

# Crisis Management Guidelines

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2016

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# IMMEDIATE RESPONSE

TAKE A DEEP BREATH



**Ask Scene Incident Commander for incident information:**

**Record:** (See Worksheet on next page) Who, When, Location, Status, Resources needed.

[Ask for Patient(s) name and spelling only once]



**Call 911**

(Automatically notifies National Park Service of Incident)

Provide – Who, When, Location, Status, Resources needed



**Remind Scene Incident Commander to:**

1. Assure safety of all participants and staff
2. Participate in Unified Command with responding agencies
3. Secure all equipment involved in the incident
4. Obtain names of person taking all videos and photos



**Activate Crisis Management Team**



**Maintain Detailed Notes on All Actions Taken**

# Initial Action **Worksheet** & Trip Information

Continued Next Page

<b>Name of Scene Incident Commander</b>	
<b>Who</b> – Full name of Patient (s) – Clearly Provide <u><i>Once with spelling</i></u>	
<b>When</b> – Record time of incident	
<b>Where</b> – Record exact location of incident. Which side of the river should EMS come to? Remember EMS will not know names of rapids or river features.	
<b>Status (SOAP Notes)</b> – Relay current status of the Patient <u><i>once</i></u> using your company's radio protocols.	
<b>Resources Needed</b> – Most important. EMS will need to know what services should be activated and what equipment is needed. Base and <i>managing agency or local authorities</i> will need to know what type of vehicles will be needed – 4 wheel drive, Healthnet, Railroad Truck, etc.	

## Initial Action & Trip Information

<b>Reservation # or Group Name</b>	
<b>Group Leaders Name</b>	
<b>Secure Liability Form</b>	<input type="checkbox"/> Yes <input type="checkbox"/> No
<b>Patient's Guide Name</b>	
<b>Trip Leaders Name</b>	
<b>Other Guide Names</b>	
<b>Other staff names</b>	<input type="checkbox"/> Yes <input type="checkbox"/> No
<b>Names of Responding Companies/Boaters/Private Citizens</b>	
<b>Responding EMS Agencies</b>	
<b>Responding Agency Personnel</b>	
<b>Responding DNR or appropriate authorities personnel</b>	

## Immediate Crisis Management Team Considerations

- Call 911 and notify Managing Agency and State Agency if warranted.
- Determine scale of crisis
- Determine the capabilities and limitations of your organization and request assistance.
- Determine the level of management required and develop the appropriate organization.
- Implement Crisis Management Team Response.
- Provide for and emphasize the treatment and care of survivors, co-workers and their families.

**Follow Unified Command structure with all responding agencies.**

## INTRODUCTION

These guidelines are designed to assist outfitters in dealing with a critical incident. The contents represent the collective wisdom of the industry in an effort to think ahead pro-actively. By no means do these guidelines represent a set of rules, for every incident is different.

The single most effective way of dealing with a critical incident or crisis situation is through the use of a **Crisis Management Team (CMT)**. This team cannot be put together when the crisis or critical incident is unfolding. Each member must be in place and comfortable with his or her role long before a crisis or critical incident occurs.

Tasks needed to successfully manage a critical incident are delegated to various managers of the CMT, who then are responsible for the assignment. This type of delegation limits the number of functions under any one manager, allowing each person to focus on just one or two aspects of the incident.

These managers then provide information to the appropriate level of supervision and help that person make informed decisions. Using this type of organizational system during a critical incident creates clear communication channels that will help limit the chaos and uncertainty associated with emergency incidents.

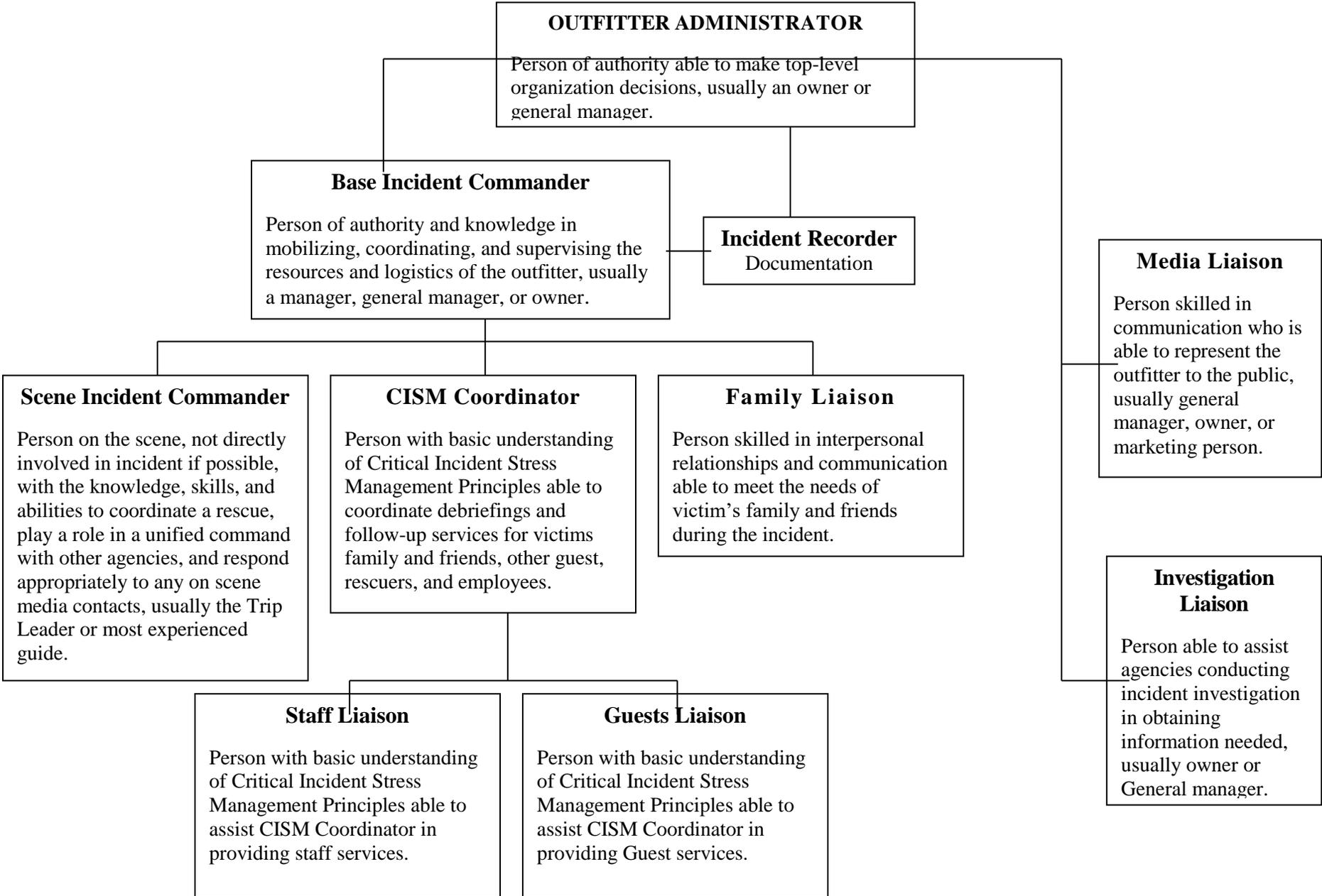
## USE THESE GUIDELINES TO ESTABLISH A TEAM

1. Prepare for a Crisis - Assign a Crisis Management Team & Alternates for Each Team Position
2. Pre-Complete Guideline Sections Requiring Contact Information
3. Train Crisis Management Team & Alternates on the Use of these Guidelines
4. At Onset of an Incident-Organize a Team Briefing & Distribute the Guidelines to each Team Member

## PRE-INCIDENT PREPAREDNESS

Task	Notes
Determine what types of incidents are likely to occur through the operation of your company.	
Establish who your company's legal representation is with and determine their expectations/guidelines for contact. Record contact information. <b>Always contact council early in an incident for guidance.</b>	
Determine reporting <b>AND notification</b> requirements and incident guidelines of your insurance company. Record contact information.	
Ensure Crisis Management Team personnel have been assigned and are prepared to act in the event of an incident.	
Designate meeting space for Team to communicate during an incident	
Designate location of guidelines, maps, and other documents needed during an incident	
Designate radios, cells, land line to be used for Team communication	

# TEAM POSITIONS & SUPERVISION



**PRE-CRISIS MANAGEMENT TEAM ASSIGNMENTS  
(Or Insert Your Form)**

**Pre Designated Crisis Management Team**

<b>Position</b>	<b>Name</b>	<b>Work</b>	<b>Cell</b>	<b>Home</b>	<b>Email</b>
Outfitter Administrator					
* <i>Alternate</i>					
* <i>Alternate</i>					
Base Incident Commander					
* <i>Alternate</i>					
* <i>Alternate</i>					
Incident Recorder					
* <i>Alternate</i>					
* <i>Alternate</i>					
Patients Family Liaison					
* <i>Alternate</i>					
* <i>Alternate</i>					
CISM Coordinator					
* <i>Alternate</i>					
* <i>Alternate</i>					
Media Liaison					
* <i>Alternate</i>					
* <i>Alternate</i>					
Investigation Liaison					
* <i>Alternate</i>					

**ACTUAL CRISIS MANAGEMENT TEAM FOR CURRENT INCIDENT  
(Or Insert Your Form)**

<b>Position</b>	<b>Name</b>	<b>Work</b>	<b>Cell</b>	<b>Home</b>	<b>Email</b>
Outfitter Administrator					
Base Incident Commander					
Incident Recorder					
Patients Family Liaison					
CISM Coordinator					
Media Liaison					
Investigation Liaison					

**Additional Notes:**

### ***Scene Incident Commander***

Person on the scene, not directly involved in incident if possible, with the knowledge, skills, and abilities to coordinate a rescue, play a role in a unified command with other agencies, and respond appropriately to any on scene media contacts, usually the Trip Leader or most experienced guide.

#### **Phase One – Immediate Response**

<b>Tasks</b>	<b>Notes</b>
Assume role of Incident Commander. If possible, do not get directly involved in the incident. Delegate tasks as they arise.	
Identify and delegate talents of boatmen/staff: <ol style="list-style-type: none"> <li>1. Rescuers</li> <li>2. Supervisor(s) of other participants</li> <li>3. Communication above and below incident</li> </ol>	
As additional parties arrive (companies, bystanders, recreationists, etc.) maintain scene control while utilizing expanded resources.	

#### **Phase Two –Call for Assistance - Provide Base the following:**

<b>Who</b> – Full name of Patient (s) – Clearly Provide <u><i>Once with spelling</i></u>	
<b>When</b> – Time of incident	
<b>Where</b> – Exact location of incident. Which side of the river should EMS come to? Remember EMS will not know names of rapids or river features.	
<b>SOAP Notes</b> – Relay current status of the Patient <u><i>once</i></u> using your companies radio protocols.	
<b>Resources Needed</b> – Most important. EMS will need to know what services should be activated and what equipment is needed. Base and	

NPS will need to know what type of vehicles will be needed – 4 wheel drive, Healthnet, Railroad Truck, etc.	
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### Phase Three – Coordination of Rescue/Recovery

As additional agencies arrive participate in a Unified Command structure, maintaining as Incident Commander over all company resources while communicating with commander(s) of responding agencies.	
Coordinate needs of remainder of participants and coordinate logistics with base. Think about: <ul style="list-style-type: none"> <li>• Fresh TL &amp; Guides to raft trip out</li> <li>• Transportation, Shelter, Warm Clothing, food, hot drinks, etc.</li> </ul>	
When the press is present. Separate guides & guests from press. <u>Defer to identified press spokesperson</u> or ask that they contact your base facilities for interviews. It is not the time or place for an interview! YOU ARE NOT OBLIGATED TO TALK TO THE MEDIA!	
Delegate the gathering of names of videographers and photographers that may have captured the incident.	
Continue participation in Unified Command until notified by base to leave the scene or you are relieved.	

### Phase Four – Incident Conclusion

Coordinate with Base Commander to meet returning Guests and Staff for completion of Statement of Accident Witness statements and CISM Debriefings.	
Ask staff to attend incident debriefing and Investigation Process meetings	
Provides Base Commander all documentation	
Secure and turnover to Outfitter Administrator all personal and	

outfitter equipment of the Patient and contact information for videos or photos taken.

***Base Incident Commander Role***

Person of authority and knowledge in mobilizing, coordinating, and supervising the resources and logistics of the outfitter, usually a manager, general manager, or owner.

Tasks	Notes
Ensure 911 has been called	
Delegate to Incident Recorder the keeping of an incident log.	
Call Outfitter Administrator – suggest contacting of legal council for legal considerations	
Notify the Crisis Management Team and designate a time to meet for an incident briefing.	
Complete Initial Action Information form. Copy and share this information with the entire Crisis Management Team during the Team initial briefing.	
Maintain guidance and information flow with Scene Incident Commander	
Anticipate and coordinate needs of the trip and Patient. <ul style="list-style-type: none"> <li>• Sending in of fresh Scene Incident Commander</li> <li>• Sending in of fresh TL &amp; Guides to raft guest out</li> <li>• Transportation, Shelter, Warm Clothing, food, hot drinks, etc.</li> <li>• Type of evacuation vehicle – 4 Wheel drive, Healthnet, Railroad Truck, etc.</li> </ul>	
Instruct incident personnel to not use Patients names during communications once Patient has been identified to base.	

Acquire Crisis Management Team Guidelines for Dissemination	
Establish a meeting space for the Management Team	

<b>Task</b>	<b>Notes</b>
Supervise and support Scene Incident Commander	
Supervise and support Incident Reporter	
Supervise and support Family Liaison	
Supervise and support CISM Coordinator	
Remind team to collect Patients gear, personal items, trip photos, and trip video. Secure all items in a safe place.	
Consider attending staff Critical Incident Stress meetings as appropriate	

***Incident Reporter Role***

Person able to accurately record incident information as it happens for documentation purposes.

<b>Tasks</b>	<b>Notes</b>
Stay with the Base Incident Commander	
Record events as they occur (time, names, and description)	
Give all written documents to Base Incident Commander.	
Consider attending staff Critical Incident Stress meetings as appropriate.	

## ***Outfitter Administrator Role***

Person of authority able to make top-level organization decisions, usually an owner or general manager.

### **\* Contact Legal Council for recommendations on legal considerations**

<b>Contact Legal Council Tasks</b>	<b>Notes:</b>	<b>Notes</b>
Contact Legal Council for recommendations on legal considerations		
<del>Firm Name</del> Contact insurer to let them know about the possibility for a claim. Should be done so that it is verifiable for claims-made form policies.		
<del>Address</del> Request assistance from others (Incident Coaches), outfitters, other industries, individuals who have experience, etc.		
<del>Phone</del> Primary Contact For incidents involving an employee (s), designate an appropriate staff person to assist employees' family with necessary paperwork and to answer questions.		
<del>Fax</del> Check-in, Support, and Supervise Base Incident Commander, Media Liaison, and Investigation Liaison		
<del>Email</del> Secure all documentation starting at point of first contact with guest through present time – pre-trip communications, reservation, etc.		
<del>Complete your Insurance Companies Incident Report</del> Contact Insurance Company	<b>Notes:</b>	
<del>Policy Number</del> Confirm that Patients' gear, personal items, trip photos, and trip video are collected and secured.		
<del>Firm Name</del> Make Adjustments to Schedules and Reservations Based on Incident		
<del>Address</del> Make adjustments to deal with other non-incident guests requests for photos and video. Offer to mail.		
<del>Phone</del> Primary Contact		
<del>Fax</del> Make staffing adjustments for continued business operations		
<del>Email</del> Develop strategy for guest's inquiry and cancellations due to incident.		
<del>Complete your Insurance Companies Incident Report</del> Communicate strategy to reservationist.		
<del>Consider condolence letters and funeral attendance – Individual decision.</del>		

Remove Patient from promotion lists	
Remember Anniversary dates for staff and families	
Consider attending staff Critical Incident Stress meetings as appropriate.	

***Family Liaison- Staff Member and Red Cross Volunteer Role***

Person skilled in interpersonal relationships, a good listener, and a good communicator able to meet the needs of Patient’s family and friends during the incident. The family liaison serves as the primary contact between outfitter and family, facilitates information requests, provides support to family members, and asks for assistance from specific resources as necessary. **The family liaison notifies physically present family, friends, and other group members of Patients condition.**

<b>Task</b>	<b>Notes</b>
Remember the needs of the survivors and family are paramount.	
Prepare yourself physically, mentally, and Emotionally before visiting with the family. Anticipate questions and be prepared.	
Enlist the services of local clergy through the Red Cross – use their experience. See CISM Coordinator.	
Have as many facts about the incident as you can; details will be very important. <ul style="list-style-type: none"> <li>• What, where, when, how?</li> <li>• Where is the deceased or injured now?</li> <li>• What was the emergency response, if any?</li> </ul>	
Establish a comfortable and private location for the family/friends as a base location with plenty off food and beverage provided.	
When next of kin are not present ( <b>out of state</b> ) utilize the assistance of state police, local police, or clergy in the community of the next of kin to make notification via physical visit. <b>Do not cold call.</b>	

Consider need for additional liaisons to be present at multiple locations where family members may be present – hospitals, helicopter/ambulance shuttle points, etc., to assist with their needs and deal with media.	
Be available to family immediately and at all times	

<b>Tasks</b>	<b>Notes</b>
Explain the role of the family liaison staying until you feel it is appropriate to leave	
Avoid vague language. Use “dead” or “death” or “died”. Don’t skirt around the “D” words.	
Do not burden family with unnecessary requests or demands	
Do not <b>ASSUME</b> you know what the families and survivors want – <b>ASK</b>	
Anticipate a wide range of reactions and emotional responses.	
Facilitate and assist in helping the family communicate the incident to other family members not present.	
Alert families that information is being released to news media. <ul style="list-style-type: none"> <li>• Ask them to continue notification process as quickly as possible; coworkers and extended family should not hear news from the media</li> <li>• Suggest “telephone trees”</li> <li>• Do what you can to keep information flow to the families ahead of the media</li> </ul>	
Initiate a process for the return of personal effects. Personal effects may not be returned immediately if necessary as evidence.	

Consider attending and participating in all staff Critical Incident Stress meetings	
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***Critical Incident Stress Management Coordinator Role***  
 Person with basic understanding of Critical Incident Stress Management Principles able to coordinate debriefings and follow-up services for Patients family and friends, other guest, rescuers, and employees.

**\*\* WORK DIRECTLY WITH LOCAL AMERICAN RED CROSS \*\***

Task	Notes
Recognize that the impact to our local community and to others may be significant. Plan to involve other parties in your Critical Incident Stress Management programs	
Call <b>American Red Cross</b> for Critical Incident Stress Management Assistance <ul style="list-style-type: none"> <li>• Call <a href="#">(Red Cross Number goes here)</a> or Call 911 center and ask that appropriate staff person be called at home or paged immediately.</li> <li>• A secondary Resource <b>would be a local Crisis Response Team.</b></li> </ul>	
Coordinate Red Cross Services with Family Liaison for immediate assistance to the family.	
If warranted designate and supervise a Guests CISM Coordinator to assist in meeting guest needs	
If warranted designate and supervise a Staff CISM Coordinator to assist in meeting staff needs	
Communicate incident information to company staff - State only facts; DO NOT SPECULATE - Keep employees informed about details of the incident as well as a schedule of events to follow	

Continue to coordinate Red Cross Services with guests and staff.	
Monitor stress reactions and cumulative stress in employees, especially during the release of investigative reports, incident reviews, & during Anniversary dates	

**\*\* COORDINATE THE FOLLOWING STRESS MANAGEMENT SERVICES THROUGH RED CROSS \*\***

Task	Notes
<p>Ask the Red Cross if their CISM resources can handle the magnitude of the incident. If not contact <b><u>an appropriate Crisis Response Organization.</u></b></p> <p>Should provide:</p> <ul style="list-style-type: none"> <li>• Clergy for guest, staff, and rescuers</li> <li>• <b><u>Defusing Sessions</u></b> – limit of 20 people per session; usually within the first 24 hours</li> <li>• <b><u>Debriefing Sessions</u></b> – limit of 20 people per session; usually 48-72 hours after incident</li> </ul>	
<p>Critical Incident Debriefing Services for employees &amp; guests if excepted Within 48-72 hours.</p> <ul style="list-style-type: none"> <li>• Relieve participants from responsibilities</li> <li>• Provide for those directly involved in the incident, i.e., survivors, rescue workers, incident management team, dispatcher, etc.</li> <li>• Hold separate meeting for people involved in immediate incident response.</li> </ul>	
<p>Coordinate Critical Incident Stress Defusing &amp; Debriefing sessions for guests and staff as appropriate:</p> <ol style="list-style-type: none"> <li>1. Reserve separate guest and staff location away from incident/base</li> <li>2. Provide Transportation if needed</li> <li>3. Provide Refreshments</li> <li>4. Provide Lodging if warranted</li> </ol>	
<p>Provide Critical Incident Stress Defusing &amp; Debriefing sessions for other staff such as Reservationist, retail employees, restaurant staff, etc.... others who may have been in contact with the Patients during their experience with your business.</p>	

## American Red Cross - Resources for Crisis

### Contact As Appropriate For Critical Incident Services

- Call local number: (Red Cross or Crisis Response Org Number) or Call 911 center and ask that appropriate official be called at home or paged immediately.
- Can also assist with other incidents such as Bus or mass transit incidents, Food Poisoning, Etc.

List Red Cross or Crisis Response Team Members and phone number here (keep this updated)

Name

Position

Organization

Mobile phone

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### ***Media Liaison Role***

Person skilled in communication who is able to represent the outfitter to the public. Usually General manager, Owner, or marketing person.

#### **\*\* ONLY the Media Liaison Speaks to the Press \*\***

<b>Task</b>	<b>Notes</b>
Designate a specific place for communication activities <ul style="list-style-type: none"><li>• Phone calls, E-mail Address, Documentation Storage, and updates posting.</li></ul>	
Designate one receptionist to field all incoming incident calls and visitors <ul style="list-style-type: none"><li>• Brief receptionists, dispatchers, and others on routing/handling of incoming calls and visitors.</li></ul>	
Establish next of Kin has been contacted - Patient/family considerations take precedence.	
<b>Protect the rights of those who do not want media contact.</b>	
Make contact with NPS for coordination of media information and <b>joint press conference.</b>	
Make contact with <b>managing or other agencies</b> if warranted for coordination of media information and participation in press conference with <b>appropriate officials.</b>	
Make contact with the <b>appropriate p.r. assistance (you must identify this resources in advance and list here)</b> in writing press releases, communication, and press conferences <b>as warranted.</b>	
Consider a press release for dissemination to the media - proactively if warranted. Include time and location of joint press conference with other agencies. (See media contacts)	
Communicate incident information to other <b>area</b> companies - State only facts; DO NOT SPECULATE – Stop the Rumor Mill	
Gain approval from the owner/GM for all information releases prior to dissemination	

<b>Task</b>	<b>Notes</b>
Maintain board of confirmed, releasable information; conduct transition briefings for incoming staff.	
<p>Be prepared to respond to media inquires within minutes. Never say “No Comment”:</p> <ul style="list-style-type: none"> <li>• Develop an initial prepared statement</li> <li>• Show compassion</li> <li>• Say what is being done and how quickly the agency responded</li> <li>• Tell what resources responded</li> <li>• Give any verified, releasable facts that are available</li> <li>• Report current status</li> <li>• Do not speculate or talk off the record; STATE ONLY FACTS</li> <li>• Confirm the obvious</li> <li>• Stress that safety of rescue crews, investigation team, community, and others is paramount</li> <li>• Thank cooperators</li> </ul>	
Make immediate contact with local media and develop positive relationships with them.	
Schedule regular press briefings/updates in coordination with NPS and other agencies/outfitters	
When information has been approved for release, tell the media what you know when you know it. Names of Patients should be released as soon as next of kin have been notified.	
Explain response activities, including other agency roles and cooperation.	

Anticipate and meet media's needs:

- Logistical (phones, work areas, etc.)
- Deadlines
- Photo and video opportunities
- Interviews

Consider attending staff Critical Incident Stress meetings as appropriate.

## MEDIA CONTACTS

**For a Complete and Current Listing of All Media Sources Go to [\(link to area/state media guide or contacts\)](#)**

**For quick news dissemination through one source send press release to Associated Press**

**List contact information here**

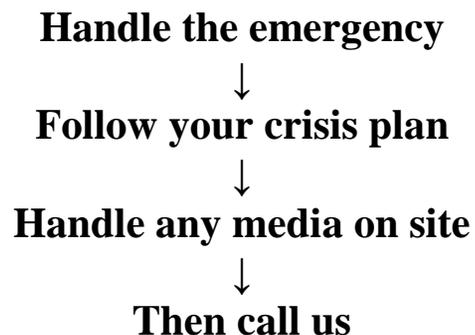
## **STATE DIVISION OF TOURISM**

### **WHAT YOU NEED TO TELL THE DIVISION OF TOURISM**

In case of an emergency, it's important that you promptly let officials at the Division of Tourism and the public information staff **at the state licensing board or managing agency** know what happened. This is so we can properly respond to media and consumer phone calls and help eliminate misinformation. We need to steer reporters and the public to the proper contact persons who can disseminate the facts they need and the information we want them to have.

In the past, our experience is that we receive phone calls shortly after a critical river incident. Reporters want to know what happened, why it happened and whether it was preventable. They also are looking for story angles related to the incident, such as previous accidents and how this accident might affect others who want to go rafting. Sometimes they contact us first because we know to whom they should speak.

Bottom line: You must communicate with the media and, almost undoubtedly, they will contact one of us for a perspective from the state tourism office. We want to share an accurate story that helps to control damage from misinformation and speculation.



**WHO TO CONTACT (first available):**

List contacts at Department of Tourism or relevant state and federal agencies as appropriate.

Name	Title	Agency	Phone	Email

**WHAT YOU NEED TO TELL THE AGENCIES (UNLESS OTHER PROTOCOLS HAVE BEEN DEVELOPED)**

This is key information we will need to know in order of importance. Have it available when you contact us.

- Outfitter name and emergency/media contact person and phone number for that outfitter.
- Date/time of incident.
- Where incident occurred. (River, resource name, trail).
- Description of what happened, how the outfitter and emergency crews responded and pertinent information that *can* be released to the public.
- Age/hometown of customer(s) affected and name(s). Indicate whether the family has been notified and if this information has been released. Sometimes age, hometown and gender may be released before names are available.
- History of outfitter, including any previous major incidents.

- Any special conditions that might have resulted in the accident (for example, health of customer, river level, rapidly changing weather, lack of proper equipment, etc.)?
- Additional information related to the trip, such as whether they were part of a large group, etc.
- Any information that would indicate a particularly good safety record, such as first such incident, **guide experience** with same company, guide was a certified paramedic, etc.
- Next steps. Additional contact persons, such as hospital or emergency responders. Please follow up when there is time to provide us additional information in case of “second-day” story angles.
- Provide the current lead investigator and media contact (**most likely managing agency or local official**).

# MEDIA CONTACT WORKSHEET

## **\*\* Record Keeping of Media Liaison Interviews\*\***

(1) Media outlet: \_\_\_\_\_

Address: \_\_\_\_\_

Contact Name: \_\_\_\_\_

Phone: \_\_\_\_\_ E-mail : \_\_\_\_\_

Record of Conservation – “facts and information provided”

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(2) Media outlet: \_\_\_\_\_

Address: \_\_\_\_\_

Contact Name: \_\_\_\_\_

Phone: \_\_\_\_\_ E-mail : \_\_\_\_\_

Record of Conservation – “facts and information provided”

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(3) Media outlet: \_\_\_\_\_

Address: \_\_\_\_\_

Contact Name: \_\_\_\_\_

Phone: \_\_\_\_\_ E-mail : \_\_\_\_\_

Record of Conservation – “facts and information provided”

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(4) Media outlet: \_\_\_\_\_

Address: \_\_\_\_\_

Contact Name: \_\_\_\_\_

Phone: \_\_\_\_\_ E-mail : \_\_\_\_\_

Record of Conservation – “facts and information provided”

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(5) Media outlet: \_\_\_\_\_

Address: \_\_\_\_\_

Contact Name: \_\_\_\_\_

Phone: \_\_\_\_\_ E-mail : \_\_\_\_\_

Record of Conservation – “facts and information provided”

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(6) Media outlet: \_\_\_\_\_

Address: \_\_\_\_\_

Contact Name: \_\_\_\_\_

Phone: \_\_\_\_\_ E-mail : \_\_\_\_\_

Record of Conservation – “facts and information provided”

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## Communications with the Media

As we all know, managing the media under the best of circumstances is a daunting job. Managing the media successfully in the midst of a field crisis involving a potential life threatening injury or fatality of a rafting participant or staff member will be difficult and challenging. In order to facilitate clear, careful and considered communication with the media in the event of a field crisis each outfitter should have a designated media spokesperson. *All other staff members must refrain from having any conversations with media personnel, other than directing them to the designated spokesperson.*

It is very difficult to sort through information in one's possession to determine which portion of the information is appropriate for dissemination to the media. Therefore, it is extremely important that the media spokesperson, or designate, *is not* directly involved in the management of the incident.

### Role of the Designated Media Liaison

In most instances, the spokesperson will confirm the basic facts of the story and, otherwise, suggest that the media contact the primary agency spokesperson (**local agency official**). The spokesperson should verify well-established facts of the incident including the participation of the involved person(s), responding agencies, and background information about the outfitter. If circumstances require, the spokesperson will arrange for a press statement from the outfitter.

The spokesperson must maintain a log of all conversations they have with any member of the media. The Media Contact Worksheet included in this section is intended to facilitate this record keeping.

Experience has shown that the initial incident information may not necessarily come directly from the outfitters trip staff. Outfitters often receive initial notification from **the managing agency** or other outfitters. **Some agencies have personnel** who are designated as media spokespersons with training and experience in dealing with the media. If applicable your designated spokesperson should work closely with the **managing agency** in media relations in providing joint press conferences and in disseminating the same information. In most instances, before the outfitter is able to produce a comprehensive written statement detailing the facts, the local and regional media will have already gotten "wind" of the story and will most likely be in communication with the agency spokesperson anyway.

## General Guidelines for Communicating with the Media

In general, it always pays to take your time. Never allow yourself to be bullied by the press, nor cajoled with well meaning suggestions or offers of “help”. As important as the truth is in all matters, the most important thing to remember about the media is that their top priority is not the truth, it *is to sell advertising!* This will be just another story to the reporter, who will quickly go on to the next event, but the future of this organization may depend on the professional and proper handling of the media during a potentially catastrophic event.

So here are the “*do’s and don ‘t*” regarding communicating with the media. Because the ramifications of losing track of the “*don ‘ts*” are so great, they are listed first.

### **Among the things you must not do when communicating with the media are:**

- **Do Not** divulge the names of fatality Patients or those in life threatened situations before the next-of-kin has been notified (and notification has been confirmed) by either the outfitter.
- **Do Not** alter facts.
- **Do Not** provide information as factual unless it has been confirmed and ***do not*** speculate on anything that is unconfirmed.
- **Do Not** provide any more information than is necessary or asked for but, also,
- **Do Not** give the impression that you are hiding facts. This only leads to media speculation. if some elements of the incident are unconfirmed or information is still incomplete do assure the media that when all the facts are in hand and confirmed that the information will be readily available to them.
- **Do Not** speculate about fault or blame.
- **Do Not** issue any statement that could be construed as an admission of negligence.
- **Do Not** assume that a conversation is “off the record”.

**Among the things you should do in communicating with the media are:**

- ❖ Do utilize the resources you have in the industry and relationships with the industry, NPS, DNR, and EMS.
- ❖ Do set up a system for handling phone inquiries. You may need to involve the administrative staff and they must be carefully briefed as to your intentions and to their role.
- ❖ Do schedule a time to get back to media folks inquiring about the incident, and return their call as scheduled, even if you have nothing new to report.
- ❖ Do make information equally available and show no favoritism amongst various media contacts.
- ❖ Do assemble facts, verify them and have the information you provide be consistent with the facts provided by other agencies. A press release is often the most efficient way of managing this.
- ❖ Do be carefully cooperative with the media. Confirm the basic established facts of the story and the Patient's association with the outfitter but remember that you don't have to answer every question in detail. The "basic facts" of a story are not established by preliminary reports from the field. They must be verified and confirmed as facts.
- ❖ Do try to reinforce a positive theme by reminding the media of the outfitters commendable safety record and risk management plans.

## QUESTIONS COMMONLY ASKED BY THE MEDIA IN A CRISIS

- What is your name and title?
- What happened?
- Was anyone hurt or killed? What are their names?
- When did it happen?
- Where did it happen?
- Who was involved?
- Why did it happen? What was the cause?
- Who is to blame?
- When is the last time this happened?
- Who was the guide?
- How experienced was the guide?
- What effect will it have on your company?
- Do you accept responsibility?
- Has this ever happened before?
- What do you have to say to the Patients' family?
- When will we find out more?

## CRISIS COMMUNICATION: MEDIA LIASON CHECKLIST

- Did you express and show concern, empathy, and compassion?
- Were you open and honest about capabilities, needs, and problems?
- Did you avoid the use of technical and legal jargon?
- Did you avoid providing too much technical detail?
- Did you know exactly what you wanted to say to the media and did you use two key messages?
- Did you indicate that investigations are under way to determine the cause?
- Did you avoid conjecture and speculation ("What if" questions)?
- Did you tell the truth as best you knew it?
- Did you enlist support from credible third parties?
- Did you stay calm? Did you ever lose your temper?
- Were you sensitive to the non-verbal messages you were communicating?
- Did you monitor and listen closely to what the news media, public officials, and other important players were saying and the questions they are asking?
- Did you avoid statements that appeared to be evading or shifting responsibility?
- Did you ever say "no comment?" or did you ever go off the record?
- Were you easily accessible to the media?
- Did you control the flow of information?
- Did you withhold names of injured or deceased until next-of-kin were properly notified?
- Did you indicate that you would get back by a specific time with an answer if you did not know an answer to a question?
- Did you practice what you planned to say to the media out loud and did you test it?

***Investigation Liaison*** Person able to assist agencies conducting incident investigation in obtaining information needed, Usually Owner or General manager.

Coordinate with the DNR, <b>Managing Agency</b> and other local, State and Federal jurisdictions during the investigative process, as appropriate.	
Provide logistical and administrative support.	
Ensure the investigation team receives a thorough briefing about: <ul style="list-style-type: none"> <li>• What happened</li> <li>• Jurisdictions involved</li> <li>• Current activities</li> <li>• List of Patients (injuries, fatalities, etc.) status, location, how to contact</li> <li>• List of personnel involved –status, location, how to contact</li> <li>• Key officials involved</li> <li>• Cooperators – other outfitters, private boaters, other</li> </ul>	
Obtain copies of local, State, and Federal agencies’ reports.	
Brief incident families, company employees, and incident personnel prior to the release of any reports made public. Beat the Press.	
Follow up on recommendations made as an outcome of the investigation.	

### ***Internal Review – Post Incident***

The purpose of the internal review is to document the actions taken in *the management of the incident*, evaluate their effectiveness, and make recommendations for improvement.

<b>Task</b>	<b>Notes</b>
Employees are informed that an internal review will take place after a major incident requiring their participation and cooperation	
Outfitter initiates an internal review of how the incident was managed. <ul style="list-style-type: none"><li>▪ Schedule after CISM programs have been implemented</li><li>▪ Be considerate of legal needs and investigation requirements</li></ul>	
Address how well you worked with local, State and Federal cooperators as well as other rescue entities.	
Determine if your response plan was effective	
Identify weak areas	
Update plan	

## Emergency Numbers

<b>Contact Legal Counsel</b>	<b>Notes:</b>
Firm Name	
Address	
Primary Contact	
Phone	
Fax	
E-mail	

<b>Contact Insurance Company</b>	<b>Notes:</b>
Policy Number	
Firm Name	
Address	
Primary Contact	
Phone	
Fax	
E-mail	

## Crisis Agency Contacts

Contact	Number
Managing Agency Name here	Emergency contact info here
Helicopter evacuation (understand the protocols before initiating)	Emergency contact info here
Division of Natural Resources or other Appropriate Managing Agency	

### \*\* Ambulance, Fire, Law Enforcement Emergencies Call 911 \*\*

Non-emergencies:	Phone
_____ County Dispatch Center	
_____ County Office of Emergency Services	
American Red Cross, _____ County Chapter	
<b>Law Enforcement:</b>	
_____ State Police, ( _Town_____ )	
_____ State Police _____	
_____ County Sheriff _____	
_____ County Sheriff _____	
_____ Police Business Office	
_____ Police Business Office	
_____ Police Business Office	
_____ Volunteer Fire Dept. Business Office	

Fire & Rescue:	Phone
EMS Business Office _____ Ambulance	
EMS Business Office _____ Ambulance	
EMS Business Office _____	
Fire Dept. Business Office	
Fire Dept. Business Office	
<b>County Courthouse Offices:</b>	
<b>Other important numbers:</b>	
Power Company	
County Emergency Assistance Program (Assistance with Food, Utilities, Rent)	
Road Conditions (toll free)	





## Appendix

Initial Action & Trip Information Form Copy	Pg. 43-44
Incident Report Log From Copy	Pg. 45
Statement of Accident Witness Form Copy	Pg. 46
Media Contact Worksheet Form Copy	Pg. 47

## Initial Action & Trip Information

<p><b>Name of Scene Incident Commander</b></p>	
<p><b>Who</b> – Full name of Patient (s) – Clearly Provide <u><i>Once with spelling</i></u></p>	
<p><b>When</b> – Record time of incident</p>	
<p><b>Where</b> – Record exact location of incident. Which side of the river should EMS come to? Remember EMS will not know names of rapids or river features.</p>	
<p><b>Status (SOAP Notes)</b> – Relay current status of the Patient <u><i>once</i></u> using your companies radio protocols.</p>	
<p><b>Resources Needed</b> – Most important. EMS will need to know what services should be activated and what equipment is needed. Base and NPS will need to know what type of vehicles will be needed – 4 wheel drive, Healthnet, Railroad Truck, etc.</p>	

## Initial Action & Trip Information

<b>Reservation # or Group Name</b>	
<b>Group Leaders Name</b>	
<b>Secure Liability From</b>	<input type="checkbox"/> Yes <input type="checkbox"/> No
<b>Patients Guides Name</b>	
<b>Trip Leaders Name</b>	
<b>Other Guide Names</b>	
<b>Videographer Name (if applicable)</b>	<input type="checkbox"/> Yes <input type="checkbox"/> No
<b>Names of Responding Companies/Outfitters/Private Citizens</b>	
<b>Responding EMS Agencies</b>	
<b>Responding Agency Personnel</b>	
<b>Responding DNR Personnel</b>	



## STATEMENT OF ACCIDENT WITNESS

We would like your recollection as to what occurred concerning this incident so that we can understand what happened and how future incidents might be prevented

1. Describe the actions leading up to the accident (situations, statements and actions of guides and passengers): \_\_\_\_\_

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2. Describe the accident: \_\_\_\_\_

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3. Describe the actions following the accident: \_\_\_\_\_

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4. What warnings and instructions did your guide provide? \_\_\_\_\_

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Name: \_\_\_\_\_ Phone \_\_\_\_\_

Signature: \_\_\_\_\_

# MEDIA CONTACT WORKSHEET

## \*\* Record Keeping of Media Liaison Interviews\*\*

Media outlet: \_\_\_\_\_

Address: \_\_\_\_\_

Contact Name: \_\_\_\_\_

Phone: \_\_\_\_\_ E-mail : \_\_\_\_\_

Record of Conservation – “facts and information provided”

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Media outlet: \_\_\_\_\_

Address: \_\_\_\_\_

Contact Name: \_\_\_\_\_

Phone: \_\_\_\_\_ E-mail : \_\_\_\_\_

Record of Conservation – “facts and information provided”

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