAIL ROOM PROCEDURES AND STAFF TRAINING

Although a majority of venues have designated mail staff and mail rooms, ***relatively few regularly train the mail staff on procedures for handling suspicious packages***, and this proportion has declined since 2012.

In 2015, ***more stadiums have designated mail rooms and regularly train the staff*** than other venues



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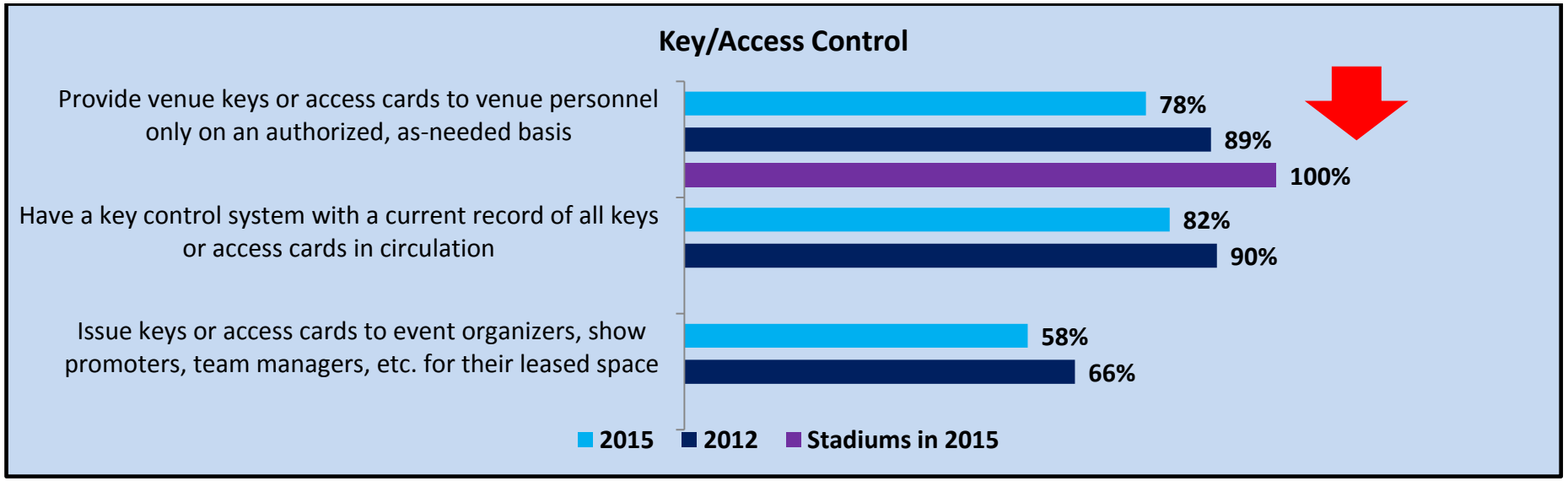
KEY/ACCESS CONTROL

Virtually all venues carefully control access within their facility via one or more of the practices below.

Over three-quarters of venues provide keys or access cards only on an authorized, as-needed basis, but ***this percentage has dropped since 2012. 100% of all surveyed stadiums follow this procedure*** in 2015.



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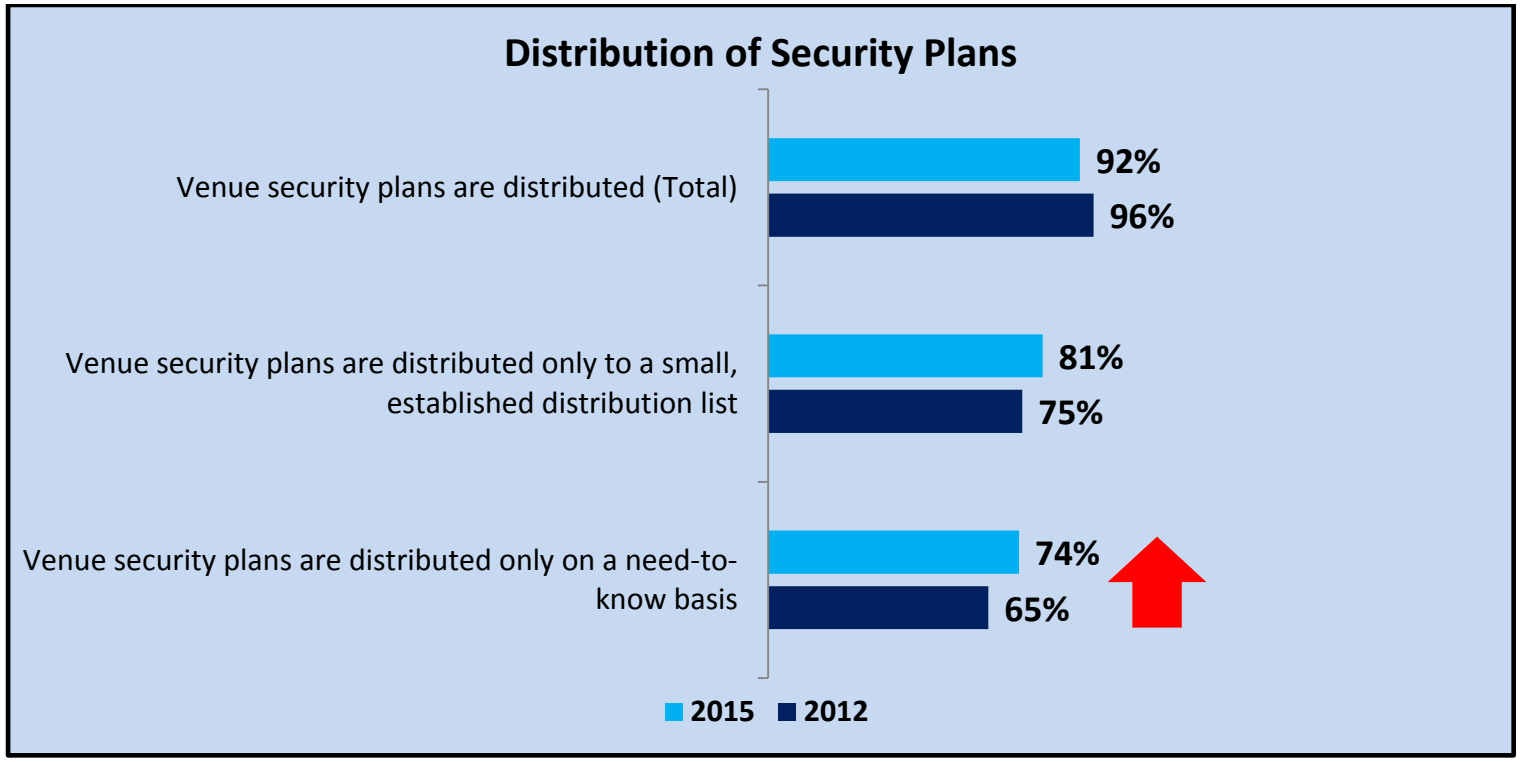
DISTRIBUTION OF SECURITY PLANS

At almost all venues, security plans are openly shared with a small, established distribution list or on a need to know basis (64%).

Since 2012, distribution of security plans may be tightening; ***the percentage that distribute them on a need to know basis rose from 65% to 74%.***



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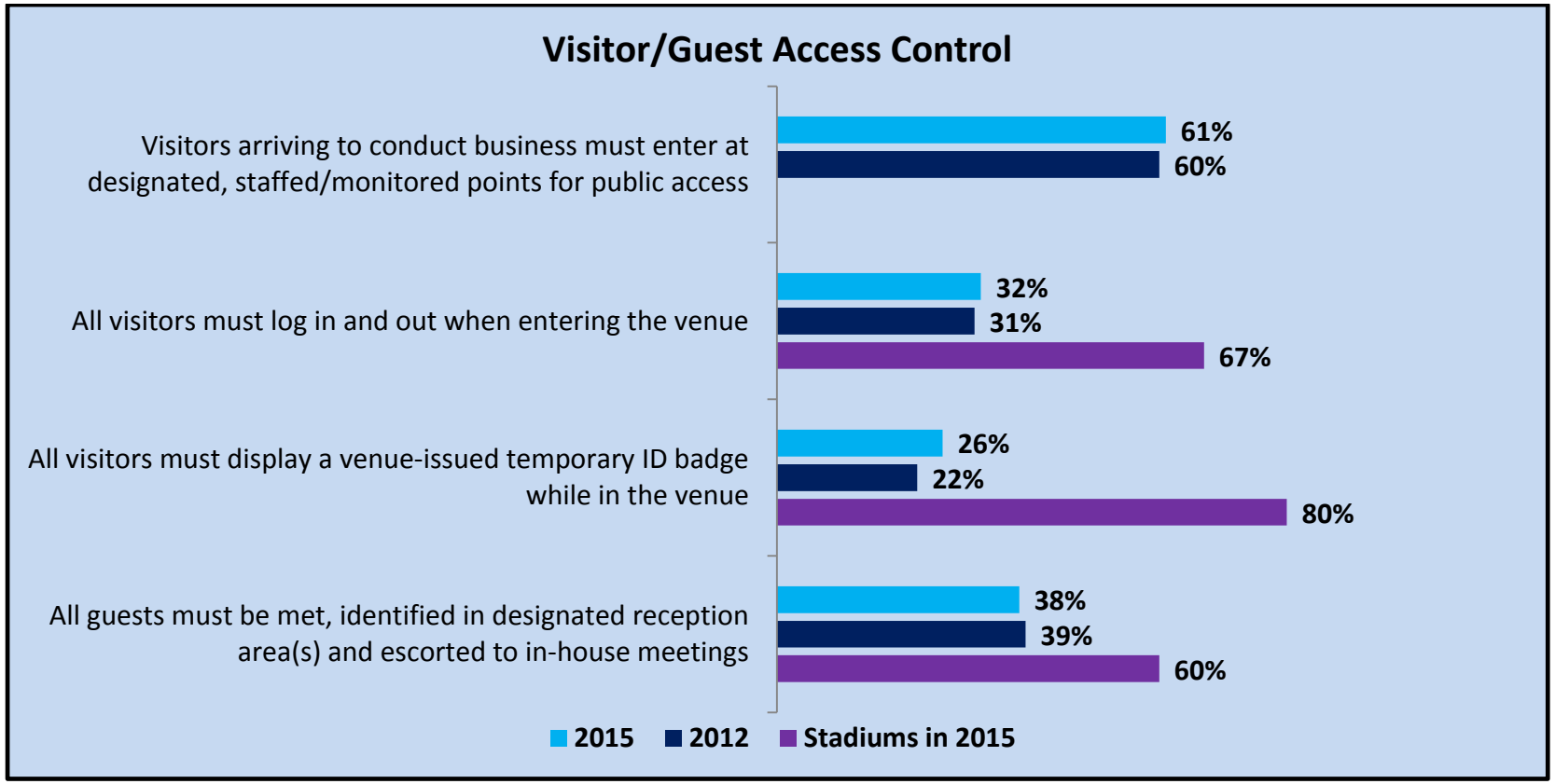
VISITOR/GUEST ACCESS CONTROL

Among all venues***, the primary means of controlling visitor access is to provide entry at staffed or monitored points of public access.***

More stadiums implement the other strategies to control visitor access.



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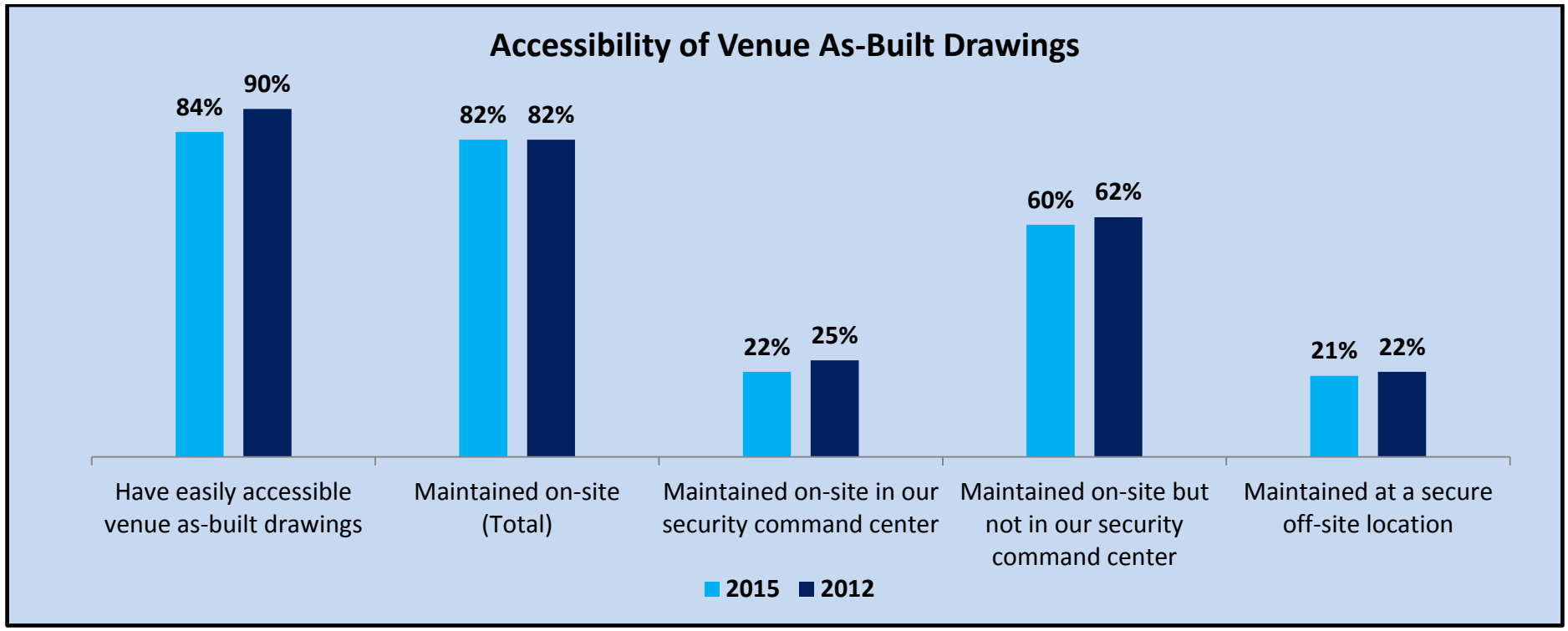
ACCESSIBILITY OF VENUE AS-BUILT DRAWINGS

As seen in 2012, most venues find it very important to keep venue as-built drawings on-site but not necessarily maintained in the security command center. In addition, ***only one out of five maintain these drawings off-site,*** either exclusively or in addition to being on-site.



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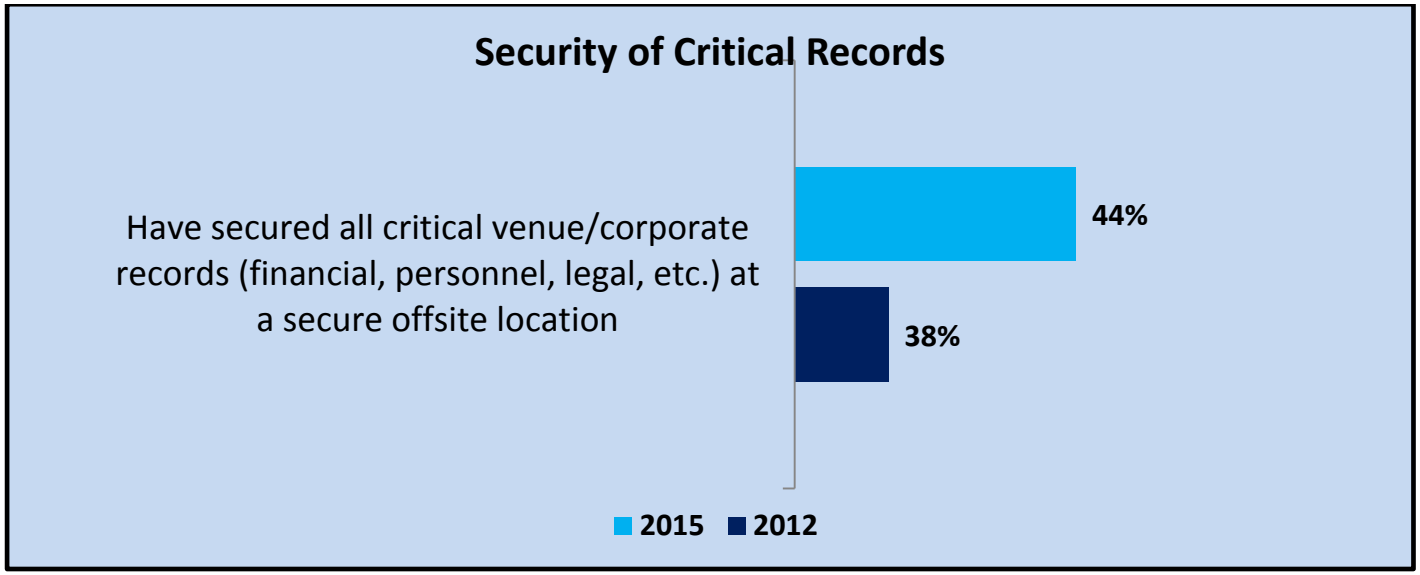
SECURITY OF CRITICAL RECORDS

Off-site maintenance of venue documents appears to be a low priority. As shown on the previous page, **22%** store their as-built drawings off-site, and below, we see that ***fewer than half secure their critical/corporate records at a secure off-site location.***



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Why Keep Valuable Business Records Offsite?

A data disruption can take a significant toll on your business. But how much would a lost day cost you? A week? A month? If your records are safe, so is your business.

What's the cost of storing your company records offsite? Or, perhaps more to the point, what's the cost of not doing so? Such a service could save you money in the short term, and the likelihood of this possibility increases in the event of a natural disaster hitting your place of business.

Certainly the biggest reason to consider offsite records storage is so your company can get back up and running faster in the event of a major crisis. If the sprinkler system goes off and soaks your files and computers, or if a tornado tears through your building and scatters your records, what's the most efficient way to resume operations and move on? With essential records stored offsite, you're able to resume operations just as soon as you can get copies of your records delivered.

What's the cost of maintaining, heating and running just one person's office in your facility? It's likely more than the cost of an equivalent space with an offsite records storage facility. So why are you using valuable office space to store rarely accessed data?

Hire an offsite records storage facility and your IT department will thank you. Why? Because all this time they've been babysitting data, making sure it gets collected every night and fixing systems when they go wrong. They'd much rather be working on other business-critical tasks.

If you lose the data on which you're building your business … Don't let your company become a cautionary tale. Store your records offsite and discover a range of benefits:

- *Reduce the chance of critical data being lost.* If your records are in a geographically separate part of the country, you stand a much stronger change of retaining information.
- *Put your staff to work on emergency preparedness.* Storing your records offsite is only one part of a disaster-recovery plan. Give your It employees a part to play, and hold recovery practice drills.
- *Improve your compliance record.* Many industries maintain rules and regulations about how critical documents need to be stored. With offsite storage, you can take this burden off your shoulders.

Source: Iron Mountain Knowledge Center, http://www.ironmountain.com/Knowledge-Center/Reference-Library/View-by-Document-Type/General-Articles/B/Business-Continuity-Protect-Your-Records-and-Your-Bottom-Line.aspx

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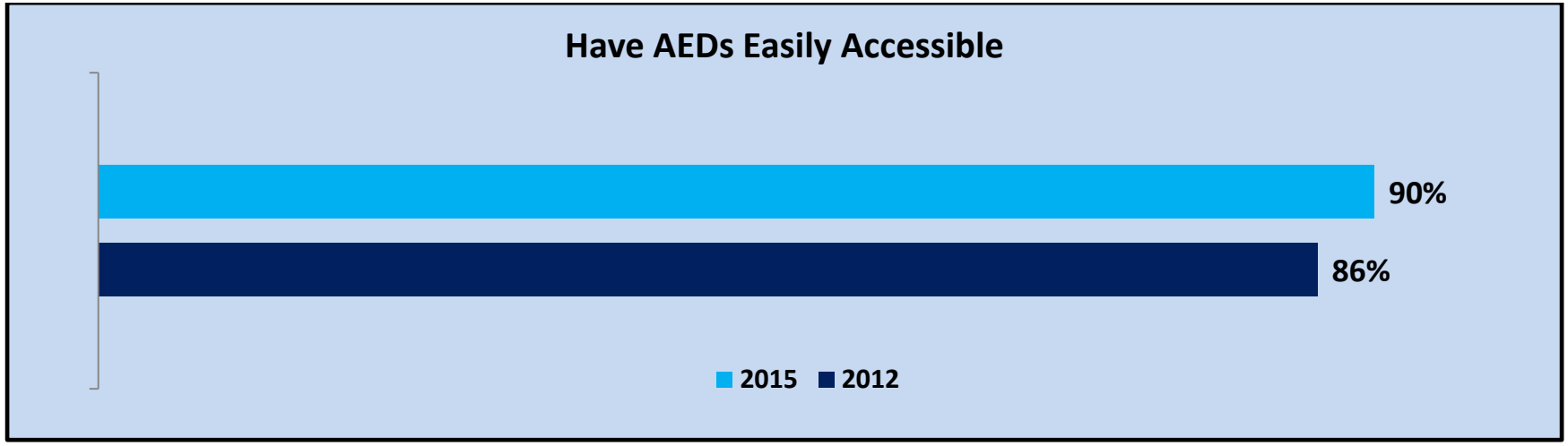
AUTOMATED EXTERNAL DEFIBRILLATOR (AED) ACCESSIBILITY

Ever vigilant of customer/patron health and safety, ***nine out of ten venues maintain easily accessible AEDs.***



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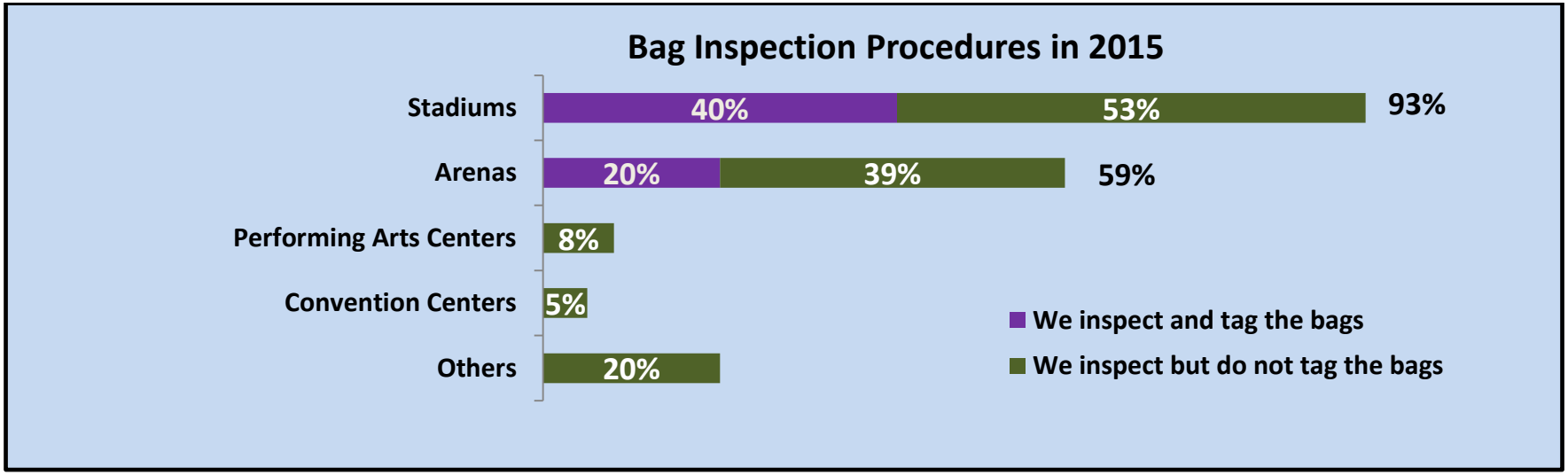
BAG INSPECTIONS

While bag inspections are probably more within the purview of arenas and stadiums, we decided to ask all venue types if they inspect the bags of their patrons/customers.

It comes as no surprise that ***almost every stadium (93%) and most arenas (59%) inspect the bags entering the facility,*** even if they are not tagged. It is interesting to see that some performing arts centers and convention centers are inspecting visitor bags, and whether or not this practice will spread in the future.



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VenueDataSource is the venue manager's *tool of choice* for venue operating, benchmarking and financial venue performance information.

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