Special People = Special Events

Special Events Resource Guide Project

Presenter: Joe Risser, CPCU, ARM-P

Join us!
Fitting the Pieces Together
November 3-4, 2016
Holiday Inn Capitol Plaza
Sacramento, CA
Objectives

1. Identify broader concerns of risk management for campus events
2. Introduce CAS Standards and Guidelines for Conference and Event Programs
3. Introduce a functional and unified approach to campus event management through an ICS/NIMS model by FEMA.
4. Review the development and content of a self assessment tool for good practices in campus event management
TOPICS

1. MISSION
2. CONTEXT
3. CAMPUS EVENTS
4. ORGANIZATION
5. NIMS/ICS
6. MANAGING RISK
7. SELF ASSESSMENT
8. RESOURCES
Special Events Resource Guide Project

- The California State University
- Risk Management Authorities
  - CSURMA & AORMA
  - Campus Special Events
- “SERG” Project
  - Good Practices
  - Resources
  - Self Assessment
SERG Focus Groups

- CABO – Designated Campus Representatives
- CSU Risk Managers
- CSU Conference Services Representatives
- ACCED-I Region 1 CSU Members
- ? CSU Auxiliaries

ACCED-I  Association of Collegiate Conference and Events Directors - International
SERG Chapters

1. Introduction
2. Organization of Guide
3. Campus Events
4. Organizing Event Success
5. Event Functional Management
6. Managing Event Risk
7. Samples & Examples
8. Insurance Guidance & Requirements
9. FAQ
10. Glossary
11. Resources & References
12. Good Practices Self Assessment
Participant Activity #1 – Campus Events

- How are you involved with Campus Events?
- Have you ever organized a Campus Event?
  - Professionally
  - Personally
- 2 or 3 People (people you don’t know, well)
  - Name?
  - Campus Risk Management Role?
  - Campus Event Experience?
- Brief Reports – Risk Management & Campus Events
1. MISSION

• Special Events are a core part of the University
  • Advance and extend knowledge
  • Provide opportunities for development
  • Prepare for international, multicultural society
  • Provide public services that enrich communities
• Special Events engage our communities
  • Center in the community
  • Embrace the surrounding regions
  • Promote understanding and appreciation
Mission - Demonstrated

- Commitment
  - Tolerance or Advocacy
  - Marketing or Avoidance
- Resources
  - Access or Restriction
  - Funded or Self Support
- Authority
  - Empowered or Accepted
  - Coordinated or Allowed
- Invitees or Disruption
  - GUESTS
  - Customers
2. CONTEXT - Professional

Council for the Advancement of Standards in Higher Education (CAS)

- Consortium of 43 Professional Associations
- 30+ Years, 46 Programs
- 12 Common Criteria Categories
- Contextual Statement
- Conference and Event Programs Standards

International Event Industry and Regulatory Professionals

- International development of events industry
- Developed Countries Legislation – Citizen Health and Safety
- Code of Professional Conduct for Safe Events
Conference and Event Programs
CAS Standards and Guidelines

1. Mission
2. Program
3. Student Development
4. Organization and Leadership
5. Human Resources
6. Ethics
7. Law, Policy and Governance
8. Diversity, Equity and Access
9. Internal and External Relations
10. Financial Resources
11. Technology
12. Facilities and Equipment
13. Assessment
CAS Standards and Guidelines - Example

Part 1. MISSION

- The primary mission of Conference and Event Programs (CEP) is to manage institutional resources for the educational conferences, workshops, events and activities that are relevant and complementary to the mission of the institution.

- CEP must develop, disseminate, implement and regularly review their missions, which must be consistent with the mission of the institution and applicable professional standards……
Code of Professional Conduct for Safe Events

1. Do no harm
2. Safe & Responsible
3. Professional Standard of Care
4. Reference Resources
5. Continuous Professional Development
6. Risk Assessment
7. Egress and Evacuation
8. Life Safety Plan
9. Review, Update, Communicate
10. Continually Develop and Maintain Currency
Life Safety Plan

- National Electrical Code 1879 - Lights
- Committee on Safety to Life 1913 - Fires
- International Safety of Life at Sea 1914 - Titanic

- Event Fire Safety
  - Fire Prevention
  - Safety of People
  - Protection of Property
- Life Safety Evaluation
  - Facility & Activities
- **Life Safety Plan**
  - Occupancy
  - Communication
  - Egress
Context – Regulatory External

- Federal & State Laws / City & County Regulations
- Americans with Disabilities Act
- Civil Rights Act
- Food Safety Act
  - Food Allergy & Anaphylaxis Management Act
- National Fire Protection Association (or State)
- Occupational Safety & Health Administration
- Title IX
Context – Campus Policies

- Alcohol
- Background Checks
- Business Continuity
- Child Abuse and Neglect Reporting
- Emergency Management
- Events (On Campus / Off Campus)
- Sexual: Harassment, Stalking, Misconduct, Violence
- Student Activities and Conduct
- Risk Management
3. CAMPUS EVENT

- Campus
  - On the Campus
  - Of the Campus

- Event
  - Root Word: "e- ‘out of’ + venire ‘come’"

- Event = Outcome
  - Success – Goals Realized
  - No Harm Done
  - No Delay or Cancellation
Campus Events

- Event: Not a Routine Activity
  - Class, Lecture, Lab, Field Trip
  - Instructionally Related: Activities, Competitions
  - Convocation, Orientation, Commencement
  - Conference, Institute, Workshop,
  - Athletics: Conference Games, Tournaments, Playoffs
  - Student Organizations: Clubs, Greeks, Sports Clubs
  - Lecture Series, Recitals, Receptions, Alumni Events
  - Tennant User – Off Campus Entity’s Event On Campus
Campus “SPECIAL” Events

• What’s so “Special”?  

“One Time or infrequently occurring event outside normal programs or activities of the sponsoring or organizing body” – Joe Goldblatt
Special People = Special Events

• **Purpose**: Celebration, Ceremony, Signature Event, Entertainment, Recreation…..
  • Speaker, Performer
  • Host, Sponsor
  • Activity, Equipment
  • Venue
  • Date, Time
  • Funding

• EVENT GUESTS ARE SPECIAL PEOPLE
Campus “SPECIAL” Events

• Criteria or Elements
  • First or One Time Event and/or
  • Uncommon/Unusual and/or
  • External Participants and/or
  • External Entity Events and/or
  • Resources Beyond Campus and/or

• Special Events Exceed The Usual Operations And Resources Of The University
4. ORGANIZATION – Campus Events

- Self Service (DIY)
- Depends on Who You Are
  - Department Staff / Function
  - VIP – President, Advancement,
- Campus Events Process (CAS - CEP)
- Campus Event Management Team
- One-Stop Shop (ACCED-I)
Customer – Self Service

- Facilities
  - Parking
  - Theatre
  - Classrooms
  - Residence

- Services
  - Audio Visual
  - Food
  - Custodial
  - Maintenance

- Separate Contacts
- Separate Meetings
- Separate Agreements
- Separate Invoices
- Self Management
  - ✔ Registration
  - ✔ Scheduling
  - ✔ Promotion
  - ✔ Conference Materials
Depends On Who You Are

- Student
- Faculty
- Staff
- VIP
- Community
- Public Entity
- Private Entity

- Consistent Processes?
  - Application
  - Scheduling
  - Contracting
  - Services
  - Facilities
  - Accounting
  - Invoicing
Campus Events Process

Campus Events

- Finance
- Facilities
- Support Services
- Food Services
- Housing Services
Campus Events Management Team

- Parking
- Scheduling
- Finance
- Custodial
- Facilities
- Campus Events
- Housing
- Instructional Technology
- Contracts
- Food
- Clerical
- Recreation
One-Stop Shop

Contract

Facilities & Services

Invoice

Campus Events
Participant Activity #2 - ICS

• How many of you have a position in your College or University’s Emergency Management Plan? (show of hands)

• What “Titles”? (examples)
  • Safety Officer in the Command Staff?
  • Risk Specialist in Plans?
  • Claims Unit Leader in Administration & Finance

Special Events Disasters Exceed The Usual Operations And Resources Of The University.
5. NIMS / ICS

- National Incident Management System (NIMS)
  - Systematic, proactive approach to guide departments and agencies at all levels of government, nongovernmental organizations, and the private sector to work together seamlessly and manage incidents involving all threats and hazards—regardless of cause, size, location, or complexity—in order to reduce loss of life, property and harm to the environment.

- Incident Command System (ICS)
California Emergency Management

- **FIRESCOPE**
  - Firefighting
  - Resources of
  - Southern
  - California
  - Organized for
  - Potential
  - Emergencies

- **SEMS**
  - Standard Emergency Management System
ICS Common Characteristics

- **Common Terminology**
  - No Codes, Clear Speech

- **Command** (Direction)
  - Authority, Establish
  - Unify, Chain

- **Organization & Planning**
  - Modular
  - Span of Control
  - Management by Objectives
  - Incident Action & After Action

- **Facilities and Resources**
  - Comprehensive
  - Locations and Facilities

- **Communications & Information**
  - Integrated
  - Managed

- **Professionalism**
  - Accountability
  - Dispatch & Deployment
ICS Event Management Functions

1. **Policy** – Guidance for Campus Events
2. **Direction** – Event Responsibility (*Command*)
3. **Operations** – Do This, (*Get’er Done*)
5. **Logistics** – Get the personnel, tools, services
6. **Finance & Administration** – Accounting, Finance, Contracts, Human Resources, etc.
ICS Direction – Functions

- Direction
  - Control
  - Media
    - Information
  - Safety
    - Operations
  - Legal
    - Counsel
  - Liaison
    - Other Entities
# ICS General Function Detail

<table>
<thead>
<tr>
<th>Operations</th>
<th>Plans</th>
<th>Logistics</th>
<th>Administration</th>
</tr>
</thead>
<tbody>
<tr>
<td>Set Up</td>
<td>Information</td>
<td>Communication</td>
<td>Budget</td>
</tr>
<tr>
<td>Ushers</td>
<td>Situation</td>
<td>Equipment</td>
<td>Accounting</td>
</tr>
<tr>
<td>Security</td>
<td>Environment</td>
<td>Facilities</td>
<td>Cashiering</td>
</tr>
<tr>
<td>Food</td>
<td>Weather</td>
<td>Materials</td>
<td>Purchasing</td>
</tr>
<tr>
<td>Beverage</td>
<td>Observation</td>
<td>Services</td>
<td>Contracts</td>
</tr>
<tr>
<td>Restrooms</td>
<td>Incidents</td>
<td>Staff Support</td>
<td>Human Res.</td>
</tr>
<tr>
<td>Trash</td>
<td>Resources</td>
<td>Medical</td>
<td>Claims</td>
</tr>
<tr>
<td>First Aid</td>
<td>Operations</td>
<td>Traffic</td>
<td>Insurance</td>
</tr>
<tr>
<td>Lost Persons</td>
<td>Available</td>
<td>Food</td>
<td></td>
</tr>
<tr>
<td>Parking</td>
<td>Event Action</td>
<td>Staging</td>
<td></td>
</tr>
<tr>
<td>Take Down</td>
<td>After Action</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
6. MANAGING RISK

• IDENTIFICATION
  • Application, SCHEDULE, Action Plans
  • History, Experience, Evaluation, Analysis

• Techniques
  • Loss Control – Safety and RESPONSE
  • Loss Financing – Contracts – Indemnification
  • Accepting Residual Risk

• Evaluation
  • After Action Report
CSU Special Events
Risk Identification & Evaluation

- Attendees
- Alcohol
- Activities
- Harm
  - Bodily
- Property Damage
  - Severity
- Max Likely Loss
- Pollution

- Crowds/Bystanders
- Inherently Dangerous Activities
- University be Defendant
- Duration of Contract
- Amount of Contract
- Recurring
  - Loss History
## Risk Worksheet

<table>
<thead>
<tr>
<th>Risk</th>
<th>Description</th>
<th>Risk Rating</th>
<th>Mitigation Techniques</th>
<th>Implement *</th>
<th>Residual Risk *</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Attendee Trip and Fall</td>
<td>?</td>
<td>Inspection, Maintenance, Stand by repair</td>
<td>Physical Plant Personnel</td>
<td>?</td>
</tr>
<tr>
<td></td>
<td>Guidance &amp; Response personnel</td>
<td></td>
<td>Ushers and Security Groups</td>
<td></td>
<td>?</td>
</tr>
<tr>
<td></td>
<td>Medical &amp; Liability Insurance</td>
<td></td>
<td>Risk Mgmt Purchasing</td>
<td></td>
<td>?</td>
</tr>
<tr>
<td>1</td>
<td>Total Residual Risk</td>
<td></td>
<td></td>
<td></td>
<td>?</td>
</tr>
<tr>
<td>Severity/Likelihood</td>
<td>Minimal 1</td>
<td>Minor 2</td>
<td>Major 3</td>
<td>Hazard 4</td>
<td>Catastrophic 5</td>
</tr>
<tr>
<td>---------------------</td>
<td>----------</td>
<td>---------</td>
<td>---------</td>
<td>----------</td>
<td>---------------</td>
</tr>
<tr>
<td>Frequent 5</td>
<td>5 Low</td>
<td>10 Medium</td>
<td>15 High</td>
<td>20 High</td>
<td>25 High</td>
</tr>
<tr>
<td>Probable 4</td>
<td>4 Low</td>
<td>8 Low</td>
<td>12 Medium</td>
<td>16 High</td>
<td>20 High</td>
</tr>
<tr>
<td>Unlikely 3</td>
<td>3 Low</td>
<td>6 Low</td>
<td>9 Medium</td>
<td>12 Medium</td>
<td>15 High</td>
</tr>
<tr>
<td>Remote 2</td>
<td>2 Low</td>
<td>4 Low</td>
<td>6 Low</td>
<td>8 Low</td>
<td>10 Medium</td>
</tr>
<tr>
<td>Improbable 1</td>
<td>1 Low</td>
<td>2 Low</td>
<td>3 Low</td>
<td>4 Low</td>
<td>5 Low</td>
</tr>
</tbody>
</table>
## Special Event Failure Causes

### The Uncommon Event

<table>
<thead>
<tr>
<th>First Time &amp;/or One Time Event</th>
<th>Inexperienced Organizers &amp;/or Staff</th>
</tr>
</thead>
<tbody>
<tr>
<td>Complex &amp;/or Hazardous Activities</td>
<td>Temporary Site &amp;/or Services</td>
</tr>
<tr>
<td>Large &amp;/or Mixed Crowds</td>
<td>Unanticipated Last Minute Decisions*</td>
</tr>
</tbody>
</table>
## Campus Event Risk Controls

### Uncommon Event
- One Time
- Activities
- Crowds
- Inexperience
- Temporary
- Decisions

### Manage the Risks
- Thorough Planning
- Comprehensive Mitigation
- Adequate Support
- Training & Supervision
- Tested Performance
- Authority on Site
Campus Event Risk Financing

Campus Resources
- Advisories
- Agreements
- Reserves
- Insurance
  - Deductibles
  - Limits

Contractual
- Contracts
  - Indemnification
- Insurance Requirements
  - Suppliers & Tenant Users
  - Coverage
  - Limits
- Event Specific Insurance
Service Provider/Tenant User Insurance

CSU Requirements

- CGL Occurrence
  - 1M/2M Aggregate *
  - Addl Insured Endt
- Auto Liability
  - 1M CSL All Autos
  - Addl Insured Endt
- Workers’ Compensation Statutory & Employers’ Liability 1M

Additional Coverage?

- Higher Limits
- Dedicated Limits
- Waiver of Subrogation
- Liquor Liability
- Sexual Molestation
- Fireworks
- Mobile Equipment
- UAS/UAV Aircraft Liability
Service Providers’

Qualifications

- Licenses
- Permits
- Certifications
- References
- Risk Management Plan
  - Materials & Equipment
  - Operations

Insurance

- Inadequate
  - Coverage
  - Limits
- Small Service Provider
  - Vendor/Contractor Program $1M/$1K
  - Service Hazard Rating
  - Higher Limits
Event Specific Insurance

• Liability – Primary (protect your deductible & policies)
  • Injury, Damage
  • Medical
• Special Event Insurance Programs
• Cancellation, Interruption – Preparation Expenses
  • Weather
  • Wildfire
  • Performance
• Event Cancellation Insurance Programs
Participant Activity #3 - THE Risk

• Identify a Special Campus Event on your campus that you identified as being too risky

• 2 or 3 People
  ✓ Name
  ✓ Campus
  ✓ Role

• What one thing could you do to facilitate the reduction or elimination of risk for that Special Campus Event?

• Brief Reports
7. SELF ASSESSMENT

• CAS Self Assessment Guide
  • 12 Parts – “Conference and Events Program”
    • Mission, Program, Organization, Personnel, Ethics,
    • Governance, Diversity/Equity/Access, Relations,
    • Finance, Technology, Facilities & Equipment, Assessment
• Suggested Evidence and Documentation

<table>
<thead>
<tr>
<th>DNA</th>
<th>IE</th>
<th>0</th>
<th>1</th>
<th>2</th>
<th>3</th>
</tr>
</thead>
<tbody>
<tr>
<td>Does Not Apply</td>
<td>Insufficient Evidence/Unable to Rate</td>
<td>Does Not Meet</td>
<td>Partly Meets</td>
<td>Meets</td>
<td>Exceeds</td>
</tr>
</tbody>
</table>
CAS Self Assessment Criteria - Example

• Part 1: MISSION
  • 1.1 Program Mission and Goals
    • The Primary Mission of Conference and Event Programs (CEP) is to manage institutional resources for educational conferences, workshops, events, and activities that are relevant and complementary to the mission of the institution.
    • CEP mission recognizes and accommodates the needs and relevant goals, of users of conference and event services as well as institutional agencies that are integral providers of service.

<table>
<thead>
<tr>
<th>DNA</th>
<th>IE</th>
<th>0</th>
<th>1</th>
<th>2</th>
<th>3</th>
</tr>
</thead>
</table>

Rationale:
## Self Assessment – Good Practices

<table>
<thead>
<tr>
<th>#</th>
<th>Topic</th>
<th>Good Practice</th>
</tr>
</thead>
<tbody>
<tr>
<td>#1</td>
<td>Mission</td>
<td>University mission statement includes campus events as a core function.</td>
</tr>
</tbody>
</table>

- Identify Good Practices – Professional, Higher Education, Industry

<table>
<thead>
<tr>
<th>Implementation</th>
<th>Comment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>Developing proposal for inclusion of campus events as a core function of University</td>
</tr>
<tr>
<td>No</td>
<td></td>
</tr>
<tr>
<td>Plan To</td>
<td></td>
</tr>
<tr>
<td>Do Not Plan To</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

- Assign values to implementation responses and compare with others
8. RESOURCES

- Academic Event Professionals (AEP)
- Association of Collegiate Conference and Events Directors – International (ACCED-I) *
- Convention Industry Council (CIC) * S
- Event Safety Alliance (ESA) *
- Federal Emergency Management Agency (FEMA)*
- International Association of Venue Managers (IAVM) * S (The IAVM Blueprint: Event Management)
- Meeting Planners International (MPI) *
References

- Conference and Event Programs Standards & Guidelines & Self Assessment - Council for the Advancement of Standards in Higher Education (CAS)
- Risk Management for Meetings and Events – Julia Rutherford Silvers
- Festival & Special Event Management – Allen, O’ Toole, Harris and McDonnell
- The Special Event Risk Management Manual – Alexander Berlonghi (Difficult to find)
- Public Assembly Venue Management: Sports, Entertainment, Meeting and Convention Venues – International Association of Venue Managers
Training & Certification

• Association of Collegiate Conference and Events Directors – International
  • Collegiate Conference and Events Professional (CCEP)

• Convention Industry Council
  • Certified Meeting Planner (CMP)

• Federal Emergency Management Agency Emergency Management Institute
  • Introduction to the Incident Command System for Higher Education IS-100.HE (Online Course)
  • Special Events Contingency Planning for Public Safety Agencies IS-15.B (Online Course & Manual)
Topic Review

1. MISSION
2. CONTEXT
3. CAMPUS EVENTS
4. ORGANIZATION
5. NIMS/ICS
6. MANAGING RISK
7. SELF ASSESSMENT
8. RESOURCES
Objectives Review

1. Identify broader concerns of risk management for campus events
2. Introduce CAS Standards and Guidelines for Conference and Event Programs
3. Introduce a functional and unified approach to campus event management through an ICS/NIMS model by FEMA.
4. Review the development and content of a self assessment tool for good practices in campus event management.
SERG Ahead- January 2017

- Campus Events Policy Elements
- Organizing for Event Success
- Event Functional Management
- Managing Event Risk
- Insurance Requirements
- Samples and Examples
Questions?
Thank You!

To Follow Up

Joe Risser, CPCU, ARM-P
Risk Management Design
Mobile: 805-704-0047
Email: jrisser@calpoly.edu