



**IAEE**  
International Association  
*of Exhibitions and Events*<sup>™</sup>

# **Crisis Communications and Management Plan**

**Updated April 2009**

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## **SECTION 1: INTRODUCTION**

The International Association of Exhibitions and Events (IAEE) is the association which represents individuals and organizations involved in the various aspects of exhibitions and events production throughout the world. In normal circumstances, IAEE operates under a set of specific policies, procedures and bylaws that are in place to assure that IAEE's daily operations occur in as efficient and professional a manner as possible. The chains of command, as well as communications, during normal operations are clearly spelled out and documented.

However in a time of crisis and/or disaster, the guidelines for normal daily operations may not be appropriate, effective, or, in the worst case scenario, possible. It is for that reason that a contingency plan must be in place. Without a contingency plan, a crisis situation may lead to irreparable damage to the organization. IAEE could potentially expose itself to numerous liabilities and severely damage its reputation and image, both within and outside the industry. As the international association for the industry, failure to respond responsibly to a crisis situation could have broad-reaching ramifications, affecting not only IAEE, but the entire industry as well.

The purpose of this plan is to assist staff, board members and management in making quality decisions during such a time. It is important to remember, though, that a contingency plan is meant to serve only as a resource in the time of crisis. It is a guide and is not intended to be all-inclusive. It will, however, assist management in ensuring the continuation of the various activities and services provided by IAEE.

The attached is a working document and should continually be reviewed, revised, and rewritten as necessary. Potential crisis situations, which have not been addressed in the plan at this point, may need to be added at a later date. It is important to note that several IAEE staff members have been certified by the American Red Cross in First Aid and CPR.

## **IAEE'S WORKING DEFINITION OF A CRISIS**

**Crisis:** A crisis is any unplanned event that can cause deaths or significant injuries to employees, members or the public; or a) can shut down or disrupt IAEE's operations, b) cause physical or environmental damage, c) or threaten the organization's financial standing or public image.

## **MISSION STATEMENT**

The purpose of this plan is to clearly communicate IAEE's commitment to crisis management. The plan will involve the entire organization including the Board of Directors, IAEE staff, chapter leaders and members themselves. The authority and structure is clearly laid out in this plan.

### **IAEE BOARD OF DIRECTORS OCTOBER 2001**

#### **IAEE Mission Statement:**

IAEE promotes the unique value of exhibitions and other events that bring buyers and sellers together such as road shows, conferences with an exhibition component, and proprietary corporate exhibitions. IAEE is the principal resource for those who plan, produce and service the industry.

## **SECTION 2: CRISIS TEAM**

**PURPOSE:** A crisis team is named so that in the event of a crisis, a planning team of several individuals with specific responsibilities are aware of the plan and are prepared to respond. In a crisis situation, an organization does not want the full responsibility of responding to the crisis and communicating to the various publics to fall on any one individual. A team scenario will also allow the organization to respond in the event when one or more members of the team are unable to function in his or her designated capacity. While names and numbers are listed on the crisis team roster, (Appendix A) the important point is that someone be given each responsibility. The names will surely change from time to time.

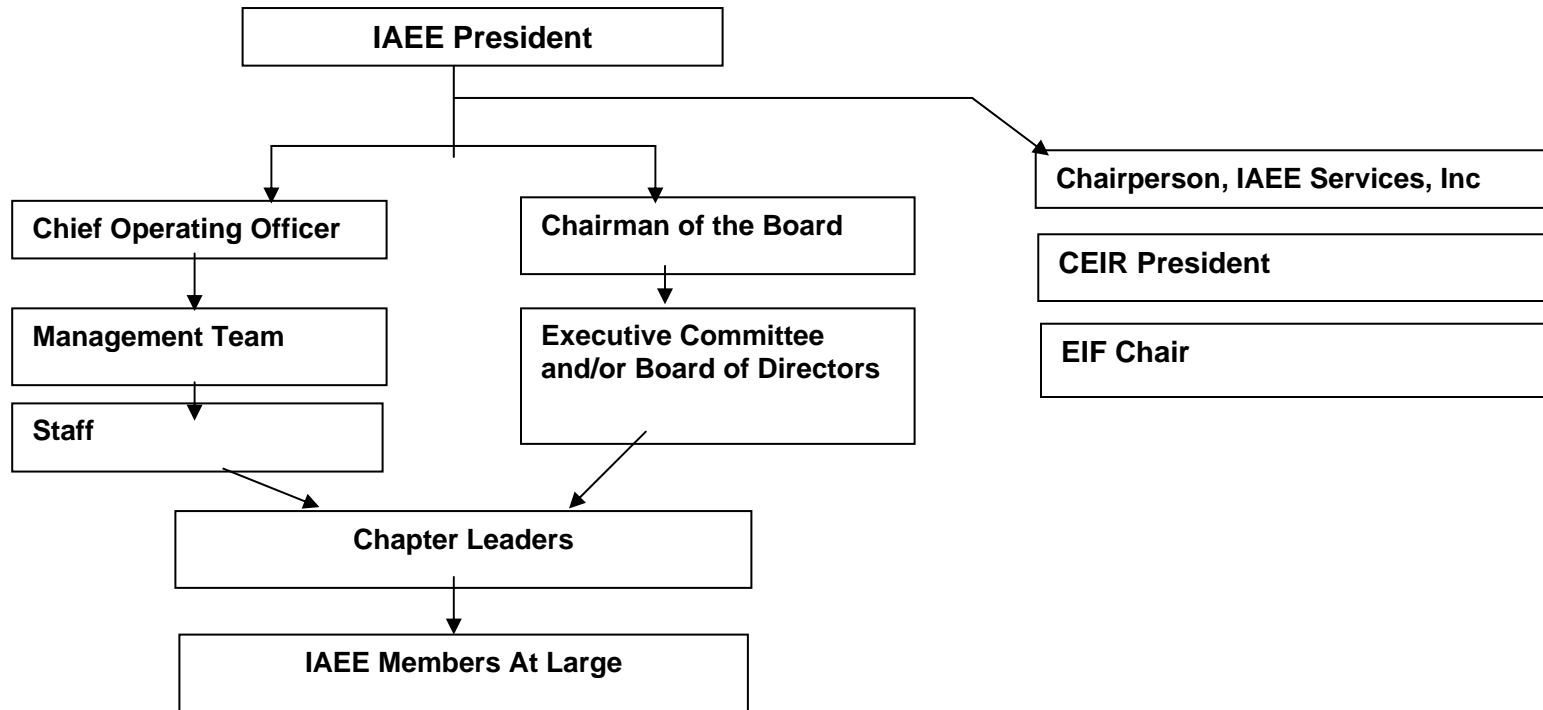
Creating a crisis team is an important step because the establishment of a team and specific responsibilities will eliminate miscommunication and irrational responses.

**DELEGATING RESPONSIBILITY:** It is important to remember that while team members have been given specific responsibilities, each member should be fully aware of everyone's role, in case a member is unable to carry out his or her duties. Also according to IAEE Bylaws, both the president and the chairman are said to hold the responsibility of chief spokesperson for IAEE. In a time of crisis, the individual best suited, depending on the particular crisis, to act as the spokesperson will do so. In the same vein the individual best suited to serve as the team leader will act in that capacity. (Refer to the Crisis Response Flow Chart.)

**ASSESSING SEVERITY:** As a member of the crisis team, each individual's responsibility will vary, depending on the type of crisis or disaster. The severity of the situation may also impact the importance of each team member's role. There may be situations where not all members are needed. Ultimately the president and chairman of IAEE are responsible for deciding what level of crisis team involvement is necessary. If one of the two is unable to serve in this role, the other shall become fully responsible. In the absence of both the chairman and the president, the Chief Operating Officer of IAEE along with the chairman-elect shall assume responsibility. IAEE might consider implementing an evaluation procedure in which a "severity level" is given to a crisis based on specific guidelines. Each level could then be given a corresponding team -- the higher the crisis level, the larger the team.

However, the more the team concept is diluted, the greater the risk of miscommunication. Successful response to a crisis is dependent upon how quickly and efficiently a crisis team is able to evaluate the situation, recognize the true ramifications, address/end the crisis and communicate to its various publics. Clear, concise communications is paramount. It should be noted that any crisis actions leading to communications must be documented, and each team member will be required to document steps taken.

### SECTION 3: CRISIS TEAM: FLOW CHART FOR COMMUNICATIONS



## **SECTION 4: COMMUNICATING TO ALL AUDIENCES**

As stated earlier, communications is one of the most important steps in the successful handling of a crisis. When considering communications, it is important that team members take the necessary time to consider all obvious, as well as not so obvious, potential audiences. It is key that all information being released be factual and timely. Even the appearance that information is being withheld could be devastating, depending upon the nature of the crisis. The team members must ensure quick and effective communications with internal and external audiences.

Obviously the audiences will change with each situation, but it is vital that the following questions be addressed. Once each has been addressed and the communications process has taken place, it is extremely important that quality follow-up is done. The team at this point must ask if each of their messages was received and understood. It will do no good to deliver a message which is either not heard or misinterpreted. The best plan will fall apart at this point.

In the time of a crisis communicating, no matter how hard or trivial it may seem, is the one step in the process that either makes or breaks an organization.

The team should go through the following series of questions during the first meeting of the crisis team: (See Appendix B for Sample Agenda)

### **Questions To Be Asked**

- 1. Who needs to know this information?**
- 2. What is the overall scope of work?**
- 3. Who is responsible for communicating to those specific audiences?**
- 4. Does each team member who is responsible for communicating to a particular audience have all of the facts and fully understand the situation?**
- 5. Has each team member documented their individual steps taken so far in the crisis situation?**
- 6. What exactly do we want to communicate to each particular audience?**
- 7. What are the best avenues for communicating the message to the audiences?**
- 8. What is the timeline for communicating to each audience?**

## **Implementing Telephone Tree**

The telephone tree will only be used in extreme circumstances to convey information that cannot be communicated in any other way. The determination to implement the Phone Tree will be made during a meeting of the Crisis Team (proposed sample agenda on page 39).

- If the phone tree is to be implemented during regular business hours of between 9:00 a.m. and 5:00 p.m. (central time) and staff is in the office, the President and/or Chief Operating Officer and/or Management Team will give instructions to staff on whom to call and what information should be conveyed. The President, Chief Operating Officer and/or Management Team will first discuss the issue with the IAEE Chairman and Chairman-Elect, who may elect to discuss the issue with the Executive Committee.
- If the phone tree is to be implemented outside of regular business hours, the IAEE President and/or Chief Operating Officer, will contact the Chairman and Chairman-Elect and the Management Team on whom to call and what information should be conveyed.

It is noted that in the planning of the phone tree there are several time zones to consider.

*The IAEE Management Team should at all times have hard copies of the home telephone list of staff and of the IAEE Board of Directors at home.*

## **SECTION 5: COMMUNITY OUTREACH AND SERVICES**

In the event of an external or national crisis affecting normal business operations, IAEE Staff, Boards, and Members must show their united support as an organization and reach out to help those affected by the crisis. Some motions of support include:

- Making a financial contribution to recovery operation
- Donations: blood, food, clothes, supplies
- Write a letter of condolence/sympathy to the affected organization
- Partner with other exhibition-industry related organizations in a show of support (letters, contributions, communication, etc)
- Allow place of business to be used in recovery effort
- Presenting course of action on behalf of industry to government body/lawmakers

Communication of the above steps with IAEE employees and members is critical in solidifying internal support.

In the event of an internal crisis affecting normal business operations, IAEE Staff leaders will assess the situation to take appropriate action. If external audiences have an interest in the situation, a full disclosure should be made once the Crisis Team has met and formed a statement and a plan of action. The following steps should be taken, if appropriate, to reach out and inform the IAEE community:

- Assess state of exhibition industry by contacting the USTA, CIC, CEIR, PCMA, etc.
- Publish a special edition of the IAEE Industry News & Report to inform IAEE members
- Post statement and necessary information on Web site
- Release a joint statement from the President and Chairman of the Board, or next in command, to trade media and post on Web site
- Alert industry publications with press release
- Assess status of events and expositions
- List serve will be monitored for industry updates and news

## **SECTION 6: RECORDS PRESERVATION**

In the event of a catastrophic event, it is important that IAEE continues to function as an organization as quickly as possible. Preserving records and other important business and financial information is extremely important. Depending upon the severity of the event, it is the goal of IAEE staff to be operational within 48 hours.

The following records/information have been identified as critical to the continuing operation of IAEE.

<b>RECORD</b>	<b>STAFF POSITION RESPONSIBLE</b>
Computer network backed up nightly, Monday-Friday, and taken off-site each day	Primary: MIS Administrator Secondary: CFO  Back-Up: Chief Operating Officer
Contract File/lease copied and stored in IAEE off-site storage	Chief Financial Officer
Insurance Policies copied and stored in IAEE's off-site storage	Chief Financial Officer
Bank and investment information, including contact names, account numbers, type(s) of account	Chief Financial Officer to provide information to Secretary/Treasurer
Employee Records, Copies kept off-site	Chief Operating Officer
Crisis Management Plan – Copy at home	Management Team
Computer Equipment & Software Audit	MIS Administrator/CFO

## **SECTION 7: MEDIA RELATIONS**

In a crisis, the media are the most important link to the public. Once the IAEE Crisis Team has met to assess the situation and formulate a statement, depending on the severity of the crisis, the industry media should be contacted or the local/national media will be contacted by the Director of Marketing/Communications to discover the line of questioning. In any interview with media, a second person will be involved to make sure the reporter follows the previously agreed-upon line of questioning. It is very important to maintain positive and open lines of communication with the media.

The IAEE President and Chairman of the Board, along with the Chief Operating Officer and Director of Marketing/Communications will act as spokespersons. Additional security will be implemented if necessary. A detailed and efficient information record should be maintained so facts are not misunderstood or distorted. The record should include answers to who, what, when, where, why (if known) in a prepared statement, any proposed solutions, and any answers to potential questions.

The audiences that may be affected by the crisis should be contacted immediately. These include:

- Employees and Retirees
- Board of Directors
- Members
- Chapters and Chapter Leaders
- The Public
- The media (trade and/or local, national)
- Other exhibition industry organizations (CIC, CEIR, PCMA, etc.)
- Contractors and Suppliers
- Emergency Response Organizations
- Special interest groups
- Neighbors

### **Do Not:**

- Speculate about the crisis
- Allow unauthorized personnel to release information
- Provide false information
- Place blame for the incident

## **SECTION 8: TRAVEL GUIDELINES**

To ensure core staff is available to continue the day-to-day work of the association, no management team member may travel on the same flight at the same time. One management team member and one staff member may fly on the same flight at the same time. Staff attending the IAEE Annual and other events should be dispersed between hotels in the room block.

Any staff traveling outside of the country should have a copy of their passport/visa in their employee file.

## **SECTION 9: ADMINISTRATIVE ACTIONS**

Complete and accurate records need to be kept at all times, not just during an emergency situation. Certain records may also be required by regulation by IAEE's insurance carriers or prove invaluable in the case of legal action after an incident. The CFO will conduct an annual audit of insurance policies to determine what information needs to be documented in the event of a crisis.

Prior to a crisis situation, the Chief Operating Officer will:

- Maintain crisis training records
- Document drills and exercises and their critiques
- Provide safety information to staff

In the event of a crisis situation, the Chief Operating Officer and identified staff will, during and after an emergency:

- Maintain telephone logs
- Keep a detailed record of events
- Maintain a record of injuries and follow-up actions
- Account for personnel
- Coordinate notification of family members
- Coordinate personnel services

## **SECTION 10: POTENTIAL CRISIS SITUATIONS**

*Note: this list is by no means all-inclusive. It is meant to serve as a reference in a time of crisis.*

1. There is a terrorist attack that can disrupt normal business processes
2. Technology Disabled (communication systems, telephones, wireless apps, internet)
3. Natural Disaster destroys building or property
4. War
5. Infectious disease or medical emergency
6. A disgruntled facility employee injures another employee.
7. Employee-related (substance abuse, harassment, violence, anger, depression)
8. The IAEE president dies in accident.
9. Several chapters begin publicly speaking out against IAEE management.
10. Boycott
11. Group of members speak out against IAEE's support of the new gay and lesbian meeting planners association.
12. A suspicious piece of mail is received in the IAEE mail room.

### **POTENTIAL CRISIS SITUATIONS DURING A MEETING**

1. Computer virus or loss of files
2. Death or serious illness of staff member
3. Natural disaster at meeting location
4. An official facility/hotel catches on fire during an IAEE meeting
5. A disgruntled facility employee injures a participant in an IAEE meeting
6. A bus crashes while carrying IAEE meeting participants.
7. A major sponsor for an IAEE meeting is reported to have been involved in some sort of illegal activity two weeks before the meeting.
8. Bomb Threat
9. Major vendor closes business during meeting preparation or does not appear onsite at an IAEE meeting.

## **1. Terrorist Attack**

Until September 11, 2001, a terrorist attack on U.S. soil was unthinkable. Since that day American businesses have been faced with a grim “what if” and have a heightened awareness that no one is untouchable or immune to the atrocities that accompany a terrorist attack.

### **Affected Audiences:**

- IAEE Staff and Families
- IAEE Board of Directors and Families
- IAEE Chapters
- IAEE Members and Families
- Meeting Participants
- Trade Media

### **Recommended Action:**

- IAEE Management Team to hold emergency meeting to determine course of action
- Depending on the severity of the attack, if the work day will be significantly interrupted, the President has the authority to close the office.
- A statement from the Chairman of the Board and/or the IAEE President will be sent to the industry media, the membership, and posted on the Web site immediately.
- A plan to address the attack as it relates to the exhibition industry will be developed by the President, Chief Operating Officer, and the Director, Marketing/Communications.
- If the attack precedes the Annual Meeting or other events, the President, Chief Operating Officer and Director of Meetings will discuss insurance options, relocating the meeting if necessary, rescheduling the meeting and ultimately cancellation.
- Ongoing strategy meetings must be held with the IAEE Management Team as the situation evolves.
- A full record of documented events will be maintained by the Chief Operating Officer.

If the terrorist attack is in Dallas and/or destroys the IAEE office building, all IAEE Staff Members will follow guidelines established by Local, State, and Federal authorities. The Federal Emergency Management Agency will implement an appropriate recovery plan. After the initial emotional impact of the attack has subsided, the IAEE President will follow the recommended actions above and the crisis response flowchart. In the event the IAEE President is not able to make these decisions, the responsibility will fall to the Chief Operating Officer, in coordination with the Management Team.

## **2. Technology Disabled (telephones, wireless applications, Internet)**

It is not uncommon for the network of computers to experience a system glitch from time to time. However, if the system goes down due to a virus, a problem with the server at a remote location, or an attack on the country's communication and technology, a more serious matter is at hand.

### **Affected Audiences:**

- IAEE Staff
- IAEE Board of Directors
- IAEE Members
- IAEE Chapters

### **Recommended Action:**

- IAEE Management Team to hold emergency meeting to determine course of action
- Depending on the severity and anticipated down time of the system, staff will focus on projects not involving use of technology.
- Once the problem has been resolved, staff will receive notification from the MIS Administrator that the problem has been resolved and use of computers/telephones can resume.
- If the use of technological applications is halted indefinitely, the MIS Administrator will notify the IAEE President, who will in turn use a cellular phone, or whatever means possible to contact the Chairman of the Board with a synopsis of the situation and a proposed solution.
- A public announcement may be made on the IAEE Web site and /or an e-mail blast may be sent to notify audiences of the situation and temporary lack of ability to communicate.
- The Chairman will implement the Crisis Team Flowchart and the Telephone Tree to notify chapters, members, and families of the situation if necessary.
- If technological applications are interrupted due to a terrorist attack or an act of war, all staff will follow guidelines provided by Local, State and Federal officials.
- A full record of events, including all records, written, taped, or photographed, will be maintained by the Chief Operating Officer.

### **3. Natural Disaster (fire, tornado, flood)**

Natural Disasters can occur at anytime without notice. Since IAEE has chapters nationally and internationally, the likelihood of an IAEE public being affected by a natural disaster is higher than if only one location had to be considered. In the event of a natural disaster that damages IAEE Headquarters or prevents the natural course of business from occurring (Chapter Meetings, Annual Meeting, Mid-Year Meeting, etc.), certain contingencies must be followed to lessen the emotional and economic threats on staff, members and the association.

#### **Affected Audiences:**

- IAEE Staff
- IAEE Members
- IAEE Chapters
- Convention and Visitor Bureaus
- Hotels and Facilities

#### **Recommended Action:**

- IAEE Management Team to hold emergency meeting to determine course of action.
- The IAEE President, Chief Operating Officer, and Chairman of the Board will meet to determine the damage to the facility and the city.
- Based on this determination, business may close for a defined period of time.
- A joint statement will be released to staff, members, and chapters addressing the situation, what the effect will be on the exhibition industry, and what contingencies should be made in regard to upcoming meetings (Annual, Other Events, Board, etc.)
- If the disaster precedes the Annual or Other Meetings, the President and Chief Operating Officer will discuss insurance options, relocating the meeting if necessary, rescheduling the meeting and ultimately cancellation.
- Regular communication updates will be posted on the Web site and sent to affected audiences.
- Counseling will be made available by Human Resources for any affected employees.
- A full record of events, including all records, written, taped, or photographed, will be maintained by the Chief Operating Officer.

#### **4. War – Military and Biological**

In the event of a war (military, biological, chemical) with U.S. involvement, all publics associated with IAEE (Staff, Boards, Members, Chapters) will follow all guidelines established by the Federal Government.

##### **Affected Audiences:**

- IAEE Staff
- IAEE Members
- IAEE Boards
- IAEE Chapters
- Trade Media
- Exhibition Industry
- Industry Associations

##### **Recommended Action:**

- IAEE Management Team to hold emergency meeting to determine course of action.
- The IAEE President, Chief Operating Officer, and Chairman of the Board will meet to determine the Association's position domestically and internationally.
- A joint statement will be released to staff, members, and chapters addressing the situation, what the effect will be on the exhibition industry, and what contingencies should be made in regard to upcoming meetings (Annual, Other Meetings, Board, etc.)
- A plan to address the situation as it relates to the exhibition industry will be developed by the President, Chief Operating Officer, and the Director of Marketing/Communications.
- If the attack precedes the Annual or Other Meetings, the President and Chief Operating Officer will discuss insurance options, relocating the meeting if necessary, rescheduling the meeting and ultimately cancellation.
- Regular communication updates will be posted on the Web site and sent to affected audiences as the war progresses and ultimately ends.
- Staff counseling will be made available by Human Resources.
- A full record of events, including all records, written, taped, or photographed, will be maintained by the Chief Operating Officer.

## **5. Infectious Disease or Medical Emergency**

It is likely that there will be contagious diseases or viruses introduced to the IAEE Staff at one point. If the situation becomes more serious than the flu or another type of sickness that can be remedied with rest, the Chief Operating Officer will encourage staff members to consult their doctors for advice. Depending on the illness the entire staff may need to be inoculated to prevent continued spread of the disease.

### **Affected Audiences:**

- IAEE Staff
- IAEE Staff Families

### **Recommended Action:**

- IAEE Management Team to hold emergency meeting to determine course of action.
- Based on the severity of the situation, the Chief Operating Officer will recommend the employees (and their families) visit their personal doctor for consultation.
- Staff may be instructed to work from home to reduce possibility of infection.
- The President and Chief Operating Officer will decide if the office needs to close.
- The President and/or Chief Operating Officer reserve the right to send an employee exhibiting symptoms home.
- If the entire staff has become infected, procedures for inoculation will be implemented.
- Building management will be alerted to the situation.
- If the situation involves biological warfare causing all staff to become ill, federal guidelines will be followed.
- A full record of events, including all records, written, taped, or photographed, will be maintained by the Chief Operating Officer.

## **6. A disgruntled employee enters the IAEE office and harms a staff member**

Employees who have been released from their job, on occasion, may become very depressed and angry. They may begin to think and act irrationally. While most employers feel that they know their employees, there is always the possibility of something happening and IAEE is no different.

IAEE's building management company employs a guard, but there are no real security measures within the office itself.

In the event that an IAEE employee harms another employee, normal crisis procedures should be followed.

### **Affected Audiences:**

- IAEE staff
- IAEE staff families
- IAEE Board of Directors
- Local media
- Trade media
- Membership
- IAEE Chapters

### **Recommended Action:**

- Chief Operating Officer or any other Management Team member calls 911
- Chief Operating Officer will notify building security of appropriate disgruntled employee situations.
- IAEE Management Team to hold emergency meeting to determine course of action
- The President and/or Chief Operating Officer shall be responsible for contacting the proper authorities, including building management and security.
- If the President and/or Chief Operating Officer is the injured party, the Chief Financial Officer or another member of the management team should fulfill this duty.
- The President will contact family members of the injured and the disgruntled employee.
- All employees, the Board of Directors, and chapter leaders will be contacted and briefed of the situation
- After the immediate crisis is over, long-term counseling may be needed for staff and staff families. Counseling service numbers should be available and immediately contacted by the Chief Operating Officer.
- A full record of events, including all records, written, taped, or photographed, will be maintained by the Chief Operating Officer.

## **7. Employee-related (substance abuse, harassment, anger, violence, depression)**

As humans it is perfectly normal to experience a range of emotions. When these emotions are uncontrollable, and in turn affect an employee's performance or productivity, the Chief Operating Officer must take action to help the employee in question or risk endangering other employees.

### **Affected Audiences:**

- IAEE Staff
- Employee himself/herself
- Employee's family

### **Recommended Action:**

- President, Chief Operating Officer and CFO to hold emergency meeting to determine course of action.
- If the employee has psychological issues (anger, anxiety, depression), it is important for the Chief Operating Officer to inform the employee that they can seek help and what the proper channels are based upon the benefits structure in place. If the employee chooses to seek help, he or she will need to consult with the COO to discuss short-term leave if necessary.
- If the problem is leading to harassment or violence towards the employee himself/herself or other employees, local law enforcement officials and building security must be contacted immediately by the Chief Operating Officer and appropriate action undertaken.
- Counseling for other employees should be made available by Human Resources.
- A full record of events, including all records, written, taped, or photographed, will be maintained by the Chief Operating Officer.

## **8. The IAEE president dies in an accident**

The IAEE bylaws give the Board of Directors authority and responsibility to act as the governing body of the association. In the event of an accident leading to the death of the IAEE president, the board automatically takes over. However, this does not eliminate the need for a communications plan.

### **Affected Audiences:**

- President's Family
- IAEE membership
- IAEE staff
- Prospective members
- Trade media
- IAEE Chapters
- Exhibition industry
- Industry associations

### **Recommended Action:**

- IAEE Management Team to hold emergency meeting to determine course of action.
- Chief Operating Officer will notify the IAEE Chairman of the Board.
- Upon learning of the death of the IAEE president, the Chief Operating Officer shall immediately assume the leadership role, in coordination with the Management Team, including supervision of day to day operations and staff, until further directed by the IAEE Board of Directors.
- The crisis response flow chart should immediately be put into action, and notification of audiences should begin immediately.
- Communication that IAEE is still functioning smoothly will need to be sent out as soon as possible.
- A full record of events, including all records, written, taped, or photographed, will be maintained by the Chief Operating Officer.

## **9. Several chapters begin publicly speaking out against IAEE management**

While chapter relationships are at an all time high, the potential for this type of crisis always exists. Because chapters are at the grass roots level, they have a finger directly on the pulse of the membership. Disgruntled members complaining to chapter leaders could precipitate this situation.

### **Affected Audiences:**

- IAEE staff
- IAEE membership
- IAEE chapters
- Trade media
- Prospective members

### **Recommended Action:**

- IAEE Management Team to hold emergency meeting to determine course of action.
- Once word is received at IAEE headquarters of such a situation, it should be handled in the same manner as a boycott (potential crisis #10).
- A full record of events, including all records, written, taped, or photographed, will be maintained by the Chief Operating Officer.

## **10a. Boycott by unsatisfied members**

While it may seem unlikely that a random group of people would ban together to do this, it is possible. One of the things that IAEE prides itself on is its meetings and the opportunity they offer for networking. There is nothing that says the networking will necessarily be in support of IAEE.

### **Affected Audiences:**

- IAEE membership
- IAEE staff
- Prospective members
- IAEE Chapters
- Trade media

### **Recommended Action:**

- IAEE Management Team to hold emergency meeting to determine course of action.
- A group of members like this would most probably have a spokesperson, chosen or not, who should be contacted by the president and/or chairman of IAEE.
- A joint meeting with individuals involved should be scheduled.
- During these discussions, information should be communicated to the various audiences, keeping them up to date on the situation. (Consult the crisis response flow chart for individual responsibilities.)
- If these discussions end the call for a boycott, information should be communicated to the various audiences. However, if the discussions do not resolve the issue and talks are stopped, it will be extremely important that IAEE remain above board with their information and that it embark upon a positive information campaign, expressing disappointment with the situation but looking to the future.
- If not resolved immediately, the situation should remain at crisis status. The crisis team should continue to evaluate the situation and develop plans for resolution.
- A full record of events, including all records, written, taped, or photographed, will be maintained by the Chief Operating Officer.

## **10b.Boycott of IAEE meetings/services by Industry associations**

IAEE's relationship at the present time with other industry associations is very good, and the association is constantly working to build stronger relationships with those organizations. However, there is always the potential for one or two organizations to become dissatisfied for one reason or another and to begin drumming up support for their cause.

### **Affected Audiences:**

- IAEE membership
- IAEE staff
- IAEE Board of Directors
- Prospective members
- IAEE Chapters
- Trade media

### **Recommended Action:**

- IAEE Management Team to hold emergency meeting to determine course of action.
- Upon notification of such a situation, the crisis response flow chart should be followed.
- The president will immediately notify the Chairman, thus beginning the notification process.
- Each of the boycotting association's presidents should be contacted immediately to discuss the situation.
- An emergency meeting should be called with heads of IAEE and the dissatisfied associations in an attempt to resolve the problem.
- During these discussions, information should be communicated to the various audiences, keeping them up to date on the situation. (Consult the crisis response flow chart for individual responsibilities.)
- If these discussions end the call for a boycott, information should be communicated to the various audiences. However, if the discussions do not resolve the issue and talks are stopped, it will be extremely important that IAEE remain above board with its information and that it embark upon a positive information campaign, expressing disappointment with the situation but looking to the future.
- If not resolved immediately, the situation should remain at crisis status. The crisis team should continue to evaluate the situation and develop plans for resolution.
- A full record of events, including all records, written, taped, or photographed, will be maintained by the Chief Operating Officer.

## **11. Group of members speak out against IAEE's support of a group that may be controversial in nature.**

For example, there are individuals who will call upon their associations/organizations to boycott groups perceived to be sympathetic to the cause of gays and lesbians or perhaps a specific ethnic group. By offering meeting space to the newly formed gay and lesbian meeting planners' association, IAEE is opening itself up to this type of situation. In this situation, however, IAEE would be hard pressed to find a middle ground if it is going to guarantee a diverse membership. That being the case, it is important that communications to the audiences explain the importance of a diverse membership and the diversity policy IAEE already has in place.

This is one area where the IAEE board would have to decide how much they wanted to compromise. Any change in policy as a result of a boycott would surely lead to bad publicity and boycotting from the other side. IAEE has to make a philosophical decision on this issue and stick with it. The appearance of a "wishy-washy" policy will make everyone involved uneasy.

It should be noted that IAEE has a diversity policy that calls for such cultural diversity among its membership.

### **Affected Audiences:**

- IAEE members
- IAEE staff
- Prospective members
- Trade media
- Public media
- IAEE chapters

### **Recommended Action:**

- IAEE Management Team to hold emergency meeting to determine course of action.
- Leaders of the organization should be contacted and the lines of communication should be opened and remain open until an agreement can be reached.
- A full record of events, including all records, written, taped, or photographed, will be maintained by the Chief Operating Officer.

## **12. A suspicious piece of mail is received in the IAEE mail room.**

IAEE receives a suspicious piece of mail, including a box. Suspicious characteristics include:

- have any powdery substance on the outside.
- are unexpected or from someone unfamiliar to you.
- are addressed to someone no longer with your organization or are otherwise outdated, have no return address, or have one that can't be verified as legitimate, are of unusual weight, given their size, or are lopsided or oddly shaped.
- have an unusual amount of tape on them or wires that can be seen
- are marked with restrictive endorsements, such as "Personal" or "Confidential."
- have strange odors, stains, or show a city or state in the postmark that doesn't match the return address.

### **Affected Audiences:**

- IAEE staff
- U.S. Postal Service or delivery service
- Building tenants

### **Recommended Action:**

- Do not try to open the mail piece!
- In times of high terror alerts, those handling the mail should wear plastic gloves.
- Isolate the mail piece.
- Evacuate the immediate area, closing the doors to the room
- Notify the President, Chief Operating Officer, or any Management Team Member who will notify 911 and building management.
- All persons who have touched the mail piece should wash their hands with soap and water
- Chief Operating Officer (or appropriate Management Team member) will list all persons who have touched the letter and/or envelope.
  - Include contact information.
  - Provide the list to the appropriate authorities.
  - Place all items worn when in contact with the suspected mail piece in plastic bags and keep them wherever your clothes have been changed and have them available for law enforcement agents.
- As soon as practical, shower with soap and water.
- If prescribed medication by medical personnel, take it until otherwise instructed or it runs out.
- Notify the Center for Disease Control Emergency Response at 770-488-7100 for answers to any questions.
- A full record of events, including all records, written, taped, or photographed, will be maintained by the Chief Operating Officer.

# **POTENTIAL MEETING CRISIS SCENARIOS**

## **1. Computer Virus/Loss of Files**

It is not uncommon for the network of computers to experience a system glitch from time to time. However, if the system goes down due to a virus, a problem with the server at a remote location, or an attack on the country's communication and technology, a more serious matter is at hand.

### **Affected Audiences:**

- IAEE Staff
- IAEE Suppliers
- IAEE Members
- IAEE Chapters

### **Recommended Action:**

- Depending on the severity and anticipated down time of the system, staff will focus on projects not involving use of technology.
- Once the problem has been resolved, staff will receive notification from the MIS Administrator that the problem has been resolved and use of computers can resume, or a substitute option will be developed.
- Backup files from previous work sessions will be loaded onto the existing or substitute computer system for review. Each file will have to be examined for updates or changes that would have occurred since the backup.
- If computers at meeting site are connected to IAEE's home network, they must all be checked for viruses and protected/updated so the main network is not infected.
- A full record of events, including all records, written, taped, or photographed, will be maintained by the Chief Operating Officer.

## **2. Death, Serious Illness (including food born illness or viruses), or Injury of a Staff Member or Attendee**

Depending on the severity and length of an illness and/or the timing of an illness or death, such an incident can cause major disruption to the planning or implementing of a major company event. This includes food born illness or virus striking staff and/or attendees.

### **Affected Audiences:**

- IAEE Staff
- IAEE Suppliers or other industry contacts
- Meeting attendees
- Trade media

### **Recommended Action:**

- Upon learning of the death or having ascertained the expected length of incapacitation, the President, Chief Operating Officer, and CFO shall immediately meet to determine responsibilities that must be shifted to alternate staff members. A recommendation for additional staffing requirements will be reviewed.
- Notify appropriate family members.
- Chief Operating Officer will contact insurance provider for policy provisions.
- Associates who have normal business dealings with the staff member will be contacted to determine the status of any projects, contracts or other dealings. Each staff person should keep a list of their business contacts in their Outlook Contacts.
- A full record of events, including all records, written, taped, or photographed, will be maintained by the Chief Operating Officer.

### **3. Natural Disaster (fire, tornado, flood, snowstorm) at Meeting Location**

Natural Disasters can occur at anytime without notice. The incident of these disasters may cause a complete halt or cancellation of an event, or more likely, just a delay.

#### **Affected Audiences:**

- IAEE Staff
- IAEE Members
- IAEE Suppliers

#### **Recommended Action:**

- The Chief Operating Officer to designate a specific location at each destination for staff to meet and be confirmed safe.
- The IAEE President, Chief Operating Officer, and Chairman of the Board will meet to determine the damage to the facility and the city.
- Based on this determination, business down time or closures should be defined.
- The President, Chief Operating Officer, and Chief Financial Officer will discuss insurance options, relocating the meeting if necessary, rescheduling the meeting and ultimately cancellation.
- Chief Operating Officer will contact insurance provider for policy provisions.
- President and Management Team will discuss insurance options, relocating the meeting if necessary, rescheduling the meeting and ultimately cancellation.
- Regular communication updates will be posted on the Web site and sent to affected audiences as the war progresses and ultimately ends.
- A full record of events, including all records, written, taped, or photographed, will be maintained by the Chief Operating Officer.

#### **4. IAEE Major Supplier Closes Business Operations Immediately before a Meeting**

Businesses can close their doors anytime, but this is especially a possibility in a weak economy, in the threat of terrorism and during war time. This can have an effect not only on our meeting preparations, but also on our membership. Our major suppliers provide vital functions to the operations of our Annual Meetings and other events and not having their products/services available would cause major disruption to the event, or even possibly its postponement or cancellation.

##### **Affected Audiences:**

- IAEE Staff
- IAEE Suppliers
- IAEE Board
- IAEE Meeting Attendees and Exhibitors

##### **Recommended Action:**

- Attempt to make contact with any representative of the supplier to determine the scope of the closure and any areas for IAEE involvement.
- Review any insurance or other contractual stipulations for restitution from the supplier.
- Immediately contact other comparable suppliers for their ability to step into the role and follow up on the intended operations.
- A full record of events, including all records, written, taped, or photographed, will be maintained by the Chief Operating Officer.

## **5. Bomb Threat at Meeting Site**

Bomb threats must always be taken seriously no matter if they are a hoax or a true warning of a pending explosion. All IAEE meeting facilities are prepared for hypothetical situations in case they become reality. IAEE's contingency plan must mesh with that of the appropriate facility to avoid confusion and harm to participants. If a bomb threat is made on a location during an IAEE meeting, all meeting participants will follow the course of action planned by the facility security. Once that plan has been implemented, the IAEE course of action follows:

### **Affected Audiences:**

- Meeting Participants
- IAEE Staff
- Staff Families
- IAEE Board of Directors
- IAEE Chapters
- IAEE Members
- Trade Media

### **Recommended Action:**

- The Chief Operating Officer to designate a specific location at each destination for staff to meet.
- IAEE Management Team and Meetings Staff to hold emergency meeting to determine course of action
- Depending on the severity of the threat, if the work day will be significantly interrupted, the President with the Chairman of the Board has the authority to close the meeting until the U.S. Bomb Squad determines if there is need to seal the building or not.
- Chief Operating Officer will contact insurance provider for policy provisions.
- A statement from the Chairman of the Board and/or the IAEE President will be sent to the industry media, the membership, and posted on the Web site immediately.
- A plan to address the threat will be developed by the President, Chief Operating Officer, and the Director of Marketing and Communications.
- The Management Team will discuss relocating the meeting if necessary, and ultimately cancellation.
- Meeting insurance providers will be contacted by the Chief Operating Officer.
- A full record of events, including all records, written, taped, or photographed, will be maintained by the Chief Operating Officer.

After the initial emotional impact of the threat has subsided, the IAEE President will follow the recommended actions above and the crisis response flowchart. In the event the IAEE President is not able to make these decisions, the responsibility will fall to the Chief Operating Officer, in coordination with the Management Team.

## **6. An official facility/hotel catches on fire during an IAEE meeting**

IAEE's meetings draw anywhere between 4 and 2,500 participants. Obviously the number of participants will greatly impact how such a crisis is handled; however, certain steps should be taken automatically.

### **Affected Audiences:**

- Meeting participants
- IAEE staff
- Local media
- Trade media
- Families of participants

### **Recommended Action:**

- The Chief Operating Officer to designate a specific location at each destination for staff to meet and be confirmed safe.
- Upon notification of the situation, the IAEE staff member responsible for the meeting should notify IAEE headquarters immediately. IAEE headquarters should then begin the notification of the crisis team, putting the crisis response flow chart into affect.
- Chief Operating Officer will contact insurance provider for policy provisions.
- It is very likely that more than one member of the team will be at the meeting during the crisis, in which case initial meetings could take place on site.
- The IAEE staff member responsible for the meeting, after notifying the IAEE headquarters or highest ranking IAEE staff member on site, should then begin working with the hotel/facility contact. Hotels/facilities have disaster plans in place, and the IAEE staff member should work closely with the contact person and report regularly to the crisis team.
- If several individuals are injured/killed, the team must then begin the process of notifying the various audiences as well as families, significant others, etc. The team may also want to consider putting families of victims in touch with a crisis organization trained in trauma relief.  
**NOTE:** The number for such an organization should appear in a prominent place in this manual.
- Again, in a situation of this nature, factual, timely communication is extremely important. It is important that team members communicating to the various audiences do not speculate.
- It may be necessary for the team to develop long-term plans for dealing with the aftermath of such a crisis.
- A full record of events, including all records, written, taped, or photographed, will be maintained by the Chief Operating Officer.

**NOTE:** A back-up team should be considered in case several team members are injured or killed in such a crisis.

## **7. A disgruntled facility employee injures a participant in an IAEE meeting**

The facility should have its own crisis plan; however, it is incumbent upon the meeting planner to make sure that the facility does have such a plan and that it will be effective in the time of crisis.

### **Affected Audiences:**

- Meeting participants
- IAEE staff
- Local media
- Trade media
- Families of participants

### **Recommended Action:**

- Upon notification of the situation, the IAEE staff member responsible for the meeting should immediately notify IAEE headquarters or (in the case of an Annual Meeting where all staff are on site) the highest ranking IAEE staff member available. The meeting planner should begin working with the facility to implement the facility's plan.
- Team members should then be notified of the crisis, and the crisis response flow chart should be put into affect. The immediacy with which the local media may cover such a situation may not allow for a first meeting of the team. In such instances, individuals responsible for acting as spokesperson should be the only individuals talking with the media.
- The three individuals with spokesperson responsibilities should be cooperative, factual and responsive. It will be very important that the individuals responsible for media coordination in the time of a crisis be prepared and have a designated area for information to be released to the media. The potential for interviews of random eyewitnesses is great and should be controlled as much as possible.
- If several individuals are injured/killed, the team will have to begin the process of notifying the various audiences. At this time, a hotline for trauma victims and their families will be made available.
- Follow-up meetings of the team will again be required to make sure that all avenues are being covered.
- A full record of events, including all records, written, taped, or photographed, will be maintained by the Chief Operating Officer.

## **8. A bus crashes while carrying IAEE meeting participants**

At the IAEE Annual Meetings and other events, participants are often bussed to and from events. Obviously, this increases the risk of large-scale disaster. As a proactive move, the IAEE staff member responsible for the buses or the program at which the buses will be used should discuss with the bus company what procedures it has in place.

### **Affected Audiences:**

- IAEE staff
- IAEE members
- Local media
- Trade media
- Victims
- Families of victims

### **Recommended Action:**

- As with all of the aforementioned crises, the crisis response flow chart should be enacted immediately. This incident should be handled in the same manner as crisis #2.
- Upon notification of the situation, the IAEE staff member responsible for the particular program should immediately notify IAEE headquarters or the highest-ranking IAEE staff member on site. IAEE headquarters should then begin the notification of the crisis team and put the crisis response flow chart into effect.
- The IAEE staff member responsible for the program, after notifying the IAEE headquarters or crisis team, should then begin working with the bus company contact. The IAEE staff member should work closely with the contact person and report regularly to the crisis team.
- If several individuals are injured/killed, the team must then begin the process of notifying the various audiences. Family members should be put in touch with a trauma response team as mentioned earlier. **NOTE:** A telephone number for such an organization should appear in a prominent place in this manual.
- Again, in a situation of this nature, factual, honest communication is extremely important. It is important that team members communicating to the various audiences do not speculate or guess.
- A full record of events, including all records, written, taped, or photographed, will be maintained by the Chief Operating Officer.

## **9. A major sponsor for an IAEE Meeting is reported to have been involved in some sort of illegal activity two weeks or less prior to meeting**

The press coverage of such an incident would warrant a crisis, since IAEE does not want to tarnish its image by being associated with an organization involved in illegal activities. It is important for the crisis team to have all of the facts and not to jump to any conclusions. If it turns out that the charge was false, certain decisions could very easily damage IAEE's relationship with the sponsoring organization.

### **Affected Audiences:**

- IAEE staff
- IAEE members
- Prospective members
- Public Media
- Trade Media

### **Recommended Action:**

- First, the IAEE president should contact management of the sponsoring organization to find out what they have to say. If the sponsor is claiming innocence, then the IAEE president should explain IAEE's position and discuss possible options. **NOTE:** The IAEE board of directors may need to implement a policy that states IAEE will not allow an organization accused of wrong doing to sponsor an event, regardless of when the accusation is made, until the company is cleared of any wrong doing.
- Without such a policy in place, however, crisis response should continue as normal. Information being released should come from the designated spokesperson and should be factual and timely.
- If the decision is made not to continue the relationship with the sponsor, the reason will have to be communicated to those audiences involved. The same should occur if IAEE chooses to continue with the sponsor.
- If they go with the sponsor, and the accusations turn out to be true, the crisis team will be faced with a second crisis, in which case it may be necessary to state that a mistake was made.
- A full record of events, including all records, written, taped, or photographed, will be maintained by the Chief Operating Officer.

## **SECTION 11: RECOVERY AND RESTORATION**

After the crisis, it is important for all staff members, board members, chapter members, and their publics to start a recovery and restoration process so business can resume as closely to normal as possible. By implementing the following steps, employees will recover physically and mentally, and business, legal and financial obligations will continue to be met after the crisis has subsided.

- Establish a recovery team to communicate with employees and affected publics. The following IAEE Management Team Members will be a part of this team:
  - President
  - Chief Operating Officer
  - Management Team
- Plan for alternate location for business operations
- Plan to contact outside contractors and vendors to continue operations
- Take photographs or videotape the existing facility
- Meet with insurance agent to keep policy updated
- Plan for repairing or replacing equipment to minimize lag time
- Assure chain of command maintaining lines of succession for key personnel
- Retain outside counselor for employees to use to discuss psychological aspects of the crisis.
- On an individual basis, arrange for flexible/reduced work hours, salary continuation, care packages, child support services
- Assess value of damage

## **SECTION 12: CONCLUSION – TESTING AND TRAINING**

Two integral parts of any contingency plan are training and testing. Training consists of informing members of the team that they are in fact members of the team, followed by notifying each team member of his or her responsibilities. Once notified of team membership and responsibilities, each member should review a copy of the manual. However, training does not stop there.

As team members change, each new member must be informed of his or her role in the process. Staff members, as well as board members, must all know that the crisis plan exists. It could prove to be extremely damaging if, while the team was determining its strategy, individual members of the staff, board, or chapters were out making their own announcements.

The plan should also be tested. At least annually, a mock crisis should be used as a test. This testing is done to simulate an actual crisis or emergency situation, in order to spot any weaknesses in the plan.

To test the plan all members of the team should be notified that a test will take place sometime during a specific month. Then, on any day during that particular month a crisis situation should be introduced into the work environment and the plan put into effect.

Testing is an important part of the plan and should not be taken lightly or ignored. Preparation is key to successful communication, which, if done properly, will pull the organization through the crisis.

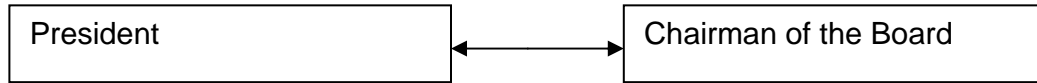
**SPECIAL NOTE:** Not much reference was made to the fact that IAEE could, in some situations, be at fault. It is important to remember that when IAEE is at fault, the spokesperson admits this fault and reports on what is being done to correct the problem. History has proven that an organization admitting fault fares much better than one fighting it, regardless of the truth. Fighting admission of fault usually leads people to believe that an organization is hiding something.

In cases where IAEE knows it is not at fault but the perception is that IAEE is, the association should focus on what's being done to remedy the situation, as opposed to who is responsible.

## **SECTION 13**

### **APPENDIX A**

**Crisis Team Members – Each person on the team should have a copy of this Plan at their home(s).**



Chief Operating Officer  
Chief Financial Officer  
Director of Marketing/Communications  
Director Strategic Alliances  
Director of Membership  
Director of Learning Experiences  
Director of Meetings and Conventions  
Director of Show Development  
MIS Administrator

Chair, IAEE Services, Inc.  
CEIR President  
CEIR Chairman  
EIF Chair

# **APPENDIX B**

## **Sample Meeting Agenda**

- A. ROLL CALL
- B. REVIEW WHAT HAS OCCURRED
- C. NAME AUDIENCES AFFECTED
  - 1. Staff
  - 2. Membership
  - 3. Potential members
  - 4. Family members
    - a. Staff
    - b. Membership
  - 5. General public
  - 6. General industry
  - 7. Other
- D. REVIEW COMMUNICATION RESPONSIBILITIES (could be 1 person or more)
  - 1. Responsible for communicating to staff
  - 2. Membership
  - 3. Potential members
  - 4. Family members
    - a. Staff
    - b. Membership
  - 5. General public
  - 6. Media
  - 7. Other
- E. WHAT IS OUR MESSAGE
  - 1. Clearly brief spokespersons in writing on the message to the various audiences
- F. COMMUNICATION OUTLETS
  - 1. Television
  - 2. Radio
  - 3. Newspaper
  - 4. Word of mouth
  - 5. Trade publications
  - 6. IAEE publications
  - 7. Press conference
  - 8. Other
- G. COMMUNICATIONS TIMELINE
  - 1. Develop timeline for each audience named above

## **APPENDIX C**

### **Emergency Resource Telephone Numbers (Alphabetical Listing)**

Dallas Water Utilities	214. 651.1441
Dental Insurance, Policy # T4001 Case 223328 Allied Dental	800-825-7531
Electric Company	972.791.2888
Employee Pension Plan – Kathy Hopper (JTV&A)	817.355.5226
Federal Bureau of Investigation (FBI)	214.720.2200
Federal Emergency Management Assoc. (FEMA)	800.462.9029
Park Central III Building Management Building Manager	972-233-9541
Park Central III Security	214-499-1755
IAEE Off-site Storage, Forest Central Self Storage 11550 Forest Central Drive Unit#58 Dallas, TX 75243 Gate Access code - 588002	214-503-9966
Life Insurance, Colonial	800-985-4368
Long-term Disability, Group#GLT-698797 The Hartford	800-523-2233
Major Medical Insurance, Group#090870 BCBS	800-521-2227
Police/Fire/Emergency	911
Postal Inspector	800.275.8777
TXU Gas	214.812.1259; 214.812.1213
401K Plan & Cafeteria Plan 125C – Kathy Hopper (JTV&A)	817.355.5226

## IAEE Staff



## IAEE Board of Directors

<b>Name</b>	<b>Home Phone</b>	<b>Cell Phone</b>
Randy Bauler	714.282.8901	714.356.4865
Doreen Biela	630.963.7252	630.865.1598
David Boon	No Home Phone	+32475963700
Jack Buttine	212.481.2775	516.381.7306
Brian Casey	336.885.2779	336.905.0872
Michael Cooke	415.925.9102	415.497.4524
Skip Cox	609.448.6336	609.306.0800
Chris Gibbs	770.973.2298	678.428.4799
Jennifer Hoff	703.751.2768	703.395.2613
Jo-Anne Kelleway	+61299603934	+61416002530
Bob Kelley		770.330.6479
Jim Kelley	410.549.3007	410.375.4462
Robert Kolinek	630.420.1208	630.240.7054
Edward Liu	+6564699938	+6597513644
Michael Lynn	972.771.0703	972.965.6966
Jason McGraw	703.542.2821	703.932.9097
Chris Meyer	702.263.6469	702.715.7797
Margaret Pederson	203.253.5209	203.966.8444
Pat Phillips	703-327-6202	703.431.7921
Vincent Polito	203.227.3911	203.500.1586
Joe Popolo	214.365.9876	214.395.1213
Jeffrey Quade	702.558.6070	702.210.6882
Kevin Rabbitt	702.614.6691	702.400.5674
Paul Schweitzer		716.536.9418
Ryan Strowger	703-825-1101	703.919.1818
David Weil	847-520-8299	312.961.7801

## APPENDIX D

**Park Central III  
12700 Park Central Drive  
Dallas, TX 75251**

### **EMERGENCY PROCEDURES**

#### **PHONE NUMBERS FOR ALL EMERGENCIES**

Police	911
Fire Department	911
Ambulance	911
Management Office	972-233-9541

#### **EMERGENCY CAPTAINS**

IAEE Emergency Captains:

**Primary 1:** President / Back-up: Director of Show Development

**Primary 2:** Chief Operating Officer / Director of Marketing and Communications

**Primary 3:** CFO / Director of Membership

#### **ROLES OF EMERGENCY CAPTAINS**

Role is to secure the office and ensure that all staff has evacuated. Each primary group has a back-up person, in the event the first person listed is out of the office.

**Primary 1** is responsible for monitoring the exit out of the front door of Suite 750.

**Primary 2** is responsible for monitoring the exiting of staff out of the back door of Suite 750.

**Primary 3** will ensure all office doors are closed and all staff is out of the office.

*Primary 1, 2, and 3 will meet at the stairwell to exit together.*

### **EXITING THE BUILDING**

Staff is to exit in a quick, orderly fashion. Do not wait in the office lobby or stairwell for other staff. Once outside the building, all staff is to meet behind the parking garage of the building, near the west entrance to the parking garage. It is very important that all staff meet at this point to be accounted for.

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#### **FIRE PROCEDURE**

UPON DISCOVERY OF A FIRE OR SMOKE:

1. If alarm has not sounded, call Fire Department by dialing 911. Give address, floor, and name.
2. Close doors around fire to contain it, if possible.
3. Evacuate, using stairwell only.

WHAT HAPPENS:

1. The Fire Department is automatically notified when the overhead fire sprinklers and/or smoke detectors are activated.
2. Simultaneous to the activation of the above items, either a taped voice or bell alarm will sound to alert occupants to evacuate the floor.
3. Building personnel will assist in the evacuation in clearing the lobby area for the Fire Department.
4. Fire Department's response to the property is usually within minutes of the alarms being activated or notification by phone.
5. No one will be allowed to re-enter the floor until advised by the Fire Department.

## EMPLOYEE OR PUBLIC ACCIDENT

In the event that an accident or illness of a Tenant's employee or visitor takes place in the office area:

1. Call fire Rescue Ambulance – 911
2. Give Fire Rescue Ambulance this information:
  - Floor of the building and location of emergency.
  - Any details available of accident or illness.
3. Call Property Management – 972.680.2026
4. Give Property Management this information:
  - Floor of the building and location of emergency.
  - Any details available of accident or illness.
5. Do not move injured or ill person. Try to make them comfortable.
6. If possible have someone meet the emergency unit at the elevators on the 7<sup>th</sup> floor.

### THIS IS WHAT HAPPENS:

1. Property Manager will stand-by an elevator to accommodate the stretcher and/or medical personnel and equipment.
2. Fire Rescue ambulance will be with you shortly and administer necessary medical assistance.
3. Ambulance will arrive and take injured or ill person to hospital for professional help, if necessary.

## ELEVATOR EMERGENCY

### WHAT TO DO IN AN EMERGENCY

1. Press "Emergency Button" or "Bell" buttons which, when activated, will sound in the immediate area for assistance.
2. The elevators are equipped with a 2-way communication device in the cab. Activate it by pushing the button. Tell the person who answers where you are. Hold the line open so they can continue to communicate with you until help arrives.
3. Remain calm
4. Do not force open an elevator door.
5. If the malfunction is observed from outside the elevator, notify Property Management at 972-233-9541

### HERE'S WHAT HAPPENS

1. The 2-way communication devices in the elevators are monitored by a 24-hour response center.
2. Once the button is pushed, the phone will ring or have a dial tone that automatically will be answered by the response center.
3. The response center will contact the elevator company or Property Management who will respond to the emergency in a timely fashion.

# **BOMB THREAT**

## **IN THE EVENT A BOMB THREAT IS RECEIVED:**

1. Try to obtain as much information as possible from the caller, including:
  - Expected time of explosion
  - Location of the bomb
  - Size and type of the bomb
  - Reason bomb was placed
  - Try to keep caller on the phone as long as possible
2. Immediately call Property Management at 972.680.2026
3. If a bomb or suspicious device is found, or if you believe the threat to be valid, evacuate the premises in accordance with the guidelines established for building evacuation.

## **THIS IS WHAT HAPPENS:**

1. Police are notified by Property Management.
2. Building search is made by Police.
3. Police or Bomb Squad may contact and/or question the person who received the bomb threat.
4. A building evacuation may take place.
5. An "ALL CLEAR" will be given on the building when authorized by the Police.

## **BUILDING EVACUATION**

### **DO'S**

1. Keep calm and listen for instructions and follow them.
2. Close the door to your office as you leave.
3. Form line using stairwell and be ready to merge with other people evacuating the building.
4. Stay to the right, watch out for the Fire Department coming up the stairwell to handle emergency.
5. Keep talking to a minimum.
6. If caught in heavy smoke, drop to the floor, take short breaths, and then crawl to escape.
7. Take handicapped person to stairwell landing on floor and if possible assist person in exiting the building. If unable to do this, notify fire department, who will assist in evacuation.

### **DON'TS**

1. No Smoking
2. Do not run or create panic.
3. Do not go to the elevators.
4. Once you have left your areas, do not return for coat, purses, etc.
5. Do not return to the office until "ALL CLEAR" is given by the Fire Department.

## **TORNADO PROCEDURE**

### **TORNADO WARNING:**

By definition, a tornado warning is an alert by the National Weather Service confirming a tornado sighting and location. The Weather Service will announce the approximate time of detection and direction of movement. Winds will be 75 MPH or greater.

### **ACTION TO TAKE:**

1. Get away from the perimeter of the building and exterior glass.
2. Leave your exterior office and close door.
3. Go to stairwell for shelter.
4. Sit down in stairwell and protect yourself by putting head as close to your lap as possible, or kneel protecting your head.
5. Do not go to the first lobby, or outside the building.
6. Remain in stairwell until the "ALL CLEAR" is sounded.

**IF YOU ARE CAUGHT IN AN OUSIDE PERIMETER OFFICE:**

Seek protection under a desk.

**ADDITIONAL EMERGENCY INFORMATION**

1. There is a portable fire extinguisher in the hallway to the right of the main office door.
2. In the event of a fire or other emergency, the elevators will not be used for emergency evacuation. The elevators will be called to the ground floor and made available for emergency personnel entering the building.
3. There are exit stairwells on each floor. Those stairwells exit at ground level and many be entered from any floor.
4. Windows should not be broken out since they help control the fire spread. Glass falling into the street creates serious exposure to those below and may allow smoke to enter the room.
5. Anytime a fire is discovered or anytime the fire extinguisher has been used, Property Management must be notified at 971.680.2026. The extinguishers are not reusable and need to be refilled or replace, as necessary.
6. If at any time it becomes necessary to evacuate any floor for any reason, the evacuees should proceed by stairwell.
7. **DO NOT PANIC.** This is a fire resistive building, with early warning sensor alarms.