**Mountain Alliance’s Crisis Communication Plan for Accident/Serious Injuries**

Crisis Communication Plan Team

Department of Communication

Appalachian State University

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**Introduction: Mountain Alliance’s Crisis Communication Plan**

Why is This Plan Important?

With the endless possibilities of injuries or sickness involved in an active youth care setting, it is always advisable to be prepared for any possible emergency that could damage our establishment. Mountain Alliance has a strong reputation of providing students with a safe and supportive environment in which they can develop an increased sense of self and their place in the community through adventure and service outings. It is crucial that we maintain this image and that our reputation is not damaged.

What Could Happen If the Plan Is Not Followed?

If this crisis communication plan is not followed in the event of an unexpected injury, the strong community support and good name of this company could be damaged, resulting in loss of business and support from local organizations. Because awareness of proper safety protocols and injury prevention are crucial to the students and parents or guardians, they must feel that they can trust that certain events will not become a reoccurrence and their children are safe under the watch and care of Mountain Alliance.

Has a Crisis Happened at Mountain Alliance Before?

Fortunately, there have not been any reports of serious or major injury or sickness within our organization. However, we are always prepared for scenarios involving injury because it is a common problem in the youth activities our students are involved in.

Has a Crisis Happened to Similar Companies?

Similar organizations such as the YMCA have experienced incidents in the past such as a member experiencing a brain injury and another incident involving a death in the pool area. These specific incidents have served as an example and warning to other organizations serving members and guest and provided a reference for what not to do while supervising youth in a care program.

**Acknowledgements**

By signing this statement, I verify that I have read this crisis communication plan and am prepared to put it into effect.

President and Executive Director

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

(Signature and date)

Vice President

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

(Signature and date)

Office Manager

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

(Signature and date)

By signing below, I acknowledge that I contributed to the making of this crisis communication plan.

Jordan Mims

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

(Signature and date)

Hannah Voso

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

(Signature and date)

Mackenzie Maffett

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

(Signature and date)

Brooke Spivey

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

(Signature and date)

Jake Vilis

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

(Signature and date)

**Rehearsal Dates**

It is imperative in operating a successful plan that exercising the steps are being practiced through exercises ensuring proper preparation. The following dates are in place to ensure that a rehearsal of the plan and all of its components are being discussed and reviewed and revised if needed. The following are dates set in place to ensure that this practice takes place and what component or exercise was covered.

January 1, 2016

Rehearsal Date

Component/Exercise

February 1, 2016

Rehearsal Date

Component/Exercise

March 1, 2016

Rehearsal Date

Component/Exercise

April 1, 2016

Rehearsal Date

Component/Exercise

May 1, 2016

Rehearsal Date

Component/Exercise

June 1, 2016

Rehearsal Date

Component/Exercise

July 1, 2016

Rehearsal Date

Component/Exercise

August 1, 2016

Rehearsal Date

Component/Exercise

September 1, 2016

Rehearsal Date

Component/Exercise

October 1, 2016

Rehearsal Date

Component/Exercise

November 1, 2016

Rehearsal Date

Component/Exercise

December 1, 2016

Rehearsal Date

Component/Exercise

**Purposes and Objectives**

In the event of an unexpected injury, we must take immediate action to inform our publics of the situation and the measures they need to take. Providing an honest description of how the event transpired and was handled should be stressed in media communication. In speaking with the media, Mountain Alliance will provide factual information and messages most beneficial to the organization and sector it represents. Our open and honest transfer of information to the media and health care facilities will eliminate confusion among our publics. By being honest and truthful and forthright, the crisis situation can be more easily resolved and action can be taken to eliminate any future problems. The objectives of this crisis communications plan are as follows:

We will make every effort to:

1. To be seen as a company that cares about people in our media appearances, showing compassion and understanding.

2. To confirm all information so that it accurately reflects Mountain Alliance’s actions.

3. Initiate the crisis communication plan within 2 hours of the crisis outbreak in the event of injury.

4. Inform the parents as quickly as possible and the media and public within 3 hours of the incident.

5. Keep the media and all publics regularly informed of updated information through regular news briefs and updates to the company’s website.

6. Maintain honesty with the media about all known information.

7. Discover the reason for the occurrence as soon as possible.

8. Distribute our findings to the media and all publics.

9. Gain knowledge for future prevention strategies.

10. Implement necessary changes as soon as possible to resume business as normal.

**List of Key Publics**

1. Enabling Publics:

**Inventors & Financial Supporters Mountain Alliance Figureheads**

Watauga County Schools Zach Green

Mast General Store Tina Houston

High Gravity Adventures Jim Brown

High Country United Way Mark Gould

Town of Boone, NC

Watauga Country, NC

**Board Members**

Andrew Hawley

Rich Christiana

Beth Jacquot

Grace Fortune

RoseMary Webb

Chanel Frisco

Dan Burke

Emma Gummerson

Jupiter Frerer

1. Functional Publics:

Mountain Alliance Blog: <http://mtnalliance.blogspot.com/>

Volunteers (Functional and Adventure)- in fluctuation

1. Normative Publics:

Hunger and Health Coalition

Farm Cafe

Parent- to-Parent

Western Youth Network

1. Diffused Publics:

Watauga Democrat

The High Country Press

WASU (90.5) FM

Appalachian Statue University News

WSOC TV

The Watauga Blog

GoBlueRidge.net

**Notifying Publics**

In the event of crisis the chain of contacts are as follows:

1. Director: Zach Green Main contact to the media
2. Board of Directors Chair: Tina Houston 2nd contact to media and News Release Writer
3. Vice Chair: Jim Brown Fill in for Tina Houston if needed and contact the Board Members
4. School Representative Contact: Emma Gummerson & Jupiter Frerer Contact the schools in which the injured student attends

Board Members to be contacted by Vice Chair: uninvolved unless completely necessary

1. Mark Gould: Treasurer
2. Stephanie Balance: Secretary
3. Andrew Hawley: Board Member
4. Rich Christiana: Board Member
5. Beth Jacquot: Board Member
6. Grace Fortune: Board Member
7. RoseMary Webb: Board Member
8. Chanel Frisco: Board Member
9. Dan Burke: Board Member

**Crisis Team**

The official crisis team is as follows:

1. Director: Zach Green

* Main Communicator, Executive Decision Maker

1. Board of Directors Chair: Tina Houston

* Fill in for Zach if absent, contacts public and parents

1. Vice Chair: Jim Brown

* Fill in for Tina, contacts school and participants

1. Treasurer: Mark Gould

* Financial and insurance matters, over information from incident

**Emergency Personal and Local Officials**

Boone Police Department Watauga Medical Center

1500 Blowing Rock Road 721 W. King Street

Boone, N.C. 28607 Boone, N.C. 28607

(828) 262-4500 (828) 262-4100

Boone Fire Department Watauga High School

721 W. King Street 300 Go Pioneers Drive

Boone, N.C. 28607 Boone, N.C. 28607

(828) 268-6180 (828) 264-2407

Marshall Gasperson: Watauga County High School Principal

[(828) 264-2407](javascript:void(0))

**List of Key Media**

* WASU (90.5) FM – College Radio Station
* Appalachian State University News – Online News Source
* The High Country Press – Online News Source
* The Watauga Democrat – Online News Source
* WATA AM 1450 – Radio Station
* WSOC TV – News Station

**Spokesperson for Neighboring Organizations**

1. Watauga County High School Principal: Marshall Gasperson

Phone Number: [(828) 264-2407](javascript:void(0))

Mountain Alliance works very closely with Watauga High School. The Watauga County School system is one of Mountain Alliance’s main sponsors, therefore they are a large stakeholder in the organization through monetary means and through involvement. In lieu of a crisis that involves a large group of students, for example on one of the many nature retreats that Mountain Alliance takes students on, it is absolute that the head of the school be contacted in case of a crisis that effects students so he can take measures to deal with the crisis if it were expansive enough to spread within the school.

Because many of the volunteer programs that Mountain Alliance puts on involve high school students it is imperative that the principal knows the situation and what is going on in case of contact by the media. Keeping close contact with the principal is important so that he can be kept up to speed with any situation that may arise and any crisis that may occur. In case of a crisis involving a large group of Watauga High School students, notify the principal of all necessary details and inform him on the appropriate information to give to the media of public if he may be contacted.

2. Mast General Store PR Director: Sheri Moretz

Phone Number: [(828) 262-0000](javascript:void(0))

Mast General Store is one of Mountain Alliance’s biggest sponsors. Due to the association of the two organizations it is important that Mast General Store be informed in case of questioning by the media.

Mountain Alliance is heavily supported by Mast General. Not only financially, but the outdoor activities that are put on by Mountain Alliance are sponsored by Mountain Alliance through equipment as well.

The probability is high that Mast General will be contacted in the event of a major crisis involving Mountain Alliance, therefore PR Director Sheri Moretz is best suited to handle all interaction with the media. For effective communication it is imperative that Mountain Alliance keep Mast General, specifically Sheri Moretz, in the loop of relevant information in the face of a crisis and make sure the flow of information to Mast General and from Mast General to the media or public remain truthful.

3. High Gravity Adventures President: Ken Jacquot

Phone Number: [(828) 386-6222](javascript:void(0))

In case of a crisis at “High Gravity Adventures” for the annual “Climbathon” or during another event.

Mountain Alliance partners with High Gravity Adventures throughout the year due to their shared organizational values of inspiring youth and developing leadership skills through hands on activities that involve physical activity and nature.

Because High Gravity Adventures works very closely with Mountain Alliance during and outside of the non-profits biggest event, Climbathon, there is a high probability that High Ground Adventures will have to speak about a crisis were it to occur with involvement from the organization. This importance is amplified given the risk factor associated with High Gravity Adventure’s climbing and ropes courses. High Gravity Adventures has a good risk management system and requires all participants to sign a waiver before partaking in an event at the facility. In the event a crisis occurs involving High Gravity Adventures it is imperative that the Ken Jacquot be informed on what happened, and the same flow of information passes from Ken Jacquot to the Director of Mountain Alliance.

**Crisis Communication Control Center**

In the case of an emergency and normal meeting space for Mountain Alliance is not suitable there are various locations that can be used as confidential meeting space.

1. Watauga High School- This serves as our primary location if in the event of a crisis we need an accessible area to either conference or meet in for any resolution or discussion of a matter as well as a place to retreat in case of a threat to our normal meeting area.

Address: 300 Go Pioneers Drive, Boone, NC 28607

Phone Number: 828-264-2407

Marshall Gasperson (Principal) Emergency Contact: 828-264-2407

Kelly Walkser (Vice Principal) Emergency Contact: 828-264-2407

Kim Davis (Secretary) Emergency Contact: 828-264-2407

Locations inside school: Cafeteria, Teachers Lounge, Open classrooms (if after hours)

* Principal Marshall Gasperson has given full access to the cafeteria and the teachers lounge in case of an emergency. If there were to be a problem gaining

access or questions would arise from staff or other employees then the Executive Director of Mountain Alliance, Zach Green, will be identified as the figurehead of the company to the employees of Watauga High School.

* In case of an emergency in after-school hours then Zach Green will notify Principal Gasperson and he will meet Zach Green at the school with the key and allow him to gain access.
* If Zach Green is not present, then the next in line, Tina Houston, will be the recipient of the key and gain access to Watauga High School per Principal Gasperson
* If Principal Gasperson is not available then the Vice Principal will be called to let Mountain Alliance Staff inside the building
* If the Vice Principal is not available, then the Secretary will be called.
* Wi-Fi access will be provided if needed

2. Hunger and Health Coalition: This location serves as Mountain Alliance’s secondary location if in the event of a crisis we need an accessible area to either conference or meet in for any resolution or discussion of a matter as well as a place to retreat in case of a threat to our normal meeting area.

Address: 141 Health Center Dr # C, Boone, NC 28607

Phone Number: 828-262-1628

Elizabeth Young (Executive Director): 828-262-1628

Joe Bradford (Head Chair): 828-262-1628

Curt Salthouse (Secretary): 828-262-1628

Location: Staff Room

* In the event of a crisis, Hunger and Health Coalition will host Mountain Alliance and provide a meeting space in the staff room in the back of the building.
* Executive Director Elizabeth Young, if called upon, will provide Zach Green or whoever is next in line with the key and access to the staff room if normal hours of operation are not in session
* If Elizabeth Young is not available, then Head Chair Joe Bradford will give the pertinent Mountain Alliance Staff access to the Hunger and Health Coalition Meeting Space
* If Joe Bradford is not available then Curt Salthouse, Secretary, will be called to let the Mountain Alliance staff in.
* Wi-Fi access will be provided if needed

**Equipment and Supplies**

* Walkie-talkies: Walkie-talkies are necessary forms of quick and direct communication. Many times there is not good cell reception in the outdoor areas that Mountain Alliance takes the youth on leadership retreats on, therefore it is necessary to have a battery powered form of communication in case of an emergency.
* Cell Phones: In this day and age traveling without a cell-phone is uncommon. Even if there is a policy for outdoor trips to not bring any cellular communication, it is important that at least one leader of the trip has a phone to use in emergencies.
* Copy of Crisis Communication Plan: In case of an emergency during an outdoor trip or in a location that is away from the main headquarters where a crisis communication plan is displayed, there should be at least one copy of the updated crisis communication plan for reference so it can be referred to in the the time of a crisis.
* First Aid Kit: This is must have for Mountain Alliance. Because much of their activity and programming revolves around outdoor activity, even minor injury is a large prodromal factor so an extensive first aid kit much be carried on all outdoor excursions.
* List of Emergency Contacts: When the youth of Watauga County are taken into the wilderness it is necessary that the leader of the trip has a copy of each child’s emergency contact in case of an emergency and a parent or guardian needs to be contacted.
* Maps of the Area: During the wilderness retreats it is necessary to have a map of park of forest area that Mountain Alliance is at in order to avoid getting lost, and to provide ways to get back to the the entrance or to ranger stations in case of an emergency.
* Emergency Food and Water: It is important to have food such as granola bars and other snacks that will easily fit into backpacks and luggage that is brought on outdoor trips in case a crisis occurs and a group is stranded or lost. It is also important to have water bottles and canteens and water purifying equipment in case stream water is the only available options.
* Generator Power Packs: In the event of being lost or stranded in the wilderness it is imperative to have generator to create heat and electricity.
* Backpacks: Outdoor-style backpacks must be taken on wilderness trips that have enough room to transport all necessary supplies but are not too heavy and burdensome.
* Clipboards with Pen and Paper: In the event of a crisis it important to have a way to keep track of the details of the crisis and write down details that will be important to remember when reporting to the press of other publics or members of Mountain Alliance

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Mountain Alliance

PO Box 2854

Boone, N.C. 28608

NEWS RELEASE

FOR IMMEDIATE RELEASE CONTACT: Tina Houston

Board of Director’s Chair

Phone Number/Email

THE HEADLINE GOES HERE, ALL UPPER CASE, NO MORE THAN TWO LINES – MAKE SURE TO SUMMARIZE THE RELEASE AND INCLUDE A VERB

BOONE, N.C. – A Mountain Alliance participant (or participants) is/are being treated for (specific) injury obtained while on (name and/or date or trip.) His/Her/Their condition is ­\_\_\_\_\_. (If multiple list number of injured students here.)

“We are very concerned about (victim’s name) and are taking precautionary measures to make sure events like these stay at a minimum,” stated Zach Green, Director of Mountain Alliance. “Mountain Alliance plans to continue to go on outdoor trip and keeping our students save and involved.” (Positive quote)

According to (leader of the trip,) the injury was caused because of (reason of injury.) \_\_\_\_\_ are the steps we are taking as a whole to prevent the reoccurrence of this event. We will continue to keep the organization and followers up to date on the condition of the student.

Mountain Alliance is a non-profit organization committed to providing Watauga County high school aged youth with opportunities to explore and develop their leadership potential through experimental learning. We work closely with Watauga High School to connect students with a support structure and caring community during most formative years to provide positive opportunities outside of school.

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**Key Messages**

* Our first priority will always be the well-being of our students and staff and our deepest concerns are with the families affected by this.
* We are extremely sorry to everyone and anyone affected by this and we take full responsibility for what has occurred.
* We are still not sure if the cause of the accident was faulty equipment or human error, but we will inform you as soon as we know.
* To prevent incidents like these from reoccurring, the training our staff members receive will be reviewed and improved immediately.
* Mountain Alliance would like to sincerely apologize again to the families, students and community affected by this misfortunate event as we work towards moving forward together.

**Website**

* Mountain Alliance finds value in creating and shaping the minds of our youth. We believe that we can create future leaders out of our current students while at the same time improve the world around us. It is catastrophes like this one that we as a company, and as members of the community, hope to never encounter face to face. A group of our students were injured during their rock climbing excursion after falling from the midsection of a climbing course designed for their skill level. The injuries surmounted range from minor to major, leaving at least three of our students hospitalized for the time being. As further investigations take place into uncovering the true reason for the students falling, we will do our best to update our community and those watching with reliable and valid information once it is made available to us. We are deeply apologetic in these troubling times as this does not reflect the mission we hope to accomplish at Mountain Alliance.
* As investigations intensify, the cause of the accident is still yet to be discovered. How ever the crew working on the site has narrowed the reasons to either faulty equipment, or human error. In order to better prevent issues like these from happening again our entire staff will go through new and improved safety and equipment training, as well as being re-certified in first aid and CPR. Also, a plan on what emergency procedures should be taken in case of simple injury will be made public on our website so that people can familiarize themselves with what steps to take if they find themselves in a similar situation. Mountain Alliance would again like to take full responsibility for the events that took place on that day, and would also like to offer the sincerest of apologies to every student, parent and staff member that has been negatively affected by what transpired. If anyone has questions or concerns about this issue or others like it, you may address them in the ‘contact us’ section of the website and we will do our best to reply in a timely manner.

**Blogs/Social Media**

* The Appalachian Online Blog <http://theappalachianonline.com/blogs/>
  + The Appalachian Online includes a Newsroom section as well as a Health section that could both potentially cover our crisis when it occurs.
* GoBlueRidge.Net <http://www.goblueridge.net/>
  + GoBlueRidge.Net is an online radio news station that provides information about the community in their news and community sections of the page. These stories can be about big time issues or small businesses which could ultimately be a good place to monitor in times of a crisis.
* The Watauga Blog <http://thewataugablog.blogspot.com/>
  + Although the majority of the Blog seems to focus on bigger issues such as politics and the economy, they occasionally cover small time local stories and could possibly offer a different perspective in the coverage of our crisis (whether that be good or bad.)
* Mountain Alliance Blog (on Blogspot.com) <http://mtnalliance.blogspot.com/>
  + Unlike the current blog on the Mountain Alliance website, this blog is ran by high school students which means that the monitoring of what they put on the blog during a crisis could potentially help to prevent another crisis from happening.
* The Winston Salem Journal <http://www.journalnow.com/>
  + Despite the name implying this only covers Winston Salem, they actually frequent stories about schools in North Carolina quite often, High point and ECU most recently for example, which means that if our crisis gained media attention this website could be a large possibility on finding information about it.
* Watauga Student Life (Twitter) - @WataugaStuco
  + This is the Twitter account ran by Watauga High School students letting their peers know of current events and issues occurring at their school. This twitter handle could potentially release information about the crisis to students which makes it valuable to monitor.
* ASU Outdoor Programs (Twitter) - @asuop
  + This twitter handle is run by students of the Appalachian Outdoor Program and offers information on many upcoming events and outings going on in the area, which ultimately means that if the catch news of our crisis they could possibly write about it because it is relevant to their interests.
* FootsLoggers (Twitter) - @Footsloggers
  + Mountain Alliance works hand in hand with Footsloggers as a sponsor so checking their twitter page after new information on the crisis surfaces can help us to keep them and their customers up to date and properly informed as well.
* FootsLoggers (FaceBook) – Footsloggers
  + We would also be checking this page for the same reasons as their twitter, with the exception that we can interact more effectively with customers and receive more feedback on what people want to know quickly on this platform.
* The Watauga Democrat: Mountain Times <http://www.wataugademocrat.com/mountaintimes/>
  + The Mountain Times section of the Watauga Democrat features local news sections and community events sections as well. The stories included in those seem to be the same type that would cover a crisis such as ours. Monitoring what information crosses this site will help our organization to know what is circulating about the incident, and where they got the info.

**Trick Questions**

1. If this event had occurred under the supervision of a more knowledgeable supervisor, would this tragedy have been avoided?
2. You do agree that this tragedy could have been avoided, correct?
3. Isn’t it true Mountain Alliance was aware of their equipment quality deteriorating?
4. Are rock-climbing trips a regular activity that Mountain Alliance oversees?
5. There were not enough employees on this particular trip to supervise all members, right?
6. The rock climbing equipment had not been updated in several years, right?
7. Who is taking full responsibility for this crisis, Mountain Alliance or the supervising employee(s)?
8. What is the average number of children taken on this trip? If there were an adequate amount of staff:children, would this fault in the equipment still have been overlooked?
9. Off the record, what is your personal opinion as to why this occurred?
10. Would you say the staff on these trips usually follow equipment protocol?
11. Would you call this incident a preventable event, or an honest accident?
12. Goodbye. But wait, one more question; how exactly is something like this not noticed by a well-trained employee?

**List of Prodromes**

Mountain Alliance’s affiliation with Watauga High school children posts great liability for the company. Students with emotional or social problems are more likely to be the victim in an outdoor crisis, simply because they are withdrawn. Due to the likelihood of an incident given the mental state of the members, Mountain Alliance has a screening process in place for both employees as well as participants. Physical limitations of participants are extremely relevant as one’s success in Mountain Alliance programs is extremely dependent on an individual’s physical capacity. In 2015 an Asheville native with years of climbing experience and expertise lost her life to rock climbing in the North Carolina mountains when she fell to her death. There have been serious injuries reported across the nation of participants of extreme sports. Rock climbing listed as one of these commonalities when it comes to dangerous activities, along with hiking. Certain areas in the tri-city area are extremely hazardous and potential dangerous to climbers and hikers. Mountain Alliance takes these threats very seriously, and designs trips to avoid such destinations.

**URL’s for Outdoor Injury**

<http://www.mcofs.org.uk/emergency-procedures-card.asp>

* Learn more about climbing emergency procedure
* Directional information addressing what to do in an emergency situation
* Seeking help

<http://www.cdc.gov/injury/index.html>

* Database of unintentional and violence-related injury in the United States
* Learn more about recurring injuries
* Concussion treatment plans

<https://www.nlm.nih.gov/medlineplus/woundsandinjuries.html>

* Outdoor injury care/treatment
* Types of injury and how to address them specifically
* Listed experts on injury assessment
* Diagnosis and tests

<http://www.healthypeople.gov/2020/topics-objectives/topic/injury-and-violence-prevention>

* Importance of injury prevention
* Efforts to prevent injury
* Resources for injury prevention

<http://www.fs.fed.us/recreation/safety/safety.shtml>

* General outdoor safety guidelines
* Checklist of essential materials when participating in outdoor activities
* What to do if you get lost
* Camping tips and trail tips

**Evaluation Form**

In the event of a crisis, it is imperative Mountain Alliance acts according to the most effective procedure in order to contain the crisis and resolve it through the most efficient means. When dealing with the uncertainty of a crisis it can be hard to construct a plan that is free from err. There is always room for improvement and the only way to effectively improve a crisis plan is to

learn by trial and error. Accordingly, it is fundamental to the wellness of Mountain Alliance as a company to thoroughly evaluate the current crisis communication plan. We ask that each employee and personnel involved in the implementation of the crisis plan to take the time to reflect on the crisis communication plan that was used and help us to learn from any mistakes by providing thorough reflection, commentary and criticism where it is necessary.

1. Media Relations:

Were the appropriate media outlets contacted? If not, who should have been contacted and who should have not been contacted?

How did Mountain Alliance interact with the media? Did we address the problem in the correct manner to the public? Did we shine a positive light on our organization and the crisis to the best of our ability?

How could we have addressed the media better? How could we have used the media as a tool to more effectively resolve and contain the crisis?

2. Community Relations:

Did we maintain strong bonds with our organizational alliances and use them to our advantage? Did we utilize other companies and organizations and use them to further the betterment of resolving the crisis?

Did we keep the community informed? Did we give too little or too much information?

Did we keep our publics and stakeholders informed?

Did the way we handled our crisis break ties with the community or develop animosity towards our organization? If so, what could we have done differently to prevent this?

Should we have informed any of our sponsors that we neglected to inform of the crisis?

Who were the sponsors and other members of the community that were imperative to inform of the crisis and should be better integrated into the crisis communication plan?

3. Crisis Management Team:

Were there any glaring errors in our crisis communication plan? Where did we lack effective communication?

Were the appropriate personnel assigned the appropriate responsibilities? If not, how should roles be changed?

Was too much power in communicating the crisis assigned to one person? Should power be redistributed or condensed?

Was the internal crisis chain of command effective? What were its strength and weaknesses?