



IRVING CONVENTION CENTER
AT LAS COLINAS



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GENERAL MANAGER

CRISIS COMMUNICATION

DEVELOPED BY: Irving Convention Center August 2023
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Section 2: LOCAL FACILITY TELEPHONE NUMBERS

Irving Convention Center

TELEPHONE NUMBERS OF SENIOR MANAGEMENT TEAM

Name	Title	Office Number	Cell Number
Tom Meehan	General Manager	972-401-7730	214-470-4469
Jeremy Pierce	Assistant GM	972-401-7780	214-490-3284
Corey Goode	Safety Manager	972-401-7793/7743	214-770-2252
Tony Watson	Director of Operations	972-401-7742	214-766-4387
Casey Villasenor	Director of Sales	972-401-7733	214-770-6936
Kayla Perez	Director of Events	972-401-7770	214-770-7720
ICVB			
Maura Gast	Executive Director	972-401-7706	214-907-9686
Diana Pfaff	VP of Marketing and Communication	972-401-7722	214-236-8885
Monty White	Marketing Director	972-401-7721	972-345-2510
Kayla Mansour	Marketing Manager	972-401-7720	214-519-3186

Section 3: KEY MEDIA OUTLETS IN ALL SMG VENUE CITIES

Outlet Name	First Name	Last Name	Phone	Work Title
City of Irving Corporate Communications/ICTN	Thomas	Gandy	(972)721-8033	Producer/Director
Dallas Observer	Brantley	Hargrove	(214)757-9000	Staff Writer
Fort Worth Star-Telegram	News	Desk	(817)390-7411	News Desk
The Dallas Examiner	Press Release	Desk	(214)428-3447	Press Release Desk
The Dallas Post Tribune	News	Desk	(214)946-7678	News Desk
The Ennis Daily News	Phil	Banker	(972)875-3801	Staff Writer
The Irving Rambler	John	Starkey	(214)675-6493	Publisher
The Irving Rambler	News	Desk	(214)675-6493	News Desk

TV News Media

KDAF-TV [The 33]	8001 John West Carpenter Freeway	Dallas	(214) 252-9233
KDFW-TV [Fox 4]	400 North Griffin Street	Dallas	(214) 720-4444
KXAS-TV [NBC 5]	PO Box 1780	Fort Worth	(817) 654-5927
WFAA-TV [Channel 8]	606 Young Street	Dallas	(214) 748-9631
KTVT-TV [CBS 11]	10111 North Central Expressway	Dallas	(817) 451-1111

Section 4: VENDOR TELEPHONE NUMBERS — LOCAL FACILITY

Nova Printers - 214-276-0730

Time Warner Phones - 972-742-5892 or 866-341-5930

Verizon cell phone - 800-922-0204

**Radios :Aerowave Sean Jeffrey
Communications Consultant
Main Office (214) 222-2376**

Section 5: CRISIS AT A GLANCE PRIORITY SHEET

It is probably a crisis situation if there is the potential for bodily harm or SMG itself is under attack for its operating policies or management tactics at any of the facilities under management. Call your **Team Leader** (Operating Vice President) if any of the following events occur:

- Building collapse, major fire, earthquake, tornado, etc.
- Serious accidents, deaths, or riots
- Threats to company personnel or facilities
- Claims of food tampering or poisoning
- Someone threatening to go to the media or authorities with a grievance
- Potential major liability actions

Many situations can be dealt with at the local level. Handle the following situations with care and then alert your **Crisis Manager** (regional or corporate executives) in the normal manner when the following events occur:

- Routine spectator complaints
- Minor injuries to employees, spectators
- Minor facility damage
- Isolated incidents of alleged food-borne illness

Section 6: ASM CRISIS COMMUNICATIONS OVERVIEW

A Crisis Communications Team with representatives from the various disciplines at ASM has been established.

Team Leaders, as designated on the contact sheet, have overall communications responsibility for crisis situations.

Other regional or corporate executives have been designated as **Crisis Managers**. In the event of an emergency and if you are unable to reach your immediate **Team Leader**, the Crisis Managers will be your alternate contacts. **Pages 1 and 2** of this document includes contact information for Team Leaders and Crisis Managers.

ASM Corporate has been designated as **Deputy Team Leader** for all crisis situations. Shauna Elvin will serve as an alternate contact in this capacity. Bill Helmig is the **In-House Risk Manager**. Their contact numbers are also on **Page 1**.

A flow chart for the corporate ASM Crisis Communications Team appears in Section 18 **page 48**. A sample crisis communications flow chart for facilities managed by SMG appears as Section 19 **page 49**.

Contained in this manual are strategies and guidelines for communications activities during emergency or crisis situations at any of the facilities managed by ASM. These strategies and guidelines represent SMG's official policy in dealing with crisis situations. The manual has been prepared to assist the local ASM General Manager and other on-site facility personnel to prepare for and respond to unexpected events, which if handled improperly, could result in adverse public consequences for the facility or ASM at the corporate level. The manual should also be used as a checklist of procedures and activities to be implemented when a crisis occurs.

While a crisis cannot be predicted, it can be anticipated. It is not a question of whether a crisis will develop, but when. Having a written plan of action to draw upon, including up-to-date local media lists, ensures the best possible chance of quickly handling whatever crisis may arise in the future.

Section 7: OVERALL CRISIS COMMUNICATIONS POLICY

It is the policy of ASM to:

Respond to crises knowledgeably, thoroughly, and above all as quickly as humanly possible.

It is in the best interests of ASM to be candid and honest with the media and other interested parties at all times during a crisis. However, there may be occasions when it is not possible to do so. A bomb or extortion threat which law enforcement authorities want to keep under wraps or the premature disclosure of the awarding or possible cancellation of a major contract are examples of when complete disclosure is not in the best interests of the local facility or ASM. There may be other reasons, involving legal, proprietary, or employee privacy issues, which dictate against disclosure, but the local facility manager should always explain why information cannot be given.

In a crisis situation, it is the policy of ASM to:

- Develop an offensive, not a defensive posture and convey a take-charge attitude.
- Show the media, ASM's employees, and the general public a concern and attention to detail in all communications.
- Cooperate fully with all government agencies.

To avoid confusion, error and possible misinformation, only designated spokespersons should communicate with the media during crisis situations.

Section 8: WHAT CONSTITUTES A CRISIS?

At the local level, a crisis is any event that occurs at a facility managed by ASM which involves either:

- Facility-related incidents such as serious accidents, deaths, riots or claims of food tampering or poisoning.
- Disasters, either natural or deliberate, such as a building collapse, major fire, earthquake, tornado, etc.
- Threats to company personnel or facilities, communicated anonymously or in person, such as an angry ex-employee threatening revenge or a fan or spectator threatening to go to the authorities with a grievance.
- Employee-related or vendor incidents such as security out of control or other potential liability actions.

The above list is by no means all-inclusive, but provides a sampling of the types of issues that could escalate into a crisis communications situation. A crisis may:

- Be either real or perceived.
- Come with no warning, or with some form of prior alert.
- Result from either controlled, or uncontrolled events.
- Take place as a consequence of media involvement or concern developments of which the media is as yet unaware.
- Be a crisis that has yet to be defined as such by the local General Manager.

As indicated, a crisis can come in many guises. It is possible to underestimate the seriousness of an incoming telephone call that may appear at first to be a crank call. Disturbing telephone calls should not be ignored. **When in doubt, call the member of the ASM Corporate Crisis Communications Team that is the designated Crisis Manager for crisis situations occurring at the local level.**

Some situations may occur that, while unpleasant, are not necessarily crisis events. For example, routine spectator complaints, minor injuries to employees or spectators, various forms of minor facility damage or isolated incidents of alleged food-borne illness at concession stands—probably do not constitute a crisis. You must handle these situations with care and then alert ASM headquarters in the normal manner. The Crisis Team will be made aware of the event and will therefore be in a position to monitor the situation and respond as necessary. "A Crisis at a Glance Priority Sheet" appears as Section 5 (page 6).

WHEN A CRISIS OCCURS OR WHEN IN DOUBT, CALL YOUR CRISIS MANAGER

The ASM Crisis Communications Team Leader will initiate crisis response procedures as appropriate. Office and home telephone numbers of all Crisis Communications Team members are listed in Section 1, **pages 1 and 2.**

After alerting your Crisis Manager, the local General Manager should initiate crisis response procedures within the local organization. Notify the facility telephone answering staff to use the telephone answering procedures outlined in Section 15, **pages 38-44** (Local Facility Telephone Answering Procedures/Crisis Guidelines) and to use the Media Inquiry Form (Section 16, page 45.) Also handout or post the FBI Advisory on how to handle suspicious letters or packages (page 47).

Section 9: INITIAL STATEMENTS IN CRISIS MANAGEMENT

It is entirely possible that the first alert of a crisis will come from a source outside of the local facility and could likely be from the media.

The first statement made to an outside source — especially the media — is vitally important both from a legal and image standpoint. In all likelihood this statement will be reported publicly. One of the **worst statements** to make to the media is “**no comment.**” This statement communicates the appearance of being evasive and uncooperative.

The first statement must communicate that your facility and ASM are:

- Committed to solving or getting to the bottom of the problem.
- Acting quickly.
- Keeping the public informed about the situation as facts become known.

Your tone must convey a sense of concern and compassion.

These messages may need to be communicated either by phone or if the media arrives at your facility, then in person. The key is to keep your statements brief. Your statement must be a good “sound bite” that can be communicated in 15-30 seconds.

Please remember that the facility General Manager or a designated alternate should be the only local spokesperson for the facility and ASM. In the majority of cases, the crisis will be such that it can be handled at the local level. If it is decided that a member of the corporate ASM Crisis Communications Team be sent to the scene, it can be jointly decided who is in the best position to act as spokesperson. In all crisis situations employees should never converse with or provide information to the media.

A. DEALING WITH THE MEDIA: IF THE MEDIA CALL, WHAT TO SAY AND DO

Here are sample first statements as well as “dos and don’ts” for dealing with the media for...

If you are unaware of the situation:

- **“I need to verify this information; either I or someone else will get back to you as soon as possible.”**

If you are aware of the situation:

- **“We are aware of the situation and are gathering the facts at this very moment. We are cooperating fully with the authorities and will keep the public apprised of the facts as they become known. Either I or someone else will get back to you as soon as we have more information.”**

If the caller reports there has been a violent death at the facility or is looking for confirmation of a death or serious injury:

- **“I am unable to confirm any reported death or injury at this time. If death or injury is confirmed, the proper authorities will release that information.”**

**IN ALL INSTANCES, CALL YOUR CRISIS MANAGER
IMMEDIATELY UPON RECEIVING THE CALL.**

B. IF THE MEDIA CALL — DOs AND DON'Ts

DOs...

- **Do** communicate first statements as outlined on the previous page.
- **Do** be certain to get the caller's complete name, phone number(s), cellular phone number, and company name.
- **Do** be sure to obtain the name of the newspaper, magazine, radio or television station he or she represents.
- **Do** ask reporters for their deadlines.
- **Do** tell reporters that someone will get back to them as soon as possible.

DON'Ts...

- **Do not** encourage media to call ASM corporate headquarters (Someone from the Crisis Team will call them as soon as answers to their questions are available).
- **Do not** divulge private phone numbers, cellular or home telephone numbers.
- **Do not** volunteer any other information. Reporters may press you for information or ask if a press release or press conference is being scheduled. Repeat your original statement, tell them that someone will get back to them with the information and end the conversation.

C. IF MEDIA ARRIVE AT YOUR FACILITY — WHAT TO SAY AND DO

Sample First Statements

If you are on the scene and are confronted by the media, you should make a brief statement such as:

- **“We are cooperating fully with the authorities and are working with them to gather the facts at this very moment. We will fully brief you as soon as the facts become known.”**

This is all that needs to be said. If the media presses you for additional information, you should politely, yet firmly repeat, as you are walking away, that they will be briefed as soon as more facts become known.

- Depending upon the situation, the authorities may want to conduct a joint press conference with you.
- The ASM Crisis Communications Team will provide guidance and a spokesperson (if necessary) for such a joint conference if appropriate.
- If the situation does not warrant a joint press conference, it may be appropriate to select a time and location to provide a statement and information to the media other than at your facility (e.g., a hotel meeting room). The ASM Crisis Communications Team will counsel you regarding the best course of action given the particulars of the situation.

Section 10: EXAMPLES OF INITIAL STATEMENTS DURING CRISIS SITUATIONS

Shown below are examples of first statements for different crisis situations:

If you are unaware of the situation:

- **“I need to verify this information; either I or someone else will get back to you as soon as possible.”**

If the caller aggressively presses you, say:

- **“I’m sorry, but I simply do not have the answers to your questions.”**

If you are aware of the situation:

- **“We are aware of the situation and are gathering the facts at this very moment. We are cooperating fully with the authorities and will keep the public apprised of the facts as they become known. Either I or someone else will get back to you as soon as we have more information.”**

If the caller wants confirmation of a bomb threat:

- **“At *(give time & day)* we were notified by an anonymous caller that a bomb would go off at *(give facility name; time & day)*. We immediately notified the proper authorities. We are working with the authorities and all media calls are being referred to the *(give city/district name)* Police Department’s Bomb and Arson Squad.”**

If the caller reports there has been a death or is looking for confirmation of a death or serious injury:

- **“I am unable to confirm any reported death or injury at this time. If death or injury is confirmed, the proper authorities will release that information.”**

Section 11: GUIDELINES FOR OPERATING IN CRISIS SITUATIONS

In a crisis situation, it will greatly enhance our ability to provide guidance if you or your designated deputy quickly and accurately gather information regarding the incident. While you will be working through your Team Leader or Crisis Manager, please also see the "Site Information Fact Sheets" (Section 14, **pages 25-37**) that have been prepared for use in crisis situations. **In case of a crisis, these forms will need to be filled out by you or a designated assistant and faxed back to Maureen Ginty as quickly as possible.** You will be given a special fax number to use in crisis situations.

No two crisis situations are alike. Following are recommended actions which may be instituted in different crisis scenarios. **IT SHOULD BE EMPHASIZED THAT THESE ACTION STEPS CAN BE IMPLEMENTED ONLY UPON APPROVAL FROM YOUR CRISIS MANAGER AND/OR THE SMG CRISIS COMMUNICATIONS TEAM.**

A. When news announcements should be considered

- 1. Immediately upon hearing of a crisis
- 2. After the first assessment of the situation
- 3. As there is information about new details and activities undertaken to alleviate the problem
- 4. When the situation is under control and steps have been taken to avoid future situations of a similar nature

B. When to hold a news conference, issue a news release or respond to inquiries

1. Hold a news conference when:

- The facility has approval from the Team Leader/Crisis Manager.
- There is great media interest.
- There is great demand for individual interviews and there is not enough time to honor all requests.
- There is an adequate facility.
- There is a good spokesperson.

2. Issue a press release when:

- The news is not big enough to warrant a press conference.
- ASM and the local facility are unprepared to comment beyond the news release or do not want to engage in an extended question and answer session.
- There is not a spokesperson trained and comfortable enough for a press conference.

3. Respond to media inquiries when:

- The local facility and ASM do not have sufficient information to warrant a release.
- There is not great media interest in the event and it is in the best interests of ASM to downplay the coverage.

C. Update and revise information as available.

- 1. ASM should report its own bad news whenever possible. If the media has to dig it out, they may think SMG is trying to hide something.
- 2. Release information as it becomes available to keep communications open and avoid rumors.
- 3. Find and report all positive points during the crisis.
- 4. Report enough to suit ASM's best interests while satisfying the public's need to know that the local facility is on top of the situation.
- 5. If a decision can't be made, or the local General Manager and/or ASM can't find out something, explain why. **Don't simply say "no comment."**
- 6. Provide sufficient documentation for statements.
- 7. Provide third-party support or endorsement, if appropriate.
- 8. Explain extent of damages or injuries.
- 9. Make certain families of fatalities or injured have been notified before giving names to media. Until such time, state that names are being withheld pending notification of relatives.
- 10. Consider carefully the release of information about employees and other personal information. Respect individual rights to privacy and confidentiality.
- 11. Don't release damage or loss figures without confirming their accuracy.

D. Other guidelines

- 1. All news releases, statements, etc., should be approved by the Crisis Communications Team and issued by your local public relations agency.
- 2. Make every effort to observe deadlines. It is in ASM's best interests to have its position clearly stated in all articles about the crisis.
- 3. Schedule press background briefings, if necessary, to relay data, correct misconceptions and maintain positive media relations.
- 4. Make certain that persons handling telephone inquiries know how to fill out the "Media Inquiry Form" (Section 16, **page 45**) and that they have an adequate supply of forms on hand.

Section 12: A SUMMARY OF “DOs” AND “DON’Ts”

The following represent “DOs” and “DON’Ts” of crisis communications. While not comprehensive, they do provide some basic guidelines that can serve as a checklist, as well as help in those situations where spokespersons may not be accustomed to dealing with the media in a crisis situation. They are:

“DO”

- A. Assume a “worst-case” position for planning purposes.
- B. Designate one or, at most, two ASM spokespersons.
- C. Provide all assistance possible to the media. (They will cover the story regardless of the extent of ASM’s cooperation, and they will get information from outside sources, disgruntled employees, competitors, outsiders, etc., if they cannot get it from ASM.)
- D. Inform the public frequently and accurately and in layman’s terms through the media at the outset. If this is not done, the information vacuum will be filled with rumors that can be far worse than the real situation.
- E. Keep public officials and the media fully informed. Don’t wait for them to call once the crisis has become public knowledge.
- F. Always be candid and timely in responding to the media and public officials.
- G. Tell the truth even if it hurts. Credibility is vital and can be completely lost with one misleading statement.
- H. Provide information from the viewpoint of the public interest, rather than from ASM’s interest.
- I. Make statements concise and therefore memorable.
- J. Seek out third party support (such as outside experts, including researchers and trade associations) if appropriate to help explain the crisis to the public.
- K. Retain control of the story. Positive and negative announcements should be announced first by the ASM spokesperson. This keeps the perception of ASM as being on the offensive and avoids having to react to rumors and statements by outsiders.
- L. Be concerned about your other publics: other facility owners, employees, performers and suppliers.

“DON’T”

- A. Don’t over-react to rumors. Remember that in a crisis, you will be tired and easily upset.
- B. Don’t be silent in the midst of the crisis. Silence implies guilt.
- C. Don’t hint at panic. Be calm and controlled in dealing with the media and government agencies.
- D. Don’t make “no comment” statements. Such statements are frequently interpreted as admissions of guilt. Explain why you can’t comment at the present time.
- E. Don’t debate the subject.
- F. Don’t argue with reporters about the value of a story. It is an argument that can never be won.
- G. Don’t speculate as to what happened.
- H. Don’t place blame or discuss injuries or fatalities until the families have been properly notified.
- I. Don’t make off-the-record or not-for-attribution statements. Such statements often end up as headlines in the newspaper or the lead item on television news.
- **J.** Don’t play favorites with the media.
- K. Don’t try to minimize the problem.
- L. Don’t dribble out the story to the media. This just prolongs the attention the crisis receives.

Section 13: ASM Food & Beverage: Foodborne Illness Complaint Policy and Procedures

A. Receive complaint and complete Foodborne Illness Complaint Report on page 24.

PLEASE NOTE: Fill out a separate complaint form for each complainant's call.

- 1. Remain polite and concerned during conversation.
- 2. Get as much pertinent information as possible without excessive pressure.
- 3. Don't argue, but don't admit or deny liability. For example:
 - * **Do Say:** I'm am sorry you're are not feeling well.
 - * **Do Not Say:** I'm sorry our food made you sick.
- 4. Let the person tell the story. Don't introduce symptoms.
- 5. Don't diagnose or play doctor.
- 6. Thank the person for their time and cooperation. Let them know you will respond.

B. Isolate product in question.

- 1. Refrigerate any remaining product in question. Store separately and clearly label "Do Not Use."
- 2. Retrieve any original packaging if possible for manufacturer information, batch number, etc.

C. First contact the facility's General Manager

- 1. Contact Regional Manager Food & Beverage
- 2. Contact Risk Management
- 3. Forward the Foodborne Illness Complaint Report (page 24) and Form C (pages 29-30) to corporate.

D. Evaluate the complaint.

- 1. Examine report for consistency.
- 2. Did complainant eat all or part of suspect food? Severity and duration of illness is often related.
- 3. How many other people were served or portions sold of suspect food?
- 4. Were there any other complaints?

E. Respond to complaint.

- 1. Review food production process and make corrections as needed.
- 2. Decide whether the complaint is valid.
- 3. If it is determined to be an unrelated incident, decide if any good will should be extended.
- 4. If complaint is considered to be valid, obtain outside help for the rest of investigation as needed. Consult with your Regional Manager to determine the appropriate parties to contact :
 - * Local Health Department
 - * Corporate Attorney
 - * Risk Management
 - * Insurance Agent
 - * City Officials

F. File complaint report for future reference.

G. Follow all ASM guidelines for communications with media regarding the crisis or complaint.

**ASM Food & Beverage
Foodborne Illness Complaint Report**

Please fill out a separate complaint form for each complainant's call.

Complainant Name: _____ Phone Number (home): _____

Address: _____ Phone Number (work): _____

Suspect Food Item: _____

Time of Purchase: _____ Location of Purchase: _____

Onset of Symptoms - Date/Time: _____

Symptoms: ___ Nausea ___ Fever ___ Blurred Vision ___ Vomiting ___ Dizziness
 ___ Cramps ___ Diarrhea ___ Headache ___ Chills

Other foods/beverages consumed before or after suspect meal:

Date: _____ Date: _____

Time: _____ Time: _____

Location: _____ Location: _____

Description: _____ Description: _____

Other agencies notified?

Agency: _____ Agency: _____

Contact Person: _____ Contact Person: _____

Phone: _____ Phone: _____

Call Placed By: _____ Call Placed By: _____

Medical Treatment:

Physician: _____ Time: _____

Clinic/Hospital: _____ Date: _____

Address: _____ Phone: _____

Remarks: _____

Report completed by: _____ Date: _____

Facility: _____ Time: _____

Section 14: INDEX TO SITE INFORMATION FACT SHEETS: Forms A through F

Note:

FORMS MUST BE COMPLETED BY THE VENUE MANAGER AND FAXED TO THE CRISIS TEAM LEADER AS SOON AS POSSIBLE.

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**ASM CRISIS COMMUNICATION TEAM
SITE INFORMATION FACT SHEETS**

**Form A
Media Coverage During Venue Crisis Situation**

Have we received any calls from the media? _____

List media: _____

When did the media arrive at the venue? _____

Were there TV cameras? _____

List stations: _____

Has anything been reported in the media yet? _____

If yes, list media: _____

Did anyone from ASM speak to any reporter? _____

What was the nature of the interview? _____

Did they notice whether or not the media interviewed others on site or nearby
when the event occurred? _____

Form Filed by: _____ Date: _____

Facility: _____

**ASM SUPPORT CENTER CRISIS TEAM
SITE INFORMATION FACTSHEETS**

**Form B
Relating to Fires, Earthquakes, Tornadoes or Other Natural Disasters**

Should we/must we close this venue temporarily?

Have we been able to determine if there is any structural damage?

If yes, have we determined how extensively the venue has been damaged?

Is the venue accessible or have the authorities condemned it or prohibited us from entering it?

When will we be able to make our own assessment?

Do we need to hire additional private security to guard the venue, or can the police or other authorities handle it? _____

Has/can someone photograph the property immediately for insurance purposes?

Form B— Continued
Relating to Fires, Earthquakes, Tornadoes or Other Natural Disasters

When was the last time the fire department and building code authorities inspected the venue? _____

Has this venue had any problem with equipment? _____

Any electrical problems? _____

Has this venue had any problem with utilities, such as gas or electric?

Has this venue ever been cited for fire code violations?

Has this venue ever been cited for fire code/building code violations?

Complainant Name: _____ Phone Number (home): _____

Address: _____ Phone Number (work): _____

Suspect Food Item: _____

Time of Purchase: _____ Location of Purchase: _____

Form Filed by: _____ Date: _____

Facility: _____ Time: _____

**ASM SUPPORT CENTER CRISIS TEAM
SITE INFORMATION FACT SHEETS**

**Form C
Relating to a Food Crisis**

Form C is for use by on-site managers in evaluating the situation. This is an internal document only. Please complete Form C and return to corporate with a copy of the Foodborne Illness Complaint Report (page 29).

If ASM food was involved, determine the whereabouts of the specimen (i.e., was it taken in whole by the authorities or did the ASM concessions manager keep it?)

Could this be a food tampering situation?

Explain _____

Has this venue ever been cited for health code violations?

List all possible sources of food contamination or food tampering.

1. Supplies _____

2. Transportation problems _____

Form C — Continued
Relating to a Food Crisis

List all possible sources of food contamination or food tampering (Continued)

3. Unloading from trucks to concession is a procedure failure _____

4. In-venue food handling procedure _____

5. Cooking methods failure _____

6. Serving methods failure _____

If the crisis is a food tampering situation, how far into the ASM system might it reach?

Have other ASM managed venues indicated similar problems? _____

Must we pull a certain food item from our menu immediately at other venues? _____

Are inspections relevant to this crisis event necessary in other ASM venues? _____

Form Filed by: _____ Date: _____

Facility: _____

Form D—Continued
Relating to Death or Injury of a Spectator at a Venue Event

Have we inadvertently been exposed to any significant liability? _____

Notifying the Authorities

Authorities called: _____

Time called: _____

Time when authorities arrived on the scene: _____

Have the deaths or extent of the injuries been confirmed to ASM by the proper authorities?

Have any elected officials, such as mayor, alderman, state or federal legislators, become involved? _____

Are there any community activists involved? _____

Have the authorities interviewed our venue personnel about the event? _____

Form D—Continued
Relating to Death or Injury of a Spectator at a Venue Event

Notifying the Authorities (Continued)

What did they ask and what were they told? _____

Did someone from SMG join the authorities' interviews of employees, and others? _____

Have the authorities released any information to the public? _____
If yes, what information? _____

Dealing with the Victims/Their Families

Did anyone attempt lifesaving procedures on any persons involved? _____

Did any venue personnel attempt in any other way to treat the victims of the crisis? _____

Were the victims accompanied to the hospital? _____

Form D—Continued
Relating to Death or Injury of a Spectator at a Venue Event

Dealing with the Victims/Their Families (Continued)

Did someone from ASM call members of the family? _____

Did family members call staff at ASM? _____

What did they say to relatives, if anything? _____

Is there liability in our sending an ASM representative immediately to express our
condolences? _____

How far can we go, and what can we say to the families to appear compassionate and yet
not expose ourselves to liability? _____

If a death or injury is involved, what can we do as a gesture of compassion and goodwill
for the community or families involved? _____

Form D — Continued
Relating to Death or Injury of a Spectator at a Venue Event

Responsibility

Can we determine yet if ASM was responsible for the crisis? _____

Who or what could be responsible? _____

What are the possible scenarios? _____

What have the authorities indicated as the cause of the problem or potential responsibility? _____

If other parties are responsible for the crisis event, can we/should we consider legal action? _____

Form Filed by: _____ Date: _____

Facility: _____

**ASM SUPPORT CENTER CRISIS TEAM
SITE INFORMATION FACTSHEETS**

**Form E
Financial Impact**

Can we assess the financial impact yet? _____

What is the direct financial impact on the venue involved? _____

Do we have insurance or other means of financial recovery for this crisis? _____

Is this crisis of a material nature and are we required to immediately conduct a
conference call? _____

Have we heard from any lawyers? _____

ASM SUPPORT CENTER CRISIS TEAM
SITE INFORMATION FACT SHEETS

Form F
Other Questions to Ask

Must we/should we notify our Board of Directors immediately? _____

Must we/should we send a ASM executive to the site? _____

Can we centralize media calls, or should we send a public relations representative to coordinate media at the site? _____

Do we need to conduct a press conference or hold a conference call to appease the media immediately? _____

Is it possible a large number of employees will resign as a result of this crisis? _____

Could we have a staffing problem as a result of this crisis? _____

What impact, if any, will union agreements have in this situation? _____

Section 15: LOCAL FACILITY TELEPHONE ANSWERING PROCEDURES/ GUIDELINES DURING CRISIS SITUATIONS

ASM has established procedures and guidelines to be used during crisis situations at your facility.

Your Role

It is possible that you could receive the first telephone call alerting us of a crisis situation. Your response to this incoming call will be vitally important to our success in initiating our crisis alert procedures, and ultimately, how well we succeed at managing the crisis.

Your General Manager and other designated local executives, along with the ASM Crisis Communications Team, will manage the crisis situation. **The purpose of this document is to provide you with the tools to quickly and effectively:**

- **Gather the information.**
- **Complete the call.**
- **Turn the situation and information over to a member of your senior management team as quickly as possible.**

What Is a Crisis?

A crisis is any event that occurs at a facility managed by ASM which involves either:

- Facility-related incidents such as serious accidents, deaths, riots or claims of food tampering or poisoning.
- Disasters, either natural or deliberate, such as a building collapse, major fire, earthquake, tornado, etc.
- Threats to company personnel or facilities, communicated anonymously or in person, such as an angry ex-employee threatening revenge or a fan or spectator threatening to go to the authorities with a grievance.
- Employee-related or vendor incidents such as security out of control or other potential liability actions.

The above list is by no means all-inclusive, but provides a sampling of the types of issues that could escalate into a crisis communications situation. A crisis may:

- Be either real or perceived.
- Come with no warning, or with some form of prior alert.
- Result from either controlled, or uncontrolled events.
- Take place as a consequence of media involvement or concern developments of which the media is as yet unaware.
- Be a crisis that has yet to be defined as such by the local General Manager.

A crisis can come in many guises. It is possible to underestimate the seriousness of an incoming telephone call that may appear at first to be a crank call. Disturbing telephone calls should not be ignored. For example:

- Claims that bombs have been placed at your facility.
- Angry employee or ex-employee indicating that he or she will seek revenge.
- Employees or fans threatening to take a complaint or grievance to the media or authorities.
- Claims of food tampering at the concession stands.

When in doubt, notify a member of your senior management team immediately.

What to Do if You Receive a Telephone Call That Meets the Criteria of a Crisis Situation Or When in Doubt:

- Remain calm.

- Do not engage in debate or react to the caller in any way.

- Let the caller talk himself out and take notes on what the caller is saying.

- Ask the caller if you may find someone to help him.

- If the caller agrees to let you transfer him to someone in authority, transfer him to a senior executive from your organization.

- If the caller hangs up quickly, note the time of the call and write down as much information as you can recall.

- Then immediately call a member of your senior management team to alert him/her to the situation.

If the call is a bomb threat:

- Ask the caller questions to get more information. For example, ask:
 - * Where is the device?

 - * When is it set to go off?

 - * What kind of device is it?

 - * Who is responsible for the threat?

- Immediately report the call to security.

- Then fill in a Bomb Threat Checklist provided by your facility or the one on page 41 to help you remember details about the call.

BOMB THREATCHECKLIST

Step one is to report the call to security. After you report the call, fill in the following checklist or a similar one provided by your facility.

Time of call: _____ Length of call: _____

Location where call was received: _____

Caller's Voice:

_____ Calm	_____ Nasal
_____ Angry	_____ Stutter
_____ Excited	_____ Lisp
_____ Slow	_____ Raspy
_____ Rapid	_____ Deep
_____ Soft	_____ Ragged
_____ Loud	_____ Clearing Throat
_____ Laughter	_____ Deep Breathing
_____ Crying	_____ Crackling Voice
_____ Normal	_____ Distinguished
_____ Distinct	_____ Accent
_____ Slurred	_____ Familiar

If voice is familiar, whom did it sound like?

Remarks:

Sex of Caller: _____ Age: _____

Race: _____

Name: _____ Date: _____

Report the call immediately to security.

Threat Language:

_____ Well Spoken (Educated)
_____ Foul
_____ Irrational
_____ Incoherent
_____ Taped
_____ Message read by caller

Background Sounds:

_____ Street Noises

_____ Voices
_____ P.A. Systems
_____ Music
_____ Auto or Motor
_____ Animal Noises
_____ Machinery
_____ Clear
_____ Static

_____ Local
_____ Long Distance

Other:

How to Deal with Incoming Telephone Calls During a Crisis

If we are in a crisis situation, you will be alerted by your General Manager that we are on crisis alert. At this point, the ASM Crisis Communications Team, working with your General Manager, will be involved in handling the situation.

Confidentiality is critical. Do not talk to anyone other than a member of senior management. If they are unavailable, notify your immediate supervisor about the situation.

If you do receive a call from the media or anyone else inquiring about the situation, transfer the call immediately to your **General Manager or marketing director**. If they are unavailable, take a message using the following guidelines:

DOs...

- **Do** be certain to get the caller's complete name, phone number(s), cellular phone number, beeper number and company name.
- **Do** be sure to obtain the name of the newspaper, magazine, radio or television station he or she represents.
- **Do** ask reporters for their deadlines.
- **Do** tell reporters that you will have someone get back to them with the information as soon as possible.

DON'Ts...

- **Do not** divulge private line phone numbers, pager numbers, cellular, car or home telephone numbers.
- **Do not** volunteer any other information. Reporters may press you for information or ask if a press release or press conference is being scheduled. Your response should be: "I'll have an authorized spokesperson call you back as soon as possible with the answers to your questions. I will be sure they receive your message right away."

If the caller aggressively presses you say:

- **"I'm sorry, but I simply do not have the answers to your questions."**

How to Handle the Media if They Arrive Unexpectedly at Your Facility

If, during a crisis, the media arrive unexpectedly at your office, here are some “dos and don’ts” to follow:

- **Do not** engage in conversation if a reporter or news cameras arrive unexpectedly at your office.

- **Do** ask politely:
 - * Who they are,

 - * What news organization they are with,

 - * Whom they wish to see, and

 - * Do they have an appointment.

- **Do** contact a member of your senior management immediately.

- **Do not** volunteer where anyone from your senior management is or when he/she may return.

- **Do** call the police discreetly if the media are making nuisances of themselves, are accosting employees, or are asking questions in a rude, hostile or aggressive manner. (You may need to write a note and hand it off to a colleague in the office in order to accomplish this quietly.)

Summary

Remember the five keys to handling a crisis situation:

- Remain calm.
- Gather the information.
- Complete the call.
- Give the information to your General Manager or marketing director as quickly as possible.
- And, do not discuss the situation with anyone other than a member of your senior management.

Section 16: MEDIA INQUIRY FORM

DATE: _____ DEADLINE: _____ AM/PM

CALLER: _____ MESSAGE TAKEN BY: _____

MEDIUM: _____ TELEPHONE: _____

ADDRESS: _____

SUBJECT: _____

INFORMATION REQUESTED: _____

REFERRED TO: _____

RESPONSE: _____

ANSWERED ON: _____

PROJECTED PUBLICATION DATE: _____

(Signed)

Section 17: FBI ADVISORY: What You Should Do If You Receive a Suspicious Letter or Package.

Due to recent events, many people are uneasy about handling the mail. The FBI has issued the advisory found on the following page to help us identify a suspicious letter or package. The Advisory also makes recommendations about what to do if you find a suspicious letter or package.

FBI *Advisory*

If you receive a suspicious letter or package

What should you do?



- 1** Handle with care
Don't shake or bump
- 2** Isolate and look for indicators
- 3** Don't Open, Smell or Taste
- 4** Treat it as Suspect!
Call 911



- Misspelled Words
- Addressed to Title Only or Incorrect Title
- Badly typed or written
- Protruding Wires
- Lopsided or Uneven
- Rigid or Bulky
- Strange Odor
- Wrong Title with Name

If parcel is open and/or a threat is identified...

For a Bomb

Evacuate Immediately
Call 911 (Police)
Contact local FBI

For Radiological

Limit Exposure - Don't Handle
Distance (Evacuate area)
Shield yourself from object
Call 911 (Police)
Contact local FBI

For Biological or Chemical

Isolate - Don't Handle
Call 911 (Police)
Wash your hands with soap and warm water
Contact local FBI



Police Department _____

Fire Department _____

Local FBI Office _____

(Ask for the Duty Agent, Special Agent Bomb Technician, or Weapons of Mass Destruction Coordinator)

Section 18:

SAMPLE LOCAL CRISIS COMMUNICATIONS TEAM FLOW CHART

