

THE MEETING PROFESSIONAL'S GUIDE TO LIABILITY AND RISK MANAGEMENT

Protecting Your Organization from Loss and Liability



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Associations, Trade Show & Event Sponsors, Meeting & Convention Professionals™
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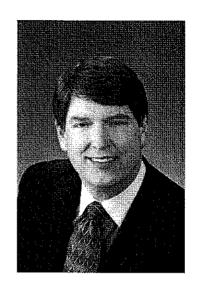
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BIO AND PROFESSIONAL BACKGROUND



JOHN S. FOSTER, ESQ. CHME is an attorney and counsel whose firm FOSTER, JENSEN & GULLEY, LLC specializes in the legal aspects of meetings & conventions, trade shows & events, and association management. He has been an associate or general counsel for over four hundred (400) national and regional associations and companies since 1986 and has been named as one of the 25 most influential people in the meetings industry by MeetingNews. His peers have also voted John a Special Recognition Award as "Corporate Member of the Year" through the Georgia Society of Association Executives. Professional Convention Management Association (PCMA) Members voted John special recognition as its "Author of the Year" for his frequent contributions to Convene magazine. John has also been selected as a Subject Matter Expert (SME) for the Meeting Professionals International (MPI) peer-to-peer assistance program, a select member of the MPI Advisory Panel, a Platinum Speaker

for <u>Meeting Professionals International (MPI) and a Best in Class Speaker</u> for the Professional Convention Management Association (PCMA).

John is currently <u>Meeting Professionals International's (MPI – Dallas Headquarters)</u> outside legal counsel for industry contracts and handling other legal issues.

John's professional experience includes twelve (12) years as a director of sales and marketing for Hyatt Hotels and Resorts, Marriott Hotels and Resorts, and Holiday Inns and he holds the Certified Hospitality Marketing Executive (CHME) designation from HSMAI.

John has been an adjunct professor at Georgia State University and a guest lecturer at the University of Oklahoma, Arizona State University, University of North Carolina, and Kennesaw State University in their respective meeting management programs. John handles in-house legal training as well as contract preparation and negotiations for corporations and associations nationwide. He is a well-known expert in the hospitality and association industries and he speaks frequently at industry events. His office is in Atlanta, Georgia.

FROM MEETING PLANNER TO RISK MANAGER:

Convention Risk Management and Insurance 1

Whether it's a blackout, earthquake, disease epidemic, theft, or an injured attendee who files suit, the risk of disaster for unwary meeting sponsors is greater than ever BY JOHN FOSTER, ESQ., CHME

he general litigation explosion that has hit our society in recent years certainly has not missed the meetings industry. A meeting planner is now not only responsible for booking guest rooms and meeting space, choosing menus, and hiring speakers, but also for protecting the sponsoring organization from risk and ensuring, to the extent possible, the safety and well-being of the participants

once they get to the meeting. In short, meeting planners are also risk managers.

Risk management starts by asking four basic questions: What can go wrong? What can be done to prevent harm from occurring? What steps should be taken if harm does occur? Where will the money come from?

Risk of loss to meeting sponsors from accidents and disasters generally falls into five categories: 1) property and casualty losses from theft, 2) damage or destruction to property from negligence, intentional acts, or natural causes such as fires, floods, or hurricanes, 3) personal injury to staff, attendees, or participants, including damage to reputations, 4) economic losses from cancellation of the event because of acts of God, i.e., natural causes or other events caused by third parties, and 5) contractual liability from cancellation or attrition. (The subject of negotiating and wording meeting contracts is not dealt with in this article because of the uniqueness of such contracts.)

Planners' Legal Duties

Lawsuits in the meetings industry have resulted in four legal duties that meeting sponsors owe to attendees and participants:

- > Investigate all aspects of the event and take appropriate action.
- > Inform and warn attendees and participants of known hazards.
- > Plan for the safety and well-being of every attendee and participant.
- > Take precautions to not subject attendees and participants to unreasonable risks

These duties are collectively known as the "duty of reasonable care." The law does not require that we be perfect in conducting our business, but it does require that each one of us conduct our affairs without negligence. Negligence occurs when a duty of reasonable care is owed to someone and that duty is not exercised. If the failure to exercise the duty of reasonable care causes harm or loss to someone who was owed the duty, liability for negligence can attach to the organization or person causing the harm or loss.

Risk Management 101

Risk management is a set of guidelines for dealing with the possibility that some act or occurrence in the future may cause harm. Risk management techniques and strategies recognize and confront that possibility by taking proactive steps to prevent or deal with the harm.

Managing risk is a process, not just an end result. Smart planners will utilize the process and incorporate it into every meet-

- Assume some of the risk when necessary.
- Transfer the risk to another party through "hold harmless" and indemnification clauses.
- Minimize the risks through loss-control measures before and after the event.
- Insure against the risks that cannot be avoided, assumed, or transferred.

Insurance 101

No matter how careful you are, you still can't plan your way around every hazard. That is the role of insurance. Insurance is only one of the basic steps of risk man-

No matter how careful you are, you still can't plan your way around every hazard.

ing they plan. The process can be summarized as follows: 1) acknowledge and identify risk, 2) evaluate and prioritize each risk, 3) decide how to manage each risk, 4) implement the risk management plan, and 5) review and revise the plan as needed. The classic risk management strategies that

The classic risk management strategies that meeting managers should adhere to include:

Avoid risks whenever possible.

agement, but it should be included in every sponsoring organization's risk management program. Buying insurance can be costly, but not buying it can be the most expensive mistake a meeting professional makes.

Claims made by or against meeting sponsors fall into three general categories:

1) claims and lawsuits filed against the meeting sponsor and its staff for injuries to

8 TIOS on Purchasing Insurance

- Do a risk/benefit analysis to determine if insurance coverage is desirable. If the total premium for the regular convention cancellation policy and the terrorism coverage is \$10,000, for instance, and your company or association stands to lose \$250,000 or more in net revenue or nonrefundable expenses, you have to decide if your organization can absorb this loss with its current assets or whether it is a better bet to pay the premium and add the \$10,000 to the cost of the meeting. It's not an easy decision. However, if you are talking about an annual meeting intended to generate 75 percent of the association's annual operating budget, then the picture becomes a little clearer that the insurance is a good deal.
- A identify needed coverage by brainstorming with your staff to determine everything that could go wrong with the events for which you would need insurance. Your attorney also can help you identify potential areas of liability.

- Shop early. Liability insurance can be difficult to obtain in some markets, and the earlier you start shopping for it, the easier it will be to locate. The last thing you want to do is shop for insurance when your meeting is right around the corner and you've got to have it.
- Use insurance brokers that are familiar with the meetings industry. This will save you the time and trouble of explaining all the aspects of your business to an insurance broker who knows nothing about the industry or, even worse, being sold insurance that you don't need or that isn't appropriate for your business.
- Compare policies, not just prices. It's important to know not only what the insurance policy covers but also what the exclusions are and whether a different policy would be better suited to your needs. The prices will differ according to your organization's claim history and the features of the policy.

- **d** Get quotes at different levels of deductible. The higher the deductible, the lower the premium. Take as high a deductible as your organization can afford.
- ☑ Understand the difference between "occurrence form coverage" and "claims-made coverage." Occurrence form coverage will apply any time the loss is claimed as long as the loss occurred during the time the policy was in effect. Claims-made coverage is more restrictive in that it only covers timely claims that are made during the actual policy period. If a policy lapses and a claim is made against the insured, there is no coverage.
- Reduce your future premiums by using good risk management techniques and by sharing them with your insurance carrier. Putting your risk management policies in writing will not only show the insurance carrier that you are a good risk, it also will reduce your claims and keep your premiums in line in the future. J.F.

third parties due to accidents, 2) claims for loss of or damage to property owned by the meeting sponsor, and 3) claims made by the meeting sponsor for cancellation of an event due to a covered peril.

There are different types of insurance policies and coverages to address these different categories. A summary of each follows:

Commercial General Liability (CGL). This insurance is a must for all meeting sponsors. A typical CGL policy provides protection against claims involving bodily injury or death; damage to property owned, occupied, or rented by the meeting sponsor as well as property in the sponsor's care, custody, and control (as long as the premises rented or used by the meeting sponsor is for seven consecutive days or fewer); and personal injury to third parties caused by an accident.

In general, most injuries and losses are covered unless specifically excluded. Most CGL policies will cover liquor liability situations as long as selling, serving, or furnishing liquor is not the main business of the insured party. This limited coverage for liquor can be broadened with an endorsement to the policy. CGL policies also cover libel, slander, and false arrests. Fire dam-

age to the rented premises caused by the meeting sponsor's negligence is also covered. Liability assumed in a contract (i.e., hold harmless agreement) for bodily injury or property damage also is covered, with the exception of damage to rented premises caused by fire. Finally, this coverage will pay all expenses, including attorney fees, to defend a claim against an insured party up to the limits of the policy.

CGL policies also cover medical expenses for bodily injury caused by an accident on any premises the meeting sponsor owns or rents. Excluded are medical expenses for bodily injury to employees; these expenses are better covered by workers' compensation policies.

An optional rider is available to trade show sponsors for exhibitor liability. This expense can be passed on to exhibitors in a separate contract or exhibitors can be required to purchase it on their own.

Every CGL policy has a long list of exclusions of which policyholders must be aware. In most cases, there are other policies or endorsements that are better suited for losses excluded under CGL policies. Typical exclusions include: liability for injury or property damage arising from

automobiles and watercraft, liability from intentional or criminal acts, damages to the meeting sponsor's products, bodily injury or property losses due to war, injuries sustained by a participant in an athletic contest, and liability for failure to adequately protect against terrorist attacks. (Terrorism coverage is available in a stand-alone policy but is very expensive.)

There are other optional coverages,

(covers employee theft and embezzlement), and theft of property by a non-employee.

A policy for the use of an automobile by the staff during a meeting should also be considered. This type of policy is referred to as a Business Auto Policy. An extension of this policy is coverage for non-owned and hired automobiles (rental cars). It is also important to have Uninsured and Underinsured Motorist Coverage in the

Every CGL policy has a long list of exclusions of which policyholders must be aware.

enhancements, and exclusions that apply to CGL policies. Consult with your insurance broker for more information.

Basic Property Insurance. This coverage is intended to be broader than a CGL policy in its coverage of property owned by an insured party. Property covered includes: buildings, valuable papers (handouts, brochures, printed proceedings, etc.), money and checks, computer equipment, lost income, personal property, accounts receivable, property in transit to or from the event, property belonging to others, fidelity bond

event that a staff person is involved in an accident with an uninsured driver. Medical Payments Coverage should be considered as well as coverage for physical damage to a hired automobile.

International Property and Casualty Insurance. This type of policy is becoming popular as domestic companies and associations plan more international meetings and events. It can include property, liability, foreign voluntary compensation, employer's liability repatriation, travel services, accidental death and dismember-

ment, medical, political evacuation, and kidnap and extortion coverages all in one. Common exclusions to this coverage are war and terrorism.

Convention Cancellation Coverage. Even the pros can't plan their way around strikes, fires, floods, snowstorms, hurricanes, blackouts, or other unforeseen hazards not within the planner's control. Convention cancellation insurance will protect against lost profits and expenses if the meeting or event cannot go on because of unforeseen events like these. For example, if a major airline strike, or strike at the headquarters hotel or convention center, causes your event to be either canceled,

cancellation policies now cover cancellation, interruption, or postponement of an event caused by terrorism, including bioterrorism, threats, fear of travel, or prohibition of travel by employers. Coverage is limited to sub limits, location, and time period for any terrorist act.

A meeting sponsor purchasing convention cancellation insurance has three levels of terrorism coverage from which to choose: no coverage, full coverage for any act of terrorism whenever and wherever it happens, and partial coverage. The level of coverage chosen determines the cost of the policy. Full coverage is preferred but is very expensive. With

The role of insurance is to not only pay off claims, but also to provide funds for defense if a frivolous lawsuit is filed and a defense versus a settlement is appropriate.

postponed, or relocated, this coverage would pick up the tab. This insurance will also cover the non-appearance of a principal speaker or entertainer provided that, in the case of an entertainer, the performance was not the principal purpose of the event.

Some forms of this insurance will cover additional expenses resulting from the meeting sponsor's failure to vacate the facilities at the scheduled termination of the meeting due to unexpected causes beyond the control of the meeting sponsor. Also covered is cancellation due to adverse weather, physical loss, or damage to property at an airport location where either airline cancellations or schedule reductions occur.

Furthermore, some convention cancellation policies will exclude known hazards inherent to a specific locale, such as earth-quakes in California. Also excluded from this coverage are war or the threat of war, losses from radioactive contamination or other industrial pollution, and variations in the rate of exchange or stability of any currency. These are uninsurable risks even the insurance companies won't touch.

Additionally, no coverage is offered for losses due to the financial failure of any venture; inadequate receipts; lack of response or withdrawal of support by sponsors, financial supporters, or exhibitors; lack of attendance, unless caused by a covered act of God; financial default or insolvency; and failure to pay any person or corporation whether or not they are a party to the insurance.

Terrorism Coverage. Typical convention

partial coverage, the act of terrorism must occur within 25 miles of the meeting venue, the meeting must be scheduled to take place within 30 days of the terrorism event, and there is a cap of \$250,000 payout per meeting.

The Bottom Line

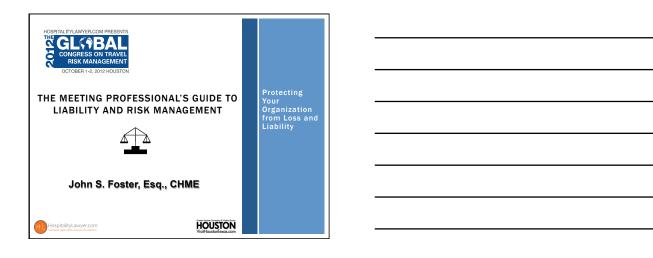
Any loss of or damage to property, harm to people, or liability for damages incurred through contractual liability could spell financial disaster to a meeting sponsor.

The role of insurance is to not only pay off claims, but also to provide funds for defense if a frivolous lawsuit is filed and a defense versus a settlement is appropriate. Legal fees and court costs can mount up quickly and insurance should be there to provide for peace of mind. Furthermore, the cost of insurance will be more reasonable if you practice all risk management strategies over and above just purchasing insurance.

John Foster, Esq., CHME, is an attorney and counsel whose firm specializes in the legal aspects of meetings and conventions, trade shows and events, and association management. He is the legal columnist for Convene, and the author of Meeting & Facility Contracts; Meetings & Liability; Independent Meeting Planners & the Law; and What Every Hotelier Must Know about Legal Affairs Management.

DISCLAIMER: This article does not discuss all of a meeting sponsor's insurance needs. It is also not intended to take the place of advice given by an insurance broker and an attorney familiar with the specific circumstances and needs of your meeting and the sponsoring organization.

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- Named as one of the Top 25 Most Influential People in the meetings industry by MeetingNews
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What We Will Discuss Three major areas of the law Typical losses and liability affecting meetings Four questions that have to be answered before every event regarding risk and liability Security planning vs. Liability planning ©2012 John S. Foster, Esq., CHME, All Rights Reserved **What We Will Discuss** Four legal duties meeting sponsors and planners have to staff and attendees Five Risk Management steps Putting Risk Management into practice ©2012 John S. Foster, Esq., CHME, All Rights Reserved Major Areas of the Law Important to Meeting / Convention / Trade Show Sponsors CONTRACTS (Hotels, Convention Centers, Other Vendors) NEGLIGENCE LIABILITY (Injury to Persons, Damage to or Loss of Property) STATUTORY COMPLIANCE (Federal, State and Local) (ADA, Music Licensing, Dramshop, SOX etc.)

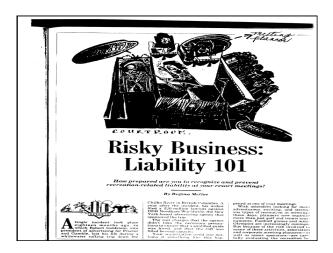
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Typical Losses and Liability Affecting Meetings, Conventions & Trade Shows	
FOUR CATEGORIES:	
Property losses from theft	
 Damage or destruction to real or personal property (from negligence, intentional acts, or natural causes) 	
 Injury to Staff, Attendees or Third-parties and Damage to Reputations 	
 Economic losses from Cancellation, Attrition (under-performance) and Termination of the event because of acts of God or other events caused by third parties 	
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Understanding Risk Management	
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Risk Management Basics	_
What is Risk Management?	
 Risk management is a discipline for dealing with the possibility that some future act or occurrence will cause harm 	
or loss	
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Risk Management Planning	
Four Questions That Must Be Answered	
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Negligence = Liability We are not required by law to be perfect at what we do The law requires us to conduct our affairs without negligence by exercising reasonable care ©2012 John S. Foster, Esq., CHME, All Rights Reserved **Negligence Liability** Four Elements must co-exist: A Duty of Reasonable Care Breach of the Duty Proximate Cause Resulting in Injury or Damage ©2012 John S. Foster, Esq., CHME, All Rights Reserved **Duty of Reasonable Care** The degree of care used by a reasonable person given the same or similar circumstances

Duty of Reasonable Care for	
Professionals	
If you hold yourself out as a	
professional, you have a higher	
Duty of Reasonable Care to	
those who rely on your extra	
training and experience	
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Legal Duties Meeting Sponsors	
Have to Attendees and Staff	
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 The Duty to INVESTIGATE all aspects of the event and ACT accordingly 	
 The Duty to INFORM and WARN attendees 	
of known hazards as may be necessary	
 The Duty and Responsibility to plan for the SAFETY and WELL-BEING of every attendee 	
SAFE IT and WELL-BEING OF EVERY attended	-
 The Duty not to subject attendees to UNREASONABLE RISKS OF HARM 	
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The Bottom Line	
Meeting Professionals:	
You can be held liable for negligence	
if someone or some thing is injured,	
damaged or lost because of a	
professional decision you made	-

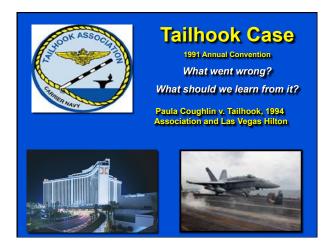
Negligence from Third Parties Can Affect	
Meeting Sponsor's Liability	
Liability can come from:	
The Facility (Hotel, Convention Center)	
 Other Suppliers & Exhibitors (Decorators, AV and Special Event Companies) 	
 Transportation Carriers (Airlines, Buses, 	
Hot Air Balloons, etc.)	
Attendees	
 Uninvited Parties (Trespassers, Union Members, Terrorists) 	-
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Risk Management Techniques	
Avoid the Risk	
Retain a Portion of the Risk	
 Transfer the Risk to Someone Else 	
Institute Loss Control Measures	
Insure Against the Risk	
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Cases Involving	
Meeting & Travel Professionals	
Chilko River Case	
Hotel Sued Over Beating (Coresoling Westin)	
(Cerasoli vs. Westin)	
Meeting Sponsor and Hotel Sued	
by Attendee for Attack By Other Attendees (Coughlin vs. Las Vegas	
Hilton)	
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payoffs from trade show contractors		Se a del march
and exhibitors. Trade show exhibitors	4	
are allegedly bullied into paying off	Y	
union workers in an attempt to		
sidestep restrictive and costly work rules. The Journal reported.	Obillia I A	4 4 88'11'
The Journal also reported that	Chilko Jury Awards \$	T'T MIIIIOU
Morgenthau's office suspects some		
contractors make payments to "ghost"		
workers: that is, people who are paid	n awarding \$1.1 million to the plaintiffs in the	Company
for work they do not do. The district	first of what have become known as the Chilko	
attorney's office is "currently assem- bling evidence and cannot comment,	River lawsuits, a Chicago jury sent a clear mes-	found
as the case is pending," spokesperson	sage to planners of company outings: You must make every effort to ensure the safety of partici-	liable
Gerald McKelvey said.	pants and inform them about the dangers they	liable
As part of its investigation,	face.	for death
Morgenthau's office has subpoensed the payroll records of two exposition	The case, Fasules 11. DDB Needham, was	despite
services firms, including United	brought by the family of James Fasules, a retired DDB Needham advertising agency executive who	
Exposition Service Co. William Smith.	was among five men who drowned during a white-	injury
general manager of United, said he is	water rafting trip in August 198" (see November	waiver
not aware of any activities" such as	1990 Meeting News, page 11). The key issue in the	waiver
payoffs, and "has no idea what they're	case for meeting planners is: Can a company be held	signed by
looking for."	liable for mishaps if participants sign personal injury	
Javits officials argue that the union	waivers?	participant
workers currently under investigation	The message from this case is a resounding "yes."	
are not hired or paid by the center.	All of the Chilko rafters signed waivers before arriv-	
"They're hired by outside contractors.	ing in British Columbia, but the document was dis-	BY ANTHONY I.
who are hired by show managers," said Gus Engelman, Javits director of pub-	missed in court because it did not specify the dangers the rafters would face on the river.	RUTIGLIANO
lic relations.	In finding for the plaintiff, the jury might well	
"All we can do is cooperate with the	have been swayed by the descriptions of the hazards	W-1 K
investigation." Engelman said. "lavits	that Chilko presented the participants, some of	Jumps Sargero.
s maintained by 18 unions; there are	whom had no experience in white-water rafting. Also	N. C. O.A.
always a few bad apples."	potentially damaging was the testimony concerning	Resident Committee Committ
Whether the current investigation	the safety precautions the outfitter of the expedition	i me a di mais
Continued on page 11	Continued on page 12	CENTRAL COMPANY
7-8-	Continued on page 12	بالمرسي ورهموم
February 1991 - mil		MEETING NEWS







Putting Risk Management Into	
Practice / Avoiding the Risk	
Plan for Health, Safety and Property Issues First	
Always remember that meeting sponsors and	
planners owe legal duties to their staff and	
attendees	-
 Use a safety & security checklist on site 	
inspections	
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Putting Risk Management Into	
Practice / Avoiding the Risk	
1 1202507111 SIGNING 2113 12311	
Plan for Health, Safety and Property Issues First	
Check out all vendors regarding their	
reputations for safety, before you sign	
the contract	
 Do not sign contracts that transfer unreasonable risks to your 	
organization	
5. gamzaton	
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Putting Risk Management Into Practice /	
Avoiding the Risk	
Plan for Health, Safety and Property Issues First	
Form a risk management committee or use a	
checklist to consider what could possibly go wrong at the event and what will be done	
Communicate risks and solutions clearly with:	
Attendees, Exhibitors and Staff	-
Facility Personnel and Vendors	
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Putting Risk Management Into Practice / **Loss Control** Plan for Health, Safety and Property Issues First A meeting sponsor's duty is to use the facility / vendor with the best record for safety, everything else being equal (Remember the Ford Pinto!) ©2012 John S. Foster, Esq., CHME, All Rights Reserved Putting Risk Management Into Practice / **Avoiding the Risk** Focus on Contract Terms Include a comprehensive Force Majeure clause (Termination and Excuse of Performance) Use terms in supplier contracts making the supplier responsible for the acts or omissions of their agents and employees · If privacy and confidentiality are important to your meeting require facility to comply in the CONTract ©2012 John S. Foster, Esq., CHME, All Rights Reserved **Putting Risk Management Into Practice / Loss Control** Plan for Health, Safety and Property Issues First Have On-site Nurse / paramedic for large groups Have a crisis committee preestablished at the event to be assembled quickly in an emergency. Have a disaster plan and assign responsibilities in advance

	1
Putting Risk Management Into	-
Practice / Loss Control	
Plan for Health, Safety and Property Issues First	
 Ask attendees for emergency 	
information and who to contact.	
Place on back of badge	
race on back or badge	
 Know who on the Facility Staff is 	
trained to do what	
aumou io uo milai	
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Putting Risk Management Into	
Practice / Loss Control	
Dian for Health Cofety and Branesty Jacobs Signt	
Plan for Health, Safety and Property Issues First	
 Provide security for larger events 	-
 Make security personnel responsible 	
for monitoring access to show floor	
Make Attendees and Exhibitors	
contractually responsible for their own	
lost property	
look property	-
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Putting Risk Management Into	
Practice / Loss Control	
Plan for Health, Safety and Property Issues First	
Monitor and control alcohol at all	
times and avoid mixing alcohol with	
sporting events	
aborting availta	
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Putting Risk Management Into	
Practice / Transfer the Risk	
Indemnification and Hold Harmless Agreements	
Key Understanding:	
The number of an Indomnification and	
The purpose of an Indemnification and	
Hold Harmless clause is for one party	
(Party A) to defend or compensate the	
other party (Party B) from liability damages resulting from the conduct	
Party A	
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Putting Risk Management Into	
Practice / Transfer the Risk	
Indemnification and Hold Harmless Agreements	
Outsource certain activities to specialized	
Vendors and require indemnification	
Require all vendors to add the meeting	
sponsor to the vendor's insurance and require	
certificates of insurance	
. Populie attendane who neuticinate in	
 Require attendees who participate in hazardous activities to sign a Release and 	
Waiver with specific details	
Walver Wall Openine details	
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Putting Risk Management Into	
Practice / Transfer the Risk	
Tradisco Transistano Talon	
Indemnification and Hold Harmless Agreements	
 Insert disclaimers in registration 	
materials for the acts or omissions of	
your vendors	
Require Facilities to be responsible for	-
all security in the common areas – both	
inside and outside the building	

Putting Risk Management Into Practice / Transfer the Risk

- Purchase insurance to handle the risks that cannot be avoided, controlled or transferred
- Require both parties to a contract to have insurance and hold harmless the other party for the acts and omissions of either party against third party claims
- Negotiate for both parties to limit their liability for property damage to the other party's property to the amount of insurance required of each party

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Types of Insurance

Meetings, Conventions, Trade Shows, and Expositions

First Party Coverage

- · Fire and Allied Insurance
- Business Auto Policy (BAP)
- Employee and Consultant Fidelity

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Types of Insurance Meetings, Conventions, Trade Shows, and Expositions

> Third Party Coverage

- Event Cancellation (Can add Terrorism Coverage)
- Special Event Liability / Commercial General Liability (CGL)
- Broad Form Property Liability
- Commercial Umbrella



