



Crisis Communications Manual

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I. FOREWORD

This Crisis Communications Manual is for your use in the event of an emergency involving USSSA or a sensitive issue that potentially could entangle the organization or its members in controversy.

A crisis can happen anywhere, at any time. Our goal with this comprehensive manual is to help prepare you for any possible adversity, regardless of its nature, and to provide you clear guidelines for crisis response. A strong response plan can help contain a crisis and reduce the risk of negative impact on USSSA and all the individuals in our nationwide organization.

The manual outlines roles and responsibilities for communicating vital information within USSSA and to other key constituents – such as public safety and emergency services, the media, USSSA partners and other stakeholders, and the public at large – during an emergency. The contents make clear the protocols for prompt and effective communications in the crisis situation, and they show how USSSA will put a crisis response plan into action.

If you are involved at the state level, please pay particular attention to 1) the crisis information-gathering checklist, 2) our internal USSSA crisis communications flowchart, and 3) the guidelines for interacting with the media.

Elsewhere in the manual, you'll find an outline of the communications phases and essential information flow associated with crisis response, a breakdown of key USSSA contacts and our designated USSSA spokespeople, and social media guidelines to employ as an administrator of a USSSA-affiliated social media property.

To fully prepare yourself in the event of an incident, please make sure you are familiar with the manual's elements and that you know what's expected of you and others in the organization when faced with such a situation. Our USSSA values of integrity, passion, respect and teamwork extend to how we conduct ourselves in trying times. Remember that your preparedness for and active participation in responding to an emergency or controversy is critical to this collaborative process.

USSSA touches millions of people. For everyone's protection, it is imperative we respond to incidents swiftly and with one voice, and that we speak honestly and with accuracy, without speculation. Our wish is to be open and accessible, while mindful of legal and privacy concerns.

We hope you will find these materials of value as we all work to carry on the mission of USSSA. You should review the manual's contents every six months and clearly understand your role in our crisis communications framework, so you will be ready to take action when the time comes.

Sincerely,

Don DeDonatis III
Chief Executive Officer



II. DEFINING A CRISIS

DEFINITION OF A CRISIS: *a crucial situation; a situation whose outcome decides whether possible negative consequences will follow; a decisive or crucial time, stage, or event.*

The first steps in any crisis are to acknowledge the existence of a situation and to recognize its potential impact, before it hits the news.

All USSSA representatives, leagues, area directors and affiliates, including those who are involved at the state office level, should acknowledge the existence of a situation when any of the following are at risk:

1. Reputation or image of USSSA, USSSA leagues or USSSA affiliates
2. Safety or fair treatment of athletes and other participants at USSSA-sanctioned events
3. Safety or fair treatment of event spectators
4. Safety or fair treatment of organization employees or volunteers

TYPES OF POTENTIAL CRISES

- **Discrimination.** This includes any line of questioning related to race, gender, sexual orientation, physical or intellectual impairment, etc., as well as any demonstration of hate speech, (Please also see sections on next page regarding issues involving transgender athletes and the federal Safe Sport Authorization Act.)
- **Protocols.** This includes any line of questioning related to USSSA's on-the-field or off-the-field protocols, as well as to the organization's rules, guidelines, ethics and applicable laws at either the national or the state level. If the answers are not readily available in the applicable USSSA rule book or bylaws, escalate the questions to your national USSSA spokesperson (listed in Section IV).
- **Finances.** This includes any line of questioning related to the financial situations of USSSA, USSSA leagues or USSSA affiliates at the national, state or local level.
- **Leadership.** This includes any line of questioning related to USSSA's executive team or board membership.
- **Incidents Involving Injury, Death, Violence, Safety.** If you become aware of a situation involving a serious injury or death, an act of violence, or a safety risk – such as the threatening presence of firearms or other weapons at USSSA-sanctioned events – immediately call 911. Then, follow the appropriate internal steps laid out in Section III (“Approaching a Crisis”).

Do not speak to the media. Refer all media inquiries about such situations to the appropriate national USSSA spokesperson (see Section IV). Our national USSSA spokespeople handle all media relations and procedures related to these types of occurrences, as well as to incidents of a similar nature.

In these circumstances, every effort should be made to coordinate with local law enforcement, first responders and local government. Leaders from these organizations should be consulted during the development of the Crisis Response Plan (see Section III, “Approaching a Crisis”).



TYPES OF POTENTIAL CRISES (*continued*)

- **Issues Involving Transgender Athletes.** USSSA is committed to providing a safe and respectful environment for all athletes. To ensure that all athletes have the opportunity to participate, and to promote and preserve fairness in competition, USSSA has adopted its own “Policy on Transgender Participation,” which now governs the eligibility of transgender athletes. Under this policy, a transgender athlete is defined as an athlete whose consistent gender identity or expression does not match the sex assigned to him or her at birth, as reflected on the athlete’s birth certificate or other recognized forms of identification (e.g., a driver’s license or passport).

It is the responsibility of every USSSA associate, affiliate and leader to have a full understanding of USSSA’s Policy on Transgender Participation. Additionally, if you are involved at the state level, it is imperative that you also fully familiarize yourself with and understand the state laws that govern and guide the application of this Policy in the location(s) within which you are active. Further, in any scenario regarding participation in our events by transgender individuals, state law prevails.

As mentioned previously, any line of questioning related to the topic of discrimination, including questions involving transgender athletes and associated policies, should be escalated as soon as possible to the appropriate national USSSA spokesperson listed in Section IV. This protocol includes any on-the-field or off-the-field activity, e.g., team protests or local demonstrations, that might arise from the participation in USSSA-sanctioned events by transgender individuals. Because such situations can be subject to rapid change, the issue should be escalated immediately to your national USSSA contact.

- **Sexual Abuse and the Safe Sport Authorization Act of 2017.** There are certain requirements of the Safe Sport Act that USSSA and all local USSSA programs must adhere to. The requirements include mandatory reporting of any witnessed act of child abuse, including sexual abuse, to the proper authorities within 24 hours. Criminal charges could result from ignoring or failing to report such acts. In addition, local USSSA programs must be aware of the proper procedures for reporting sexual abuse in their respective states. They also must adopt a policy that limits one-on-one contact with minors, and they must adopt a policy that prohibits retaliation for “good faith” reports of child abuse.

If you become aware of such an act or one has been reported to you, it is critical that, in addition to your federal reporting requirements described above, you inform your appropriate national USSSA spokesperson (listed in Section IV) within 24 hours. Then, continue to keep your spokesperson advised on further developments regarding the specific issue. All media inquiries regarding such situations also should be escalated immediately to your national USSSA spokesperson.

Further, it is the responsibility of every USSSA associate, affiliate and leader to have a full understanding of USSSA’s background-check policy, to ensure thorough and accurate precautions are being taken at all times.



III. APPROACHING A CRISIS

STEP-BY-STEP GUIDE

PHASE I: Assessment & Activation

Immediately upon learning of a crisis situation, the following steps should be taken:

1. Identify and define the crisis.
 - a. If the health, safety or well-being of you or anyone else is in danger, call 911. Then, follow the below steps, beginning with item No. 2.
 - b. If no person's health, safety or well-being is in danger, follow the below steps. While a Crisis Response Plan is being coordinated, allow all athletes, coaches, volunteers, staff members and event attendees to attend, participate in and be involved with USSSA at full or normal capacity, unless otherwise determined by USSSA Leadership.
2. Complete the "Crisis Information-Gathering Checklist" in this manual to compile all pertinent information and facts related to the situation (who, what, when, where, why, how, and how much). It is important to gather all information and facts related to the crisis prior to the initial meeting and/or situation debrief with USSSA Leadership. It is critical that all information is obtained in a timely manner (preferably within an hour of the incident taking place) and that all information is verified as fact (not hearsay) prior to dissemination.

If you are made aware of a crisis situation and no person's health, safety or well-being is in danger and the Crisis Information-Gathering Checklist has not yet been completed, do so immediately.

3. Refer to the "Internal Communications Flowchart" in this manual to determine whom you should notify about the situation. Contact that person and together decide whether a *proactive* or *reactive* approach to the situation is necessary.
 - a. A proactive approach is defined as taking action to address a situation *before* it hits the news media and prior to receiving any media inquiries about the situation.
 - b. A reactive approach is defined as taking action to address a situation *after* it hits the news media or after receiving any media inquiries about the situation.
 - c. If 911 has been called and/or it's been determined that the situation involves injury, death, violence, or a safety risk, leadership will assign a member of USSSA to act as the liaison between USSSA and local law enforcement, first responders, and/or government officials.



PHASE II: Response Planning

1. Leadership will determine if building an internal Crisis Response Team and/or a Communications Command Center is necessary.
 - a. Crisis Response Team (CRT): The makeup of the Crisis Response Team will vary depending on the severity of the situation. Assembled by Leadership, **the CRT will consist of key stakeholders whose presence, input and expertise are determined to be of importance when outlining the Crisis Response Plan.** A CRT may consist of any of the following stakeholders:
 - i. USSSA Leadership
 - ii. USSSA Staff
 - iii. Expert Spokesperson(s)
 - iv. PR Counsel
 - v. Legal Counsel
 - b. Communications Command Center (CCC): In the majority of crisis scenarios, USSSA headquarters will serve as the CCC. However, if a) the HQ location is not functional due to the crisis or b) it is determined that communications would better function from a remote location, Leadership and/or the CRT will define the CCC location, accordingly.

The CCC will need to be equipped with high-speed Wi-Fi, telephones, PCs, and other necessary operational supplies. Access to this crisis communications manual and essential media contact lists also will be necessary.
2. Leadership and/or the CRT will appoint a liaison(s) to maintain the flow of information during the crisis. The role of the liaison(s) will be to provide regular updates to Leadership and/or the CRT, based on predetermined times established within the Crisis Response Plan. For example, the liaison may be asked to provide media coverage updates via email every three hours and/or every day at a certain time. Even if there is nothing new to report, the liaison should still report out to Leadership and/or the CRT at the predetermined interval(s).
3. The liaison will act as the centralized source of information for the CRT, internal parties and external parties, including, but not limited to:
 - i. USSSA Leadership
 - ii. USSSA Staff
 - iii. Expert Spokesperson(s)
 - iv. PR Counsel
 - v. Legal Counsel
 - vi. Government Officials
 - vii. USSSA Partners
 - viii. News Media
 - ix. Parties affected by the crisis situation



PHASE II: Response Planning (*continued*)

4. Leadership and/or the CRT will create a Crisis Response Plan. This plan will dictate the overall approaches to the crisis response, including the key messages, mode(s) of message delivery, and intended audiences. The liaison will communicate the Crisis Response Plan to all parties that need to be notified.
5. Leadership and/or the CRT will determine the appropriate spokesperson(s), if needed. Leadership will then contact assigned spokesperson(s) and inform them of the situation.
 - a. The spokesperson(s) will be given key messages as determined in Step 4.
 - b. The spokesperson is expected to maintain a log that tracks all communications with media and/or parties affected by the crisis. Upon assignment, the spokesperson will receive a media log template from the PR counsel. The log should detail any and all inquiries from and conversations with the media, including:
 - i. Outlet name
 - ii. Journalist's name
 - iii. Journalist's email & phone number
 - iv. Date & time of initial contact
 - v. Summary of conversation



PHASE III: Implementation

1. News media and social media response approaches are activated. Leadership and/or the CRT will determine the appropriate tools needed, depending on the scope and severity of the crisis. Those communications tools may include:
 - a. Official statement
 - b. News release(s)
 - c. Fact sheet
 - d. Website landing page content
 - e. Press briefing(s)
 - f. Media interview(s), to be conducted by the designated spokesperson
2. Crisis media monitoring approach is activated.
 - a. In certain instances, the CRT may feel that *escalated news media monitoring* is necessary. It will be up to the PR counsel to make that recommendation.
 - b. In certain instances, the CRT may feel that *escalated social media monitoring* is necessary. It will be up to the PR counsel to make that recommendation.
3. Third party approach is activated.

In certain instances, third parties not affiliated with the news media may be affected by the crisis situation. In these situations, the CRT will determine the appropriate approach and guide the spokesperson's interaction with those third parties.

PHASE IV: Recovery

1. After a crisis situation has subsided or been resolved, Leadership and/or the CRT will debrief and evaluate the effectiveness of the Crisis Response Plan. The team also will update the USSSA Issues Management Database accordingly, for future reference.
2. In documenting the crisis, Leadership and the CRT will specifically answer the following:
 - a. Were there any injuries? (If yes, elaborate.)
 - b. Was there any loss of life? (If yes, elaborate.)
 - c. What is the timeline for recovery?
 - d. What are the internal next steps?
 - e. How often will USSSA continue to communicate with the media about this specific crisis, and in what form?
3. Leadership and/or the CRT will determine whether a post-crisis communications response is necessary, depending on the outcome of the situation. Post-crisis response steps may include:
 - a. Press release(s)
 - b. Press conference or briefing(s)
 - c. Internal briefing(s) and/or formal internal announcement(s)
 - d. Periodic status reports to general media
 - e. Situational updates for specific media



PHASE I RESOURCE: CRISIS INFORMATION-GATHERING CHECKLIST

In addition to completing the USSSA "Incident Report Form" for insurance purposes located outside of this manual in the Director Tools portal on DC2, anyone made aware of an incident that has been categorized as a crisis must immediately complete the "Crisis Information-Gathering Checklist" on the following page. For reference, this is part of the Phase I "Assessment & Activation" procedure described at the beginning of Section III.

This checklist is meant to serve as our documentation of the crisis. It should be used for compiling all pertinent information and facts related to the situation. It is imperative that this checklist be filled out prior to notification of other USSSA representatives via the Internal Communications Flowchart, so that an accurate situation debrief with Leadership can quickly take place. It is critical that all information is obtained in a timely manner (preferably within an hour of the situation being detected or of the incident taking place) and that all information is verified as fact (not hearsay) prior to its dissemination.

If you are made aware of a crisis situation and no person's health, safety or well-being is in danger and the Crisis Information-Gathering Checklist has not yet been completed, do so immediately.



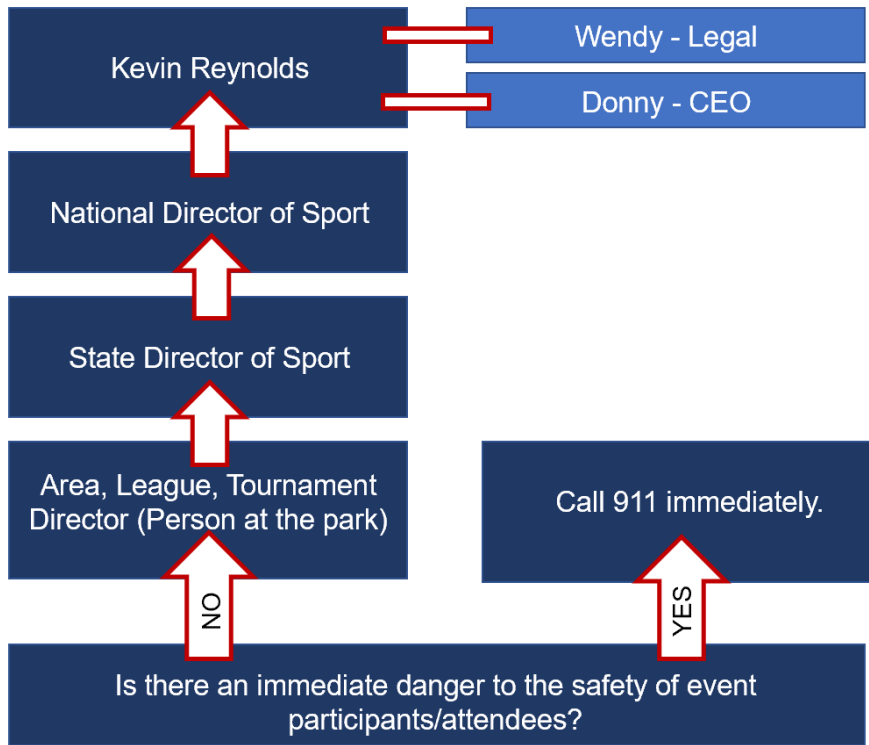
CRISIS INFORMATION-GATHERING CHECKLIST

Please provide answers in right-hand column. Thank you.

Incident	Type of Incident: Name of Individual Receiving Incident Details: Title: Cell Phone:
Date submitted	
Contact <i>Who called to report incident?</i>	Name: Title: Cell Phone:
Incident description <i>General summary of what happened – how did caller find out about this incident?</i>	
Incident location	
Is anyone else aware of this incident?	
Major concerns <i>Impending problems impacting USSSA organization, industry, communities, etc.</i>	
Who was involved?	Number of People Involved: Individual Names, Ages and Phone Numbers (if available): List Minors Involved (if available):
Not yet verified (<i>speculations about the incident</i>)	
Were news media Involved or on-site, or have they been notified? <i>If yes, please list outlet(s), as available</i>	
Immediate next steps recommended <i>(To be determined by USSSA)</i>	



PHASE I RESOURCE: INTERNAL COMMUNICATIONS FLOWCHART





IV. DESIGNATED SPOKESPEOPLE

In the event of a crisis, please refer to the “Internal Communications Flowchart” in Section III to determine whom you should notify in the chain of communications.

USSSA National Spokespeople

As of the most-recent update of this manual, the following individuals are designated as USSSA spokespeople for their corresponding sports. At the direction of Leadership, these individuals may be asked to speak on behalf of USSSA both internally and externally during a crisis situation.

Additional spokespeople may be identified by Leadership and/or the CRT, based on the specific crisis situation at hand. In such cases, each additional spokesperson will be contacted directly by Leadership and/or the CRT.

USSSA NATIONAL SPOKESPEOPLE

Baseball: DJ Wabick, DJ.Wabick@USSSA.org, 708-280-9865

Fastpitch: Jami Lobpries, Jami.Lobpries@USSSA.org, 979-533-2287

Slow Pitch: Brian Wegman, Brian.Wegman@USSSA.org, 513-205-0254

Basketball: James Taylor, James.Taylor@USSSA.com, 561-239-5470

Soccer: Craig Scriven, Craig.Scriven@USSSA.com, 816-255-8890

All Other Sanctioned Sports: Kevin Reynolds, Kevin.Reynolds@USSSA.org, 321-247-2198

USSSA Space Coast Complex Activities: Emily Moak, Emily.Moak@USSSA.org, 407-948-7762



V. MEDIA INTERFACE GUIDELINES

GENERAL MEDIA GUIDELINES

1. You are never required to speak to the media. And agreeing to an interview does not mean you are required to answer all questions.
2. You are allowed to end an interview at any time.
3. You can ask for the media's questions in writing. In fact, we recommend requesting questions in writing ahead of time, or asking to conduct an interview entirely over email, if that is an option.
4. If the interview is being recorded for airing or posting at a later date, you can ask if you may restate an answer or answers, if you're uncomfortable with how you answered a question the first time.
5. You can call on the national resources of USSSA. If media unexpectedly show up on-site, or you become unsure or uncomfortable in any interview scenario, simply stay calm and refer to your "bridge statement" (see next page for example). Then call the appropriate national USSSA spokesperson (from the list in section IV) as soon as possible and brief that spokesperson about the situation. Your spokesperson will help you determine the appropriate next steps for your particular media situation.

MEDIA INTERVIEW BASICS

If the media's line of questioning is clearly positive or appears to hold the USSSA organization in high regard, and it does not make you uncomfortable in any way, certainly accept the invitation to answer the questions. Please remember the following tips when interacting with media and composing your interview responses:

1. Uphold our brand: Include "USSSA" in your first response. Good starting statements include, "As a USSSA state director," or, "Here at USSSA...."
2. Remember that less is more: Place your most-important points at the beginning of your response and keep your answers as concise as possible, instead of long-winded. If interviewers want to know more, they will follow up with additional questions.
3. Stay alert: Assume you are "on the record" or "on-air" at all times. Never say anything to the media that you would not want printed in the newspaper, aired on television or radio, or seen online.
4. Don't rush: Take a deep breath before each response and pause while you consider what to say. Before answering each new question, always take enough time to go over your response in your head.
5. Be calm: Use as much positive language as possible. If you are in doubt about how to answer on behalf of USSSA or if you ever get uncomfortable during an interview, you may gracefully discontinue the discussion by resorting to your bridge statement (see next page). Either way, remember to conclude the interview with a courteous "thank you."
6. Be honest: It is perfectly fine if you do not know the answer to a question. When that's the case, a suitable response would be, "I don't know the answer to that question off the top of my head, but I'd be happy to look into it and get back to you."



Bridge Statement for Sensitive Topic Inquiries

If the media's line of questioning involves any sensitive topics (as outlined in section II, "Defining a Crisis"), simply respond with the bridge statement provided here, request the reporter's contact information, and escalate the situation as soon as possible to the appropriate national USSSA spokesperson.

Bridge Statement

"At USSSA, we are committed to providing a fun and inclusive experience for everyone. Regarding your question, the spokesperson from our national office is the one who can best answer that. Please provide me your phone number and I'll have the spokesperson get in touch with you."

Also, find out if the reporter is on deadline and/or when might be a good time for the national USSSA spokesperson to call.

WHAT TO AVOID WHEN TALKING TO MEDIA

1. Avoid sharing unapproved materials. Do not provide media or others outside the organization any USSSA materials, including written documents, graphics/logos, video or audio files, etc., that have not been approved by our national office. If in doubt about whether you may distribute approved materials to the media or other outside parties, please check with your national spokesperson (see Section IV for list of designated spokespeople).
2. Avoid using the phrase "no comment," because it gives the appearance the organization might be trying to hide something.
3. Avoid using industry jargon or technical terms. Keep your language simple, so that the largest number of readers, viewers and listeners possible will understand what you are saying.
4. Avoid using filler words, such as "um" or "like" or "so" or "well."
5. Don't get defensive.
 - a. If you feel the conversation is moving away from the original point or onto a sensitive topic, say, "I think that's an important question, but what people really need to know is..." and then finish your answer by returning the discussion to the original topic.
 - b. If you are offended by a question and would like to conclude the interview without directly answering it, say, "Thank you for your question. I'd be happy to put you in touch with a spokesperson from our national office, to help get that answered for you. Unfortunately, that's all the time I have today for this discussion, but please send any follow-up questions to me via email. Thank you again."



VI. SOCIAL MEDIA MONITORING & ISSUES MANAGEMENT GUIDELINES

Across USSSA-affiliated social media properties, we seek to allow our associates, athletes, coaches and partners the opportunity to foster inclusive, positive and supportive online communities. To carry out this mission, we have established the following ground rules for moderating content and comments that appear on our social media properties.

It is the responsibility of the administrators of USSSA-affiliated social media pages, accounts or handles to carry out the below actions on behalf of USSSA, to mitigate risk to the organization. Failure to do so may result in the termination of your administrator rights and/or the shutdown of the social media property.

1. All activity on a social network is subject to the site's terms and conditions. If content does not meet the guidelines set forth by the social network being used, that content may be removed. Administrators of USSSA-affiliated social media pages should familiarize themselves with the third-party sites' privacy and data security practices and/or the policies of the social networks which they oversee.
2. All posts and comments made on any of USSSA's social channels will be public. Administrators of USSSA-affiliated social media pages should ensure users refrain from sharing or posting any personal data or other sensitive information on USSSA's social media properties.
3. Administrators of USSSA-affiliated social media pages should ensure off-topic or irrelevant posts or posts containing false information, unauthorized and/or unsolicited advertising, spam, or hyperlinks or content protected by copyright, trademark or other rights are removed. This includes any content violating anyone else's rights, including matters of privacy, publicity, intellectual property (e.g., trademark, copyright, patent, trade secret) or other proprietary rights.
4. All inflammatory content or comments that may be deemed inappropriate, offensive, profane, disruptive, harassing, defamatory, or culturally, racially or socially insensitive should be removed by the administrators of USSSA-affiliated social media pages where this content might appear.

Page Administrator Guidelines

As administrators of USSSA-affiliated social media pages, accounts or handles, it is the responsibility of USSSA representatives to monitor and manage their respective social media properties in a way that mitigates risk to USSSA. As such, all administrators of USSSA-affiliated social media properties are responsible for daily monitoring of their social media properties and following the below content removal and escalation guidelines.

Daily Social Media Property Monitoring

1. Identify all mentions of the USSSA brand.
2. Flag any mention that portrays USSSA or its affiliates in a negative light.
 - a. If this negative content contains profanity or discriminatory language, hide or delete it.
 - b. If this negative content is related to the "Types of Potential Crises" listed in Section II, follow the step-by-step guidelines in Section III.
 - c. If this negative content is related to a customer service issue, follow the "Social Media Action Guide" procedures below.



Daily Social Media Property Monitoring (continued)

- d. If this negative content does not relate to the “Types of Potential Crises” listed in Section II, does not refer to a customer service issue and is not considered inflammatory, take no further action.
 - e. If your social media property is receiving a higher-than-normal influx of negative content and/or adverse comments from users, treat this as a potential crisis situation and follow the step-by-step guidelines in Section III.
3. Engage with and/or respond to all positive mentions of USSSA.

Social Media Action Guide

In certain scenarios, social media can provide an appropriate forum for communications from USSSA. This is especially true for situations that actually originate on social media and/or have been amplified through social media. If a USSSA representative is made aware of social media content that places any of the below at risk, they are to treat the situation like any other crisis and follow the step-by-step guidelines laid out in Section III.

1. Reputation or image of USSSA as an organization
2. Safety or fair treatment of athletes and other participants at USSSA-sanctioned events
3. Safety or fair treatment of event spectators
4. Safety or fair treatment of organization employees or volunteers

To ensure USSSA is aware of potential issues and/or organizational risks that may arise on social media, it is imperative that any USSSA representative acting as a USSSA social media administrator in any capacity follows the social media management, monitoring and escalation guidelines, for the protection of USSSA, listed on the following page 18 of this manual.



Level	Description	Action	Examples
Level 1: <i>Low Risk</i>	<i>Typically includes customer service issues that can be rectified with a simple response. The person posting the negative comment may seem frustrated or disappointed, but not angry or hostile.</i>	Respond directly to the user. Apologize for the inconvenience, let the user know the complaint has been heard, and escalate the issue to USSSA Corporate, if necessary.	– General tournament complaints re scheduling, field and/or facility conditions, website issues, technical errors, etc. (Usually brief posts.)
Level 2: <i>Moderate Risk</i>	<i>Typically includes customer service issues that need additional attention from a higher-level USSSA representative. The person posting is likely to be angry and may threaten to post additional inflammatory content if the grievances are not addressed.</i>	Respond directly to the user ASAP. Let user know you have escalated the complaint internally and are working with USSSA Corporate to connect with the user offline. Ask the user to DM his or her contact information to the page, so USSSA can be in touch directly.	– Tournament complaints re judging, rules, USSSA staff, tournament setup, cost, forfeitures, difficulty contacting USSSA customer service, etc. (Usually lengthy posts.)
Level 3: <i>High Risk</i>	<i>Content represents a clear threat to the organization, as defined in Section II. Content may be receiving a lot of engagement from other social users and may depict USSSA in a very negative light.</i>	Do not respond. Immediately escalate the situation, following the procedures in the “Step-by-Step Guide” in Section III.	– Incidents involving one of the sensitive/crisis issues defined in Section II



VII. CONTACT LIST

USSSA Leadership

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