

The Gathering Storm: Managing Large Gatherings On Campus Loss Control Workshop

March 9, 2018

Renata Elias
Marsh Risk Consulting

Dallas, TX

Ask Yourself

- Are you ready for a civil unrest incident or the threat of civil unrest?
- Are you confident in your institution's ability to protect your students, faculty/staff, campus operations, and assets?
- Have you done what you can to mitigate or reduce the impacts that civil unrest may have on your institution's infrastructure, operations, reputation, and future?

*Civil unrest over the past several years has put everyone on notice:
It can happen at anytime and anywhere.*

Things to Consider

- Recent events show how civil unrest can develop quickly, threatening:
 - People.
 - Property and infrastructure.
 - Campus operations.
 - Community.
 - Reputation.
- Protests can spread contagiously across the country. You cannot assume you are immune.
- Be sure to include civil unrest in your risk registry.



Civil Unrest Is One Type of Crisis



- Effectiveness of the response is equally/more important than the event itself.
- The impact of damage and a poor response can linger for years.



What Is Civil Unrest?

Civil Unrest Defined

“Civil unrest activities, such as a demonstration, riot, or strike, that disrupts a community and requires intervention to maintain public safety.” FEMA

- May result in violence, assault, disorderly conduct, and vandalism.
- Protests can spill out into the community.
- **Note:** First response agencies and resources will be strained during any protest/riot situation.

The Last 25 Years

A Look Back at Past Events and the Impacts



- People.
- Operational interruptions; closures.
- Physical damage.
- Need for additional resources:
 - Law enforcement.
 - Local, County, State.
 - Clean up/restoration.
- Compromised reputation and standing within community.

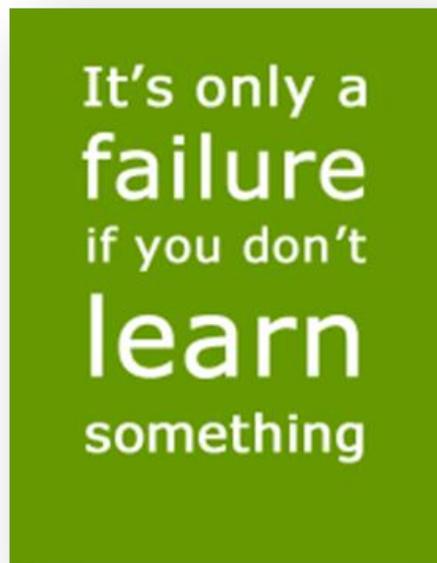
The Last 25 Years

A Look Back at Past Events and Drivers/Factors



- Internet and social media.
- Failure to plan ahead.
- Operational considerations.
- Traffic and crowd control.
- Communication and equipment.
- Agencies/entities coordination.
- Information sharing.
- Community collaboration.
- Crisis communication/public information procedures and strategies.

Key Takeaways



- Plan ahead; be proactive – not reactive.
- Coordinate with all agencies and stakeholders, both internal and external.
- Outreach within the campus, out to the community and its leaders.
- Determine operational considerations.
- Crisis communications strategy to address external and internal audiences.

ORGANIZATIONAL RESILIENCE

Organizational Resilience Components



Why Develop a Resilience Program

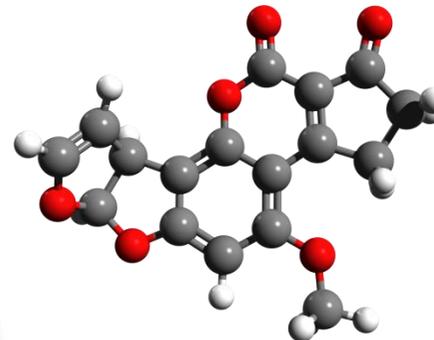
- Minimize event impacts to:
 - People.
 - Assets and infrastructure.
 - Finance.
 - Legal.
 - Reputation.
- Minimize environmental, community, or other stakeholder impacts.
- Protect campus operations and entity's mission statement and values.
- Address increasing focus on standards and from regulatory bodies.



Hallmarks of Resilience

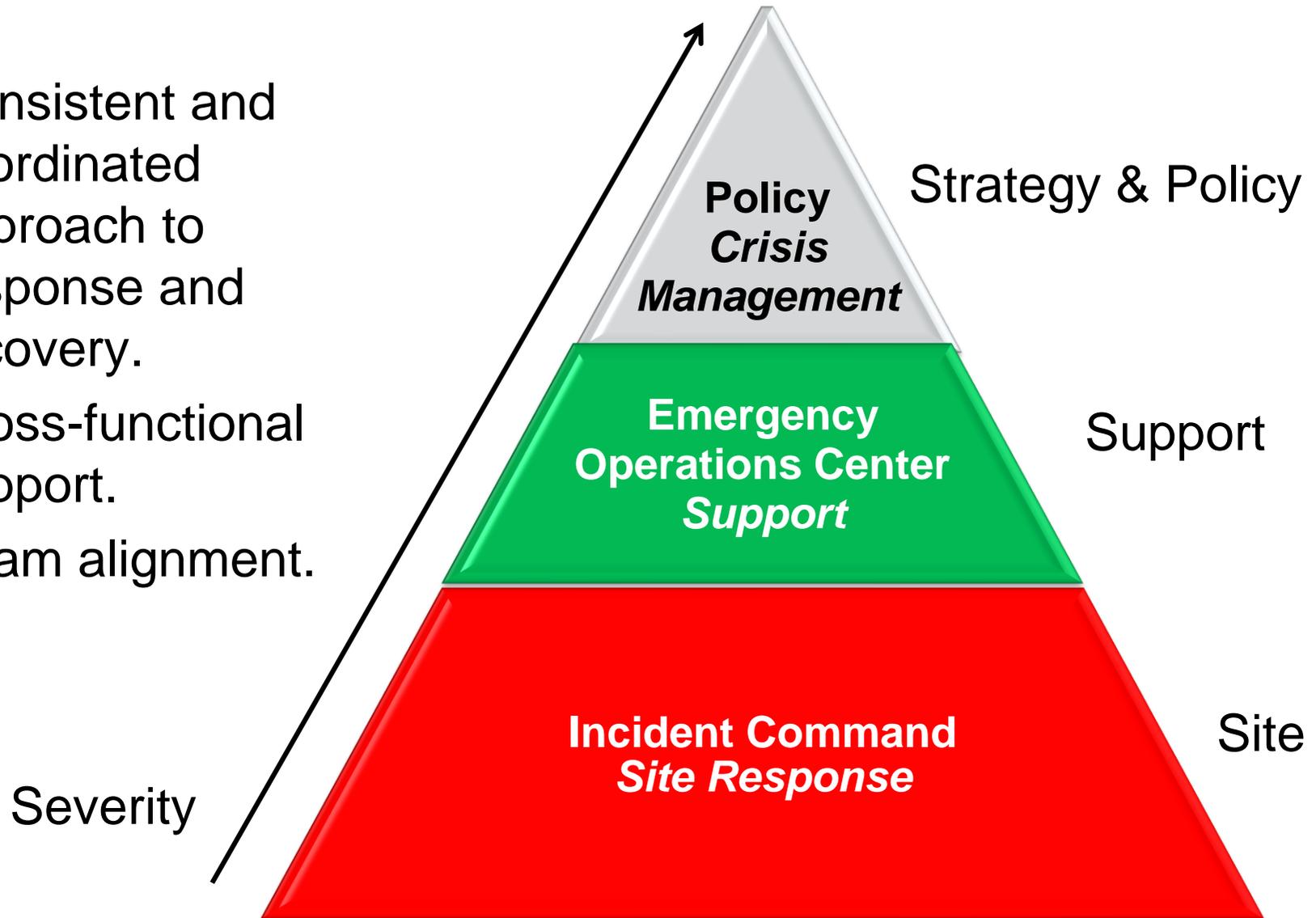
It's all about your overall capability, not just plans!

- Integration and alignment.
- Overall response structure.
- Roles and responsibilities.
- Common terminology.
- A valuable **link** to risk management and business strategy.



Overall Response Structure

- Consistent and coordinated approach to response and recovery.
- Cross-functional support.
- Team alignment.



'What If' Scenario

Campus Civil Unrest

ABC University lost its last game of the football season. 4,000 angry fans began congregating in the north parking lot. Campus Police attempted to disperse crowd; violence erupts.

Four hours later we learn the following:

- 1 fatality and 22 injured (8 are ABC faculty/staff).
- Campus Police have closed off the area.
- Incident trending on social media; local TV trucks are on scene.
- Loved ones are looking for unaccounted loved ones.
- Extensive damage to campus buildings, including the Auditorium and Campus Administration.

A Closer Look Emergency Response/Incident Command

Tactical process designed to respond to physical incidents from natural hazards or disasters to human-caused/technological accidents.

- Emphasis on life safety.
- Often required and governed, in part, by a series of regulations.
- Includes teams with specialized skills/defined responsibilities.
- Campus and local police, fire, EMS, emergency response teams, facilities, and campus security.



A Closer Look Crisis Communications

- Process to communicate with internal and external audiences.
- Supports response strategies including protecting reputation.
- Communication tools and methods: media, social media, website and intranet, mass notification system, signage, notices, and public announcements.
- Crisis communications team and public information officer.



A Closer Look Support – EOC/Corporate Support

- Coordinates support, resources, and equipment across all functions, departments, and agencies.
- Serves as an information clearinghouse.
- Identifies/implements strategies to manage operational impacts.
- Notifies, advises, and periodically briefs the Policy Group/Crisis Management Team.
- EOC Team; Corporate Support Team.



A Closer Look Strategy/Policy – Crisis Management

- Strategic framework that guides senior campus leaders/officials.
- Focuses on range of issues, risks, and vulnerabilities.
- Establishes framework for response and recovery.
- Provides 360-degree view of the crisis.
- Guides decision-making at all levels of the institution.
- Instills confidence in external and internal stakeholders.
- Crisis Management Team; Policy Group; Executive Team.



A Closer Look Business Continuity/Continuity of Operations

- Process to continue or resume, restore, and recover critical business/operational functions.
- Focuses on the continuation of critical campus processes.
- Ensures critical processes and services are supported.
- Aligns business continuity/COOP and recovery strategies in order of criticality and in line with institution's priorities.
- Department Business Continuity/COOP Teams.



'What If' Scenario – What next?

Campus Civil Unrest

- Support the injured.
- Respectfully attend to the deceased.
- Assistance for families and loved ones.
- Internal communications campus-wide.
- External communications including media/social media.
- Clean up and restoration: Reopening of sites?
- Campus operations: Critical processes? Short/long-term?

Emergency Response

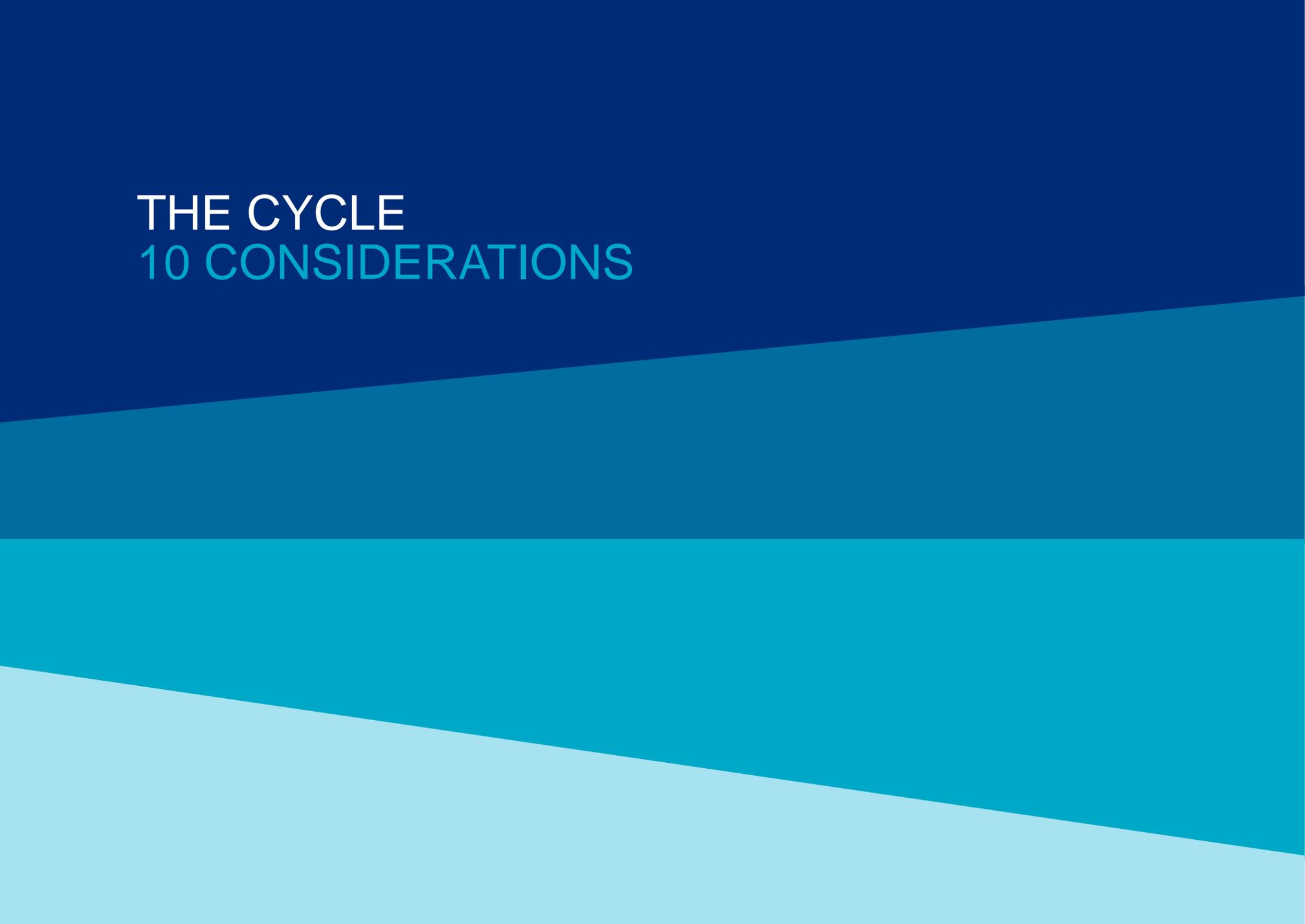
Crisis Management

Business Continuity

Crisis
Communications

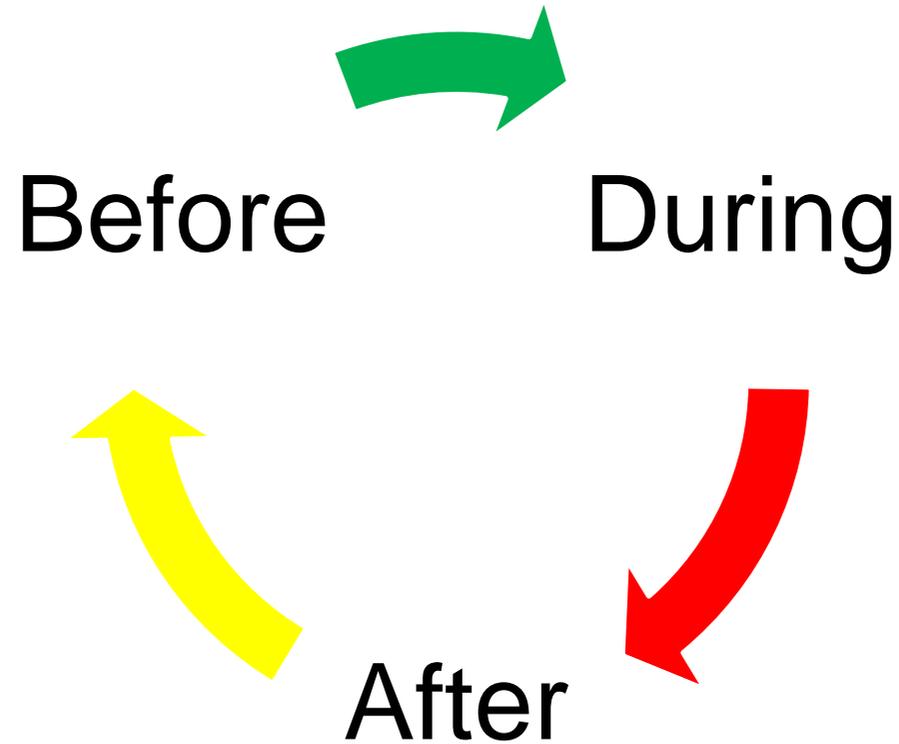
THE CYCLE

10 CONSIDERATIONS

The background consists of three distinct horizontal bands of color. The top band is a dark, deep blue. The middle band is a medium teal or turquoise color. The bottom band is a light, pale blue. The boundaries between these bands are slightly wavy, creating a sense of movement or a cycle.

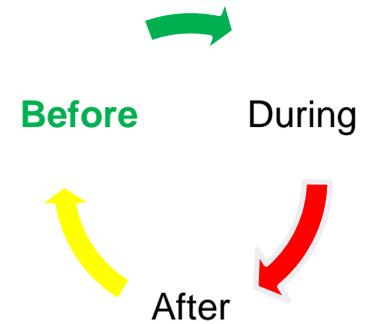
The Cycle

10 Considerations



Ten Considerations Before – Plan, Mitigate, Prepare

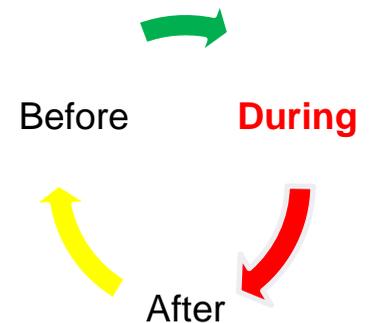
1. Previous incidents and lessons learned.
2. Relationships – internal/external stakeholders.
3. Policy, procedures, and plans – ER, CM, and BC.
4. Resources and procurement methods (e.g., MOUs, etc.).
5. Communication interoperability and equipment availability.
6. Crisis communications policies, procedures, and plans.
7. Training and exercises – including multi-agency.
8. Operational considerations (e.g., curfews, closures, etc.).
9. Community relations; build on understanding/cooperation.
10. Insurance policies.



Ten Considerations

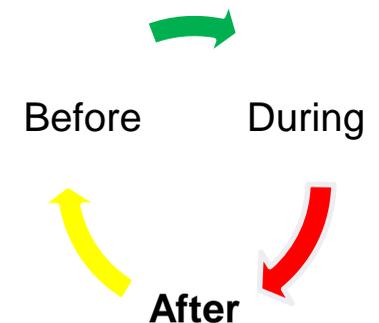
During – Respond/Operational and Tactical Management

1. Command structure (e.g., ICS and Unified Command).
2. Response actions prioritization.
3. Briefings with senior officials/Policy Group/CMT.
4. Operational issues (e.g., declarations, closures, curfews).
5. Mutual aid agreements and MOUs.
6. Support through EOC/Support Center.
7. Internal and external communications; work with the media – not against.
8. Coordination with community.
9. Advanced planning during response.
10. Insurers and brokers/claim advisors.



Ten Considerations After – Recover/Post-event Operations

1. Restore stability on campus.
2. Aid and support (e.g., to injured, those with losses, etc.).
3. Clean-up and restoration.
4. After Action Report/Post Incident Review to determine lessons learned.
5. Policies, procedures, and plans on lessons learned and gaps.
6. Resource needs including MOUs/Mutual Aid agreements.
7. Training and awareness sessions.
8. Drills and exercises.
9. Community relationships; community leaders.
10. Insurers and brokers/claim advisors follow-up.



Final Thoughts

- No one or no area is immune to civil unrest or any other crises.
- Be ready to protect people, assets, and operations.
- Incorporate situational awareness into planning.
- Engage with community and stakeholders.
- Think and plan ahead – be prepared and resilient – think proactively rather than reactively to all emerging issues or crises.

"In many cases, you stop the violence before it begins by having good relationships with the community."

Chuck Wexler, Police Executive Research Forum



March 2, 2018



For More Information



Renata Elias
Vice President
Marsh Risk Consulting
Strategic Risk Consulting Practice
415-706-3982 (mobile)
renata.elias@marsh.com

MARSH RISK CONSULTING

This document and any recommendations, analysis, or advice provided by Marsh (collectively, the “Marsh Analysis”) are intended solely for the entity identified as the recipient herein (“you”). This document contains proprietary, confidential information of Marsh and may not be shared with any third party, including other insurance producers, without Marsh’s prior written consent. Any statements concerning actuarial, tax, accounting, or legal matters are based solely on our experience as insurance brokers and risk consultants and are not to be relied upon as actuarial, accounting, tax, or legal advice, for which you should consult your own professional advisors. Any modeling, analytics, or projections are subject to inherent uncertainty, and the Marsh Analysis could be materially affected if any underlying assumptions, conditions, information, or factors are inaccurate or incomplete or should change. The information contained herein is based on sources we believe reliable, but we make no representation or warranty as to its accuracy. Except as may be set forth in an agreement between you and Marsh, Marsh shall have no obligation to update the Marsh Analysis and shall have no liability to you or any other party with regard to the Marsh Analysis or to any services provided by a third party to you or Marsh. Marsh is one of the Marsh & McLennan Companies, together with Guy Carpenter, Mercer, and Oliver Wyman.

Copyright © 2018 Marsh LLC. All rights reserved. MA18-15395