



MISSOURI
WINES®

MISSOURI WINE AND GRAPE BOARD
CRISIS COMMUNICATIONS PLAN | JUNE 2017

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introduction

Responding effectively in a crisis will protect the Missouri Wine and Grape Board's reputation and brand in the state and wine industry. **The purpose is to:**

- Set procedures/protocol on how the Board is to communicate with the press and the public about such events/incidents
- Set guidelines on public policy statements and how the Missouri Wine and Grape Board will respond to the event/issue at hand to minimize negative perceptions and outcomes
- Identify potential negative events or issues that might occur
- Establish guidelines on uses of social media in responding to a crisis as well as how to react to a negative incident on social media

Every crisis situation presents an opportunity to move an organization either forwards or backwards. When handled correctly, a proactive crisis response can often give new brand awareness and credibility to the Board and the winemakers of Missouri.

MISSOURI WINE AND GRAPE BOARD OVERVIEW

The Missouri Wine and Grape Board (MWGB) was formed in 2005. No longer an advisory board, the Wine and Grape Board directs the marketing and research efforts of the Missouri wine industry and supports Missouri wineries.

Funded by a twelve cents-per-gallon tax on wine sales, the MWGB coordinates marketing and public relations activities with wholesalers, restaurant operators, retailers, and the public.

Additionally, the MWGB also underwrites the Grape and Wine Institute at the University of Missouri. Established in 2006, the Institute conducts research on grape varieties and vineyard management techniques that contribute to the growth of the wine industry in Missouri and the Midwest.

MWGB's goals are to strengthen interest in, and patronage of, our state's grape, grape juice and wine industry.

MISSOURI DEPARTMENT OF AGRICULTURE OVERVIEW

The Missouri Department of Agriculture works to promote and protect Missouri's multi-billion dollar agriculture industry by marketing Missouri agricultural products in the state, nation and abroad. Through its divisions, the Department of Agriculture administers programs that protect Missouri's producers, processors, distributors and consumers of food, fuel and fiber, while enforcing State laws that regulate and market the industry across the State.

EFFECTIVE CRISIS RESPONSE

Organizations are most vulnerable when they evoke a perception of indifference, such as the BP oil spill, Enron's financial crisis or United Airlines' casual response to the video of the mistreatment of a passenger. The handling of the Tylenol product tampering crisis is held up as the glowing example of exceptional crisis management, resulting in an actual rise in product sales and strengthening of the product and corporate brand. Although a crisis is never welcomed, it can provide an opportunity to further enhance and build the Board's brand if handled correctly.

THE GOLDEN HOUR

Without question, both the quality and speed of a response are important. Speed matters, and time is of the essence in a crisis. Social media can magnify a crisis instantly and spread it virally. It can take as little as one hour before the event or situation is fully in a 24/7 news cycle. Therefore, normal time frames and decision chains must be suspended so the organization can:

Inform and reassure key stakeholders that:

1. We understand there is a problem (define nature of the problem).
2. We take it seriously and are empathetic to any victims.
3. We are taking steps to address the problem.

MEDIA POLICY

Specific media management policies and protocol on dealing with media inquiries are detailed in the media policy on pages 7-8. This policy should be distributed to all Board members and employees.

SOCIAL MEDIA POLICY

Specific social media management policies and protocol on dealing with media inquiries are detailed in the media policy on page 9. This policy should be distributed to all Board members and employees.

CRISIS CHAIN OF COMMAND / AUTHORIZED SPOKESPERSON(S)

The following crisis chain of command outlines who will be responsible for the following activities.

Authorized to approve statements & releases:

Jim Anderson

Annette Alden (back-up)

Will coordinate with legal counsel to approve statements:

Annette Alden

Jim Anderson (back-up)

Designated spokesperson:

Jim Anderson

office: 573.751.6807

cell: 573.680.7672

Annette Alden (back-up)

office: 573.522.1806

cell: 573.690.2211

MISSOURI WINE AND GRAPE BOARD MEDIA POLICY

Effective June 15, 2017

The Missouri Wine and Grape Board is instituting a media policy, effective June 15, 2017. If you have questions or need clarification, please contact Annette Alden, Marketing Director at 573-522-1806 or Annette.alden@mda.mo.gov.

ORGANIZATION SPOKESPERSON(S)

Jim Anderson is the only authorized media spokesperson for the organization. From time to time, other employees and a pre-approved panel of experts may be called upon to participate in interviews. We appreciate your cooperation in notifying us of any and all interactions with media, other than calls from advertising representatives.

MEDIA CALLS /INQUIRIES

All calls from business, trade and general media, including online reporters, should be referred to Jim Anderson. Our policy is to return calls from reporters, editors or producers within a one to two-hour time frame. If/when you do receive a call from a media representative, please try to collect the following information:

- Full name of person calling
- Media represented
- Nature of call (What are they calling about?)
- Daytime and after-hours phone number
- E-mail
- Are they on deadline? If so, what is it?

If for some reason Jim Anderson cannot be reached, contact Annette Alden who will coordinate with the reporter to ensure they have all of the necessary information and background materials. Our goal is to make the best use of your time in interacting with the media.

If a reporter calls you directly and catches you off-guard on the phone, please indicate that you are in the middle of a meeting and will get back to them as soon as you are finished and definitely within the one- to two-hour time frame mentioned above. Then, call the Board office! We have found it best to not respond to reporters off-the-cuff or hurriedly. Please respect the reporter's deadline and try to pass on the information to the Board office ASAP so the Board can respond in a timely manner with the appropriate information.

OFF-THE-RECORD COMMENTS

There is no such thing as OFF-THE-RECORD. Even though a reporter may tell you what you say will be kept off the record, you need to understand that what you say may be in the media the next hour or day. Even if a reporter is encouraging you to provide “deep background,” for a story he or she is doing on something else, BEWARE.

TV CAMERAS/REPORTERS

If a cameraman or reporter comes directly to the Wine and Grape Board’s office without arranging an appointment, call Jim or Annette immediately. Do not speak to the reporter on camera without prior authorization. Try to move them to an area without any logo or signage, because they may attempt to do an on-site/stand-up report in front of signage or logo.

HANDLING OF MEDIA IN A CRISIS SITUATION

In the case of a major crisis, the Missouri Wine and Grape Board crisis team will move into action, directing operational and media response regarding the situation. In the case of a crisis, it is more important than ever that any and all media queries be forwarded immediately to Jim or Annette, with as much information as possible on the nature of the inquiry.

Under no circumstances are any employees to comment on the crisis, express opinions regarding the source, situation or outcome. Speculation of any type is to be avoided by all employees. Names of any persons, employees or workers involved in a crisis are never to be used or stated publicly. We respect the privacy of our guests, employees and their family members.

Suggested verbal or written response in a crisis:

“It is the Missouri Wine and Grape Board’s policy to refer all calls on this matter to Jim Anderson. Please call Jim Anderson at 573-751-6807, and he will be able to answer your question. Or, may I have him return your call?”

Jim Anderson, Annette Alden and the crisis team will have specific instructions and company statements addressing the specific incident or crisis for use ASAP in case of a crisis. Again, we request that you refer any media queries through Jim Anderson and Annette Alden.

SOCIAL MEDIA

Social media can be both a tool for identifying and/or responding to a crisis as well as the actual source of the crisis itself. Journalists follow a wide variety of subjects via social media therefore social media and traditional media often engage in a two-way dialogue. For example, if an incident/injury happened at a winery and was captured on social media, that incident could then capture the attention of traditional journalists online.

Responding to a crisis via social media

In the case of a major crisis, the Missouri Wine and Grape Board crisis team will move into action, deciding how and when social media is used for communicating information. All pre-scheduled social media content should be evaluated and may be postponed until a later date depending on the nature and severity of the crisis. Once a communications plan is established, Missouri Wine and Grape Board social channels could be used to communicate updates on the situation. It is likely that social channels will be used to give brief media statements and updates, as well as direct questions to the appropriate team member and/or outlet. The Missouri Wine and Grape Board will not engage in a public conversation about crisis issues online.

Under no circumstances are any employees or board members to comment on the crisis, express opinions regarding the source, situation or outcome, including on social media. Please allow official Missouri Wine and Grape Board social channels to address comments and issues. Any communication on your own social channels should clearly define that these are your personal opinions and not the official opinion of the Board.

Handling issues that are raised on/by social media

How the Missouri Wine and Grape Board handles issues and complaints that arise on social is crucial to how consumers and the media perceive the Board. Whenever possible, the following procedures should be followed:

- **Censoring content:** Unless it violates stated community guidelines, MWGB will not censor negative commentary. Removing the offending comments may lead to escalation of harsher comments.
- **Tone:** Tone of the response to negative comments or events should always be personal, polite and professional. Never respond in a dismissive or impolite manner. Tone also needs to be appropriate to and reflective of the level of severity of the situation.
- **Order:** It's is often necessary to bring order to an organization's online space, which will allow for concerns to be addressed.
- **Listen:** Listen to and try to understand what the negative commenter wants. Respond directly to the person, when possible. Respond publicly and have an open conversation or acknowledge the concern publicly and then take it offline. How MWGB handles a particular situation will depend on the factors involved and the severity of the incident.
- **Channel:** Different social media channels have unique tones and have different audiences. Each channel needs to communicate the same message, but that message needs to conform to the style of a particular channel. Public statements may need to be tailored to work on Twitter or Facebook.
- **Update:** Websites and social media platforms need to be updated regularly. During a crisis, people will be expecting current information. They will be expecting social media platforms to have that information first.

public policy statements

ALCOHOL CONSUMPTION POLICY STATEMENT

The MWGB encourages responsible alcohol consumption with a zero tolerance regarding underage drinking. The MWGB supports state and federal laws as they relate to alcohol. **See below:**

UNDER-AGE DRINKING POLICY STATEMENT

The MWGB has a zero tolerance policy and strongly supports Missouri laws.

Dram Shop Act Project

Section 537.053

August 28, 2009

Sale of alcoholic beverage may be proximate cause of personal injuries or death--requirements--(dram shop law).

537.053.

1. Since the repeal of the Missouri Dram Shop Act in 1934 (Laws of 1933-34, extra session, page 77), it has been and continues to be the policy of this state to follow the common law of England, as declared in section 1.010, RSMo, to prohibit dram shop liability and to follow the common law rule that furnishing alcoholic beverages is not the proximate cause of injuries inflicted by intoxicated persons.
2. Notwithstanding subsection 1 of this section, a cause of action may be brought by or on behalf of any person who has suffered personal injury or death against any person licensed to sell intoxicating liquor by the drink for consumption on the premises when it is proven by clear and convincing evidence that the seller knew or should have known that intoxicating liquor was served to a person under the age of twenty-one years or knowingly served intoxicating liquor to a visibly intoxicated person.
3. For purposes of this section, a person is "visibly intoxicated" when inebriated to such an extent that the impairment is shown by significantly uncoordinated physical action or significant physical dysfunction. A person's blood alcohol content does not constitute prima facie evidence to establish that a person is visibly intoxicated within the meaning of this section, but may be admissible as relevant evidence of the person's intoxication.
4. Nothing in this section shall be interpreted to provide a right of recovery to a person who suffers injury or death proximately caused by the person's voluntary intoxication unless the person is under the age of twenty-one years. No person over the age of twenty-one years or their dependents, personal representative, and heirs may assert a claim for damages for personal injury or death against a seller of intoxicating liquor by the drink for consumption on the premises arising out of the person's voluntary intoxication.

5. In an action brought pursuant to subsection 2 of this section alleging the sale of intoxicating liquor by the drink for consumption on the premises to a person under the age of twenty-one years, proof that the seller or the seller's agent or employee demanded and was shown a driver's license or official state or federal personal identification card, appearing to be genuine and showing that the minor was at least twenty-one years of age, shall be relevant in determining the relative fault of the seller or seller's agent or employee in the action.

6. No employer may discharge his or her employee for refusing service to a visibly intoxicated person.

THREE MAIN POINTS

You are liable if person was under 21 and you didn't card or person was visibly intoxicated.

Visibly intoxicated means significantly uncoordinated physical action or significant physical dysfunction.

The Missouri Wine and Grape Board has a policy of zero tolerance on underage drinking and driving under the influence of alcohol. We fully support and follow all Missouri state laws regarding the service of alcohol at all our events.

In complying with Missouri state law we:

1. Refuse service to anyone under 21 years of age
2. Demand identification from every patron
3. Refuse service to anyone who is visibly intoxicated

At all Missouri Wine and Grape Board events there is a wine spit bucket for patrons to use. The Missouri Wine and Grape Board encourage their use at Board events and also encourage Missouri wineries to have wine spit buckets on hand at all tastings and to encourage their use. A spit bucket allows patrons to enjoy and sample the wine without imbibing alcohol and remaining a safe and a responsible driver.

In Missouri, liability only falls on servers who knowingly serve an underage patron or serve someone who is "visibly intoxicated" which is defined in Missouri as "significantly uncoordinated physical action or significant physical dysfunction." The person's actual blood alcohol content does not establish liability for a server in the state of Missouri.

DRIVING UNDER THE INFLUENCE IN MISSOURI

1. The legal blood alcohol content (BAC) limit in Missouri is .08 (Mo.Stat 577.012)
2. Penalties:
 - a. **First Offense**
 - i. Class B misdemeanor (Mo. Stat 577.012)
 - ii. Up to 6 months in jail
 - iii. Up to \$500 fine
 - iv. 30 days suspended license
 - v. 60 days restricted license upon completion of suspension
 - vi. \$45 reinstatement fee
 - b. **Second Offense**
 - i. Elevation to “persistent offender” (Mo.Stat 577.023)
 - ii. Class D Felony
 - iii. Up to 1 year in jail
 - iv. Up to \$1,000 fine
 - v. 1 year suspended license
 - vi. Ignition interlock device required after reinstatement
 - vii. If second conviction is within 5 years of the previous one there is a 5 year suspension
 - c. **Third Offense**
 - i. Elevation to “aggravated offender” (Mo.Stat 577.023)
 - ii. Class C Felony
 - iii. Up to 4 years in jail
 - iv. Up to \$5,000 fine
 - v. 10 years license suspension
 - d. **Forth Offense**
 - i. Elevation to “chronic offender” (Mo.Stat 577.023)
 - ii. Class B Felony

ALCOHOL CONSUMPTION MEDIA RESPONSE

When responding to media inquiries regarding the Board’s policy on alcohol consumption, support the policy with historical and latest “current” data available:

U.S. alcohol consumption • Missouri alcohol consumption • U.S. wine consumption • Missouri wine consumption

crisis planning & media responses

OVERVIEW

The Institute for Crisis Management outlines two main types of crises that should be considered – sudden and smoldering.

- A **sudden crisis** is defined as a disruption in the company’s business that occurs without warning, is likely to generate news coverage and may adversely impact several aspects of your organization.
- A **smoldering crisis** is defined as any serious problem that is not generally known within or outside the company, which may generate negative news coverage if or when it goes “public” and could result in more than a predetermined amount in fines, penalties, legal damage awards, unbudgeted expenses and other costs.

Within each type, there are four levels, each representing a more severe crisis.

LEVEL 1 PROTOCOL (MINOR)

1. E-mail/phone chain/text messaging used to contact key board members/employees within 2 hours, apprising them of the situation and asking them to refer all media inquiries to Jim Anderson or Annette Alden (if Jim is not available).
2. MWGB receptionist notified.
3. MWGB “statement” prepared and approved within 4 hours, ready for release IF contacted by media. No public social media statement is necessary but MWGB channels may use official statement to respond to relevant social media requests.

LEVEL 2 PROTOCOL (MODERATE)

1. E-mail/phone chain/text messaging used to contact key board members/employees/state officials (if necessary) within 2 hours, apprising them of situation.
2. MWGB receptionist notified.
3. If involving a winery or another organization (not personnel issue), switchboard notified.

4. If involving a winery or another organization (not personnel issue), e-mail/phone chain/text messaging used to contact all employees within 3 hours, apprising them of situation and steps being taken to manage the situation (winery to distribute message from MWGB).
5. Missouri Wine and Grape Board “statement” prepared and approved within 3 hours.
6. Missouri Wine and Grape Board’s legal counsel reviews statement.
7. Statement released to major key media within 4 hours to take a proactive approach to managing the crisis. One-time social media statement is issued on appropriate channels.

LEVEL 3 PROTOCOL (SERIOUS)

1. E-mail/phone chain/text messaging used to contact key board members/ employees/ Dept. of Ag/state officials within ½ hour, apprising them of situation.
2. Designated spokesperson and expert immediately deployed to site to handle any on-site media interest, if applicable.
3. MWGB receptionist notified.
4. If involving a winery or another organization (not personnel issue), switchboard notified.
5. E-mail/phone chain/text messaging used to contact all employees within 1 hour, apprising them of on-site situation and steps being taken to manage the situation.
6. If involving a winery or another organization (not personnel issue), e-mail /phone chain/text messaging used to contact all employees within 1 hour, apprising them of the situation and steps being taken to manage the situation (winery to distribute message from MWGB).
7. Missouri Wine and Grape Board “statement” prepared and approved within 1.5 hours.
8. Missouri Wine and Grape Board’s legal counsel reviews statement.
9. Key members/board members/vendors notified of situation by internal team (hopefully, prior to news conference).
10. Statement released to major key media within 2 hours to take a proactive approach to managing the crisis. Statement is also released to appropriate social media channels.
11. On-site news conference probable.
12. Daily media updates issued on daily state of situation. Regular social media updates are shared on appropriate social media channels.

LEVEL 4 PROTOCOL (SEVERE)

1. E-mail/phone chain/text messaging used to contact key board members/employees/ Dept. of Ag/state officials within ½ hour, apprising them of situation.
2. Designated spokesperson, expert and PR counsel immediately deployed to site to assess situation and to handle any immediate on-site media interest, if applicable.
3. MWGB receptionist notified.
4. E-mail/phone chain/text messaging used to contact all employees within 1 hour, apprising them of the on-site situation and steps being taken to manage the situation.
5. If involving a winery or another organization (not personnel issue), e-mail/phone chain/text messaging used to contact all employees within 1 hour, apprising them of the situation and steps being taken to manage the situation (winery to distribute message from MWGB).
6. Internal meetings held to answer questions and deploy additional resources needed.
7. Missouri Wine and Grape Board “statement” prepared and approved within 1.5 hours, involving winery or organization statement.
8. Missouri Wine and Grape Board’s legal counsel reviews statement.
9. Involved winery or organization and mayor, county executive or other official asked to participate in news conference.
10. Key members/vendors notified of situation by internal leaders.
(Hopefully, prior to news conference.)
11. Statement released to major key media within 1.5-2 hours to take a proactive approach to managing the crisis. Statement is also released to appropriate social media channels.
12. Headquarters or nearby news conference site probable.
13. Twice-daily media updates issued on situation, steps being taken. Regular social media updates are shared on appropriate social media channels.
14. Daily early morning monitoring of news coverage, social media conversations and “trends,” with daily responses prepared.
15. Ongoing news conferences/updates, as needed.

TRACKING/DAILY UPDATES OF MEDIA COVERAGE

Contact Log

For each incident, a log needs to be created (if not already in existence) to record all telephone calls/e-mails from the media or other parties. This will help to ensure that the many call backs required are not overlooked. It also will assist in the post-crisis analysis.

Daily Media Monitoring

In the case of a Level 2, 3 or 4 crisis, PR counsel will monitor coverage and social media conversations daily, provide copies of coverage, and work with the MWGB to adjust response as necessary.

POST-CRISIS FOLLOW-UP

Once a crisis is over, it is important to carry through with post-crisis communications. These may include:

- Thank you letters to employees, clients and others who helped
- Thank you notes/e-mails to media for accurate coverage
- News coverage and social media conversation summaries distributed to all
- Evaluate effectiveness of crisis plan and make any adjustments

ONGOING RISK ASSESSMENT

It is important to conduct a risk assessment on an ongoing basis to address and head off smoldering crises. Challenge yourself and your stakeholders to address those issues that are “out there” and where a potential problem exists. For example, are there potential concerns with:

- Wage issues?
- Workforce and labor issues?
- Importing components?
- Environmental issues?

It's important to establish public policy where there are opportunities to proactively address issues with potential negative outcomes. Encourage wineries and other industry “members” and stakeholders to share concerns and ideas.

MEDIA RESPONSE GUIDELINES

In the next section, we will provide specific situations and respective media responses. But first, there are some general messaging examples and behavior guidelines that apply in every situation. These include:

- When preparing to respond to a crisis situation, remember the Four R's:
 - Responsibility - don't shift the blame
 - Regret - sometimes overlooked
 - Reform - look forward to solutions
 - Restitution - fairness (never make any promises on behalf of the MWGB; crisis response statements may offer facts and a discussion of possible solutions, but NEVER attribute blame or responsibility to MWBG or MWBG members).
- Acknowledgement of pain, care and concern of situation and those involved
 - “The safety, health and welfare of the people involved is of utmost importance - our first priority”
- Never speculate or make accusations
 - “This is what we know/can confirm”
 - “We are working with [appropriate authorities, experts, etc.] to assess/investigate the situation”
 - “[appropriate authority(ies), etc.] is/are looking into the situation and we will let you know when we more information”
 - “We will communicate new information as soon as it becomes available”
 - “We/[authority(ies)] are investigating the situation and we will have an update [day, time]”
- Communicate what the Board/winery (where appropriate) is doing to respond to and/or prevent future occurrences
 - “We are reviewing to determine if all of our policies/procedures were followed, or if they need to be adjusted and, if so, will address immediately upon completion of that review”

Supporting material/information oftentimes broadens the story to focus on a bigger, more positive picture and can help to put the situation in perspective.

- Have a crisis team expert appropriate for the situation, such as a viticulturalist, researcher, medical doctor, economist, etc., available to answer questions and provide additional information
- Support the situation where possible with:
 - A macro view of Missouri and how it compares to other states, national averages, etc.
 - Stats. Stats. Stats.
 - List of Missouri “assets”

specific incidents

WINERY-RELATED TRAFFIC AND ON-SITE INCIDENTS

Since the MWGB is often called by media when a winery-related traffic incident occurs, winery owners and their key personnel should be directed to contact Jim Anderson and/or Annette Alden as soon as they are notified themselves of such an incident. (Crisis communications guidelines for Missouri winery owners are included in the MWGB PR Toolkit distributed electronically to all winery owners). This positions the MWGB to be in the loop of information immediately and be prepared to respond if media contacts the Board for a statement.

Additionally, potential on-site crisis situations for which the MWGB may be called to comment on could include:

- fires and explosions
- natural disasters/acts of God
- domestic disputes
- wage and labor issues
- production issues

Every alcohol-related accident is a tragedy. Some garner more media attention than others based on what's in the news at the time of the incident, severity of accident (e.g., multiple cars/injuries/fatalities, etc.) and each has the potential to trigger a media frenzy that can compromise or damage the winery's and the MWGB's reputation.

Stonewalling and a "No Comment" stance will permanently damage the situation and for this reason, it is essential to act quickly and intelligently to limit the potential damage to the winery's brand and Board's mission.

In many cases, all that will be required of the MWGB will be to issue its public policy statement(s) on alcohol consumption, drunk driving and/or under-age drinking and refer all other inquiries to the winery's spokesperson. However, there will be those cases where more involvement is necessary.

Since family members may need to be notified and privacy issues may be involved, it is important to never speculate on names or conditions of persons involved in any site-related accidents or situations, or on the cause (exception is when cause is a natural disaster/act of God). Also, it is highly possible that legal and liability issues could be involved down the road, so please do not provide any information that has not been confirmed or approved. When pressed, refer all inquiries to Missouri State Highway Patrol or other law enforcement involved in the incident.

Recommended Protocol

- Upon call from winery owner/key personnel, the Board should gather all facts known at that time, assess the situation and determine to what extent, if any, it needs to be involved.
- If necessary to be involved, determine level of severity and appropriate response level
- Begin protocol immediately
- Include/utilize appropriate expert panel member(s) when appropriate

Remember to:

- Acknowledge pain, care and concern of situation and those involved
- Never speculate or make accusations
- Communicate what the Board/winery (where appropriate) is doing to respond/prevent future occurrences

Be sure to:

- Use supporting material/information to broaden the story to focus on a bigger, more positive picture that can help to put the situation in perspective.
 - Refer media to crisis team member appropriate for situation, such as a viticulturalist, researcher, medical doctor, economist, etc.

ECONOMIC/PRODUCTION ISSUES

When economic crisis situations occur, it is particularly important to have an economic or business professor (associated with MU) available to talk about the impact of the crisis at hand and its effect on the state. This expert can also position the situation on a macro scale, focusing on the positive statistics, putting Missouri in context with other states, national rankings, etc.

Similar to an economic crisis, when there is a production crisis, it is particularly important to have a viticulturalist or enologist on hand to talk about the details of the situation, the impact of the crisis at hand and its effect on the state (i.e. the 2007 Easter freeze).

Recommended Protocol

- Determine level of severity and appropriate response level
- Begin protocol immediately
- Include/utilize economic, researcher, viticulturalist, etc. where appropriate

Remember to:

- Acknowledge pain, care and concern of situation and those involved
- Never speculate or make accusations
- Communicate what the Board/winery (where appropriate) is doing to respond/prevent future occurrences

Be sure to:

- Use supporting material/information to broaden the story to focus on a bigger, more positive picture and can help to put the situation in perspective.
- Refer media to crisis team member appropriate for the situation, such as a viticulturalist, researcher, medical doctor, economist, etc.

Current stats and suggested talking points include:

As of 2015, Missouri ranks tenth in terms of vineyard acreage among states in the U.S. with 1,700 bearing acres. It is also ranked tenth in terms of production with 5,650 tons of grapes.

United States Grape Production, 2009	Rank State Bearing Acreage	Total Production (Tons)
California	856,000	6,847,000
Washington	70,000	419,000
New York	37,000	145,000
Oregon	19,000	65,000
Michigan	13,000	80,600
Pennsylvania	13,000	77,000
Texas	3,800	11,400
Virginia	3,300	9,200
North Carolina	2,300	7,300
Missouri	1,700	5,650
Georgia	1,400	4,950
Ohio	1,400	3,480
Total United States	1,022,700	7,677,080

The wine and grape industry in Missouri has contributed greatly to the economic strength of the state:

- Missouri’s wine, grape and related industries produced approximately \$1.76 billion of total economic value to the State of Missouri in 2013.
- As the number of Missouri wineries increase, so does the number of tourists visiting them: 817,000 tourists estimated in 2010 and 950,000 tourists in 2013.
- Missouri-produced wine, grapes and related industries paid approximately \$120 million in federal taxes and \$96 million in state and local taxes in Missouri in 2013, including nearly \$8.1 million in federal excise taxes on wine.
- Wine, grapes and related industries account for nearly 15,000 jobs in Missouri, with an associated payroll of almost \$454 million.

Growing grapes and making wine is a long-term commitment to a community, both financially and physically. New vineyard plantings require at least three years to yield a full crop, with another one to three years of aging for wine to be ready for sale. Unlike many industries, once vineyards and wineries have been established they are effectively rooted and tied in place – a Missouri vineyard cannot simply be relocated to another region or outsourced to another country. Missouri’s wine and grapes are inextricably tied to the soil from which they are grown. Moreover, wine grapes and their products and allied industries diversify local economies and create employment and new market opportunities in rural communities.

In terms of forecasted economic contribution:

Missouri's wine, grape and related industries accounted for \$1.7 billion in total economic value to the state of Missouri in 2013.

While the data indicates that Missouri's wine, grape and related industries are major economic drivers with projected future growth, production and economic factors beyond the Board's control can and will have an impact at some point. For example, increased rise in extreme weather conditions – such as flooding, drought or more regular prolonged heatwaves – could potentially have a future impact on the state's wine industry.

CLIMATE & DISEASE (REGIONAL OR STATEWIDE)

Similar to an economic or production crisis, when a climate or disease situations occurs, it is particularly important to have a viticulturist or enologist on hand to talk about the details of the situation, the impact of the crisis at hand and its effect on the state.

Recommended Protocol

- Determine level of severity and appropriate response level
- Begin protocol immediately
- Include/utilize economic researcher, viticulturist, etc. where appropriate

Remember to:

- Acknowledge pain, care and concern of situation and those involved
- Never speculate or make accusations
- Communicate what the Board/winery (where appropriate) is doing to respond/prevent future occurrences

Be sure to:

- Use supporting material/information to broaden the story to focus on a bigger, more positive picture can help put the situation in perspective.
- Refer media to crisis team member appropriate for situation, such as a viticulturist, researcher, medical doctor, economist, etc.

Current stats and suggested talking points include:

As was evidenced during the spring of 2007, the Missouri wine industry is highly susceptible to the low temperatures experienced in its state. In addition to low freezes, Missouri wine grapes endure the threat of fungi including black rot and a variety of mildews resulting from humid and wet conditions during the growing season, as well as harm from wildlife such as birds and deer. Because of these resident threats growing Vitis Vinifera grapes is not recommended in Missouri.

Greater success is likely with varieties that are disease-resistant, namely Native American species, some French-American hybrids and some recently developed American hybrids. Even so, costly crop spraying to reduce disease is highly encouraged, which increases cultivation costs. Continued research to aid growers in identifying the most suitable varieties and cultivation techniques for the Missouri environment is critical.

PRODUCT TAMPERING/RECALL

A product recall can cause devastating damage to an organization's brand name and profitability. No matter what its size, industry, location or reputation, a company can be left in ruins if it does not manage a product recall well. Without a formal process in place, product recall can quickly turn into a crisis.

While the product recall incidents should be handled directly by the manufacturer/winery, the MWGB should be prepared to respond if contacted by the media.

First and foremost upon notification of a product tampering incident/product recall scenario, immediate action should be taken to:

- Identify affected product
- Assess the scope of the recall (winery that produced, production time frame, lot #(s), quantity, distribution/ retail points, etc.)
- Set up a hotline at Missouri Wine and Grape Board
- Distribute a news alert immediately with hotline information, print, broadcast, online
- Investigate the cause of the problem

Remember to:

- Acknowledge pain, care and concern of situation and those involved
- Never speculate or make accusations
- Communicate what the Board/winery (where appropriate) is doing to respond/prevent future occurrences

Be sure to:

- Use supporting material/information to broaden the story to focus on a bigger, more positive picture. This can help to put the situation in perspective.
- Refer media to crisis team member appropriate for the situation, such as a viticulturalist, researcher, medical doctor, economist, etc

Key communication points specific to product tampering/recall:

- "The safety, health & welfare of the people involved is of utmost importance - our first priority"
- Medical expert on hand to talk about symptoms, what to do, symptoms we are seeing, etc.
- How it was identified
- Distribution points
- If you have purchased, you need to return product for full refund
- If you have not yet purchased, do not....recommend alternate products

- Focus on recall and getting product back
- Focus on limitation to certain product and/or other products not affected and that are safe
- Scope - “fewer than [#] were distributed to”
- Focus special communications on highly disgruntled customers and distributors. In this Internet age, and a litigious society, a few angry people can make waves completely disproportionate to their numbers or even to the injury suffered (if any).

Questions for wineries/MWGB:

- Review relevant insurance policies
- Assess compliance with government regulations — for the producer and its suppliers
- Manage recall and replacement efforts in a timely manner
- Account for lost sales and the total cost of the recall
- Establish a claims processing mechanism
- Provide dispute analysis and litigation support services, such as expert testimony
- Do you have a trained product recall team? Is the team adequately qualified to assess all aspects of a recall situation?
- Do my employees know what to do in the event of a recall?
- Does my company know how to manage recall-related communications?
- Does my company have regulatory compliance and public relations experts in place to deal with such an incident?
- Is my company prepared to manage recall-related litigation?
- Do I know what is covered by my insurance policies? Do I know the level of proof needed for recovery from my insurance company?
- Do I know which external authorities might need to be notified and involved?
- How can I best determine how much a recall will cost?
- How can my company determine when a recall effort is complete?
- How can I ensure business accountability in terms of any product recall exposures when acquiring another company?
- Contact list for all stakeholders set up on automated notification system – particularly important for end-users and distributors of product.

RECOVERY

Recovery from a product recall entails not just the immediate action of removing the product from the market, but ensuring that its reintroduction meets with the expectations of regulators, shareholders, the media and the consuming public. This includes:

- Completing all reports required by regulatory authorities
- Monitoring and assessing the product's reintroduction, making strategy adjustments as needed
- Notifying all concerned parties when the recall has been completed
- Supporting corporate counsel with any claims against the company
- Advising on how to apply the lessons learned from the recall in the future

Supporting material/information oftentimes broadens the story to focus on a bigger, more positive picture and can help to put the situation in perspective.

- Support the situation where possible with:
 - A macro view of Missouri and how it compares to other states, national averages, etc. Stats. Stats. Stats.
 - List of Missouri “assets”
- Refer media to crisis team member appropriate for situation, such as a viticulturalist, researcher, medical doctor, economist, etc.

STATE-SPONSORED ISSUES

Remember to:

- Acknowledge pain, care and concern of situation and those involved
- Never speculate or make accusations
- Communicate what the Board/winery (where appropriate) is doing to respond/prevent future occurrences

Be sure to:

- Use supporting material/information to broaden the story to focus on a bigger, more positive picture. This can help put the situation in perspective.
- Refer media to crisis team member appropriate for situation, such as a viticulturalist, researcher, medical doctor, economist, etc.
- Compile current stats and suggested talking points.

Strong Support by State and Regional Organizations

State and regional organization support is critical to the success of the renewed industry. Based on the strong support of agriculture given by the state legislature, there appears to be strong momentum in favor of the wine and grape industry in Missouri driven by the efforts of the Missouri Wine and Grape Board.

Tax Revenues

The wine and wine grape industry generates significant tax dollars, benefiting federal, state and local governments. Tax dollars are raised through sales taxes, excise taxes, income taxes, estate and gift taxes, payroll taxes, property taxes and other business taxes and fees, such as licenses, and import duties. Missouri's wine, grape and allied industries paid \$96 million in state and local taxes and \$120 million in federal taxes in 2013, including slightly more than \$8.6 million in state and federal excise taxes.

	Estimated Tax Revenues (2013)	Tax Type Total
Federal Tax Revenues	Excise	\$8,145,000
	Payroll	\$58,979,000
	Income	\$31,285,000
	Other	\$21,202,000
	Total Federal Revenue	\$119,611,000
State Tax Revenues	Sales	\$43,816,000
	Payroll	\$9,636,000
	Excise	\$525,000
	Other	\$10,201,000
	Total State Revenue	\$96,306,000

Source: Frank, Rimeran + Co, LLP, The Wine Business Center

CHARITABLE CONTRIBUTIONS

Frank, Rimeran + Co found wineries and growers throughout the State of Missouri have donated in excess of \$521,400 to charities in 2013, including gifts of wine, employee time and cash. The amount of charitable contributions is likely underestimated as many wineries do not track in-kind contributions, which are often substantial.

Recommended Protocol

- Determine level of severity and appropriate response level
- Begin protocol immediately
- Include/utilize economic, researcher, viticulturalist, etc. where appropriate

Remember to:

- Acknowledge pain, care and concern of situation and those involved
- Never speculate or make accusations
- Communicate what the Board/winery (where appropriate) is doing to respond/prevent future occurrences

Be sure to:

- Use supporting material/information to broaden the story to focus on a bigger, more positive picture. This will help put the situation in perspective.
- Refer media to crisis team member appropriate for situation, such as a viticulturalist, researcher, medical doctor, economist, etc.
- Compile current stats and suggested talking points.

WINERY PREFERENTIAL TREATMENT

We recommend instituting a formal policy based on winery preferential treatment issues regarding fulfillment of product requests from the state, national or foreign dignitaries, tourism entities, as well as media requests.

“The Missouri Wine and Grape Board believes in promoting all Missouri wineries equally, when possible. All fulfillment requests will be communicated in an e-blast notification to all wineries and will be fulfilled on a first-come, first-serve basis based on winery’s ability to fulfill the request.

In each case where a request for a more limited or specific request comes in to the Board, the specifics will be communicated in the e-blast notifications, and the Board has no control of the limitations of those requests. Media requests for tourism and other stories will be handled in the same manner. To ensure your winery is included in every opportunity, please make sure we have your current contact name and e-mail address on file.”

contact lists

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MISSOURI WINE AND GRAPE BOARD VOTING MEMBERS

NAME	TERM EXPIRES	
<p>Dr. Peter Hofherr, Chairman St. James Winery 540 Sidney Street St. James, MO 65559 peter@stjameswinery.com (573) 265-7912 Cell: (573) 263-2940</p>	<p>October 2014</p>	<p>1st Appointment (started April 2009)</p>
<p>Brandon Fahrmeier, Vice Chairman Arcadian Moon Winery & Brewery 19203 Hazel Dell Road Higginsville, MO 64037 (816) 633-2150 brandon@arcadianmoon.com</p>	<p>President -Missouri (6/16)</p>	<p>Automatic Appointment Vinter's Association</p>
<p>Jon Held Stone Hill Winery 1110 Stone Hill Hwy. Hermann, MO 65041 (573) 486-2221 Cell: (573) 694-1533 jon@stonehillwinery.com</p>	<p>October 2011</p>	<p>1st Appointment</p>
<p>Ken Meyer 3639 East Kensington Springfield, MO 65802 (417) 862-3990 Cell: (417) 839-4066 manager@radiospringfield.com</p>	<p>October 2014</p>	<p>1st Appointment</p>
<p>Chris Chinn Missouri Department of Agriculture 1616 Missouri Blvd., P.O. Box 630 Jefferson City, MO 65102 (573) 751-3359 Fax: (573) 751-1784 chris.chinn@mda.mo.gov</p>		<p>Director of Agriculture (started Jan. 2017)</p>

MISSOURI WINE AND GRAPE BOARD VOTING MEMBERS

NAME	TERM EXPIRES	
<p>Sarah Schmidt Baltimore Bend Vineyard 27150 Hwy. 24 Waverly, MO 64096 (660) 493-0258 <i>baltimorebend@yahoo.com</i></p>	<p>October 2014 President - Missouri Missouri Wine Marketing & Research</p>	<p>Automatic Appointment</p>
<p>Chuck Dressel Mount Pleasant Winery 5634 High Street Augusta, MO 63332 (636) 482-9463 Cell: (314) 494-1539 Fax: (636) 228-4426 <i>cdressel@mountpleasant.com</i></p>	<p>October 2014</p>	<p>1st Appointment (started April 2009)</p>
<p>Barbara Gibbs Ostmann, Marketing Chairwoman 4467 Big Creek Road Gerald, MO 63037 (573) 764-4481 Cell: (314) 640-0764 Fax: (573) 764-2732 <i>barbaragibbsostmann@gmail.com</i></p>	<p>October 2011</p>	<p>1st Appointment</p>
<p>Linda Koch Cedar Crest Vineyards 412 County Road 398 New Bloomfield, MO 65063 (573) 353-9467 Cell: (573) 230-6497 <i>lkochcpa@gmail.com</i></p>	<p>President - Missouri Grape Growers Association 6/9/15</p>	<p>Automatic Appointment</p>
<p>Matt Kirby Cooper's Oak Winery 9603 Highway B Higbee, MO 65257 (660) 456-7660 Cell: (660) 676-6198 Fax : (660) 456-7651 <i>wineman30@gmail.com</i></p>	<p>October 2010</p>	<p>1st Appointment (started March 2008)</p>

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Dr. Misha Kwasnicwski

State Enologist

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Office 573-882-7302

WINERY CONTACT LIST

WINERY	PHONE	WEBSITE
7C's Winery	417-788-2263	www.7cswinery.com
Adam Puchta Winery	573-486-5596	www.AdamPuchtaWine.com
Albonée Country Inn & Vineyards	816-220-2820	www.alboneecountryinn.com
Amigoni Urban Winery	913-302-0011	www.amigoni.com
Apple Creek Winery	573-788-2211	www.applecreekwinery.com
Arcadian Moon Winery & Brewery	816-633-2150	arcadianmoon.com
Augusta Winery	636-228-4301	www.augustawinery.com
Backyard Vine and Wine	816-810-0226	www.backyardvineandwine.net
Balducci Vineyards	636-482-8466	www.balduccivineyards.com
Baltimore Bend Vineyard	660-493-0258	www.baltimorebend.com
Bardenheier Wine Cellars	573-678-2442	www.bardenheierwines.com
Bear Creek Bed and Breakfast	417-443-0036	www.bearcreekwinecompany.com
Belmont Vineyards and Winery	573-885-7156	www.belmontvineyards.com
Belvoir Winery	816-200-1811	www.belvoirwinery.com
Bias Vineyards & Winery Gruhlke's MicroBrewery	573-834-5475	www.biaswinery.com
Black Silo Winery	660-357-2208	www.blacksilowinery.com
Blumenhof Vineyards & Winery	636-433-2245	www.blumenhof.com
Buffalo Creek Winery	573-377-4535	www.buffalocreekwinery.com
Bushwhacker Bend Winery	660-338-2100	www.bushwhackerbend.com
Canterbury Hill Winery and Restaurant	573-896-9966	www.canterburyhill.com
Casa De Loco Winery	573-317-9695	www.casadelocowinery.com
Cave Hollow West Winery	573-231-1000	cavecity@marktwaincave.com
Cave Vineyard	573-543-5284	www.cavevineyard.com
Cedar Lake Cellars	314-569-3005	www.cedarlakecellars.com
Chandler Hill Vineyards	314-795-1572	www.chandlerhillvineyards.com
Charleville Vineyards Winery & Microbrewery	573-756-4537	www.charlevillevineyard.com
Chaumette Vineyards & Winery	573-756-6574	www.chaumette.com
Claverach Farm & Vineyards	636-938-4996	www.claverach.com
Cooper's Oak Winery	660-456-7660	
Crown Valley Winery	573-756-9463	www.crownvalleywinery.com
Curling Vine Winery - Branson	417-334-1897	www.curlingvinewinery.com
Curling Vine Winery - New Florence	573-835-2420	www.curlingvinewinery.com
Dale Hollow Winery	573-569-1880	www.dalehollow.wordpress.com
DeLaney Vineyard & Winery	417-667-5651	www.delaneyvineyards.com
Durso Hills Winery and Bistro	573-783-8324	www.dursohillswinery.com
Eagles' Landing	417-529-7273	www.justatastemo.com/eagles-landing
Edg-Clif Farms and Vineyard	314-803-6337	www.edg-clif.com
Eichenberg Winery	660-668-3511	www.eichenbergwinery.homestead.com
Endless Summer Winery	573-252-2000	www.endlesssummerwinery.com
Fahrmeier Family Vineyards	816-934-2472	www.ffvineyards.com

WINERY CONTACT LIST

WINERY	PHONE	WEBSITE
Fence Stile Vineyards & Winery	816-888-9490	www.fencestile.com
Florida Winery	573-565-2400	www.floridaresortandwinery.com
Four Horses and a Dog Vineyard & Winery	816-582-4648	www.fourhorsesandadogwinery.com
Giggling Grapes Winery	573-694-6875	www.gigglinggrapeswinery.com
Golden Rock Winery	573-317-9463	www.goldenrockwinery.com
Grapes of Held Winery	573-857-2039	www.grapesofheldwinery.com
Grindstone Valley Winery	816-675-2525	www.grindstonevalleywinery.com
Heinrichshaus Vineyard & Winery	573-265-5000	www.heinrichshaus.com
Hemman Winery	573-824-5407	www.hemmanwinery.com
Hermannhof Winery	573-486-5959	www.hermannhof.com
Horst Vineyards	417-934-9463	www.horstvineyards.com
Hummingbird Vineyard and Winery	573-582-7425	hummingbirdwinery.com
Hunter Valley Winery	573-332-0879	www.huntervalleywinery.biz
Indian Hills Winery	573-222-3709	www.indianhillswinery.com
Jacob's Vineyard and Winery	660-627-2424	www.jacobsvineyardandwinery.com
Jowler Creek Vineyard & Winery	816-935-9471	www.jowlercreek.com
KC Wineworks	660-395-8032	www.kcwineworks.com
Keltoi Vineyard & Winery	417-642-6190	www.keltoivineyard.com
Kuenzel Valley Winery	573-237-2034	www.kuenzelvalleywinery.com
LaBella Vineyards & Winery	816-240-2404	www.labellavineyards.com
LaChance Vineyards	636-586-2777	www.lachancevineyards.com
Lake Creek Winery	636-242-2036	www.lakecreekwinery.com
Ladoga Ridge Winery	816-866-4077	www.ladogaridgewinery.com
Lambs and Vines Winery	417-655-2065	www.lambsandvineswinery.com
Leaky Roof Meadery	417-345-1233	www.LeakyRoofMeadery.com
Les Bourgeois Winery & Vineyards	573-698-2133	www.missouriwine.com
Lewsi Winery	417-527-5151	www.lewsiwinery.com
Lindwedel Wine Garden	417-338-0256	www.lindwedelwinegarden.com
Little Hills Winery and Restaurant	636-946-9339	www.little-hills.com
Lost Creek Vineyard	636-932-4142	www.lostcreekvineyardmo.com
Mallinson Vineyard and Hall	816-896-5744	www.mallinsonhall.com
Martin Brothers Winery	573-486-0236	www.martinbrotherswinery.com
McCullough House Winery	417-264-2050	www.mhw.wine
Meramec Vineyards	573-265-7847	www.meramecvineyards.com
Meyer Farms Inc.	417-893-6050	www.meyerfarmswine.com
Missouri State Winery and Distillery	417-547-7513	www.ws.missouristate.edu/mtngnrcvcellars
Montelle Winery	636-228-4301	www.montelle.com
Montserrat Vineyards	660-747-0466	www.montserratvineyards.com
Mount Pleasant Estates	636-482-9463	www.mountpleasant.com
Mount Pleasant Winery in Branson	417-336-9463	www.mountpleasant.com
Noboleis Vineyards	636-482-4500	www.noboleisvineyards.com

WINERY CONTACT LIST

WINERY	PHONE	WEBSITE
OakGlenn Winery	573-486-5057	www.oakglenn.com
Odessa Country Winery	816-230-7843	www.odessacountrywinery.com
OOVVDA Winery	417-833-4896	www.oovvda.com
Peaceful Bend Vineyard	573-775-3000	www.PeacefulBendVineyard.com
Persimmon Ridge Vineyards	314-488-7940	www.PersimmonRidgeVineyards.com
Phoenix Winery	573-437-6278	www.phoenixwinery.com
Pirtle Winery	816-640-5728	www.pirtlewinery.com
Rack House West Winery	636-244-0574	www.rackhouse.westwinery.com
Red Fox Winery	816-392-0955	www.redfoxwinery.com
Red Moose Vineyard	573-743-3006	www.redmoosevineyard.com
River Ridge Winery	573-264-3712	www.riverridgewinery.com
Riverwood Winery	816-640-5587	www.riverwoodwinery.com
Robller Vineyard	573-237-3986	www.robllerwines.com
Rolling Meadows Vineyard & Winery	636-288-1016	www.rmvwinery.com
Sainte Genevieve Winery	573-483-3500	www.saintegenevievewinery.com
Sand Creek Vineyard	573-756-9999	www.sandcreekvineyardandwinery.com
Serenity Valley Winery	636-300-9960	www.serenitywinerymo.com
Seven Springs Winery & Vineyards	573-317-0100	www.sevenspringswinery.com
Shawnee Bluff Vineyards	573-365-1100	shawneebuffwinery.com
Shawnee Bluff Winery	573-365-9463	www.shawneebuffwinery.com
St. Francois Vineyards & Winery	573-431-4294	www.stfrancoiswinery.com
St. James Winery	573-265-7912	www.stjameswinery.com
St. Jordan Creek Winery	314-609-5488	www.stjordancreek.com
Steele Crest Winery	573-243-5593	www.steelecrestwinery.com
Stone Hill Winery	573-486-2221	www.stonehillwinery.com
Stonehaus Farms Winery	816-554-8800	www.stonehausfarms.com
Sugar Creek Winery & Vineyards	636-987-2400	www.sugarcreekwines.com
Terre Beau Vineyards & Winery	660-259-3010	www.terrebeauvineyards.com
The Barrens Winery	573-574-6968	www.thebarrenswinery.com
Three Squirrels Winery	314-249-6589	www.threesquirrelswinery.com
Tipple Hill Winery & Vineyard	816-294-7968	www.tipplehillwinery.com
Top Hat Winery	816-248-9436	www.tophatwinery.com
Traver Home Winery	417-469-4152	www.traverhomewinery.com
Twin Oaks Vineyard & Winery	573-756-6500	www.twinoaksvineyard.com
Twisted Vine Vineyard	573-220-4806	
Tyler Ridge Vineyard Winery	417-536-1630	
Van Till Farms Winery	816-776-2720	www.vantillfarms.com
Vance Vineyard & Winery	314-584-4300	www.vancevineyards.com
Vandel Vineyard	417-934-0195	www.vandelvineyard.com
Villa Antonio Winery	636-475-5008	www.villaantoniowinery.com

WINERY CONTACT LIST

WINERY	PHONE	WEBSITE
Vox Vineyards	816-330-3276	www.voxvineyards.com
Watertower Winery	573-880-3887	www.watertowerwineystegen.com
Weingarten Vineyard	573-883-2505	www.weingartenvineyard.com
Wenwood Farm Winery	573-437-3443	www.wenwoodfarmwinery.com
West Winery	573-268-3424	www.westwinery.com
Weston Wine Company	816-386-2345	www.westonwinecompany.com
Westphalia Vineyards	573-455-2950	www.westphaliavineyards.com
White Mule Winery	573-764-2346	www.whitemulewinery.com
Wild Sun Winery	636-797-8686	www.wildsunwinery.com
Wildlife Ridge Winery	660-343-5493	www.wildliferidgewinery.com
Williams Creek Winery	417-466-4076	www.williamscreekwinery.com
Windy Wine Company	816-675-2007	www.windywine.com
Yellow Farmhouse Winery	636-946-0500	www.yellowfarmhousevineyard.com