ODS-
Skills courses, Tours, trips
Free to over $3k
Half hour in-store clinic to week long trip
Over 12 activities: Fly fishing, road biking, kayaking, xc skiing
Flagship program in Freeport, ME;
but have a program everywhere we have a store- over 38 locations- Program Coordinator and Instructor team in each location

Will work with about 40K people in our paid programs; over 100K including unpaid
Agenda

- Review Goals
- Scenario
- Group Discussion
- Action Steps
Goals

• Practice thinking through different stages of crisis management in the field
• Assess your existing resources and documentation and identify refinements that would be helpful
• Identify stakeholders and discuss strategies for managing these groups in a crisis
• Practice specific actions that may need to be taken in incident response

Going to break down into 4 stages...
Originally developed with Frances for our field leaders...going to channel my inner Frances
Active session- you will get out of it what you put into it
Will be available online don’t need to
Exercise Overview

- Groups of 4
- Multiple stages
- Short response time
- Issues to address
- Intentionally vague
- Focused on field response
- Scribe/reporter

While this scenario takes place in the front country on a short program, all of the issues that I have brought into it will be relevant to longer wilderness programs too.

Intentionally vague in some places because we don’t want you to fixate on details we would rather have you thinking about this scenario in your context and thinking about how this would apply to your programming.

Goal is more about thinking about the issues than having fact specific response.

Will not cover every issue that arises but this will help you think about the issues that might arise for your program.

After each phase, will debrief with whole group so you need someone to report from your small group.
Background

• The program
  • Padding on local lake
  • In state park
  • 3 hour sunset tour, 7-10 PM
  • July

• Your role
  • Local manager of operations
  • You are 15 minutes from the site

• Your supervisor’s location and additional help
  • Several hours away

G
Your boss is far enough away that they won’t be able to help you on the ground
Scenario will focus on the Field response but we will reference roles/activity/support that would be provided by others offsite (this will vary depending on size of your organization)
Stage One: The Dreaded Call

- 9:30 p.m.
- Participant has disappeared
- 2 instructors and 11 participants
- Hasty search did not find the boat or the person
- Called 911
- EMS/SAR has a 10 minute response time

G
Paddling back in dark/dusk, With glow sticks. Instructor did head count and realized one person missing.
Questions

• What questions do you ask your instructor?

• What do you tell your instructor to do?

• What do you do?

5 minutes to answer

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G

Key parts of the response:
• What did you find out?

• Call your boss/get support
  • Have clear notification structure (like green, yellow, red incidents)

• Use your ERP
  • Have clearly defined roles

• Priority is on finding Sam and taking care of other people. Set up time to talk again. Tell them you are on your way.
As a large group find out what questions people asked, and what they said to staff
We will give this info to them after we review step one as a big group

Information you Receive from Initial Call

• Participant is Sam Jones
• Age 17
• Sam’s mother was a participant
• Sam has no known physical conditions (asthma, epilepsy, etc.)
• Weather: Sky is clear, winds are calm, air temp is 80 degrees, it is dark
• Mother is very upset. Others are okay
• Group is at launch site
Have a list of questions in advance so don’t have to think of them on the spot.
Discuss ‘activating ERP’ – who does this, when, is it clear? What happens in field and what gets supported from the office (this will vary by program)
This is a sample. Bean’s doc but evolved from OB and other orgs. You would need to cater to your program, your operations.
Train staff to use the ERP.
Have clearly identified roles for who does what. If you are in a small org, you will likely have to have people with multiple roles. What other resources do you have? Do you have a friend who has a similar program or a lot of experience who could help you manage a crisis? This would all need to be coordinated in advance so person knows your ERPs and is willing to assist.
Communications Log

Document your communications. Doesn’t have to be formal. Just a record. The information is what is key.
Key Considerations

- Safety Policies and Protocols/ Training
- Have clear notification protocols – Green, Yellow, Red
- Follow Emergency Response Plan (ERP)
- Clear roles defined ahead of time
- Train staff to use tools in your manual and to have all relevant info before they call their supervisor
- Know what questions you will ask and what info you will convey to your instructors
- Get support from your organization
Stage Two: Managing the Scene

- Arrive at scene
- Sheriff conducting search
- Found the boat and not Sam
- Group is still at the site

4 pm
### Questions

- **What do you need to do?**
- **What do you say to the mother?**
- **Some participants want to leave. Do you have anything you need to tell them or do before they leave?**
- **The Sheriff is interviewing instructors and has asked them to write up statements. Do you allow that?**

5 minutes to answer

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**F**

Key responses:

- Support for mother?
- Get witness statements. Take paper and pen with you to site.
- Collect evidence and get list of what sheriff took.
- Document the scene. Take photos or video if possible.
- Coordinate with sheriff—get copies of statements or at least list of who made. Can ask if anyone suspected of criminal activity to assess if needs an attorney before questioning. Unlikely.
Notice phrasing—what you saw and heard—want observations, not opinions? Want to avoid speculation.

Another technique is to interview witnesses. Write up statements, get to review and sign. Better system. Even better if one person interviews and other takes notes. Let them make changes to statement if they want to.
Describe any conditions can see or might change—smell, wet, hot/cold, etc. Keep in secure location with limited access so can say it is the same or substantially same condition. Don’t keep wet, etc. but protect from others or elements.
4:20
Show screen shots of witness statements and evidence collection
Law enforcement might take evidence but even if not, you should collect and segregate.
Practice sending participants home, practice talking to a parent about their child
Make this real for your staff- talk about real situations and show faces...Leah, Casey’s presentations
Stage Three: The Media

- A bystander tweeted about the event
- Local media outlet has shown up with a news crew and camera
- Interviewing other participants
- Want to interview you and the instructors
- How do you respond?
- What resources are available to you?

5 minutes to answer

G 4;25-4:30
Give 5 minutes to answer questions
We have this as a laminated card on our 1st aid kits
Buy Time Statement

- [LOCATION OF PROGRAM] [DATE] 1
- At approximately [time] on [date], [organization] personnel were notified that [very brief, top-level description of the NATURE of the incident] in/at [general description of the LOCATION of the incident].

- Pick one of the following: There are no known injuries or [Number of] injuries were reported. The exact nature of the injuries is not known at this time.

- Staff members from [name of the program] are en route to the scene, along with members of the [name of any law enforcement, SAR or other agency].

- The [Organization] is currently contacting family members of those involved. Additional information will be provided when it becomes available.

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Summary
may be sent via email, fax, or spoken aloud over the phone. When logistics and resources permit, voice is preferable in most cases unless you know that a situation is sufficiently dramatic and significant that it has high odds of becoming a major story. In this case, pre-emptive distribution to the emergency media list is generally recommended.

shelf life of a “Buy Time” statement is approximately one hour. If insufficient information is available after one hour to issue a more detailed release, it is permissible to update the “Buy Time” statement with new information, if available. You may delete sentences and paragraphs that are not relevant to the situation.

Most senior person on site can read the statement; this is a good thing to practice ahead of time

reference Skip King as a great resource for handling media in an emergency
Key Considerations

- Anticipate the use of electronic devices by participants or witnesses
- You can’t control what other people say or keep the media from talking to your participants
- Get professional help with media relations before incident
- Have a statement prepared; have roles identified and practice

4:40
Participants or other people might have devices using to communicate about the event. If you try to stop media from talking to participants or other people, will look like you are trying to cover things up. Can ask to be respectful of family.
Stage Four: Location of Sam

- The sheriff notifies you and mom that Sam’s body has been found.
- What immediate actions do you take?
- What long range actions do you plan for?

Give 5 minutes to discuss.
Will Marling’s presentation
# Stakeholder Communication

<table>
<thead>
<tr>
<th>Time</th>
<th>Affected Partner Categories</th>
<th>Responsible L&amp;D Staff</th>
<th>Contact Date/Time</th>
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<tbody>
<tr>
<td>Tier 1</td>
<td>Family</td>
<td>Executive Director</td>
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<td>L&amp;D Director</td>
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<td>Program Coordinator</td>
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<td>Tier 2</td>
<td>Family</td>
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</tbody>
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**11/8/17**
Headquarters Response

Response Team Leaders

Incident Commander - Gretchen Osterr

Communications - Carolyn Beoms

Operations/Tactical - Field Operations Manager

Legal & Risk Mgt - Mike Mahoney

Marnie Flynn, PA Team, Michelle Martin CS

Deb Roy - HSW, Tim Parker

ODS Program Coordinator

Peter Lowy, Frances Mock, Tim Parker, Erik Worcester

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Key Considerations

- Counseling support for staff and family/participants
- Investigations: internal and external
  -- Collect documentation
- Risk management: notifying insurance co.
- Conferring with legal counsel
- Communicating with stakeholders

4:50
Educate staff that what say about incident is likely to be discoverable if a claim arises. Assume what say and write will be discovered by someone suing you.

More time for questions and additional considerations
Action Steps

- Use realistic scenarios to train field leaders for responding to emergencies.
- Review your Emergency Response Plan (ERP) to identify gaps:
  - Clear roles
  - Gathering Info
  - 2 ERPs: Field and Headquarters
  - Collecting Evidence and Witness Statements
  - Stakeholders
- Confer with a professional on your media response before an incident arises.
- Have an attorney who can help you manage a crisis.
- Do similar scenarios with “headquarters” and instructors so they are prepared to respond in a crisis

Variation on this scenario for corporate partners/leadership: Public affairs; Communications; Risk Mgt. Senior leaders – because we are a business within a business, it is important to
Contact Info

• This presentation will be available on WRMC website
• Gretchen Ostherr, 207-552-4026
gostherr@llbean.com
Stage 2B: Practicing Skills

Taking Witness Statements:

- Pairs
  - Participant
  - Interviewer

5 minutes

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Stage 2B: Practicing Skills

Sending Participants Home:
- 1 person be instructor
- Practice sending participants home
- What do you say? What do you not say?
- Give feedback

5 minutes
Stage 2B: Practicing Skills

Ending an Event Early: What to Say:

- In the event of a Red incident (and some yellow incidents) you may need to end the event early and send other participants home before the incident is resolved. The Home Office will provide further direction, but if you need to send other participants home before getting this direction, you will want to say some variation on these things:
  - We are sorry that this incident happened and we think it best that you head home so that we can devote our full attention to the injured party/participant/family.
  - Out of respect for the patient/family/victim we ask that you not share personal information about or pictures of this incident or the patient on social media.
  - A L.L.Bean customer service representative will be in touch soon to discuss getting you on another ____ (name of event, e.g. Kayak Discovery Course).
  - At L.L.Bean we take safety very seriously and we may also get in touch to ask you more questions about this incident as we seek to learn from it and prevent future incidents like it.
  - If you think of anything else you think we should know about the incident, please call us at 1-888-270-2326.
  - Please travel safely and if you feel unsteady to drive home, please let us know so we can help you get home safely.

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