Crisis Plan
Section 1: Preplanning

Meeting Name: ____________________________

Date: _________________________________

Location: _____________________________

Once you have reviewed this plan, print off those pages that are most important to your emergency role. Please provide a copy to XXXXXXXXXX

Section 1: Preplanning (Complete Before Meeting) p. 2-5
Section 2: Crisis Measures (Complete ONLY when a Crisis Occurs) p. 7-8
Section 3: Crisis Plan Purpose and Overview (Information Only) p. 10-15
Section 4: Crisis Team Roles and Checklists (Refer too during crisis) p. 17-22
Crisis Management Team

Identify key meeting attendees to fill roles. (Role responsibilities outlined in section 3 and 4 of plan). Note: Depending on conditions and staffing, it may be necessary for one person to fill multiple roles.

<table>
<thead>
<tr>
<th>Name(s)</th>
<th>Contact Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>CEO ¹</td>
<td></td>
</tr>
<tr>
<td>Communications / HR /Info. Mgr. ¹</td>
<td></td>
</tr>
<tr>
<td>Logistics ²</td>
<td></td>
</tr>
<tr>
<td>Medical ¹</td>
<td></td>
</tr>
<tr>
<td>Security ¹</td>
<td></td>
</tr>
<tr>
<td>Auxiliary ²</td>
<td></td>
</tr>
</tbody>
</table>

¹ recommend this be a company employee
2 can be meeting planning company if necessary
Crisis Communication Plan

Global Security Hotline

Meeting Coordinator (and/or) Security Rep. On-Site
Names/Phone #s
(Review with Corp. Security)

Regional Security Contact (Outside US)
Names/Phone #s
Review with Corp. Security

Local Security Contact
Names/Phone #s
Can Be Hotel Security
(Review with Corp. Security)

On-Site – Crisis Management Team
Name and Contact Information
Name and Contact Information
Name and Contact Information
Name and Contact Information

Hotel Name
Internal Contact Name
Phone Number
(If Necessary)

Hotel Name
Internal Contact Name
Phone Number
(If Necessary)

Hotel Name
Internal Contact Name
Phone Number
(If Necessary)

Hotel Name
Internal Contact Name
Phone Number
(If Necessary)
# Preplanning (before meeting/event)

## General Tasks (all meetings)

<table>
<thead>
<tr>
<th>Prepare Attendee List:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Names</td>
</tr>
<tr>
<td>Arrivals, Departures, Taxis, Shuttles</td>
</tr>
<tr>
<td>Emergency Contacts of Attendees</td>
</tr>
</tbody>
</table>

Site Information: (addresses, phone #’s)

- Hotel(s), meeting rooms (list of all meetings times & locations), hospitality suites, restaurants, tours, other
- Local Fire, Police, Medical

## Prepare Communication Plan:

- Plan communication method: (Blackberries, 2-way radios, cell phones, land lines, conference calls, etc.)
- Plan communication flow (i.e.. phone tree)
- Method to contact all attendees quickly?
- Collect numbers of team members:

## Identify Rally Points (primary and secondary) for each location used:

- Hotels, conference centers, etc.
- Buddy system or sub-groups to help account for people

- Ask hotel for this information and become familiar with the location
- Should be on map in hotel room
## Preplanning: Additional Emergency Information

<table>
<thead>
<tr>
<th>Rally Points: meet here during the crisis</th>
<th>Primary Location: Secondary Location:</th>
</tr>
</thead>
</table>
| Global Security                         | • Provide information: your name, telephone number, location, type of emergency  
                                           • Ask the security guard to notify a Global Security Representative |
| Travel Services                         |                                      |
| Local Emergency Services:               | Fire:  
                                           Police:  
                                           Medical: |
| Hotel Manager / Security Director:      | Name:  
                                           Name:  
                                           Number:  
                                           Number: |
| Embassies:                              | Address, Emergency #s |
| • U.S.                                  |                                      |
| • Others:                               |                                      |
Crisis Plan

Section 2: Crisis Measures

The following section contains measures to apply DURING a crisis. Only complete this section when a crisis is known.
# Crisis Measures
(Only use during crisis)

<table>
<thead>
<tr>
<th>Task</th>
<th>Who</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assemble Crisis Team</td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>Attend to Medical Needs</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• assure injured have an advocate</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• assure accountability at hospital</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Account for Attendees</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• report missing to searchers</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• provide safe waiting area</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• provide water and snacks</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• monitor stress levels</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Notify Global Security and Management</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• type of crisis, location, phone #</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• status of attendees</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• contact attendee’s management</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Monitor News Sources</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Determine Impact on Meeting</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• cancel, relocate, travel, hotels ??</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hold Periodic Updates with Crisis Team &amp; Attendees</td>
<td></td>
<td>depends on emergency but may occur every 30 minutes – 2 hours</td>
</tr>
<tr>
<td>Task</td>
<td>Who</td>
<td>Notes</td>
</tr>
<tr>
<td>----------------------------------------------------------------------</td>
<td>-----</td>
<td>-------</td>
</tr>
<tr>
<td><strong>Continue Accountability of all Attendees:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• maintain group together if possible</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• monitor travel</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Maintain Contact with Hotel</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Secure Proprietary Information, Possessions from Meeting</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• lap tops, documents, phone #s</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Contact Local Affiliate (if applicable)</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• GM contact, HR contact, regional management</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Share AT&amp;T Calling #s (if applicable)</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• dialing instructions if traveling internationally</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• have local access numbers to AT&amp;T</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Contact Corporate Risk Management to determine if incident warrants an insurance claim.</strong></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Crisis Plan

Section 3: Crisis Plan Purpose and Information

Once you have reviewed this plan, print off those pages that are most important to your emergency role.

Please provide an electronic copy to xxxxxxxxxxx
(contact information)
Purpose / Use of Crisis Plan

- The Crisis Plan is required for all off-site meetings where attendees of a XXXXX meeting could be impacted or affected by any form of crisis.
- Provides a basic structure for managing emergencies at off-site locations (i.e. hotels, convention centers, etc.).
- Simplified for ease of use; planners should expand as necessary.
- Preplans the roles needed to effectively manage emergencies and who will fill those roles.
- Communicates general tasks & responsibilities.
- Communicates critical information (ex: meeting points, phone numbers, etc.).
- Ensure incidents are communicated to Corporate Risk Management in a timely manner.
- Once you have reviewed this plan, print off those pages that are most important to your emergency role. Please provide an electronic copy to XXXXXXXXXX
How Are Emergency Roles Filled?

• Your role as an emergency officer may not directly correspond to your role in the company. For example, the Chief Emergency Officer (CEO) may not be the most senior employee at the meeting.

• Roles should be filled based on specific areas of expertise, leadership/management experience, and availability during meeting, etc.

• Some roles may be filled by the meeting planning company (ex: logistics, accountability).
Who Should Fill These Roles?

Note: Depending on conditions, one person may be needed to fill more than one role.

<table>
<thead>
<tr>
<th>Role</th>
<th>Qualifications</th>
</tr>
</thead>
<tbody>
<tr>
<td>CEO 1</td>
<td>experienced; delegator; calm personality; decision maker</td>
</tr>
<tr>
<td>Communications / Information Mgr. 1</td>
<td>senior company employee; thoughtful; good communicator; may need to fill human resources role</td>
</tr>
<tr>
<td>Logistics 2</td>
<td>organized; creative; gets things done; confidential</td>
</tr>
<tr>
<td>Medical 1</td>
<td>medical knowledge, confidential, privacy</td>
</tr>
<tr>
<td>Security 1</td>
<td>broad knowledge, good judgment, calm personality</td>
</tr>
<tr>
<td>Auxiliary 1</td>
<td>broad experience; must be able to fill any role above</td>
</tr>
</tbody>
</table>

1 Recommend this be a company employee
2 can be meeting planning company
When might we activate the plan?

• Activate the plan for all major emergencies, supplementing the hotel’s emergency plan as necessary.
  
  – Emergency at meeting location: (examples)
    • Natural disasters with missing or severely injured persons (flood, fire, earthquake, etc)
    • Terrorism (hotel or bus bombing affecting the meeting)
    • Biological (widespread illness at hotel)
  
  – Emergency elsewhere: (examples)
    • National emergency in attendee’s home country
    • Emergency that affects travelers
  
• There is no need to activate the plan for minor incidents that are being managed effectively by the hotel/venue.
  • Controlled fires, gas leaks, temporary evacuations, minor injuries
Key Points to Remember

• Most off-site events occur without incident

• **Reminder:** The ‘Global Policy on Protecting People and Physical Assets’ requires employees to update their own personal contact information so it is current, and they are encouraged to update their third party emergency contacts.

• XXXXX typically maintains insurance coverage for off-site events in the US and throughout several territories around the world. It is important to understand these coverages and the associated exclusions & deductibles prior to entering any agreements for off-site events.
  
  • OUS – Contact your local Financial Director for details regarding your local insurance coverage. If undetermined, contact Corporate Risk Management regarding details of coverage.

  • US – Contact Corporate Risk Management regarding details of coverage.

• If an emergency does occur, please work within the host facility’s emergency plan if possible.
  
    • *Hotel/venue staff are usually more familiar with local area*
    • *Hotel/venue should have better logistical capabilities*

  Activation of this plan becomes especially important if the hotel/venue incident management system is failing or overwhelmed during the emergency.
Other Types of Emergencies

- **Crisis Nearby but Outside of Hotel/Venue:**
  - Bombing, Military Coup, Violent Demonstrations, Widespread Illnesses, etc.
  - Assemble Crisis Team to Evaluate Potential Impact to Meeting and Develop Contingency Plan(s).
    
    - Pre-determine actions if crisis escalates?
    - What are the trigger points to take action?
    - Who will continue monitoring?
    - Communicate to attendees as necessary
    - Monitor options for travel and relocation
    - Follow Advice of Hotel and/or Embassy, Police, etc.

- **Crisis Elsewhere in the World:**
  - Natural Disasters, Terrorism, or Government Collapse in Attendee’s Countries.
  - Assemble Crisis Team to Evaluate Potential Impact to Meeting and Develop Contingency Plan(s).
    
    - Encourage calls to family and attendee’s management
    - Closely monitor crisis and travel restrictions, etc.
    - Communicate to attendees as necessary
    - Maintain contact with Global Security for updates and actions XXXXX is taking
Crisis Plan

Section 4: Crisis Team Roles and Checklists

The following section contains checklists for crisis team members. Please use these as necessary to help define roles and assign tasks. It may be necessary for one person to fill more than one role.
CEO Checklist

• Assure you have a back-up
• Review emergency plan before the meeting begins and keep a copy with you
  – Review all team emergency roles
• Assure all roles are filled; even if one person is forced to fill two roles
• Function within (under) the hotel or facility’s incident management system unless you believe it is compromised or not functioning adequately to protect attendees
• Direct the Communications Officer (CO) to notify global security, or you choose to notify
• Begin thinking strategically and longer term if possible (try to anticipate what will be happening two, four, and twenty four hours in the future)
• Hold regular updates with team (give assignments and call group together at regular intervals for brief updates (ex: every 30 minutes)
• Make decisions such as whether to end the meeting, or relocate personnel
• Use your team; delegate actions to minimize your personal stress and allow yourself to think strategically
• Maintain role discipline to sustain emergency management structure (i.e. encourage each person to focus on their assigned role)
• Monitor team member’s stress and use HR or Medical to support team members
• If event is extended duration; schedule rest periods/shifts for team members
• If necessary consider notification with local affiliate (GM, HR Mgmt.) to include their contact numbers
• Consider throughout incident the safety and welfare of all attendees and to insure they evaluate their surroundings as being secure locations
• Ensure incidents are communicated to Corporate Risk Management in a timely manner

Notes:
Communications/HR Officer Checklist

- Assure you have a back-up
- Review emergency plan before the meeting begins and keep a copy with you
  - Review all team emergency roles
- Contact global security
- Develop key messages with attention to content, accuracy, tone
- Determine appropriate message delivery method for attendees, guests, management, media
  - Group meeting (congress hall)
  - Dissemination tree (via each affiliate representative)
  - Via hotel communication system
  - Phone, in-person, email, etc.
- Interface with other team members to ensure all communications are coordinated through you.
- Assure you have access to outside information: (radio, T.V. (CNN, BBC, local media, wireless internet, etc.); monitor events as appropriate and communicate to team (you may need to delegate this activity)
- Log incident progression and document emergency team actions
  - Times chronology
  - Type of incident (fire, explosion, weather related, etc.)
  - Actions taken (who, what, when,…)
  - Label all notes as “confidential” and maintain security of documentation
- Decide with CEO how to manage sensitive communications (ex: family notifications) and activate regional or corporate resources to assist
- Assure privacy of attendees is maintained
- Help monitor stress conditions
- If traveling international – ensure all personnel have dialing instructions and local AT&T access numbers

Notes:
Logistics/Accountability Officer Checklist

• Assure you have a back-up
• Review emergency plan before the meeting begins and keep a copy with you
• Function within (under) hotel or facility’s accountability system unless you and the CEO determine it is inadequate or not functioning properly
• Assure you have a confidential list of attendees, room numbers, phone numbers and resources you can use to:
  – Assure all attendees have arrived safely at rally points; report any missing to rescue responders
  – Facilitate people movements (may need to route personnel to other regions or may need to restrict travel temporarily)
  – Assure travel arrangements – best options (rail, bus, air, water)
  – Secure food
  – Locate temporary housing or shelters, etc
  – Secure cash (may be necessary in some circumstances for supplies and long term needs)
• Interface with HR and Medical to assure accurate head count of injured or missing
• Request you be informed if anyone leaves premises to maintain accountability
• Interface with meeting leaders and planners

Notes:
• Assure you have a back-up
• Review emergency plan before the meeting begins and keep a copy with you
  – Review all team emergency roles
• Function within (under) hotel or facility’s medical system unless you and the CEO determine it is
  inadequate or not functioning properly
• Provide interface to medical facility as necessary
• Act as advocate for injured personnel if this cannot be assigned to someone else
• Interface with Accountability Officer to assure location of injured personnel is known and tracked
  for accountability
• Interface with HR and Communication Officers to assist with family notifications, etc.
• Monitor continuing or on-going medical needs of attendees (employees and guests)

Notes:
Security Officer Checklist

- Assure you have a back-up or an assistant
- Review emergency plan with team before the meeting begins if possible and keep a copy with you at all times
- Rally Point(s): Identify hotel’s evacuation and safe shelter locations
- Function within (under) hotel or facility’s security system unless you and the CEO determine it is inadequate or not functioning properly
- Assure you have complete and accurate list of all important phone numbers:
  - Hotel Security
  - Hospital, Fire, Police
  - Team Meeting Rooms and Schedules
  - Restaurants (off site or dine-arounds)
  - Embassy (US or country of origin)
  - All Emergency Team Members (phone tree)
- Anticipate security needs two, four, and twenty four hours in advance
- Assure security of possessions and meeting information
- Support CEO and other team members; keep Global Security informed.
- Support employee accountability: assure attendees list is copied to Accountability Officer and managed confidentially: employees, guests, arrival and departure times, assigned hotel, room numbers, emergency contacts (this is usually compiled and maintained by meeting planners)
- Identify an Emergency Operations Center (EOC) for emergency team; usually located in the meeting planners/coordinator’s headquarters; equip with phone lines, fax, television, food, water

Notes:
Auxiliary Officers Checklist

- Review emergency plan before the meeting begins and keep a copy with you
  - Review all team emergency roles
- Be prepared to fill any role assigned by the CEO

Notes:
MICE RISK MANAGEMENT

November 2016
Risk is something that we encounter and must deal with in almost every aspect of our lives. Whether we are at home, at work, or on the go, some type of risk is always present. But what exactly is risk? In simple terms, risk is the potential for an unwanted outcome. The key words here are “potential” and “unwanted.” These words relate well to two additional terms that we hear quite often when learning about risk: likelihood and consequences. Likelihood is the chance (or potential) of something happening; consequences are the unwanted effect of an event, incident, or occurrence.

By utilizing a MICE Risk Planning Guide in Preparedness and Operation we can significantly determine in advance many of the “unwanted effects” of an event, incident, or occurrence and execute plan accordingly.
<table>
<thead>
<tr>
<th>Risk Planning &amp; Management</th>
<th>Crisis Management Plan</th>
<th>Other Considerations</th>
</tr>
</thead>
<tbody>
<tr>
<td>— Risk Evaluation Parameters</td>
<td>— Crisis Scenarios</td>
<td>— Contracts</td>
</tr>
<tr>
<td>— Risk Level Determination</td>
<td>— Plan &amp; Owners</td>
<td>— Supplier Support Capabilities</td>
</tr>
<tr>
<td>— Risk Assessment – Impact Grid</td>
<td>— Preplanning</td>
<td>— Event Insurance</td>
</tr>
<tr>
<td>— Program Design Considerations</td>
<td>— Measures Applied During an Incident</td>
<td>— Evacuation</td>
</tr>
<tr>
<td></td>
<td>— Team Roles &amp; Checklists</td>
<td></td>
</tr>
</tbody>
</table>
# MICE RISK PLANNING

## Operating Phase

<table>
<thead>
<tr>
<th>Incident Management Playbook</th>
<th>Security Options</th>
<th>Safety Considerations</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
PREPARING “Risk Planning & Management”

- **Risk Evaluation Parameters – Based On:**
  1. Risk to the Brand
  2. Operational Risk
  3. Financial Risk
  4. Supplier Risk Tolerance

- **Know your attendees and culture as some organizations are more risk tolerant than others:**
  1. Novice travelers or experienced, especially with global travel?
  2. Understand cultural differences; E.G., Americans are often viewed as more alarmist in our reactions. Other cultures are traditionally more prone to continuing with the trip/event that is approved by using an objective reference to determine overall risk. Also, decide on the risk level for travel that is acceptable.
    a. Independent References, that include, but are not limited to:
      ii. CDC-Center for Disease Control [https://www.cdc.gov/](https://www.cdc.gov/)
      iii. US State Department Travel Alerts [https://travel.state.gov/content/passports/en/alertswarnings.html](https://travel.state.gov/content/passports/en/alertswarnings.html)
    b. Home Country Government
PREPARING – Continued

- **Risk Assessment Tool:**
  1. Risk Assessment is not a Single Point in Time, but Ongoing as necessary based on the program profile.
  2. Determine “Host” Risk Tolerance

- Crisis Management Scenarios (included)

- Crisis Plan Template (included)

- **Program Design Considerations:**
  1. Free Time vs. Programmed Time during the program creates different implications should an emergency situation occur.
     a. Consider a controlled environment such as a buyout of a property vs. the group being at large.
     b. Consider who else is on property
  2. Prior to the program address safety, evacuation and related issues to prepare the attendees without alarming. Information is empowering for the attendee.
  3. Conduct a ‘Safety Minute’ at the start of the program. Just like Cruise Ships conduct a safety orientation upon arrival and do another orientation at the start of the program.
PREPARING - Continued

- **Contracts:**
  1. There are more and more requests to modify clauses, even Force Majeure:
     a. Does the Standard Force Majeure reflect today’s realities?
     b. The goal for both parties is to plan for extreme situations and to find an equitable solution when a situation arises where the Client cannot host the program.
     c. Both parties have to agree to what the obligations are to be financially, including rebooking options.
     d. Include in the Agreement, before action is taken, for both parties to agree to get together before advancing any action in order to find a resolution to a situation that was no one’s fault.

  2. Partial Force Majeure attached:
     a. Simply states that if up to 25% of the attendees do not/cannot attend due to extenuating circumstances, attrition and other costs would be adjusted accordingly but the organization would still hold the program.
Supplier Considerations:

1. Hotels & Resorts – (Supplier Training Benchmarks & Supplier Requirements)
   a. Be prepared for requests for security involvement in the program as well as during sites and precons.
      i. Questions may include requests for non-confidential information about drills and frequency.
      ii. Potential requests for security and assessments – such as The American Hotel and Lodging Association “Risk Assessment Grid”.

PREPARING - Continued
PREPARING -Continued

- **Other Considerations:**
  1. Event Insurance
  2. Security Evacuation
  3. Medical Evacuation
  4. Consider development of an internal crisis app. vs social media
PREPARING - Continued

- **Other Available Resources:** Examples of available resources that might include but not limited to:
  2. ISOS - International SOS can provide extraction services at [https://www.internationalsos.com/](https://www.internationalsos.com/)
  4. iJET – Integrated Risk Management provides health information on 150 countries and sells alert services personalized to individual traveler profiles and itineraries. [https://www.ijet.com/](https://www.ijet.com/)
  5. Everbridge is an Emergency Notification System used by the Medical Center Emergency Management Department. Everbridge is used to send notifications to individuals or groups, using lists, locations, and visual intelligence. This system keeps everyone informed before, during and after events (ex. Major disaster, Employee strike, etc.) [www.everbridge.com/contactbridge/](http://www.everbridge.com/contactbridge/)
OPERATING

- **Incident Management Playbook:** Everyone should develop one based on the scope of the program and the attendees.

- **Security Benchmarks/Options:**
  1. Group Attendee Training
  2. GPS Tracking of Employees – taking into consideration that Laws vary from Country to Country (even State to State).
  3. Step Smart Travel Enrollment Program receive important information from the US Embassy about safety conditions in your destination country, helping you make informed decisions about your travel plans. Help the U.S. Embassy contact you in an emergency, whether natural disaster, civil unrest, or family emergency. Help family and friends get in touch with you in an emergency [https://step.state.gov/step/](https://step.state.gov/step/)

- **Safety Benchmarks:**
  1. “Successful Meetings” CRISIS response Tips (previously distributed)
  2. Communication with Properties & Attendees
     a. Before - Arrival
     b. During - Should a Crisis Occur
     c. After
Risk Assessment – Impact Grid
### Probability and Impact Grid

Part of the assessment process involves the review of ‘probability’ as well as ‘impact’

<table>
<thead>
<tr>
<th>PROBABILITY</th>
<th>IMPACT</th>
</tr>
</thead>
<tbody>
<tr>
<td>High</td>
<td>High</td>
</tr>
<tr>
<td></td>
<td>Moderate - High</td>
</tr>
<tr>
<td></td>
<td>Moderate</td>
</tr>
<tr>
<td></td>
<td>Low - Moderate</td>
</tr>
<tr>
<td></td>
<td>Low</td>
</tr>
</tbody>
</table>

Note: The shaded area is most critical
## Probability and Impact Grid

### Brazil Program Profile - Hospitality and Highlighted Event Risk

<table>
<thead>
<tr>
<th>PROBABILITY</th>
<th>IMPACT</th>
<th>Note: The shaded area is most critical</th>
</tr>
</thead>
<tbody>
<tr>
<td>High</td>
<td>High</td>
<td><strong>High Uncertainty in Potential Impacts</strong></td>
</tr>
<tr>
<td></td>
<td>Moderate - High</td>
<td>Minor Civil Unrest: no threat to safety, possible media amplification</td>
</tr>
<tr>
<td>Moderate - High</td>
<td>Impeachment: overall collateral concerns (catalyst or unrest, strikes, perceived &quot;chaos&quot;)</td>
<td></td>
</tr>
<tr>
<td>Moderate</td>
<td>Zika: Overall risk (perception, actual risk, prolonged risk potentials, minor symptoms)</td>
<td>Civil Unrest Prior to Event: Perceived or actual risk illustrates threat to safety</td>
</tr>
<tr>
<td>Low - Moderate</td>
<td>Extraordinary Civil Unrest: causing movement cancellations, threat to safety</td>
<td>Targeted Information Security Attack</td>
</tr>
<tr>
<td>Low</td>
<td>Violent Crime: guest is a victim, trends during event restrict certain elements</td>
<td>Future findings and media may increase risk</td>
</tr>
</tbody>
</table>

Confidential