



Development Agent Guide To Crisis Management

January 2003

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The Roles and Responsibilities of the Crisis Management Team

How to Contact the CMT:

Days: 800-888-4848 US/CAN or +1-203-877-4281 (International)

**Evenings and Weekends: 800-611-4401 (U.S. and Canada);
+1-860-643-3189 (International)**

Corporate Communications

Michele Klotzer: 1302
Les Winograd: 1683
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Operations

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The Crisis Management Team (CMT) is comprised of Doctor's Associates Inc. ("DAI") staff and outside consultants who have the training, resources, ability and authority to do whatever is necessary to resolve a crisis in a timely manner. They will often be your initial contact in a crisis and are on call 24 hours a day, seven days a week.

The CMT's primary function is to act on behalf of DAI by representing the company's best interests and to protect the Subway® service mark. In most situations, the CMT will handle or assist with most elements of a crisis. When law enforcement or regulatory agencies have jurisdiction in a crisis, the CMT acts as a complimentary support body to preserve company interests.

The CMT's responsibilities include assisting and/or managing:

- ◆ Directing pre-event contingency planning.
- ◆ Gathering crisis incident information.
- ◆ Analyzing crisis information.
- ◆ Developing resolutions, strategies and alternatives.
- ◆ Making crisis control and resolution decisions.
- ◆ Communicating information and decisions to management, owners, employees, the media and/or the public.

CRISIS TEAM HOTLINE PROCEDURES

The Subway® Emergency Crisis Line was established to field after - hour emergency phone calls from Development Agents, Field Consultants and Regional Managers in the event of any of the following types of emergencies:

- ◆ Violent Crimes
- ◆ Food Safety Emergencies
- ◆ Disasters

If a franchisee in your area contacts you because they have experienced one of the emergencies listed above, please contact the Subway® Crisis Line to inform them of the urgent situation. The crisis line is designed and set up for emergencies only.

Your calls are answered by a contracted answering service. The service will page a member of the Crisis Team within minutes of receiving your call. Members of the Crisis Team have the beeper on a rotating basis, but someone is always available to you anytime of the day or night. Crises that occur during the daytime hours of the workweek should be called into members of the Crisis Team at their headquarters extensions.

All calls pertaining to POS systems such as system crashes, malfunctions, etc., must be directed to the POS Help Desk at HQ extention 4POS (4676).

All customer service calls should be directed to the Customer Care Dept. at HQ extention 85.

If a franchisee encounters a problem with their restaurant's equipment, they should contact their Coordinator or Construction Assistant.

Please encourage your franchisees to contact you immediately in case of an emergency, so that you may contact the Emergency Crisis Line.

We ask that you do not provide the Crisis Line phone number to franchisees or customers. We prefer that calls be routed through the Development Office.

Introduction

You can negotiate a good deal. You know how to motivate the franchisees in your area. You are a pretty savvy business person and you can handle just about anything...and then one day a suspicious looking package arrives in the mail. An employee is seriously injured at work. A customer is shot in a robbery attempt. One employee threatens another with bodily harm. And you learn that there is a product withdrawal.

Would you know how to immediately respond to any of these crisis situations? If the answer is no, then this reference guide will help you establish crisis management programs to facilitate organized decision-making during chaotic circumstances. The aim is to:

- ◆ Help you anticipate and list potential crises and organize them into general categories;
- ◆ Give you ideas for developing response plans to a variety of circumstances;
- ◆ Focus decision-making on critical issues in a potentially stressful environment;
- ◆ Establish procedures for lines of communications and interaction with the media;
- ◆ Minimize injury or loss of life;
- ◆ Protect your assets and the goodwill associated with the Subway® servicemark.
- ◆ Preserve public confidence in the Subway brand.

You and your Field Staff should become familiar with this reference material, and review and discuss it with your franchisees. Please note, however, that these guidelines are intended as recommendations only, and will not be appropriate to all crisis situations.

In addition, the guidelines are not meant to override other DAI procedures relative to restaurant evacuations, medical emergencies, restaurant safety/security, disaster recovery or public relations. They exist to strategically address critical issues when, in spite of the best protective efforts, you face a crisis situation requiring immediate attention.

Because of the unique situations of each territory, we urge you to consult other professional sources for more information about crisis management, including local law enforcement and emergency agencies, trade associations, security and public relations professionals, insurance agents, legal counsel and others.

What is a Crisis?

"Crisis: An unstable or crucial time or state of affairs whose outcome will make a decisive difference for better or worse."

(Webster's New Collegiate Dictionary)

A crisis will generally be an unexpected and unstable incident that brings on rapid or even radical changes to your business. Its causes will normally be uncontrollable, the occurrences spontaneous, and the outcome capable of producing a decisive variance from the norm. Its impact may remain long after the incident has taken place and can potentially adversely affect personnel safety, tangible and intangible assets. In addition, a crisis can generate media inquiries and negative publicity unless it is managed effectively.

For the purpose of this reference guide, a crisis is broadly defined as an incident that could:

- ◆ Jeopardize the lives or health of customers, employees, their families or the community.
- ◆ Significantly impact assets and/or productivity.
- ◆ Result in conditions detrimental to the franchisees's and DAI's image and/or the Subway® service mark.
- ◆ Result in conditions detrimental to customer confidence.

Characteristics of a Crisis

- ◆ **Extreme Urgency** - When a crisis occurs, you will have to make difficult decisions very rapidly. This underscores the importance of anticipating a crisis in advance and having an appropriate response plan in place.
- ◆ **Escalating Intensity** - One serious incident can lead to another. Be prepared.
- ◆ **Interrupted Operations** - Closing a restaurant for even a short time can affect every aspect of operations. Consideration must be given to product delivery, food storage, customer and employee safety and well-being.
- ◆ **Scrutiny by the Media and Regulatory Agencies** - Restaurant operations may be investigated even if you are not responsible for a crisis. How the media and/or regulatory agencies portray the situation may greatly affect your survival.
- ◆ **Damaged Public Image** - Even if you handle a situation well, the restaurant's reputation may be damaged if it is associated with danger, violence or other negative situations.

- ◆ **Financial Loss** - The combination of the above factors may negatively impact the restaurant's and DAI's profitability and the profitability of vendors, suppliers and other Subway franchisees.
- ◆ **Human suffering** - The toll of a crisis is most cruel as it relates to our employees and customers. As a consequence, restaurants may experience high employee turnover, employee health claims or workers' compensation claims. Employees may also suffer from post-traumatic stress.

Why Proper Crisis Management is Important

What are your chances of having to deal with a crisis? The bottom line is that there is no such thing as a business in which crises don't occur.

This leaves you with two choices: prepare for crises or just react to crises. The longer it takes to react effectively, the greater the potential for damage. And when a crisis erupts, it's too late to start planning for it.

A crisis can be a career ender or if handled properly can be reduced to minimal risk. Through thoughtful re-planning the negative effects of a crisis can be mitigated by developing strategic plans and responses to crisis situations, requiring policies, planning resources, analysis, communications, relationship building and decision-making. Effective crisis management will use all organizational capabilities and will especially rely on management to act swiftly and decisively.

Some Benefits of Implementing a Crisis Management Program

- ◆ Safeguarding operations by preserving your restaurant's and DAI's reputation, income, supplies and more.
- ◆ Knowing how to assist your employees and customers in a time of need to save lives, prevent injuries and limit emotional suffering.
- ◆ Controlling crisis-related costs for items such as legal services, staffing and insurance.
- ◆ Knowing how to deal with media inquiries that could be potentially damaging.

By planning for a crisis and calling on the skills of trained members of DAI's Crisis Management Team (CMT) and pre-identified internal and external resources, any potential loss of assets can be minimized.

Useful Web Sites for Crisis Management

Food Safety

www.euro.who.int/foodsafety

The World Health Organization (WHO) Regional Office for Europe provides country-specific and topic-specific health information for people who influence health policy in the WHO European region, and the media.

www.who.int/fsf/link.htm.safety

This world hunger site links to many international sites in both English and the native languages.

www.restaurant.org

This is the Web Site of the National Restaurant Association, the leading business association for the restaurant industry in the United States.

www.cdc.gov

The Centers for Disease Control and Prevention (CDC) is recognized as the lead U.S. agency for protecting the public's health and safety.

www.centerforfoodsafety.org

The Center for Food Safety provides leadership in legal, scientific and grassroots efforts to address the increasing concerns about the impacts of our food production system on human health, animal welfare and the environment.

www.foodprotection.org

This site provides food safety professionals worldwide with a forum to exchange information on protecting the food supply.

www.cfsan.fda.gov

The FDA protects all U.S. consumers with a broad umbrella of safeguards that enable them to go about their daily business without worries about the safety of the myriad products the FDA regulates.

www.foodnet.fic.ca

A business tool designed for food processors, this useful site provides links to policy, regulatory information, food safety, trade information and other sites.

www.anzfa.gov.au/ also: www.foodstandards.gov.au

A web site of Food Standards Australia New Zealand (formerly ANZFA) protects the health and safety of the people in Australia and New Zealand by maintaining a safe food supply.

www.safefood.net.au/

Geared to the Australian public and food industry, this site, sponsored by the Food Safety Campaign, raises awareness of the need for safe food handling.

www.foodsafety.gov

US Government food safety information.

www.ific.org

IFIC's purpose is to bridge the gap between science and communications by collecting and disseminating scientific information on food safety, nutrition and health

Crisis Management

www.crisisnavigator.org

The Crisisnavigator is an international Internet guide to crisis management, crisis communications, issues management, risk management, disaster management and business continuity management.

Safe Work Environments

To learn more about the U.S. state and federal laws that mandate safe work environments, or for information about occupational health and safety in general, try these sites:

www.osha.gov - U.S. Occupational Safety and Health Administration, or OSHA

www.ccohs.ca - Canadian center for Occupational Health & Safety.

www.cdc.gov/niosh/homepage.html - National Institute for Occupational Safety and Health, or NIOSH

For Canada: www.ccohs.ca - Canadian Center for Occupational Health & Safety

For International: www.icoh.org - The International Commission on Occupational Health

International Safety & Health Links - www.asse.org

My Web Sites

You may want to add your local Web Site or Sites you frequently use.

Crisis Checklist

Before A Crisis - Be Prepared

- ☐ Anticipate and list potential crises.
- ☐ Develop preventative measures and a response plan for each possible crisis.
- ☐ In preparing plans, coordinate with all internal and external divisions potentially involved; also identify external public relations contacts and cultivate relationships.
- ☐ Build plans based on maximum disclosure with minimum delay; list releasable vs. non-releasable information (the right to know vs. privacy).
- ☐ Practice a plan periodically.
- ☐ Consistently scan the horizon for potential, looming crises: complaints, grievances, news stories, etc.
- ☐ Prepare notification lists and ensure that they remain current.
- ☐ Prepare "crisis kits" in advance and keep materials like fact sheets, photos, sample press releases, bios, etc. current.
- ☐ Identify your local emergency response authorities and keep phone numbers handy.

In A Crisis - Stay Calm

- ☐ Appoint a designated spokesperson to handle all media inquiries. Make sure that employees know to refer the media to the spokesperson.
- ☐ Accept responsibility swiftly; take decisive action.
- ☐ Stay Calm. Take a deep breath and think about what you need to do.
- ☐ Set up procedures to account for employees and others in a crisis situation.
- ☐ In the case of serious injury or loss of life, the spokesperson will most likely be yourself or a member of your staff.
- ☐ Decide who should communicate the news of a tragedy to a victim's loved ones. (Refer to the attachment, Communicating with Loved Ones in Times of Crisis.)
- ☐ Work with your advertising agency and/or Corporate Communications to develop media relations plan in response to a crisis.
- ☐ Know your various "publics." They may be your employees, vendors and suppliers, the media, customers, Headquarters, and others. For each audience, you need to have ready access to complete and updated mailing, fax and phone lists to accommodate rapid crisis communications. And you need to know what type of information each audience is seeking.
- ☐ During a crisis, keep information flowing; be responsive to the media, but never sacrifice thoroughness and accuracy for a reporter's deadline.

After the Crisis - Follow up is Key

- ☐ Remember your internal publics. Make sure employees are kept informed of developments throughout a crisis.
- ☐ Following a crisis, conduct a "lessons learned" session quickly and revise plans as necessary.
- ☐ Publish an after-action report and distribute it to key players; include a summary of the crisis, action taken, what worked, what didn't, discussion of results, lessons learned, summary and/or copy of clips and broadcast coverage.

Crisis Management Guidelines by Incident Type

1.) Burglary and Robbery

Preventative Strategies

- ◆ Any delay a burglar encounters while attempting to enter a restaurant reduces opportunity, discourages continued effort, and increases the risk of being detected and apprehended.
- ◆ Ensure that vulnerable entry points are protected.
- ◆ Lights, locks, cameras and alarms will deter entry. Regular maintenance should be performed on all equipment. Be sure tapes are loaded, and cameras are working properly.
- ◆ Regularly inspect all doors, windows and locks.

Response Plan

- ◆ Call your local law enforcement office (police, sheriff, or your local emergency dial code).
- ◆ Do not enter the restaurant until the authorities arrive.
- ◆ Keep employees out of the affected area until instructed to do otherwise.
- ◆ Do not touch or handle any article or surface that the burglar may have handled.
- ◆ Protect any physical evidence touched or left behind by the burglar.
- ◆ Complete an Incident Report Form (Form J attachments/forms). Copies of incident reports should be sent to both operations and communications departments.

2. DAI Product Recall/Withdrawal Procedure

DAI or one of its vendors may initiate, for health or quality discrepancies, a Product Recall/Withdrawal request. The purpose of this procedure is to ensure that all product in question is identified, counted and isolated to prevent additional product in question from entering the distribution system.

The USDA and the FDA divide recalls into three classes.

- ◆ Class I Recalls comprise products that have the potential to cause death or severe health problems.
- ◆ Class II Recalls include products that could cause reversible or temporary health problems, or where the probability of serious harm is remote.
- ◆ Class III Recalls are generally manufacturing or quality related, i.e. count, weight and size. The products are not likely to cause serious harm, such as a product sliced to the wrong slice weight.

Class I and Class II recalls are initiated to hold or remove product from the distribution network because of a health risk.

Class III recalls can be initiated for any product other than a health risk.

In addition, DAI may decide to remove products from the market for various reasons which do not involve a Class I, II or III Recall. Removals of this sort will be identified as Withdrawals.

Preventative Strategies

Institute a written recall plan.

Supplement liability insurance policy with a separate recall insurance policy. Some recall policies can insure against expenses specifically associated with recalls and include:

- ◆ Brand protection, for the costs of rehabilitating a tarnished brand.
- ◆ Transport and/or destruction of tainted product.
- ◆ Advertising, both to notify consumers of the recall and to repair the damage to the brand.
- ◆ Lost profits due to both tangible and intangible effects of the recall.

Response Plan

Product Recall - Inventory levels of any product that has been classified as a potential health risk will be reported within two hours unless the magnitude of the recall is such that two hours is insufficient. In this case, an estimated completion time will be determined. DAI will also attempt to identify the number of cases in distribution.

Product Withdrawal- Information pertaining to any product problem other than a potential health risk will be provided within twenty-four hours of notification.

Assessment of Potential Recall/Withdrawal

Requires comprehensive and factual information such as:

- ◆ Type of defect
- ◆ Evaluation of risk
- ◆ Incidence of defect
- ◆ Volume of product in question
- ◆ Amount of product in distribution
- ◆ Location of product
- ◆ Involvement of regulatory agencies

Once accumulated, this information is reviewed by DAI R&D and they determine to what extent the recall/withdrawal should be taken.

DAI R&D Initiated Recall/Withdrawal

DAI R&D's Responsibilities

- ◆ Notifies the vendor that a Recall/Withdrawal is being assessed. Discusses situation with vendor and asks for documentation.
- ◆ Determines an action plan with the vendor. If a Product Recall/Withdrawal is required, determines the necessary action and recommends the class of recall/withdrawal.
- ◆ Notifies the Crisis Team of the Recall/Withdrawal and gives the justification.
- ◆ Identifies the response time necessary for the type of recall such as twenty-four hours (Class III) and two hours (Class I, Class II).
- ◆ Directs, supervises or oversees activities of the Crisis Team, as appropriate.

Crisis Team's Responsibilities

- ◆ Notifies IPC, DC's, DA's, Corp. Communications, Legal, Consultants, and Franchisees.
- ◆ Track and report results.
- ◆ Organize the Center for Communication
- ◆ Maintains contacts with government agencies, as appropriate.

The Vendor's Responsibilities

- ◆ Confirms that DAI R&D has notified them of the Recall/Withdrawal and has provided justification for this action.
- ◆ Reports the locations where product was distributed and what quantities were shipped to each location. Retrieves proper documentation reconciling shipped and unshipped product with total produced.

- ◆ Locates, segregates and secures all unshipped product in inventory, whether on-site or in outside warehouses.
- ◆ Provides disposition and agrees with DAI R&D on this disposition.
- ◆ Is liable for costs associated with a Recall/Withdrawal such as redelivery, air freight, man-hours at center, man-hours corporate support, disposal, redelivery and pick up.
- ◆ Provides replenishment.

The Distribution Center's Responsibilities

- ◆ Reviews the Recall/Withdrawal with the DAI R&D.
- ◆ Notifies all freight forwarders, DA's and restaurants that they service within 4 hours.
- ◆ Documents who was contacted and when.
- ◆ Retains paperwork.
- ◆ Follows-up to ensure that it has complied with the disposition of product.
- ◆ Reports the results to the Crisis Team within 4 hours.

The DA's Responsibilities

- ◆ Reviews the Recall/Withdrawal with the Crisis Team
- ◆ Contacts the Field consultants who then contact the franchisees.
- ◆ Documents who was contacted and when.
- ◆ Follows up to ensure disposition of product and records quantities.
- ◆ Retains paperwork.
- ◆ Reports back to the Crisis Team within 4 hours.

IPC's Responsibilities (where in Place)

- ◆ Contacts vendor to determine back up supply.
- ◆ Ascertains stock position, replenishment, and stock movement required.
- ◆ Confirms vendor disposition and assists with disposition and stock replenishment when applicable.
- ◆ Arranges credit with vendors.
- ◆ Notifies DC's of back up supply.
- ◆ Follows up with DAI R&D as to supply arrangement.

The Franchisee's Responsibilities

- ◆ Confirms the Recall/Withdrawal initiated by DAI.
- ◆ Determines and confirms the disposition or proposed disposition agreements with the vendor and DAI.
- ◆ Confirms product replacement and replenishment strategies.
- ◆ Identifies necessary cost reimbursement

The Legal Department's Responsibilities

- ◆ Maintains contacts with relevant government agencies, as appropriate.
- ◆ Provides legal counsel on all issues as warranted.

Corporate Communication's Responsibilities

- ◆ Prepares and approves public statements for media purposes.
- ◆ Coordinates media inquiries, preparing and monitoring spokespersons.
- ◆ In conjunction with the Crisis Team, prepares and coordinates public release of information to consumers concerning the product and actions they should take.
- ◆ Approves responses to consumer inquiries and facilitates such responses.

Vendor Initiated Recall/Withdrawal

The Vendor's Responsibilities

- ◆ Notifies DAI R&D of the Recall/Withdrawal and the reason for this action.
- ◆ Identifies if this is a quality or safety issue. Determines Class I, II or III.
- ◆ Supplies lot numbers and code dates, the locations where product was distributed and the quantities shipped to each location.
- ◆ Provides disposition and must have an agreement with DAI R&D on disposition.
- ◆ Is liable for costs associated with the Recall/Withdrawal such as redelivery, air freight, man-hours at the center, man-hours of corporate support, disposal, re-delivery, and pick up.
- ◆ Provides replenishment.

DAI R&D's Responsibilities

- ◆ Confirms with the Crisis Team that the Recall/Withdrawal has been established by the vendor and relates the action plan for replenishment, product handling, etc.
- ◆ Discusses situation with the vendor. Asks for required documentation.

The DC's Responsibilities

- ◆ Reviews the Recall/Withdrawal with the Crisis Team.
- ◆ Notifies all freight forwarders, DA's and restaurants that they service within 4 hours.
- ◆ Documents who was contacted and when.
- ◆ Retains paperwork.
- ◆ Follows-up to ensure that it has complied with the disposition of product.
- ◆ Reports the results to the Crisis Team within 4 hours.

The DA's Responsibilities

- ◆ Reviews the Recall/Withdrawal with the Crisis Team
- ◆ Contacts the Field consultants who then contact the franchisees.
- ◆ Documents who was contacted and when.
- ◆ Follows up to ensure disposition of product and records quantities.
- ◆ Retains paperwork.
- ◆ Reports back to the Crisis Team within 4 hours.

IPC's Responsibilities (where established)

- ◆ Contacts vendor to determine back up supply.
- ◆ Ascertains stock position, replenishment, and stock movement required.
- ◆ Confirms vendor disposition and assists with disposition and stock replenishment when applicable.
- ◆ Arranges credit with vendors.
- ◆ Notifies DC's of back up supply.
- ◆ Follows up with DAI R&D as to supply arrangement.

The Franchisee's Responsibilities

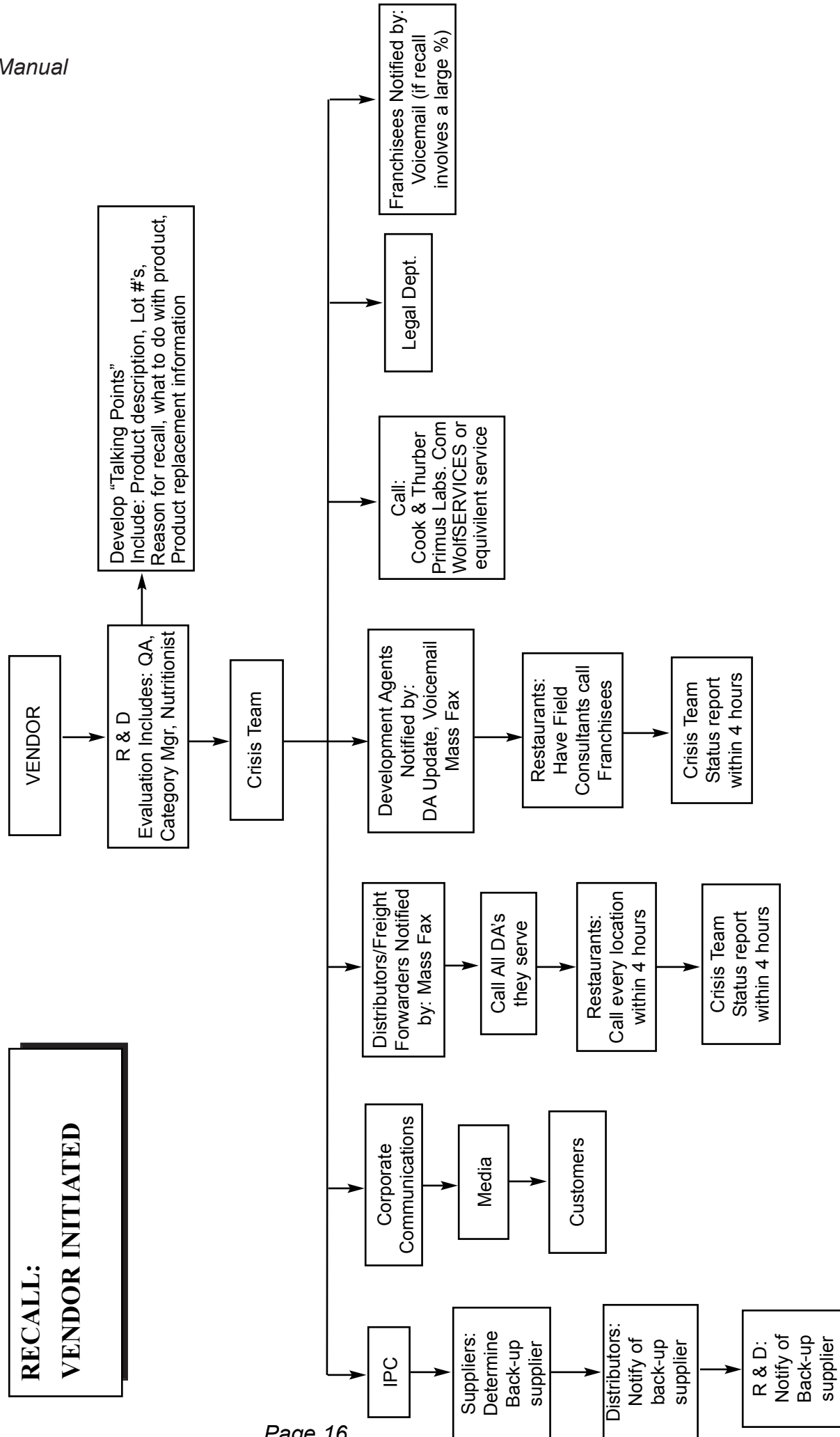
- ◆ Confirms the Recall/Withdrawal initiated by DAI.
- ◆ Determines and confirms the disposition or proposed disposition agreements with the vendor and DAI.
- ◆ Confirms product replacement and replenishment strategies.
- ◆ Identifies necessary cost reimbursement

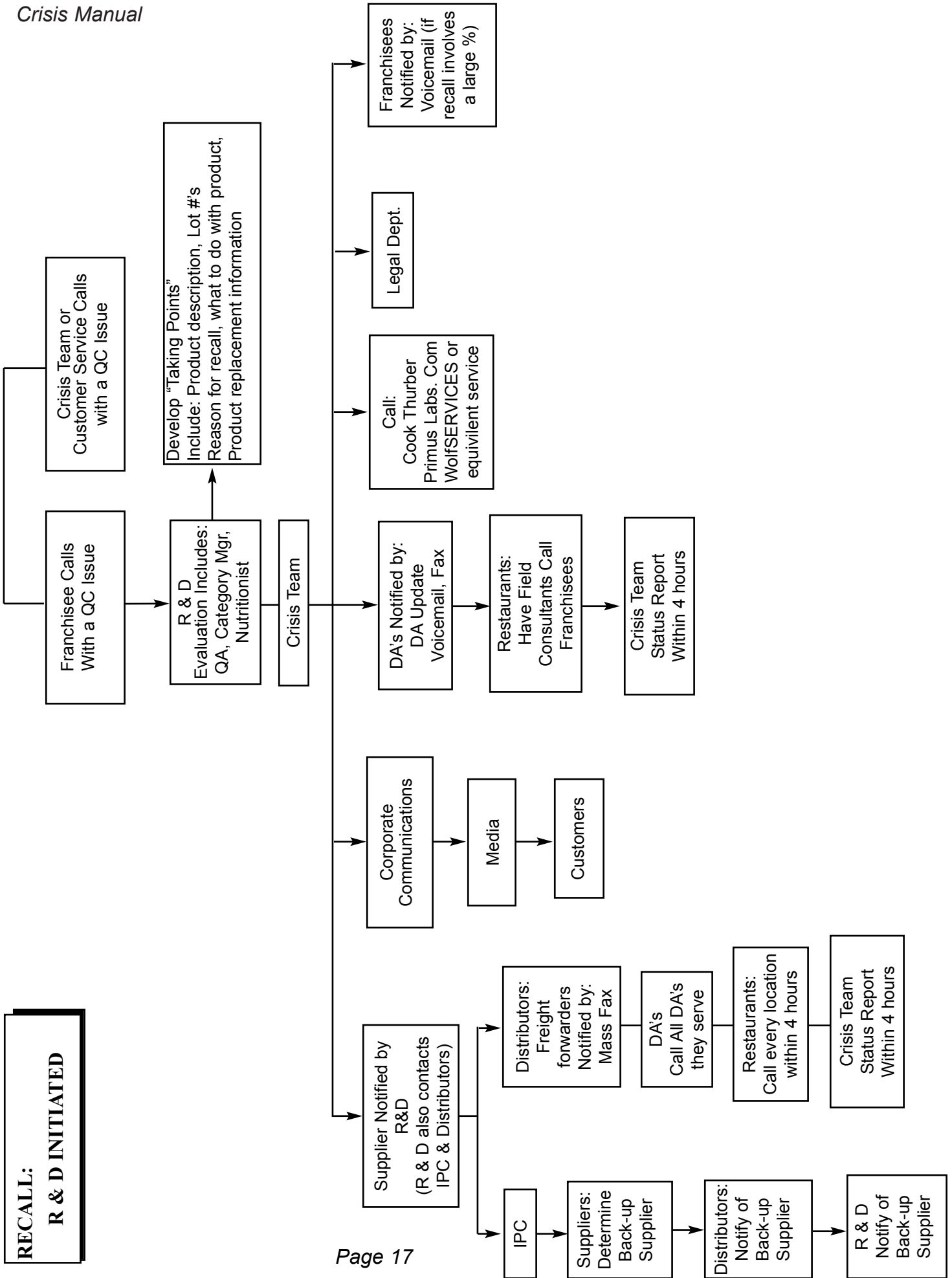
The Legal Department's Responsibilities

- ◆ Maintains contacts with relevant government agencies, as appropriate.
- ◆ Provides legal counsel on all issues as warranted.

Corporate Communication's Responsibilities

- ◆ Prepares and approves public statements for media purposes.
- ◆ Coordinates media inquiries, preparing and monitoring spokespersons.
- ◆ In conjunction with the Crisis Team, prepares and coordinates public release of information to consumers concerning the product and actions they should take.
- ◆ Approves responses to consumer inquiries and facilitates such responses.





3.) Violent Crimes

For a violent criminal act to be committed three conditions must exist: Desire to commit the crime, Ability to commit the crime and the Opportunity to carry it out. Working with the understanding, it is widely accepted that there is little that can be done to impact on the desire or ability of a person to commit a crime. Opportunity reduction is the only condition that is, to some extent, predictable and can be used to reduce crime risks.

Prevention Strategies

Reduction of the risk of crimes occurring is called Crime Prevention. Crime Prevention in Subway Restaurants occurs when owners implement proven security strategies such as:

- ◆ Installing and Maintaining Alarm Systems
- ◆ Installing and Maintaining CCTV System
- ◆ Practices Good cash handling procedures
- ◆ Conducting Pre-Employment Background Investigation
- ◆ Keeping a clear view in all windows
- ◆ Maintaining Access Control (i.e. Locked rear doors limited access to backroom)
- ◆ Offering Security Awareness Training to all employees
- ◆ Training in Robbery Prevention and Response
- ◆ Meeting with and obtaining Security recommendations from local Law Enforcement Authorities.

Response To A Violent Crime

- ◆ Contact law enforcement/emergency operator as soon as possible.
- ◆ Advise emergency operator if there are injuries
- ◆ Follow the instructions of the emergency operator
- ◆ Lock the doors
- ◆ Do not touch anything the offender may have handled
- ◆ Owners need to notify their DA offices
- ◆ You should notify the Crisis Team at HQ (contact information can be found on page 2)

If there have been injuries, biohazard clean up should follow local biohazard protocols. It is recommended that you hire a professional service to clean biohazards. Many of these organizations can be recommended by local law enforcement authorities, health departments and hospitals or researched online.

Under no circumstances should anyone associated with the restaurant, including the owner take part in the cleaning process nor should they be allowed back in the restaurant until all evidence of the crime has been removed.

4.) Workplace Violence

Unfortunately, workplace violence impacts almost every work environment. It can be related to current or former employment, a domestic situation, a disgruntled customer or vendor, or an outsider with a real or imagined relationship with an employee. Whatever the situation, franchisees have a responsibility to establish a safe and secure work environment for their personnel.

Preventative Strategies

- ◆ Franchisees and DA's should conduct on-going, mandatory training programs for all employees on workplace violence and sexual harassment issues. They should establish and institute formal policies.
- ◆ Policies should be posted in prominent locations.
- ◆ Encourage employees to report potentially violent situations. All reports of violent threats should be taken seriously.
- ◆ Some state (and county) laws apply to domestic violence and stalking issues, and can generate the involvement of law enforcement.

Response Plan

- ◆ Provide counseling to a victim following established policy and protocol.
- ◆ If applicable, refer the victim to an employee-assistance program. You can often get assistance from your local hospital, police department or mental health clinic.
- ◆ Encourage a stalking victim to take advantage of local stalking laws or orders of protection, and to file a complaint with the police.
- ◆ Insist that an errant employee take responsibility for dealing with his/her threatening behavior by cooperating with, and implementing, the above steps. Document your discussions.
- ◆ Inform employees with a need to know of alleged threats of death or bodily injury from a perpetrator. In less threatening situations, consider using an employee assistance program.
- ◆ Notify a security consultant and/or law enforcement if the situation warrants.

5.) Unauthorized Disclosures

The release of unauthorized information may injure DAI's reputation or result in litigation. The following topics may not be discussed without the approval of the SFAFT Executive Director or Director of Corporate Communications.

SFAFT

- ◆ Budgets
- ◆ Media TRPs
- ◆ Media weeks
- ◆ Promotional partners (in advance of the promotion)
- ◆ Details about promotional partners (these partners should also be provided with a written policy on accepted topics of discussion)
- ◆ Target audiences

DAI

- ◆ Specific sales and figures
- ◆ Manager salaries
- ◆ Tests
- ◆ Product development
- ◆ Meeting updates

SREC

◆

SFAFT consultation is required prior to the dissemination of information regarding future campaigns.

DAI will continue to print a confidentiality notice on all appropriate materials.

A standard statement on security will be placed in S-T-S on a quarterly basis and a copy of SFAFT policies will be provided to our promotional partners for them to follow when dealing with press or other inquiries.

A set of signed vendor confidentiality agreements should be kept in SFAFT's master file.

Notify the Crisis Management Team if confidential and/or restricted information is released in an unauthorized manner. Because unauthorized disclosures may injure the company's reputation or result in litigation, it is necessary that action be taken to ensure that we are in a position to respond appropriately.

The following is a list of topics that MAY be discussed with the press without the approval of the SFAFT Executive Director/Director of Corporate Communications.

- SFAFT**
- ◆ Awards
 - ◆ Chainwide ad agency
 - ◆ General creative strategy
 - ◆ General sales results/no specific figures (when positive)
 - ◆ Number of restaurants
 - ◆ On-going programs (i.e., Kids' Pak)
 - ◆ Positioning

- DAI**
- ◆ Awards/Recognitions
 - ◆ New country openings
 - ◆ Number of Restaurants
 - ◆ General Sales results/no specific figures (when positive)
 - ◆ On-going programs (ie. Subway Scholarship)
 - ◆ Brand positioning

Preventative Strategies

- ◆ Train personnel about the importance of protecting proprietary information.
- ◆ Secure proprietary information.

Response Plan

- ◆ Contact the legal counsel liaison on the Crisis Management Team.
- ◆ Determine if DAI or SFAFT policy has been violated.
- ◆ Determine where the information could have been released. Identify all personnel who have access to the information and consider having a security consultant conduct appropriate interviews.
- ◆ Determine if access to information was controlled through appropriate safeguards.

6.) Protests/Staged Disruptions

Preventative Strategies

- ◆ Always practice excellent customer service.
- ◆ Conduct a restaurant vulnerability assessment.
- ◆ Take all threats of protests seriously.
- ◆ Stay informed of potential situations in the community.

Response Plan

- ◆ When information concerning a protest, staged disruption, march or any type of action directed against DAI is discovered, notify the Crisis Management Team to help initiate Response Plans.
- ◆ Ensure that adequate security personnel are available to control access to the restaurant.
- ◆ Identify the sponsors of the action and what issue(s) is being supported or protested. Notify the legal department. In certain instances there are legal remedies for illegal third-party boycotts.
- ◆ Notify local law enforcement and request that they maintain order.
- ◆ Designate a specific area for the demonstrators and restrict them to it.
- ◆ Notify building management (if the restaurant is part of a building) to secure entry points and loading dock entrances.
- ◆ Establish one entry/exit point for all personnel, and position a security officer there to control access.
- ◆ Persons displaying proper identification should be allowed access. Persons without an identification card and claiming to be an employee/contractor must have their access authorization verified using the employee/contractor listing. Other identification, such as a driver's license or ID card, should be presented to verify the identity of the person requesting access.
- ◆ If protesters gain access to the restaurant, attempt to isolate them. Do not confront them aggressively. Before removing any one from the restaurant, police will ask you to sign a complaint authorizing them to make any arrests. (May not always be the case internationally)
- ◆ Inform employees of any ongoing protest or staged disruption. Updates to employees should be provided as needed.
- ◆ Designate a telephone number for employees to call for information about access to the workplace.
- ◆ Document the activities.

7.) Medical Emergencies

Preventative Strategies

- ◆ Suggest that franchisees provide annual training in first aid and Cardio Pulmonary Resuscitation (CPR)/Automatic Emergency Defibrillator (AED) procedures.
- ◆ Keep a first aid kit in the restaurant that includes gloves, CPR masks, ice packs, aspirins, a flashlight, etc.
- ◆ Instruct Sandwich Artists® to notify the owner/manager of any emergency.

Response Plan

For Serious Injury or Acute Illness:

- ◆ Call Emergency Hotline or local authorities.
- ◆ Immediately alert the owner/manager/DA office.
- ◆ Notify the building receptionist (if applicable) to direct ambulance personnel to your location.
- ◆ If the person is conscious, make them as comfortable as possible.
- ◆ If the person is unconscious, check for pulse and breathing. If both are present, monitor until paramedics arrive.
- ◆ If there is a pulse but no breathing, see if the person has choked on something before proceeding with rescue breathing (NOT CPR).^{*} Only persons properly trained in First Aid and CPR should attempt and/or perform these procedures.
- ◆ If there is no pulse or breathing, proceed with CPR/AED until paramedics arrive.
^{*} Only persons properly trained in First Aid and CPR should attempt and/or perform these procedures.
- ◆ Assign one person to accompany the ill or injured party to the hospital. Ambulance personnel will determine which hospital's emergency room is best for the situation.
- ◆ Ask the appropriate staff/field manager to contact the person's immediate family.

Accident Reporting Procedure

- ◆ The franchisee is responsible for filing forms related to work-related injuries or illnesses. The employer must fill out the "First Report of Injury" as required by workers' compensation or equivalent required forms for your country.
- ◆ Advise insurance company of any work-related injuries.

8.) Bombs and Bomb Threats

Preventative Strategies

- ◆ Contact police, fire departments or local government agencies to determine the unit and method your community uses to handle bomb disposal.
- ◆ Establish strict procedures for control and inspection of packages and materials entering the restaurant.
- ◆ Develop a positive means of identifying and controlling personnel entering the restaurant.
- ◆ Train Sandwich Artist® to be alert to suspicious looking or unfamiliar objects. They should also be trained in proper handling.
- ◆ Instruct Sandwich Artists®, in the proper procedures for dealing with a bomb threat.
- ◆ Organize an evacuation plan, train personnel on their roles, post signage to guide personnel to evacuation routes, and test the plan.

Response Plan

All threats should be treated as authentic and handled accordingly by the following procedures, notifying law enforcement.

- ◆ If a bomb threat is received by telephone call, the person receiving the call should complete the Telephone Threat Report (Form F) and notify the Crisis Management Team (CMT) to evaluate the need to contact security consultants and/or law enforcement authorities.
- ◆ If the bomb threat is by package or letter, the recipient should protect the item by putting it back in its original envelope, showing it to no one and immediately turning it over to a supervisor who will notify the CMT.

Factors to be considered in evaluating the validity of a bomb threat are:

- ◆ Restaurant morale
- ◆ Labor climate
- ◆ Other recent or frequent threats
- ◆ Involuntarily terminated employees
- ◆ Disgruntled employees
- ◆ Racial tensions
- ◆ Projected or recent reductions in force
- ◆ News media coverage of other bomb threats (called the "copycat" syndrome)

Discovery of a Bomb

If a bomb is identified, personnel should evacuate and secure the area and not attempt to remove or touch the object. Local authorities or bomb disposal units must be notified to handle and/or remove the object.

Evacuation

The decision to evacuate is one that must be carefully measured against available evidence. Options include:

- ◆ Direction from local authorities. *If local authorities order evacuation then this is not an option.
- ◆ No evacuation based on an evaluation of the threat and situation.
- ◆ Notifying employees that a threat has been received and that a search is taking place.
- ◆ Giving employees the option to vacate the premises until a search has been completed.
- ◆ Partial evacuation until the search is completed.
- ◆ Total evacuation until the search is completed.

Explosion

- ◆ Evacuate the restaurant quickly and calmly. Conduct a head count of all employees and customers.
- ◆ Notify the authorities immediately
- ◆ Move out of initial vicinity of building
- ◆ Notify neighboring businesses (ie - strip mall neighbors)

9.) Anthrax and Bioterrorism

Anthrax in the mail. Terrorist attacks. The threat of the release of the smallpox virus as a weapon of bioterrorism. All of these events can cause anxiety and depression, whether you are experiencing them firsthand, watching them on television or reading about them in the newspaper.

Bioterrorism is a very real fear. So are acts of terrorism that have no particular target - like anthrax in the postal system. The threat of a terrorist strike is similar to the threat of a hurricane: There's no guarantee where it's going to land, and which houses will be lost or saved. And that kind of uncertainty is very scary. It's a difficult time with many issues, and many understandable fears.

Facts about Anthrax

- ◆ Anthrax will likely be visible as a powder or powder residue. The absence of visible powder is a strong indicator that anthrax is not present.
- ◆ Anthrax is an acute infectious disease caused by the spore-forming bacterium *Bacillus anthracis*.
- ◆ Symptoms of disease vary depending on how the disease was contracted, but usually occur within seven days after exposure. The serious forms of human anthrax are inhalation anthrax, cutaneous anthrax, and intestinal anthrax.
- ◆ Initial symptoms of inhalation anthrax infection may resemble a common cold. After several days, the symptoms may progress to severe breathing problems and shock. Inhalation anthrax is often fatal.
- ◆ The intestinal disease form of anthrax may follow the consumption of contaminated food and is characterized by an acute inflammation of the intestinal tract. Initial signs of nausea, loss of appetite, vomiting, and fever are followed by abdominal pain, vomiting of blood, and severe diarrhea.
- ◆ In persons exposed to anthrax, infection can be prevented with antibiotic treatment. Early antibiotic treatment of anthrax is essential-delay lessens chances for survival. Anthrax usually is susceptible to penicillin, doxycycline, and fluoroquinolones.
- ◆ Anthrax spores are harmful only if inhaled, ingested, or when introduced into an open wound or the eyes. Persons exposed to anthrax are not contagious and quarantine is not necessary.

Frequently Asked Questions

What are the symptoms of anthrax?

Symptoms of disease vary depending on how the disease was contracted, but symptoms usually occur within seven days.

Cutaneous: Most (about 95%) anthrax infections occur when the bacterium enters a cut or abrasion on the skin, such as when handling contaminated wool, hides, leather or hair products (especially goat hair) of infected animals. Skin infection begins as a raised itchy bump that resembles an insect bite but within 1-2 days develops into a vesicle and then a painless ulcer, usually 1-3 cm in diameter, with a characteristic black necrotic (dying) area in the center. Lymph glands in the adjacent area may swell. About 20% of untreated cases of cutaneous anthrax will result in death. Deaths are rare with appropriate antimicrobial therapy.

Inhalation: Initial symptoms may resemble a common cold. After several days, the symptoms may progress to severe breathing problems and shock. Inhalation anthrax is usually fatal.

Intestinal: The intestinal disease form of anthrax may follow the consumption of contaminated meat and is characterized by an acute inflammation of the intestinal tract. Initial signs of nausea, loss of appetite, vomiting, and fever are followed by abdominal pain, vomiting of blood, and severe diarrhea. Intestinal anthrax results in death in 25% to 60% of cases.

Can anthrax be spread from person-to-person?

Direct person-to-person spread of anthrax is extremely unlikely. Communicability is not a concern in managing or visiting with patients with inhalational anthrax.

How is anthrax diagnosed?

Anthrax is diagnosed by isolating *B. anthracis* from the blood, skin lesions, or respiratory secretions or by measuring specific antibodies in the blood of persons with suspected cases.

Is there a treatment for anthrax?

Doctors can prescribe effective antibiotics. To be effective, treatment should be initiated early. If left untreated, the disease can be fatal.

Preventative Strategies

- ◆ Follow local protocols for hazardous materials incidents involving biological hazards. Upon receipt of a threat, a thorough hazard risk assessment should be conducted. The local authorities will coordinate a risk assessment in conjunction with the health department and other authorities on biological agents to ensure timely dissemination of appropriate technical advice.

Response Plan

- ◆ Educate employees about the warning signs of anthrax and proper mail handling.
- ◆ Contact local health authorities, and the Crisis Management Team if anthrax is suspected.
- ◆ If a suspicious envelope or package remains sealed (not opened), an employee should not take any action other than notifying the local crime prevention authorities and packaging the evidence. Quarantine, evacuation, decontamination, and chemoprophylaxis efforts are NOT indicated if the envelope or package remains sealed.
- ◆ Any contaminated evidence gathered at the scene should be triple-bagged. Individuals should be advised to await laboratory test results, which will be available within 48 hours.
- ◆ If an employee becomes ill before laboratory tests are available, they should immediately contact their local health department and seek treatment for potential exposure at a pre-determined medical facility.

10.) Natural Disasters

Disasters can be natural or manmade. Some examples are extreme weather conditions, fire, water damage, power and telecommunications outages, explosions or malicious intent. Listed below are several sample Response Plans. You should determine which disasters have the most likelihood of occurring in your area and develop appropriate preventative measures and response plans.

In many instances local, state and/or federal authorities will direct you on safety and evacuation procedures.

Preventative Strategies

- ◆ Have an emergency kit in the restaurant. (flashlight, batteries, etc.)
- ◆ Have contact numbers handy for generator rental in the event of prolonged power outages.
- ◆ Prepare appropriate plans for key types of disasters and conduct drills to support those plans.
- ◆ Respond to the crisis in a timely manner so that business continues with minimal disruption.
- ◆ Use signage to direct personnel to safety.
- ◆ Ensure that you have a valid number to call for an emergency. Ensure that appropriate emergency contact information is posted on the phone. If a cell phone is used for an emergency call, make sure that the caller is aware that they will have to identify where they are calling from since some dispatchers can not locate callers using wireless phones.

Response Plans

- ◆ Encourage employees to stay calm and to follow instructions from the local authority or manager in charge.
- ◆ Power Outages - Instruct employees to turn off all electrical equipment to lessen the load on circuits. Evacuate all customers and non-essential personnel from the restaurant in an organized manner.
- ◆ Fire - Call Emergency Hotline, the fire department or local fire agency from off the premises if the situation is severe enough that making the call from the restaurant would put the caller at risk. Use a fire extinguisher, if reasonable, and not try to fight a large fire. Evacuate the building. Do not attempt to be a hero.
- ◆ Severe Wind Conditions - Encourage employees to stay out of stairwells and do not attempt to go outside; stay under cover until the danger is declared over and; do not use elevators if there is a potential for loss of power.
- ◆ Gas Leaks - Some sites may use natural gas or be located near other facilities that use natural gas. Contact your local gas company for instructions on reporting a leak. Post the directions with your emergency plan.
- ◆ Contact your insurance company/agent. They will assign a claim number and an adjuster should contact you within 24 to 48 hours. Follow up with the agent or carrier if no one from the insurance company contacts you.

When the danger has passed:

- ◆ Establish a telephone number and/or location where family members and other concerned individuals can ask for information about persons who have been involved in the incident.
- ◆ Coordinate any clean up efforts with the insurance company and determine what fire, restaurant, and other official inspections will be necessary before re-opening.
- ◆ Arrange for proper disposition of any damaged files after consulting with legal counsel.
- ◆ Security will attempt to obtain copies of all statements, police and/or fire reports.
- ◆ Complete an Incident Report Form (see Form J).

Guiding the Flow of Information

A hastily created crisis communications strategy and team are never as efficient as those planned and rehearsed in advance. Reacting without adequate information and planning is a classic "shoot first and ask questions afterwards" strategy. But if you take the time to plan a communications strategy, you can ensure that the right type of information will be disseminated.

There are many ways to communicate about a crisis situation, internally or externally. Employees, vendors, suppliers and customers can be briefed in person, by telephone or sent letters, press releases, newsletters, faxes or e-mails. The media can receive press releases, or attend one-on-one briefings and press conferences. Each of these options and many others available has a different type of impact and must be evaluated by a professional who understands the pros and cons of each method.

Dealing with the Media

As a crisis unfolds, communicating effectively with the media can minimize any negative public perceptions that could affect long-term customer confidence. However, the delay-related damage caused by lack of planning can easily double or triple the time and cost of damage control. Delay can also result in irreparable harm. At the same time, it only takes a one-time plan, with minor updating, to serve as a template and operating basis for all crises.

In a crisis, you may already know what type of information your audiences are looking for. Determine what you want them to know about the situation. Keep the message simple with no more than three main messages for all audiences, and a few messages targeted at specialty audiences.

- ◆ Appoint a spokesperson to serve as the primary local media contact. The spokesperson needs to be familiar with all the crisis-related facts.
- ◆ Stress that employees should not speak to reporters or make negative comments about the restaurant/its owners or managers.
- ◆ Contact the Corporate Communications team and/or your local advertising agency for help with crafting a media relations strategy, drafting a release/statement and with the release of information to the media.
- ◆ Provide honest, accurate and approved information to the media.
- ◆ Make statement, as brief as possible and try to predict the media's questions, concerns and perceptions. The statement should answer the who, what, where, why, how and when of the situation. It should also include the cause of the problem and the solutions implemented. (Refer to Sample Media Statements, Page 35.)

- ◆ Take direction from local law enforcement authority so you do not jeopardize their investigation.
- ◆ Early in the crisis (the first 24-48 hours) provide a clear, simple message that expresses concern for the situation and for any victims. When death or injury has occurred, provide names only after the next of kin has been notified. Requests to interview those involved, or to take photographs at a location that was rendered unsafe by the crisis, should be denied. (If authorities permit these actions).
- ◆ As the crisis develops, you may be asked to provide background information about the restaurant, DAI or appropriate company policy through media interviews or press releases. Always be positive. Include any efforts you have made to resolve the crisis. It is important to convey confidence that you dealt with the crisis as swiftly as possible. At all times it is important to stress that the safety and security of employees, customers and other members of the community is paramount.
- ◆ Before releasing information involving a reward, discuss the issue with the CMT and local police/authorities. In most cases, the authorities will not want to release reward information within the first 48 hours of the investigation.
- ◆ Don't ever divulge proprietary information. Otherwise, cooperate with the media whenever possible. This is essential to obtaining and maintaining balanced coverage. Sometimes pending legal actions will prohibit you from making any comments.
- ◆ During a long crisis, you may need to match media coverage with press conferences or press releases to ensure that your side of the story is accurately presented. Consult with the Corporate Communications team. When media coverage declines, you can reduce your efforts.
- ◆ Once the crisis has been resolved, it is often best to let the public's attention move on.
- ◆ Consider writing thank you letters to local authorities, employees and others who helped during the crisis if the situation is appropriate.
- ◆ Conduct a crisis assessment with key players after the crisis is resolved. Discuss what worked and what didn't. Revise preventative measures and response plans accordingly.

News Release/Reporter Relations - The 10 Steps

1. Focus and clarity - Know what you want to say.
2. Lead paragraph - Structure your story.
3. News story body - Flesh out the details.
4. Imitation - Follow the style and construction of existing articles/stories.
5. Completeness - Cover all the facts (who, what, where, when, why and how).
6. Editorializing - Don't give your opinion. Stick to the facts.
7. Names - Use proper style for spelling names. Never misspell a name.
Refer to an Associated Press stylebook for tips on names and titles.
8. Closing - Add a final paragraph that sums up the release.
9. Editing - Review your copy twice, then review it again.
10. Accuracy - Strive for a perfect news release.

Sample Media Questions

- ◆ Who was involved in the incident?
- ◆ Has this type of incident happened previously at this restaurant or others?
- ◆ Which local authorities have been contacted and when?
- ◆ What type of security was in place to protect customers and employees?
- ◆ Was the staff trained in safety and security? If so, how?
- ◆ How many employees were working at the time of the incident?
- ◆ What is the company going to do to ensure that this incident doesn't happen again?
- ◆ Is a reward offered? If so, how much?

How to Prepare for an Interview

- ◆ Consult with the Corporate Communications team and/or your local advertising agency.
- ◆ Reporters work on strict deadlines. Return calls promptly.
- ◆ Anticipate that you will be asked the who, what, where, why, how and when of the situation.
- ◆ Expect difficult questions. Stick to the facts. Avoid rendering personal opinions or editorializing.
- ◆ Write out the message you want to get across to the media, whether or not you intend to issue a written statement. This will help shape your thoughts and ensure that key points are made.
- ◆ Read the statement from the public's perspective. Be sensitive to their concerns regarding the community's safety. Do not reveal shocking or unnecessary details about a crime or other incident. Carefully choose your words.
- ◆ Avoid using restaurant or industry jargon that will be unfamiliar to the general public.
- ◆ Practice the statement in front of someone. Ask them to critique your statements and offer suggestions for change.
- ◆ If you can, offer some positive facts about the company and your restaurants that are appropriate to the issue at hand. Comment on training programs, company policies, and/or the formulation of a memorial fund or reward. Provide examples that you care about customers, employees and the communities you serve.

- ◆ Never answer "no comment" in response to a reporter's question. If you can't answer for legal or other reasons, explain this. For example, "The Police Department has asked that we refer all questions to them" or we cannot comment on pending litigation.
- ◆ Refer reporters to other sources of information about the incident, such as a hospital or police department.
- ◆ If there are victims, express your concern for them and their families.
- ◆ Do not make any remarks "off the record." Expect that anything you say will be utilized in the story.
- ◆ Be sure to keep copies of press releases you send and maintain a record of all information you release.

Sample Media Statements

The following statements are written for use as a guide only. Each incident will require specific details and attention. Contact the Corporate Communications team and/or your local advertising agency for advice and assistance with handling media relations.

Loss of an employee due to a violent crime

"We are shocked and saddened by this horrible incident. Our concern right now is for victim's family, friends and co-workers that are left behind. We are working closely with the (insert name of the police department and other agencies) to assist with their investigation. We want to do everything we can to help in the apprehension of the person who committed this terrible crime."

Loss of customer life due to violent crime

"We are extremely upset by this horrible incident. Our concern right now is for the victim's family and friends who have suffered a loss, and for our employees. We are working closely with the (insert name of police department and other agencies) in their investigation. We will do everything possible to help apprehend the person or persons who committed this terrible crime."

In-store security procedures

"There are a number of security procedures in place at the restaurant but I do not want to reveal those details so we don't jeopardize the security of that and other restaurants in the area. Employees and managers are trained and re-trained on security and crisis management issues from both local and national sources. Our corporate offices retain a national security consultant that works with franchisees. We have on-going security reviews, and keep security personnel and others updated on the latest tactics to help secure our facilities."

Food Safety/Borne Illness

"The entire Subway franchise chain is very concerned about food safety. It is an integral part of our training programs. Proper food handling and cleanliness are our top priorities. Franchisees are encouraged to participate in the ServSafe program administered by the National Restaurant Association Education Foundation in their restaurants or in international markets, a locally recognized equivalent. They are also encouraged to be knowledgeable about their local health department procedures and to follow the most stringent regulations. On a local level, development agents and field consultants make on-going food safety training available, in particular HACCP regulations, to assure the highest possible food safety and cleanliness standards. Subway restaurants are evaluated on many standards including food safety every month."

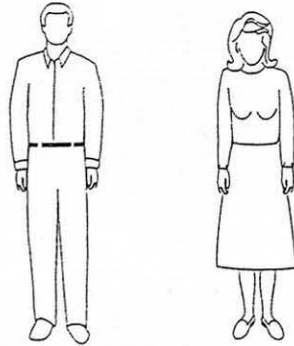
Armed Robbery Report

Date / Time _____

Owner _____

Store Address: _____

DA _____



SEX	TATTOOS	PANTS (Color, Type)
AGE	MOUSTACHE, BEARD	SWEATER
RACE	MAKE UP	SKIRT DRESS
HEIGHT	JEWELRY	ACCESSORIES
WEIGHT	SHOES (Color, Type)	DESIGNER NAMES
EYES	HAT (Color, Type)	WRITING ON CLOTHING
GLASSES (Color, Type)	TIE / SCARF (Color, Type)	SCARS/MARKS
HAIR COLOR	COAT (Color, Type)	GANG LOGOS
HAIR STYLE/LENGTH	SHIRT (Color, Type)	ODOR



Small Automatic



Snub Nose Revolver



Large Automatic



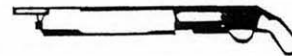
Long Barrel Revolver



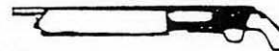
Bolt-Action



Lever



Single Shot



Automatic



Pump

Was weapon held in:

☐ Left hand ☐ Right hand

Other weapons:

☐ Knife ☐ Military

Describe: _____

Fill in as many boxes as possible

Circle the weapon used

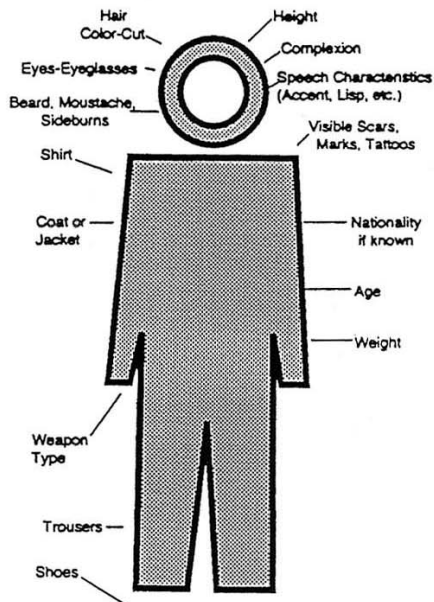
If other weapons were used please describe _____

Please record any unusual actions or comments _____

Signature _____



Physical Description Suspect Identity Chart



Race _____	Socks _____
Sex _____	Physical Defects _____
Age _____	VEHICLE
Height _____	Make _____
Weight _____	Year _____
Hair _____	Model _____
Eyes _____	Color _____
Complexion _____	License No. _____
Scars, Marks _____	Dents, Marks _____
Hat _____	Dir. of Travel _____
Coat, Jacket _____	How Long Ago _____
Shirt _____	Gun Seen or Not _____
Pants _____	Money Container _____
Shoes _____	

PHYSICAL DESCRIPTION SUSPECT IDENTITY CHART

Date _____

Filed by _____

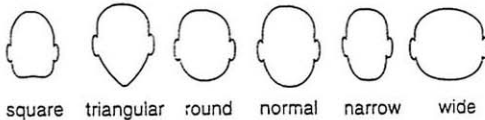
Store # _____

Store Address _____

Suspect Description Form

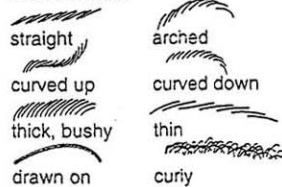
Please circle the appropriate picture for each facial feature of perpetrator .

☐ Male ☐ Female
SHAPE OF FACE:

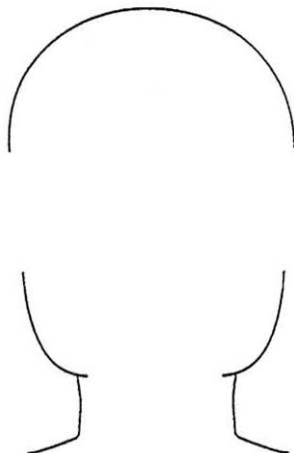
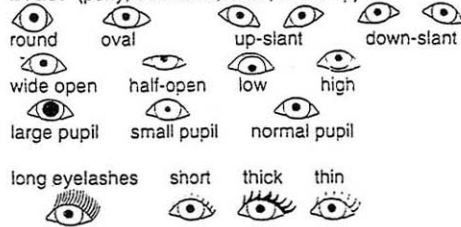


FOREHEAD: high, low, smooth, wrinkled/creased

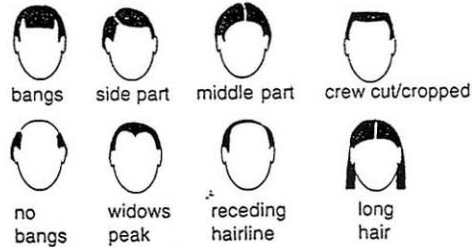
EYEBROWS:



EYES: (puffy, bloodshot, clear, made-up)



HAIR: straight, wavy, curly, coarse, fine, braided, side burns



Colors: blond, brown, black, red, white, gray, or dyed

Length: short, chin, shoulder, long

Style: neat, clean, dirty, messy

NOSE:

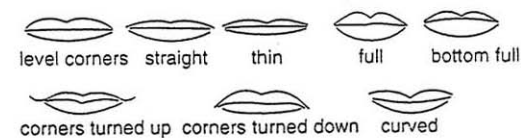


CHEEKS/CHEEK BONES: oily, dry/flaky, made up, high/fleshy, sunken, wide or narrow

EARS: large, small, protruding, flat against head



MOUTH:



MOUSTACHES:



BEARDS:



CHIN: double, loose, small, receding, prominent, cleft

JAW: jowls, stubble, crooked

NECK: protruding Adam's apple, wrinkled, thin, thick, long, short

For additional information please refer to your operations manual section 16 "Safety and Security".

Filed by _____

Date _____

Owner _____

Store Number _____

Post this memo near your phone

IN A CRISIS

WHO DO YOU CALL?

The following people have been trained to deal with a crisis situation. If you cannot reach the owner of your restaurant immediately, then call the designated person for your area listed below. If you cannot reach either, contact your DA or field consultant.

NAME: _____

HOME TELEPHONE #: _____

OFFICE TELEPHONE #: _____

CELL PHONE: _____

PAGER: _____

NAME: _____

HOME TELEPHONE #: _____

OFFICE TELEPHONE #: _____

CELL PHONE: _____

PAGER: _____

NAME: _____

HOME TELEPHONE #: _____

OFFICE TELEPHONE #: _____

CELL PHONE: _____

PAGER: _____

NAME: _____

HOME TELEPHONE #: _____

OFFICE TELEPHONE #: _____

CELL PHONE: _____

PAGER: _____

In the event of an emergency in your restaurant, which results in contact by the news media, take the following steps:

1. If you are a manager or counterperson, tell the reporter that you are not authorized to make a statement, however, you will contact the owner and a designated spokesperson will be able to provide them with information within 60 minutes.
2. Ask the reporter for their name, telephone number and the call letters of the radio/TV station or titles of the newspaper.
3. Call the store owner and advise them of the media contact and what information they are seeking. Give him the name(s) of the reporter(s), phone number(s), and media affiliation. Make certain the information is accurate.
4. Owners must then contact their designated spokesperson or DA

[illegible]

TELEPHONE THREAT REPORT FORM

UPON RECEIPT OF A TELEPHONE THREAT: BE CALM, COURTEOUS, LISTEN AND DON'T INTERRUPT THE CALLER.

Obtain as much information as possible from the caller and complete this form immediately after receiving a threatening call. Call your local emergency dial code (example: 911, 999) or the local authorities.

Date: _____ Time: _____

Record the exact words of the caller _____

Ask the following questions:

1. When is the bomb going to explode? _____
2. Where is the bomb located? _____
3. What does it look like? _____
4. What kind of a bomb is it? _____
5. What will cause it to explode? _____
6. Did you place it? Yes ☐ No ☐ If no, who did? _____
7. Why? _____
8. What is your name? _____
9. Where are you calling from? _____
10. What is your address? _____

For other types of threats, keep the caller on the line and determine the nature of the threat:

1. Is the threat directed at a specific person? Yes ☐ No ☐

If yes, to whom?

2. Request to speak to someone in particular _____
3. What is the reason for the threat? _____

**DON'T HANG UP THE PHONE. PLACE IT ON HOLD.
THE POLICE MAY BE ABLE TO TRACE THE CALL.**

Caller ID Form

Try to determine the following. Circle as many items as appropriate.

Caller's identity: Male Female Adult Juvenile

Approximate age: _____

Voice: Loud High Deep Raspy
 Pleasant Intoxicated Other _____

Accent: Local Regional Foreign Other _____

Speech Pattern: Fast Slow Distinct Distorted
 Stutter Nasal Slurred Lisp

Language: Excellent Good Fair Poor Foul Other _____

Demeanor: Rational Irrational Coherent Incoherent Calm Angry
 Deliberate Emotional Righteous Laughing Intoxicated

Background noise: No Yes (describe) _____

Is the voice familiar, whom did it sound like _____

Additional information: Inside call Outside call

Other (explain) _____

Person receiving the call _____ Time of Call _____

Time of incident reported _____

Reported to _____

insert name

Person to whom threat was reported _____

Signature _____

Title/Position _____

INCIDENT REPORT FORM

(to be completed by Subway)

Store Number _____ Date _____ Time _____

Location _____

Type of Incident _____

Person Reporting Incident _____

Describe What Happened (Report facts, not opinion. Use additional pages as needed.)

Signed _____ Date _____

Crisis Contact Form

Use this form to document all contacts made regarding a crisis.

Media Organization / Hospital / Police Department/Employee Family Member/Other
(Circle appropriate organization)

Contact Person: _____

Phone Number: _____

Date: _____

Time Called: _____

Purpose of Call: _____

Comments: _____

Call made by (name and title): _____

INCIDENT REPORT

(* for customer only)

Store # _____

Date of Report ____/____/____

Date of Incident ____/____/____

Time of Incident _____ ☐ AM ☐ PM

Store Address _____

Phone # _____

Owner _____ Manager on Duty _____

Manager's Home Phone # _____

*Customer/Employee Name _____

*Customer/Employee Address _____

*Customer's/Employee's Home Phone # _____ Business Phone # _____

DETAILS OF INCIDENT _____

Witness Name _____ Phone # _____

Address _____

Witness Name _____ Phone # _____

Address _____

Weather Conditions, if applicable _____

Comments made by customer, if any:

Signature of person making report

Title

**A COPY OF THIS FORM SHOULD BE SENT TO CRISIS TEAM MEMBER:
Wendy Wilkitis in Operations: Fax 203-783-7787 ASAP.**

Foodborne Illness

Hepatitis A

Hepatitis A virus is a communicable disease that may be foodborne, but is also transmitted through person-to-person contact in settings such as daycare centers and hospitals by persons who do not adequately wash their hands after rest room use, and by consumption of raw or undercooked shellfish harvested from contaminated waters. In the foodservice industry, the primary controls for Hepatitis A are proper training and effective supervision of employees to ensure good hygienic practices, proper handwashing and safe handling of food and tableware.

Symptoms

Abrupt fever, fatigue, loss of appetite, nausea, abdominal discomfort, jaundice, dark urine and joint aches. Symptoms of this infection usually occur within 15-50 days following exposure. The greatest risk of illness transmission from an infected person is one week before until one week after symptoms first appear. Source Humans; occasionally nonhuman primates.

Mode of Transmission

Person-to-person via fecal-oral. Common source outbreaks have been related to contaminated water; food contaminated by infected foodhandlers, especially food that is not cooked after handling; and raw or undercooked shellfish from contaminated waters. Healthy adults and children occasionally get infected with *Listeria*, but they rarely become seriously ill.

Control

- ◆ Food-protection education
- ◆ Minimize manual contact with food and food contact surfaces
- ◆ Good personal hygiene and handwashing
- ◆ Approved food sources
- ◆ Proper food cooking and holding temperatures
- ◆ Vaccines for active immunization; limited use (available as of 1995)
- ◆ Exclude infected employees

Norwalk Virus

Norwalk virus is usually associated with poor personal hygiene and contaminated soils or water. Because Norwalk is a virus, it does not grow or reproduce in food. However, when food is contaminated with the virus via hands, soil or water, it is not easily killed by cooking. Because viruses cannot be isolated readily or detected in contaminated food, preventive controls are extremely important.

Symptoms

Norwalk virus is characterized by nausea, vomiting, diarrhea, abdominal pain, headache and low-grade fever. Symptoms usually appear 24-48 hours after infection, and may persist for as long as 1-2 days.

Source

Man is the only known source of the virus. The virus is found in the feces of an infected person and is shed in human waste.

Mode of Transmission

Poor personal hygiene/lack of handwashing after toilet use and consumption of contaminated water supplies are the most common mode of transmission. Raw shellfish harvested from contaminated waters, contaminated ready-to-eat foods, eggs and even ice have caused Norwalk virus outbreaks.

Control

- ◆ Food-protection education
- ◆ Good personal hygiene and handwashing
- ◆ Food and water from reputable sources
- ◆ Washing raw vegetables

Listeriosis

Listeriosis is a bacterial illness. Listeria is frequently found in soil, water and plant matter; and it has the ability to survive and grow in moist, cool locations such as refrigerators. Listeria is a common bacteria and is very difficult to eliminate. However, thorough cooking will destroy it. Listeriosis can be a severe illness for the old, very young and for people who are immuno-compromised.

Symptoms

The infection is usually characterized by nausea, vomiting, headaches, delirium, coma, collapse, shock and lesions on vital organs. In pregnant women, the illness can cause a miscarriage or result in stillbirths. Listeriosis may also cause severe retardation, meningitis and death in newborns.

Source

Infected wild and domestic mammals and fowl are the most likely sources for Listeriosis. The organism is frequently found in soil, water and plant matter that animals ingest and excrete, allowing further transmission.

Mode of Transmission

When people become infected with Listeriosis, they may excrete the bacteria in their feces; thus handwashing is extremely important. Improper sanitation of refrigerators may increase spread of Listeriosis. Cheese made with unpasteurized milk may support the growth of Listeria during ripening and has been implicated in serious outbreaks.

Control

- ◆ Food-protection education
- ◆ Good personal hygiene and handwashing
- ◆ Keep facilities dry--Listeria can grow on wet floors, in drains, in ceiling condensates and on sponges
- ◆ Proper cleaning/sanitizing of equipment
- ◆ Washing vegetables/produce
- ◆ Avoiding contact between raw and cooked foods

Salmonellosis

Salmonella is an intestinal bacterium that is commonly found on raw meats, poultry and in eggs, or in foods containing raw or undercooked milk or egg products. There are hundreds of Salmonella serotypes, and *S. typhimurium* and *S. enteritidis* are the most common. Salmonella bacteria can be killed by temperatures of 130°F or higher for 2 hours, or at 165°F for a few seconds. A person with Salmonellosis can transmit the disease to others for up to several days to several months via cross-contamination and inadequate handwashing after toilet use.

Symptoms

Salmonellosis is usually characterized by headache, abdominal pain, diarrhea, nausea, vomiting, dehydration, fever and loss of appetite. Symptoms of Salmonellosis commonly appear within 6-72 hours after the ingestion of the organism and may persist for as long as 2-3 days. Death is uncommon, except for the very young, very old and the immuno-compromised.

Source

Humans and domestic or wild animals: poultry/eggs, swine, cattle and rodents, and pets such as turtles, chicks, dogs and cats. Humans can be carriers (have and transmit the disease without showing symptoms) and shed the disease in the feces for up to one year.

Mode of Transmission

Ingestion of fecal material containing the bacteria via undercooked meats or eggs, contaminated food or tableware, and untreated public water supplies.

Control

- ◆ Food-protection education
- ◆ Good personal hygiene and handwashing
- ◆ Proper cooking temperatures
- ◆ Proper cleaning/sanitizing of food equipment
- ◆ Exclusion of sick employees

E. coli 0157:H7

E. coli 0157:H7 is one of the hundreds of strains of E. coli normally found in the large intestine of animals. First recognized in the United States in 1982, E. coli 0157:H7 has been associated with several serious outbreaks in the United States and is most commonly linked to undercooked ground beef.

Symptoms

Symptoms are usually characterized by severe abdominal pain, cramps, nausea, vomiting, diarrhea and occasionally fever. Hemolytic Uremic Syndrome (HUS) is a serious consequence of this disease and is the leading cause of kidney failure in children. Central nervous system disease, seizures, coma and blood clots in the brain may also develop, and may result in death.

Source

Humans and animals. Only humans exhibit symptoms of illness.

Mode of Transmission

The organism resides in the intestinal tract and is shed in the feces. Slaughter and milking procedures can contaminate food products. While roasts and steaks may become contaminated, the bacteria usually are only found on the exterior of such products, and can be easily killed during the cooking process. However, hamburger and other ground meat products may evenly distribute the bacteria throughout the product. If the product is not thoroughly cooked throughout, some organisms may survive. Illness can occur after ingesting only small amounts of this pathogen. E. coli 0157:H7 has been isolated in raw and undercooked meats, cheeses, lettuce, unpasteurized milk, raw finfish, cream pies, mashed potatoes and other prepared foods.

Control

- ◆ Food-protection education
- ◆ Cook meats thoroughly, until the juices run clear. (155°F for ground meats/hamburger)
- ◆ Avoid cross-contamination (contact of raw food with cooked foods)
- ◆ Good personal hygiene with an emphasis on handwashing

Bacillus cereus

Bacillus cereus food poisoning is the general description, although two recognized types of illness are caused by two distinct metabolites. A large molecular weight portion causes the diarrheal type of illness, while the vomiting type of illness is believed to be caused by a heat stable peptide.

Symptoms

The symptoms of bacillus diarrheal type mimic those of clostridium perfringens. The onset of watery diarrhea, abdominal cramps, and pain occurs 6 - 15 hours after consumption of contaminated food. Nausea may accompany diarrhea, but vomiting rarely occurs. Symptoms last for 24 hours. The emetic type is characterized by nausea and vomiting within 0.5 - 6 hours after consumption of contaminated foods. Occasionally, abdominal cramps and/or diarrhea may also occur. These symptoms last less than 24 hours.

Source

A wide variety of foods including meats, milk, vegetables, and fish have been associated with the diarrheal type. The vomiting - type are associated with rice products, and other starchy foods such as pastas, potato, and cheese products.

Mode of Transmission

- ◆ Ingestion of foods noted above that has been abused by temperature is the main way to transmit the bacteria.
- ◆ Employees handling foods who demonstrate poor personal hygiene practices can also transmit the bacteria fecal to oral to the customer.

Control

- ◆ Practice proper handwashing.
- ◆ Rapidly cool foods.
- ◆ Cool foods in small quantities.
- ◆ Wash foods prior to preparation.

Staphylococcal Food Poisoning

Staphylococcal food poisoning is one of the most commonly reported illnesses in the United States. Staphylococcal poisoning is an intoxication; it is caused by toxins that are produced by the staph. bacteria. When a person consumes food that is contaminated with staph. toxins, that person becomes ill from the toxin, not the bacteria. Deaths are rare and the duration of the illness usually lasts only one or two days. However, sometimes the intensity and severity of the symptoms require hospitalization.

Symptoms

Staphylococcal food poisoning is usually characterized by nausea, vomiting, diarrhea, dehydration, prostration, cramps, subnormal temperatures and lowered blood pressure. Symptoms appear within 30 minutes to 7 hours (2-4 hours is most common) after eating the contaminated food, and may last for up to 24-48 hours.

Source

Humans are the most common source, but cows, dogs and fowl also can be a source. It is estimated that 40-50% of healthy adults carry staph. bacteria in nasal passages, throat, hands and skin. These bacteria also are found in infected cuts, boils, burns, abrasions and pimples.

Mode of Transmission

By ingestion of a food product contaminated with the toxin produced by the staph. bacteria. Contaminated ready-to-eat, high-protein foods such as meat, poultry and dairy products subjected to temperature abuse are the most common source of this illness.

Control

- ◆ Food-protection education
- ◆ Good personal hygiene with an emphasis on handwashing and minimal food handling
- ◆ Food stored at proper temperatures.
- ◆ Cool potentially hazardous foods to 41°F within 6 hours (145°F-70°F in 2 hours and 70°F-41°F in an additional 4 hours.)
- ◆ Potentially hazardous foods at room temperature should be discarded after 4 hours
- ◆ Temporary exclusion of food handlers with cuts, abrasions, pimples, boils or upper respiratory symptoms

THE PHASES OF TRAUMATIC STRESS

This information will help you understand the typical sequence of traumatic stress impact normally experienced by people involved in a crisis or disaster.

The injured and non-injured typically experience the following phases of traumatic stress impact.

IMPACT PHASE: While the crisis is happening

1. Time distortion is common. Some experience the event as if it was happening in slow motion.
2. Victims experience vivid sensory sensations. They see, hear, and possibly smell horrors. Most of these sensations will never be forgotten.
3. There is heightened attention and arousal.
 - ◆ Self-protection and survival are immediate priorities. This is normal and appropriate.
 - ◆ Fear is predominant and also appropriate.

IMMEDIATELY AFTER IMPACT

1. Many describe a "terrible silence." They then become aware of cries, moans or other sounds.
2. They are very confused and disoriented.
3. Victims can see and hear crisis conditions but are not fully aware. They can experience denial, and can be dazed and stunned.
4. They experience much uncertainty.
5. They may not be aware of any personal injuries.
6. They may show symptoms of shock.

OUTSIDE HELP ARRIVES

1. The event becomes "real" as victims see the injured being treated, the dead being covered or victims removed from the scene.
2. Victims experience a fresh wave of shock and trauma.

3. They feel a great need for accurate information about the event.
4. Further stressful assaults occur as personal awareness of any bodily harm sets in.

THE AFTERMATH

1. The reactions to, and symptoms of, traumatic stress are typically strongest within the first 72 hours.
2. Causes of additional traumatic stress can be triggered by media scrutiny, and dealing with attorneys and investigators.
3. The "survivor syndrome" is common now. Symptoms include:
 - ◆ Emotional: anxiety, depression, survivor guilt, anger, grief
 - ◆ Physical: bodily complaints, fatigue
 - ◆ Sleep: nightmares, insomnia
 - ◆ Behavioral: withdrawal with loss of initiative, or hyperactivity
 - ◆ Relationships: maladaptations in family, marital, sexual, vocational, and social relationships

Understanding Traumatic Stress Reactions: A Handout for Employees and Family Members

You or someone you care about has been closely involved with a traumatic event. As a result, you may now be having stress reactions. These reactions and feelings are normal. Traumatic stress reactions may be mild or they may be strong. But they are normal. And you're probably not alone. Others who were affected are having stress reactions, too.

Common Stress Reactions

- ◆ "Why," "What if" and "If only" are common thoughts.
- ◆ You may feel tired or exhausted. You may have headaches. It might be hard to sleep, and you may have bad dreams or nightmares.
- ◆ You may not feel hungry.
- ◆ You may feel confused, and have trouble concentrating. Other normal reactions are feeling afraid, nervous or helpless. Feeling sad or depressed is normal, too.
- ◆ You think about the event over and over, even when you don't want to.
- ◆ It is O.K. to have symptoms, including no observable symptoms.

How Long Will Symptoms Last?

- ◆ They may happen soon after the traumatic event. As several days or weeks pass, stress reactions should diminish.
- ◆ The time it takes to heal completely varies from person to person. Like the flu, stress reactions must run their course. Remember that the reactions are normal and should ease in time.
- ◆ Traumatic incidents sometimes cause people to re-evaluate their priorities or to re-think how they want to live their lives. However, this is not a time for major life-changing decisions or actions.

How To Feel Better

- ◆ Time will help. Talking things out with loved ones, co-workers, friends, clergy or counselors helps, too. Speak with anyone who cares and is a good listener.
- ◆ Let the stress reactions "flow" through you. Fighting them will only increase stress. Remember, stress is normal after a traumatic event.
- ◆ Eat healthy food, take relaxing walks, get plenty of rest, and remember to keep talking it out with people who care.

What If Stress Symptoms Worsen?

- ◆ If your reactions get worse, it doesn't mean that you are weak or "going crazy." It just means that the event was so strong that it pushed you past your normal coping ability. If things do get worse, talk with someone about getting some professional help.

RECOGNIZING SIGNS OF POST-TRAUMATIC STRESS IN EMPLOYEES

The effects of a traumatic experience should begin to diminish within a few days. If the following behaviors continue for more than a week, the employee may need further professional assistance.

- ◆ The employee displays an unusual disinterest or disregard for work.
- ◆ Misses deadlines.
- ◆ Has increased difficulty with assignments.
- ◆ Makes unusual mistakes or uses poor judgment as compared to former performance.
- ◆ Is repeatedly absent or late.
- ◆ Appears visibly upset, worried, fearful and/or preoccupied.
- ◆ Demonstrates mood swings.
- ◆ Isolates themselves from others.
- ◆ Is unusually argumentative. Displays irritability or even intense anger.
- ◆ Has difficulty recalling instructions and details.
- ◆ Alternates between periods of high and low productivity.
- ◆ Over-reacts to real or imagined criticism.
- ◆ Can't sit still, is jumpy, and startles easily.
- ◆ Displays anxiety about discussing the event.
- ◆ In general, the employee's behavior is not typical.

Communicating with Loved Ones in Times of Crisis

This will undoubtedly be the most difficult aspect of handling a crisis. In most instances, the Franchisee will be the contact person for the victim's family. However, as the Development Agent, it is likely that you or your staff will also have contact with the family.

The following are suggestions for conveying the news.

- ◆ Do not release the names of victims to the media or others until the family has been notified.
- ◆ In most instances the police/hospital will contact the victims family.
- ◆ If a Subway® representative has to deliver this news, the Franchisee should deliver news of death or injury to a victim's family in person. This should not be done over the telephone. If possible, the Franchisee should take someone with him/her who knows the family. If this is not possible, the Development Agent or a designated Field Support representative should accompany the Franchisee. Crisis Counselors through the local law enforcement authority are available to assist.
- ◆ Prior to informing the victim's family, carefully prepare what you wish to say. Be sensitive when selecting the words you will use.
- ◆ Be sure to express that you care and are distressed by what has happened.
- ◆ Stick to the facts. Emotions will be high and any overstatement regarding the incident is likely to make the situation worse.
- ◆ If appropriate, offer assistance such as transportation to and from the hospital to the victim's family. Consider assigning this task to a store employee.
- ◆ The franchisee should stay in contact with the victim's loved ones and offer them the same considerations that he/she may be offering his/her employees, such as counseling.
- ◆ Work with the franchisee to expedite any insurance claims. The franchisee's insurance should cover any funeral expenses. However, the processing of such a claim may take time so you or the franchisee may consider advancing funeral expenses to the victim's family.
- ◆ Enter all contact information on a Crisis Contact Form (see attachments).

In the unfortunate event that there are employee victims of a crisis, here are some suggestions for notifying relatives.

For Injured Victims: Use the Telephone

"May I speak to *(name of person to be notified)* please? My name is *(name of caller)* and I am calling from Subway. There has been a *(fire, explosion, storm, flood, earthquake, accident, etc.)* at our restaurant today. I am very sorry to have to tell you that *(name of victim)* was injured. There is no reason to come to the *(store, etc.)*. *(Name of victim)* has been taken to *(name and address of hospital)*. Please call *(facility)* at *(telephone number)* before going there. They can give you more details."

For Employees Who Are Killed: Use a Personal Visit

A Subway® representative, preferably someone who knew the deceased, should make a personal visit to the home of the family or next of kin to offer condolences. He/she should also give them facts regarding the manner of death and details on the location of the remains.

If the incident warrants, contact consulting engineers and/or appropriate professionals to conduct an investigation before clean-up operations begin.