



**Travel Lane County  
Eugene, Cascades & Coast Sports Commission**

**Crisis Communications Plan**

## **Staff Responsibilities**

During an emergency the role of communications becomes vital. In order to effectively communicate with appropriate parties a team of staff will be activated. The emergency communications team will coordinate message development for visitors, media, and stakeholders.

### **Emergency Communications Team (ECT):**

- ◆ VP of Stakeholder Relations – Local Media, Members, Elected Officials (Andy Vobora - 541.501.9398 cell / 541.743.8770 work)
- ◆ Public Relations Manager – External Media and Visitor Channels (Stephen Hoshaw – 541.543.0187 cell / 541.743.8760 work)
- ◆ VP Tourism Marketing – PR & Visitor Services Support (Natalie Inouye – 541.521.4126 cell / 541.743.8754 work)
- ◆ Convention & Sports Marketing Manager – Travel Trade Media & Trade Channels (Rebecca Adelman – 971.239.9833 cell / 541.743.8769 work)
- ◆ VP Convention & Sports Marketing - Convention & Sports Clients (Janis Ross – 541.915.9479 cell/ 541.743.8753 work)
- ◆ VP Integrated Marketing – Web Site Alerts (Sally McAleer – 541.954.5100 cell / 541.743.8752 work)
- ◆ Director of Finance & Operations – Staff Communications (Aubree Nash – 541.579.6794 cell / 541.743.8751 work)
- ◆ President & CEO – Board and ECT (Kari Westlund – 541.915.3139 cell / 541.743.8750 work)

### **Roles**

#### **VP of Stakeholder Relations:**

- ◆ Activate Emergency Communications Team
- ◆ Update President & CEO
- ◆ Respond to immediate local media inquiries
- ◆ Outline key messages in coordination with other ECT members

#### **Public Relations Manager:**

- ◆ Deploy messages in leisure visitor communications channels as outlined by ECT
- ◆ Ensure front line staff have key messages and direction on in person message deployment to visitors
- ◆ Distribute talking points for external media to Tourism Sales Manager (for International)
- ◆ Ensure VP Integrated Marketing has information for Alerts on consumer-facing web site
- ◆ Assist with media updates

#### **VP of Tourism Marketing:**

- ◆ Support Public Relations Manager in ensuring Visitors Services and Tourism Sales Manager have the information they need in case they receive direct inquiries that can't be passed to ECT
- ◆ Stay connected to ECT and up to date to fill any gaps as needed

#### **Convention & Sports Marketing Manager:**

- ◆ Deploy messages in meetings and sports trade communications channels as outlined by ECT
- ◆ Prepare talking points for trade media
- ◆ Ensure VP Integrated Marketing has information for Alerts on Meetings and Sports sections of site

## **Roles (continued):**

### **VP Convention & Sports Marketing:**

- ◆ Assess need to message clients in market or those coming
- ◆ Assess need to communicate directly with hotels regarding convention and sports clients
- ◆ Support Marketing Manager and Services Managers as needed

### **VP Integrated Marketing:**

- ◆ Deploy Alert Messaging to target client audiences in coordination with VP of Stakeholder Relations, VP of Convention & Sports Marketing, and Public Relations Manager.

### **Director of Finance & Operations:**

- ◆ Provide internal staff updates and messages so everyone has shared information as appropriate
- ◆ Reinforce media representatives for each audience and direct internal questions

### **President & CEO:**

- ◆ Support ECT deliberations and decisions
- ◆ Update Board of Directors
- ◆ Be available for interviews if deemed necessary

## **Basic Communications Principles to Keep In Mind**

### **Build Trust and Credibility by Expressing:**

- Empathy and caring
- Competence and expertise
- Honesty and openness
- Commitment and dedication

### **Top Tips:**

- Don't over reassure
- Acknowledge uncertainty
- Explain the process in place to find answers
- Acknowledge people's fear
- Give people things to do

### **As a Spokes Person:**

- Provide relevant information
- Stay within the scope of your responsibilities
- Tell the truth. Be transparent
- Speak to the audience

### **Prepare to Answer These Questions:**

- Are my family and I safe?
- What can I do to protect myself?
- Who can provide us assistance (medical, housing, food, transport)?
- How/when can we safely depart?
- Why did this happen?
- Were you forewarned?
- Why wasn't this prevented?
- What does this information mean?

### **Stay on Message:**

- "It is important to remember..."
- "I can't answer that question, but I can tell you ..."
- "Before I forget, I want to tell your viewers/listeners ..."
- "Let me put that in perspective ..."

### **Priorities:**

- Be Accurate
- Be Credible
- Be Consistent

## **Crisis Communication Plan**

### **Step 1: Verify the Situation**

1. Determine the magnitude of the event as quickly as possible.
2. Contact the Emergency Communications Team (ECT), using VP of Stakeholder Relations as the lead, but any member will work in his absence.
3. First member contacted assembles the ECT as soon as possible via any communications channels available.
4. Determine impact on visitors and gather information on resources available and appropriate recommendations relevant for a) visitors in market and b) visitors due to arrive (consider all three target markets).

#### *Key Checkpoints*

1. Get the facts.
2. How many sources did the information come from? Is it credible?
3. Check to ensure the information is consistent with other sources.
4. Check to ensure if the characterization of the event is plausible.
5. Can the information be clarified through a subject information expert?

### **Step 2: ECT: Assess Situation, Determine Our Role and Conduct Notifications**

#### *Key Checkpoints*

1. Determine our role, key messages and deploy per roles identified.
  - a. The message should meet the criteria of good message development
  - b. Ensure that the message shows compassion.
  - c. Address the specific audience concerns.
  - d. Translate materials into any necessary languages and message styles – situation specific, only if required.
  - e. Anticipate media questions and develops answers.
  - f. Clear key messages for release.
2. VP of Stakeholder Relations coordinates with area Public Information Officers.
3. Organize assignments per our identified roles on pages 2 and 3.
4. Decide the frequency of information release by channel, and confirm spokespersons.
5. Establish the hours of operation for the communication team.
6. Establish 24/7 Hotline for public inquiries.
7. Release the information as quickly as possible.
8. Give the same information to all media at the same time.
9. Release the information through channels. (Web, social media, e-news, etc).

### **Step 3: Monitor and Adjust as Necessary**

1. Respond to media inquiries: Communicate only those items that Travel Lane County is certain of. Be as forthcoming and honest as possible. Follow up as soon as additional information is available. **No "off the record" comments under any circumstances.**

2. Monitor media reporting and keep track of questions asked by consumers, media, and travel professionals. This is a means to track concerns and perceptions.
3. Meet with staff daily to review concerns, perceptions, and media coverage obtained from available resources.
4. Update and maintain the media database.

### **Within 48 Hours**

1. Conduct conference calls with members of the local, regional and state tourism industry to receive input regarding conditions and concerns, share strategies, and develop a common ongoing message.
2. Continue to monitor the situation and make necessary revisions to messages and official statements.

### **Ongoing Follow Up**

1. Revise messages and official statements as needed and distribute them to the appropriate audiences.
2. Continue to update staff members and other stakeholders.
3. Develop an official statement for visitor and meeting planner inquiries.
4. Conduct ongoing conference calls and e-mail updates with local travel/tourism partners as appropriate.
5. Develop "positive angle" news stories from available information about the situation.

### **Understanding your role in a crisis**

Each staff member is responsible for understanding their role in a crisis. Please take time to review this plan and Travel Lane County's Emergency Preparedness Plan in their entirety and ask any questions that you have before a crisis occurs. This plan will be updated if staff roles change. They are stored on the F Drive/Public/Instructions and Procedures.

### **Phone Lists**

An updated phone list Travel Lane County staff contact information is attached to this plan. Every staff person should have a copy in their possession per our Personnel Guidelines. This document will be updated on a regular basis by the Director of Finance & Operations.

## Situation Verification Worksheet

**Date:**

**Time:**

**Source of the information:**

**Source person to contact:**

Notes:

**Verification questions to consider:**

**Yes**

**No**

1. Is the source a formal source such as local law enforcement personnel or another trusted source?

2. Was this person part of the incident and not a third party?

3. Have there been related calls to our Visitor Centers or Administrative office?		
4. Is your report from first responders?		
5. Can you identify and locate witnesses?		
6. If the information came from a Web site or e-mail, is the site or e-mail sender credible?		
7. Did you question the veracity of the information source and find it trustworthy?		

## Assignment Sheet – SPOKESPERSON (Target Audiences Have Different Assignments)

<b>Assigned To:</b>	
<b>Tasks:</b>	<b>Done</b>
1. <b>Be the organization</b> , act like the organization. Embody its identity, especially if your organization is about caring and protecting health and people’s lives. Be real.	
2. <b>Express empathy and caring</b> about the situation immediately.	
3. <b>Describe the health and safety impact</b> on individuals and communities – what is the risk.	
4. <b>Describe the incident</b> and its magnitude – what happened: <ul style="list-style-type: none"> <li>• What</li> <li>• Where</li> <li>• When</li> <li>• Why</li> <li>• How</li> </ul>	
5. Describe the <b>process in place to respond to the incident</b> – what we are doing.	
6. Give <b>anticipatory guidance</b> (e.g. customers may access service...).	
7. <b>Be regretful</b> , not defensive. Say “We feel terrible about...” or “We are very sorry that...” to acknowledge the incident.	
8. <b>Acknowledge the shared misery</b> (people are frightened, feeling a lack of control) from the event. Give them the actions your organization is taking or that they can take themselves.	
9. <b>Express wishes</b> . “I wish we knew more right now.” “I wish our answers were more definitive about...”	



10.	<p>Be willing to <b>answer the questions</b> everyone wants to know:</p> <ul style="list-style-type: none"> <li>• What has happened?</li> <li>• What is the impact?</li> <li>• What is being done?</li> <li>• Are my family and I safe? What will affect us?</li> <li>• What can I do to protect my family and me?</li> <li>• Who (what) caused this problem? Can you fix it?</li> <li>• Who is in charge here?</li> <li>• Who can visitors turn to for assistance? (Medical, food, transport, housing)</li> <li>• How are those who got hurt getting help?</li> <li>• Is this thing being contained?</li> <li>• Why did this happen (Don't speculate. Repeat facts of the situation, describe data collection effort, and describe treatment from fact sheets)?</li> <li>• Why wasn't this prevented from happening (again)?</li> <li>• What else can go wrong?</li> <li>• When did you begin working on this (e.g. were notified of this, determined this had occurred)?</li> <li>• What does this data/information mean?</li> <li>• What bad things aren't you telling us (Don't forget to tell them the good things)?</li> </ul>	
11.	<p><b>Ask people to share the risk</b> with you. Show your caring and determination as a role model for them.</p>	
12.	<p><b>Don't over reassure.</b> Reassurance can backfire. Acknowledging to people how scary the situation is, even though the actual numbers affected are small, can make them calmer about the situation.</p>	

## Assignment Sheet

### MEDIA (External/Local Assignments Differ)

**Assigned To:**

**Tasks:**

**Done**

1.	<b>Assess media needs</b> and organize mechanisms to fulfill media needs during crisis (e.g. determine whether you will do daily briefings in person, how you will handle media that are camped out there, and when might you use web site updates for media).	
2.	<b>Develop triage</b> for response to media requests and inquiries. Make sure that this team knows what you will do and won't do with the media.	
3.	Activate <b>media contact lists</b> and call logs. (Is there plan for communications if staff cannot access computers within the administrative facility)	
4.	Begin <b>logging all media calls</b> and types of inquiries.	
5.	Produce and distribute <b>immediate information materials</b> (e.g. press releases, media alerts, press statements, fact sheets and Q&As).	
6.	<b>Prepare graphics</b> to illustrate the incident or what is being done.	
7.	<b>Translate and test messages</b> for cultural and language requirements of special populations. (Have bilingual staff contact information available).	
8.	<b>Review with spokesperson</b> , tips for personal demeanor and message content, prior to media contact. (Refer to Spokesperson's checklist.)	
9.	<b>Get with director for frequent updates</b> of the information coming in about the event. Prepare further communication materials as new information comes in (it may be that in the first 48 hours, depending on the severity of the event and media response, that you will need to produce and release new information many times).	

**Message Development Worksheet**

Step 1: Determine Audience, Message Purpose, and Delivery Method by checking each that applies:

<b>Audience:</b>	<b>Purpose of Message:</b>	<b>Method of delivery:</b>
<input type="checkbox"/> Visitors <input type="checkbox"/> Planners <input type="checkbox"/> Stakeholders/Members <input type="checkbox"/> Elected Officials <input type="checkbox"/> Board (org updates) <input type="checkbox"/> Media / Residents	<input type="checkbox"/> Give facts/update <input type="checkbox"/> Rally to action <input type="checkbox"/> Clarify event status <input type="checkbox"/> Address rumors <input type="checkbox"/> Satisfy media requests	<input type="checkbox"/> Media release <input type="checkbox"/> E-News <input type="checkbox"/> Social Media <input type="checkbox"/> Through spokesperson (TV or in-person appearance) <input type="checkbox"/> Radio <input type="checkbox"/> Other (e.g., recorded phone message)

Step 2: Construct message using Six Basic Emergency Message Components:

**1. Expression of empathy:**

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**2. Clarifying facts/Call for Action:**

Who \_\_\_\_\_

What \_\_\_\_\_

Where \_\_\_\_\_

When \_\_\_\_\_

Why \_\_\_\_\_

How \_\_\_\_\_

**3. What we don't know:**

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**4. Process to get answers:**

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**5. Statement of commitment:**

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**6. Referrals:**

For more information \_\_\_\_\_

Next scheduled update \_\_\_\_\_

Step 3: Check your message for the following:

	Yes	No
<b>Does your message use...</b>		
positive action steps?		
an honest/open tone?		
risk communication principles?		
simple words, short sentences?		

<b>Does your message avoid...</b>		
jargon?		
judgmental phrases?		
humor?		
extreme speculation?		

**Template for Pre-scripted, Immediate Response to Media Inquires**

Use this template if the media is "at your door" and you need time to assemble the facts for the initial press release statement. Getting the facts is a priority. It is important that you not give in to pressure to confirm or release information before you have confirmation from your experts, emergency operations center, etc. The following are responses which give you the necessary time to collect the facts. Use "Template for Press Statement" for providing an initial press release statement after the facts are gathered.

**NOTE: Be sure you are first authorized to give out the following information.**

Date: \_\_\_\_\_ Time: \_\_\_\_\_ Approved by: \_\_\_\_\_

**Pre-scripted Responses:**

**If on phone to media:**

- ❖ “We’ve just learned about the situation and are trying to get more complete information now. How can I reach you when I have more information?”
- ❖ “All our efforts are directed at bringing the situation under control, so I’m not going to speculate about the cause of the incident.” How can I reach you when I have more information?”
- ❖ “I’m not the authority on this subject. Let me have (name) call you right back.”
- ❖ “We’re preparing a statement on that now. I will forward it when it is complete.”
- ❖ “You may check our web site for background information and I will contact you with the time of our next update.”

**If in person at incident site or in front of press meeting:**

**This is an evolving emergency and I know that, just like we do, you want as much information as possible right now. While we work to get your questions answered as quickly as possible, I want to tell you what we can confirm right now:**

**At approximately (time) , a (brief description of what happened).**

**At this point, we do not know the number of (persons ill, persons exposed, injuries, deaths, etc.) .**

**We have a (system, plan, procedure, operation) in place for just such an emergency and we are being assisted by (police, fire) as part of that plan.**

**The situation is (under) (not yet under) control and we are working with (local, State, Federal) authorities to (contain this situation, determine how this happened, determine what actions may be needed by individuals and the community to prevent this from happening again).**

**We will continue to gather information and release it to you as soon as possible. I will be back to you within (amount of time, 2 hours or less) to give you an update. As soon as we have more confirmed information, it will be provided.**

**We ask for your patience as we respond to this emergency.**

Assignment Sheet

Web & Social Media

Assigned To:

Tasks:

Done

1. **Format content** materials developed by the communication team and publish on the organization's Web site.

Expect to start publishing information within one to two hours of activating the crisis action plan for the event.

**Make sure everything published has been released first.**

2. If appropriate create links to other **governmental agency Web sites** that also will have information about the event.

3. Prepare to **update your Web site** as frequently as information changes. This could be hourly.

4. **Release information** to other partner Web site operators as you have it.

5. Begin developing **special Web pages** for the event, if the emergency warrants it.

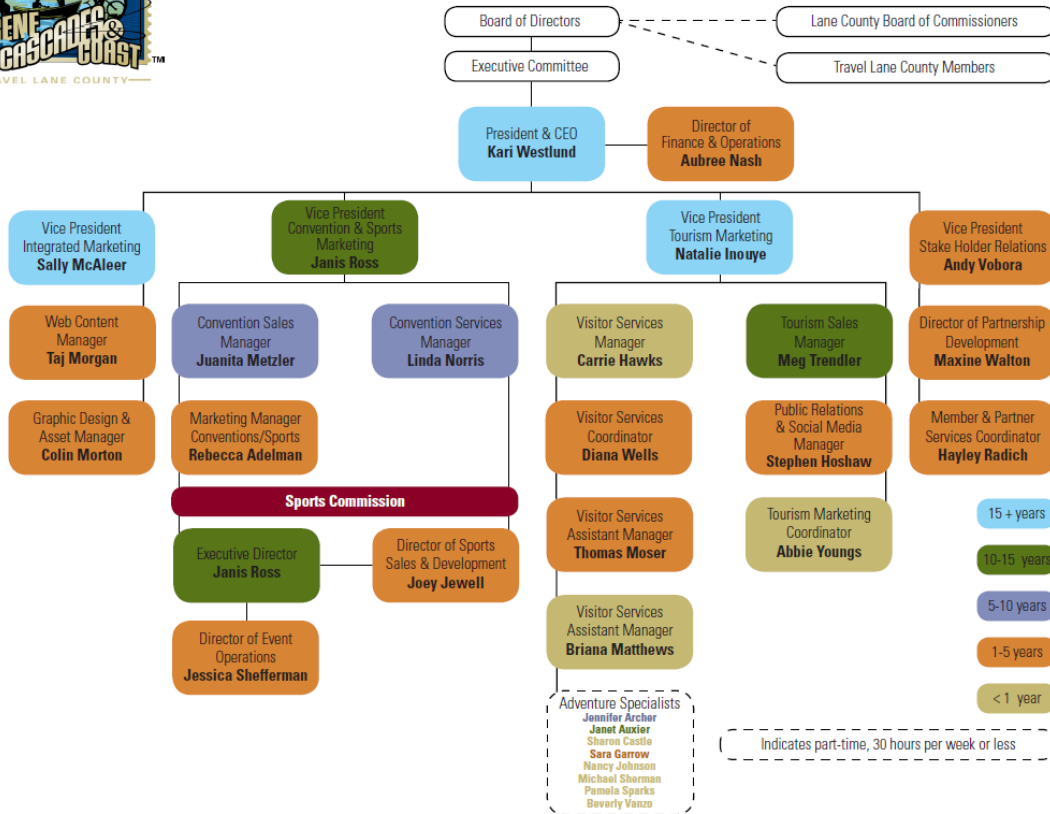





Phone Tree Follows Org Chart UPWARDS. Contact your supervisor, who will report your status up the chart.



## Travel Lane County Organizational Chart



Name	Ext	Direct	Cell/Home	Name	Ext	Direct	Cell/Home
Kari Westlund	316	541.743.8750	541.915.3139 (C)	<b>VISITOR SERVICES - ADVENTURE SPECIALISTS</b>			
			541.935.4906 (H)	Carrie Hawks (DWITN)	338	541.743.8773	541.731.0485 (C)
Aubree Nash	315	541.743.8751	541.579.6794 (C)	Briana Matthews	343		571.246.6148 (C)
<b>STAKEHOLDER RELATIONS</b>				Tom Rathbun - Moser	343		541.556.8259 (C)
Andy Vobora	332	541.743.8770	541.501.9398 (C)	Janet Auxier			541.746.0900 (H)
Maxine Walton	333	541.743.8766	541.520.0577 (C)	Sara Garrow			541.521.1826 (C)
Hayley Radich	337	541.743.8772	541.285.0143 (C)	Michael Sherman		and ext 327 for Video work	541.868.5441 (C)
<b>CONVENTION SALES &amp; SERVICES</b>				Jennifer Archer			541.520.4774 (C)
Janis Ross	313	541.743.8753	541.915.9479 (C)	Jennifer Archer			503.459.3241 (C)
Juanita Metzler	321	541.743.8758	541.968.3012 (C)	Pamela Sparks			541.513.2886 (C)
Linda Norris	317	541.743.8756	541.852.1656 (C)	Beverly Vanzo			458.205.9566 (C)
Rebecca Adelman	336	541.743.8771	541.461.0953 (H)	Nancy Johnson			541.953.8313 (C)
	326	541.743.8769	971.239.9833 (C)	<b>Tickets West Customer Line</b>			
<b>SPORTS COMMISSION (also Janis Ross)</b>				Adventure Center	342	541.743.8767	1.800.992.8499
Joey Jewell	320	541.743.8757	512.799.6674 (C)	AC Office/Kitchen	343	Fax	541.357.5398
Jessica Shefferman	318	541.743.8765	954.822.2773 (C)	Dwtn Eugene Office	311	541.484.5307	800.547.5445
<b>INTEGRATED MARKETING</b>					310	Fax	541.343.6335
Sally McAleer	314	541.743.8752	541.954.5100 (C)	<b>Conference Room</b>			
Taj Morgan	322	541.743.8763	541.632.2447 (C)	Meeting Room	335		
Colin Morton	323	541.743.8764	608.306.2839 (C)	Copy Room	331		
Videos - Michael	327	541.743.8762	541.520.4774 (C)	<b>Willamette Natl. Forest</b> # rings to AC 541.743.8777			
<b>TOURISM</b>				<b>McKenzie River Chamber of Comm</b> # rings to VC 541.896.3330 transfers to our line			
Natalie Inouye	312	541.743.8754	541.521.4126 (C)	<b>McKenzie River Chamber Dir.</b> info@mckenziechamber.com			
Meg Trendler	329	541.743.8759	541.359.5809 (C)	Lee, Clyde, Robert: Partnered Solutions (our IT) 541.255.4980			
Stephen Hoshaw	330	541.743.8760	541.543.0187 (C)	Christy Davids, Eugene Office Bldg Manager 541.510.4666 (C)			
Abbie Youngs	328	541.743.8761	816.719.0557 (C)	cdavids@personnelsource.com 541.342.5310			
Alexis Amavisca	319	541.743.8755	951.816.0600 (C)	Patti Lundeen, AC Property Manager 541.284.0612			
<b>VISITOR CENTER / Office Admin</b>				plundeen@sycon.com 541.746.2590 (emrgncy mtc)			
Diana Wells	311		541.852.1381	Diamond Parking Eugene Office 541.343.3733			
<b>VOLUNTEER / 2nd Desk in VC</b>				<b>Dwtn Eugene Patrol "Red Hats" Speed Dial: 11</b> 541.501.9286			
Lori Syphers	310		541.988.9594 (H)	<b>Eugene Police Non-Emer. Speed Dial: 22</b> 541.682.5111			
				<b>Springfield Police Non-Emer. Speed Dial: 33</b> 541.726.3714			
				<b>Emergency</b> 911			