

Crisis Simulation Presentation

PRAD 540: Crisis Communication Management

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Group 4 – Jack in the Box

- During the lunchtime rush today, gunman in a sport jacket and tie wordlessly opened fire inside a Jack in the Box restaurant in Paducah, Kentucky, wounding five customers and killing a firefighter who had gone back to fetch the toy left out of his child's meal. No employees were hurt. The 60-year-old shooter identified as Edward Austin Dorsey then committed suicide.
- Josh Maynard, 30, said he and his 20-year-old brother Jerry hit the floor when the well-dressed gunman opened fire. "I thought this can't be happening," Maynard said. "You see your life flash before your eyes." Maynard estimated that about 15 to 20 customers were in the restaurant during the shooting.
- The 42-year-old victim, a McCracken County Fire-Rescue lieutenant who was not in uniform, met his wife and daughter at the restaurant during a break in training down the street according to Deputy Fire-Rescue Chief Steve Jones. The family bought their food and walked out, but the man walked back in the restaurant because the free toy was missing from his daughter's meal.
- Investigators are exploring whether Dorsey had any relationship with anyone at the restaurant and whether he worked for Jack in the Box. Authorities found no notes from the gunman.
- The dead firefighter had been promoted last month and was attending a course called "Strategy and Tactics" before taking his lunch break. Jones said the course teaches officers how to "manage large-scale incidents like we had today."
- The mayhem unfolded during the lunch hour rush at the eatery on a major suburban road about five miles from downtown Paducah. Just across the street from the Jack in the Box, a billboard advertised an upcoming gun show at the county fairgrounds. The restaurant was popular with gun show attendees.
- According to Maynard, the gunman entered the restaurant and went to a restroom before coming out brandishing a 9 mm handgun. Maynard said, "This was not a robbery. He didn't demand anything. Looks like this was just another random shooting like we've seen around the United States."
- Three of the survivors were critically wounded and hospitalized. Two people were injured while running away. They were treated for their injuries and released from the hospital. Motorists waiting in the drive-thru line also fled, some leaving their vehicles running.
- After the gunman shot himself, one customer kicked the pistol away from the gunman and then started first aid on the wounded, Maynard said.
- The Jack in the Box store manager told her Regional Marketing Manager she found a note in the bathroom, presumably written by the gunman saying, "It's payback time for the bloodthirsty gun show killers." The manager has not shared the note with police for fear of alienating gun show attendees who are good customers while at the gun show.
- A gun control blogger whose daughter was killed at a school shooting just three miles from the restaurant has planned a vigil at the restaurant tomorrow night and has recruited several hundred participants in past vigils.

Key Questions

- How does Jack in the Box manage the victims?
- What are key next steps regarding the restaurant?
- What does Jack in the Box do about the planned vigil which will keep the story of the shooting in the news?

Part I: Consumer Response

Media Briefing Opening Statement

Yesterday a tragedy struck at one of our locations, and we as a company and a community are deeply disturbed and saddened by the events that transpired. We would like to express our deepest sympathies to the fallen firefighter and his family, as well as the five customers injured in the horrific event.

We would like to thank our brave employees and customers for their immediate actions to assist the injured and protect fellow community members throughout and immediately following this afternoon's events. Jack in the Box and the Paducah, KY community thank the first responders, the employees and the customers that acted quickly and intelligently to help victims and prevent further injury.

Safety is a paramount priority for our organization. We take the safety of our employees and customers very seriously. As the investigation continues, we will continue to evaluate and update our safety procedures and trainings to keep Jack in the Box employees, customers and community members safe.

We have talked to employees on duty, as well as the family of the victim and the injured customers. We ask that you respect their privacy during this difficult time.

Jack in the box is fully cooperating with the appropriate contacts to piece together the timeline of this tragedy and help in any way we are able.

If anyone has any information about the gunman, Edward Dorsey or events leading up to the incident, please reach out to the McCracken County Police Department.

Part II: Q&A Session

Spokespersons:

- **Mayor: Gayle Kaler** (Elizabeth Romano)
Mayor since November 2012
Gayle went to cosmetology school from 1964 - 1966
Owner of Chantilly's (beauty saloon)
- **Police Chief: Brandon L. Barnhill** (Meghan Conwell)
Been in law enforcement since 1955
“Young Leader of the Year” award in 2011
Wife and two children
Member of the Baptist Church of Paducah
- **Corporate Communications Officer: Carol DiRaimno** (Rachel Kessler)
Joined Jack in the Box in 2008
Promoted from VP to Chief in the last two months
Alumni of University of Missouri - Columbia
*at a conference in Nashville, TN at the time of the shooting

Key Questions:

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Key Messages:

1. This unforeseen tragedy has shaken the community. We at Jack-in-the-Box have heavy hearts as we remember the guest who was taken and the five whom were injured.
 - a. We have reached out to the families, but we ask that you respect their privacy during this difficult time.
 - b. Thank the police who responded within minutes
 - c. Thank employees for acting quickly as they have been trained to protect themselves and our customers in the restaurant

2. We are fully cooperating with the local police department and related agencies to investigate the case of the shooting
 - a. This is a multi-agency review
 - b. If you have any information related to the gunman, events leading up to the crime or following the incident please contact the local police department as soon as possible
3. Once the investigation is complete, we will review our safety procedures and make any updates to ensure the safety of our employees and customers.
 - a. Safety is a primary value at our company. In this day and age, random mass shootings are far too often and it is important to have safety procedures in place. That being said, we are thoroughly reviewing our policies and making any necessary improvements.

Media Q&A:

1. *Is this the first incident at Jack in the Box?*

This is the first incident of its kind at a Jack in the Box location. We are fully cooperating with authorities to ensure it is also the last.
2. *Does Jack and the Box have a history of shootings?*

This is the first incident of its kind at a Jack in the Box location. There is no prior history of shootings at our stores.
3. *Were there any warning signs?*

The crime appears to be random, but it is still under investigation and when complete, we will know if there was any way to prevent this tragedy.
4. *What are the store's safety procedures?*

Jack in the Box is committed to the health and safety of our employees, our business associates, and our customers. Each store across our 2220 locations follows company wide safety procedures and attends monthly trainings.
5. *Was the shooter a frequent customer?*

At this time we are unaware of the shooter's relationship to the restaurant. As we continue to work together during this investigation, we will identify events leading up to the shooting and the shooter's motives.
6. *How many people were injured / killed?*

We are deeply saddened to report that we lost one customer, a local firefighter and beloved member of our community. He had been in the area for training, and went back into the restaurant to get the children's toy that was missing from his daughter's meal. In addition, five customers were injured in the shooting but are expected to make a full recovery.

7. *What are you doing for the victims' families?*

We have been in contact with family members of the fallen firefighter and the injured patrons. As a thank you for the McCracken County Fire-Rescue lieutenant we will cover all funeral expenses.

8. *Is the restaurant safe to go back to?*

The restaurant has returned to normal operating hours after closing for 36 hours to undergo inspection by the authorities and managers. For the time being, we have increased security on site, and will move forward as we see fit when the investigation is complete.

9. *Was there a second shooter?*

We can confirm that this was a lone shooter.

10. *Are you worried there will be a copycat shooter at a different location?*

At this time, we are not worried about a copycat shooter, but we are making sure that our managers and employees are up to date on current safety protocols and will be informed if any policies are added or changed after the investigation.

11. *Did the shooter have a history of mental illness?*

At this time, we do not have the authority to release the shooter's medical history.

12. *Was the shooter related to any of the employees?*

As we continue to cooperate with the investigation, we will work to determine the shooter's motive.

13. *Was the shooter planning to attend the (gun show)?*

At this time, the gunman's relationship to the store and the community is unknown, and we are cooperating with authorities to determine the events leading up to the incident.

14. *What are you doing to prevent this from happening in the future?*

The investigation is still ongoing and the company is cooperating fully. We hope to gain a deep understanding of not only the event, but what occurred before and after. Once the investigation is complete, we will move forward in updating, revising and implementing policies to ensure the safety of our employees, guests and community.

15. *Have you been in contact with the victims' families?*

We have been in contact with family members of the fallen firefighter and the injured patrons. We ask that you respect their privacy during this difficult time.

16. *How many people were in the store at the time of the shooting?*

It is estimated at this time that around 20 people were in the building, not including those in the parking lot or drive-thru. As the investigation continues, we will have more information.

17. *Will you continue to support the annual gun show?*

The gunshow has been held in our community for many years. While the issue of gun control remains controversial across the country, we will host this year's gun show. As we have every year, we will cooperate with authorities to evaluate the risk surrounding future events.

18. *Do we know if the shooter was a longtime gun owner or was the shooting something that was premeditated?*

The 9mm rifle was purchased a year ago at Walmart. We do not know at this time if he bought the gun a year ago with this intent. We will further investigate to find out if he owned any more guns and how long he has planned this tragic event.

19. *Since this has been the second shooting in a month, is the state going to evaluate its gun control policies?*

Gun control is a topic of political controversy every year. That being said, after tragedies like these, we do need to have an open discussion about gun policies. That is something that will not happen overnight, and our first priority is ensuring our communities safety.

20. *What is the shooter's name and does he have a criminal history?*

Edward Austin Dorsey was sixty years old and had lived in the area for nearly 20 years. He has no prior criminal history.

21. *Does the restaurant have a security guard?*

Currently, none of our locations have a security guard on duty. As the investigation comes to a close, we will discuss the idea of implementing security guards in high risk areas.

22. *Do you have a photo of the shooter you can show?*

We have not released any photos of the shooter.

23. *Have there been any other gun related deaths at your locations?*

This is the first incident of its kind at a Jack in the Box location. There is no prior history of shootings at our stores or gun related deaths at any other locations.

24. *Was the gunman a current or former employee?*

At this time, we are cooperating with the investigation to determine whether or not the gunman had a tie to the restaurant. However, we can confirm that he was not a current or former Jack in the Box employee.

25. *What was the motive behind the shooting?*

At this time we do not know, but the authorities are investigating the shooter and when we have more information, we will update you as information is learned.

26. *How will this affect other Jack in the Box locations?*

As the investigation proceeds, we will learn of the shooters motive and adjust accordingly. Events such as these are difficult to predict, but if any preventive measures can be taken, our company will adopt them.

27. *What are the names of the victims?*

Devin Malaski was the local firefighter who was tragically taken by the shooter, although we have spoken to the family, please give them privacy during this time. In accordance with HIPAA, the names of the injured victims will not be released right now.

28. *How did the shooter obtain the gun?*

He bought the gun a year ago at the Walmart near his house. Although, it was purchased earlier, it is unclear at this time if he bought it with the intention of killing.

29. *Based on the billboard across the street from your store, does Jack in the Box support the local gun show?*

Our business is not affiliated with the billboard advertisement across the street from us. This does not reflect our company's views. Over the years the local gun show attendees have been loyal customers. The Jack and the Box family understands the importance of gun safety and the right to own a gun. We will continue to take part in the ongoing conversation.

30. *How long was Dorsey in the bathroom?*

As the investigation is still ongoing, we do not know, but when it has been completed, we will rundown the timeline of events.

31. *Did the shooting take place inside the restaurant?*

The shooting took place inside the restaurant. The injuries suffered by customers outside of the restaurant were a result of their efforts to quickly escape the situation.

32. *How many shots were fired?*

We know the suspect was armed with a 9mm handgun but we do not have a confirmed number of shots fired at this time.

33. *Were any employees injured in the attack?*

No employees were physically injured in the attack.

34. *Will a vigil be held for the victims are their families?*

A vigil is being planned by a fellow community member.

35. *How will Jack in the Box honor the fallen firefighter?*

The Jack in the Box family is covering the expenses for the memorial service for Devin Malaski the beloved and cherished firefighter.

36. *Have you contacted the families of the injured customers?*

We have reached out to the families and are filling them in as the investigation progresses.

37. *Have you learned anything from witnesses inside the store?*

We are conducting a thorough investigation which includes talking to any witness that has information about the event. As information comes in, we will inform you. We can confirm that the shooter did not demand anything from anyone and that motorists in the drive-thru line fled their cars when they discovered what was going on inside.

38. *Have you found a note?*

No note has been found or brought to us and we have not identified a motive at this time.

39. *Will Jack in the Box take part in the vigil being held for the firefighter?*

We have been in contact with the family of the firefighter and they have asked for their privacy. At this time, we do not have any plans to hold a public vigil, but funeral services will be announced later this week.

40. *Why was the firefighter in town? Who was he with?*

He had recently been promoted last month and was attending a "Strategy and Tactics" course nearby. He stopped on his lunchbreak to have a meal with his wife and young daughter.

Part III: Stakeholders Tactics

1.) Employees

- a.) Training and Info Session on Crisis Situations will be implemented in all locations to avoid/ successfully manage violence (armed robberies, shootings, fights,etc)

2.) Customers

- a.) Unforeseen event, we are taking every precaution necessary and reviewing every policy very closely.
- b.) The location is back to normal hours of operation and we can ensure that it is safe to return to
 - i.) New security measures/cameras are being implemented and monitored throughout the day

3.) Gun show attendees

- a.) Assuring the gun show attendees that Jack in the Box is a safe place to dine with the family
- b.) Gun show attendees have been loyal customers for many years and we greatly value their continued support

4.) Investors

- a.) Informing the investors of the tragic event. While ensuring investors that insight of the shooting it will not affect customers dining at the store location or other locations in fear of another shooting.