



# VENUE SPECIFIC TRAINING - CURRICULUM OUTLINE

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## TRAINED CROWD MANAGER (TCM)

### TCM Phase Two

This document is intended to serve as a guideline for the development of venue-specific training for the Trained Crowd Manager (Phase Two). It is recommended this training be incorporated within the existing annual and / or pre-season training that the venue currently provides for its event employees. It should also be used as part of staff orientation used to introduce new event staff to the venue. Additionally, this training should be repeated each year or before the start of each season.

1. Introduction and Administration – Introduce the instructor(s), point out the location of the nearest restrooms, water fountain, and designated smoking areas. Review the ground rules for the training (e.g. silence mobile phones, refrain from talking or texting during the class). End by reviewing the emergency procedures (e.g. how to report a problem and / or evacuate the room) for the classroom as a way of modeling proper behavior.
2. TCM Phase One review – The instructor should be familiar with the material presented in TCM Phase One. A review of this material should be provided each year to keep the information fresh in the minds of all employees.
3. Module A (1 hour) – This module parallels the information provided during the web-based, TCM Phase One training. The general topics presented in Phase One are tied in with venue-specific details in Phase Two.
  - a. Venue Information – Cover the important aspects of the venue, the events hosted there, and the types of crowds that commonly attend these types of events. The overview of venue information should include the following:
    - i. Venue Overview
      1. Venue information
        - a. Venue details
        - b. Event profile
      2. Crowd analysis
        - a. Seating / seating configuration
        - b. Common types of crowds and types of events they attend

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- ii. Venue risk assessment
  - 1. Risks by location
    - a. Buffer zone
    - b. Perimeter
    - c. Venue surface
    - d. Venue interior
  - 2. Risks by category
    - a. Environmental
      - i. Internal
      - ii. External
    - b. Infrastructure
    - c. Structural
    - d. Criminal
    - e. Medical
- iii. Venue Geography / Key Locations
  - 1. Parking
  - 2. Entrances & exits
  - 3. Venue Operations Center
  - 4. First aid
  - 5. Emergency locations:
    - a. Staff relocation area(s)
    - b. Staging area(s)
    - c. Family reunification site(s)
    - d. Mass care site(s)
- iv. Venue Policy
  - 1. Accreditation policy
  - 2. Alcohol policy
  - 3. Evacuation policy
  - 4. Prohibited items
  - 5. Re-entry policy
  - 6. Search policy
  - 7. Smoking policy
  - 8. Ticket policy
  - 9. Other important venue policies

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- b. Venue procedure – The second half of this module presents specific instructions for enforcing venue policy and providing guest services. As mentioned before, this section of the module parallels the information presented during the web-based training of TCM Phase One and should cover the following topics:
  - i. Serving people with disabilities
    - 1. Venue accommodations
    - 2. Movement procedures for people with disabilities
      - a. Area(s) of refuge
      - b. Area(s) of rescue assistance
  - ii. Venue communications
    - 1. Public address (PA) / audio-visual (AV) systems
    - 2. Venue maps and signage
    - 3. Other way finding aides
    - 4. Emergency communication equipment / procedures
      - a. Reporting a problem
      - b. Notification / alert
      - c. Signaling “all clear”
    - 5. Venue communications plan
  - iii. Venue safety program
    - 1. Pre-event safety inspections
    - 2. Fire and life safety equipment
      - a. Fire detection and suppression
      - b. Smoke purge
      - c. Emergency lighting (demonstrate or explain emergency lighting conditions if practical)
    - 3. Safety procedures
      - a. Hazardous materials
        - i. Storage
        - ii. Handling
        - iii. Spill / exposure response
      - b. Vehicle safety
      - c. Fire prevention
  - iv. Venue search procedures
    - 1. Vehicle search
    - 2. Bag / article search

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3. Physical search of a person
  4. Area search
    - a. Bomb threat
    - b. Missing person
    - c. Evacuation verification
4. Module B (1 hour) – The first module lays the foundation for emergency response capability by presenting the basic information about the venue and its policies and procedures. Module B builds on this “basic” information by providing specific information about how the venue has planned, prepared, and organized itself to respond to incidents.
- a. Venue Emergency Operations Plan (EOP) overview – The EOP review should provide each employee with a summary of the plan but not get mired with too much detail. The following topics are suggested:
    - i. Overview of venue’s Emergency Operations Plan (EOP)
    - ii. Internal roles and responsibilities
      1. Incident Command Structure
      2. Subordinate organizations
        - a. Law enforcement
        - b. Fire prevention
        - c. Emergency Medical Services
        - d. Security
        - e. Stewards / ushers
        - f. Ticket takers
        - g. Housekeeping / maintenance
        - h. Parking
        - i. Concessions / catering
        - j. Engineering / trades
        - k. Others
    - iii. External agencies
  - b. Venue crowd movement procedures – This is probably the most important piece of the venue-specific training for crowd managers because it details exactly how the venue plans to initiate, communicate, and coordinate emergency and non-emergency crowd movement in and around the venue. The instruction within this

section of Module B should be as specific as possible and should cover the following topics:

- i. Non-emergency crowd movement
  1. Ingress
  2. Circulation
  3. Egress
- ii. Emergency crowd movement
  1. Phases of emergency crowd movement
    - a. Alert / notification
    - b. Initiation of movement
    - c. Flow
    - d. Verification
    - e. Recovery
  2. Types of emergency crowd movement
    - a. Limited movement procedures
    - b. Sheltering procedures
    - c. Directed evacuation procedures
    - d. General evacuation procedures
  3. Case studies of actual incidents within the venue or similar types of venues
- c. Venue EOP assessment (not timed) – The post-training assessment is important because it provides the venue with some measure of the training’s effectiveness. The key to the assessment is to make it worthwhile without making it too difficult. It is intended to be an “open-note” assessment and although some failures are inevitable, the instructor should strive for a failure rate that is, on average, less than 10%. The test should conform with the following requirements:
  - i. 25 multiple choice questions that may be incorporated within a larger assessment of venue guest services or other venue-specific training
  - ii. Students may use their notes, maps and other training aides
  - iii. 20 correct answers required to pass
  - iv. Venue retains copies of each individual’s test for two years
  - v. Sample TCM (Phase Two) questions: *{Each venue should develop an assessment specific to their venue, covering the points felt to be most important for the participant know after completing the training. These*



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*samples are provided to get you started and assist with the wording of questions.}*

1. To report an emergency or unsafe condition an employee should:
  - a. Take notes
  - b. Call 911
  - c. Report the problem to the nearest police officer
  - d. Contact the Venue Operations Center at ext: 12345
  - e. **Any of the above**
  
2. How will the venue alert venue employees and the public that severe weather is approaching the venue?
  - a. There is no plan to warn of severe weather
  - b. **Announcements will be made over the venue Public Address (PA) system and flashed across the video boards**
  - c. Employees will watch the skies for signs of foul weather
  - d. The event will be cancelled if there is a chance of bad weather.
  
3. The primary staff relocation area for this venue is located:
  - a. Inside the venue
  - b. Outside the venue
  - c. **Across the street inside the practice facility**
  - d. Employees should go home if an evacuation is initiated