



# **2019 EMERGENCY PREPAREDNESS, SAFETY AND SECURITY PLAN**



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# STATEMENT OF PURPOSE

Whenever large numbers of people come together to watch an event, there is potential for an emergency or major disaster. No-one ever suspects that day when watching an event is a major risk to life and health but history proves otherwise. Starlight is committed to the preparedness of recognizing, reacting and re-activating when these circumstances arise. This Emergency Preparedness, Safety and Security Plan is intended to guide employees through such events to provide a safe venue for our guests.

The Emergency Plan initiated by Starlight Theater addresses situations that could:

- Endanger life
- Cause physical harm
- Create confusion
- Damage property
- Cause extreme inconvenience

Possible hazards include: violence in the work place, fire/explosion, severe weather, power failure, bomb threat, crowd control, hazardous material spills and structural collapse, and active shooter situations. Hazards could require a full facility evacuation. This plan is for internal use by Starlight Theater personnel only and its contracted facility security providers.

The sequence of an emergency can be broken down as:

- Discovery
- Assessment
- Notification
- Action
- Communication
- Follow Through
- Documentation

It is important to recognize your abilities and priorities when handling an emergency situation:

- Protect yourself and others
- Provide or get First Aid assistance
- Protect property
- Follow established procedures/protocols
- Record incidents on an Incident Report
- Do not disturb the scene until authorized
- Communicate with KCPD/KCFD/EMT's

# OVERVIEW

## Venue information

Starlight Theatre is the largest and oldest performing arts organization in Kansas City and the second-largest outdoor producing theatre in the United States. Located on 16 acres in Swope Park, the city-owned theatre seats nearly 8,000 guests for outdoor performances and up to 500 for indoor shows. Starlight Theatre, a 501(c)3 nonprofit organization, is operated in agreement with the Kansas City, Missouri, Board of Parks and Recreation Commission. Starlight Theatre operates with 27 full-time, 1 part-time and 331 seasonal employees and robust volunteer corps to execute its programming from April through October for outdoor Broadway productions and concerts and an indoor Broadway series from November through March.

Venue mailing address: 4600 Starlight Road, Kansas City, MO 64132

Venue Main Phone #: 816-363-7827

## Event Profile

Within the last two decades, programming at Starlight has expanded and diversified. The traditional summer season has evolved to feature five or more week long Broadway musicals, both self-produced and national touring productions. Up to 30 contemporary concert events are a part of each summer season. In the fall and winter months the new Starlight Indoors series features four or five week long and presents more intimate, unconventional Broadway-style shows to audiences of 300 to 500 people inside Starlight's 12,000-square-foot stage house.

## Primary Events

A series of Broadway musicals, typically five to seven weeks of shows, presented between May and September. These musicals many be either touring companies or self-produced by Starlight Theatre. The primary audience consists of holders of full or partial season tickets, as well as group sales and single show guests.

## Secondary Events

A series of popular music concerts, typically 18-25 in number, encompassing a variety of musical styles from April – October. The demographic for each concert is different, and depends on the artist. There are approximately 200 PSS (Premium Seat Subscription) guests in the concert program. These guests hold what amounts to a season ticket for the concert season, and receive additional special Applause Club privileges not available to other concert guests (without additional purchase). These privileges include access to the Applause Club and the stage house restrooms.

## Private and Corporate Events

Starlight Indoor series of four to six black box productions with seating up to 460 guests on the main stage on retractable seating risers with stairs and a rear egress stair. Special private events include,

but not limited to awards programs, proms, weddings, film screenings, town hall meetings, receptions, fundraising events, auditions and corporate events.

## **RISK ASSESSMENT**

### **Risks by location**

- **Buffer zone** - extending outward from perimeter
- **Perimeter** - from entrance gates to the edge of the venue’s property; the perimeter here is very small, since the edge of the property is very close to the gates
- **Venue surface** — all openings in venue: Venue entrance gates, doors, windows, drains, etc.
- **Venue interior** — all areas inside the perimeter; all property inside the fence line and all buildings and outside spaces within

### **Risks by category**

**Environmental- internal/external -** [REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED] Other

environmental components are:

- Train — derailments
- Highway — accidents
- Park— fire, crime, normal traffic (Sunday cruising), zoo events, shelter houses
- Local streets — proximity to police activity
- Weather — inclement weather increases risks: rainstorm, lightning, tornado
- Trees - The venue is beautiful with lush landscaping and trees, so in high winds or inclement weather there is potential for limbs to fall

**Infrastructure -** [REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]

[REDACTED]

[REDACTED]

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

**Structural** – [REDACTED]

[REDACTED]

**Criminal** – While there is always the potential for crime in any assembly of people, there has been little crime reported within the venue. Minor arguments and assaults have been reported and observed, but are very few in number. Theft of objects left behind by others is probably the most common occurrence, albeit rare. A significant police presence outside and inside the venue during events has successfully kept these activities to a minimum.

[REDACTED]



[Redacted text block]

[Redacted text block]

Medical – [Redacted text block]

[Redacted text block]

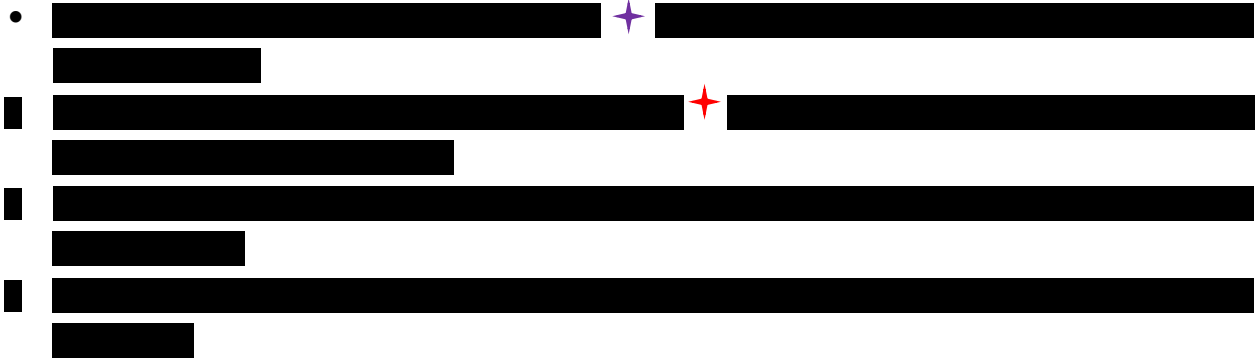
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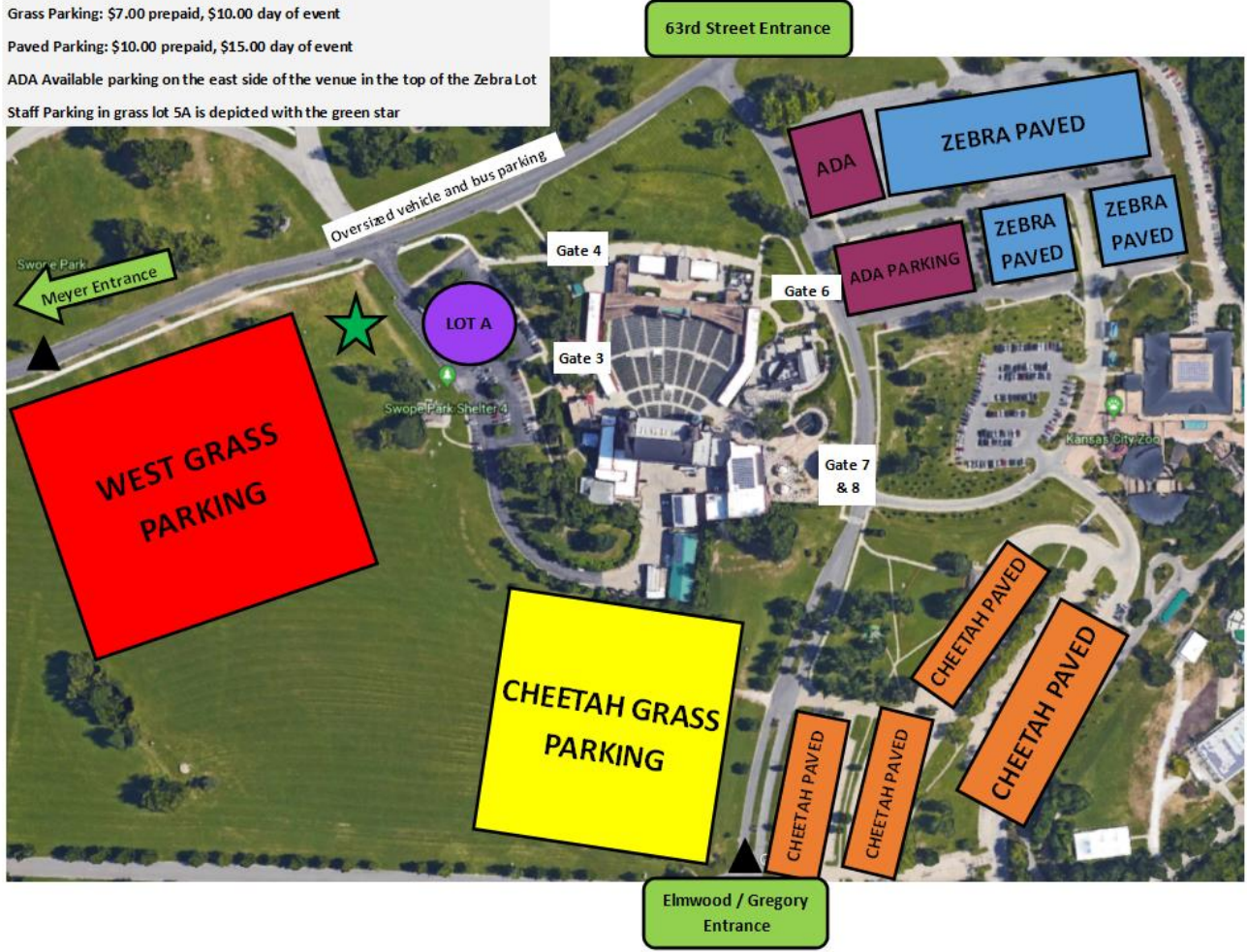
# GEOGRAPHY/KEY LOCATIONS



## Parking



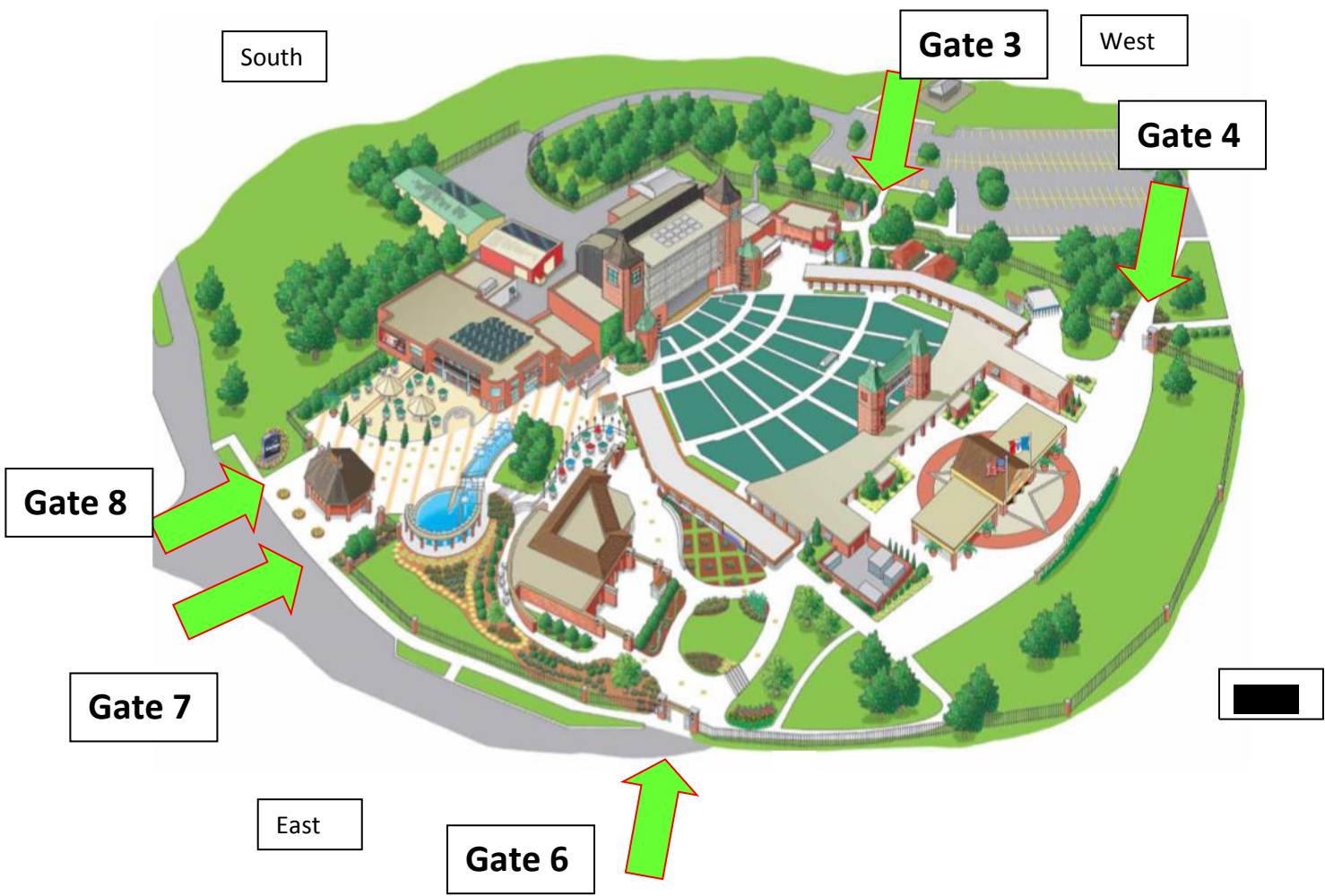
Grass Parking: \$7.00 prepaid, \$10.00 day of event  
Paved Parking: \$10.00 prepaid, \$15.00 day of event  
ADA Available parking on the east side of the venue in the top of the Zebra Lot  
Staff Parking in grass lot 5A is depicted with the green star



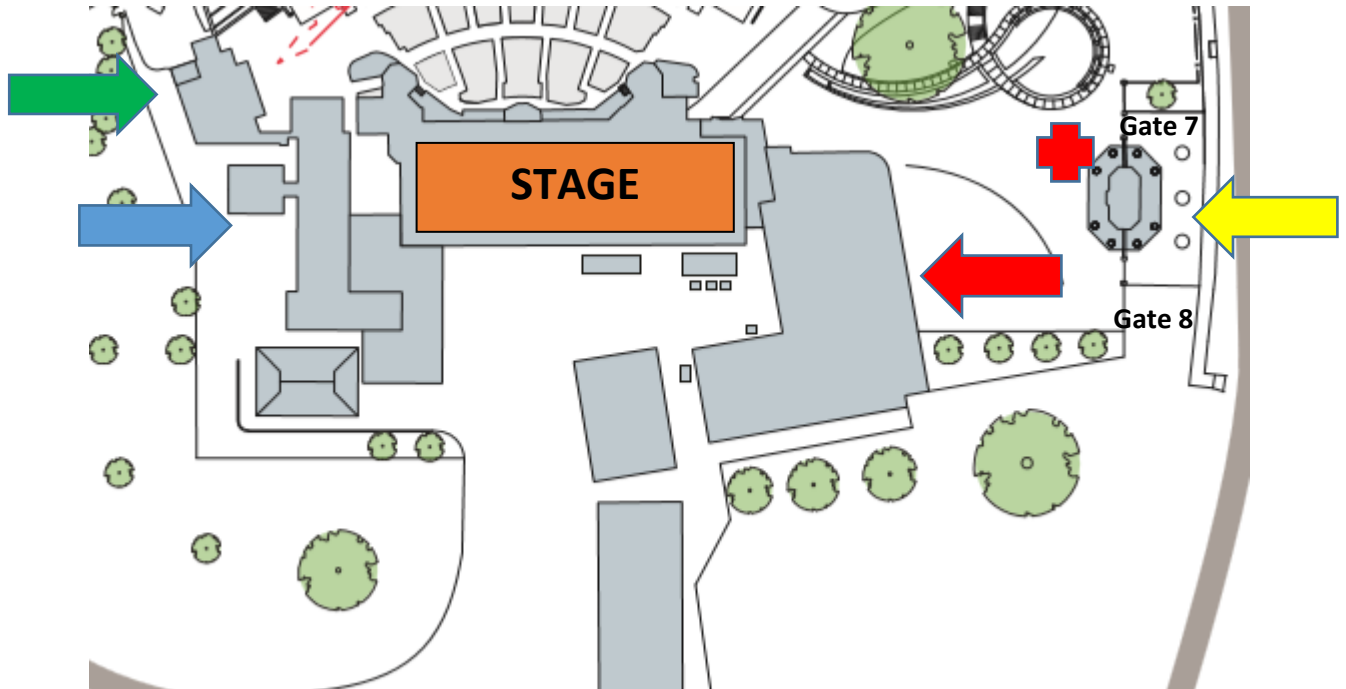


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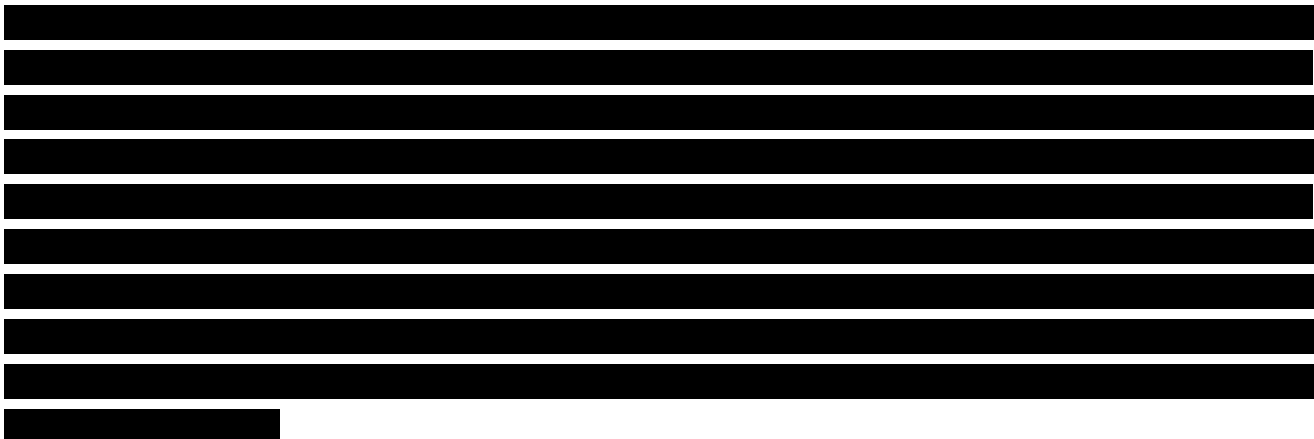
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]



## Venue Operations Center



## First aid



## Emergency Locations

Please Note: These relocation areas represent the general case. If circumstances dictate a change, that change will be communicated to you as soon as possible.

**Staff Relocation Area(s)**

[Redacted]

**Staging Area(s)**

[Redacted]

**Family reunification site(s)**

[Redacted]

**Mass Care Site(s)**

[Redacted]

**STARLIGHT EMERGENCY CONTACTS  
EMERGENCY RESPONSE TEAM (ERT)**

President and CEO	[Redacted]	[Redacted]
VP of Operations	[Redacted]	[Redacted]
Director of Production	[Redacted]	[Redacted]
VP of Concerts	[Redacted]	[Redacted]
Facilities Manager	[Redacted]	[Redacted]
Operations Coordinator	[Redacted]	[Redacted]
Operations Coordinator	[Redacted]	
NPB Security	[Redacted]	[Redacted]
Premier Parking	[Redacted]	[Redacted]
Concessions	[Redacted]	[Redacted]
Outside venue police department sergeant		
Inside venue police department sergeant		

## **CITY SERVICES EMERGENCY CONTACTS**

911	911
KCPD (station location)	
KCPD Traffic Control	
KCPD Non-Emergency Line	816.234.5111
KCFD (station locations)	
City of KCMO Security Director	
Mayor Quinton Lucas, KCMO	
KCMO Parks & Rec, Terry Rynard	
KC Zoo,	
Hospital-closest in proximity	
KCPL	
KCMO Water	
Spire Gas	
FEMA	
FBI	
DHS	
Secret Service	

## **PREVENTIVE MAINTENANCE**

A venue preventative maintenance safety program is crucial to ensure the safety of all staff and guests. The following list of equipment and areas in the venue should be periodically checked and some have required annual inspections.

- Pre-event safety inspections
- Fire and life safety equipment inspections
- Alarm signals
- Fire detection and suppression inspections
- Fire hose and extinguishers
- Smoke purge inspections
- Emergency lighting inspections
- Back-up generator
- Hazardous materials storage
- Mobile phones
- 2-way radios
- Public announcement equipment and speaker system
- Gates and doors functioning
- First Aid kits replenished

# VENUE EQUIPMENT

## Fire Detection and Suppression

- [REDACTED]
- [REDACTED]
- [REDACTED]

## Smoke Purge

The Stage house has 10 smoke hatches for smoke venting.

## Emergency Lighting (demonstrate or explain emergency lighting conditions if practical)

- All areas with fire suppression also have emergency lighting.
- The stage house is equipped with two emergency stadium flood lights for the seating bowl. Powered by backup generator.

# CROWD CONTROL

A number of Associates have received special training in crowd movement and safety. Trained Crowd Managers (TCM) are trained by either the International Association of Venue Managers (IAVM) or Starlight management in procedures to help ensure guests are directed to safety during an emergency. Given the importance of maintaining a safe environment, Starlight is making the TCM training required of all full-time staff and key event associates. Phase 1 training is done online, at your own pace, and generally takes 5-6 hours to complete. Phase 2 training is site specific and takes place in the Starlight offices, taking 2-3 hours. Interested individuals should contact the VP of Operations or Operations Coordinator.

# ENTRY POLICY

## Prohibited items

Our primary goal at Starlight is to make sure that everyone has a safe, fun and enjoyable experience when visiting. All guests are required to enter the venue through walkthrough metal detectors for both Broadway and concerts. Bag inspections will also be done at both types of performances. Starlight Theatre is a full concession facility, generally we do not permit guests to bring in any outside food or beverages.

**Water Policy:** *This policy is subject to change based on tour restrictions.*

- All Shows – one sealed commercial bottle of water 32oz or less is allowed into the venue



- Broadway ONLY – one 32oz or less **empty** personal re-usable water bottle container (plastic or metal)
- Concerts – personal re-usable water bottles are not allowed

Point-and shoot cameras and phones are allowed within the venue. Their use may be restricted due to the nature of the event. Photographing, videotaping or sound recording of any Broadway performance, stage set-up, prop or costume without written consent of the show’s producer is always strictly prohibited by law. Concert artist restrictions vary from show to show, but non-professional cameras are almost always allowed. Umbrellas are allowed in the venue for Broadway, but may not be opened in the seating area. Umbrellas are not admitted into the venue for concerts. Ponchos may be purchased for \$1 at Starlight’s Guest Information kiosks, Ovation museum and both Ticket Offices. Camcorders, audio recorders, and detachable lens DSLRs are prohibited from all events unless otherwise advertised by the artist.

In conformance with local requirements and facility safety precautions, the following items are not allowed to be brought onto Starlight premises:

- Outside alcoholic beverages
- Illegal drugs
- Controlled substances
- Weapons & fireworks
- Lawn chairs
- Pets (Service dogs are permitted, within the parameters detailed in the Americans with Disabilities Act. The 2010 revisions to the ADA regulations made changes to the term “service animal”)
- Rigid coolers, food & beverages (One sealed bottle of water is allowed per person.)
- Audio & video recording devices (unless noted otherwise)

All items brought onto the premises, including service dogs, must be kept in a location that allows walkways and aisles to remain clear at all times. Due to safety concerns, use of car seats and/or outside booster seats is not permitted in the seating area.

Emotional support animals are **not** protected by the Americans with Disabilities Act, therefore venues are permitted to deny access for these animals. The only animals considered legitimate service animals by ADA Laws are dogs and under certain circumstances, miniature horses can also be trained as service animals.

While the information above accurately reflects our prohibited items policy, it’s imperative to understand that maintaining a guest-friendly environment may supersede strict adherence to policy. In other words, enforce the policy *gently*.

## **Venue Entry Policy**

Guest and associate safety is our top priority. All guests will be screened by walk through metal detectors called magnetometers, and/or security hand held wands. All bags will be inspected prior to entry. All guests are subject to inspection of person, parcels or clothing capable of concealing or carrying prohibited items. Guests may refuse such inspection; however, management may refuse entry.

The ticket holder voluntarily assumes all risks and danger incidental to the event for which the ticket is issued whether occurring prior to, during or after the event. The holder voluntarily agrees that the management, facility, participants and all of their respective agents, officers, directors, owners and employees are expressly released by holder from any claims arising from such causes.

Weapons are prohibited on Starlight grounds unless specifically required by Starlight to execute your assigned duties and are licensed to carry (currently only working KCMO Police officers). All weapons must be returned to your vehicle as Starlight Theatre does not permit or check weapons.

## **Venue Re-entry policy**

In general, we discourage allowing guests to leave and re-enter the facility. However, in order to accommodate the desires of our Broadway series guests, we will allow leaving and re-entry, on a case-by case basis during Broadway performances, determined by the security officers working the gate the guest is leaving from. Any unusual circumstance related to this accommodation (repeated requests to leave and re-enter, obvious changes in behavior, etc.) should be brought to the attention of the VP of Operations or Operations Coordinator. Re-entry is prohibited for all concerts (no re-entry signage is posted at each gate). Once a guest exits the venue, another ticket is required to re-enter.

## **Alcohol Policy**

Alcohol cannot be brought in by a guest. Generally, Starlight Theatre requires that alcohol sales cease **30 minutes** prior to the scheduled end of the event. Alcohol sales are handled through the concessions vendor, Legends. The current concessions vendor requires that all concession employees be certified through TEAM Coalition for responsible alcohol management. One must be 21 years of age with identification to purchase alcohol.

## **Identification Badges and Backstage Passes**

The Starlight ID Badges and Backstage Passes are designed to act as official identification, control access to key areas of the theatre and maintain appropriate security. Badges are for identification purposes and emergency access only. Badges are **not** event passes and are non-transferable. Badges enable associates to access key areas of the facility to perform **job-related** responsibilities. All associates must clearly display their badge while representing Starlight on-site.

# EMERGENCY COMMUNICATION

## Radio Communication

[Redacted]

[Redacted]

[Redacted]

[Redacted]

### Emergency radio call must include the following:

- The location of the emergency
- The phone or location calling from
- What happened, to the best of your ability
- Number of people involved and approximate ages
- Information on what has already been done
- Details on injury – blood loss, loss of consciousness, etc.

## ERT Venue Operations Center

[Redacted]

[Redacted]

[Redacted]

[Redacted]

### **Non-Event Day Protocol**

If an emergency occurs during regular office hours or during a non-event day, you may contact someone via cell phone or their phone extension. If the individual does not answer by those means, use the radio. It is imperative to not discuss the nature of the incident on the radio. Call on the radio to the appropriate individual and request that they call on a landline to discuss the matter. This not only provides privacy, but keeps the air for the radio available for the next call.

### **Media**

In an emergency situation, Starlight will receive inquiries from external media outlets. It is important that the message we communicate is accurate and consistent. In order to achieve such consistency, it is Starlight's policy that all external media inquiries and opportunities be directed to or cleared in advance. In the event of an emergency the VP of Operations will contact the VP of Marketing or the President and CEO to communicate the event, its status and request their presence to speak on behalf of Starlight.

To further prevent the release of inaccurate information, all associates, contracted vendors, and the vendor's employees will direct any and all media inquiries to the VP of Marketing or the President and CEO immediately. Failure to follow this directive will result in punishment, including and up to termination.

Any incident(s) that occurs at Starlight are internal matters. Associates are not to post any such accounts of incidents that have occurred, on social media. If any associate does post or share vital internal information, said associate will be disciplined, as such actions would violate the confidentiality agreement and the organization's social media policy.

## **MEDICAL EMERGENCY**

[REDACTED]

Associates may on occasion witness a medical emergency, which may include accidents, falls, heatstroke, heart attacks, excessive alcohol consumption, suspected drug use, or other similar emergencies. If this happens and you are not trained in CPR or on AED usage, please adopt a "**Do Not Touch**" policy and immediately notify the medical personnel on duty via radio or by relating an urgent message through other staff, guests, or via the best reasonable means necessary. Sometimes guests request that an associate not call the medic; it is safer and reduces liability exposure for you to call for

medical assistance anyway (even if the Guest has left the immediate vicinity) and it is our policy to do so for documentation.

The First Aid Office is located at the rear of the East Ticket Office, just inside gate 7.

### **Medical Emergency procedures are as follows:**

In order to facilitate the timely and proper care of a patient during a Medical Emergency, this Standard Operating Procedure (SOP) has been created to ensure we provide the best and most timely care available to our guests during a medical emergency. In continuing our ongoing efforts to improve service to guests, we have two Automated External Defibrillators (AEDs). They are located in the West Admin Office Lobby and with the medic on duty. The AED that resides with the medic during events is maintained at the top of the north stairwell of the administration office during the winter season.

In addition to the Medic staff, certain key Starlight associates have been certified through the American Red Cross AED and CPR training program to assist and/or perform the approved life-saving procedures until a medic takes over procedures.

### **Medical Emergency Standard Operating Procedures**

- A patient should **not** be moved until the medic has the opportunity to examine him or her. Immediately contact the medic on channel 1 of a house radio. The associate making the call should relate the exact location of the guest needing assistance as well as the nature of the issue the guest is experiencing. The associate reporting the injury should also advise the medic of the general condition of the patient. The general condition of the patient refers to whether they are conscious or unconscious, breathing or not breathing, and responsive or not responsive. The associate should report only what he or she see and should avoid making any sort of diagnosis or assessment of the care needed.
- Other key Starlight staff, designated as the Emergency Response Team, will hear the call and respond. A Police Officer will be called, if deemed necessary. All non-emergency related radio traffic should stop on channel 1 except for the emergency communication between the medic and the associate reporting the medical emergency until the medic is on-scene. The VP of Operations or Operations Coordinator will make a radio call to allow normal radio traffic to resume (once medical assistance is on the scene). The response team will work together to assess the situation, promote proper care, control bystanders, gather pertinent information and request any further assistance deemed necessary. Available associates should be ready to facilitate any requested assistance.
- It is critical that all associates learn the Starlight venue and are able to direct the medic and the Emergency Response team to the correct location. Bear in mind that the EMT's and Paramedics are not full-time Starlight associates. EMT's should be familiar with specifics in relation to venue layout, but location information should be stated as precisely as possible. It is mandatory that the associate reporting the Medical Emergency remain with the patient until a member of the Medical Emergency Response Team arrives, and longer if instructed. Further,

the associate should be prepared to provide a brief statement prior to being released by the Response Team. 911 calls should only be dispatched by authority of the Emergency Response Team. If a guest or other associate makes a 911 call, the response team must be notified immediately.

- In the event that a patient is non-responsive, and you are certified in the use of CPR, immediately start the basic life-saving protocol, continuing until a member of the Emergency Response Team arrives with the appropriate equipment, which will include an AED unit and Oxygen. The medic will take over care of the patient at this time.
- Any associate or guest who has assisted in providing basic life support must provide a written statement on an Incident Report prior to being released from the scene. All members of the Emergency Response Team will also complete the Starlight Incident Report. All information collected should be written concisely. No assumptions should be made concerning how the injury or illness occurred. The associate should document the incident and their own actions thoroughly. If there is an injury of any nature, photos should be taken of the specific area and surrounding environment (i.e. lighting, pavement imperfections, etc.) In the event AED Unit has been utilized, the AED Event Information Report will need to be completed by a member of the Emergency Response Team.

# **VIOLENCE IN THE WORK PLACE**

An active shooter or Lone Wolf attack in your workplace may be a current or former employee, or an acquaintance of a current or former employee. Intuitive managers and coworkers may notice characteristics of potentially violent behavior in an employee and should report any statements/innuendos that have a threatening or violence towards the organization or another employee. Every employee has a responsibility to alert the Human Resources Department or Manager/Supervisor, if you believe an employee or coworker exhibits potentially violent behavior.

## **Indicators of Potential Violence by an Employee**

Employees typically do not just “snap”, but display indicators of potentially violent behavior over time. If these behaviors are recognized, they can often be managed and treated. Potentially violent behaviors by an employee may include one or more of the following: (this list of behaviors is not comprehensive, nor is it intended as a mechanism for diagnosing violent tendencies):

- Increased use of alcohol and/or illegal drugs
- Unexplained increase in absenteeism: vague physical complaints
- Noticeable decrease in attention to appearance and hygiene
- Depression / withdrawal
- Resistance and overreaction to changes in policy and procedures
- Repeated violations of company policies
- Increased severe mood swings
- Noticeable unstable, emotional responses
- Explosive outbursts of anger or rage without provocation
- Suicidal; comments about “putting things in order”
- Behavior which is suspect of paranoia, (“everybody is against me”)
- Increasingly talks of problems at home
- Escalation of domestic problems into the workplace; talk of severe financial problems
- Talk of previous incidents of violence
- Empathy with individuals committing violence
- Increase in unsolicited comments about firearms, dangerous weapons and violent crimes

# SEVERE WEATHER

The intent of the Starlight Severe Weather Plan is to provide a guideline for the method of notification and the need to protect guests in the case of severe weather approaching Kansas City. The plan is to be implemented with the cooperation of the Jackson County Emergency Management Agency. The plan establishes evacuation methods, routes and the locations of "Area of Refuge" within the confines of the Venue. Additionally, the plan provides a method for the continuation or, if needed, the cancellation of an event.

**Severe Weather Emergency Team (SWET)** is comprised of the following:

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

It is the sole responsibility of the SWET to make all weather-related decisions regarding life safety for all events held at Starlight. [REDACTED]

[REDACTED]

## Severe Weather Planning - General

- The Operations department will print, laminate, and post severe weather procedures in the rooms typically used as production offices as well as in common areas.
- The Operations department will create, print, and laminate pre-scripted announcements addressing general severe weather situations.
- Announcements shall include information about specific types of severe weather conditions, as well as general references to life safety as Starlight primary concern.
- The Operations and Production departments will also create pre-recorded VOG versions of the announcements indicated above.
- The Production department is responsible for ensuring the availability of a microphone for live announcements as well as for storing the VOG announcements and providing a playback



system for pre-recorded announcements. Backup copies of written and recorded announcements will be kept in the Operations department.

- The Operations department is responsible for conducting Severe Weather Emergency drills for all office staff.
- The Vice President of Operations or Operations Coordinator is responsible for reviewing Severe Weather Emergency Plan responsibilities and action steps with the Parking, Security, Food & Beverage and Guest Assist teams during all pre-show meetings.
- The Operations Coordinator is responsible for reviewing Severe Weather Emergency action steps with Ambassadors and Moonlighter groups during all pre-show meetings.

### **Severe Weather Preparedness - Show-specific**

- The Operations department will monitor the long-range weather outlook for the venue beginning 5 days prior to an event via Earth Networks ([www.earthnetworks.com](http://www.earthnetworks.com)).
- If there is any indication of potential severe weather in the long-range outlook, the Operations department staff member discovering it will notify all members of the SWET via email and make a notation indicating potential hazards.
- The Operations department will continue to monitor weather conditions daily, up to and including the day of the show, and will continue to keep SWET members and the company manager or artist's representative apprised of changing conditions.
- The Operations department will compile a day-of-show summary of weather information no later than 4:00 PM on the day of the event.

### **Dissemination of Information**

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

### **Severe Thunderstorm Watch**

A Watch is issued by the National Weather Service when conditions are favorable for the development of severe thunderstorms in and close to the watch area. A severe thunderstorm by definition is a thunderstorm that produces one inch hail or larger in diameter and/or winds equal or exceed 58 miles an hour. The size of the watch can vary depending on the weather situation. They are usually issued for a duration of 4 to 8 hours. They are normally issued well in advance of the actual occurrence of

severe weather. If a Watch is issued the Operations Coordinator will monitor the weather service for changes in activity. During the watch, people should review tornado safety rules and be prepared to move to an Area of Refuge if threatening weather approaches. Management will determine if they HOLD the show or if guests should be directed to Area of Refuge or be evacuated.

### **Severe Thunderstorm Warning**

A Warning is issued when either a severe thunderstorm is indicated by radar or a spotter reports a thunderstorm producing hail one inch or larger in diameter and/or winds equal or exceed 58 miles an hour; therefore, people in the affected area should seek an Area of Refuge immediately. Severe thunderstorms can produce tornadoes with little or no advance warning. Lightning frequency is not a criteria for issuing a severe thunderstorm warning. They are usually issued for a duration of one hour. They can be issued without a Severe Thunderstorm Watch being already in effect. Management will determine if they HOLD the show or if guests should be directed to Area of Refuge or be evacuated.

### **Lightning**

Lightning is a visible electrical discharge produced by a thunderstorm. The discharge may occur within or between clouds, between the cloud and air, between a cloud and the ground or between the ground and a cloud. In the event of lightning, the VP of Operations, Operations Coordinator, Production Manager or VP of Concerts and Stage Manager will determine the best course of action and communicate it to Associates and Guests via public announcement, social media and working staff. VP of Operations and/or Operations Coordinator consider a number of factors, including thunder, frequency, proximity, Meteorological advice, lighting network data and other tools to make these calls. Management will determine if they HOLD the show or if guests should be directed to Area of Refuge or be evacuated.

### **Tornado Watch:**

A Watch is issued by the National Weather Service when conditions are favorable for the development of tornadoes in and close to the watch area. Their size can vary depending on the weather situation. They are usually issued for a duration of 4 to 8 hours. They normally are issued well in advance of the actual occurrence of severe weather. If a Watch is issued, the Operations Coordinator will monitor the weather service for changes in activity. During the watch, people should review tornado safety rules and be prepared to move to an Area of Refuge if threatening weather approaches. Management will determine if they HOLD the show or if guests should be directed to Area of Refuge or be evacuated.

### **Tornado Warning:**

A Warning is issued when a tornado is indicated by the WSR-88D radar or sighted by spotters; therefore, people in the affected area should seek an Area of Refuge immediately. They can be issued without a Tornado Watch being already in effect. They are usually issued for a duration of around 30 minutes. In the event of a Tornado Warning, the VP of Operations, Operations Coordinator, Production Manager or VP of Concerts and Stage Manager will communicate instructions on where Area of Refuge are located to associates and guests via public announcement, social media and working staff. Management

will determine if they HOLD the show or if guests should be directed to Area of Refuge or be evacuated.

Signage has been placed around the venue at the entrances to designated storm shelters to aid the public and staff to identify areas of refuge during inclement/severe weather.



When seeking shelter always remember to find small interior rooms on the lowest floor and without windows, hallways on the lowest floor away from doors and windows, and rooms constructed with reinforced concrete, brick, or block with no windows. Stay away from outside walls and windows. Use arms to protect head and neck.

Management will monitor activity to determine when it is safe to re-activate.

After an event requiring shelter concludes, perform the following:

- Help Guests remain calm
- Instruct injured Guests to remain where they are (Do not move them)
- Instruct uninjured Guests to evacuate the theatre if the event is cancelled
- Instruct persons separated from their party to report to the area designated as a regrouping area, which will change depending upon the severity of the event.

### **Earthquake**

Earthquakes are rare but do happen as Kansas City is located in the New Madrid Seismic Zone and the region has experienced several smaller tremors over the past few years.

- Stay calm and await instructions from the Emergency Coordinator or the designated official.
- Keep away from overhead fixtures, windows, filing cabinets, and electrical power.
- Assist people with disabilities in finding a safe place.
- Evacuate as instructed by the Emergency Coordinator and/or the designated official.

Starlight Theater Severe Weather Action Plan

Threat	Emergency Management Team	Alert Method	Alert Responsibility	Action By Front of House Staff:	Action By Stage/Production Staff:	Action By External Environment Staff:	Action By Marketing
Rain	Radio / Face-to-face.	Radio Alert.	Manager on Duty / Incident Commander	Prepare Pergolas and indoor shelters for incoming guests. Know your designated shelter area for assigned position.	Be prepared for a show hold or stoppage. Know your designated shelter area for all hands backstage. Cover equipment.	Depending on severity, stop grass parking. Know your designated shelter area and take cover as needed.	Post weather and show status to all social media platforms.
Thunderstorm -Severe Watch	Meet in VP of Operations office.	Radio Alert. Post signage at gates and Box Office	Manager on Duty / Incident Commander	Alert Guests of watch as needed. Know your designated shelter area. The down & choke wheels of all portables. Remove/close umbrellas. Strike loose items.	Be prepared for a show hold or stoppage. Know your designated shelter area for all hands backstage. Cover equipment.	Be prepared to take cover. Know your designated shelter area.	Post weather and show status to all social media platforms.
Thunderstorm -Severe Warning	Meet in VP of Operations office.	Radio Alert and PA Announcements x2.	Manager on Duty / Incident Commander	Know your shelter designation. Evacuate guests to vehicles or move to your designated shelter area. The down & choke wheels of all portables. Remove/close umbrellas. Strike loose items.	Secure and cover equipment. Know and move to your designated shelter area for all hands backstage. Cover equipment if time allows.	Be prepared to take cover. Know your shelter designation. Evacuate, take cover in vehicle, park shelter, or in venue shelter designation.	Post weather and show status to all social media platforms.
Lightning -Within 15 miles	Meet in VP of Operations office.	Radio Alert.	Manager on Duty / Incident Commander	Be prepared to take cover. Know and move to your designated shelter area.	Be prepared for a show hold or stoppage. Know your designated shelter area for all hands backstage. Cover equipment.	Be prepared to take cover. Know your designated shelter area.	n/a
Lightning -Within 8 miles	Meet in VP of Operations office.	Radio Alert and PA Announcements x2.	Manager on Duty / Incident Commander	Know your shelter designation. Evacuate guests to vehicles or move to your designated shelter area.	Secure and cover equipment. Know your designated shelter area for all hands backstage. Cover equipment if time allows.	Evacuate, take cover in vehicle or indoor venue shelter location.	Post weather and show status to all social media platforms.
Hail (usually with a Severe Thunderstorm)	Meet in VP of Operations office.	Radio Alert.	Manager on Duty / Incident Commander	Know and move to your designated shelter area.	Be prepared for a show hold or stoppage. Know your designated shelter area for all hands backstage. Cover equipment.	Be prepared to take cover. Know and move to your designated shelter area.	Post weather and show status to all social media platforms.
Surface winds +20MPH	Meet in VP of Operations office.	Radio Alert.	Manager on Duty / Incident Commander	The down & choke wheels of all portables. Remove/close umbrellas. Strike loose items. Know and move to your shelter designation.	Be prepared for a show hold or stoppage. Know your designated shelter area for all hands backstage. Cover equipment. Drop fly pieces. Monitor set.	Pick up all loose traffic signs and cones. Lower parking lights if wind speeds is greater than 40MPH.	n/a
Tornado -Watch	Meet in VP of Operations office.	Radio Alert. Post signage at gates and Box Office	Manager on Duty / Incident Commander	The down & choke wheels of all portables. Remove/close umbrellas. Strike loose items. Know and move to your shelter designation/route/procedure.	Be prepared for a show hold or stoppage. Know your designated shelter area for all hands backstage/route/procedure. Cover equipment.	Pick up all loose traffic signs and cones. Lower parking lights if possible. Be prepared to take cover. Know your designated shelter area/route/procedure.	Post weather and show status to all social media platforms.
Tornado -Warning	Meet in VP of Operations office.	Radio Alert and PA Announcements x2 immediately	Manager on Duty / Incident Commander	Know your shelter designation. Evacuate guests to vehicles or move to your designated shelter area.	Secure and cover equipment. Know and move to your designated shelter area for all hands backstage. Cover equipment if time allows	Evacuate guests to vehicles and/or move to shelter designation immediately.	Post weather and show status to all social media platforms.
Imminent Life Threatening Emergency	Meet immediately	Radio Alert and PA Announcements x2.	Manager on Duty / Incident Commander	Know your shelter designation. Evacuate guests to vehicles or move to your designated shelter area. Evacuate in opposite direction of the threat.	Secure and cover equipment. Move to your designated shelter area. Evacuate in opposite direction of the threat.	Evacuate guests to vehicles or move to shelter designation. Move to your designated shelter area. Evacuate in opposite direction of the threat.	Post weather and show status to all social media platforms.
Power Failure	Radio / Face-to-face upstairs-left	Radio Alert.	Manager on Duty / Incident Commander	Prepare Pergolas for incoming guests. Emergency lighting will come on after a few minutes of warning up.	Secure and cover equipment. Face-to-face upstairs-left to discuss plan of action.	Prepare for guest egress.	Post weather and show status to all social media platforms.

## **Non-Event Day Procedures**

If you have access to the CCTV system, take note of the last images visible.

Make immediate contact with the Operations department upon loss of power. If calling, remain on the line with the Operations management, who will confirm if the power failure is caused by something at the venue or is an issue out of our control.

If the situation is due to a security incident, Operations staff will call the KCPD non-emergency number to arrange an increased police presence around the venue. Operations staff will monitor the emergency radio transmissions for any updates and receive phone calls regarding the situation and inform staff of the details and restoration of power.

## **Event Day Procedures**

If you have access to the CCTV system, take note of the last images visible.

Make immediate contact with the Operations department upon loss of power. If calling, remain on the line with the Operations management, who will confirm if the power failure is caused by something at the venue or is an issue out of our control.

Announcements should be made immediately to continuously inform guests of what is happening and to keep them calm. This can be performed via either the event production or facility PA system. In the absence of amplified sound, the Emergency Response Team should have access to bull horn equipment. The initial message to guests will be that they should remain in their seats, as movement in the dark can create panic and medical emergencies.

It is imperative that all venue staff, EMS, event staff, and ushers are informed and equipped with flashlights to assist guests where lighting is not available.

In certain situations, the ticket office will have to work with the event producer, as to possible ticket refunds.

## **Extended Loss of Power**

In the event of extended power loss certain precautionary measures should be taken:

- Unnecessary electrical equipment and appliances should be turned off in the event that power restoration would surge causing damage to electronics and effecting sensitive equipment.
- In the event that freezing temperatures are a concern, turn off and drain the following lines.
  - Fire sprinkler system
  - Standpipes
  - Potable water lines
  - Toilets
- Add propylene-glycol to drains to prevent traps from freezing.

- Equipment that contain fluids that may freeze due to long term exposure to freezing temperatures should be moved to heated areas, drained of liquids, or provided with auxiliary heat sources.
- Upon Restoration of heat and power:
  - Electronic equipment should be brought up to ambient temperatures before energizing to prevent condensate from forming on circuitry.
  - Fire and potable water piping should be checked for leaks from freeze damage after the heat has been restored to the venue and water turned back on.

## **FIRE/EXPLOSIONS**

If the fire alarm systems horns and lights activate, you should immediately do a visual survey of your area. If no obvious evidence of a fire exists (smoke, flames, etc.), remain in your assigned area until announcements are made either for evacuation or for false alarm. If there is obvious evidence of a fire, take the steps outlined below.

If obvious evidence of a fire exists, dial 911 and/or notify the Operations staff. Escort any occupants out of the danger area in a calm, orderly manner. Do not attempt to put out a fire yourself, unless you are trained to do so. You need to provide the following information when notifying 911 and/or the Operations staff:

- Your name and the exact location of the fire
- Type of material burning - paper, electrical, oil, etc.
- Details on size of fire
- Exact location of the nearest entrance to the fire

Anytime you hear an alarm activate for an extended period of time and someone from the Operations department has not made contact with you, evacuate the building.

If employees are to evacuate, they should insure that all guests are clear from their area and proceed to the closest exit. Know the location of the two (2) closest emergency exits in your area and identify alternate emergency exit routes to use in the event that the nearest exit to your location is blocked. Know the location of fire extinguishers near your area, you should use them only if you are trained or familiar with their use. Keep your cell phone with you at all times.

When exiting a building, do not prop open doors. This will only serve to add oxygen to the fire and make matters worse. Make sure that all doors are closed behind you. Always exit a safe distance away from the building, reporting to your designated assembly area.

After the evacuation of guests, employees should report to their designated assembly location outside the venue so that whereabouts may be established. Once outside, **DO NOT RE-ENTER** for any reason until approved by the appropriate authorities.

### **Designated Assembly Locations**

If the venue is evacuated the designated Assembly locations are Shelters 4 and 5. Keep guests outside the venue until an "**ALL CLEAR**" is given. Staff will be accounted for by their respective manager using staffing lists. Once staff is accounted for they will be re-assigned to assist with crowd control.

Operations staff should meet the Fire Department to direct them to the proper location.

### **Event Evacuations**

Alarms that sound during event times are handled differently because there is more staff here to quickly determine whether or not the alarm is for an actual fire. You should evacuate the facility only if you hear an announcement to do so.

Anytime you hear an alarm, you should monitor radio traffic to learn the status of the alarm. If you are not issued a radio you need to check in immediately with your department head for a status update.

When exiting a building, do not prop open doors. This will only serve to add oxygen to the fire and make matters worse. Make sure that all doors are closed behind you. Always exit a safe distance away from the building, reporting to your designated assembly area.

Every crisis has a potential for evacuation – building evacuations can itself create a crisis situation. Keeping this in mind, it is important that all staff are well trained in their role during in an evacuation and always remain calm and alert.



## **HAZARDOUS MATERIAL SPILLS**

Hazardous materials are defined as any solid, liquid or contained gaseous material that may cause serious problems such as personal injury, death and or pollution of land, air or water if handled improperly. Federal and state public health and environmental safety laws currently regulate materials considered hazardous.

Depending on the size and location of the hazardous material incident and the direction the hazardous material may be blowing, either evacuation or sheltering could be used. The incident could

be a transportation accident, explosion, fire or release of toxic materials, causing environmental contamination and injury or loss of life to persons coming in contact with or inhaling the material. Notification of a hazardous material incident occurring off-site that may affect the venue will be received from local government agencies.

If anyone has reported to them, or personally observes, any hazardous material incident that occurs on-site, the ERT and local government agencies should be immediately notified. These individuals should remain available to the Fire Department to answer questions on what they saw.

[REDACTED] with the following information:

- The nature of the incident
- Location and area affected
- Name of the material(s) released, if known, and quantity
- Injuries and/or property damage

All decisions will be based upon recommendations made by the KCFD. If conditions warrant, protective sheltering and/or evacuation may be initiated. If an evacuation is initiated, individuals from the affected areas must be quarantined in a location separate from unaffected individuals until they can be questioned, decontaminated or released. If protective sheltering is warranted, the venue ERT will notify emergency personnel to close all doors, turn off the ventilation system and notify all guests and workers to remain indoors until it is safe to go outside.

Staff and guests should remain in areas directed to until notified of an “All Clear” status.

## **STRUCTURAL COLLAPSE**

A structural collapse is when internal load bearing structural elements fail, a building will collapse into itself and exterior walls are pulled into the falling structure. This scenario may be caused by construction activity, an earthquake, or fire, and may result in a dense debris field with a small footprint. Alternatively, if the structural failure is caused by an explosion or natural forces such as weather, the building may collapse in an outward direction, resulting in a less dense and more scattered debris field.



- The nature of the incident
- Location and area affected
- Possible reason for the collapse
- Injuries and/or property damage

Following a catastrophic failure of a structure for whatever reason, rescue workers and emergency responders may be required to enter the collapsed structure. Staff should not enter a collapsed structure. Emergency responders may be responsible for assisting survivors, extinguishing fires, shutting off utilities, assessing structural instabilities, shoring up safe paths into the structure and assessing other hazards, such as airborne contaminants.

All decisions will be based upon recommendations made by the emergency responders.

## **BOMB THREAT**

Bomb threat are classified as specific or nonspecific.

A specific threat is the less common type, but more likely involves an actual explosive device. This type threat usually provides information regarding the bomb, its placement, rational for the attack and when the bomb is to explode.

If the person making the threat simply states that a bomb has been placed, this is a non-specific bomb threat. Generally, little additional information is provided.

Terrorist organizations usually make specific threats but have been known to make nonspecific bomb threats even when actual devices are involved. Therefore neither the specific nor the nonspecific threat should be discounted without careful investigation and evaluation.

In deciding whether or not to evacuate the venue you should consider the possibility of an effective search without a total evacuation and the liabilities involved if an explosion occurs and the venue was not evacuated. Depending on location within the venue, size and nature of the suspected bomb; a partial evacuation may be feasible.

## Telephoned Bomb Threat

[REDACTED]

[REDACTED]

- Try to remember the exact words of the caller
- Be sure to write as much of the conversation as you can remember
- Make note of any background noises, tone and dialect of voice, approximate age, gender and general attitude

[REDACTED]

[REDACTED]

[REDACTED]

If this happens during an event the production manager and promoter should be contacted immediately and provided information of the threat and the possibility of evacuation, if required.

Following a thorough review of the threat AND search of the venue, the credibility of the threat will be assessed and the ERT and emergency responders will decide whether the building should or should not be evacuated, whether there is a full or partial evacuation, and the duration of the evacuation.

# TELEPHONE BOMB THREAT CHECKLIST

INSTRUCTIONS: BE CALM, BE COURTEOUS. LISTEN. DO NOT INTERRUPT THE CALLER.

YOUR NAME: \_\_\_\_\_ DATE: \_\_\_\_\_

Phone # where the call was received: \_\_\_\_\_ Language: English / Other

CALL TIME: \_\_\_\_\_ END TIME: \_\_\_\_\_

CALLER'S IDENTITY: Male \_\_\_\_\_ Female \_\_\_\_\_ Adult \_\_\_\_\_ Juvenile \_\_\_\_\_ APPROXIMATE AGE: \_\_\_\_\_

ORIGIN OF CALL: Local \_\_\_\_\_ Long Distance \_\_\_\_\_ Telephone Booth \_\_\_\_\_

## Voice characteristics, speech and language.

- |                                      |                                    |                                    |
|--------------------------------------|------------------------------------|------------------------------------|
| <input type="checkbox"/> Loud        | <input type="checkbox"/> Fast      | <input type="checkbox"/> Excellent |
| <input type="checkbox"/> High Pitch  | <input type="checkbox"/> Distinct  | <input type="checkbox"/> Fair      |
| <input type="checkbox"/> Raspy       | <input type="checkbox"/> Stutter   | <input type="checkbox"/> Foul      |
| <input type="checkbox"/> Intoxicated | <input type="checkbox"/> Slurred   | <input type="checkbox"/> Good      |
| <input type="checkbox"/> Soft        | <input type="checkbox"/> Slow      | <input type="checkbox"/> Poor      |
| <input type="checkbox"/> Deep        | <input type="checkbox"/> Distorted |                                    |
| <input type="checkbox"/> Pleasant    | <input type="checkbox"/> Nasal     |                                    |

Other \_\_\_\_\_

## Accent, manner and background noises.

- |                                     |                                     |                                     |
|-------------------------------------|-------------------------------------|-------------------------------------|
| <input type="checkbox"/> Local      | <input type="checkbox"/> Angry      | <input type="checkbox"/> Street     |
| <input type="checkbox"/> Foreign    | <input type="checkbox"/> Irrational | <input type="checkbox"/> Traffic    |
| <input type="checkbox"/> Race       | <input type="checkbox"/> Incoherent | <input type="checkbox"/> Trains     |
| <input type="checkbox"/> Not Local  | <input type="checkbox"/> Emotional  | <input type="checkbox"/> Animals    |
| <input type="checkbox"/> Region     | <input type="checkbox"/> Laughing   | <input type="checkbox"/> Quiet      |
| <input type="checkbox"/> Calm       | <input type="checkbox"/> Factory    | <input type="checkbox"/> Voices     |
| <input type="checkbox"/> Rational   | <input type="checkbox"/> Machines   | <input type="checkbox"/> Airplanes  |
| <input type="checkbox"/> Coherent   | <input type="checkbox"/> Music      | <input type="checkbox"/> Party      |
| <input type="checkbox"/> Deliberate | <input type="checkbox"/> Office     | <input type="checkbox"/> Atmosphere |
| <input type="checkbox"/> Righteous  | <input type="checkbox"/> Machines   |                                     |

Other \_\_\_\_\_

Pretend you are having difficulty hearing.

Keep caller talking.

If caller seems agreeable to further conversation, ask questions like:

- Where is it located? Building \_\_\_\_\_
- When will it go off? Certain Hour \_\_\_\_\_ Time Remaining \_\_\_\_\_
- What kind of bomb? \_\_\_\_\_
- What does it look like? \_\_\_\_\_
- Did you place the bomb? \_\_\_\_\_ Why? \_\_\_\_\_
- How do you know so much about the bomb? \_\_\_\_\_
- What is your name and address? \_\_\_\_\_

Did the caller appear familiar with plant or building (by his/her description of the bomb location)?

If building is occupied, inform caller that detonation could cause injury or death.

\_\_\_\_\_  
\_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

\_\_\_\_\_

Notify your supervisor immediately.

Write out the message in its entirety and any other comments on a separate sheet of paper and attach to this checklist.

\_\_\_\_\_

## Written Threat or Suspicious Package

[REDACTED]

[REDACTED]

[REDACTED]

The ERT and emergency responders will decide whether the building should or should not be evacuated, whether there is a full or partial evacuation, and the duration of the evacuation.

### Bomb Search Guidelines

Personnel familiar with the stadium and its contents will conduct the bomb search. All search activities should be conducted with two-member teams under the direction of the VP of Operations, Facilities Manager or Operations Coordinator and head of Security if during an event. Search teams should always be equipped with a flashlight.

**NOTE:** It is important to understand that this is a bomb search plan and **NOT** a bomb disposal plan. **NOBODY** but a bomb disposal expert should ever touch a suspected bomb.

Each team will be assigned a designated area(s) to search, following the Bomb Search Checklist. In addition to specific public and/or personnel work areas, all restrooms, waste receptacles, fire extinguishers, stairways and hallways in each assigned area should be searched. Operations staff will be responsible to search the entire venue, except for those areas normally under the control of concession stands and warehouse areas.

[REDACTED]

When conducting searches in view of the public, try to appear as calm and nonchalant as possible so as not to alert guests to what is occurring. Conduct your search under the pretext of an inventory of products, equipment repair, or area preparation.

As the search of each area is completed, an “all-clear” report should be sent to the Command Post. Unless instructed otherwise, all search personnel should remain in their designated search area after they have notified the Command Post that they are “All Clear”.



## **ACTIVE SHOOTER**

An active shooter is an individual actively engaged in killing or attempting to kill people in a confined and populated area. In most cases, active shooters use firearm(s) and there is no pattern or method to their selection of victims.

Active shooter situations are unpredictable and evolve quickly. Typically, the immediate deployment of law enforcement is required to stop the shooting and mitigate harm to victims. Because active shooter situations are often over within 10 to 15 minutes, before law enforcement arrives on the scene, individuals must be prepared both mentally and physically to deal with an active shooter situation.

An active shooter is the most dangerous, most potentially lethal threat to life safety that we might face in this venue. Our Active Shooter Response was formulated in cooperation with the KCMO Police Department Tactical Squad.

There are three basic responses to any Active Shooter event: **Run**, **Hide**, and **Fight**.

- **Run** is always the first and best option. No exceptions, provided that people run away from the danger, do not re-enter the danger zone, and not let others slow them down.
- **Hide** is the second-best option.
- **Fight** is always a last resort, and should only be your choice if your life is in immediate danger.

In order to **Run** or **Hide**, effectively, it is imperative that you make yourself familiar with all potential exits and how to access them.

If an Active Shooter enters the venue, you have two responsibilities:

- Protect yourself
- Get others to safety

You must protect yourself first. If you are injured, that's one more person who needs assistance and one less person to provide it. The following instructions are provided based on the assumption that you have taken the necessary steps to protect yourself.

If you see an Active Shooter enter the venue:

- Protect yourself
- Make an immediate call over the radio: "All staff— Active Shooter at <location>! Active Shooter at <location>!" Note: giving the correct location is critical, because it will determine the direction of subsequent actions.
- If you can safely do so, call 911 to report the situation.

If you hear an Active Shooter call over the radio:

- Take all steps necessary for protecting yourself.
- Remain as calm and as professional as you can.
- Immediately begin evacuating everyone within your area of responsibility (**Run**) out of the venue, in a direction opposite the location of the shooter. Utilize all venue exits, including non-public exits.
- Notify personnel who do not have access to a house radio, such as vendors and concessionaires.
- Exceptions: depending on the location of the shooter, it may be safer to shelter in place (**Hide**). Follow the guidelines given in the **Run, Hide, Fight** video.
- Ovation: Shelter Guests and staff in back storeroom. If there's time, lock the outside door.
- Concessions- move away from service windows and shelter in food prep/storage area until you can determine the advisability of moving farther. Close shutters Lock doors.
- Understand that there is no fast and easily accessible place to shelter a large number of people in an Active Shooter event in this venue. The best possible outcome will occur as a result of getting everyone to move away from the danger as quickly as they can safely do so.

Remember:

- First responders are there to stop the shooter, not render assistance. They will not stop to help you.
- Keep your hands empty, open, and visible at all times.
- For your own safety, follow all law enforcement directions exactly and immediately.
- More responders will follow; they will assist any wounded individuals
- Do not re-enter the venue until law enforcement tells you that it is safe to do so.

Once the scene has been cleared and the emergency is over, Starlight staff will begin contacting employees who were working to verify their safety. Vendors, contractors, volunteer coordinators and others should do likewise.

Please note: after the emergency, the venue will be classified as a crime scene until it is released by law enforcement.

**Best practices for reacting to an active shooter situation.**

- Be aware of your environment and any possible dangers.
- Quickly determine the most reasonable way to protect your own life.
- Remember that others are likely to follow the lead of employees and managers during an active shooter situation.
- Take note of the nearest two exits.
- If you are in an office, stay there and secure the door.
- If you are in a hallway, get into a room and secure the door.
- As a last resort, attempt to take the active shooter down.
- When the shooter is at close range and you cannot flee, your chance of survival is much greater if you try to incapacitate him/her.
- **CALL 911 WHEN IT IS SAFE TO DO SO!**

**If there is an accessible escape path, attempt to evacuate the premises. Be sure to:**

- Have an escape route and plan in mind.
- Evacuate regardless of whether others agree to follow.
- Leave your belongings behind.
- Help others escape, if possible.
- Prevent individuals from entering the area where the active shooter may be.
- Keep your hands visible.
- Follow the instructions of any police officers.
- Do not attempt to move wounded people.
- **CALL 911 WHEN IT IS SAFE TO DO SO!**

**If the evacuation is not possible, find a place to hide where the active shooter is less likely to find you. Your hiding place should:**

- Be out of the active shooter's view.
- Provide protection if the shots are fired in your direction (i.e., an office with a closed and locked door).
- Not trap or restrict your options for movement.

**To prevent an active shooter from entering your hiding place:**

- Lock the door
- Blockade the door with heavy furniture

**If the active shooter is nearby:**

- Lock the door
- Silence your cell phone and pager



- Turn off any source of noise (i.e., radios, televisions)
- Hide behind large items (i.e., cabinets, desks)
- Remain quiet

**If evacuation and hiding out are not possible:**

- Remain calm
- Dial 911, if possible, to alert police to the active shooter's location.
- If you cannot speak, leave the line open and allow the dispatcher to listen.

**As a last resort, and only when your life is in imminent danger, attempt to disrupt and/or incapacitate the active shooter by:**

- Acting as aggressively as possible against him/her.
- Throwing items and improvising weapons.
- Yelling
- Committing to your actions.

**Law Enforcement on the Scene**

- Law enforcement's purpose is to stop the active shooter as soon as possible.
- Officers will most likely proceed directly to the area in which the last shots were heard, unless CCTV coverage provides the location.
- Officers may wear regular patrol uniforms or external bulletproof vests, Kevlar helmets and other tactical equipment.
- Officers may be armed with rifles, shotguns, handguns.
- Officers may use pepper spray or tear gas to control the situation.
- Officers may shout commands, and may push individuals to the ground for their safety.

**When Law enforcement arrives, you should:**

- Remain calm, and follow officer's instructions.
- Put down any items in your hands (i.e., bags, jackets).
- Immediately raise hands and spread fingers.
- Keep hands visible at all times.
- Avoid making any quick movements toward officers such as holding onto to them for safety.
- Avoid pointing, screaming and/or yelling.
- Do not stop to ask officers for help or direction when evacuating, just proceed in the direction from which the officers are entering the premises.

**Information to provide to law enforcement or 911 operators:**

- Location of the active shooter
- Number of shooters, if more than one
- Physical description of shooter/s
- Number and type of weapons held by the shooter/s

- Number of potential victims at the location

The first officers to arrive to the scene will not stop to help injured persons. EXPECT rescue teams comprised of additional officers and emergency medical personnel to follow the initial officers. These rescue teams will treat and remove any injured persons. They may also call upon able-bodied individuals to assist in removing the wounded from the premises.

Once you have reached a safe location or assembly point, you will likely be held in that area by law enforcement until the situation is under control, and all witnesses have been identified and questioned. Do not leave until law enforcement authorities have instructed you to do so.

After the active shooter has been incapacitated and/or there is no longer a threat, management should engage in post-event assessments and activities, including but not limited to:

- Accounting of all individuals at a designated assembly point to determine who, if anyone, is missing and potentially injured.
- Determining a method with the assistance of law enforcement for notifying families of individuals affected by the active shooter, including notification of casualties.
- Assessing the psychological state of the individuals at the scene, and referring them to health care specialists and/or mental health counselors accordingly.
- Identifying and filling any critical personnel or operational gaps left in the organization as a result of the active shooter.
- Follow up with employees afterwards for status update to their psychological status after speaking with health care specialists and/or mental health counselors.
- Asking all employees for a statement, where they can outline their account of the events that unfolded in that moment.

Watch RUN. HIDE. FIGHT.® Surviving an Active Shooter Event:

<https://www.youtube.com/watch?v=5VcSwejU2D0>

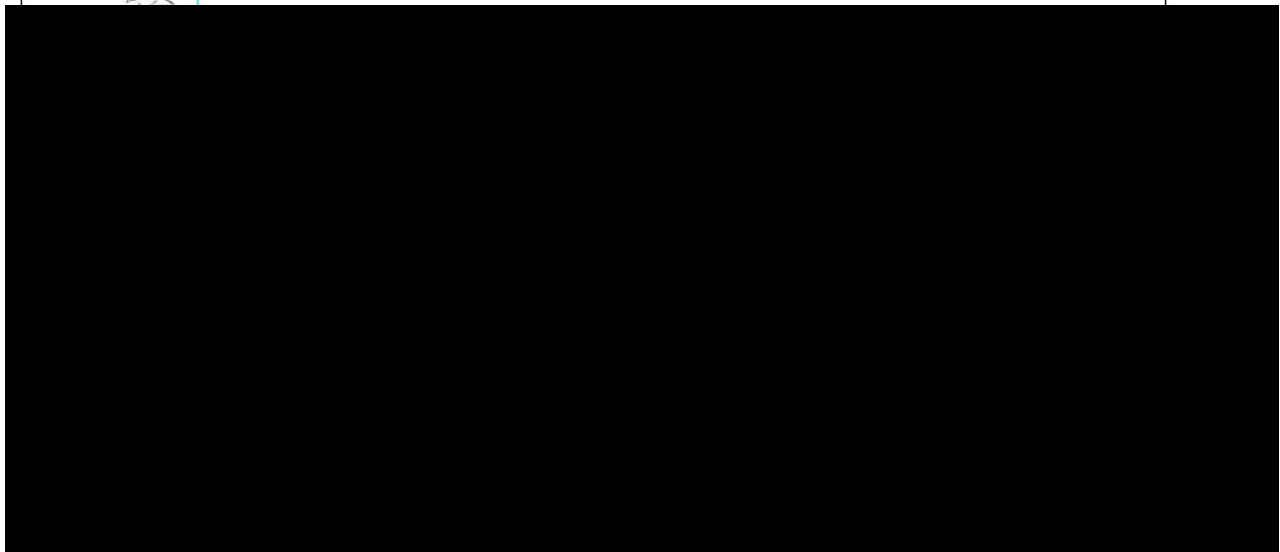
# EVACUATION PROCEDURES

Every crisis has a potential for evacuation – Building evacuations can itself create a crisis situation. It is important that all staff are well trained in their role during an evacuation and always remain calm and alert.

For any situation that requires a “HOLD” of a performance, Starlight management will determine the most appropriate response for the situation at hand: limited movement, shelter in place, mega-shelter, directed evacuation or general evacuation. Information and general instructions will be provided to staff via radio, and to guests via an announcement from the PA system and messages on the videoboards. In the event of a power failure, announcements will be made via bullhorns.

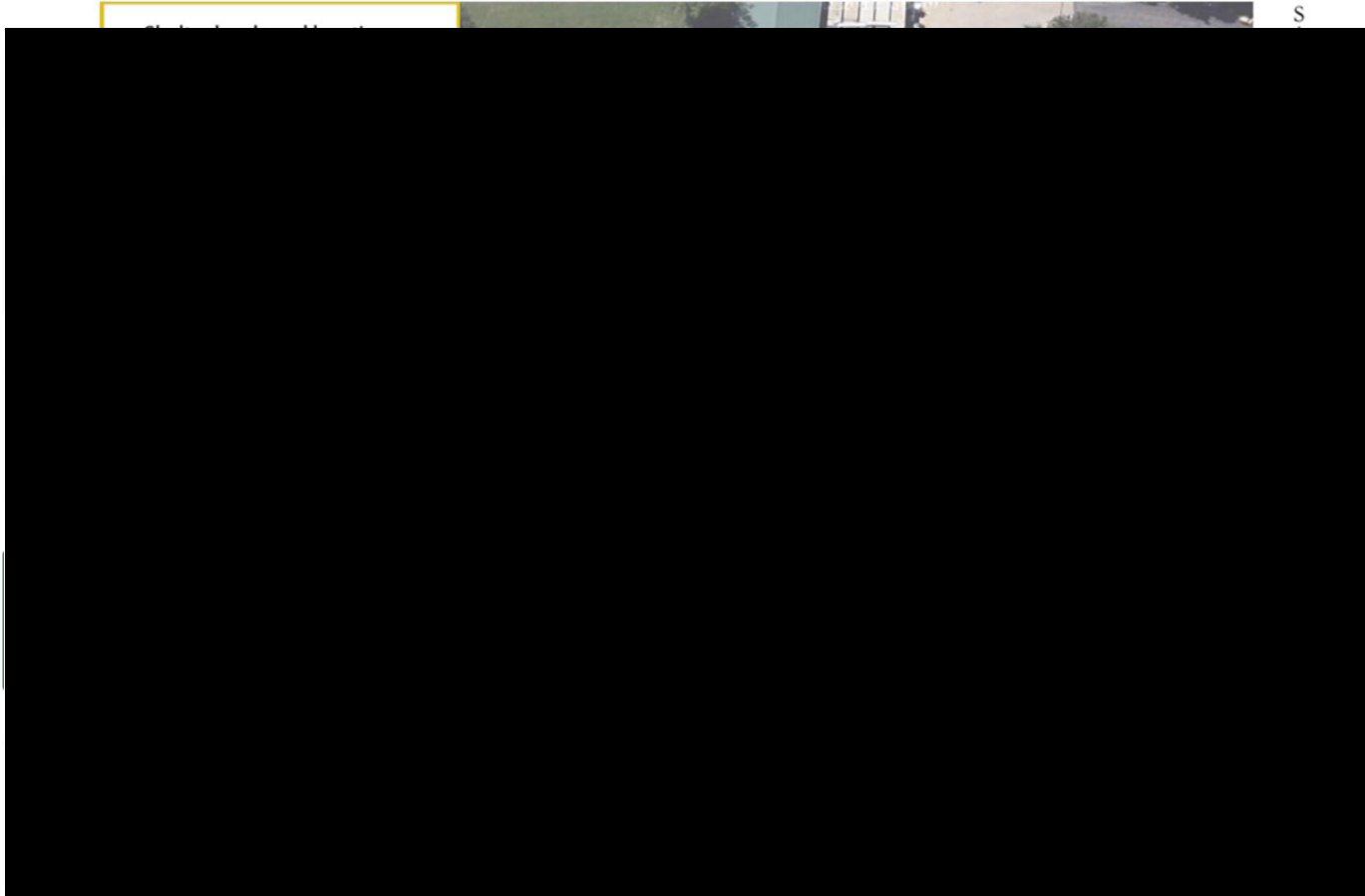
Trained Crowd Managers (TCMs) will take charge of the situation and direct guests to exits, areas of refuge, or areas of rescue assistance, in accordance with their needs. TCMs will request that guests with disabilities that affect their mobility remain in place until they can be assisted in the most timely and safe manner. In situations requiring directed or general evacuation, TCMs will conduct verification sweeps of their assigned areas to ensure that all personnel have been evacuated.

The following is a sample **Emergency Evacuation Plan** currently in place at Starlight. This plan reflects the quickest way to evacuate the facility, utilized only upon direction that an evacuation is necessary.



Associates should be aware of the evacuation plan. Please be aware that in the event of an emergency, this is a guideline only. During an emergency, the primary goal is to assist the guests in exiting the facility in a quick, calm and orderly manner. No attempt should ever be made to physically enforce this plan. Associates should be aware that instructions from the Trained Crowd Mangers on our Guest Assist team supersede any other instructions.

The following is the **Areas of Refuge/Shelter** currently in place at Starlight. This plan reflects the quickest way to direct guests to safety.



GENERAL EVACUATION/SHELTER GUIDELINES	
Evacuation Reason	Evacuation Mode
Cancellation due to weather or other circumstances	Leave venue as usual
Show weather hold (Rain, lightning, hail)	Shelter in place and/or Evacuate <u>quickly</u> to vehicles
Severe weather Warning	Shelter in place, do not evacuate
Directed evacuation (specific hazard)	Evacuate opposite the direction of the hazard
Tornado Warning greater than 8 miles	Shelter in place and/or Evacuate <u>quickly</u> to locations TBD
Tornado Warning or Active within 8 miles	Shelter in place, do not evacuate

## Evacuation to vehicles

- If the severe weather condition calls for evacuation to vehicles, it will be most expedient and safest for guests to leave via the gate they came in.
- Courtesy shuttles will not run during an evacuation to vehicles. Shuttles should be secured in the back lot.
- Guests using wheelchairs and those attending the performance with them may be given the option of sheltering on the premises. (Area of Refuge: West Admin Office)
- Guest Assist staff assigned to wheelchair assistance and courtesy shuttles (wheelchair assistance strike team) should report to the East Guest Info station for staging and assignments.
- The Operations intern(s) should also report to the East Guest Info station after procuring the emergency box from the Operations department and delivering it to the Ovation store. They will then become members of the wheelchair assistance strike team.
- Guest Assist staff assigned to wheelchair assistance will lead the strike team and divide the list of Guests needing wheelchair assistance among strike team members, prioritizing as needed.
- Strike team members assisting guests using wheelchairs who do not wish to shelter on the premises should take guests to the gate nearest their vehicle and discharge them to the care of their companion(s).

## General evacuation

- If conditions require a general, **non-directed evacuation**, East and West evacuation teams should direct guests to exit the nearest gate.
- If conditions require a **directed evacuation**, the Vice President of Operations or Operations Coordinator will provide instructions to the East and West evacuation teams.
- East and West Evacuation team leaders who encounter guests with disabilities but who do not use wheelchairs should contact the guests with disabilities strike team leader for assistance.

## Designated Assembly Locations

The designated Assembly locations around the perimeter of Starlight are Shelters 4 and 5.

## Information Updates

The Marketing/Communications Manager is responsible for disseminating updated information via the following:

- The Starlight Theatre web page, [www.kcstarlight.com/weatherupdates](http://www.kcstarlight.com/weatherupdates)
- The Starlight Theatre Twitter account, <https://twitter.com/KCStarlight>
- Starlight Theatre Facebook page, [www.facebook.com/kcstarlight](http://www.facebook.com/kcstarlight). We do not typically post weather updates to our Facebook page during an emergency because of the non-chronological order that posts are displayed on the website.
- Any media partners willing to assist either by prearrangement or on a situational basis.

## Accounting for Staff

- [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]

# **ANNOUNCEMENT SCRIPTS**

## **Severe Weather Watch Script**

Ladies and Gentlemen, may I have your attention please. (Repeat as necessary)

A severe weather (thunderstorm or tornado) watch is now in effect for the Kansas City area.

There is no immediate danger to this venue, so please remain calm and in your seats.

For your continued safety we will bring you weather updates as they become available.

Thank you for your cooperation.

Graphic images should be displayed on the videoboards to assist with a multi-lingual crowd.

## **Severe Weather Warning Script**

In the event of severe weather within a ten (10) mile radius:

Ladies and Gentlemen, may I have your attention please. (Repeat as necessary)

A severe weather (thunderstorm, lightning or tornado) warning is now in effect for the Kansas City area.

For your continued safety we ask that you please move to one of the following areas for shelter:

- You may go to your vehicle and will be allowed back in once the weather is cleared.
- Restrooms
- Applause Club
- Berger
- Interior halls and restrooms
- Green room and dressing rooms
- Concession Stands (last resort)

Please begin clearing the seating area at this time.

Starlight personnel will provide assistance.

Please watch your step and do not run.

We will keep you informed of the weather and possible re-start of show.

**OPTIONAL** – only applies if established prior to the announcement.

Tonight's event will not be continued at this time due to weather conditions.

## **Evacuation Script**

Ladies and Gentlemen, may I have your attention please. (Repeat as necessary)

Tonight's event will not be continued due to an unforeseen problem.

There is no immediate danger but for your continued safety we ask that you please exit the building at this time.

Please proceed to the nearest exit doors and exit the building.

Guest Assist and Ambassadors will provide directional assistance to your nearest exit.

Please watch your step and do not run.

Please hold on to your ticket stub.

An announcement will be made as soon as possible about the event.

Thank you for your cooperation.

## **Incident Reports – Standard Operating Procedures**

Starlight's Incident Report was created to document any incident or interaction with a guest or associate that is outside the parameters of normal operational activities.

Typically, an Incident Report should be completed when an injury occurs, personal property is damaged, or any type of altercation occurs. All information collected should be written concisely on the Incident Report form (sample provided within this document). Blank forms are available in various locations throughout the venue. When completing an Incident Report, it is imperative that you make no assumptions about how the incident occurred...simply document your observations and any actions you took. Additionally, photograph the incident and conditions of the area surrounding the incident.

### *Examples:*

INCORRECT: "The Guest was lying on the floor in the hallway by the stage house restrooms. He must have slipped on a wet spot by the water fountain. I called the medic by radio."

CORRECT: "The Guest was lying on the floor in the hallway by the stage house restrooms. He was conscious and able to speak. I instructed him not to get up and immediately radioed for the medic on Channel 1. The medic arrived within 2 minutes and assumed care of the Guest. "

If you are assisting with gathering information from bystanders, ask the parties involved to describe exactly what they were doing at the time the incident occurred. Do not prompt them or put words in their mouth. If you are uncertain of whether an Incident Report should be completed, err toward caution and complete one.

Upon completing an Incident Report, please ensure the report is hand-delivered to your immediate Supervisor. It is essential that it is delivered by the end of your shift. Your Supervisor will deliver to the President and CEO and VP of Finance & CFO within 24 hours.

If an associate of Starlight is injured as a result of the incident, immediately notify your Supervisor, so the appropriate Workers' Compensation Forms may be completed and Drug Test conducted if warranted.

If the Associate is a sub-contracted associate of Starlight (Ushers, Food & beverage, Parking, Security, etc.), his or her company and related direct supervisor should be notified so proper procedures can be taken in accordance with their workers compensation procedures.



Never engage in a physical or verbal altercation with a guest or fellow associate. If you perceive a situation to be escalating beyond your control, contact your supervisor first. If that is not feasible or reasonable, contact the nearest available manager to assist you and/or summon the appropriate responder.

# STARLIGHT THEATRE INCIDENT REPORT

Date of Incident: \_\_\_\_\_

Time of Incident: \_\_\_\_\_

Event: \_\_\_\_\_

Name of Party (ies): \_\_\_\_\_

Home Address: \_\_\_\_\_

Phone: \_\_\_\_\_

M / F: \_\_\_\_\_

Hair: \_\_\_\_\_

DOB\*: \_\_\_\_\_

Height\*: \_\_\_\_\_

Weight\*: \_\_\_\_\_

\*Complete in case of a lost or missing guest or when taking notes for medic. In some instances you may need to provide approximate information.

Describe Incident in Detail:

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Location of Incident (be specific):

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Witness information (if multiple please provide information on back of form):

Name: \_\_\_\_\_

Phone: \_\_\_\_\_

Action Taken (if applicable): **Warning**

**Ejected**

**Arrested**

**Cited**

Medical Attention (if applicable): \_\_\_\_\_

Transported: \_\_\_\_ Yes \_\_\_\_ No

(If "Yes", where was customer taken?)

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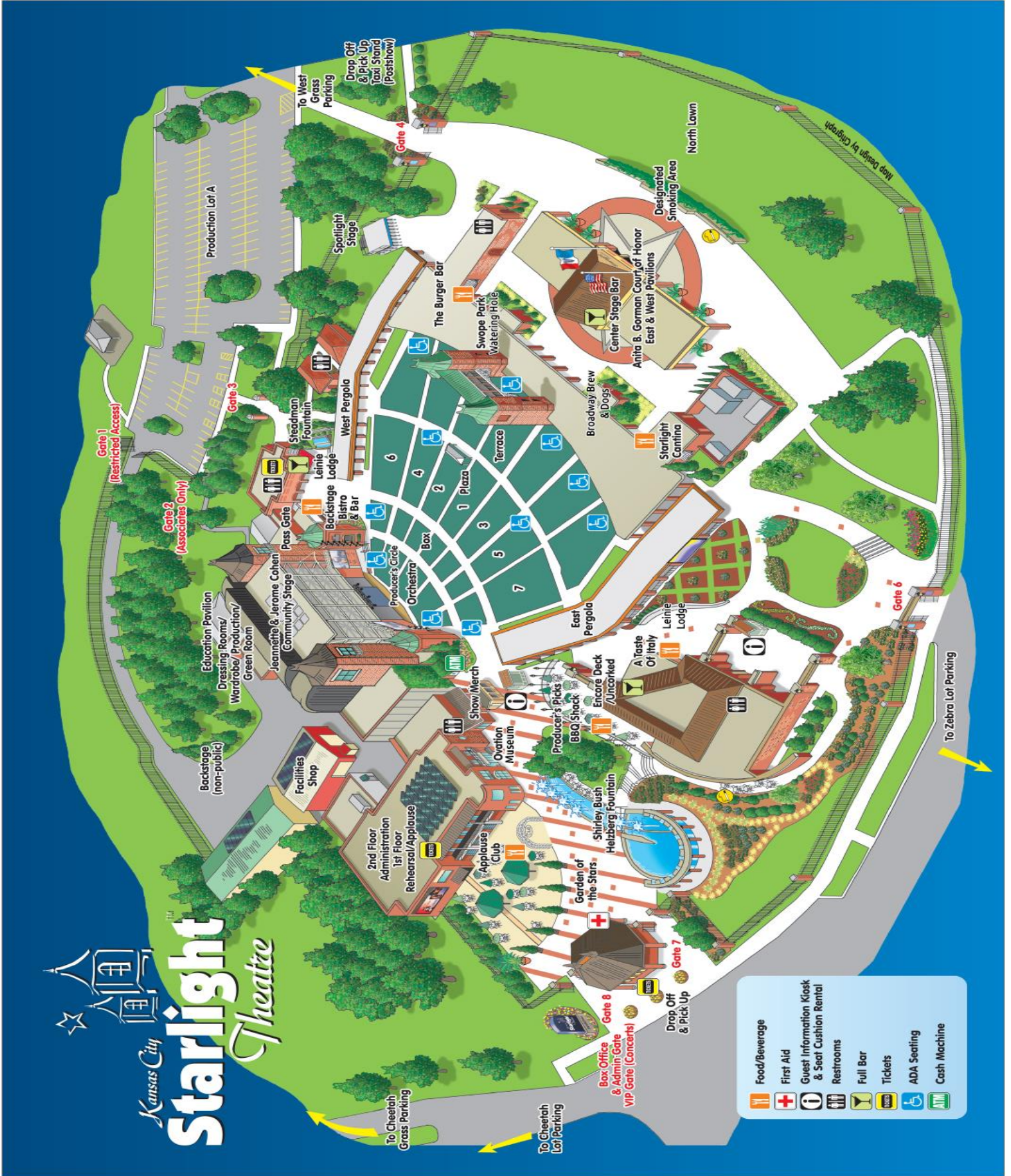
For additional information pertaining to incident, please contact:

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By: \_\_\_\_\_

Date: \_\_\_\_\_

# Starlight Venue Map



Kansas City  
**Starlight**  
*Theatre*

- Food/Beverage
- First Aid
- Guest Information Kiosk & Seat Cushion Rental
- Restrooms
- Full Bar
- Tickets
- ADA Seating
- Cash Machine

Map Design by Citygraph