

# Crisis Response Planning

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# Crisis Response Planning

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## Resources

- Deb Ajango, SafetyEd ([www.safetyed.net](http://www.safetyed.net))
  - emergency action plan resources
  - *Lessons Learned: A guide to Accident Prevention and crisis response* (University of Alaska Anchorage, 2000) (out of print)
  - *Lessons Learned II: Using case studies and history to improve safety education* (2005)
- *Risk and Crisis Management Planning: A workbook for organization and program administrators*, 3<sup>rd</sup> Ed., Connie Coutellier (Healthy Learning, 2008)
- ACA's *The CampLine* ([www.acacamps.org](http://www.acacamps.org))
  - *Camp Crisis Management: Responding to new challenges* (2002)
  - *ACA Standards & Crisis Planning* (2002)
- Rhonda Mickelson, ACA Director of Standards and the Crisis Hotline Team
  - ACA Crisis Hotline: 800-573-9019
- *Practical Information on Crisis Planning: A Guide for Schools and Communities*, US Department of Education, 2007 ([www.ed.gov/emergencyplan](http://www.ed.gov/emergencyplan))



# Crisis Response Planning

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## Risk Management

“Risk management is the process of reducing the potential for incidents to an acceptable level and minimizing consequences to the people and the organization in the event an accident occurs.”

Ian Wade 1999

(from *Lessons Learned*, p. 1, 2000)

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## Risk Management Planning

Your CRISIS management plan is part of your overall risk management system which has the goals of mitigation and prevention and includes:

- All program and administrative policies and procedures
- Program planning and curriculum
- Forms, documents, paperwork including contracts, releases, waivers, and permissions
- Documentation and record-keeping
- Medical procedures and protocols
- Marketing materials
- Staff hiring and training
- Facility design and maintenance
- Ongoing assessment and evaluation
- Insurance coverage
- Legal counsel
- **Emergency plan**
- **Crisis Response Plan**



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## Definition: Crisis

- “an unstable situation of extreme danger or difficulty”  
([wordnetweb.princeton.edu/perl/webwn](http://wordnetweb.princeton.edu/perl/webwn))
- “an unstable and dangerous social situation, in political, social, economic, military affairs, or a large-scale environmental event, especially one involving an impending abrupt change”  
([en.wikipedia.org/wiki/Crisis](http://en.wikipedia.org/wiki/Crisis))
- “an unstable or crucial time or state of affairs in which a decisive change is impending; *especially* : one with the distinct possibility of a highly undesirable outcome”  
(<http://www.merriam-webster.com>)

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## Definition: Emergency

- “a sudden unforeseen crisis (usually involving danger) that requires immediate action”  
([wordnetweb.princeton.edu/perl/webwn](http://wordnetweb.princeton.edu/perl/webwn))
- “An emergency is a situation which poses an immediate risk to health, life, property or environment. Most emergencies require urgent intervention to prevent a worsening of the situation”  
([en.wikipedia.org/wiki/Emergency](http://en.wikipedia.org/wiki/Emergency))
- “an unforeseen combination of circumstances or the resulting state that calls for immediate action”  
(<http://www.merriam-webster.com/dictionary>)

# Crisis Response Planning

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## Crisis and Emergency

- It is important to have a *crisis management plan* that includes first and emergency response.
- For our purposes,
  - managing an emergency means handling the “**immediate** risk to health, life, property or environment.”
  - crisis response is addressing the overall and potential **instability** and or disruption to your camp and program.

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## ACA Standards Relating to Crisis

- **Risk management planning (standard OM-3)**
  - Possibility of bio-hazards from mail contamination, infectious disease, environmental (water or air) contamination
  - Financial impact of possible decline in enrollment, additional staff costs, security measures, increased insurance costs
  - Impact from possible change in access to property — deliveries delayed, additional transportation time and costs
  - Alternative storage of critical records — emergency contacts, registration information
- **Security review (standards OM-6 and OM-16)**
  - Evaluation of use of high profile public sites/areas for program
  - Screening procedures for delivery or construction vehicles
  - Review of how much public (Web site) information is available to all
- **Safety regulations and emergency procedures (OM-7)**
  - Monitoring system with the capability to contact individual campers or staff at any time on short notice
  - Added evacuation procedures, with alternate routes and meeting places
  - Anticipating loss of power, water, supplies, and lack of available emergency services
- **Safety orientation and training (standards OM-8, OM-12, and OM-18)**
  - Clear guidelines for supervision responsibilities — in camp, during transportation, in public places
  - New emergency scenarios for staff to rehearse; training to prevent panic and to reduce anxiety
- **Emergency communications (standard OM-15)**
  - Multiple methods for emergency communication with emergency services, parents, agency personnel, or owners
  - Guidelines for use of cell phones — campers and staff; parent expectations
- <http://www.acacamps.org/campline/w-2002/aca-standards-and-crisis-planning>  
Originally published in the 2002 Winter issue of *The CampLine*



# Crisis Response Planning

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## Crisis Response

- Goals:
  - Rapid, coordinated, effective response
  - Save lives, prevent injury, minimize property damage
- Principles
- Planning
- Implementation
  - Evacuation?
- Post-Incident Follow-Up, Recovery, and Long Term Response

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## Crisis Response: Principles

- Implementation is dependent on good planning. Be intentional in your planning – take the time to be thorough.
- Clarify and implement your core values.
- Care for your team and community before, during, and after a crisis.
- Gather a planning team that represents a variety of interests.
- Develop a custom plan.
- Consider the worst-case scenarios.
- Communicate. Communication with all parties who want and need information may seem overwhelming.
- Put your plan in writing and make it accessible – electronic and hard-copy (manual).
- Prepare, keep accessible, and use checklists.
- Train and practice.
- In the event of a crisis, everything will not go perfectly. Be flexible. You will make mistakes, and you will have the opportunity to learn.
- Depend on your strengths as a camp – use your counseling staff, continue to use organization and infrastructure when and where possible, and **keep singing!**



# Crisis Response Planning

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## Planning

- Core Values
- Crisis Management Planning Team
- Assessment of Threats
- General Plans and Procedures
- Resources
- Community Relationships
- Crisis Response Team
- Media
- Training and Orientation
- Food Service
- Transportation
- Communication Systems, Procedures, and Hardware
- Record Keeping and Documentation
- Medical and Health Care
- Review and Evaluation

# Crisis Response Planning

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## Planning: Core Values

Creating a set or statement of core values will create a foundation of attitudes and practices that will guide you in your management of a crisis and in your decision making.

- Classic examples of such values statements:
  - **Hippocratic oath** (excerpts) (taken by all medical doctors):
    - I will share knowledge.
    - I will remember that that warmth, sympathy, and understanding may outweigh the surgeon's knife or the chemist's drug.
    - I will not . . . fail to call in my colleagues when the skills of another are needed for a patient's recovery.
    - I will respect the privacy of my patients
    - I will prevent disease whenever I can, for prevention is preferable to cure.

[http://www.pbs.org/wgbh/nova/doctors/oath\\_modern.html](http://www.pbs.org/wgbh/nova/doctors/oath_modern.html).



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## Planning: Core Values (examples, con't)

- First responders training
  - Scene safety
  - Do not create more patients
- Johnson & Johnson Company (1982 Tylenol scare)
  - “The values that guide our decision making are spelled out in Our Credo. Put simply, Our Credo challenges us to put **the needs and well-being of the people we serve first.**” ([www.jnj.com/connect/about-jnj/jnj-credo](http://www.jnj.com/connect/about-jnj/jnj-credo))
  - The J&J Credo written in 1942 and was so embedded in the company’s culture that it guided J&J through the 1982 Tylenol crisis . . . without an administrative meeting to discuss what to do. The handling of that crisis is considered a model for crisis management today.

([Business Horizons](#), [Sept-Oct, 1991](#) by [Richard L. Osborne](#))



# Crisis Response Planning

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## Planning: Crisis Management Planning Team

Create a Crisis Management Planning Team which may include:

- Year round staff
- Seasonal staff representative
- Food services
- Facilities and maintenance
- Transportation
- Public lands personnel (forest, national, state and city parks)
- Local fire response and EMS
- Local hospital or medical personnel
- Local law enforcement
- Other local community members and neighbors
- Parent representative
- Media
- Attorney
- Insurance

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## Planning: Assessment of Threats

Identify and assess all potential specific threats that may effect your operation.

Examples of areas to consider are:

- Natural
  - Flood, hurricane, tornado, tree fall, contamination
- Facility/Property
  - Power outage, hazardous materials, sewage/plumbing
- Program (on- and off-property)
  - On-property: horseback riding, waterfront, climbing wall
  - Off-property: horseback riding, traffic accident,
- People (yours and “others”)
  - Yours: missing person, report of abuse, employee mis-behavior
  - Others: intruder
- Medical
  - Death or serious injury
  - Pre-existing medical (diabetes, heart disease, allergies)
  - Widespread illness (H1N1 in 2009)
- (Financial or other internal crisis)



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## Planning: Assessment of Specific Threats

Your assessment and plan for each specific crisis scenario should include:

- Specific threat plan -- An identification and description of specific potential threat (examples in previous slide – natural/environmental, facility/property, program, people, medical)
- Specific site plan -- Emergency procedures for each threat at different sites (e.g. fire in office as well as fire in barn or at pool)
- Specific operations response – Each specific threat might require a different specific response from various camp operations. Include planned responses in the following areas in your specific threat plans.
  - Food service
  - Transportation
  - Medical and health care
  - Information management
  - Communication systems
  - Security

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## Planning: General Plans and Procedures

In addition to and in support of your specific threat assessment, develop overall crisis plans for general response. These plans should include the following elements and can most likely generalize to all crisis scenarios.

- Crisis Response Team
- Resources
- Community Relationships
- Media plan
- Medical and Health Care
- Information Management
- Food service
- Transportation
- Utilities -- locations and emergency shutdown procedures on your property



# Crisis Response Planning

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## Planning: Resources

Create a binder, file, or collection of resources – resources should be accessible and usable:

- Names and phone numbers of emergency and local contacts, agencies, attorney, insurance, hospital (should be up-to-date)
- Maps: road, topographical, site
- Current building floor plans, entrances and exits, etc.
- Utilities: location of shutdown controls
  - Power/electric, water, propane
- Crisis plan and emergency manuals
- Post appropriate procedures and information in prominent places around your property and facility

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## Planning: Community Relationships

Develop relationships with relevant and often critical personnel in your community that will enable success when managing your crisis:

- Community responders: EMS, fire, police
- Public lands personnel (Forest Service, BLM, National, State, and City Parks, etc.)
- Hospitals, medical personnel
- Child welfare, counselors
- Local media (radio, TV, newspaper, local blogs, etc)
- Transportation companies (in the event you need to contract for evacuation)
- Local schools, churches, or other potential evacuation sites
- Insurance company about appropriate coverage – know you contact, how to access insurance, what documentation and records you will need to have, etc.



# Crisis Response Planning

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## Planning: Community Relationships (con't)

Issues to consider when developing community relationships:

- Invite appropriate community representatives to be on your crisis planning team.
- Make plans and arrangements with appropriate community businesses and locations that would serve as resources in the event of your evacuation. Consider making crisis plans with schools, churches, transportation companies, food service businesses, etc.
- Educate your neighbors and community about who you are and what you are doing.
- Invite relevant folks to your site to meet leaders, campers, and to get to know you.
- Invite neighbors to your site for a tour and a possibly a meal or evening event.
- Support local businesses when possible.



# Crisis Response Planning

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## Planning: Crisis Response Team

### Create a Crisis Response Team

Roles and responsibilities should be known and understood in the context of a crisis:

- First on scene/trip leader
- Incident commander
- Family liaison
- Record-keeper and information specialist (may need two people for this)
- Communications Director
- Receptionist, in-coming call manager
- Media liaison
- Community liaison
- Camp Administrators
- Staff/Employee liaison
- Food manager
- Transportation
- Facility
- Medical

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## Planning: Media

- Designate a media liaison.
- Provide media training if possible.
- Some advise developing general scripts, press releases, parent correspondence, statements, etc, ahead of the crisis. There are advantages to this:
  - You can have an attorney and/or a media consultant review your scripts, releases, and statements before you use them and avoid potential errors in communication.
  - You can ensure that your statements are congruent with your core values and you don't find yourself in the position of saying, "Oh, I meant to say \_\_\_\_\_."
- Develop a social media policy that addresses crisis communication. Educate staff (and campers if necessary) about policy and about the issues related to sharing information during and about a crisis over any form of social media.



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## Planning: Training and Orientation – The Role of Counseling Staff

- Allocate time in your staff training to educate staff about your overall emergency plans, your crisis plans, and specific staff roles and expectations in each.
- Train for specific responsibilities and procedures within program areas.
- Include appropriate education and drills in your camper orientation.
- Make written emergency and crisis plans accessible in manual as well as posted around camp facilities.
- Potential reiterated crisis expectations might include:
  - Maintaining calm and morale
  - Supervision
  - Camper accountability (i.e. keeping count of campers in their charge)
  - Being flexible
  - Continuing their role as counselors, supporting campers, and acting as leaders
  - Taking initiative within the crisis plan
  - Leave communication about crisis to the camp administration (i.e. avoid texting, emailing, or using social media to provide your own account or comment of the situation)
  - Staff may not get time off when scheduled



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## Planning: Food Service

- How is it effected, and what steps need to be taken so that food service is uninterrupted?
- How many people do you need to serve?
- Consider issues with refrigeration and storage.
- Consider issues of food preparation -- Are you able to serve meals that don't need to be cooked?
- Consider issues of sanitation and hygiene.
- Consider back-up power sources (generators, solar) that could provide heating and water sanitation methods for food preparation.
- Do you need resupply (food deliveries) or outside help to continue to provide meals?
- Can you use an off-site location for food preparation?

# Crisis Response Planning

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## Planning: Transportation

- What, if any, transportation is needed?
- Consider transportation of people as well of personal belongings, critical organization assets, documents and records, and livestock.
- Are vehicles well-maintained and full of gas?
- How many drivers do you need?
- Do vehicles need to be rented or hired?
- Consider transportation of people with disabilities and those with special needs.
- In an evacuation, do staff vehicles need to be moved to another location?

# Crisis Response Planning

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## Planning: Communication Systems, Procedures, and Hardware

- Depending on the crisis, you will need various forms of communication.
- Have back-up systems and hardware.
- Regularly test and practice your systems and hardware.
- Consider back-up power sources (solar, generators) that can power your communications and office, even if it cannot provide power for the entire site.
- Potential communication devices include: land-line phone, cellular phone, two-way radio, texting, internet.
- Consider communication issues and potential complications within your site and facilities as well as communication issues off-site.
  - Power outage
  - Cell-phone and radio battery failures
  - Loss of internet service
  - Loss of cellular service
- Make a plan for communicating with campers and staff (time off?) who may be off property when a crisis occurs on Property.
- Does your communication system work if you have to evacuate?

# Crisis Response Planning

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## Planning: Record Keeping and Documentation

Having effective systems in place for managing records and information is probably something you already do to run your camp business.

This issue will be covered in more detail in the implementation phase, but some things to consider in planning your information storage and accessibility:

- Portability
- Streamlined systems
- Remote access
- Electronic back-up of hard copies
- Fire safety
- Power surge



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## Planning: Medical and Health Care

Your goal is to provide ongoing and uninterrupted medical care to campers and staff during a crisis.

- Medication management – how are meds stored, documented
- Efficient and organized records and information systems (health forms and individual health plans) and documentation (medication administration and care).
- What must go with you in an evacuation (records and permissions, equipment, medications)? Is it organized and stored in a way that it can be gathered quickly?
- List of medical resources, including who on staff has first aid training, location of first aid kits and emergency supplies
- Consider any special needs i.e. mobility issues (crutches), psychological/emotional issues (panic, anxiety), and camper specific equipment (nebulizer).
- Consider back-up power sources (generators, solar) that could provide refrigeration and other energy needed for on-going basic care.
- Consider having portable cooling resources available in the case of an evacuation.



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## Planning: Review and Evaluation

Practice and review of your plan should be on-going.

- Your list of resources (phone numbers, contacts, maps, etc) should be updated and confirmed on a regular basis.
- Changes to your plan should be made as your facilities, programming, personnel, and resources change over time.
- Have your attorney and insurance representative review your emergency and crisis plans.

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## Implementation

Implementation is based on good plans in place and intentional forethought. Elements to be covered will be:

- Crisis Assessment/Evaluation – What are we dealing with? (use a checklist)
- Initiate crisis command system (command center and crisis response team)
- The Importance of the Family Liaison
- Communication
- Media management
- Record-Keeping and documentation
- On-going medical and health care
- Evacuation

# Crisis Response Planning

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## Implementation: Crisis Event Assessment and Evaluation

What are you dealing with?

- Complete a quick assessment and identification of the issues which can guide you in initiating the appropriate plan, actions, and resources.
  - Does immediate evacuation need to be initiated?
  - Do you need to notify local emergency response?
  - Are campers and staff safe within our property?
    - Is shelter-in-place needed?
    - Do campers and staff need to relocate within the property?
  - Is this a crisis that requires outside resources or can it be managed from within?
  - Is there a medical emergency involved?
  - What is the timeframe you are working with?
  - Do campers need to be (can they be) released to parents?
- Do you need to organize and send a “hasty team” to site on or off property?



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## Implementation: Crisis/Incident Command Center

Set up your crisis command center and initiate your crisis response team

- Private, secure, centralized room or area
- Access to plans, information, and records
- Phone
- Computer and printer
- White board
- Meeting space and supplies
- Television

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## Implementation: The Importance of the Family Liaison

In her two books, *Lessons Learned* and *Lessons Learned II*, Deb Ajango outlines from personal experience the critical nature of the family liaison.

- The family liaison is a personification of assumed values of summer camps
  - compassion, care, integrity, truthfulness.
- Supporting the family does not mean accepting responsibility or liability. It does mean exhibiting compassion and providing support.
- Family assistance by the liaison and camp might include:
  - Notification of crisis and injury
  - Ongoing communication with and education of family
  - Answering questions about incident and condition of family member
  - Connection to resources
  - May meet them at airport if traveling to scene/site
  - Camp may cover or help cover family expenses (travel, support, funeral, medical)
  - Invite or allow family to participate in accident or crisis Investigation

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## Implementation: Communication

Use the systems you have in place and back-up systems you established in your planning.

- Emergency alert -- Initiate emergency communication if needed
  - Campers and staff, neighbors, local EMS, law enforcement and other authorities
- Notifications
  - Crisis Response Team
  - Campers and staff
  - Parents, families, next-of-kin
  - Local authorities
  - Legal counsel
  - Insurance representative
  - Media
  - Organization administration and board members
- Ongoing communication
  - Communicate regularly, thoroughly, and accurately with parents, campers, staff, and the community.
- Keep records of all incoming and outgoing communication
- Have trained people answering phones. Avoid automated answer in a crisis event. Consider using scripts.



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## Implementation: Media Management

Media management may not be an issue in all crises. If there is media attention, even at the smallest level, be prepared, pro-active, and stay in control of your message as much as possible.

- It is important to identify one person as media liaison to respond to, talk to, and manage media.
- Use prepared statements when possible; never ad-lib.
- Keep records of all outgoing messages.
- Outgoing messages should be consistent.
- Depending on the type of crisis, designate specific areas for media and TV crews on your property.
- Control access to your property; maintain privacy and security.
- Has your staff been trained about their role (or lack of it) in crisis communication?



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## Implementation: Record Keeping and Documentation

- Designate one person to record events and organizational and administrative actions during a crisis.
- Keep track of all in-coming and out-going communication.
- Manage recovery, storage, and transportation of important camp records in the event of an evacuation
- Accurate and thorough documentation is important for:
  - Leadership decisions and assessment during the crisis – know what has and hasn't been done
  - Insurance claims and financial expenditures
  - Review and evaluation of crisis response, post-crisis

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## Implementation: On-going Medical and Health Care

As with everything in crisis planning, maintaining continuity and organization of camper and staff medical records before a crisis will enable efficiency and ease of an evacuation.

- Train your on-site nurse or medical personnel in what to do and what is needed in a crisis and or evacuation.
- Consider any special needs i.e. mobility issues (crutches), psychological/emotional issues (panic, anxiety), and camper specific equipment (nebulizer).

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## Implementation: Evacuation

Your overall crisis response plan should include an evacuation plan.

- Develop a series of questions and criteria that would guide a decision to evacuate (as well as shelter-in-place or camp closing)
- Consider and make plans for the evacuation of:
  - People
  - Property and assets (including personal property, personal vehicles, livestock)
  - Records
- During the planning stage, you should develop relationships with community businesses and organizations who might serve as resources for you during an evacuation.
- Planned evacuation processes will include:
  - Transportation resources (vehicles needed, shuttle schedule, drivers, maintenance and fueling, personal property and livestock transportation)
  - Food services
  - Evacuation locations
  - On-going medical support and care – portability of medications and medical supplies; specific individual needs
  - On-going counseling and mental health care

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## Implementation: Evacuation (con't)

In addition to following the overall crisis plans and procedures, other evacuation considerations should include:

- Financing and cash flow – do you have a plan in place for financing the costs of a full-camp evacuation?
- Property and facility security – what plan and resources do you have in place for maintain security of your facility and left-behind property and belongings when you leave?
- Communication system – do you have an effective and operable communication system once you leave your property and when your personnel is potentially scattered in different locations?
- Do you have a plan for transporting and caring for disabled campers and staff and/or those with special needs?
- Do you have identified and mapped alternate evacuation and travel routes? Identified and mapped alternate property access points?



# Crisis Response Planning

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## Follow-Up, Recovery, Long Term Response

- Camp community: staff, campers, parents (and local community)
  - Debrief
  - Ongoing support and information updates
- Injured parties and those directly effected, campers and staff involved in crisis event, emergency, or accident
  - Debrief (Critical Incident Stress Debrief)
  - Counseling and emotional support
  - Financial support
  - Check-ins
  - Provide updates on investigation or evaluation
- Insurance
- Legal
- Crisis response review, investigation, evaluation
  - Outside resources

# Crisis Response Planning

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## Follow-Up: Crisis Response Plan Evaluation

Some questions to include in your post-crisis evaluation might include:

- Did you have an effective plan for the crisis? Were you prepared to respond?
- What overall improvements are needed to your response plan? In what areas were you lacking?
- Was your staff trained and ready? What improvements could you make to staff training in the areas of emergency and crisis response?
- Which program and facility interventions proved most successful and why?
- Which threat assessment strategies were the most successful and why?
- Do other professionals need to be tapped to help with future crises?
- What additional equipment is needed to support response efforts?
- What other planning actions will facilitate future response efforts?

Adapted from:

<http://www2.ed.gov/admins/lead/safety/emergencyplan/index.html>, p. 47



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## More Resources

- The US Department of Education:  
<http://www2.ed.gov/admins/lead/safety/emergencyplan/index.html>
- National Education Association (NEA) Health Information Network  
<http://crisisguide.neahin.org/crisisguide/>
- Centers for Disease Control (CDC)  
<http://www.cdc.gov/healthyyouth/crisis/index.htm>
- American Camp Association (ACA)  
<http://www.acacamps.org/campline/w-2002/resources-for-crisis-planning>



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