

# Midwestern Higher Education Compact

## 23<sup>rd</sup> Annual Loss Control Workshop

### First Amendment Events and Protection Against Vehicular Incursion

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**MIDWESTERN  
HIGHER EDUCATION  
COMPACT**

## Introduction

### Chad R. Barnes – SVP, Marsh Advisory – Consulting Solutions

- Seven (7) years in insurance risk consulting
- Twenty-one (21) years in security consulting/engineering
- Ten (10) years in public safety/emergency response agencies
- American Society of Industrial Security
  - Board Certified Protection Professional
  - Board Certified Physical Security Professional
  - Board Certified Professional Certified Investigator
  - Central New York Chapter Chairperson
- International Association of Professional Security Consultants
  - Certified Security Consultant (CSC)
- American Crime Prevention Institute
  - Certified Crime Prevention Through Environ. Design Specialist



# Agenda

## What we're going to cover today

- Objectives
- Threat and target definitions
- First amendment events
- Campus fleet management practices
- Preparing your campus for unintentional and intentional vehicle incursions
- Pre-emergency planning, response planning, and post incident recovery
- Question and answer
- References

**Objectives**

**Time for some internal reflection**

## Objective

### What I want you to take away from this

- Understanding of the Vehicle Based Active-assailant Threat (VBAT)
- How to assess vulnerabilities to a VBAT
- How to apply a balanced mitigation approach to the VBAT to improve overall resiliency against an attack and limit the overall impact to assets (people) of an attack
- **Questions that I want you to internally reflect on throughout this presentation:**
  - Have you conducted an appropriate security vulnerability assessment for your campus and facilities?
  - How prepared are you today for “pop up” and planned first amendment events on campus?
  - Today, can you adequately manage vehicles operating on your campus around first amendment events?
  - What things can you change today to decrease your vulnerabilities against a VBAT?
  - What capital investments do you need to start considering to decrease your vulnerability against and increase your resiliency to a VBAT

# Threat and Target Definitions

## 4-Ws and an H

# Threat and Target Definitions

## Who, what, where, why and how?

- “Active Assailant” (or “Active Killer or “Violent Intruder”)
  - We need to get away from using the term “active shooter”
  - An individual that is armed with a weapon and is actively engaged in killing or attempting to kill people in a confined and populated area
- Tools necessary for the VBAT
  - An active assailant willing and ready to act
  - A functional vehicle (the bigger the better)
  - A “soft target” (i.e. a college campus, especially an exterior event, in an open area with perimeter choke points)



# Threat and Target Definitions

## What goes into measuring the potential risk?

- Vulnerability levels
  - Low, medium, high, very high
    - There are effective protective measures in place, although there is at least one weakness that could be exploited by this threat
    - There are some protective measures, but they do not provide a complete or effective security strategy against the threat
- Likelihood of an event
  - Rare, unlikely, possible, likely, almost certain
    - Might occur at some time (1%)
- Consequences and impact of an event
  - Insignificant, minor, moderate, major, catastrophic
    - Severe injuries, <\$1,000,000 in property damage
    - Severe injuries and deaths, >\$1,000,000 in property damage



# Threat and Target Definitions

## What are the potential risks?

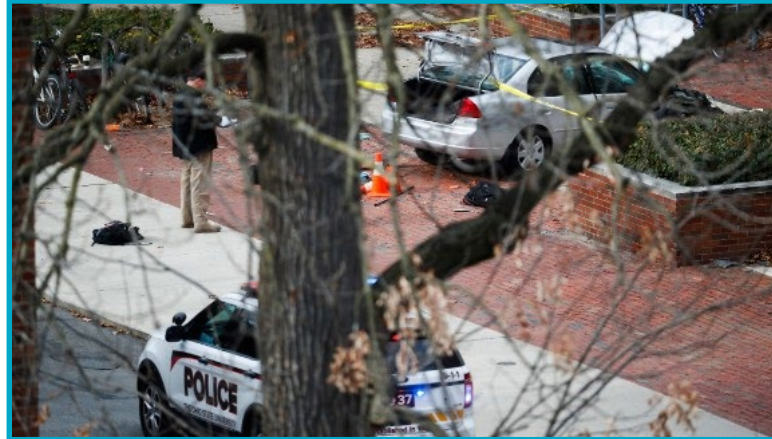
- The overall potential risks
  - Low, moderate, **high**, **critical**

Likelihood	Consequences				
(Probability) How likely is the event to occur at some time in the future? (linear scale time specific matrix)	What is the severity of injuries/potential damages/financial impacts (if the risk event actually occurs)?				
	Insignificant	Minor	Moderate	Major	Catastrophic
Almost certain	Moderate Risk	High Risk	High Risk	Critical Risk	Critical Risk
Likely	Moderate Risk	Moderate Risk	High Risk	High Risk	Critical Risk
Possible	Low Risk	Moderate Risk	High Risk	High Risk	Critical Risk
Unlikely	Low Risk	Moderate Risk	Moderate Risk	High Risk	High Risk
Rare	Low Risk	Low Risk	Moderate Risk	Moderate Risk	High Risk

# Threat and Target Definitions

## Real life

- Ohio State University, Columbus, OH
  - November 28, 2016
  - Vehicle ramming and knife attack outside of Watts Hall
  - Radicalized attacker shot and killed by OSU police officer
  - Thirteen (13) people hospitalized for injuries



## Threat and Target Definitions

### Real life (cont.)

- Charlottesville, Virginia
  - August 11, 2017
  - Vehicle drove into a crowd of people during “peaceful” protests
  - One (1) dead
  - Thirty-five (35) injured, twenty (20) hospitalized



# First Amendment Events

*“Congress shall make no law respecting an establishment of religion, or prohibiting the free exercise thereof; or abridging the freedom of speech, or of the press; or the right of the people peaceably to assemble, and to petition the Government for a redress of grievances.”*

# First Amendment Events

## Higher education and freedom of speech and expression

- First amendment event
  - Free speech, expression, diversity, and inclusion are the cornerstones of our democracy and higher education institutions are melting pots for students, staff, and faculty to collaborate, postulate on, and participate in the protections of these freedoms
  - **PEACEFUL** without unreasonable interruption of campus services and activities are the key terms here that need to be effectively communicated by campus administrators
- Campus administrators
  - Is there a formal policy statement surrounding first amendment events?
  - Student code of conduct and disciplinary ramifications
- Campus public safety police/peace officers
  - Has to be a community policing approach that is compassionate toward campus community
  - Primary responsibility is safety and security of campus population
  - Limit escalation to extent possible

# First Amendment Events

## How prepared is your campus?

- Permitted and scheduled events
  - Formalized permitting process in place with designated locations?
  - Pre-event threat assessment requirements?
  - Special event security measures taken?
  - Post event after action reviews?
  - Campus public safety operations
    - Plain clothes officers intermingled with uniformed officers? (Will uniformed officers unnecessarily escalate situation?)
    - Quick response force available?
- “Pop up” events
  - Have to be careful here to not infringe on freedoms
  - Ad hoc emergent special event security measures?
  - How quickly can campus public safety deploy? Mutual aid agreements in place?
  - How can campus facilities department assist?

# Campus Fleet Management Practices

## How not to be part of the problem

# Campus Fleet Management Practices

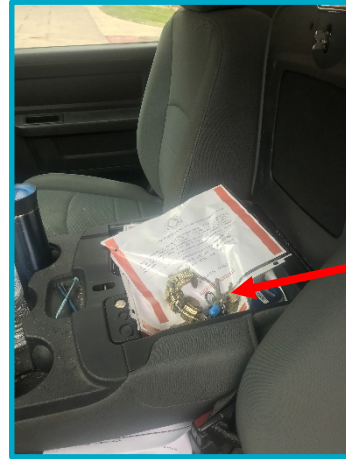
Conscious complacency and convenience can be our worst enemies

- Campus vehicle security
  - Unattended campus vehicles should be locked and keys with the responsible driver
  - Apply parking breaks and utilize wheel chocks in locations with any kind of grade
  - Employ “kill switches” (vehicle anti-theft systems) for vehicles that have to be left idling/running (public safety and diesel vehicles)
- Campus vehicle key management
  - Keys should never be left in an unattended vehicle
- Campus vehicle access to pedestrian areas
  - To extent feasible, utilize smaller side-by-side and golf cart style vehicles to access high volume pedestrian areas and green spaces



# Campus Fleet Management Practices

## Things not to do



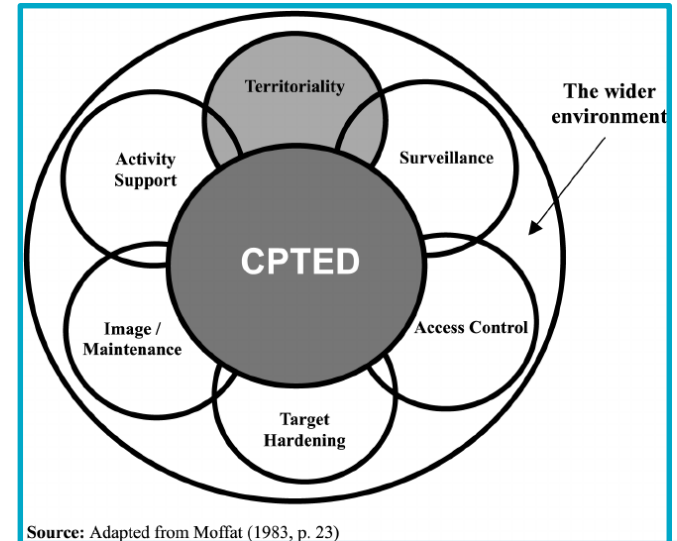
# **Preparing Your Campus**

## **For unintentional and intentional vehicle incursions**

## Preparing Your Campus

### It all starts with design and construction

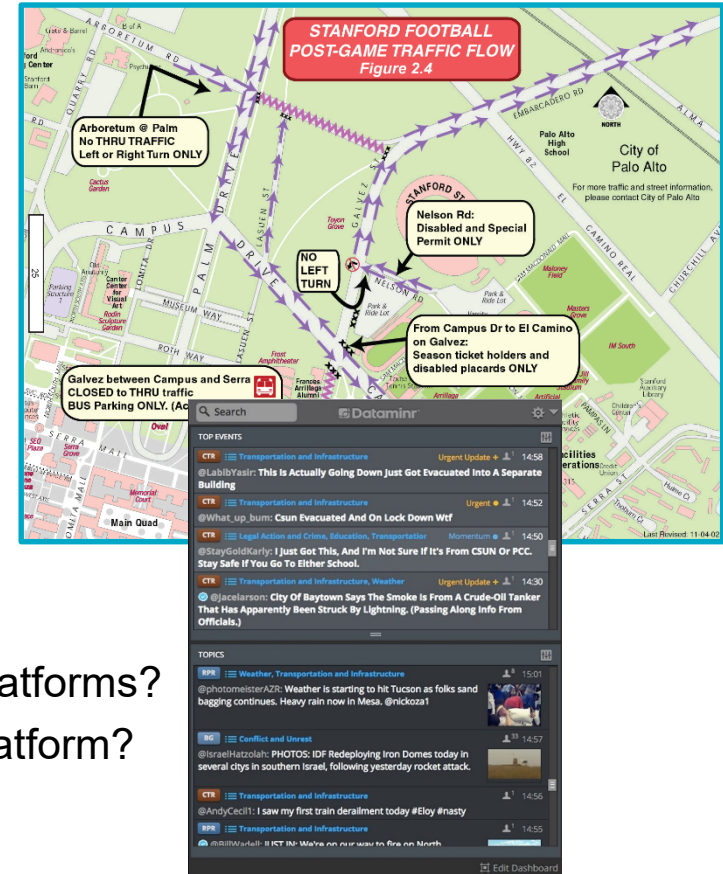
- Campus architect/planning and design offices are the starting point for effective, permanent, preventative measures
  - Engage a credentialed and qualified security consultant for improvement projects
  - Ensure all stakeholders have a seat at the table during planning and design
    - Campus public safety
    - Facilities/physical plant representative
    - Events planning/student union representatives
    - Athletics representative
    - Bands representative
  - Employ effective use of CPTED principles



# Preparing Your Campus

## Procedures

- The security vulnerability assessment
  - Baseline measurement
  - Can be overarching or focused
  - Identifies gaps and mitigation measures
- Traffic management plans
  - Target areas and events
  - Emergent events
- Social media and threat intelligence monitoring
  - Is campus public safety monitoring the major platforms?
  - Is campus public safety utilizing a geospatial platform?





# Preparing Your Campus Personnel

- Public safety personnel and vehicle deployment
- Guard force deployment
- Parking and transportation staff deployment
- Volunteer deployment
- Non-public safety personnel training and safety
- Unified communications



# Preparing Your Campus

## Physical and electronic countermeasures

- Temporary physical barriers
  - Jersey barriers
  - Large physical plant vehicles
  - Commercially available systems
- Permanent physical barriers
  - Bollards
  - Curbs
  - Planters
- Technology as a force multiplier
  - Video analytics
  - Ground based radar
  - Portable elevated towers/cameras



# Planning, Response, and Recovery

*“If you fail to plan, you are  
planning to fail”*

*Benjamin Franklin*

# Planning, Response, and Recovery

## Planning phase

- Table top exercises and drills annually on a rotating basis
- For any events, activate the emergency operations center and fill the incident command roles
- Pre-event planning for permitted and scheduled events (threat assessment)
- Traffic management and public safety deployment plans
- Deployment of temporary barriers
- Mutual aid notice and standby





# Planning, Response, and Recovery

## Response phase

- Emergency response plan with civil unrest/disobedience, active assailant, and mass casualty incident response procedures
- Crisis communications and management
- Managing press and the media
- Buses and transportation for walking wounded to offsite location
- Family and friends staging offsite location



# Planning, Response, and Recovery

## Recovery phase

- After action review
  - What was supposed to happen?
  - What actually happened?
  - Why was there a difference?
  - What are the gaps?
  - What do we need to do different?
  - What did we do well?
- Counseling for responders, victims, and families
- What vulnerabilities were leveraged to help attacker?
- What mitigations in place detected, delayed, and/or denied the attacker?
- What needs to be done to harden against similar attacks in the future? What's the plan and time to implement?



# Closing Questions and Answers

## Closing Questions and Answers

- Please enter your questions into the Live Q&A or in the Discussion Forum on the workshop platform
- I will stay on line for a ½ hour after the presentation to answer questions
- Thank you for attending
- Please reach out with any follow on questions or inquiries:
  - [chad.r.barnes@marsh.com](mailto:chad.r.barnes@marsh.com)

# References

## Useful resources and photo credits

## References

### Useful resources

- American Society of Industrial Security (ASIS)
  - Protection of Assets Manuals
  - ANSI/ASIS/RIMS RA.1-2015 – Risk Assessment
  - ASIS GDL FPSM-2009 – Facilities Physical Security Measures
- National Fire Protection Association (NFPA)
  - NFPA 730 – Guide of Premises Security
- International Code Council (ICC)
  - International Fire Code (IFC)
    - Chapter 3, Section 312
    - Appendix D
- International Organization for Standardization (ISO)
  - ISO 22341 – Guidelines for Crime Prevention Through Environmental Design

## References

### Useful resources (cont.)

- United States General Services Administration (GSA)
  - Facilities Standards for Public Buildings Service
    - Chapter 8 – Security Design
- United States Department of Defense (DOD)
  - Unified Facilities Criteria (UFC)
    - UFC 4-020-01 DOD Security Engineering Facilities Planning Manual
    - UFC 4-022-01 Security Engineering Entry Control Facilities/Access Control Points
    - UFC 4-022-02 Selection and Application of Vehicle Barriers
    - UFC 4-022-03 Security Fences and Gates

# References

## Photo credits

- Slide 9
  - <https://cdn.cnn.com/cnnnext/dam/assets/161128125338-21-osu-shooting-1128-super-169.jpg>
- Slide 10
  - <https://cbsnews3.cbsstatic.com/hub/i/r/2017/08/12/189e7d7b-12f1-4f53-bdd3-06b85de46346/thumbnaill/1240x838/e11e18c92860b6a3acb098f757517386/ryan-m-kelly-the-daily-progress-2.jpg>
- Slide 18
  - <https://www.researchgate.net/profile/Paul-Cozens/publication/239746349/figure/fig1/AS:298580427460611@1448198529503/First-generation-CPTED-the-key-concepts.png>
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