



# Volunteer Handbook



World Beer  
Festival-Durham

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Brought to you by



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## Introduction

Welcome to the events team for *All About Beer Magazine's* World Beer Festival.

For more than a quarter of a century, *All About Beer Magazine* has kept the public up-to-speed on the evolving world of great beer. Since moving the magazine from California to North Carolina, the staff of *All About Beer Magazine* has hosted festivals for enthusiastic audiences in North Carolina, South Carolina and Virginia.

Our goal has been to create an opportunity for beer lovers to meet brewers and brewery representatives and to build excitement, knowledge and beer appreciation.

However, at the end of the day, it is you, the volunteer, that our customers will meet and get to know. You are the face and voice of the World Beer Festival. We have compiled information here to help you become an “instant beer expert.” Read it over, study it and help the people you meet at the World Beer Festival to enjoy and understand beer the way we do at *All About Beer Magazine*.

Thank you,  
Daniel Bradford, Festival Producer  
Laura Reyes, Festival Manager

## Rules of Conduct

Every aspect of the World Beer Festival is designed to create, first and foremost, a safe environment for our guests, the brewers and their representatives, the festival vendors, and you—the volunteers who generously give your time to make this event possible. Each detail—from the layout of the festival site, to the length of the session, to the training of the staff—promote an atmosphere that is safe, enjoyable, educational and smooth-running.

1. Ensure that our customers avoid excessive consumption of alcohol.
  - a. Customers receive only one two-ounce sample of a particular beer. Only one sample.  
Only two ounces. If a beer is over 6% ABV (alcohol by volume), brewers and pourers may decide to pour a one-ounce sample.
  - b. Beer may only be sampled from official festival tasting glasses and pours are not to exceed two-ounce pour line. Other glassware cannot be used for samples.
  - c. Encourage patrons to take a break from beer: all the restaurant booths sell affordable food; we provide free non- alcoholic beverages; and the music and merchandise areas offer a change of pace.
  - d. Educate our customers: talk about beer with the patrons you meet.
2. Establish a positive atmosphere.
  - a. Always be helpful and informative.
  - b. Avoid confrontations.
  - c. Keep your booth or work space clean and organized. Appearance is important: an attractive space encourages responsible behavior.
3. Take care of your colleagues.
  - a. Be a good neighbor and help out brewers and volunteers when needed.
  - b. Be alert to any potential safety issues and notify a staff person immediately.
4. Take care of yourself.
  - a. Dress comfortably but neatly, and wear good shoes for long hours on your feet.
  - b. Drink plenty of water and be sure to take advantage of the free food provided by the festival.
5. Talk beer.
  - a. Read this handbook.
  - b. Read the festival program.
  - c. Read *All About Beer Magazine*.
  - d. Talk beer, talk beer, talk beer.

## Festival Job Descriptions

Following are the tasks assigned to different categories of volunteer. Nearly all volunteers answer to a volunteer captain, who coordinates volunteer activities, arranges for breaks and serves as the main contact between volunteers and security staff, between volunteers and festival management, and between volunteers and the brew crew. All the volunteers collaborate to deliver the atmosphere and the right sort of experience for our guests.

### Pourer

The pourers are the largest group of volunteers, assisting brewers and brewery representatives, and helping to present the brewery's beer at its very best. Pourers set the tone in the festival areas. Enjoy the festival while educating your customers.

1. Check-in at Volunteer Check-In Station to get your booth assignment.
2. Each volunteer answers to a volunteer captain who is responsible for managing all the volunteers in a specified area.
2. Go straight to your booth. Familiarize yourself with the area and what needs to be done prior to opening to the public. If your booth is serving bottled beer, fill beer tub with bottles (tubs accommodate three to four styles of beer) and ice (delivered by the Brew Crew). For kegged beer, make sure keg is iced down and tapped, and pouring properly. If there is any problem with the setup please notify your captain immediately or flag down a brew crew member.
4. Redeem your food coupon, and grab a bottle of water prior to the start of your shift.
5. Before the session begins, explore the beers that you will serve. This very small tasting sample is the only beer that you can consume while working the festival. Bartenders are not permitted to drink while serving and neither are you: **it is against the law to drink alcohol and serve.** Captains will come around prior to the start of the festival to collect your sampling glass.
6. A representative or volunteer working at the Art of Beer Village may request a small amount of one of your beers—the equivalent to three sixpacks—to be used in an educational presentation. Please give them the beers they ask for after seeing his/her list.
7. Pour patrons two ounces of beer only. Pour into festival glass only. If you see patrons drinking in other glassware ask them to dump it out in front of you. Overpouring is against festival rules.
8. **Wristbands.** Every person at the World Beer Festival must have an appropriate wristband that indicates where they can go and whether they can drink beer. Signs posted throughout the festival site explain the meanings of different colored wristbands. However, here are the broad categories:  
Band color 1: General admission, comps, members of the media can be served beer in the general festival area.

Band color 2: VIP guests can enter the VIP area and can also be served beer in the general festival area.

Band color 3: Brewers and vendors can be served beer in the general festival area. With additional identification, brewers can also enter the brewers hospitality area.

Band color 4: Volunteers wear two wristbands and cannot be served beer at any time during their session.

9. Bottles should be placed in recycling bins near the table. If the bin is full, contact your captain and request that they empty it into large recycling container.
10. If beer runs out at your booth contact your captain for another assignment.
11. If you need a break, contact your volunteer captain for a back-up volunteer. Please be respectful of their time: other volunteers may need bathroom breaks.
12. At end of session, take all beer out of the tubs and away from patrons. Do not leave the table until all festival patrons have left. Do not give any person, including other volunteers, a bottle of beer to take home. The beer is the property of the World Beer Festival and taking it is considered theft. Even if a brewer gives you beer, you are not to accept it. You will have a chance to sample beers at the volunteer party.
13. **Clean-up.** At the end of the afternoon session, clean up the station: it needs to be presentable with beer back in the cases, all trash removed, and the appearance straightened up. At the end of the evening session, the trash and recycling goes in front of the booth and the unopened beer stacked behind the table. You will be given instructions on the disposal of all liquid—water, ice, old beer.
14. As you leave, check out with the volunteer coordinator and to receive your *All About Beer Magazine* form. This must be completed and returned at this time to receive this benefit. If you do not check out, you will not receive an invitation to the volunteer thank-you party.

## Brewers' Hospitality Host

The Brewers' Hospitality Area gives brewers a chance to eat, relax, and meet fellow brewers. Be a great host. These are the people that made the beer possible!

1. Check-in at Volunteer Check-In Station.
2. Find out what needs to go to the hospitality area at the time of check-in and start moving items to the hospitality area and setting it up to open. Your job is to make sure the food and beverages are stocked and the area remains clean and presentable.
3. Redeem your food coupon and get a bottle of water prior to opening gates.
4. You are not allowed to drink. Bartenders are not permitted to drink while serving and neither are you: **it is against the law to drink alcohol and serve.** If caught drinking you will be escorted out of the festival and not allowed to volunteer again.
5. At least one person in this group is responsible for greeting and guarding the entrance and making sure only brewers enter this area, in addition to festival staff, and brew crew

delivering beer or ice. No vendors, no band members, no volunteers. Ask to see brewers' wristbands and identification. Festival patrons are not allowed in the brewers' hospitality area.

6. Keep the area clean. Place empty bottles in the recycling bin. At the end of the session, stay at the hospitality area until the police have cleared the festival.
7. Make sure bathrooms stay clean.
8. Do not allow any person, including brewers, to pick up full bottles of beer to take home. The beer is the property of the World Beer Festival and taking it is considered theft. It will be confiscated at the gate.
9. **Clean-up.** At the end of the afternoon session, clean up the area: it needs to be presentable with all trash removed, and the appearance straightened up. At the end of the evening session, stack the unopened beer and consolidate the trash and recycling. You will be given instructions on the disposal of all liquid—water, ice, old beer.
10. As you leave, check out with volunteer coordinator and to receive your *All About Beer Magazine* form. This must be completed and returned at this time to receive this benefit. If you do not check out, you will not receive an invitation to the volunteer thank-you party.

## VIP Host

VIP ticket-holders pay extra in order to have an area where they can sit and relax, to eat, and to have the chance to sample limited-quantity beers that are not available on the festival floor. These are our special guests, and the volunteers at the VIP area help ensure that these guests have a great experience.

1. Check-in at Volunteer Check-In Station.
2. Find out what needs to go to the VIP area before the session begins and start moving items to the VIP area and setting it up to open at 12 noon/6 pm. Your job is to make sure the beverages are stocked and the area remains clean and presentable. This area is catered so the only food you are responsible for is the cheese and cracker station. Make sure this stays stocked for patrons.
3. At least one person in this group of volunteers is responsible for greeting and guarding the entrance and making sure only VIPs enter this area, as well as festival staff and Brew Crew if they are delivering beer or ice for this location. VIPs will have a wristband; the others have badges or t-shirts. No vendors, no band members, and no volunteers are allowed.
4. There are three beer stations set up at the VIP area, one volunteer per station. You are allowed to pour a full cup in the VIP.
5. The person at the gate is to make sure no one leaves this area with an over-full glass of beer. Only a two-ounce pour in the festival tasting cup is allowed to leave the VIP area.
6. Redeem food coupon and get a bottle of water prior to opening gates.
7. You are not allowed to drink. If caught drinking you will be escorted out of the festival and

not allowed to volunteer again. Bartenders are not permitted to drink and neither are you. **It is against the law to drink alcohol and serve.**

8. Keep area clean. Place empty bottles in the recycling bin. Make sure bathrooms stay clean.
9. Do not allow any person, including VIPs, to pick up full bottles of beer to take home. The beer is the property of the World Beer Festival and taking it is considered theft. It will be confiscated at the gate.
10. **Clean-up.** At the end of the session, stay at the hospitality area until the police have cleared the festival. After the afternoon session, clean up the area: it needs to be presentable with all trash removed, and the appearance straightened up. At the end of the evening session, stack the unopened beer and consolidate the trash and recycling. You will be given instructions on the disposal of all liquid—water, ice, old beer.
11. As you leave, check out with volunteer coordinator and to receive your *All About Beer Magazine* form. This must be completed and returned at this time to receive this benefit. If you do not check out, you will not receive an invitation to the volunteer thank-you party.

## The Art of Beer Village Volunteer

### **Beer Presentation Volunteer**

In *The Art of Beer* Presentation area, sit-down beer seminars with tastings are hosted every hour, on the hour. Volunteers help support our education efforts by pouring beer to the audience during the seminars.

### **Ingredients Volunteer**

In *The Art of Beer* Ingredients area, attendees experience the essential elements of beer by seeing, smelling and tasting ingredients alongside their corresponding beers. Volunteers help support our education efforts by pouring beer to the attendees and describing the ingredients.

### **Beer and Food Pairings Volunteer**

In *The Art of Beer* Beer and Food Pairings area, attendees learn how beer can cut, complement and contract textures, temperatures and flavors of food. Volunteers help support our education efforts by pouring beer to the attendees, ensuring there are adequate food samples and describing the food.

### **Cask Ale Volunteer**

In *The Art of Beer* Cask Ale area, attendees enjoy the tradition of real ale and learn how it differs from kegged beer. Volunteers help support our education efforts by pouring beer to the attendees from the casks.

1. Arrive an hour and a half prior to start of session and check in with the volunteer coordinator at the Volunteer Check-In Station.
2. Go to the Art of Beer Presentation area, and introduce yourself to the *All About Beer Magazine* staff.
3. If draft beers will be used for the presentations, make sure you have plenty of pitchers. Pitchers can be found at the Brew Crew Station. If bottled beers will be used for the presentations, make sure the beers are on ice in tubs.
4. Redeem food coupon and get a bottle of water prior to opening gates.
5. Bartenders are not permitted to drink and neither are you. **It is against the law to drink alcohol and serve.**
6. Do not allow any person, including volunteers, to pick up full bottles of beer to take home. The beer is the property of the World Beer Festival and taking it is considered theft. It will be confiscated at the gate.
7. **Clean-up.** At the end of the session, stay at the area until the police have cleared the festival. After the afternoon session, clean up the area: it needs to be presentable with all trash removed, and the appearance straightened up. At the end of the evening session, stack the unopened beer and consolidate the trash and recycling. You will be given instructions on the disposal of all liquid—water, ice, old beer.
8. As you leave, check out with volunteer coordinator and to receive your *All About Beer Magazine* form. This must be completed and returned at this time to receive this benefit. If you do not check out, you will not receive an invitation to the volunteer thank-you party.

## Entrance Gate Volunteer

Greet the patrons! Set the atmosphere for them. Entrance gate volunteers make sure that only ticket holders of legal age are admitted, and that the process is smooth, cordial, quick and free of frustration.

1. Arrive an hour and a half prior to start of session and check in with the volunteer coordinator at the Volunteer Check-In Station.
2. Redeem your food voucher and grab a water prior to arriving at the gate assignment
3. Go to gate you have been assigned to staff. See map for identifying gates. Be at your gate no later than 45 minutes prior to the start of the session.
4. Each admission channel will be staffed by a team of four volunteers. After the preliminary set-up, the entrance gate captain will assign you to one of four jobs:
  - a. One volunteer partners with a security member to handle wrist-banding as the security person checks the ID. This is an important legal point and should be done simultaneously without any time lag between the ID check and the wrist-banding.
  - b. One volunteer scans the tickets as patrons come through the gate. This volunteer will be supervised by a member of eTix. No one gets through the gate without a wristband

already on and a scannable ticket. If there is a problem with the ticket send them to the eTix representative.

- c. One volunteer will be responsible for making sure the table is stocked with glasses and programs.
- d. One volunteer will hand people glasses and greet them, welcoming them to the festival.
5. If you are wristband person, please practice. The ID/wristband team begins their job as early as they can. It is possible to have the full line taken care of prior to the opening of the gate, making getting people in within 20 minutes a realistic possibility.
  - a. Begin work as soon as the team is formed. (Please find a way to keep those annoying wristband tabs from falling to the ground. They are a nightmare to clean up.)
  - b. Once the gate is open, let the line come to you, but continue to drop back as the line shortens. You do not want a gap to occur between those that have wristbands and those that you are taking care of.
  - c. Be mindful of attempts to jump the line.
6. Please only give programs to patrons who want them, otherwise they will end up on the ground. Don't place programs in the tasting cup.
7. Remain at your gate until the gate captain comes to give you further instruction. Some gates will shut down after the first rush has passed through. The volunteers working these gates will be sent to another assignments.
7. If you are reassigned to another task, at 30 minutes prior to the end of the session please return to your assigned gate to check bags to make sure no one is trying to leave with bottles of beer or event signs. These are property of the World Beer Festival. No one can leave with beer in their glass.
8. For evening session volunteers only. Once the public has left, please remove signs from fencing and place them under the table at your gate.
9. Once the public has finished exiting, lock your gate.
10. As you leave, check out with volunteer coordinator and to receive your *All About Beer Magazine* form. This must be completed and returned at this time to receive this benefit. If you do not check out, you will not receive an invitation to the volunteer thank-you party.

## Brewers' and Vendors' Check-In

This is the location where brewers, food and merchandise vendors, and members of the press receive their badges for entry into the festival. They also receive t-shirts, cups, programs, and other important information.

1. Issuing badges. Festival badges will be located in envelopes alphabetized by the company they are representing. For example Big Boss Brewing, based in Raleigh, will have a single envelope containing enough badges for the number of staff the brewery registered. The outside of the envelope will list the staff names. The badges themselves will not have the

- name of the staff member, only “Big Boss Brewing.”
2. Each beer company receives one VIP badge and one VIP food voucher—only one. The first person to check in under a given company name will receive the badge and voucher. Other vendors do not get VIP status.
  3. Ask to see each person’s ID to verify they are on the list and that they are at least 21 years of age.
  4. After issuing the badge, mark off or highlight the name of the person who checked in.
  5. Next, the person will be wrist-banded. All vendors must have wristband and badge to enter through the gates.
  6. Each person is given one sample glass and a festival program.
  7. Only brewers receive, in addition, a schedule and menu of food that will be available in the brewers’ hospitality area and a t-shirt. T-shirts are for brewers only, no exceptions. The first person to check-in for a brewery is given all the shirts that have been ordered for that brewery. The shirt sizes will be located on the outside of the envelope. No switching sizes.
  8. Important information is available for merchandise and restaurant vendors on unloading merchandise/equipment according to instructions. If there is a problem with electricity or water, call the electrician at the number programmed in the Nextel phone and request he go to their booth.
  9. Merchant and restaurant vendors do not get any VIP badges or t-shirts.
  10. It is possible that you will have someone come to the Check-In with a problem/question you cannot answer. Please direct all of these inquiries to the beer coordinator.

## Set-up and Break-down Volunteers

The physical site for the World Beer Festival has to be prepared to welcome several thousand visitors. The volunteers who assist with festival set-up help create a setting that is safe, easy to navigate, smooth-running and attractive.

Set-up tasks include:

1. Hanging festival signs
2. Walking the grounds to ensure there are no tripping hazards
3. Setting up tables for the entrance gates and check-in areas
4. Responding to other requests of the festival manager and staff

Following each World Beer Festival, the site must be returned quickly to its original state. The volunteers who assist with festival break-down help maintain the good relationship between the World Beer Festival and its host city.

Break-down tasks include:

1. Taking down festival signs

2. Walking the grounds to ensure nothing has been left behind
3. Making sure everything is properly and safely loaded on the festival truck
4. Responding to other requests of the festival manager and staff

# Stopping Abuse of Beer

What are our tactics for preventing drunkenness?

Our number one objective is fostering enjoyment, not abuse. We have refined a series of strategies to ensure that objective. We provide pourers with the following information about beer and alcohol to prepare them for the festival. We also provide volunteer training on preventing abuse and dealing with intoxication issues.

## **Educate volunteers**

We provide pourers/volunteers with information about beer and alcohol to prepare them for the festival. All servers attend a mandatory training program on preventing abuse and dealing with intoxication.

## **ID check**

At the gate, we only admit people with a valid picture ID, and we turn away people who are already intoxicated.

## **Free educational materials**

We provide educational material to support the full enjoyment of beer, including copies of *All About Beer Magazine*. We also host educational presentations and tastings at the *All About Beer Magazine* booth.

## **Enforce two-ounce servings**

All people involved with pouring beer to patrons are required to stick to the two-ounce pour rule.

## **Promote eating while drinking**

We provide food from different restaurants at a full range of prices, with each restaurant including at least one item at a low price.

## **Free non-alcoholic beverages**

Water is provided throughout the festival.

## **Different zones**

Beer, food and entertainment are located in different zones, making it difficult, with two-ounce servings, to continue drinking while in either of the other zones.

## **Enforce the rules**

Police officers with experience in handling crowds, fire marshals, and security staff are on site to enforce the law and the festival rules of conduct.

## How Much is Too Much to Drink if You're Driving?

Drinking any amount of alcohol can impair your ability to drive. Chemical tests can determine your Blood Alcohol Concentration (BAC). For example, five parts of alcohol in 10,000 parts of blood is shown as 0.05 percent BAC.

A driver with a BAC between 0.05 and 0.07 percent is presumed to be driving while his/her ability to drive is impaired (DWI). A driver with a BAC of 0.08 percent or more is presumed to be driving under the influence (DUI). Both DWI and DUI convictions mean penalties including jail term, fine, public service and possibly surrender of driving license.

What does this mean for you? We will distribute cards that translate rates of consumption by gender and body weight into BAC. For example, an average adult male (about 150 pounds) can consume two 12-ounce bottles of beer in the first hour, then one bottle of beer each hour thereafter and stay at .05 BAC. That's 12 two-ounce servings in the first hour and six per hour thereafter. A woman of the same weight has a lower tolerance.

## The Responsibility of Beer

There is a world of difference between appreciating beer and guzzling beer. The brewer's art is a fine, subtle process seeking to create a distinct beverage. With very few exceptions, brewers do not seek to augment the alcohol content of their products. To do so, they would run the risk of brewing a rough, unpalatable product.

As with wine, beers have numerous qualities that are designed to enhance their enjoyment. Understanding these qualities increases your awareness and the possibility for truly enjoying the fullness of beer. Alcohol content is only one of these many qualities.

The alcohol content of beer ranges from 3 percent to well over 20 percent by volume, with most beers being around 4 percent to 5 percent. As with the other four principal ingredients in beer, alcohol also has its characteristics. Whether it's taking the edge off a day at the office, adding to a perfect afternoon or contributing to pleasant company, alcohol can positively affect one's life.

However, an excess amount of alcohol has its destructive effects. For some individuals who abusively consume alcoholic beverages, the results can negatively affect their life, ranging from painful hangovers to anti-social behavior and personality disorders. For society it can result in extensive damage to people and property.

This country once turned to the courts to restrict the destruction of alcohol-related negligence. Negligence means that you have been irresponsible as a member of society and have breached your duty to protect fellow citizens from your own excesses, either in consumption by yourself or in what you have served to others. This is the heart of individual responsibility, the social contract.

Every state has detailed what it considers to be endangering levels of alcohol consumption, measured in the amount of alcohol found in your blood or Blood Alcohol Concentration. While the BAC is definitely measurable, the rate at which alcohol enters your bloodstream varies according to a wide range of other considerations. The amount of food in your stomach will slow the absorption rate down. High body weight and low fat ratios will also slow the rate down. Taking drugs, legal (cold medicine, for example) or illegal, can reduce ones tolerance adversely. The spacing of drinks, taking time out or drinking alternative beverages, will also slow the rate of absorption and keep the BAC down. In addition, little is known about individual tolerances.

**Know Your Limit. Your life, and the lives of others, depends on it.**

## Prevention Tactics

Anticipating an abuse problem starts with recognizing behavioral cues that you are probably already familiar with.

Consider the things that you know to look for:

- Physical cues such as swaying, bad hand/eye coordination (watch how the glass moves to the mouth), and staggering.
- Inappropriate social behavior, including violations of social space (leaning in), of gender norms (unsolicited familiarity) and verbal conventions (volume problems, unfunny jokes, etc.).

These are well known, easily recognized and universal. Care needs to be taken that idiosyncratic or culturally-driven behavior is not misconstrued as caused by alcohol. Alcohol will create a collection of behavioral cues, not just one.

## How Do You Evaluate a Situation?

We use a 1-2-3 system, where 1 is perfectly normal, 2 is showing some behavior change but below .05 BAC, and 3 represents illegal levels of intoxication. You can enjoy the 1s, watch out for the 2s and report the 3s.

## How to Deal with People Who Choose to Abuse Alcohol?

First and foremost, don't be accusatory, for example using YOU ("You're drunk!" for example). Explain the reason you can't serve the person has to do with the risk of losing the right to hold a beer festival, should anything happen as a result of their behavior. Fall back to education and use the program we've provided- talk about your beer and recommend a beer at the other end of the festival. Buy time to slow down the rate of absorption through recommending non-alcoholic beverages (we will have free sodas, and water), or perhaps buy some food or sit down and enjoy the music.

If trouble should arise, call for backup. We have a chain of command from server to police or staff member, making it quite easy to have an authority on the spot quickly. If the person is confrontational, simply step back from the table, putting at least six feet between you and the individual, and reach out to your fellow servers on either side.

Throughout 50-plus beer festivals, some attended by as many as 19,000 people, we have never experienced a serious problem and rarely experienced minor problems. And those are very easy to handle. Simple, safe and secure.

## **Festival Security and Safety**

Of paramount concern is the festival security. Whether alcohol is involved or not, any event produces its own questions of security and safety.

### **Safety**

1. **Controlled area:** We control access to the entire festival area, allowing no one inside without a picture ID.
2. **Complete services:** We provide for all the needs of the attendees during their stay at the event—toilets, food, entertainment, relaxation areas, free alternative beverages.

### **Festival Tactics**

1. **Serving size:** two-ounce pours only. This is an effective deterrent to inebriation.
2. **Booth spacing:** Crowding booths together actually slows individuals' ability to accelerate consumption.

### **Buying Time**

1. **Zones:** Beer and food are located in different zones, making it difficult with two-ounce servings to continue drinking while in either of the other zones.
2. **Alternatives:** Inexpensive food and free alternative beverages are supplied to slow down the rate of absorption.
3. **Education:** The festival programs, Art of Beer educational village and volunteer training all encourage learning about and discussing beer, and discourage excessive consumption.

### **Problem Solving Strategies**

1. **Police:** Police officers, experienced in handling crowds and drunks, are on duty throughout the festival.
2. **Volunteer captains:** A number of people are assigned the duty of volunteer captain each session. Shirts that are labeled "Volunteer Captain" distinguish them. All volunteer captains have two-way radios to connect to festival staff, brew crew, police officers, fire marshals, etc. They are responsible for monitoring a designated section, making sure each volunteer booth is stocked with everything necessary to effectively do their job i.e. ice, beer in addition to non-alcoholic beverages and food for the volunteers. If you need to take a bathroom break and no one else is there to man your booth, flag down your volunteer captain. If you are experiencing difficulties with festival-goers, please also flag down your captain, so they can call for help.

3. Rapid Response: Communication equipment with two-way radio capabilities for a quick response link between all senior staff people, the police and the captains who directly oversee the volunteers.

## Conclusion

This handbook is the guide to having a wonderful beer festival and becoming a serious beer lover. We thank you for helping us put on such a positive educational event and helping raise money for local organizations.

Thanks.