



Race Track Industry Program

**THURSDAY, DECEMBER 8, 2005**

**HANDLING NEGATIVE PUBLICITY AND  
CRISIS COMMUNICATION  
MARK KAUFMAN WORKSHOP**

**Presented by the Turf Publicists of America**

**Sponsors:**

**Complimentary Breakfast:** Equibase

**Panel Session:** Television Games Network, Inc.

**Refreshment Break:** American Quarter Horse Association

**Moderator:**

**John Lee**, Director of Broadcasting; New York Racing Association

**Speakers:**

**Mark Dalton**, Director of Media Relations; Arizona Cardinals

**Jay Heiler**, Senior Counselor; APCO Worldwide

**Julie Koenig Loignon**, Director of Communications; Churchill Downs, Inc.

**MR. DOUG REED:** Our moderator here is John Lee. We're glad to have him here. He's the director of broadcasting from New York Racing Association. He's been with NYRA for over 14 years. He oversees the TV coverage, the simulcast production and he's the host of NYRA Today.

So please welcome John Lee.

**(Applause)**

**MR. JOHN LEE:** Well, we'll look at a video in a little bit. It was nice job of putting a happy face on thoroughbred racing.

Today's topic is a look at thoroughbred racing when it's not wearing a happy face, a smile, a frown or even care can be seen on the face, in the face of a crisis. And our topic today is crisis communication. We have some folks who have excellent

background and experience to explore some of the critical issues in, particularly the communications aspect of crisis management.

And we are here as part of the Turf Publicists Association — Mark Kaufman Workshop. I would like to explain who Mark Kaufman was. Mark was the long time publicist for Longacres Racetrack which used to be up in the Seattle area. He was a past Turf Publicists president and a very active member, an advocate for the Turf Publicists Association which represents communications people in racing throughout the country.

And Mark assisted in the PR efforts at a number of major racing events, and it was at one of those events, the Kentucky Derby in 1995, the week leading up to it, that Mark suffered a sudden heart attack and died. And he was remembered and honored immediately thereafter by naming this workshop for Mark, so we hope we live up to Mark's legacy.

Mark, as I mentioned, was a long-time member of the TPA directors. Just a bit of business to get out the way, the TPA directors held their annual election, membership voted in, actually reelected most of the slate. Eric Wing from the NTRA returned as the vice president at-large. Mike Gathagan, from the Maryland Jockey Club, will represent the East Coast. And Mike was also very influential in getting part of our panelists to this function, and we thank Mike Gathagan.

And G.D. Hieronymus, who we'll see the video, who created the video, we hope to see from England. Mike is the central region vice president and Mac McBride of Del Mar Regional as the West Coast representative, and Bruno Zalubil is the long-time treasurer and secretary. He serves for at least another year and on the board for another year as well.

While we voted for the officers, we also voted for the Big Sport of Turfdom. That's an award presented annually to a person or a group of people, and in one case actually to a horse, one case that I can think of, who enhance thoroughbred racing with their cooperation with the media and racing publicists. The award started in 1966 and along the way it was an honor to give the award to the likes of Joe Hirsch, Eddie Arcaro, Jack Klugman, Laffit Pincay, Jr., who won the award twice, Tim Conway, Chris McCarron, Team Cigar, Laura Hillenbrand, Ken and Sue McPeck, Jack Knowlton and Sackatoga Stables of Funny Cide fame and last year terrific awardee was John Servis of Smarty Jones fame.

We had some excellent candidates for the award this year, but this year was going to be Pat Day's year. Pat Day, the winner of the Big Sport Turfdom, hall of fame rider who retired this year after a career that began in 1973, retired as the leader in purse earnings with purse earnings just shy of \$298 million. He won 8,803 races, placing fourth in the all-time list, four-time Eclipse Award Winner, 12 Breeders' Cup races to his credit, nine Triple Crown wins, including his win at the Kentucky Derby on Lil E.Tee in 1992.

Pat Day retired from racing to pursue a higher calling with his great work with the Racetrack Chaplaincy and his other ministries and I'm sure racing will feel the good effects of Pat Day for many years to come.

The Big Sport luncheon will be held the day of the Eclipse Awards in a restaurant just about a furlong from the hotel where the Eclipse Awards are held on Monday, January 23rd, and Jason Bulger of TVG will be heading up the effort to get all of you out there to our luncheon. It's a really fun event.

Well, on to the matter at hand, crisis communication. I'm going to start off, I was just reading an article sent to me by Joan Lawrence of the NTRA written by Jack Welch, former CEO of General Electric, and just a brief summary of his article, he said there's never been a natural disaster like Hurricane Katrina, its magnitude in our history. Hurricane Katrina is practically a case study with the five stages people seem to have to go through during a severe crisis.

The first step in that pattern is denial; the problem isn't that bad, as the thinking usually goes, it can't be because bad things don't happen here to us.

The second is containment. This is the stage where people, including perfectly capable leaders, try to make the problem disappear by giving it to someone else to solve.

The third stage is shame in which all the parties who have a stake in the problem enter into a frantic camp of self-defense, deciding blame and taking credit.

Fourth comes blood on the floor. Just about in every crisis a high profile person pays with his job, sometimes takes a crowd with him.

The fifth and final stage of crisis gets fixed despite prophecy, life goes on usually for the better. And Jack Welch wraps it up by saying, we're a long way off from the fifth stage in the war but the first four played out like an old movie.

Hurricane Katrina impacted everything in its path and far beyond, and no matter what you ultimately thought about these response to the crisis, I think everyone could agree that the communications response could have been considerably better.

Racing faces so many crises that are shared by any other industry. It faces crises that are shared by other sports and entertainment enterprises and it faces a share of crises unique to itself.

I would like to introduce the panel. We're fortunate to have a very diverse panel here with some interesting perspective. First Jay Heiler, seated farthest away from me, senior counselor with APCO Worldwide specializing in government and relations, strategic communication and crisis management.

A former attorney and journalist, former chief of staff of the Governor of Alabama, Fife Symington of Arizona — excuse me, of Arizona, excuse me — assistant attorney general earlier in his career, a graduate of Arizona State University in journalism, and then law, and after I found Jay I thought I found a good guy for the panel, he grew up on a thoroughbred farm, which definitely gets him a good spot on our panel today.

Seated next to him is Mark Dalton. Mark is the director of media relations to the Arizona Cardinals of the National Football League, and he served also with the Philadelphia Eagles, the Buffalo Bills and the Canadian Football League expansion to the U.S. market with the Birmingham Barracudas.

He's a graduate of Temple University. On the very first day of Mark's employment with the Arizona Cardinals, the announcement came of the death of Pat Tillman, the star athlete who once served in the Army in Afghanistan, and that would be day one for Mark Dalton on the job to deal with that issue. And being in the sports business, he's facing the same issues that people in the racing industry face as well.

Finally, Julie Koenig comes to us from Churchill Downs, director of communications there since 1999. Julie brings an additional value to us here in her former career as a news anchor and reporter for WHAS and other stations, so she can give kind of both sides of the media equation.

Give you a little background what Julie's been up to in the crisis communications field since this summer. Well, in August, Hurricane Katrina swamped the Churchill track The Fair Grounds. That sent Churchill scrambling on many levels to pull things back together, including pulling together a truncated meet at Louisiana Downs.

A couple weeks later here came Wilma moving through south Florida and knocking out their Calder track for a couple of days. And finally a tornado swooped through and touched down in just two places, one of them being Ellis Park, and causing severe damage and unfortunately causing the death of three horses.

There are a lot of other issues on her plate as well so let's have Julie start off.

**MS. JULIE KOENIG LOIGNON:** Thank you very much, John. Thank you all for sticking around for the afternoon session because I know a lot of you are flying back today.

This has been a very interesting year for our company. John mentioned our bouts with Mother Nature which came in short order over a course of two months. We also had a huge problem recently with equine strangles, equine herpes, things that gave a lot of horsemen into Kentucky trouble, and also taking place in states other than Kentucky.

We have appeared before Congress this year as part of the investigation into jockey health and welfare issues. There are many, many things to be dealt with but

probably the ones that have received the most media attention certainly have been the most taxing for our management and our communication staff around the country, including our racetracks that have been involved in bouts with mother Nature this year.

Hurricane Katrina and its aftermath, I think that probably perhaps speaks a little bit about more to what was happening in the local government in the community. We didn't have the luxury or the time to point fingers or assess blame or wait for someone else to come and help us out. We had more than 500 employees who had approximately 48 hours to get out of town with the clothes on their backs, and then we needed to locate them and find them. Many of them didn't have homes to come back to, didn't have grocery stores or cars or all the things that were taken by Katrina, and when we were putting together a reaction to that crisis, it was a perfect storm in the sense that from a communications standpoint we didn't have any of the tools we usually need to communicate in this modern age when you're dealing with a home office and then a remote site.

Cell phone systems were down. E-mail servers were down. Fax machines weren't working. For a lot of our folks who are not part of the management team we didn't have ways to reach them. We didn't know where they had gone. So we had to very quickly triage our response to how we were going to handle this, both from the crisis operational perspective and from the communications perspective, which we'll talk about later.

But to the extent that we can plan and have these protocols place in advance, we need to have a crisis com plan that supports your operational plan as well. They need to stick together and marry up.

So we decided first and foremost that we needed to focus our attention on reaching out to communicating with locating our employees. As you will recall, and this is something that having dealt with a few crises this year, I don't pretend to be an expert, I have a lot of practical experience, but one thing always seems to hold true, and that is they come at the worse possible time.

Hurricane Dennis actually also affected Calder, it happened the day before their second largest race day of the year. That forced that entire program to be pushed back by one day, which if you work at a racing facility that is a major stakes day, a Triple Crown event, Breeders' Cup, this has a big day in your racing calendar, you know there are a lot of things that go into putting that on on schedule and to have to hold that up by one day is awful.

Many horses can't get the meds they need for that day; you've got to reschedule food vendors or musical acts. All of that is very hard to put back in place on short notice, so we already dealt with that. That happened on a weekend.

Hurricane Katrina came through Florida in the late part of the week. Over the weekend it went from being like a Category 2 to a Cat 5, and I'll never forget, I think it was a Sunday, mid-day I was standing in Target looking at a makeup bag

for a trip I was getting ready to take and I get a phone call from someone in our HR department who handles a lot of our safety issues and deals with those, and had been on the phone with our security down at the Fair Grounds and he said, "Hey, Julie, have you seen the news this morning?" And I said, "No." And he goes, "Well, do you know about Katrina?"

I said, "Well, it's sort of spinning off harmlessly in the Gulf, right," and he said, "No, it's now Category 4, it's going to become a Category 5 in 24 hours and it's heading straight to New Orleans. We're talking worst-case scenario."

So we knew that our folks were all over the place, really didn't have a lot of time to prepare in leaving that city because New Orleans is hit by hurricanes on occasion and a lot of folks didn't feel they had enough time to prepare their families to get out of town.

So we spent the first week probably after the storm hit and we knew in the first couple of days that we had pretty significant damage at the racetrack. We didn't have phone lines that were working so we were only able to watch CNN or NBC and see that we were missing parts of the roof. We were missing parts of the grandstand. Eventually we were able to see aerial footage to know that we had some flooding in the stable area, in the infield.

But beyond that, and some communications we had with staff at the facility, that's really all we knew about what was happening. Then we saw the entire community being impacted, so it wasn't that we were the crisis or our business was the crisis, we were part of a much larger story.

But we quickly engaged our Crisis Decision-Making Team which is comprised of our senior management, including our COO, Andy Skehan, our CEO, Tom Meeker, and our CFO, Mike Miller, because the finance side tend to handle most of the insurance matters for us. We had our legal team inside the company communications, HR, very crucial to help in reaching out to those employees, and since we didn't have tools, we didn't have things like phones and e-mail available, we had to set up some creative ways to find people, get them help in the form of paychecks.

To let them know about their insurance benefits. To let them know about the status of their dogs as best we knew at that time. To see if they needed a hotel money, a bus ticket. We set up a hotline and we went to our friends in the media, who I'll tell you, in times of need, and Mark can probably attest to this, that's when the advantage of having a good media relations policy and working with folks, even when they are pursuing a story you wish they weren't, really is beneficial to your company, because we were able to go out and I think we put out a news release and, trust me, things were going and coming from my office pretty rapid fire, and within probably an hour I was getting feedback from all our member associations, a lot of members of the TPA, the TVG helped us out, the Daily Racing Form.

We were able to get that toll-free number posted in so many different places and we knew that's probably where a lot of our employees would go looking for

information. They may not have their computer with them; but if they were able to log on, they might check the Fair Grounds Web site or they might go to drf.com, something like that.

And so slowly but surely we were able to start getting the folks to call in and tell us where they were. Are you with family? Are you with relatives? Give us your phone number. Give us your mailing address. Do you have money? Can we get you money?

Our HR team worked hand in hand with communications and for about a week all we did was respond to phone calls and wire money or, you know, added necessities to these folks.

The second phase in that triage was to find out how we were going to put on a race meet, because it became apparent within a week's time that it wasn't just a matter of making repairs to the track or drying out the barn area. It was the fact that this community was gone. At least on a temporary basis.

The mayor had basically called for everybody to evacuate and there wasn't going to be a market for racing. Horsemen were not going to have places to live. There were so many things that were going to get in the way of us trying to do something by November that we went out with the help of our horsemen and with Harrah's Louisiana Downs, who appeared to be the logical site to run a shortened thoroughbred meet.

Within probably three weeks we had ironed out the basic details to make that happen. It was incredible. And I cannot emphasize enough how much we appreciate the cooperation of our Louisiana horsemen, our partners down there as well as Harrah's Louisiana Downs for being a host for us.

We were able to put together a race meet that is about half of what it would have been this year otherwise but had a real attractive purse structure and has been well supported to the tune of about 10 horses per race. So we feel very fortunate that we were able to do something, number one, to keep the legacy of Fair Grounds racing going this year, but also to give our horsemen in Louisiana an opportunity to run in their home state, which is really what they wanted.

And we're shifting now into phase three of our crisis plan, and that's with operations and communications, and that is the recovery of our operations down there. We have got a lot of questions still, as many business owners do, about what's going to happen in terms of how will the city repopulate, will people be able to get affordable mortgages? Will there be a grocery store, doctor's office?

What will the market look like, because you have to believe it's going to be different than what it was before? Our business is very much based on the local market, not so much the tourist part of New Orleans. So if that changes, how does our business plan have to change to accommodate that?

Work force. A lot of our employees chose to leave the state and they are simply not going to come back. They're interested in working with us again but they may have taken up homes or changed families or have job opportunities elsewhere.

So will we have an adequate work force to be able to go back into business, and then maybe one of the most important and not talked about issues yet is the question of insurance? We are blessed in that we had a very good policy, we had coverage both for the loss due to the storm flooding but also business interruptions for the money that we would have been making had we been running at Fair Grounds right now.

But there's going to come a time when we need to make decisions about going forward, and right now we're talking very carefully and closely with members of the local community, the council, keeping in touch with officials at state levels, our representatives and senators in Congress about what their vision is for New Orleans and the future, and hopefully we can make decisions about bringing our operations back on line. Because we have that information.

We have been able to get five OTB's back in business which is very heartfelt for us, get back in business in New Orleans, and we were able to open five of those locations in October and are looking to bring some more on line as the weeks come. Hopefully before the end of the year. And put people back to work.

We've got about a hundred employees in addition to our co-management team that has stayed with us that are working out of some offices in Elmwood that was not hit so badly.

So that has been our experience with Katrina. We didn't have an opportunity really to sort of even button up phase two of that before we were hit with Wilma, they called her, which shut us down for about a week there, and then the tornado at Ellis Park, which was two incredible horrors when I got the phone calls that morning. And it was really different in that instance because, as John indicated, we were one of two areas that had been impacted by that storm.

The other you may recall was a mobile home park where there was a considerable loss of life, and while there was not the same degree of damage and overall catastrophe that you saw in New Orleans, we knew that we were going to be a bigger part of the story because it was more isolated and it was a Sunday, it was a slow news day, I knew that probably every network bureau in the Midwest was going to come and have that story for Sunday night and then, of course, for Monday morning news at the network level and so that was, you know, we can talk about that as well, a different situation and much more involved in managing and servicing media needs because we were a bigger part of that story than we were in New Orleans.

My advice to you overall, especially since I know a lot of us who work as publicists who are in the PR profession, is that frequently our major customer is going to be a representative of the media. The folks that we've seen in the press box, and a lot of

the work that we do is not only to manage their needs, their information, requests, for photos and whatnot, but manage how they cover stories, because we all are sophisticated businesses, many of them are for-profit, many of them in my state I work for are publicly traded companies so we need to protect our brand and we certainly take a concerted interest in how the media coverage of our activities plays out.

The media is not your only audience and not our only stakeholder in a crisis battle. And that is something that Katrina really drove home for me. We went through and we had to identify right away who the audiences were going to be. In our case we had employees, we had horsemen, we had state regulators, we did have shareholders, we had the owners of the company, we had board members, and there are a lot of other audiences that sometimes get forgotten in the process of managing a crisis, and I would encourage you to not forget about those, especially not your employees, the neighbors that surround your operations who may be directly impacted by something that is sort of typical crisis that happened and the media has a very important role to play.

Sometimes they are a great channel for delivering information. Sometimes they themselves were an audience. And I think that's especially true in thoroughbred racing because we have a great trade media that follows our every need and a lot of folks who are fans of the sport, they aren't just journalists who are assigned to cover it, they are fans of horse racing. And they love the facilities that conduct them, and trust me, when we were renovating Churchill Downs, we had a lot of journalists who felt personally invested in our decision to do that.

So just remember that you've got a lot of audiences out there and sometimes there are more effective ways to reach them than going to the newspaper or going to a television station, especially having things like the Internet and e-mail.

There are a lot of different ways to get out there, and part of your job in managing the crisis from a communications standpoint is deciding of all these different stakeholders, of all these different constituencies that I may need to get information to, what is the most effective way, the most effective channel to get them that information without it necessarily going through a filter.

So that is a little bit of our experience. Again, natural disasters seem to have been our special gift this year. We have dealt with a number of other issues because of our position in the industry, a lot of folks will bring the good stories because they know it will get additional attention because of that.

So frequently we find ourselves part of the story or part of the story that may be somewhat negative because of that fact or because the Kentucky Derby can be used as a backdrop for a lot of people looking for attention, and I would be happy to discuss those as questions arise.

**MR. LEE:** I can identify with what Julie said at the end. I work with the New York Racing Association and if there is a controversial horror story, the reporters from the New York media and the national media show up at my door.

We move now from thoroughbred racing one step over to a very important sport in America, a very powerful sports league, and from one of the teams within that league we have Mark Dalton joining us here from the NFL, from the Arizona Cardinals.

Mark, why don't you share with us some of your perspective on our topic.

**MR. MARK DALTON:** First off, thank you for allowing me to join you. It is certainly flattering to be included.

I guess I would start by defining what you would consider, what we would all consider a crisis, because in our industry, and I've now worked for three teams in the National Football League, the Philadelphia Eagles, the Buffalo Bills and now the Arizona Cardinals.

And as you can probably relate in your own experiences, things can be a crisis on your level, things in our everyday world in the National Football League that we sometimes consider crises seem kind of trite and trivial: a quarterback change, a third down play call. And they can distract you and they can generate a lot of media attention if not handled correctly.

But there are things that come along that really fit into a major crisis category. And we've seen that. In our league at least in recent years we had players accused and arrested of violent crimes, murders.

We have obviously been affected by Hurricane Katrina. We have a team in New Orleans. 9/11 and the aftermath. There were a lot of people looking to the National Football League for what they were going to do in terms of what, will they continue the games? We've had, you know, things that may not seem on that scale, but how many people don't know about Janet Jackson at the Super Bowl or things like that that define your brand or have an opportunity to change people's perceptions of what you are as a league or you are as a team.

So not unlike yourself here, we all get together, the publicists and the media relations people, the PR people from all the National Football League teams as well as the league office, once a year, and we get together like this and invariably this topic comes up, and generally speaking there's a good three or four case studies a year where the people involved, whether it's the league talking about the reaction to 9/11 or the Baltimore Ravens talking about their handling of Ray Lewis, and Ray Lewis was a player from the Ravens who was accused and ultimately found not guilty of double murder at the Super Bowl.

But I can imagine next year we'll have people talking about the Philadelphia Eagles and Terrell Owens and we'll have the New Orleans Saints talking about how they handled their unique situation with Hurricane Katrina.

So what I've taken to doing, and there's no good ideas that haven't been stolen, but one of my counterparts has a folder that he keeps in his desk and his title on the folder is called "Chaos," which is just sort of crisis management, and I decided to take these notes through the years and from these various meetings because nobody obviously wants to deal with one.

Obviously, dealing with one is a tremendous opportunity to learn, far better way to learn from somebody else's crisis so let's leave to them discuss what they went through, and the best parts of those are when people are candid enough to say this is how we handled it, this is, in hindsight, what we did completely wrong, if we had a chance to do it over again would have done this differently, and it's invaluable.

Before I came here I went through the folder that I had, and the top sheet is something that the National Football League has and our team has its own, and most teams have their own, basically a 10-point crisis management crib sheet. I guess it's easier to in times of calm and clear thinking to sort of strategize and plan what's going to happen when the call comes in or when a situation arises. And it's very helpful to have the 10 core principles that you need to follow and that are well thought out.

Have them written down on paper and have them ready to go and enact a plan when the time comes when clear thinking is sometimes problematic.

Also I came across, just that I tucked away in this, two quotes that somehow I think are germane. Warren Buffett said, "It takes 20 years to build a reputation and five minutes to destroy it." And I think maybe in the case of FEMA and Hurricane Katrina it may be five days to destroy it, but it's true.

We can all work as hard as we can in a day-to-day action with the media and the public and building our brands and our corporation's image or our team's image or organization's image, but mishandling a situation that comes up in a time of crisis when the spotlight is the brightest could be a lot of people's only perception of the organization. And as Mr. Buffett said, it only takes five minutes to undue 20 years of hard work.

And the other one was Ben Franklin: "Glass, china and reputations are easily cracked and not easily mended," which probably was put in this folder for a reason. I think possibly for the same reasons as I mentioned earlier.

Another thing that we had, we have been fortunate to do in these meetings, we'll bring in the outside speakers, and there have been so many in the time I have been in the National Football League where crisis management has been their focus. We have had Ari Fleischer who was President Bush's, I guess his first press secretary, Torie Clark who was the spokesperson for the Pentagon during the

earlier stages of the war, Lanny Davis who was a lawyer in the Clinton administration and had to give PR and legal advice which sometimes as he pointed out has run contradictory to one another.

And it made me feel better about the crises we handle when you put them in that sort of context. But they all have similarities and the one that I can speak to that made an impact on me, and I won't go through case by case, but it's like we were saying earlier, the media is going to be focused on me and the organization at this time and if you have already spent, and the relationships that you've built and the goodwill you've created, this is the time where it comes to bear and goodwill is sort of an investment that you have made and you put in the bank, and in times of duress, in times of crisis it's a valuable asset to call upon.

Now, we were saying earlier they are not only a source of information or a vehicle to get information out, but they have oftentimes more information. I remember in talking to people from Baltimore about the Ray Lewis situation. Their player was in Atlanta, Georgia, in jail and they didn't know anything about anybody in Atlanta, they didn't know the prosecutor, and the media wound up being their number one source of information. And that may have been more valuable internally.

Hey, what can you tell us about what's going on in Atlanta? Well, a reporter from the Atlanta Journal Constitution just called and told me X, Y and Z. That not only helps you formulate your strategy but obviously increases your stature within your organization as someone that can guide the team, the organization, through this difficult time.

You know, one of the other things that I came across, and it wasn't specific to crisis management, but I think two years ago the commissioner of the National Football League, Paul Tagliabue, was speaking to our group and he gave his opinion on what makes a good communications department, what makes a good PR department, what makes a good media relations staff.

And I think he was speaking about the National Football League, but I would think this is general, he made six points, and these six points I would say are particularly germane in terms of crisis.

Point number one, always have accurate information. Obviously. You know what, I guess I should start by saying we all are rational, logical people. We all in our daily lives, in our day-to-day workings have to exhibit judgment and that kind of judgment that you've honed, the instincts that you have, that's what's called upon most I would say in times like these.

The way that you every day think like a reporter and anticipate things that are coming up, those are the same instincts that present themselves during these times.

Accurate information. Obviously, you don't want to put out any information relative to whatever crisis development has come up.

Number two, good judgment. I guess that's the same point.

Number three, understanding of audience. One of the that, you know, what we did really poorly, we put out a statement after this crisis and didn't, you know, we really created a lot of ill will with the electronic media, we really didn't do ourselves much good with radio and television.

Just have somebody, some spokesperson orally on camera because they cannot just want a statement, they don't want that for radio, they don't want that for anything. Understand their needs and how they can help you and guide you through this — will help you through it — I shouldn't say guide you through it.

Number four, clear understanding of others in the business and understand why they are successful or unsuccessful in terms of crises. It's sort of like we were saying earlier, if it's happened to somebody else in your industry, there's a very good chance it can happen to you. How did they handle it? Take 10 minutes to think how would we as an organization handle that. How would we respond to that. And it's almost sort of a practice exercise for when it's live and in color.

Number five, ability to plan on a strategic level. I hate to say this, that these are opportunities, because it seems a little harsh, but as a communications specialist, as a PR specialist, you are going to be relied on by the rest of your organization at this time to have yourself together and be able to provide strategies, coherent advice, and the failure to do so really diminishes your overall importance in the landscape in general.

So I guess it goes along with everything else we have been saying, but having a decent strategy on paper in your head ready to roll out and be prepared to implement it when the time comes is crucial.

And the sixth one, again, this was general but applies to this, strong media services and relationships. And it's redundant, but all the goodwill, all the relationships we've built up, this is the time to cash in on them.

I guess the example that we talked about earlier with Pat Tillman, and the Readers Digest version is that Pat Tillman, for those of you who don't know, was a player from the Arizona Cardinals. He was an exceptional player. He, after 9/11, was deeply impacted and left the National Football League, walked away from a \$4 million contract and enlisted in the Army Rangers with his brother.

And it should be pointed out, never discussed it publicly, denied every media opportunity, every interview request, didn't want in any way, shape or form his actions to be misconstrued as a promotional opportunity.

So he served two tours in Afghanistan, and my confluence with his life was in April of 2004 because I'd spent six years with the Buffalo Bills and I had just taken my current job with the Arizona Cardinals, and on this particular day, it was a Friday,

April 21st, which was my first day on the job, I was hoping to unpack and maybe find out where the coffee machine was kept, and unfortunately at 5 a.m. eastern, which is 7:00 a.m. in Arizona, the reports started to come in piecemeal that there had been a fire in Afghanistan and Pat Tillman was a casualty.

And those are the opportunities when you have to, and if I had access to this folder which was probably en route in a box somewhere, but having thought through it, you can anticipate all the things that your day is going to entail after that.

Our sport and our teams and our league get a tremendous amount of coverage, and there's tremendous public interest in it. The amount of interest and the tensions that this particular story was going to generate was going to supersede anything that we had ever been a part of.

There were a news story, it was a story on so many levels that affected people, whether you were a fan of sports or you were a fan of the Arizona Cardinals or knew nothing about it, once you knew of this young man and his sacrifice and now his ultimate death, it was something that was really going to be a huge national story.

Frankly, I underestimated, even knowing that, I wasn't prepared for the amount of coverage that we were going to get that day. Again, this is going to sound crass, but at the same time that was an opportunity for our organization to show decisiveness, to show an ability to react and improve what people may have thought about our organization.

By that I mean it may have been easier just to avoid the topic altogether, to not make anybody available because it's not really our story, you know, he has not played for us in two years, for whatever reason sometimes people do give to avoid dealing with those types of situations.

I'm glad to say we did have strong leadership that recognized that this was important for us to be available immediately. I mean, almost an hour after the news was confirmed we had former teammates of Pat Tillman available and former coaches and our ownership and that's what people wanted to know, what does this mean to you guys. We know what it means to us who didn't ever get a chance to interact with him.

There were also opportunities that people recognized. You know, locally there's going to be a large number of people that will want to show their emotions publicly. Do we need to set something up, which we did at our facility, which was a simple photo of Pat, and for the next three days around the clock people would stop by and drop off the most personal items: flowers, a purple heart. It was really an emotional thing, but it was also exactly the backdrop the media was looking for to cover this story.

The other unforeseen thing that happened was in talking to Pat's family, one of the things that we made, obviously all the expressions of condolences, is there anything that we can do for you?

They said, as a matter of fact, we want to plan a memorial service in San Jose and we really have a lot going on, would you take that off of our plate.

So that was something, obviously, I had never been involved in, planning a memorial service, certainly not a publicly attended or a service that the media would want to cover, and I remember thinking at that time, well, you know what, I'm sure there are people that have had to do that. Who can we think of.

Well, there were some, I had some sources that we went through that seemed to be allied, Dale Earnhardt Enterprises, the race car driver that was killed, called them up, couldn't have been more accommodating, you know what, here's how we did it, here's how we would do it again differently. Tremendous asset.

The Kansas City Chiefs had a player name Derrick Thomas who passed away suddenly in different circumstances, but did a very public memorial service at their stadium. Again, very receptive. Gave us some great ideas and things that you would never think of. Assigned seating for dignitaries, and believe it or not, people jockeyed for prime locations with the Governor and the Senator. Make sure you don't sit them — all these things that when you're going through you can't possibly be on somebody's radar screen, but it is.

So those are kinds of examples where you find yourself in a crisis, you find yourself in dealing with something that is unknown, that's foreign, uncharted territory, but somebody has gone through it before. And who are they and how can I benefit from their experience?

I really don't have much to add on Tillman. The last thing I would say is there are crises that happen that I've seen in our league; something will happen in another team and it has absolutely nothing to do with you. If a player today on the San Diego Chargers were to come out of the closet and admit his homosexuality, tomorrow there will be reporters in our locker room in Arizona getting the reaction to that and what do the Arizona Cardinals players think about that.

I would be foolish and I would be crazy not to go out to our head coach and go to our team and make them aware of that and let them know that they are going to be asked about it and here's the kinds of things that are appropriate responses and here's the kinds of things that aren't appropriate responses; and if tomorrow we were to have a player in our locker room say, "There is no way I would ever want a homosexual teammate, and you can tell the world that," now we have a fight.

So understanding the ripple effect within your industry of how crises elsewhere that have very little if nothing to do with you, can, A, impact you and, B, create their own crisis if not prepared for, I guess.

I think that exhausted my time.

**MR. LEE:** Thank you, Mark. It's quite a story, quite a first day on the job.

And we're going move to a little further afield from racing to sports to our third panelist with a background in government, and as I mentioned, Jay grew up on a thoroughbred farm. Jay.

**MR. JAY HEILER:** Thanks, John. Thanks for including me. It's great to be here.

And I'm very deeply and lastingly fond of the industry and hope for its bright future, and we've had some battles in this state over the future of the industry with regard to gaming and gambling casinos and the impacts they have on the tracks and so forth.

You know, you mentioned Welch talking about denial, containment, shame-mongering, blood on the floor correction. I didn't know if he was talking about crisis management or marriage counseling, and in his case it could have been either one because they merged together. So you never know exactly what form a crisis is going to take.

The two that have been discussed here, Katrina and the tragic death, the heroic death of Pat Tillman, those are the kinds of things where you're under tremendous pressure to respond just as the speakers described, so you're under pressure but those aren't the kinds of crises where you're really under fire.

And so my background is mainly more the types of emergencies where you're under fire and where you're dealing with denial and containment, the press is dealing with confirmation and throwing gas on the fire. They are doing exactly the opposite. And they are trying to prevent denial and they are trying to make sure that everybody believes whatever story is now broken as quickly as possible so they can sell more newspapers and draw more eyeballs to the screen.

So what you're really talking about when you're talking about crisis communications is you're talking about dealing with a particular form of media behavior that breaks out when there is some sort of trouble that hits and strikes an individual or an organization or an industry or what have you.

So when that happens, when you're in that environment there's a conflict, there's a shift that occurs between what you're normally doing when you're managing information, at least in government. I think it was Mike McCurry, Clinton's press secretary, once said that the job of the White House Press Office is to tell the truth slowly.

So when you are in crisis mode, you don't have that option anymore. You're trying to tell the truth quickly and precisely, very precisely, because if you tell it imprecisely, you may make a problem worse, you may throw your own gasoline on the fire.

So there are, there is also another point that came to mind as I was listening to Julie, there is internal crisis communications and there's external, and when you're dealing with an organization, whether it's a racetrack or a farm or a barn, whatever it is, if you're hit with a crisis situation, you have to make sure that even as you're managing the external communications demands you are also managing things internally so that you don't have other meltdowns inside your organization.

And it's very important to make sure that you have both those things under control. Now, how do you do that? Several things. I mean, some of which are common sense. I have three things I would recommend to you.

Number one is don't panic. You know, in the Symington administration, which was six and a half years of basically uninterrupted crisis communications in that particular governor's office, we had what I called the "No Mouth Breathing Rule," so anybody who showed up in the room and was just all excited and agitated was immediately asked to leave. So everybody got the idea right away that, look, you are welcome to come in and discuss how to handle anything but there's no mouth breathing. Everybody sits down calmly, discusses things, gathers all the information we can gather and then makes the best decisions we can make about how to manage it.

If you do not have seasoned people when something like this befalls your organization, go find them, go bring an outside communications firm such as the one that I was formally affiliated with and now I'm informally affiliated with, APCO Worldwide, does major communications of all kinds including crisis communications.

For example, when MCI went bankrupt, APCO managed all the communications around that process for them and has done, you know, dozens of other similar engagements. There are other firms like that. If you don't have seasoned people, go get them. Hire them. There are people out there all over the place who have gone through these things and they will be worth whatever it is you have to pay them to help your organization.

Second thing, and even though this is the second thing, it's really the most important thing in terms of how you manage everything, decide exactly what it is your trying to do.

Now, this is a universal principle of sound management, the best manager is always the person who knows what it is he or she is trying to do. The same is true of managing a crisis.

Now, when you find yourself in that situation, everything is going to turn on the circumstances.

In the racing industry a lot of times the crisis is likely to involve some sort of corruption story. Why? Because the racing industry carries a bit of a gambling stigma because there's pari-mutuel wagering on racing, and every so often,

although it's extremely rare, really, in the grand scale of things, and I doubt whether the racing industry is half as corrupt as the general body of corporate America, but there is a breakout story about something corrupt happening in the racing industry, so the press is preconditioned to jump on stories like that.

And Julie was sharing with us earlier today about a recent example of that when a jockey by the name of Jose Santos who became victimized by this because a story broke that a photograph was taken that seemed to show that he had a buzzer in his hand which, of course, didn't turn out to be the case. But they are preconditioned for any type of story like that in the racing industry, and if it emerges, they'll hit on it like a big fish and start running with the line.

And so if that happens, you have to decide what it is you are trying to do. If the facts as you know them indicate that the press is running down a blind alley, then the object is just to kill that story as soon as you can. If in fact there is a problem or there has been a problem somewhere that you're affected by it or it's your responsibility to deal with, you need to know that. You need to get independent corroboration if you're being told there isn't a problem, by the way.

Do not take the word for it of whoever happens to be involved. You really need to make sure that you have the authentic facts before you make decisions, but know what it is you're trying to do. Are you going to try to put new facts in play that make the story go away. Are you going to try to do damage control and show as soon as you reasonably can that whatever problem occurred has been remedied.

Are you going to try to do something other — are you going to try to in the immediate term protect your stock price if you're a publicly traded company, such as Julie's, and you're worried that shareholders are going to get word that these hurricanes and natural disasters are going to have a major impact on your quarter, you have to decide what it is you're trying to, what are you trying to manage for, and then develop a strategy accordingly.

In most crisis communication situations where the press begins to hit on a story, the first wave of the story will not be the last. The story can sometimes do what journalists call, it can get legs, and they start pulling on ropes and then they start looking for more.

And this is how reporters think. You know, once they have opened up a wound and Welch's blood is on the floor that you referred to, they don't want just blood on the floor, then they want to see if they can get the whole body on the floor. And so they are going to keep looking for more of the same, pulling on the ropes that are out there.

You have to make sure that you find out before they do whether that's going to be the case. You almost have to become a reporter and stay one step ahead of the reporters who are trying to pull on the ropes in your story. So you've got to dig and dig and dig, and again, make sure that you get the authentic facts.

If you get yourself out as a communications professional to manage a crisis in a particular way and then you find out that there were facts out there that either you really did have and didn't know they were there or you should have reasonably had, then you have a much bigger problem. And then it's going to affect you professionally as well and not just whoever might be affected by what actually happened in the original story.

So you're in trouble basically when something happens yourself. Just by virtue of being the person that has to manage it, you have to be very careful in how you go about doing that.

So one thing to remember as you're going through these stories that will sometimes have multiple phases, bad news does not get better with age. Bad news does not get better with age. If something bad has happened, whether it's the first wave or it's another wave, it is not a strategy to just let it go, because the reporters won't be letting it go. They'll just be looking for the next step in that progression of making it worse and worse and bigger and bigger.

You know, a reporter, the average life, the average day of a reporter in many cases is really pretty boring. You know, they don't really know what they are going to cover when they get up in the morning and they go get started with their day and something comes along some day that maybe they have to cover and they can cover it and then it starts over again the next day.

When a story comes along that really has legs, that gives that reporter's life meaning. For the next two weeks to a month to maybe even six months, all of a sudden there's a whole bright new day ahead of that gloomy gumshoe reporter who really doesn't have a very exciting life most of the time because now you are the source of his excitement or her excitement, and so you have to realize that you are dealing with people in that kind of aroused professional frame of mind.

They will keep coming at you again and again and again, and you do not gain by letting bad news sit around. If there's something else that comes out there, you've got to respond to it. You've got to react to it. In this way it's very much like being in a political campaign. If you come under attack and you don't answer it, you're going to lose.

If you come under attack by your opponent, you must answer it and you must answer it now, today, in the next hour if possible, and in any case as soon as you can. You don't wait until tomorrow. You don't wait until the next news cycle.

That's always been true. It's especially true now with information that metastasizes on the Internet and across e-mails and everybody's Blackberrys and, you know, and the old expression was always true and now it's even more true, a lie will travel all the way around the world while the truth is still putting on its boots.

It is even more true today. It will go on like that in ways that you cannot believe so you have to have a rapid response capability when you're in a crisis management

mode, and again, if you don't have the people in place to help you put that, erect that structure and execute, go get them. You're going to have to go hire them and bring them in, and don't wait. You know, it will cost you more in the end for waiting and trying to economize.

Here's another thing to remember. We live in a non-judgmental age. I think the Clinton administration showed that. In some respects the Symington administration in this state showed that. People, number one, have been conditioned for many years now to not make moral judgments about things. A lot of other people are also inclined to do that now about things they hear about in the media for a very simple reason, people know that they can't always trust what they are hearing in the media.

So there will be some amount of people out there who will make moral judgments and conclusions about organizations or individuals from information they are getting in the press about a crisis, whether it's corruption crisis or incompetency crisis, such as the Katrina, or what have you, but there are a lot of people also who aren't even going to go there because they just decided a long time ago I can't really trust what I see in the media.

You know what these people do? They just kind of sit back to watch to see how you handle it. That's what they are doing. They are not making a judgment, they are just sort of — it's like a football game now. The media maelstrom that takes off whether it's in a local community with local newspapers or whether it's a big breakout on TV in a big city, people just sit back and it becomes like a spectator sport.

Oh, great, the hound pack is after these guys, let's see how they handle that. It's really quite entertaining. I mean, some of you can probably identify, you found yourself feeling this, right? You're watching to see if this person can fend off those wolves who are trying to destroy him on live television.

And so that's what's going on, okay, so realize that. People are watching to see how the organization or the individual or individuals manage what's happening, and they will almost reach a conclusion about whether to buy anything that they are being told based solely on how you handle it, so how you handle it matters.

You have to be very cautious about who you put out to speak for your organization, making sure that they are media-trained. If you're going to speak for your organization, don't do it without getting media-trained. If there's any likelihood at all that you are going to find yourself in a crisis situation where you have to go deal with press, the most important thing you can do by way of making a plan that both these experts told you about is get media training now. Just go get it done. Hire a media trainer. Have them come in.

It's actually kind of fun. It's an enjoyable thing and it's not a bad team-building exercise for your organization. It costs a little bit of money but, again, it's money well spent if it helps you get prepped. And media are such a big part of life now

that being media-trained is really almost becoming a pretty garden variety job skill, I would say, because there are so many media and so many different things that pop into the media.

So that's what I would urge you to do as job one by way of preparation, and then be careful about who you send out to speak for you. The public will be watching. And they will draw as much inference about your guilt or your innocence or your intentions, good or bad, whether it's an honest mistake or corrupt will, they will draw as much from how you carry yourself as they will from what they are being told by the press.

Finally, whatever it is you're trying to do, whatever you're trying to manage for amid the crisis, the end game is always the same. What you're trying to do is get the media fed up with the story as soon as you can so they move on to the next meal, okay. You want them to spit you out and go down the road. You want them to get tired of it. So that is a strategy in itself.

Bore them with information if you can. Give them information to change the next day's story that they might be trying to write, make them write something different if you can. But move inexorably toward getting them to move on to something else.

Toward reconciliation, the last stage that Welch talked about, correction, the quicker you make correction, the better off you are going to be because then they are going to move sooner.

That's why the denial and containment and shame-mongering and the blood on the floor stages, I'm sure he was writing about derisively, basically saying don't waste your time with that, just get to the correction because the quicker you get to the correction and the reconciliation, whether that involves sacrificing a corrupt employee or whether it involves announcing some new set of policies and procedures, whether it involves — and that's usually going to be one of those two — whether it involves creating some new agency or some new position, something, some toy you throw in the crib that they rattle around for a while and then go back to sleep. That's what you're trying to do.

So the sooner you can get to that point, the better off that you will be in managing crisis, so that's kind of, you know, in a hyper-truncated version in 10 or 12 minutes that's what I can tell you about it. And I have been through it many, many times, either in first person or as a consultant to others, and those are the universals.

If it's a highly public media-driven type of thing, those are the universals, those basic things will pretty much get you through.

**MR. LEE:** Great responses from everybody. I think we really covered three very different spectrums on the issue and all the chance we were going to have for banter has been eaten up by the clock.

Let's see if we can get to one question, and let's go right to the beginning of the crisis. What everybody seemed to be saying, what I encountered as I researched the topic, tell it all and tell it fast. At the same time you want to be telling it correctly and you want to have the right person tell it.

Maybe we could just respond briefly to, in this kind of hyper-speed media world, how we can tell it all and tell it fast. Julie.

**MS. KOENIG LOIGNON:** Something that is very practical and actually we've used with the Ellis Park tornado, they don't have a full-time communications staff down there. It's actually a position that is loaned to them during their live racing by our publicity team at Churchill Downs. We had already had media all over the place. We didn't have the same situation where we had employees or horsemen, we had some horsemen who were affected, but by and large we were able to visit a lot of our efforts in terms of messaging and service towards that, towards media in this case.

I had my old reporter's notebook which I so typically carry from those, it's very handy to keep in a briefcase and that was the GM, that was the security officer in terms of what is it that we are prepared to say right now and you can almost preface this by saying, here's what we know at this moment and you write down three, four, maybe 10 facts that you can state.

In this instance we had damage to certain sections of the facility. We could talk about 10 barns being gone. Others sustaining 25 to 75 percent damage. We could talk about the grandstand facility that was adjacent to the main clubhouse building being leveled. We could talk about the three dead horses that unfortunately were lost during the storm.

As far as we knew, all of our employees were safe and were accounted for and we basically had one sheet of information that I was then able to put in the hands of the GM, of anybody who was a designated spokesperson. That's another very important thing to have as part of your crisis communication preparation is to let everybody in your company know, especially those who will come into contact with your customers, with visitors to the scene, there were a lot of Looky-Lous that came and wanted to see the damage as well as members of the media.

Who was going to be authorized to provide information. Not necessarily maybe a spokesperson, but give out information. And you need to keep a pretty tight reign on that because we had a situation where the security guards frequently will be approached by reporters who wanted them to speculate, how long will it take you to get back into business? How much money do you think you're going to lose in the next three days because you won't be able to simulcast?

How much damage is there? How much will it cost to rebuild, and all of these guys are very well-intentioned and you want to be helpful in these circumstances but they may not be the best individuals to speak to this? They may not simply have the information.

One of the most basic, most useful things you can do at the onset is to essentially have a page of information and put that in the hands of the individuals who can respond. It may be somebody like the switchboard operator that needs to be able to sit down and say here are the hours that we're going to be operating this week. Just so that whoever is going to be talking to the customers, to the business partners, members of the media, we're delivering a consistent message that we know to be true at the time.

**MR. LEE:** Mark, any response from your end.

**MR. DALTON:** In terms of getting it all out, the best example I have heard or I had relayed to me was not from our industry but from the political industry and it was a gentleman I referred to earlier, Lanny Davis, who was a Clinton lawyer and advisor, and like Jay was saying earlier, his job was to get all the information and verify, okay, what is it that we're going to get.

And one of their strategies was we're going to put it out ourselves. For example, the Lincoln Bedroom Scandal where President Clinton had X number of guests at the White House overnight that were friends, fundraisers, whatever. They came across this information themselves, and as they were saying, you've got that information, are you just going to put it under your pillow and hope nobody ever finds out about it, and his advice invariably each time one of these came up was let's get it out ourselves, let's get all the information and as to mitigating information, let's add what the two previous presidents had in terms of overnight guests in the Lincoln bedroom, and it may be bad news, but let us get our bad news out with our mitigating information. It may make it appear less bad.

**MR. HEILER:** That is a classic case of a story that they are just going to keep pulling on the rope. If you're talking about a litany of people in the Lincoln bedroom, you're going to get one story when they learn out about the first group and you're going to get another story when they get the next group, and every time there's another one that they find out about, which they are all, there's hordes of them out there digging, they are going to find out, they are going to write another story.

**MR. DALTON:** So not only did you get it all out, you got it with your spin on it, and when you're opponent, we'll say, comes across it and tries to pitch it to the media, yeah, we've already seen that. Washington Post had that Friday, and Lanny indicated that they would take turns giving the scoop of these scams. Every reporter kind of knew it's my turn now, I've got to write this, they dumped it off on me so I'm going to have to write it.

So they thought, openly they had that opinion, but at the beginning they thought, hey, they are doing me a favor, they are giving me a scoop so Lanny Davis was creating goodwill and accomplishing everything else at the same time.

**MS. KOENIG LOIGNON:** I think the key is to some extent with the crisis you are going to be reactive for a little bit. The sooner you can switch from reactive mode into proactively communicating with the various audiences, the better your chances of moving through it and recovering from it. So that's going to force you as a communicator or as a track manager to be thinking on two or three different channels at the same time.

You're dealing with the crisis at hand and that immediate response, you're dealing with making sure that your message is out there, that your side of it, the story is being fairly represented, but you also need to think about, okay, because of this, what's next? It frequently is a domino effect. You need to start thinking because this happened, what will be the next trigger? What will be, if you're thinking about media relations, what will be tomorrow's story and how do I prepare for that, or prep my spokespeople for that or get ahead of it to make sure that it's, if it's something that is not as newsworthy as you think, a reporter who doesn't know your business, isn't very knowledgeable about your industry may take it in a direction that's not actually a justified line of thought or whatever, I think you try to anticipate that and be ready again to make sure that your message is out there?

**MR. HEILER:** You have to be able to see yourself as others see you, particularly as others in the media. Whenever you're dealing with the public that's obviously very important, and so again, unfortunately the greatest sin as I perceive it anyway that the media commit regard to the racing industry is the sin of omission, they just ignore it too much. They don't cover it enough given the numbers of people who are interested in it and follow it.

So that's their greatest sin. Their second greatest sin, and it's a sin of commission whereby they immediately jump on any angle that will speak corruption. They will just run after that like a pack of hounds any time they can. And everybody has to deal with that.

I sort of, when I was listening over here, I heard you saying that when Pat Tillman died it was very important for the Cardinals to manage that process competently because the Cardinals are a whipping boy in the press for being incompetent because they don't win enough football games and they have had all kinds of struggles with the organization, so the press likes to make fun of the Cardinals — stupidly because the Cardinals are an important part of Arizona and, frankly, it's really asinine the way the local press do that, but they persist in doing it because that's just what they do.

And so I thought that was very astute on your part that when you knew that, you knew that the press were going to be watching to see how the legendarily incompetent Cardinals would manage this process and you knew that it was important for your organization to do that well, and I think that showed a lot of insight. That's very true. So you have to know how they see you and that's going to color how they are interpreting any events and how they are likely to write about it. And that's usually what the racing industry was dealing with is an attempt to elevate and escalate and blow up any story that hints of corruption.

**MS. KOENIG LOIGNON:** When I worked as a television reporter I used to work for crime beat and was frequently brought by the police CIO to talk with the new recruits about media relations and sort of what, what we were looking for in a story, how to get along well, how to come through an interview unscathed, and it took me a long time to convince a lot of these officers who were halfway through their training that I didn't wake up every morning trying to figure out how to screw them or how come up with some juicy story.

And I think as for a lot of general assignment reporters, I know I never had the mind set of that I was out for blood. That said, I would tell you when you work in a news environment like I did for more than a dozen years, the good days in my newsroom were the days when there was a crisis for somebody, whether it was weather related, whether it was fire, those are the days when it's easiest for, easy for me as broadcast reporter to do my job because the story was there, all I had to do was go out and get pictures of it, get interviews.

For me, our purposes that meant, he said this, she said the counterpoint. So it was opposing viewpoints to make that story balance in a lot of ways and understanding that I had to get that done in maybe 90 minutes, maybe less, because there was incredible pressure on a broadcast journalist to be able to turn the story quickly and you weren't going to be able to get everything in it because time is always of the essence.

So I have still a great deal of respect for my brethren in the media having spent a good deal of my life in pressure in it but I will say that one of the reasons I think conflict really drives news coverage today is because that's what we're accustomed to today from a lot of other forms of entertainment. A good sports game is one where it's a tight score, where it's going back and forth where there is a contest.

When I look at all the shows that are so popular now with reality TV is because we sit and watch an hour of people just arguing with one another for whatever reason really feed on conflict and these stories I think have fallen through as well that becomes part of our culture and that's why you don't necessarily see a happy, funny news story in the news, because they don't think that story would get the attention of the viewership.

**MR. DALTON:** I believe it's part of our culture but I also have a great deal of respect for the job journalists do as well. I think it's also because it's easy to do a conflict story. You know, let's you and him fight. You say what you want to say, you say what you want to say, all I've got to do is get that and I'm done, and it's so simple. Nothing is simpler.

You really don't have to think about a story like that. Everybody else has to think and work and react and all you have to do is pull it together and it's done. They tend in that direction, and it is true that people like to watch it. It's a voyeuristic quality of people out there. They like to see the battle going on. But they will write, they'll do what is simple most of the time. They don't have a real long time cycle in

how they prepare and gather the news. It's usually pretty short cycles that they operate in and just have to realize that. You've got to help them do their jobs.

And another thing that was said that I thought was smart is that they can help you through crisis because they will, if you handle them right, they'll push the information out there and help it be over and you've got to realize that. Think that's also true.

**MR. LEE:** I lived — as I was in New York City, and you know I have praise for the media after 9/11, did they ever rise to the occasion. I mean, the media covering the situation globally in New York that was their finest hour, like you said, you don't want to take advantage of the situation, you want to rise to the occasion and do the right thing. We have been talking about time being of the essence. I think we have probably run over our allotted time.

Is that video available to be shown? We'll wrap up with that. I want though thank our panelists for a terrific job, maybe around of applause for these folks.

**(Applause)**

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