

Teen Challenge International Pacific Northwest Centers Crisis Management Manual

Drama, crisis, and even tragedy unfortunately are not strangers to TCIPNC. There are many things that are beyond the control of management and staff. Accidents happen. Illnesses happen. People do things that are harmful to themselves and others. But while many tragic and unfortunate occurrences cannot be controlled, how we react to them is up to us. The purpose of this manual is to establish policies that will guide us in an appropriate manner through a crisis. The public is usually understanding and quick to forgive us for those things that are beyond our control. But the public does expect us to conduct ourselves with the greatest care and expertise regarding the things that are in our control. The things that are in our control are:

- How well we are prepared to handle an emergency;
- Whether we exercise due diligence to do everything to avoid a problem; and
- How well we manage information — keeping the appropriate constituencies informed, avoiding a cover-up but exercising prudence in what is said or released.

A mismanaged crisis, no matter how small, can result in a meltdown for an organization. We may not be able to avoid the tragedy, but with good preparation and exercising Due Diligence we can avoid the mess. Exercising Due Diligence means doing everything possible in advance to preclude a problem, particularly one caused by a staff member or volunteer. Being able to demonstrate, with documentation, that due diligence was carried out can forestall criticism, a bad media report, and even legal action.

As you study the following examples of Crises it becomes very clear a plan of action is needed to maneuver through each of these events.

1. Disastrous fire or building collapse with injuries.
2. Vehicle or work-related accident with injuries.
3. Death of a student, staff member, or visitor.
4. Accusation of sexual or physical abuse of student.
5. Criminal act by a student, TC staff.
6. Irresponsible behavior of a TC staff or student.

Experiencing a crisis without being prepared can lead to disaster and this Crisis Management Manual can help avoid those potential disasters. **It is important that all staff review this manual on a regular basis if we are to be effective in managing a crisis. Copies of this manual should be kept in various places to provide easy access in case of an emergency.**

Experience dictates that a safe and successful evacuation during an emergency is dependent on thorough preplanning, organization, education, training, and the rehearsal of emergency procedures.

The procedures in this manual are to be followed unless otherwise directed by police or fire department officials to provide safe evacuation of TCIPNC facilities in the event of fire, bomb threat, or other emergency. Program Coordinators or their designee are responsible for briefing staff and students once every six months on the contents of this manual, fire alarms, fire protection equipment, and exits. Various staff members will be assigned to carry out the procedures outlined in this plan. All students and staff are to follow the instructions of designated staff in the event of an emergency.

REMEMBER

SAFETY OF LIFE IS PARAMOUNT OVER EQUIPMENT OR OTHER CONCERNS

During an emergency, designated staff members will be responsible for the positive exercise of leadership in providing for the safety and security of other staff and students. This responsibility is inherent at every level of supervision and management within the area of its boundaries. The responsibility continues even after evacuation until the emergency is terminated.

The Crisis Management Team

TEAM LEADER

Center staff are to contact the Center Executive Director or Program Coordinator as soon as possible once a crisis occurs. Thrift Store staff are to contact the Thrift Store manager or The Executive Director of Thrift Stores as soon as possible once a crisis occurs. One of these individuals will act as the team leader for crisis management.

Center Executive Director _____

Program Coordinator _____

Executive Director of Thrift Stores _____

Thrift Store Manager _____

Their responsibilities are to:

- Oversee the implementation of an action plan.
- Ensure safety of students and staff
- Contact the Senior Executive of TCIPNC
- Be the spokesperson and public face for the Teen Challenge Center
 - They will speak to those involved and their family members
 - Speak to the authorities
 - Speak to the media

Whenever TCIPNC staff encounter individuals who are seeking information concerning the crisis situation they are to direct these individuals to the Team Leader. The Team Leaders goal is to communicate information to families, authorities, the community and media that the highest priority and concern is being given to the situation.

INFORMATION COORDINATOR

Name _____

Backup Coordinator _____

- Oversees the gathering of information before, during, and after the crisis by maintaining a chronological Incident Log recording every event and every action taken. This log will be submitted for a staff debriefing after the crisis.
- Sees that the Team Leader and any other relevant individuals are kept informed of all updates, etc.
- Acts as liaison with Students and Parents not immediately involved in the crisis providing only information cleared by the Team Leader

- Assists the Team Leader with all communications going to the TCIPNC Board and ministry supporters.

Answering telephone calls

Calls will come in at all hours from individuals, parents and media sources seeking the most current information and assurances. Appointing a trained individual to answer and screen calls is essential. They should only share the information the Team Leader has approved.

Telephone Monitor _____

Their purpose is to:

- Show concern for individuals and families involved. Reassure parents with accurate approved information
- Protect the reputation of Teen Challenge both locally and nationally
- Insulate the affected Teen Challenge from mis – or disinformation
- Demonstrate that Teen Challenge takes these matters seriously and is taking forceful steps to address them
- Show the value of the Teen Challenge program

Evacuation Manager _____

Each building shall be under the direction of a Evacuation Manager who is responsible for the evacuation of occupants in the event of an emergency.

In preparation for a fire or other emergency, the Evacuation Manager shall:

- A: Supervise and direct the activities of the occupants during emergencies and drills.
- B: Be familiar with all the various layouts of assigned floors, the emergency plan, and the location and operation of any available fire alarm system, fire protection equipment, and coded door locks.
- C. Know the normal number of staff, students and customers in their building and keep a copy of a list of all occupants for roll call purposes at evacuation areas.
- D. Know the location of, and routes to, exits and refuge areas.
- E. Perform frequent inspections to determine that all fire exit doors to stairs in his/her building are maintained in the closed position, and that none are obstructed, inoperable, or locked.
- F. Have available a current listing of all individuals with physical disabilities who cannot use stairs unaided. A “BUDDY” shall be assigned to handicapped individuals to provide assistance during emergencies.

In the event of a fire or other emergency, the Evacuation Manager shall:

- A. Verify that the Team Leader, Police and Fire Department have been notified.

- B. Inform all persons in the building of the fire and prepare to evacuate.
- * Direct the occupants of the building to proceed to their designated refuge area. The refuge area for this location shall be_____

 - _____

 - * Select the safest stairway or other exit to use for evacuation based on the location of the fire.
 - * Take a head count, if possible (using the roll call list of occupants), to determine if all of the known occupants have been evacuated.
 - * Inform the Team Leader when the evacuation of all persons has been completed from the building.
 - * Inform the Team Leader and emergency personnel of missing or injured individuals.

Action Plan

1. **The team leader immediately takes charge.**
2. **Attend to all safety and/or medical cares of individuals affected.**
If necessary, emergency medical care should be immediately called.
3. **Report to the authorities as appropriate.** If there is any question that a criminal act has led to the crisis, the authorities must be called in as soon as possible. Do not try and cover something up.
4. **Notify and consult with your Senior Executive Director /or Vice President of Operations TCPNC and with the Teen Challenge National Office.** An incident that happens at one center can directly affect the reputation and well-being of other centers and the national movement. Don't let the Teen Challenge family be blindsided by something in the media.
5. ***IMPORTANT* Gather all information about the crisis and record it.** This is the job of the Information Coordinator and involves the following:
 - Everyone who was involved in the crisis or witnessed it is immediately interviewed to get their statements. The interview should be conducted with two people present, and it should be videotaped or at least tape-recorded.
 - Ask people to sign their statements or a release for a videotaped statement. **This guards against stories changing as people begin talking with others.**
 - Take any necessary photographs of a crisis scene if appropriate.
 - Record everything that happens, all actions taken, in chronological order in an incident log.
6. **Prepare an initial holding statement.** The Holding Statement immediately makes it clear that the organization is very concerned about the situation and the welfare of those involved. It also states the vigorous effort to find the cause or truth. It briefly explains the steps being taken to demonstrate that safety, etc., has been ensured, and it gives people a source of information if appropriate, such as a Hotline number or website. **Note: the main purpose of the Holding Statement is to demonstrate that your organization is on top of the situation, and provide time to ascertain the facts of the situation.**
The Holding Statement forms the basis of all communications—including letters and telephone calls to constituents as well as media statements. The Holding Statement **is the most important communication** of a crisis because it is the

first communication and makes the biggest impression. Its job is to forestall negative questions and the spreading of rumors. The Holding Statement:

- Expresses Concern
- Demonstrates Responsibility (not for the cause, but for the dealing with the crisis)
- Reassures
- Gives people a source of information if possible
- Can have a “Grace Note” thanking EMT etc. for immediate response, etc.

Holding Statement: Untimely Death

Priorities:

- Respect for the family of the deceased is the top priority.
- Nothing is to be discussed or announced until the appropriate medical and law enforcement authorities, **next of kin** have been notified.
- While TC may confirm the occurrence, personal information should be distributed by the family, or family representative. TC should be careful not to act ahead of a family or its representative.

Brief examples of Holding Statements:

“We are very (concerned, saddened) by this (accident, disaster, incident) and are mounting an intensive internal investigation to ascertain the cause. We will give you further information as soon as we can. In the meantime, we are working hard to ensure that those affected by this incident are being provided with the best care possible. We have (evacuated, quarantined, been in touch with the authorities, etc.) to ensure the safety of all students and staff at Teen Challenge. We deeply appreciate the prompt response by the fire and rescue officials.”

“We are aware of the allegations and are very concerned. The (appropriate authorities) have been notified. We are conducting an internal inquiry to ascertain the facts. Please understand that Teen Challenge screening, training, and Cod of Conduct policies do not condone such behavior. However, because this is an accusation involving the authorities, we are unable to make any comment at this time.”

“We are aware of the reported emergency and are very concerned. Our prayers are with the family and we are doing all we can to assist them in this difficult time. The (appropriate authorities) have been notified. We are conducting an internal inquiry to ascertain the facts. In the meantime, we have taken measures to ensure the safety and well-being of other students and staff. Out of respect for the family we will not disclose any further information at this time.”

7. Communicate directly with all affected constituents.

- Authorities as appropriate—immediate telephone calls
- Staff—staff meetings
- Students and Parents—telephone calls, letters, meetings as appropriate
- Board Members, Advisory Board Members and Supporters—telephone calls, emails, written letters
- Neighbors—telephone calls, emails, written letters
- Media as appropriate—Holding Statement, subsequent media statements, media conferences

8. Dealing with the media.

If the crisis is apt to be known by a wide variety of people, or if it is likely to show up on the police beat, sometimes the best thing to do is get out ahead of the rumors and get the correct version of the facts into the media's hands. If the center has a reporter friend who has treated them fairly in the past, the Team Leader may want to alert that individual—but don't give out any more information than is necessary. Remember, the Holding Statement is to be responsive without going too far and to take the pressure off until the situation is resolved and the facts can be established.

Fact Sheets about the Program: A crisis may bring media and others to the program who has no knowledge about what Teen Challenge does. Having information ready with statistics and achievements of the program can help balance a negative story.

Some General Principles to remember:

- **Only the Team Leader speaks about the crisis.** No one else should be talking to the media or anyone outside the organization in regards to the crisis. Express your concern. Show you are on top of the situation. Show you are acting to solve the problem. Give steps being taken to prevent further problems.
- **Have your Holding Statement ready.** Don't attempt to stonewall and never try to just wing-it. Plan to *read* your Holding Statement to the media and give out only the established facts.
- **Prepare written statements.** As subsequent information can be released, it is best to commit each new fact to written form and keep everyone accurate and on the same track.
- **Remember the media is looking for answers to:** What Happened? Who Is To Blame? What Did You Do To Prevent This From Happening? What Are You Doing To Fix It/Make Sure It Doesn't Happen Again?
- **Do not speculate, blame or get defensive.** Stick to the facts.

9. Debrief after the crisis has been resolved.

- Conduct Crisis Management Team debriefing/critiques.
- Conduct staff-wide debriefing/critique.
- Complete documentation in Incident Log.
- Prepare a post-crisis report including:
 - Problems encountered
 - How problems were addressed
 - How the process could be improved

THE FOLLOWING INSTRUCTIONS SHALL BE TAUGHT TO STAFF AND STUDENTS DURING FIRE/EVACUATION DRILLS

- * Remain calm.
- * Close all doors as you leave.
- * Proceed to the nearest practical fire exit.
- * Follow the instructions of the Evacuation Manager and proceed out the fire exit. Keep to the right so that emergency personnel, etc., may use the exit.
- * Request help for handicapped or disabled persons from emergency personnel.
- * Do not return to the evacuated building until instructed to do so by the Fire Department or authorized COMPANY officials.

EVACUATION PROCEDURES

When leaving the building, move quickly; stay calm and keep clear of emergency vehicles, equipment, and personnel.

Go to the designated refuge area _____
and stay there until directed otherwise by the Team Leader, Evacuation Manager, or the Fire or Police Department.

1. When or if an order to evacuate is issued, individuals will walk in an orderly manner to the nearest available exit.
 - A. Only stairwells will be used.
 - B. Exit doors should remain closed except for exiting. Do not prop open.
 - C. Once in the stairwell, individuals should proceed immediately to the outside predetermined Refuge Area.
2. Employees shall remain at their designated Refuge Area until requested to return to the building by the Team Leader, Evacuation Manager.
3. The evacuation of disabled or handicapped employees will be overseen by the Evacuation Manager.
4. The Evacuation Manager will insure, through an alternate, or other supervisors, that:
 - A. The entire area is cleared; i.e.: restrooms, storerooms, conference rooms, etc.
 - B. All doors, particularly fire doors, are closed upon exiting.
5. Predetermined evacuation procedures may be modified depending on the situation. Strict compliance to orders issued by the Evacuation Manager, the fire department, or Team Leader is mandatory. Violators will be subject to disciplinary action.
6. Once in the Refuge Area, re-admittance to the building for any reason - purse, coat, etc. - will not be permitted until an all clear announcement is made.
7. Once every six months, the Evacuation Manager will direct a complete stand-up fire drill of all individuals in the building.

FIRE PROCEDURES

Your own common sense is the finest safety device ever developed. Above all remember to use your head!

Determine in advance the nearest exit to your location and the route you will follow to reach that exit in the event of an emergency. Also establish an alternate route to be used in the event your first route is blocked or unsafe to use. Check the evacuation drawing in the hallway. This tip will be very helpful in the event you encounter heavy smoke.

Remember, if you encounter heavy smoke, often the exit signs above the door may be camouflaged by the smoke. If you know in advance how many doors you will have to pass, you can then crawl or crouch low with your head below the smoke (watching the base of the wall) and count the doors you pass so you will know when you reach the exit door.

If your clothing catches fire ... STOP...DROP...ROLL

Any attempt to fight a fire should be limited to the discharge of appropriate hand held fire extinguishers.

Go to your designated Refuge Area and stay there until released by the Evacuation Manager, Fire or Police Department, or Team Leader. Keep all talking to a minimum to reduce noise and confusion, and to insure that instructions and roll calls by the Evacuation Manager.

FIRE DISCOVERY

If you smell smoke:

Notify staff immediately.

Notify the Evacuation Manager.

If you see smoke filling the air or room:

If practical or possible, keep people away from the affected area while evacuating until relieved by the Evacuation Manager. If not, **leave**, using the fire exits.

If you see fire (more than from a candle), where it should not be:

If the fire is of wastebasket size or type and you know how to do so, get the nearest fire extinguisher and put it out.

Never trace the source of smoke or fire that is not obvious.

MAJOR NATURAL DISASTERS

TAKE TIME TO THINK

- * Your State Office of Emergency Preparedness will activate warning signals in the affected areas.
- * Whenever a major storm or other peacetime disaster threatens, keep your radio or television set tuned to hear weather reports and forecasts (issued by the National Weather Service) as well as other information and advice that may be broadcast by local government.
- * Use your telephone only to report important disaster events to staff and authorities. If you tie up the telephone lines simply to get information, you may prevent emergency calls from being completed.
- * Stay away from disaster areas.
- * Follow the advice and instructions broadcast over the radio Emergency Warning System. The Evacuation Manager will direct you, if you are required to evacuate your work area.
- * If evacuation is required, proceed to the area of assembly designated by your Evacuation Manager and remain there until further instructions are given.

TORNADO

Tornado Watch

- * The National Weather Service will issue a Tornado Watch if there is the possibility of tornadoes forming in the area.

Tornado Warning

- * A tornado warning is an alert by the National Weather Service confirming a tornado sighting and location. The weather service will announce the approximate time of detection and direction of movement. Wind will be 75 m.p.h. or greater.
- * A public warning will come over the radio, TV or five minute steady blasts of sirens by the Civil Defense warning system.

Actions to take

- * Get away from the perimeter of the building and exterior glass.
- * Leave your exterior office and close the door.
- * Go to your designated shelter area.
- * Stairwells are safe. If crowded, move down to a lower level for shelter.
- * Do not go to the first floor lobby or outside the building.
- * If you are trapped outside the center corridor, keep calm and take cover!

- * Keep your radio or television set tuned to a local station for information.
- * Do not use the telephone to get information or advice.
- * Follow the directions of your Evacuation Manager.

TORNADO AND CIVIL DEFENSE DESIGNATED SHELTER PLAN

A diagram of designated shelter areas for all building occupants is located on the Floor Evacuation Plan (Map Two) at each end of the central hallway for the building. Each floor warden and alternate has a copy, and copies may be made for occupants, if desired.

All Evacuation Managers should be able to account for occupants under their control.

Once in your designated evacuee area, keep all talking to a minimum and low key to avoid excessive noise and confusion.

Make sure all evacuees remain in designated area until "all Clear" is given. However, nobody will be forced to stay if they wish to leave the building. Keep notes on anyone missing or who refused to leave their work area, or decided to leave the building.

EARTHQUAKE

How long will it last:

- * The shaking may last only a minute or two.
- * There may be after shocks (over several hours/days/weeks/months).

What are the dangers:

- * Falling objects (pictures, things in cupboards and on shelves, ceiling tiles and fixtures, furniture, file cabinets and bookshelves).
- * Swinging doors and broken windows.
- * Many things may stop working (lights, telephones, elevators, heat and air conditioning).
- * Possible fires (from broken natural gas lines, electrical short circuits, or other causes).
- * Electrical shock hazards (be aware of potential damage to electrical equipment).
- * The motion may be severe. If you are standing, you may be thrown to the ground.
- * Visibility may be poor inside due to dust in the air.

During the earthquake:

- * Remain calm.
- * Take cover under a desk or table. Protect your head and neck from falling objects.
- * Face away from the windows and get out of their proximity.
- * Stay away from objects that could fall on you.

- * Stay where you are, do not run outside. Falling debris may cause injury.
- * If outdoors, stay in an open area. Do not enter a building.
- * If operating an appliance: Turn it off at the first sign of shaking. Then take cover quickly.
- * Do not be surprised if:
 - The electricity goes out.
 - The elevator stops.
 - If the fire alarm goes off or the sprinkler system goes on.

When the earthquake stops

- * Follow the direction of the Evacuation Manager, or local procedures.

Power failure

- * Remain calm and in place.
- * Follow direction of emergency personnel.
- * If available turn on a battery powered radio to find out what is happening in your area.

EARTHQUAKE EVACUATION

When the earthquake stops:

1. Check yourself for injuries.
2. Check others for injuries.
3. Call out, asking if anyone is injured or trapped.
4. Begin assembling people in small groups near supporting columns.
5. Make a rapid assessment of the damage to determine if evacuation is possible (safer than staying), or practical. Look outside, if possible, to see what ground damage occurred. If some, or all, of the ceiling has collapsed, it may be necessary to climb over it. Watch out for all electrical wires.
6. When, and only while, there is no shaking, have one group at a time carefully exit via a stairwell. When the group reaches the exit, first check that no loose debris is hanging above the exit path. Have members of the group exit one at a time quickly, and get at least as far away from the building as it is tall.
7. Do not touch anything that is hanging down or damaged.
8. After all people are assembled at an evacuation area, get a count of deceased, trapped, injured, missing, and accounted for.
9. Stay at your designated refuge area until otherwise directed by the Evacuation Manager, fire or police officials.

KEY INFORMATION

Staff and Student

Information on staff and students is located in _____

Insurance

Refer all claim information to the Administrative Office 541-259-3380

Property PHILADELPHIA INSURANCE

Agent Brian Bliss

Emergency Response Contacts

Teen Challenge

Center Executive Director

Center Program Director

Senior Executive Director

Vice President of Operations

Vice President of Development

Executive Director of Thrift Stores

Thrift Store Manager

TC Regional Representative

TC National President

Chris Hodges 541-401-0600

Dave Oliver 541-401-2013

Rodger Snodgrass 503-502-1145

Harry Geddes 503-798-0453

Emergency

911

Police Emergency

Sheriff Emergency

Fire Emergency

Hospital

Hospital

Hospital

Urgent Care

Gas

Electric

Poison Control Hotline

Hazmat Emergency Clean-up

Other

Legal Counsel

The following information may be given to individuals of the media to help communicate the mission and purpose of TCIPNC.

**MISSION STATEMENT
TEEN CHALLENGE INTERNATIONAL
PACIFIC NORTHWEST CENTERS**

Evangelize people who have life-controlling problems and initiate the discipleship process to the point where the student can function as a Christian in society, applying spiritually motivated biblical principles to relationships in the family, local church, chosen vocation and the community.

Teen Challenge endeavors to help people become mentally sound, emotionally balanced, socially adjusted, physically well, and spiritually alive. Teen challenge shall endeavor in its efforts to help people by enriching their lives with actual work experience to enable them to become profitable members of their community.