

WELCOME TO CRISIS COMMAND

FROM GAME PLAN TO GO-TIME IN HIGH-STAKES EVENTS



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Chapter

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Crisis Command: From Game Plan to Go-Time in High-Stakes Events

March 5th, 2026

PCMA Greater Philadelphia Chapter



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**What is your
Biggest Event
Nightmare?**

Mission, Outcomes, Agenda

Session Mission

Equip event professionals with the mindset, tools, and muscle memory to lead confidently when the unexpected happens.

Learning Outcomes

- *Recognize common crisis types in live events*
- *Apply tools like decision trees and communication plans*
- *Practice leading under pressure through simulation*
- *Build repeatable systems for future preparedness*

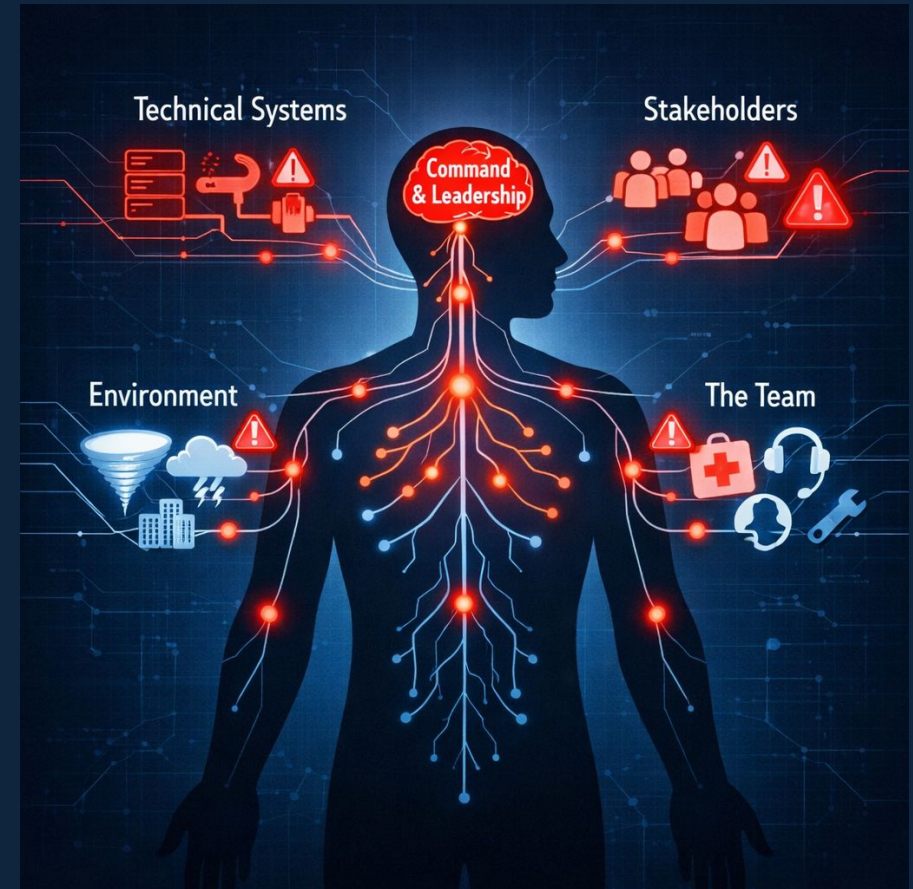
2:45–2:50	Welcome + Framing
2:50–3:00	The Anatomy of an Event Crisis
3:00–3:10	Lessons from the Big Leagues
3:10–3:20	Safeguards, Redundancies, Templates, and Contingencies
3:20–3:45	Interactive Simulation
3:45–3:50	Debrief
3:50–3:55	Q&A + Resource Sharing
3:55–4:00	Final Takeaways + Call to Action

The Anatomy of an Event Crisis

Types of Crises

- Technical (e.g., AV failures, power loss)
- Natural (e.g., weather disruptions, earthquakes)
- Reputational (e.g., protests, social media backlash)
- Human (e.g., medical emergencies, staff error)

Crisis management is not just emergency response; it is a core competency of leadership, communication, and continuity. Recognizing the type of crisis at hand is the first step in activating the right response strategy.



Crisis Management: A Core Competency, Not Just Emergency Response

It's not *if* a crisis will happen — it's *when*.

Great leaders prepare, not just react; preparation makes the difference.

Core skills for crisis readiness:

- Leadership: set the tone, absorb the pressure, activate the plan
- Communication: clear, timely, and consistent messaging
- Continuity: keep critical operations moving despite disruptions

Crisis management should be embedded in planning, training, and team culture — because when the pressure is on, preparation makes the difference.



Case Study: F1 Rehearsal

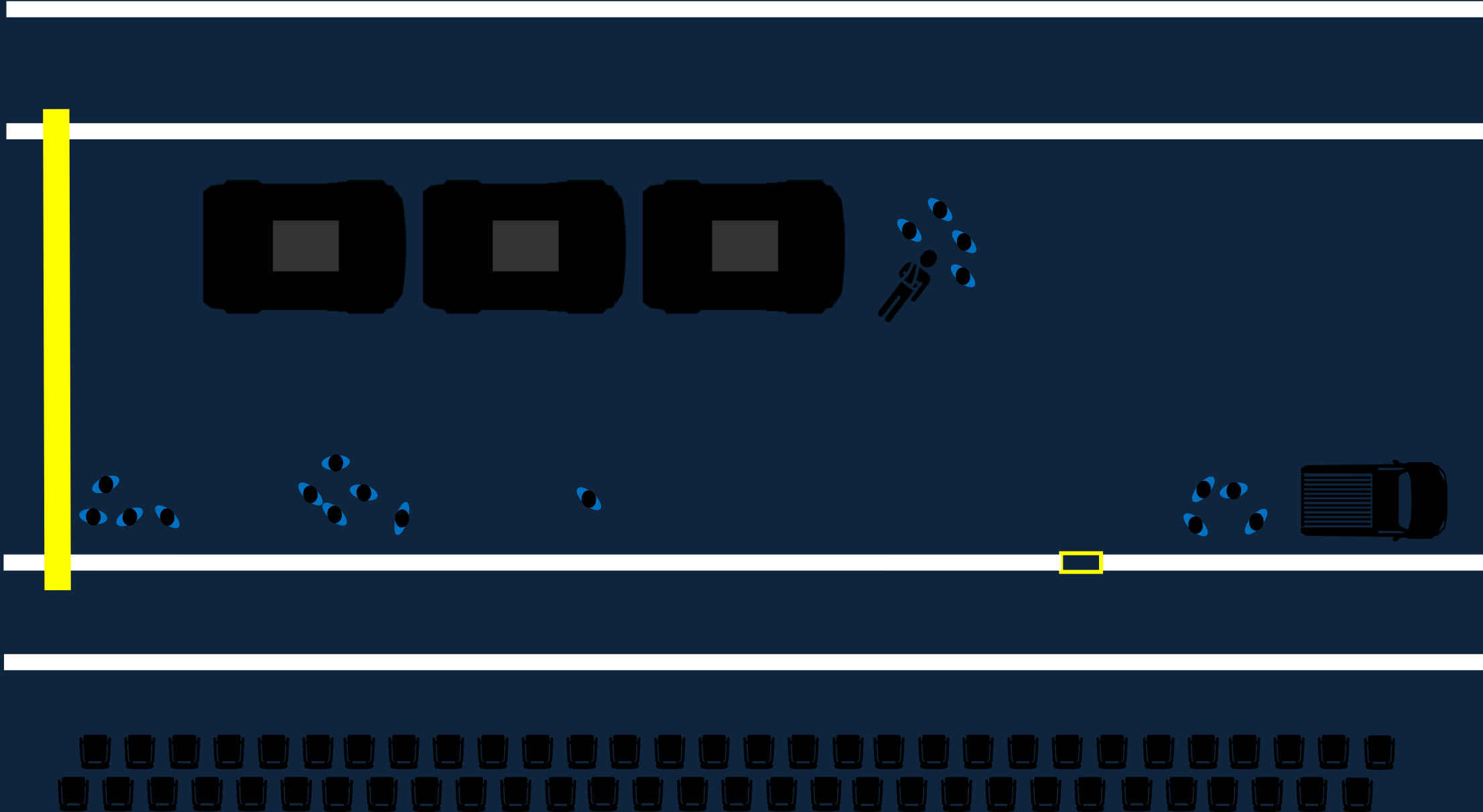
Pit Lane

Track

Service Area

Stands

Start/Finish Gantry



Case Study: F1 Rehearsal





High Wind Action Plan

Wind Speed Shall be Continuously Monitored via On-Site Anemometer or Meteorological Service

Wind Speed Thresholds and Actions

15-20 mph (24-32 km/h) - Put Personnel on Alert

- Communicate the wind situation to all personnel on site.
- Ensure that all equipment is properly secured.
- Inspect all structures (scaffold, tents, high tower, lighting towers) for stability.
- Review emergency procedures with key staff.

20-30 mph (32-48 km/h) - Lower the Tower LED Wall

- Begin lowering the LED wall rigged to the high tower to a safer height or to the ground.
- Double-check the stability of LED walls attached to scaffold structures and tents.
- Restrict access to areas near the high tower and other elevated structures.
- Prepare for potential further actions if winds increase.

30-40 mph (48-64 km/h) - Evacuate General Area

- Evacuate non-essential personnel from the general area of all LED walls and lighting towers.
- Ensure that all personnel are aware of evacuation routes and assembly points.
- Suspend any activities that involve the use of elevated structures.
- Secure any loose equipment or materials that could become airborne.
- Notify local authorities and emergency services of the situation.

40+ mph (64+ km/h) - Evacuate the Site

- Evacuate all personnel from the site immediately.
- Confirm that everyone has reached safe areas or evacuation points.
- Leave all structures in place if it is not safe to dismantle them.
- Coordinate with local emergency services for assistance if needed.
- Conduct a headcount to ensure all personnel are accounted for.
- Communicate with all stakeholders (event organizers, contractors, public safety personnel, clients, etc.) about the evacuation and next steps.

PRG's 24-Hour Phone Number: XXX-XXX-XXXX

Safeguards: Engineering & Administrative

Technical Redundancies & Contingency Plans

Multiple Signal Paths

Avoid single points of failure across critical signal and power flows.

- **Display Redundancy:** Two cables, two routes (e.g., HDMI over fiber + SDI over copper)
- **Internet Redundancy:**
 - Primary: Venue Provided
 - Secondary: Bonded cellular, Starlink, nearby venue handoff
- **Control Redundancy:**
 - Multiple control surfaces/interfaces where possible (we always have two lighting consoles at minimum)
 - Remote KVM or mirrored UI access for fast failover

Labeling & Documentation

- **Cable Labeling:** Redundant lines = labeled and traceable
- **System Diagrams:** Laminated or PDF-based for at-a-glance reference
- **Contingency Sheet at Each Station:** "If X fails, switch to Y. Call Z."

Backup Hardware

Pre-staged replacements for high-impact gear.

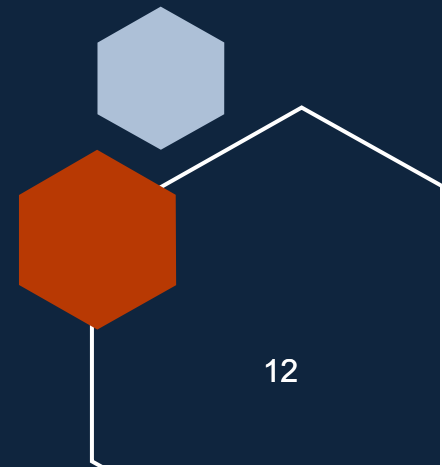
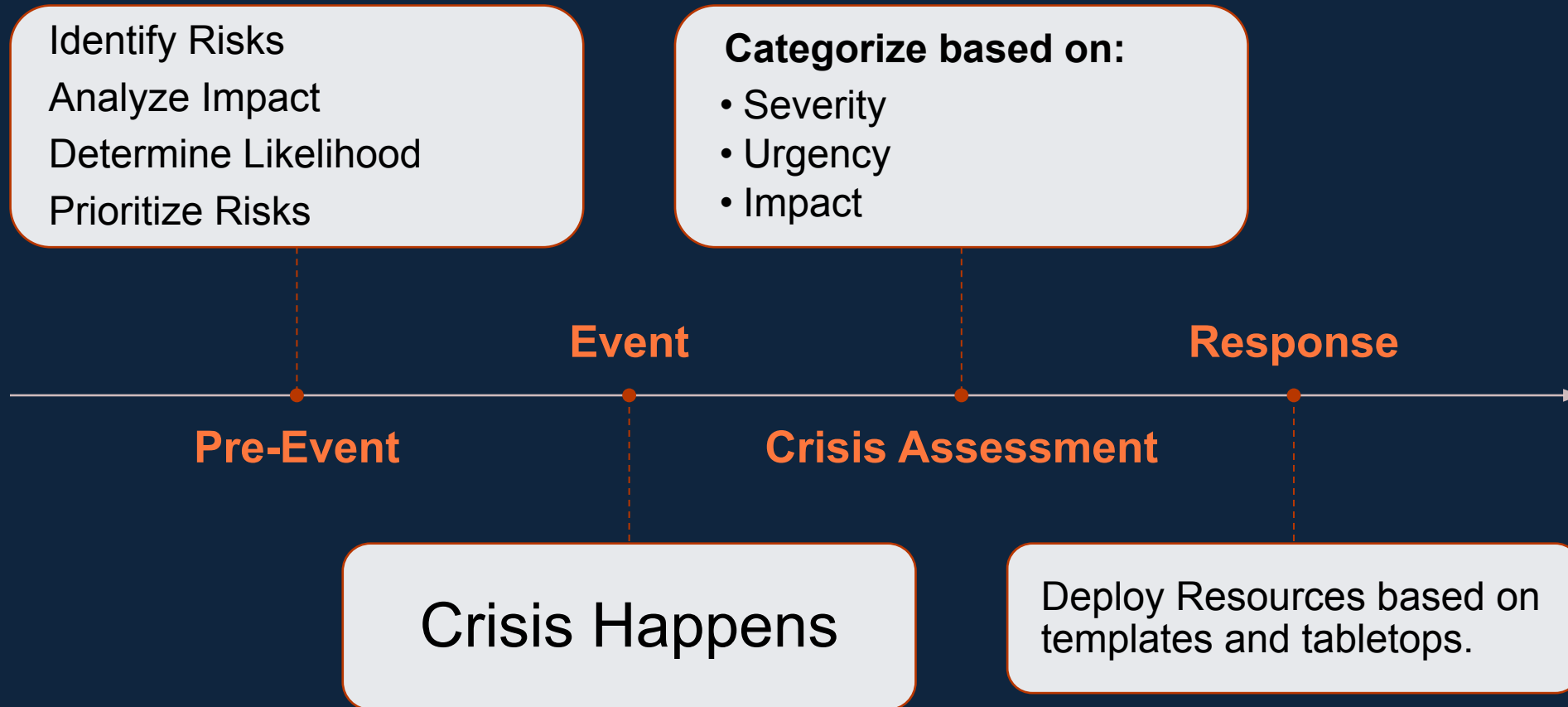
- Primary & backup **media servers** (synchronized or hot-swappable)
- Redundant **graphics machines** with mirrored content
- Backup **recording and streaming encoders**
- Spare **switchers, scalars, converters, or AV-over-IP endpoints**
- Redundant **UPS systems** or clean power paths for critical equipment

Failover Plans & Hot Swaps

*Plan for **how** a failover will happen — not just **what** will fail over.*

- Operator knowledge of failover protocol (manual switch vs auto-detect)
- Pre-show testing: Simulate a failure and clock your recovery
- A/B signal switches or matrix routers pre-configured and labeled

Templates: Make Life Manageable



Templates: Make Life Manageable

RISK ASSESSMENT



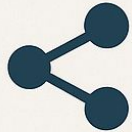
IDENTIFY RISKS

List potential hazards and threats



ANALYZE IMPACT

Assess potential consequences of each risk



DETERMINE LIKELIHOOD

Evaluate the probability of occurrence



PRIORITIZE RISKS

Rank risks based on severity and likelihood

CRISIS ASSESSMENT



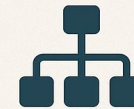
SEVERITY

How critical is the situation?



URGENCY

How quickly must we respond?



IMPACT

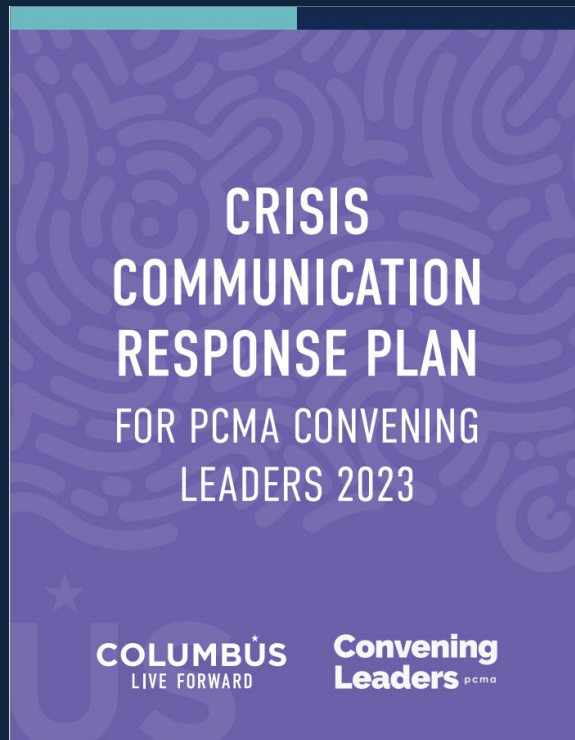
How wide is the potential reach?



RESOURCES

What will the response require?

EduCon: Their 2023 Communication & Response Plan



KEY NUMBERS TO SAVE

All PCMA, Experience Columbus and Greater Columbus Convention Center staff and volunteers should save the following numbers/information to be used if a crisis were to occur.

If a Crisis Occurs at...	Number to Call/Instructions	Notes
Greater Columbus Convention Center	614-827-2547 (GCCC's Public Safety Team) Or 2547 from any house phone Do not call 911	Mention a room number, booth number or landmark to describe your location. This number is for their Public Safety Team, which is in direct contact with all emergency response teams. Calling 911 will likely result in Fire/Police/EMS taking longer to arrive due to the size of the facility.

CLASSIFYING THE CRISIS

To make decisions around when to communicate to local leaders, media and others, it is helpful to have a classification process. For simplicity's sake, this plan uses three easily recognizable classifications: **Green**, **Yellow** and **Red**.

The classification is determined by the Core Crisis Communications Team. The team will bring in members of their organization team as needed to manage the crisis.

Green	Actions
An incident that can easily be resolved without notification to all conference participants nor public statement. <i>Examples:</i> minor injury, escalator malfunction, traffic jam, minor weather-related delays.	Monitor, discuss potential for escalation, may not need to engage Core Crisis Communications Team.

Scenario: Safety Issues

Overview

Most issues that threaten the safety of PCMA conference participants will be managed through GCCC and PCMA facilities and operations protocols. First responders and public safety authorities will be the primary spokespersons in the event of an issue that requires their presence.

The presence of first responders and/or public safety authorities on site at the convention center, a conference hotel or other venue where participants are visiting will attract media attention. Experience Columbus will coordinate with the Core Crisis Communications Team to prepare media statements as appropriate. As possible, also coordinate with the facility where the threat to safety occurred to coordinate messaging.

Examples:

- **Green level:** facility issue such as temporary HVAC outage or temporary transportation delay; high levels of COVID, flu or other medical outbreak; violence in Columbus, but not near where participants are meeting or visiting.
- **Yellow level:** active shooter or stand-off situation near the convention center or venue where participants are gathered.
- **Red level:** Direct threat to participants or facility where they are located, such as bomb threat or other matter requiring evacuation (in winter weather); fire, explosion or other major damage to facilities.

Crisis Checklist:

- Classify the crisis and prepare to address escalation.
- Monitor the situation.
- Prepare communication approach and statement.
- Determine whether to make public statement or limit to predetermined contacts; determine whether to make proactive or reactive statement.
- Prepare communications for customer service.
- Notify partners of planned response/statements.
- If there is serious injury or fatality, pause social media and marketing.
- Alert internal Experience Columbus staff and volunteers and reinforce media policy.
- Develop a Q&A for use in answering questions about the incident or issue and the status of future conventions/conferences.
- Stay in contact with PCMA, GCCC, local authorities and Columbus contacts to further coordinate response.
- If appropriate, provide information that the conference continues, or other conference information to local media, trade media and Columbus partners.
- Reach out to scheduled conventions/conferences to provide status updates.

Command the Chaos

Simulation Instructions

Form Your Crisis Team

Assign these roles:

- **Captain** → leads the group, makes final decisions.
- **Scribe** → takes notes, records actions.
- **Comms Lead** → handles team communication, reports updates.

Understand the Scenario

Each table receives a unique event crisis scenario.

Read the situation carefully What's happening? What's at risk?

Respond Strategically

As a team, make decisions in real time.

Identify immediate actions, communication steps, and contingency moves.

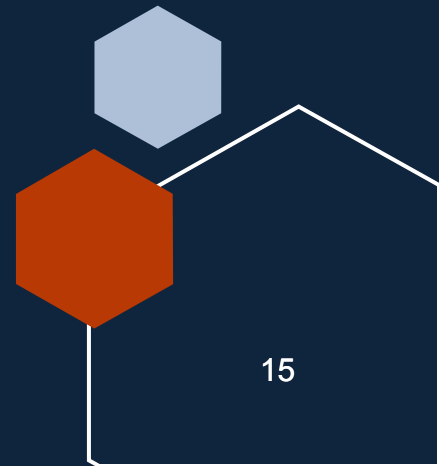
Use your combined knowledge — there's no single right answer!

Be ready to share

What did you do first?

What worked well?

What was your biggest challenge?



Command the Chaos

Simulation Instructions

Form Your Crisis Team

Assign clear leadership immediately:

- **Incident Lead:** Owns decisions and sets direction
- **Operations Lead:** Drives actions and contingency moves
- **Communications Lead:** Controls messaging and stakeholder updates
- **Recorder:** Captures decisions and escalation points

Understand the Scenario

Align quickly:

- What is happening?
- What type of crisis is this?
- What is immediately at risk?

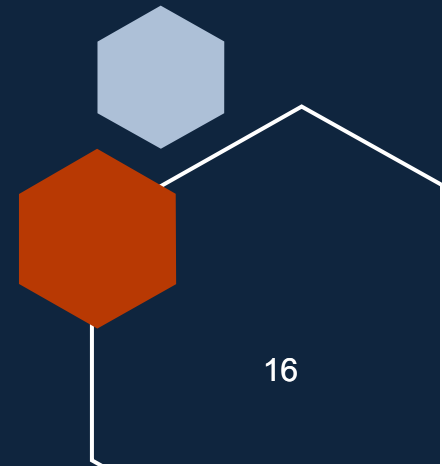
Be Ready to Brief the Room

Be prepared to share:

- What you did first
- What worked well
- Your biggest challenge
- What you would do differently with more time

Respond Strategically

- Identify your first actions
- Determine escalation threshold
- Define Plan A and Plan B
- Draft a 2–3 sentence holding statement



Crisis Response Model

1. Identify the Crisis

What type of crisis is it?

- Technical (e.g. AV failures, power)
- Natural (e.g. weather, disaster)
- Reputational (PR, social media)
- Human (medical, security, staffing)

2. Assess the Impact

What's its immediate risk?

- Audience safety
- Brand reputation
- Event continuity

3. Activate the Response

Who needs to be involved?

- Internal team (captain, comms, operations)
- External partners (venue, vendors, emergency service)

4. Communicate

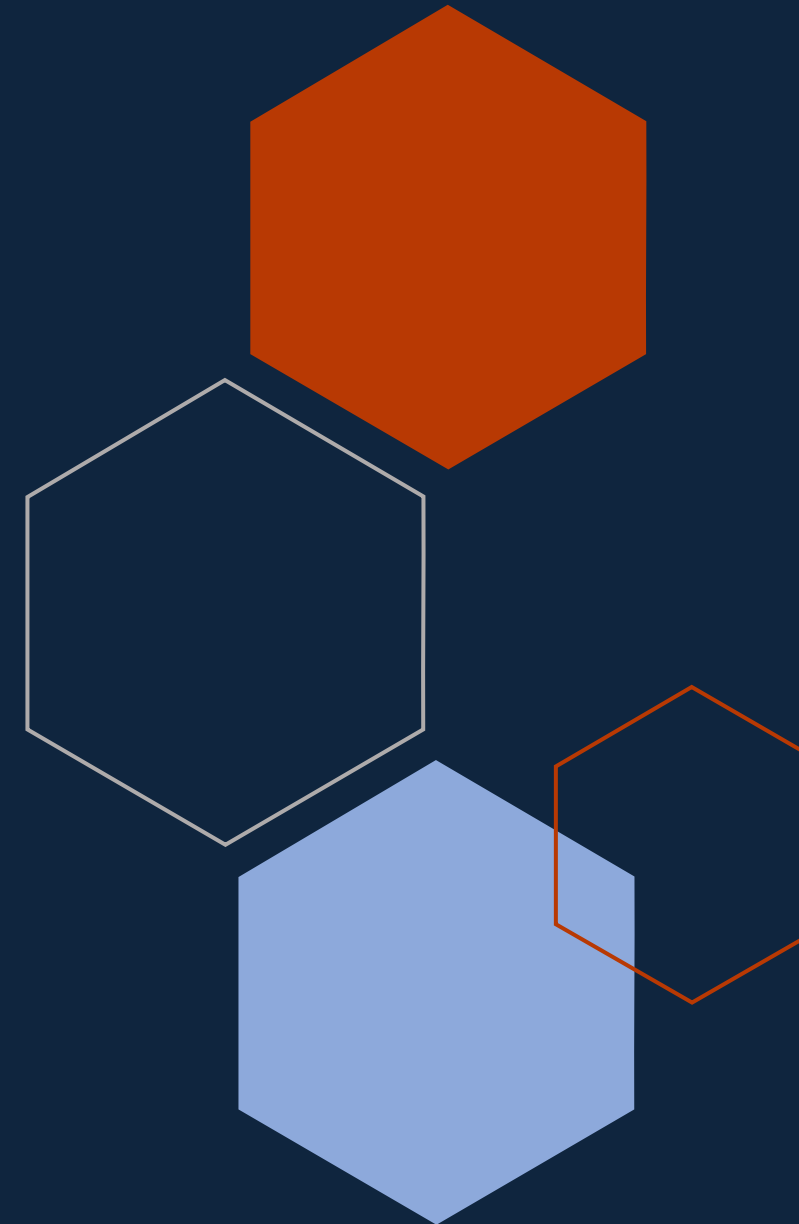
What must be communicated and to whom?

- Execute backups
- Audience/attendee instructions
- Debrief

5. Monitor & Adjust

Stay flexible, update the plan as the situation evolves

- Keep planning in mind
- Debrief





Reflect...

- What was done first?
- What worked well?
- What was the biggest challenge?



You've Got This.

Scan the QR code for your toolkit, customize the templates for your team, and strengthen your crisis readiness.



A decorative background pattern of hexagons in various colors (orange, light blue, dark blue) and outlines (white, orange) on a dark blue background. The hexagons are arranged in a honeycomb-like structure, with some being solid colors and others being outlines.

Ask us anything...



Recap

- Be Proactive
- Communicate
- Rehearse
- Implement One Change Per Month



Christine's LinkedIn



Matt's LinkedIn



The Toolkit





Agenda

- Growth strategy
- Market analysis
- Financial overview
- Innovative solutions
- Future initiatives



Strategies for growth

Navigating the future



Current market analysis

- We have identified important key trends that demand our attention.
- Data reveals a steady increase in consumer demand for sustainable products, presenting an opportunity for our eco-friendly offerings.
- Our competitors are now focusing on digital marketing strategies, suggesting a shift in consumer behavior.
- Understanding these nuanced dynamics positions us to adapt and capitalize on emerging market preferences.

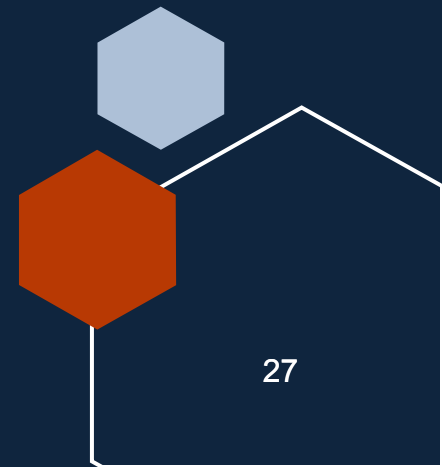
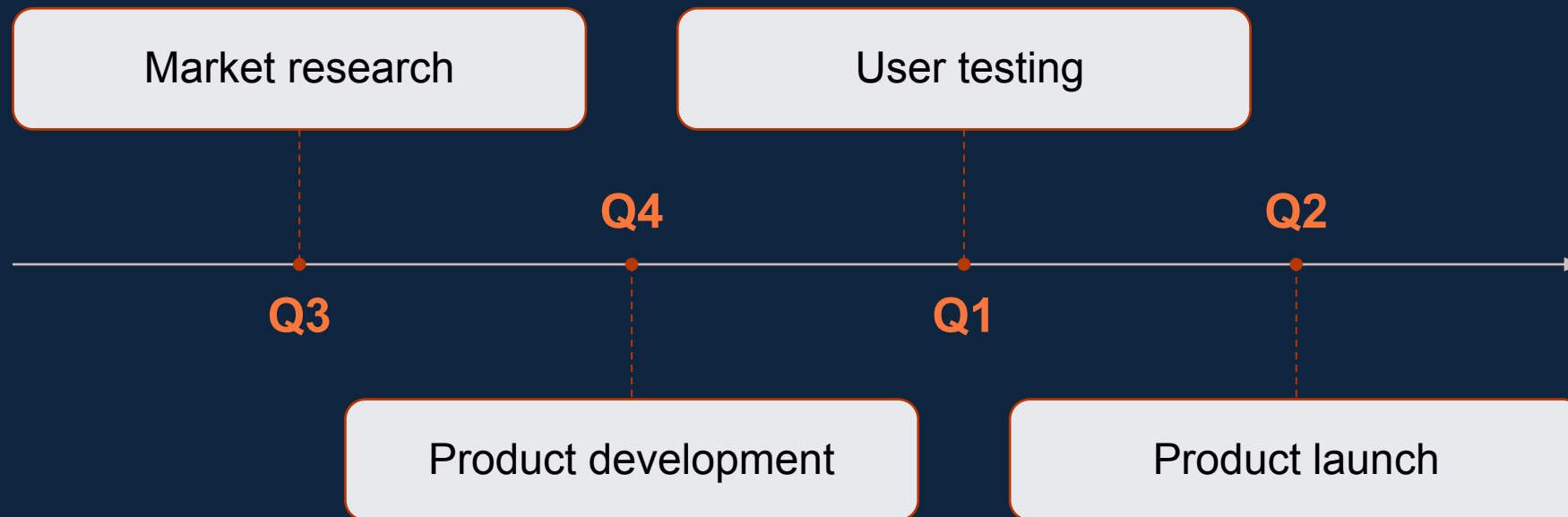
Unlocking new horizons

Market expansion



Product launch

- Currently gearing up for a ground-breaking launch
- Our new offerings will captivate the market
- Our marketing campaign will generate anticipation



Marketing strategies

- Implement personalized engagement strategies
- Tailor campaigns to resonate with specific demographics, fostering a sense of relevance and connection
- Collaborate with influencers and thought leaders to amplify our brand message



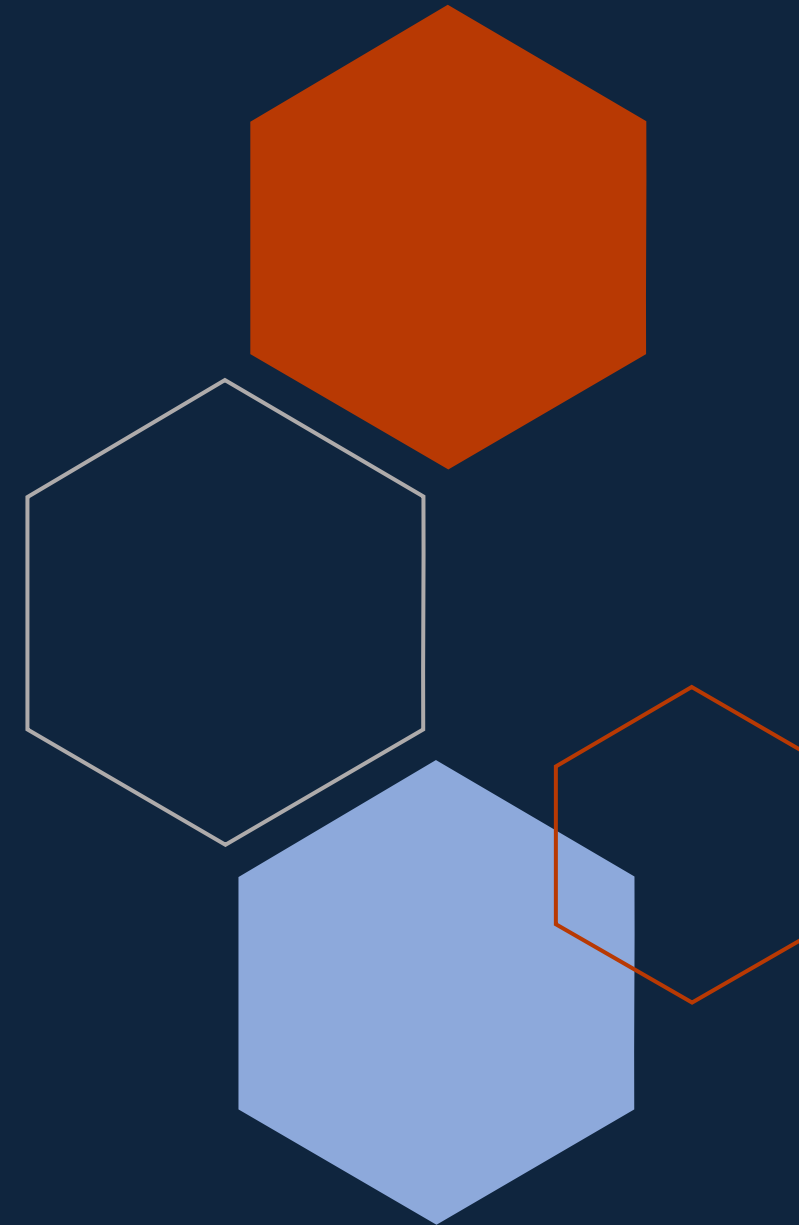
Financial overview

Our financial overview reflects a robust and resilient fiscal performance.

Key indicators show consistent revenue growth over the past quarter, attributed to strategic cost management and successful marketing.

Operating margins have improved, signaling operational efficiency, while strengthening our reserves.

This underscores our commitment to financial stability, positioning us for sustained growth.



Financial snapshot

Metric	Current value	Previous quarter	Change (%)
Revenue	\$2,500,000	\$2,200,000	+14%
Operating expenses	\$1,200,000	\$1,400,000	-14%
Net profit	\$1,000,000	\$800,000	+25%
Operating margin	40%	36%	+4%
Cash reserves	\$5,000,000	\$4,500,000	+11%



**Innovative
solutions**



Future initiatives

1. Product enhancement. Introduce regular updates and features to enhance product offerings.
2. Technology integration. Explore emerging technologies for potential integration into our operations.
3. Collaborative partnerships. Foster collaborations with tech innovators and industry leaders to drive innovation.

Green supply chain
Reduced carbon footprint
Waste reduction
Water conservation



Thank you

Mirjam Nilsson

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www.contoso.com

Total AV Blackout – 10 Minutes to Keynote

Your opening general session is packed. Twelve hundred attendees are seated, sponsor logos are rotating on screen, and your CEO keynote speaker is mic'd and ready backstage. With ten minutes to showtime, the main projection wall suddenly goes black. Confidence monitors fail. The lighting console freezes. The AV lead reports a likely signal path failure — but full troubleshooting could take 20 minutes or more.

The audience can feel something is wrong. Social posts are already appearing: “Tech issues at the big opener?” The CEO is asking for clarity. Sponsors are seated in the front row. Do you delay? Pivot to a low-tech format? Make an announcement? Every minute of silence increases tension. You must decide whether to buy time or redesign the moment — fast.

Difficulty: Level 4 – High-Stakes Crisis

Pressure Points:

1. Do you delay the keynote or pivot immediately?
2. What message is delivered to the audience in the next 2 minutes?
3. Who communicates with the CEO backstage?
4. Do you activate backup analog visuals or shift to fireside format?
5. Who owns technical troubleshooting vs. executive decision-making?
6. At what minute mark do you implement Plan B permanently?

Sponsor Walkout – Social Media Brewing

Two hours before your exhibit hall opens, your platinum sponsor informs you they are pulling their activation due to a branding dispute with another partner. Their booth is half-built. Their logo is printed on directional signage, digital screens, and in the event app. They are considering making a public statement about their withdrawal.

Other sponsors are beginning to ask questions. Your social team flags early chatter online. If this escalates publicly, your organization's reputation — and future revenue — may be at risk. Do you remove their branding immediately? Issue a statement? Negotiate privately? The clock is ticking before doors open.

Difficulty: Level 3 – Operational Crisis

Pressure Points:

1. Do you remove branding immediately or wait?
2. Who contacts sponsor leadership?
3. What is your holding statement if media calls?
4. Do you notify other sponsors proactively?
5. How do you protect long-term partnership value?
6. Do you address it publicly or contain it quietly?

Severe Weather Warning – Outdoor Gala

Your 300-person outdoor awards gala is set under a beautiful tented installation. The bar is stocked. Décor is complete. Forty-five minutes before guest arrival, a severe thunderstorm warning is issued with high winds expected. Lightning probability is rising. Your indoor backup space only seats 180 guests.

Vendors want direction. The venue is asking for a decision. Guests are already en route. If you pivot indoors, the experience changes dramatically — but if you wait and the storm hits, safety is compromised. What threshold triggers relocation? How do you communicate without causing panic? And who absorbs the financial impact?

Difficulty: Level 4 – High-Stakes Crisis

Pressure Points:

1. What is your go/no-go weather threshold?
2. Who makes the final relocation decision?
3. How do you prioritize seating if indoor capacity is limited?
4. What is your communication cadence to guests?
5. What vendor penalties are triggered?
6. How do you protect brand experience while pivoting?

Speaker No-Show – Flight Canceled

Your headlining keynote speaker — the main draw for attendance — texts that their connecting flight has been canceled. They are stuck in another city and unreachable by phone. Their session begins in 90 minutes, and marketing materials heavily promoted this appearance.

Attendees are buzzing with anticipation. The ballroom is nearly full. Sponsors invested based on this name. Do you reshuffle the agenda? Bring in a moderator-led discussion? Attempt a virtual connection? Offer a replacement experience? The audience doesn't know yet — but they will soon.

Difficulty: Level 3 – Operational Crisis

Pressure Points:

1. Do you delay session or reshuffle agenda?
2. Is virtual dial-in viable?
3. Who informs attendees?
4. Do you offer compensation or added value?
5. Do you deploy internal moderator to lead discussion?
6. How do you preserve perceived program quality?

Medical Emergency in General Session

Midway through a keynote presentation, an attendee collapses in the center section of the ballroom. Nearby attendees begin CPR while staff rush to call emergency services. Eight hundred people are watching. The speaker freezes mid-sentence.

Do you immediately stop the program? Clear the room? Continue once the individual is removed? The optics, the emotional tone, and the human response must be handled with extreme care. Safety, dignity, and leadership presence matter more than schedule — but the room needs direction now.

Difficulty: Level 5 – Critical Incident

Pressure Points:

1. Who stops the program?
2. What is said to the audience, and by whom?
3. Who coordinates with EMS?
4. Do you clear the room or hold?
5. Who documents incident details?
6. What post-incident communication is sent?

Protest Outside Venue

A small but loud protest group forms outside your conference venue targeting one of your major sponsors. Signs are visible. Chants can be heard inside the lobby. Local media vans are arriving. Security is asking how visible you want their presence to be.

Attendees are beginning to post photos. Some are uncomfortable. The sponsor's executive team is calling you directly. Do you issue a statement? Increase security? Advise attendees? Or contain and monitor? The situation could dissipate — or escalate rapidly.

Difficulty: Level 4 – High-Stakes Crisis

Pressure Points:

1. Do you increase visible security presence?
2. Who engages with media?
3. Do you notify attendees?
4. How do you protect sponsor relationships?
5. At what point does protest disrupt operations?
6. What is your unified leadership message?

Cyber Breach – Registration Down

Registration opens and your digital check-in system freezes. Tablets won't sync. A tech vendor alerts you that there may have been a security breach overnight. Four hundred attendees are waiting in line. Frustration is building.

Is this a simple technical glitch — or a data privacy issue? Do you switch to manual check-in? Alert legal counsel? Inform attendees immediately? Transparency matters — but premature messaging could cause panic. You must balance speed with accuracy.

Difficulty: Level 4 – High-Stakes Crisis

Pressure Points:

1. Do you switch to manual check-in?
2. Who notifies legal/data privacy team?
3. What do you say to attendees in line?
4. How do you control rumor spread?
5. Who investigates breach source?
6. What is your timeline for formal communication?

Food Safety Concern

During lunch service, three attendees report nausea and dizziness, claiming it may be food-related. Word spreads quickly through table conversations and internal chat channels. Dinner service is scheduled for the same catering team in four hours.

Do you suspend catering operations immediately? Investigate quietly? Make a public acknowledgment? If handled poorly, trust erodes fast. If handled too dramatically, you risk overcorrection. Your decision impacts safety, liability, and perception.

Difficulty: Level 4 – High-Stakes Crisis

Pressure Points:

1. Do you suspend current catering service?
2. Who contacts venue leadership?
3. How do you verify medical reports?
4. Do you issue a public acknowledgment?
5. What documentation is required?
6. How do you protect attendee trust for future meals?

VIP Security Escalation

Twenty-four hours before your conference opens, a high-profile government official confirms attendance. Their security detail requires additional magnetometers, restricted access points, and revised floor plans. Attendee entry flow will significantly change.

Your layout, staffing plan, and printed materials are already finalized. Some attendees may feel inconvenienced. Budget implications are rising. How do you implement enhanced security while preserving a welcoming experience?

Difficulty: Level 4 – High-Stakes Crisis

Pressure Points:

1. Who authorizes new security plan?
2. How do access points change?
3. What is communicated to attendees?
4. How does this impact budget?
5. Do you reconfigure seating?
6. What contingency is in place for protest or disruption?

Hybrid Livestream Failure

Your general session is being livestreamed to 2,000 virtual attendees. Onsite, everything is seamless. Online, the video feed drops — audio continues but slides and speaker visuals are gone. The chat is filling with complaints.

Do you pause the live program to fix the stream? Acknowledge virtual attendees from the stage? Prioritize onsite experience? The hybrid audience expects parity — but technical realities are complex. Your response determines perceived value and trust.

Difficulty: Level 3 – Operational Crisis

Pressure Points:

1. Do you pause the session?
2. Who addresses the virtual audience?
3. What troubleshooting happens live vs. backstage?
4. Is recording salvageable?
5. Do you extend session time?
6. What post-event recovery do you offer virtual attendees?

DECISION TREE WORKSHEET

CRISIS DIFFICULTY SCALE

Level 1 – Disruption

Minor operational issue. Contained. Low reputational risk.

Level 2 – Escalating Issue

Visible disruption. Manageable with quick decision-making.

Level 3 – Operational Crisis

Impacts program flow, attendee experience, or sponsor value.

Level 4 – High-Stakes Crisis

Significant financial, reputational, or safety implications.

Level 5 – Critical Incident

Safety, legal, or national-level implications. Executive + legal oversight required.

Scenario Name

Crisis Level (1–5):

1. DEFINE THE CRISIS

- What is happening?
- What type of crisis is this? (Technical / Natural / Human / Reputational / Security)
- What is at immediate risk? (Safety, Reputation, Revenue, Experience, Legal)

2. FIRST 5 MINUTES

What are your immediate actions?

1. _____
2. _____
3. _____

Who leads? _____

3. STAKEHOLDER TRIAGE

Who must be contacted first?

- Executive Leadership
- Venue
- Security
- Legal
- Sponsor
- Attendees
- Media
- Production

Communication channel: _____

4. DECISION PATH

If we choose Option A →
What happens next?

If we choose Option B →
What happens next?

If neither works →
What is Plan C?

5. COMMUNICATION SCRIPT (2–3 SENTENCE HOLDING STATEMENT)

Draft your message:

Written Operations Plan Guidelines

This is an outline of what must be provided in the plan. This is an outline only and you can expand upon any area as you see fit. The more detailed you can be in each area, the higher your potential grade. ALL ELEMENTS MUST BE INCLUDED. PLEASE FOLLOW THIS FORMAT AS CLOSELY AS POSSIBLE.

PART ONE

Introduction

Event Name

Team member Names

Logo

Table of Contents

“Subject to Change and Modification”

Last Amended Date

Event Mission

Event mission statement. Why does your event exist?

Event Goals

State event goals. Understand and articulate the goals. Recognize that goals must be measurable.

Background/Event Description

Provide a detailed and comprehensive background of your event. Explain the overall concept, the theme/decor/layout and any unique elements.

PART TWO

Organizational Chart/Job Descriptions

Create an actual organizational chart. Name and explain positions of the organization/event. Create a contact chart to support your organizational chart including emails and cell numbers. Where do you fit in the organization? Include a one- or two-line job description for all positions.

Location/Hours

Where does your event take place? What are your event hours?

Sustainability Plan

How will you make this event as sustainable as possible utilizing what you have learned in this course?

PART THREE

Access and Inclusion Plan

How will you make this event accessible and inclusionary for all employees and patrons?

Flow/Layout/Design

What is the layout of the event and how will it flow? What elements of design will be incorporated and how will you enhance the customer experience? Include visuals - photos, diagrams, floor plans, etc. Fully explain how people will enter/exit your event in a manner.

PART FOUR

Employee/Volunteer Policies and Procedures

Address all potential employee issues to include:

- Absence/Tardiness
- Employee Assistance Programs
- Employee Perk Programs
- Alcohol/Drug
- Smoking
- Potential health issues
- Others as needed

Customer Service Policies, Procedures, Rules & Guidelines

These are the policies, procedures, rules and guidelines for how you treat and handle your customers. Include how you will deal with customer issues.

Accounting Policies and Procedures/Finance

How are expenses handled? How is income handled? Who has spending approval rights? Who oversees the budget?

PART FIVE

Security/Safety/Risk Management Plan

- SWOT Analysis
- Who is granted access to the secure areas and how will they be identified? What are your security policies and procedures?
- Are there specific opening and closing policies and procedures?
- How will you ensure a safe and secure environment to the best of your abilities?
- Who is responsible for security?
- How are emergencies handled?

Overall Planning Schedule

Planning schedule of activities and staffing from start of planning until day of event.

Overall Day of Event Schedule/Running Order

Complete details for day of event operations including schedule of activities, staffing, meetings, etc.

Human Resource Training/Certification Schedule

Daily/Monthly schedule of training activities, check-ins, policies and procedures. How will you ensure that your staff is appropriately trained?

PART SIX

Evaluation Procedures

How will you formally evaluate success of event, both qualitatively and quantitatively?

Additional Details/Addendum: Add in any other items/diagrams/visuals, etc. that you feel are relevant to your project.

AS NOTED, THE MORE DETAILED YOU CAN BE AND THE MORE EXAMPLES YOU CAN PROVIDE THE GREATER YOUR OPPORTUNITY FOR SUCCESS ON THE PROJECT.

Emergency Communications Plan – [Event Name]

Purpose

This Emergency Communications Plan defines the protocol for responding to incidents that may impact safety, operations, reputation, or continuity of the event. It outlines how and when communications will be issued, who is responsible for internal and external messaging, and the pathways for escalating information. The goal is to ensure rapid, coordinated communication that minimizes confusion, supports decision-making, and protects people and property.

Applicability

This plan applies to:

- Any life safety incident (e.g., injury, fire, structural damage)
 - Disruptions to core services (e.g., power outage, internet failure, transportation issues)
 - Weather threats
 - Security concerns (e.g., protest activity, unauthorized access, threat)
 - Any event requiring emergency personnel or evacuation
-

Incident Classification

Level	Description	Examples
Level 1 – Low	Limited in scope. Resolved internally. No client/public impact.	Minor injury, isolated technical issue.
Level 2 – Moderate	Affects one or more departments. Client must be informed.	Partial power failure, high-profile delay.
Level 3 – High	Requires shutdown, evacuation, or external emergency response.	Fire alarm, protest, medical emergency, severe weather.

Core Roles & Responsibilities

Role	Responsibility
Executive Producer	Final authority for public and client-facing messaging. Owns major decisions.

Role	Responsibility
Technical Director	Coordinates vendor/technical response; advises on system impact.
Show Caller	Controls in-room messaging and cues. Suspends/resumes show activities.
Site Operations Lead	Manages crew movement, staging, access control, and venue coordination.
Health & Safety Officer	Interfaces with emergency services, documents incidents, initiates evacuations if needed.
Communications Lead (PR or Account Manager)	Drafts internal + external language for client, attendees, press, and partners.

Immediate Response Protocol (All Incidents)

Step	Action	Responsibility	Timing
1	Detect and report issue	First responder / team member	Immediate
2	Notify department lead or safety officer	Department member	Within 1 minute
3	Activate emergency chain	Safety Officer or EP	Within 2 minutes
4	Pause all show activity (if needed)	Show Caller	As directed
5	Assess impact and classify incident	EP + TD + Safety	Within 5 minutes
6	Begin documentation	Safety Officer	Start immediately
7	Issue holding comms (if appropriate)	EP or Comms Lead	Within 10 minutes

Communication Pathways

Internal (Crew, Staff, Vendors)

- **Primary: Radio / Onsite PA / Microsoft Teams alert**
- **Secondary: Group SMS via preloaded system (e.g., AlertMedia, Everbridge)**
- **Email follow-up within 30 minutes (Level 2+) to document incident and actions**

Client/Stakeholder Messaging

- **Initial briefing by Executive Producer**

- Summary and timeline of actions
- Client may approve or co-author external messaging

Attendee/Public Messaging (Level 2 or 3 only)

- Authorized only by Executive Producer or designated Communications Lead
- Delivery via:
 - In-room announcement (through Show Caller)
 - Screens or signage (pre-approved slides/templates)
 - Mobile app or attendee alert system (if available)
 - Social media / public statement (if applicable)

Sample Message Templates

Internal Holding Message (Teams or SMS)

“An operational issue is being addressed near [location]. All departments, please standby for updates. Do not communicate externally. Follow direction from your lead.”

Client Update (Level 2)

“At approximately [time], an issue occurred involving [brief description]. No injuries reported. Our team is implementing backup procedures, and service will resume shortly. We will keep you updated at [time].”

Public / Attendee Alert (Level 3)

“Attention: For your safety, please exit the [area] immediately and proceed to [muster point]. Staff are available to assist. We will share more information as soon as it is available.”

Escalation & Notification Chart

Trigger	Escalate To	Within	Notes
Any injury	Safety Officer + EP	2 min	Call 911 if needed
Evacuation decision	EP + Venue	Immediate	Show Caller pauses show
Technical failure	TD	2 min	TD to report mitigation steps
Protest / Threat	Security + EP	Immediate	Activate security plan
Weather alerts	Safety + EP	2 min	Monitor radar; issue shelter plan if required

Recovery Communications

Phase	Action	Responsibility	Notes
Reentry	“All clear” message, confirm systems	Safety + TD	Radio + signage
Resumption	Restart cues, announce new timing	Show Caller	Align with EP
Internal Recap	Send post-incident summary	EP or Ops Lead	Email or debrief meeting
External Follow-up	If needed, issue public statement or media reply	Comms Lead	Final copy approved by EP

Pre-Event Preparedness Checklist

- Emergency contacts for venue, medics, security, and utilities documented
 - Muster point signs printed and posted
 - Scripts for PA and signage pre-approved
 - Staff briefed during first onsite call
 - Radios checked and labeled by department
 - Backup lighting / power plans tested
-

Version Control

- Plan Version: [e.g., 2025-05-30_v2]
- Prepared By:
- Last Reviewed:
- Next Scheduled Review:

Event Communications Plan Template

Purpose

This Communications Plan establishes a framework for how information will be shared before, during, and after the event. It defines the cadence, channels, responsibilities, and protocols that support clear, timely, and reliable communication across all stakeholders. Effective communication ensures that all teams are aligned on event objectives, operational changes, technical requirements, and risk management procedures. This plan aims to reduce errors, minimize duplication, and support coordinated decision-making across departments and vendors.

Event Details

- **Event Name:**
 - **Event Dates:**
 - **Venue / Location:**
 - **Venue Contact:**
 - **Primary Client Contact:**
 - **Event Owner / Executive Producer:**
 - **Production Company / Lead Agency:**
-

Key Roles & Contacts

Role	Name	Organization	Email	Mobile
Executive Producer				
Technical Director				
Show Caller				
Site Ops Lead				
Health & Safety Officer				
Venue Contact				

A full contact list will be distributed in the master packet and stored in the central file directory (see File Management).

Primary Communication Channels

Channel	Description	Typical Use
Microsoft Teams (Team and Channels)	Primary collaboration space with defined channels by department or topic.	Pre-production coordination, document sharing, Q&A, task tracking.
Email (Outlook)	Formal communication for briefings, memos, or stakeholder updates.	Change notices, executive updates, logistics summaries.
Radio / Comms Headsets	Onsite real-time communication for show operations and safety.	Cues, technical adjustments, incident response.
SharePoint / OneDrive	Central repository for all documents with version control.	Run of show, CAD drawings, schedules, vendor packets.
Daily Briefings (In-person or Teams Calls)	Structured, recurring meetings with department heads.	Updates, schedule confirmation, issue resolution.
Run-of-Show Tools (e.g., Shoflo, ClickUp)	Live show documentation and cue tracking.	Show calling, tech cues, revision history.

All team members are expected to monitor Teams and email regularly and respond promptly during defined operational windows.

Communication Cadence

Communication	Audience	Frequency	Owner	Channel	Notes
Production Planning Call	Core Team	Weekly (biweekly until 4 weeks out)	Executive Producer	Teams	Agenda and recap required
Technical Design Call	TD + Vendors	As Scheduled	Technical Director	Teams	CAD updates, signal flows, infrastructure changes
Staffing & Logistics Update	Site Ops + All Crew	Biweekly (weekly inside 2 weeks)	Site Ops Lead	Email	Include maps, access times, PPE requirements
Daily Show Briefing	Department Heads	Daily Onsite	Executive Producer	In-Person / Teams	Mandatory attendance

Communication	Audience	Frequency	Owner	Channel	Notes
End-of-Day Recap	Core Team	Daily Onsite	Producer or TD	Email or Teams	Key issues, next day preview
Issue Escalation Notice	Impacted Parties	As Needed	Department Head	Teams + Radio	Follow escalation protocol
Post-Event Debrief	Core Team, Client	Within 5 Business Days	Executive Producer	Teams	Lessons learned + summary report

Issue Escalation Protocol

All issues must be escalated in a timely manner. Frontline staff should report issues to their department head immediately.

Category	First Contact	Escalates To	Timeline
Technical Failure	Department Head	Technical Director	Immediate
Safety Incident	Health & Safety Officer	Executive Producer	Immediate
Client Concern	Show Caller	Executive Producer	Immediate
Staffing Gap	Site Ops Lead	Executive Producer	Within 1 hour
Schedule Change	Show Caller	Executive Producer + TD	Prior to next department call time

File Management Standards

- **Central Repository:** All documents will be stored in the designated SharePoint site. Access will be granted based on role.
 - **Folder Structure:** Clearly labeled by category (e.g., /Production /Technical /Logistics /Talent /RunOfShow)
 - **Naming Convention:** [EventCode]_[YYYYMMDD]_[DocType]_[Version].pdf
 - **Version Control:** Only designated leads may upload or overwrite live documents.
 - **Backup Access:** Department leads must download key documents for offline access.
-

Expectations & Best Practices

- Monitor Microsoft Teams during working hours; escalate issues promptly.
- Radio use must be clear, brief, and professional; avoid cross-talk and unapproved chatter.
- Confirm receipt for time-sensitive communications.
- Share updated versions of documents through the central file location; avoid attachments with unclear versioning.
- All key decisions must be documented either in Teams threads, meeting notes, or version-controlled files.

Start of Shift Briefing

Good day and welcome the project site. I want to take a moment to emphasize the importance of safety as we continue to operate in and around this dynamic and active construction environment.

Our work here demands a high level of attention to safety, not only for your well-being but also for the success of our project. Before we get started, let's go over some critical safety reminders:

1. **Personal Protective Equipment (PPE):** Make sure you are wearing the appropriate PPE for your specific tasks. This includes hard hat or helmet, a high-visibility vest, and boots at a minimum until otherwise announced. Always ensure that your PPE is in good condition.
2. **Hazard Identification:** Take a moment to assess your surroundings. Be aware of heavy equipment, moving vehicles, overhead loads, and potential trip hazards. Report any unsafe conditions immediately to your supervisor.
3. **Communication:** Effective communication is key to safety. Use radios or designated signals to communicate with your colleagues, especially in noisy environments. Make sure you understand and are understood by your team.
4. **Fall Protection:** If you are working at heights, ensure you are using appropriate fall protection equipment, such as harnesses and lanyards. Inspect them regularly and report any damage.
5. **Emergency Response:** Familiarize yourself with the location of emergency exits, first aid kits, fire extinguishers, and eye wash stations. Know how to use them and understand the evacuation procedures. If an injury happens – TREAT the victim, **then** NOTIFY production management.
6. **Fatigue Management:** Ensure you are well-rested and alert. Fatigue can impair judgment and reaction time, leading to accidents.
7. **Teamwork:** Look out for one another. If you see a colleague in an unsafe situation, intervene or report it to a supervisor. We are all responsible for each other's safety.
8. **Weather Conditions:** Be prepared for changing weather conditions. Extreme heat, cold, rain, or wind can impact our work and create additional hazards.
9. **Emergency Contacts:** Keep the below three phone numbers in your phone:
 1. **Mine** – *Safety officer to list their mobile phone number.*
 2. **Jane Smith, Production Manager** – 312-555-1234
 3. **Jill Smith, Production Director** – 312-555-9876

Remember, safety is not just a checklist; it's a mindset. Every decision you make on this job site should prioritize safety. We have a responsibility to ourselves, our colleagues, and our company to ensure that we all return home safely each day.

If you have any questions or concerns about safety procedures or if you encounter any unsafe conditions, please don't hesitate to reach out to your supervisor or our safety officers. We are here to support you and ensure that we maintain the highest safety standards throughout this project.

Thank you for your commitment to safety, and let's have a productive and incident-free day. Your well-being is our top priority.

[Lead Stretches as prescribed.]

Stay safe, everyone!

Start-of-Shift Stretches

Safety Officer/Department Head to Lead

Neck Stretch:

- Gently tilt your head to the left and hold for 15 seconds.
- Repeat on the right side.

Shoulder Rolls:

- Roll your shoulders backward in a circular motion for 15 seconds.
- Roll them forward for another 15 seconds.

Hip Flexor Stretch:

- Stand with your feet hip-width apart.
- Take a step back with one leg, keeping both feet on the ground.
- Bend your front knee slightly and push your hips forward.
- Hold for 15 seconds on each leg.

Calf Stretch:

- Stand with one foot in front of the other.
- Bend your front knee and keep your back leg straight.
- Lean forward slightly to feel the stretch in your calf.
- Hold for 15 seconds on each leg.

Quad Stretch:

- Stand with your feet hip-width apart.
- Lift one foot behind you, bending your knee and holding your ankle with your hand.
- Gently pull your heel towards your buttocks.
- Hold for 15 seconds on each leg.

Forward Fold:

- Stand with your feet hip-width apart.
- Slowly bend at the waist, reaching your hands towards your toes or shins.
- Hold for 15 seconds to stretch your lower back and hamstrings.

Tabletop Exercise

Event Name

Event Date & Time & Location

Event Notes

Event Mission and Goals

Threat or Hazard

Access the Threat

Scenario (s)

Communication Plan

Participant and Attendee Plan

Notes

