

Case Study Live: An Interactive Experience



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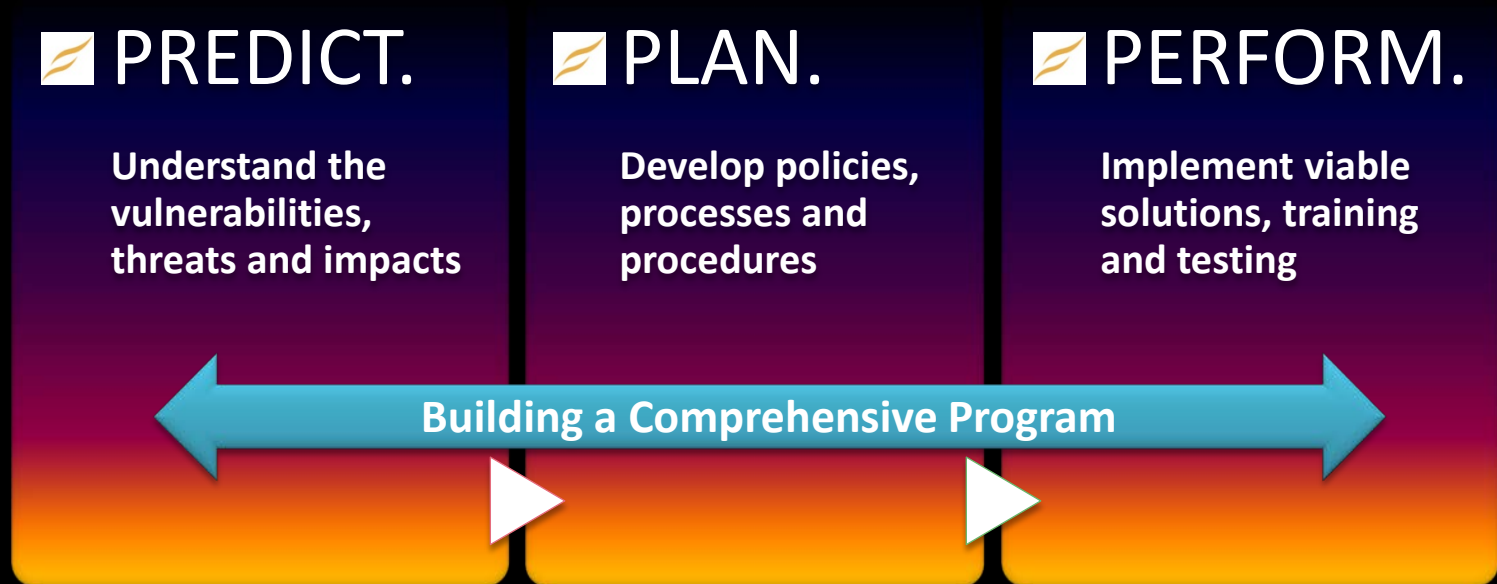
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CRISIS & RISK
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WHAT IS A CRISIS?

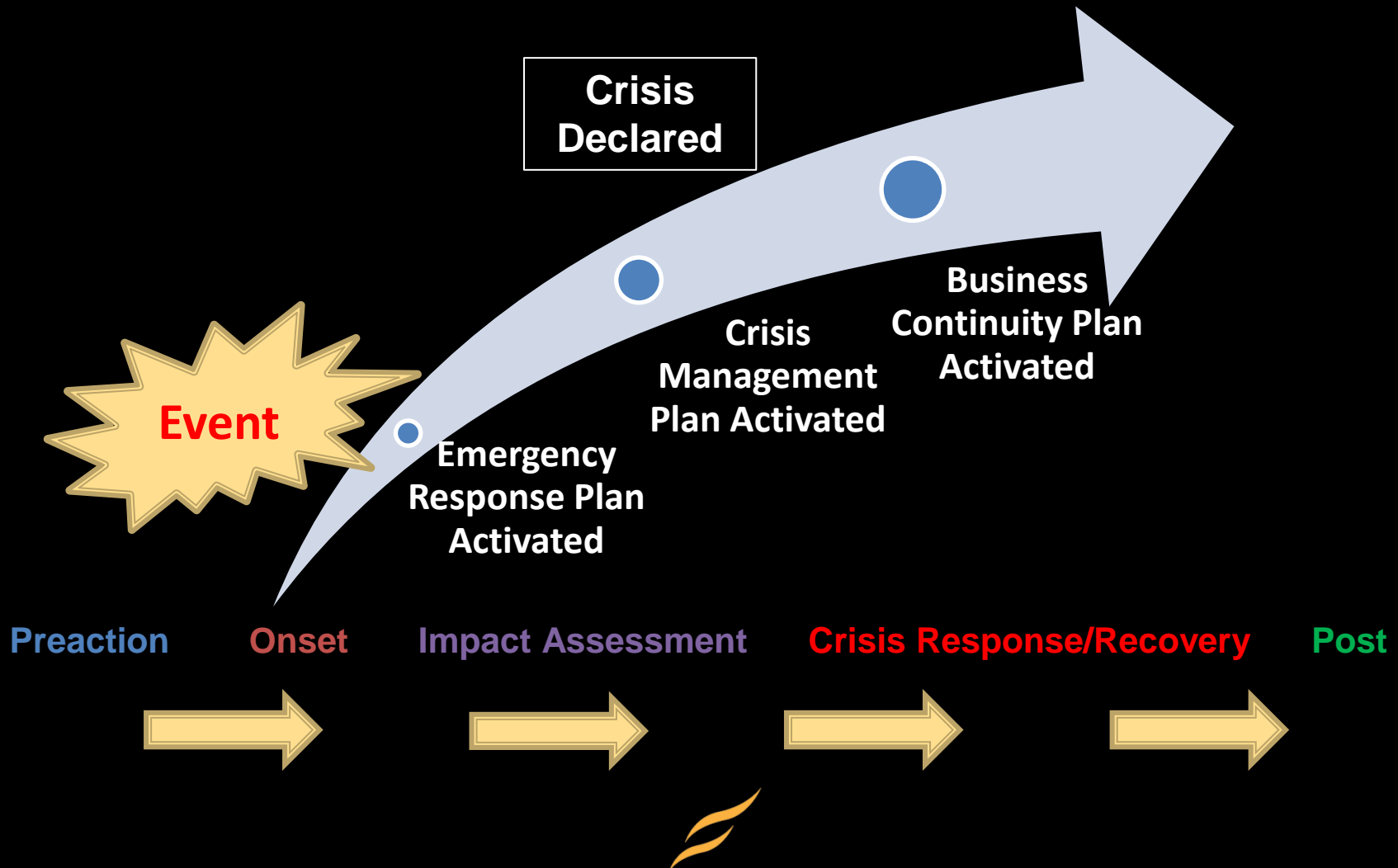
A crisis is the **outcome** of a risk event which one has not fully examined, has no plan for and therefore can not control or mitigate the result.



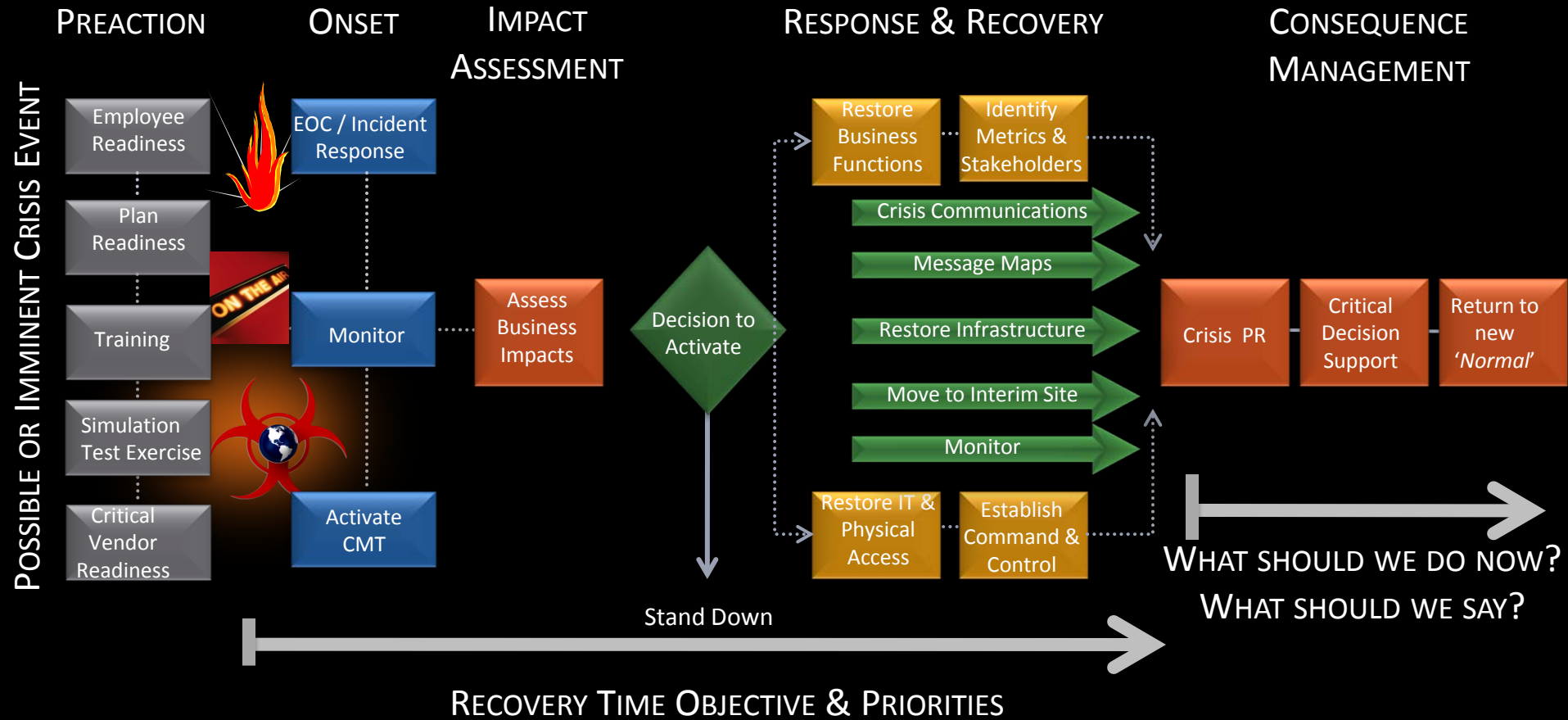
PREDICT.PLAN.PERFORM.® PROCESS



STAGES OF ESCALATION



CRISIS MANAGEMENT PLAN



CASE STUDY

Crisis Incident Simulation Exercise



OBJECTIVES

1. ***Validate and understand*** the monitoring process for a crisis situation
2. ***Identify*** the impacts of a crisis on all stakeholders at each phase
3. ***Understand*** the communications process, monitoring, and content throughout the phases
4. ***Determine*** how to adjust the crisis response strategies
5. ***Define*** opportunities to improve the Crisis Management and Business Continuity Plans



ASSUMPTIONS

- There is no predetermined outcome to this exercise.
- The scenario presented has an expedited 'time line.'
- Respond based on your understanding of current plans. Make your best decision based on situations given.
- Draw upon your own understanding of how well departments, regulators, media, customers work together during a crisis.
- Decisions do not reflect your Company's position on any given issue.



PHASE 1: FRIDAY, MARCH 8TH

10:30 PM Asset Manager is contacted at home and advised that shots were fired during a concert. Guests were reported to be screaming and running out of the theater into the shopping center and onto the streets. The concert was sold out that evening. The number of injuries/fatalities is unknown.

Breaking News Breaking News Breaking News

PHASE 1 –DECISIONS

- Identify threat level:
 - What do you know? HOW do you know this?
 - What are your CONCERNS?
 - What is your PLAN?
 - What do you MONITOR?
 - What are the METRICS?
 - Communications?



Update

PHASE 2: FRIDAY CONTINUED

Asset Manager sends notification to SIRT and CMT. All available members of SIRT and CMT dial into bridge #

EOC is activated and CMT agrees to immediately convene there. SIRT Leader is also advised to go to the EOC.

SIRT Leader and Asset Manager are dispatched by CMT to serve as Points of Contact to law enforcement. Upon arrival, they see SWAT teams, police officers, police dogs, countless ambulances as well as dozens of news vehicles and reporters.

Breaking News Breaking News Breaking News

PHASE 2 CONTINUED

11:40 PM—The suspected shooter, a young male, was found dead in a vehicle on the 3rd floor parking garage, next to the stairwell closest to the Shooting Club location on the 4th floor—across the bridge from the theater. The cause of death appears to be self-inflicted gun wounds. An AK47 assault rifle was found nearby as well as a Glock 22 handgun. In the trunk of the car, many rounds of ammunition were found. The shooter was dressed in an Elvis costume.

Detailed information regarding victims still unknown. Dozens were taken by ambulance to local hospitals.

The entire shopping center was evacuated. SIRT Leader is told by law enforcement that all tenants were to be notified that Buildings A and B, level 4, would be 'closed until further notice.' Building A and B, level 3 tenants, were to be told that these areas will be closed until Monday morning.

Breaking News Breaking News Breaking News

PHASE 2 –DECISIONS

- Identify threat level:
 - What changed?
 - What do you know? HOW do you know this?
 - What are your CONCERNS?
 - What is your PLAN?
 - What do you MONITOR?
 - What are the METRICS?
 - Communications?



Update

PHASE 3: SATURDAY, MARCH 9TH

Paper “***Center Concert Massacre: 7 dead, dozens injured.***” The shooter is identified as John Smith, Age 20. Names of the victims are not released. The article referenced identification found on his body, which included a Student ID Card- Class of 2013. The article also reports that the shopping center is ‘***closed until further notice.***’

Police vehicles are positioned at all entrances to the shopping center. Groups of on-lookers are gathering in the streets. Security is posted at all shopping center points of entry. Red cones and caution tape block access.

Paper reports online - “***Center to re-open on Sunday.***”

Breaking News Breaking News Breaking News

PHASE 3 –DECISIONS

- Identify threat level:
 - What changed?
 - What do you know? HOW do you know this?
 - What are your CONCERNS?
 - What is your PLAN?
 - What do you MONITOR?
 - What are the METRICS?
 - Communications?



Update

PHASE 4- SUNDAY, MARCH 10TH

Police investigation reveals that the shooter was a member of the Shooting Club- a tenant on the 4th floor next to the theater.

The Shooting Club Manager advised police that the shooter's access to the Club was revoked on Thursday due to disconcerting behavior he exhibited in the presence of an instructor.

Breaking News Breaking News Breaking News

PHASE 4 –DECISIONS

- Identify threat level:
 - What changed?
 - What do you know? HOW do you know this?
 - What are your CONCERNS?
 - What is your PLAN?
 - What do you MONITOR?
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 - Communications?



Update

PHASE 5: MONDAY, MARCH 11TH

Paper headlines '***Center is open, but fewer are shopping amid solemn atmosphere***'. —“ *Business at the Center has plummeted by as much as 50 percent for some retailers in the wake of Friday’s massacre at the theater.*”

Regional shopping center manager estimated that sales were down about 50 percent compared with a typical Sunday.

Erik Miller, owner of a business located on Building A3, which remains closed today, is wondering whether the mall's owner will offer some sort of financial relief or assistance.

The Center features 350,000 square feet of retail space. Combined, the shopping center's more than 120 merchants serve as one of the city's largest private employers.

Center spokesman didn't respond to requests for comment.

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PHASE 5 –DECISIONS

- Identify threat level:
 - What changed?
 - What do you know? HOW do you know this?
 - What are your CONCERNS?
 - What is your PLAN?
 - What do you MONITOR?
 - What are the METRICS?
 - Communications?



Update

PHASE 5: MONDAY CONTINUED

Asset Manager receives notification that a group of tenants are demanding that the Shooting Gallery be permanently shut down or evicted from the Center.

Tenants are also asking questions about lease termination provisions due to a significant decline in customer volume and projected losses in revenue.

Law enforcement advises that theater, a crime scene, will be closed for a minimum of 3 months.

Research confirms shooter was a student at a local college, where he boarded his last two years.

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PHASE 6 – EXERCISE DECISIONS

- Identify threat level:
 - What changed?
 - What do you know? HOW do you know this?
 - What are your CONCERNS?
 - What is your PLAN?
 - What do you MONITOR?
 - What are the METRICS?
 - Communications?



Update

PHASE 6: TUESDAY MARCH 12TH

The surveillance video reveals that the shooter, dressed as an Elvis impersonator, exited the back door, propped the door open, went to his vehicle and returned with an assault rifle hidden within his cape. He came back into the theater via the propped open exit door, which was not alarmed.

Cinema tenant in New Town Mall, fearful of a 'copy cat' scenario, contacts Asset Manager requesting security be provided at the theater.

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PHASE 7 – EXERCISE DECISIONS

- Identify threat level:
 - What changed?
 - What do you know? HOW do you know this?
 - What are your CONCERNS?
 - What is your PLAN?
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Update

APRIL 2013

Center Board of Trustees and Officers are each personally served with a Summons & Complaint, on behalf of three of the victims of the shootings. Named defendants are Center, Theater, holding company, and the Shooting Club. The complaint alleges that Center, Theater, holding company failed to take reasonable security precautions in the theater and failed to provide sufficient training for the theater. The complaint further alleges that Center, Theater, and holding company were on notice that theaters were targets for shootings and that they did not operate the theater in accordance with best practices, which require that alarms be placed on "emergency exits." It is further alleged that if the alarms had been in place, staff would have become alerted to the open door and customers would have been evacuated.

As against the Shooting Club, it is alleged that they failed to take appropriate actions with respect to the shooter, Mr. Smith, who exhibited warning signs that he posed a danger to others. The Shooting Club cross claimed against Center, Theater, and holding company alleging there was inadequate security in the shopping Center—in particular—the parking garages. Damages are sought for lost revenue resulting from closure of the Shooting Club.

Breaking News Breaking News Breaking News

HOT WASH/CASE STUDY DEBRIEF

1. Were the predetermined elements of your plan tested?
2. Did the exercise reveal any weaknesses in your planning, readiness, and recovery?
3. What tasks must you complete to improve preparedness, planning, response or recovery?
4. What are your top 3 priorities?
5. What were the impacts?



FIRESTORM CRISIS MANAGEMENT PERFORMANCE MATURITY RATING™

	STAGE 1 LIABILITY	STAGE 2 BASIC	STAGE 3 SUPPORTIVE	STAGE 4 STRATEGIC
	SURPRISE	REACTION	PREACTION	CULTURE
DECISION PROCESS	Process developed as a reaction to the situation, lots of debate on process, experts called in late	Generic process, decision rights not completely clear, some degree of confusion	Defined process structure, defined decision rights with little debate,	Clear playbook for major crisis types, clear and known decision rights
ROLES AND RESPONSIBILITIES	High levels of confusion and changing assignments, decision processes not clear, some areas overlooked	Roles and responsibilities clear but defined as needed, support resources not defined, most issues covered	Clearly defines roles and responsibilities, aligned with processes and event types, support resources defined	Clearly defined and established roles and responsibilities, predefined by event type, support resources identified and trained, all areas covered well
INFORMATION CLARITY	Difficult to obtain good data, slow to identify needed data and slow response from organization	Required basic data defined, delayed response from organization, difficult to obtain precise information	Basic data predefined, event specific information quickly identified, fast organization response for data and input	Basic and event type information predefined and information processes pre-established, fast response for unique data
SPEED OF DECISION MAKING	Slow process, events outpace leaders, serious confusion, consumes executive team	Some lack of timely decision making, reacting to events, highly resource intensive	Generally timely decision making, adequate response to events, efficient process	Highly efficient and timely decision process, anticipates events and needs, consumes only resources needed
COMMUNICATIONS EFFECTIVENESS	Confused messages, highly reactive, key channels missed, messages not timely	Established message development process; most major channels addressed, reactive messaging	Defined messaging process and channels, effective and timely message development, some messaging standardized	Proven messaging process, predefined messages for major event types, message content standardized and refined as appropriate

