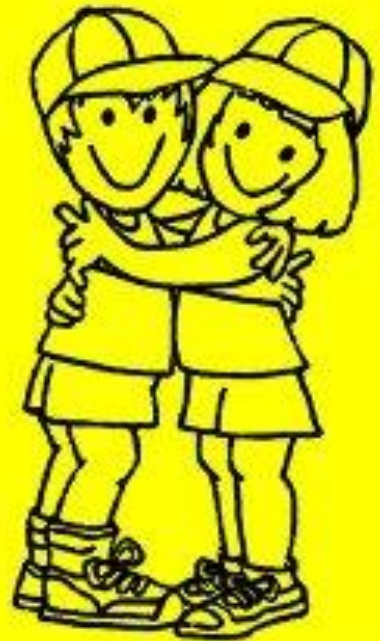


2012

Camp Carefree



Crisis Communication Plan

4/10/2012

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Communication Objectives

In the event of a minor and/or major accident at the camp site, every effort will be made to communicate appropriately, accurately, and efficiently to employees, management, campers, families, communities, volunteers, other target publics, and the news media. The appropriate media contact will be the primary information source available to the news media.

When a crisis occurs, it is necessary for communication personnel to gather facts and data quickly, including the nature of our response to the crisis. The following communication efforts will strive to alleviate the concerns of employees, volunteers, campers and their families. Minimize speculation by the media, and ensure that our position is presented.

It should be noted, though, that many incidents occur that are minor in nature and are therefore not covered by the media. Nonetheless, it is essential that we gather facts about the incidents and have them available to communicate, if necessary, to appropriate audiences.

The purpose of this crisis communication plan is to provide the crisis team of this organization with a model of what to do in case of a minor or major crisis. Included in this plan are skeletal press releases, Q and A documents, standby statements, a list of emergency contact information, and a list of the crisis team members. All of these documents should be used internally only. This plan should be kept at an onsite AND offsite location. The media contact should be held responsible for this plan and keeping it updated for it is a living document.

Audience Analysis

The people affected by any crisis that happens at the camp include the campers, their families, the community, the stakeholders of the camp, and the employees/volunteers of the camp. Crises affect the campers because they are the ones who come to the summer camp as a place of safe fun. If something were to happen, their trust may be lost in the camp and they may not want to come back. Parents send their children to Camp Carefree so that for one week, they can escape their disabilities and just enjoy life as a normal child. Parents trust the camp and the people who volunteer there. If something were to happen, just as children, they may lose trust in the camp. Children, however, are resilient. They may be more forgiving than their parents/guardians. If the parents lost trust in the camp, they may opt to never send their children there again and urge other parents to do the same.

The community and stakeholders would be affected similarly. Both are invested in Camp Carefree. Since the camp is a nonprofit organization, the majority of their resources come from people of the community and those invested within the organization. If a crisis were to occur, people would reconsider their involvement with the camp. The employees/volunteers would definitely be affected because the camp is their means of work/volunteerism. If something were to happen, this could change.

Organization History

Camp Carefree is a free summer camp that provides one full week of exciting activities for children who have been diagnosed with chronic illnesses. The camp also provides camps for siblings of the children with the chronic illnesses as well as children who have sick parents. Located in Stokesdale, North Carolina, this unique camp was founded almost 27 years ago in 1986. Serving the communities of North Carolina and surrounding states, Camp Carefree prides itself on promoting wellness and fun.

Camp Carefree is a nonprofit organization founded by the Executive Director Anne Jones and her late husband Gib Jones. The camp has a nine weeklong camp session. These sessions usually run from the middle of June to the middle of August. The campground has accommodations for 120 campers, counselors, and medical officials. Camp Carefree places a strong emphasis on promoting wellness and fun. Since so many children with chronic illnesses are restricted to hospital beds, Camp Carefree wants to provide them with an atmosphere where they can be completely free with no worries and just be a normal kid for a week; hence the name of the camp. The camp is offered free because of the financial burdens and hardships that are placed on families faced with chronic illness. The camp wants to make life just a little bit easier for the children and their families.

Potential Crises

Natural Disasters	<ul style="list-style-type: none">•Floods•Hurricanes•Tornadoes
Contamination	<ul style="list-style-type: none">•Food Contamination
Property and Wildlife	<ul style="list-style-type: none">•Dangerous Wildlife•Entrance/Exit
Child Abuse	<ul style="list-style-type: none">•Verbal•Emotional•Physical
Serious Injury/Death	<ul style="list-style-type: none">•Drowning•Slips/Falls•Horseback Riding Incidents•Rock Climbing Incidents•Fire Ring Incidents•Campfire Incidents•Petting Zoo Incidents•DEATH

Yellow represents the crises that could potentially be major

Red represents the crises that are definitely major

Guidelines for Company Spokesperson

- 1. Do not speculate.*
- 2. Focus on two or three key messages to communicate and repeat them during interviews.*
- 3. Use a technical expert.*
- 4. Speak in simple, common terms. Avoid jargon.*
- 5. Remain calm.*
- 6. Do not use negative language.*
- 7. Consider human safety first.*
- 8. Do not answer questions you do not understand.*
- 9. Ignore cameras and microphones.*
- 10. Make only "on the record" statements.*
- 11. Avoid saying "no comment."*

Natural Disasters

Natural disasters are a potential crisis for everyone and every organization. Some areas of the world are more prone to natural disasters than others. North Carolina, in the past year, has experienced a hurricane, tornado, and flash flood. This type of crisis cannot be stopped because it is not created by man. However, people as well as organizations can prepare for these things. It would be in the best interest of the camp (leaders, participants, and staff) to have an evacuation plan. Everyone on the campground needs to be made aware of the procedures necessary to ensure safety when natural disasters occur. (Since this type of crisis is not created by humans, there is always a potential of something going wrong). With an evacuation plan in place, the risk of preventable mistakes will decrease.

Key Messages

- *We will provide additional information about the injured and the extent of the damage as it becomes available.*
- *The disaster did some damage to our campground. We have our crisis team in place to ensure the safety of the campers and the volunteers.*
- *Tornadoes can accompany tropical storms and hurricanes as they move onto land.*
- *Flash floods often bring walls of water 10-20 feet high.*
- *Hurricanes hit land with extreme force bringing huge waves and rain.*

Skeletal Press Release

To: JaneDoe@NCDaily.com

Subject: Natural Disaster Affects Camp Carefree

Camp Carefree News Release

For Immediate Release

Insert date here

Natural Disaster Affects Camp Carefree

Stokesdale, C. On _____ a _____ hit the state of North Carolina. The area where Camp Carefree’s campground is located was among those affected. No one was killed but there were some injuries and damages done to the campsite.

The campsite suffered _____ damages. Representatives are currently at the campsite estimating the cost of the possible damages. Further details will be released by Brooke Wilson, media contact, at a news conference scheduled for _____ on _____ at Camp Carefree.

Camp Carefree was founded in 1986. Offering a week-long program for children with chronic illnesses, this camp is completely free. Since its founding, there have been no deaths or other accidents.

###

For more information:
Brooke Wilson
Media Contact
404-734-8262
ab_wilson@yahoo.com

***** For internal training purposes ONLY*****

Q&A Document

- **What is the evacuation plan in place for natural disasters?**
 - *Camp Carefree follows the nation's plan for evacuation in case of natural disaster emergencies.*
- **Was this plan executed?**
 - *This plan was executed. Upon coming to the camp, all volunteers and campers are made aware of the evacuation procedures.*
- **How many people were injured?**
 - *There is no definite count as of yet to how many people were injured as a result of this natural disaster.*
- **Could these injuries have been prevented?**
 - *No, these injuries could not have been prevented.*
- **Will the camp be closed for renovations?**
 - *Camp Carefree will be closed for renovations. A date will be released when the camp is scheduled to reopen.*
- **Are there any methods the camp can incorporate to prevent injuries in the future?**
 - *None of these injuries could have been prevented; however we can review the evacuation plan more closely.*

*** These questions are questions that could possibly be asked at a news conference. This document should be used as a "study guide" to prepare for the media. The answers to these questions will vary depending on the actual crisis. ***

Contamination

Food borne illnesses increase during the warmer weather. The bacterium that causes different types of food borne illnesses is found throughout the environment.

One factor that could increase the food borne illnesses is that of sanitation. An outdoor grill is located on the premises of the campground. This is quite normal for summer camps because of outdoor grilling and the overall summer atmosphere. However, when grilling outdoors, there are limited resources. When cooking on a grill, especially outside, there is limited sanitation. Sanitation is very important when dealing with different types of meats and when handling the utensils used to prepare the food.

Another factor that would increase food borne illnesses is that of temperature. To avoid bacteria, certain foods should be prepared at a certain temperature. Along with certain foods being prepared at the right temperature, certain foods also need to be stored at the right temperature. The outdoorsy environment could also increase food borne illnesses; bugs could be flying around the food and may spread germs.

The final factor that may increase food borne illnesses is that of food storage. Different foods need to be stored in different temperatures. Food needs to be stored properly and at the designated temperature to reduce the risk of any food contamination. It is important that when food is involved that the chef preparing the food is very sanitary. All utensils used to prepare and serve food (including hands) need to be thoroughly sanitized. A food thermometer needs to be on hand at all times to ensure that the food being prepared as well as served is the right temperature. This will avoid any human interference with food borne illnesses.

Key Messages

- *We are in the process of investigating this matter to see what led to contamination.*
- *We have a professional chef as a part of our staff that prepares all meals.*
- *Food contamination can be caused by microbes or the environment.*
- *Food contamination is serious because it can result in foodborne illnesses.*
- *Keeping hands, utensils, and surfaces clean can prevent cross contamination.*

Skeletal Press Release

To:

Subject:

Camp Carefree News Release

For Immediate Release

Insert date here

Children Sick from Food Poisoning

Stokesdale, NC. Reports indicate that ____ children are sick from contaminated food at Camp Carefree. No one has died from this incident. At this time, we are unsure of the source of contamination.

The FDA has the camp under quarantine until the trace of the contamination is found. Further details will be released by Brooke Wilson, media contact, at a news conference scheduled for _____ on _____ at Camp Carefree.

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***** For internal training purposes ONLY*****

Q&A Document

- **Who is responsible for preparing the food at the camp?**
 - *A professional chef is the preparer of all meals at Camp Carefree.*
- **Where are the products used for consuming purchased from?**
 - *All of the products that are consumed at the camp are purchased from the local grocery store.*
- **Were the products expired or just not cooked properly?**
 - *At this time, the cause of the contamination is unknown.*
- **What symptoms do the infected children have**
 - *The children who are sick have reported having stomach problems.*
- **How serious are the conditions of the children?**
 - *None of the conditions reported are said to be life threatening but they are still serious in our eyes.*

***** These questions are questions that could possibly be asked at a news conference. This document should be used as a "study guide" to prepare for the media. The answers to these questions will vary depending on the actual crisis. *****

Property and Wildlife

Since the campground is an outdoor location, wildlife is a potential crisis for the campers. Wildlife is potentially a crisis because the camp is not fenced in. North Carolina is home to many different species of reptiles, coyotes, bobcats, and other harmful animals.

Almost all of the activities that the participants engage in are held outside on the campground. To prevent the risk of the staff and campers being attacked by members of wildlife, it is important to fence in the campground. This could help keep the wildlife away from the campground. Although adding fencing around the campground would prevent wildlife from entering the campground, it would not prevent all wildlife from entering. Certain reptiles, such as snakes, have the ability to maneuver over fencing. It would be the responsibility of the camp staff to be very cautious when engaging in activities that are done outside.

There is only one way in and one way out of the camp. This is a hazard that has the potential to be a crisis. Camp Carefree is located literally in the middle of nowhere. Although emergency personnel know where the camp is located, if there was a road closing or traffic issue, there would be a problem with getting to the campsite in a timely manner if there was an emergency. In the case of an emergency, emergency vehicles need to be able to rapidly report to the scene of the accident. Other routes need to be created so that in the case of any type of emergency, rescue workers can reach the campsite in a timely manner before situations escalate.

Key Messages

- *The safety of all individuals involved with the camp is our number one priority.*
- *We acknowledge that we cannot guarantee an accident-free environment however we strive to ensure safety.*
- *Snakebites can be deadly if not treated quickly and properly.*
- *Most conflicts with wildlife can be prevented by simple precautions; this is why we have a contract with Terminex to come out every month.*

Skeletal Press Release

To:

Subject:

Camp Carefree News Release

For Immediate Release

Insert date here

Child Attacked by Wildlife at Camp

Stokesdale, NC. A child was attacked by a _____ on _____ at Camp Carefree. The child was participating in _____ during the time of the attack.

Animal control is setting up traps and taking preventative measures at this moment. If there are any other wild animals on the property we will catch them. Further details will be released by Brooke Wilson, media contact, at a news conference scheduled for _____ on _____ at Camp Carefree.

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***** For internal training purposes ONLY*****

Q&A Document

- **How did something like this happen?**
 - *While playing outside, a child was unexpectedly bit by a snake.*
- **Has anything like this ever happened to the surrounding camps?**
 - *Nothing like this has ever been reported to have happened at any camp of the surrounding area.*
- **Could this have been prevented?**
 - *Obviously this attack was not foreseen. There was nothing that could have prevented this from happening.*
- **Was the child seriously injured?**
 - *The child was not seriously injured but was rushed to the hospital to make sure everything was ok.*
- **How do you plan on preventing these types of accidents in the future?**
 - *Camp Carefree is currently making sure that all nests of animals are exterminated from the area.*
- **Is the camp paying for any medical expense incurred by this event?**
 - *Camp Carefree is paying for any medical expense that may be incurred by this unfortunate event.*

*** These questions are questions that could possibly be asked at a news conference. This document should be used as a "study guide" to prepare for the media. The answers to these questions will vary depending on the actual crisis. ***

Child Abuse

Child abuse definitely has the potential to be a major crisis for Camp Carefree. All of the volunteers of the camp have to undergo a background check before they are granted permission to volunteer at the camp. Background checks are done through the state and personal references are contacted to ensure that the volunteers of the camp are who they say they are.

Although the volunteers of the camp are subjected to a background check, this still does not prevent them from being involved in different types of child abuse. Child abuse can range from verbal, emotional, and physical abuse. Verbal abuse could be deemed as name calling. Anything that demeans the child's character would be verbal abuse. Emotional abuse would be anything that lowers the child's self esteem. Physical abuse could range from spanking of a child for discipline purposes to sexual assaults.

To prevent these different types of abuse from happening, the volunteers of the camp, as well as regular staff members, should be closely monitored. Although the people that are involved with Camp Carefree are mandated to have a background check, you can never be too sure with the safety of children.

Key Messages

- *Children can be at risk of sexual abuse in their home, school, or community.*
- *Child abuse includes physical, sexual, emotional, and verbal abuse.*
- *Verbal attacks include comparing, criticizing, name-calling, teasing, and insulting.*
- *Camp Carefree is committed to the collaborative efforts that can reduce the abuse of children.*
- *Staff screening standards include the use of personal interviews and background checks done by the state. Personal references are also contacted and verified to ensure that our volunteers are who they say they are.*

Skeletal Press Release

To:

Subject:

Camp Carefree News Release

For Immediate Release

Insert date here

Child Abused at Summer Camp

Stokesdale, NC. We regret to announce that a child was abused at Camp Carefree. The camper was _____ and abused by _____ during their duration at the week-long camp.

A full investigation is being done on this situation. Further details will be released by Brooke Wilson, media contact, at a news conference scheduled for _____ on _____ at Camp Carefree.

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Q&A Document

- **What happened in this situation?**
 - *Unfortunately, a camper was abused by a volunteer of the camp.*
- **Who was notified of this incident?**
 - *After the incident happened, the child that was abused notified his parents.*
- **What is going to happen to the volunteer who abused the child?**
 - *The volunteer is obviously going to be banned from volunteering again and charges are currently pending on this person.*
- **Are the volunteers/workers subjected to a background check?**
 - *Anyone who is involved with Camp Carefree is subjected to a background check that is done by the state. Personal interviews are done and personal references are checked as well.*
- **Were there any signs that this was happening?**
 - *There were no signs that this was occurring at the camp. We are in the process of training all volunteers and children to know the warning signs of abuse.*
- **How does your camp plan to prevent this in the future?**
 - *We plan to watch the interactions between campers and volunteers/workers more closely.*

*** These questions are questions that could possibly be asked at a news conference. This document should be used as a “study guide” to prepare for the media. The answers to these questions will vary depending on the actual crisis. ***

Serious Injury/Death

The lake should be supervised at all times. A lifeguard should be staffed at all times. When participating in horseback riding, the horses need to be fully trained. The people that are handling the horses should also be trained as to know what to do with them if an accident was to happen.

There is a lot of infrastructure that is involved in rock climbing. The equipment that is used with the rock climbing wall needs to be fairly new and tested to make sure that there is no potential breakage. The ropes and cables used as harnesses for the participants needs to be checked as well as the rock wall itself. The supervisors of the rock wall need to always focus on the children that are climbing. The amounts of distractions need to be minimized as much as possible. The kids need to be prompted before entering the petting zoo not to taunt the animals. There also needs to be a supervisor on location at the petting zoo to make sure that the children don't scare the animals which would in return cause the animals to become frantic.

With the fire ring and the campfires, there needs to be a safe distance between the children and the fire. The children and even the people igniting the fires can be seriously injured as a result. Extinguishers need to be readily available and campfires also need to be put out properly to avoid igniting a forest fire.

Death is a crisis that is absolutely major. It can happen within any organization and to anyone. All of the potential crises that have been mentioned could possibly lead to death of a camper, staff member, or volunteer. Creating a plan exhausting all possible options to effectively communicate during a crisis could possibly reduce the risks of the previous crises mentioned and avoid death.

Key Messages

- *Children can drown in less than two minutes and in a very small amount of water.*
- *Falls are a major cause of injury for young children. Play and sleeping areas should be made secure.*
- *Camp Carefree is deeply saddened by this tragedy as it affects both the family of the victim and us.*
- *We offer our deepest condolences to the ones involved in this crisis.*

Skeletal Press Release

To:

Subject:

Camp Carefree News Release

For Immediate Release

Insert date here

Camp Carefree Mourns Loss of Camper

Stokesdale, NC. It is with saddened hearts that Camp Carefree mourns the loss of _____. The cause of death for the camper was _____. The camper was ___ years of age.

Further details will be released by Brooke Wilson, media contact, at a news conference scheduled for _____ on _____ at Camp Carefree.

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***** For internal training purposes ONLY*****

Q&A Document

- **What happened to result in the death of a camper?**
 - *The camper had a seizure while in the lake and drowned.*
- **Could an incident like this have been prevented?**
 - *At this time we are unsure if the camper died from the seizure or drowning.*
- **Was there not a plan in place to prevent this?**
 - *Camp Carefree has a crisis communication plan but even the plan doesn't predict all accidents that could possibly happen.*
- **Were there others involved in this incident?**
 - *The camper was the only person involved in this incident.*
- **Was there any horseplay involved that caused this death?**
 - *At this time, there are not any suspicions of horseplay.*
- **Who is leading this investigation?**
 - *The North Carolina Police Department.*

***** These questions are questions that could possibly be asked at a news conference. This document should be used as a "study guide" to prepare for the media. The answers to these questions will vary depending on the actual crisis. *****

Definitions

Crisis

A crisis is an unplanned event that directly or potentially threatens a company's reputations; the environment; the health, safety, or welfare of campers and volunteers; and the health, safety, or welfare of the surrounding communities.

Minor Crisis

A minor crisis is confined to a limited area of the campground; results in minimal, if any, disruption of operations; is quickly brought under control; does not require evacuation; and causes a minor injury or none at all. Media inquiry is possible with events in this category but apt to be minimal.

Major Crisis

A major crisis may involve significant injury or loss of life, prolonged disruption of normal operations, substantial property damage, or a significant impact on the campsite and surrounding communities. Media inquiry is more likely to occur with events in this category, especially if other municipal emergency response groups have been called in for assistance.

Emergency Contact Information

*Brenner's Children's Hospital
Wake Forest Baptist Medical Center
Medical Center Boulevard
Winston-Salem, NC 27157
336-716-9253*

*High Point Regional Health System
601 North Elm Street
High Point, NC 27261
336-878-6888*

*Stokesdale Fire Department
8401 US HWY 158
Stokesdale, NC 27357
336-643-0790*

*Sheriff's Department
District 1 Office 5332
US HWY 220,
Summerfield, NC 27358
336-641-2300*

Crisis Team

Anne Jones; Executive Director

Phone: _____

Tony McCallum; Program Director

Phone: _____

David Sugg; Program Director

Phone: _____

Brooke Wilson; Media Contact

Phone: _____

Lynne Tuttle; Vice Chair

Phone: _____

Carol Wright; Secretary

Phone: _____

Rhonda Rodenbough; Treasurer

Phone: _____

Michael Tenninson; Medical Director

Phone: _____