

AZSA Crisis Management Manual

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CONTENTS

- A. AZSA Crisis Management Team
- B. Key Contacts and Resource List
- C. Possible Types of Crises
- D. Goals and Proactive Steps
- E. Preventive Property Management
- F. Five Stages of Crisis Management
- G. Basic Media Response Guidelines
- H. Emergency Procedures Checklist

A. AZSA Crisis Team Contacts

Facility Contact:	_____	_____
Network Resource:	Anne Mari DeCoster, Executive Director	<u>602-374-7184</u>
Legal Resource:	Chris LaVoy, General Counsel	<u>602-253-3337</u>

B. Key Contacts & Resource List

Emergency		911
Police/Sheriff		_____
Fire		_____
Poison Control	www.aapcc.org/	_____
Crime Stop		_____
Silent Witness	www.silentwitness.org/	_____
Manager/Owner		_____
Immediate Neighbors		_____

Flood		_____
Forestry		_____
Haz Mat Spills	www.hazmat.dot.gov/	<u>800-424-8802</u>
Restoration		_____
Drug Enforcement Agency	www.usdoj.gov/dea/	<u>602-664-5600</u>
Environmental Protection Agency	www.epa.gov/	<u>415-947-8000</u>
Media Relations Contact		_____
Alcohol Tobacco & Firearms	www.atf.gov/	<u>800-283-4867</u>
Federal Bureau of Investigation	www.fbi.gov/	<u>602-279-5511</u>

C. Possible Types of Crises

- Serious threat to company (e.g. hazardous use of storage facility)
- Armed robbery
- Hacking of computer system and compromising of confidential customer information
- Lawsuits (e.g. wrongful foreclosure, tenant claim, late fee class action lawsuit)
- All injuries of an employee or customer on property
- Damage to or loss of a large number of customers' goods
- Intense media interest of a negative nature
- Terrorism threats and acts
- Allegation of illegal disposition of goods
- Financial improprieties
- Fire
- Flood
- Earthquake
- Explosion

D. Goals and Proactive Steps in an Emergency

Goals

- Protect the health and safety of customers, employees, property, and community.
- Communicate quickly with all affected parties.
- Resolve the problem quickly.
- Prevent the problem from escalating.
- Protect the reputation and success of the company.
- Return to normal operations as soon as possible.
- Prevention and preparation.
- Do everything possible to prevent and be prepared for potential emergencies.

Proactive Steps

- Watch for signals:
 - Strange smells (including sweet-strawberry like smell, potential drug lab);
 - Loitering;
 - Broken cameras, lights;
 - Unstable customers;
 - Tailgating;
 - Vandalism, graffiti.
- Listen to comments and concerns of customers and vendors.
- Communicate a commitment to safety.
- Maintain relationship with local authorities (i.e., police, fire).
- A *no smoking* policy will reduce the risk of fire.
- Consider personal emergency response devices for staff (e.g. panic button, mace, etc.).

E. Preventive Property Management

Maintain Housekeeping

- If you provide a dumpster, keep it locked to ensure no dumping of hazardous waste or illegal substances.
- Keep public access ways clear and free of debris.
- Keep all driveways and entrances to buildings clean and free of debris.
- Inspect all equipment frequently to ensure working order (e.g. gates, computers, alarms).
- Maintain first aid kit.
- Have a fire extinguisher available in the office.
- Clearly identify and mark all exits.
- Require state or government issued identification from tenant when leasing.
- Consider training staff in basic first aid, CPR, etc.
- Consider having a cellular phone available for emergency use.

F. Five Stages of Crisis Management

1. *Evaluate the situation* – Consider safety first, and observe all that is happening.
2. *Determine course of action* – The seriousness of the situation will determine what to do first: evacuate, call local authorities, or secure the property. Once safety has been insured, contact appropriate management and document observations.
3. *Draft statements and answers* – Determine who within the company will say what to whom (spokesperson).
4. *Communicate statements and answers* – Spokesperson will contact reporters or neighbors and make public statements.
5. *Monitor action and response* – Once resolution has been determined and implemented, remain on top of situation to insure the crisis is being resolved correctly and quickly.

It is beneficial to have a crisis management policy and plan in place prior to any crisis.

G. Basic Media Response Guidelines

1. Be polite and professional.
2. Get as much information as possible from reporter: name, phone number, publication, deadlines, situation.
3. Offer to forward request to proper management.
4. Assure the reporter that someone will get back to them.
5. Media generally should not be allowed beyond office.
6. Do not give any other information at this time; a proper response:

“It is not possible to comment as I do not have all the information regarding this situation.”
7. Forward information to proper management:
 - a. Describe the situation completely and accurately;
 - b. Demonstrate empathy;
 - c. Stress problem solving;
 - d. Demonstrate action.
8. Notify local police or fire department if applicable.
9. Limit the number of spokespersons in order to avoid inconsistency.
10. Document all proceedings.

H. Emergency Procedures Checklist

1. Call emergency numbers (if required) and stipulate services required.
2. Evacuate area if necessary.
3. If injuries exist, stay with injured and provide first aid and appropriate support.
4. Have someone meet the emergency services on arrival and direct them to appropriate area.
5. Have personnel shut off necessary utilities if applicable (e.g. gas, water, electric).
6. Have personnel shut down necessary equipment if applicable (e.g. gates, lifts, elevators, alarms).
7. Secure property and isolate damaged areas.
8. Take inventory of damage and take photos.
9. Notify neighbors if emergency is likely to spread.
10. Notify owner or senior management.
11. Take time to clearly record the sequence of events (e.g., incident report).
12. Notify crisis team if applicable.
13. Fill out AZSA Incident Report for your files.