



Preparing for the Worst: Utilizing Crisis Simulations to Understand Roles and Responsibilities





Today's Goals

1. Core components of a Crisis Response Plan
2. Workshop Scenario
3. Implementation & Training

**Note: these slides will be available*



Introduction

- 29 years in travel operations
- Master's Degree Risk Management
- Executive Director, Cornerstone Safety Group
- Co-Chair, Gap Year Association's Standards & Accreditation Committee
- SYTA member



Incident

Any event or situation which has temporary implications for human safety and wellbeing.



Emergency

Any urgent incident influencing the immediate health, safety, or security of participant(s) or staff. These require a comprehensive response but are manageable.

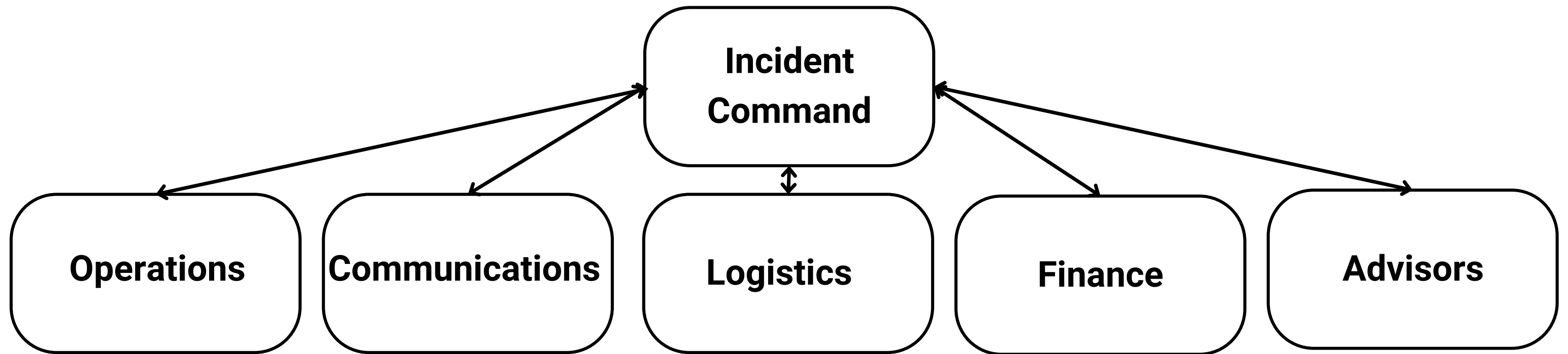


Crisis

Any emergency that overwhelms an organization's resources, which can lead to a turning point for the organization.

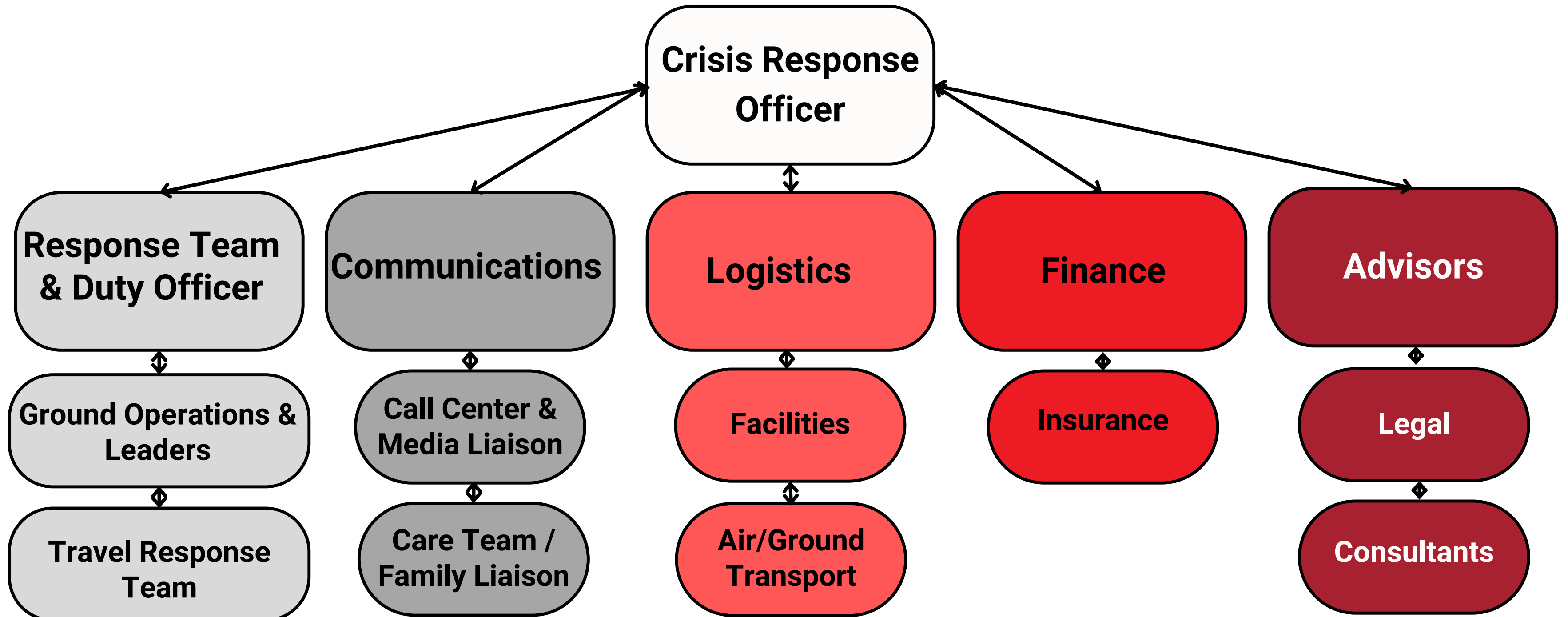


Incident Command System (ICS)





Modified Version (ICS)



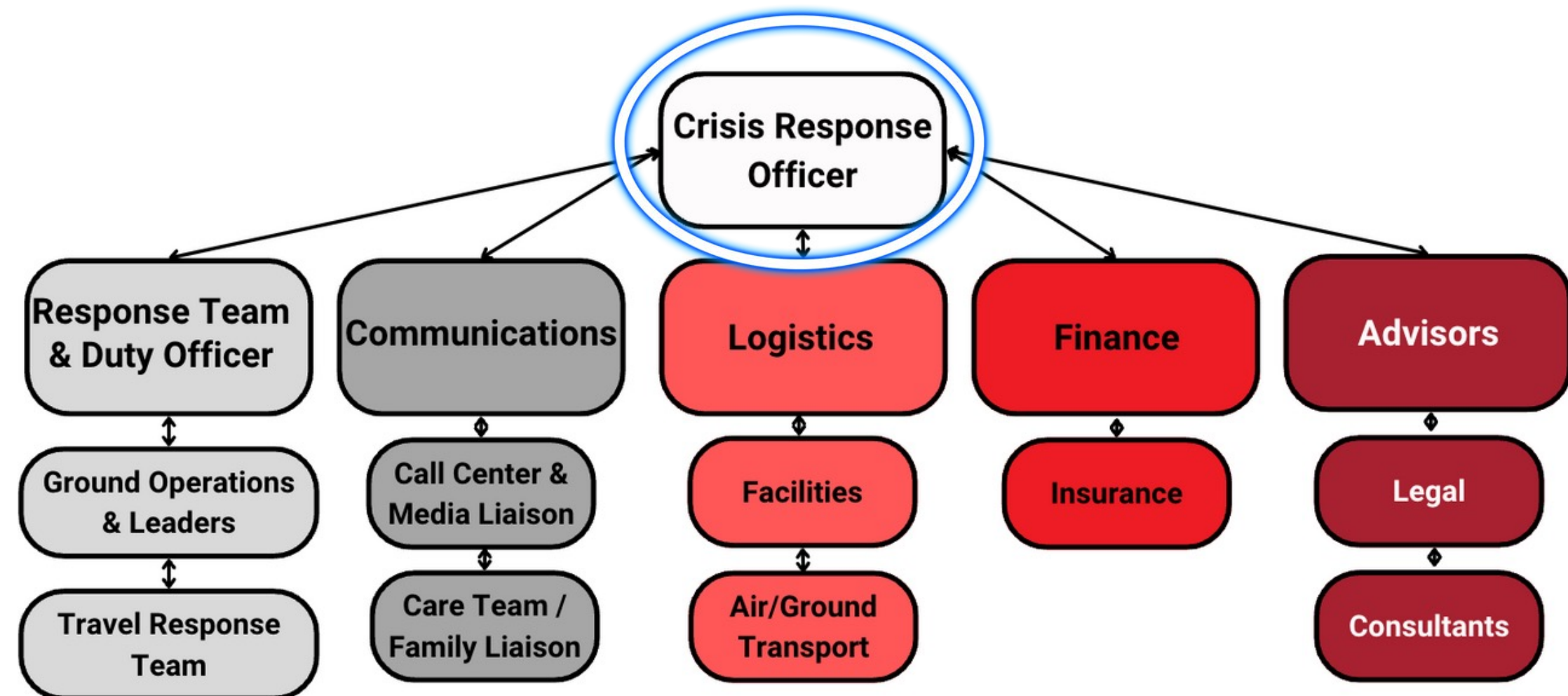


Crisis Response Officer

Responsible for leadership, decision making and oversight for the entire operation.

Overview of Role

- Assembles the Crisis Response Team & oversees the entire response effort
- Responsible for leadership and decision making
- Isn't bogged down with tasks



Response Team & Duty Officer

Responsible for managing the on-the-scene response.

Overview of Role

- Point of contact for local authorities
- Informs the Crisis Response Team
- Works closely with local partners and first responders
- Reports directly to Crisis Response Officer



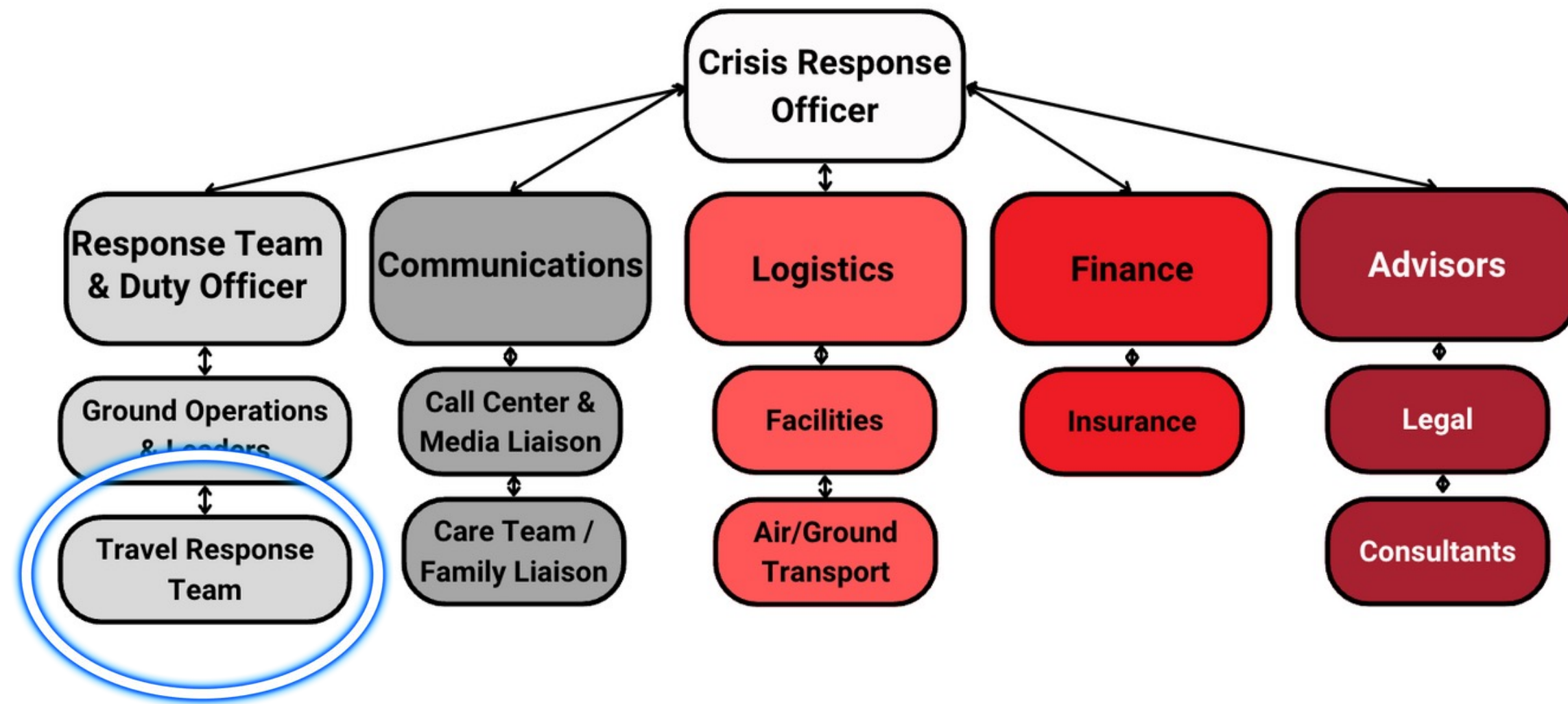


Travel Response Team

Represents the company onsite and takes over the company response (when activated).

Overview of Role

- Becomes the central point of contact on-the-ground
- Meets arriving emergency contacts of involved parties
- Works closely with local partners and first responders
- Reports to Crisis Response Officer &/or Duty Officer

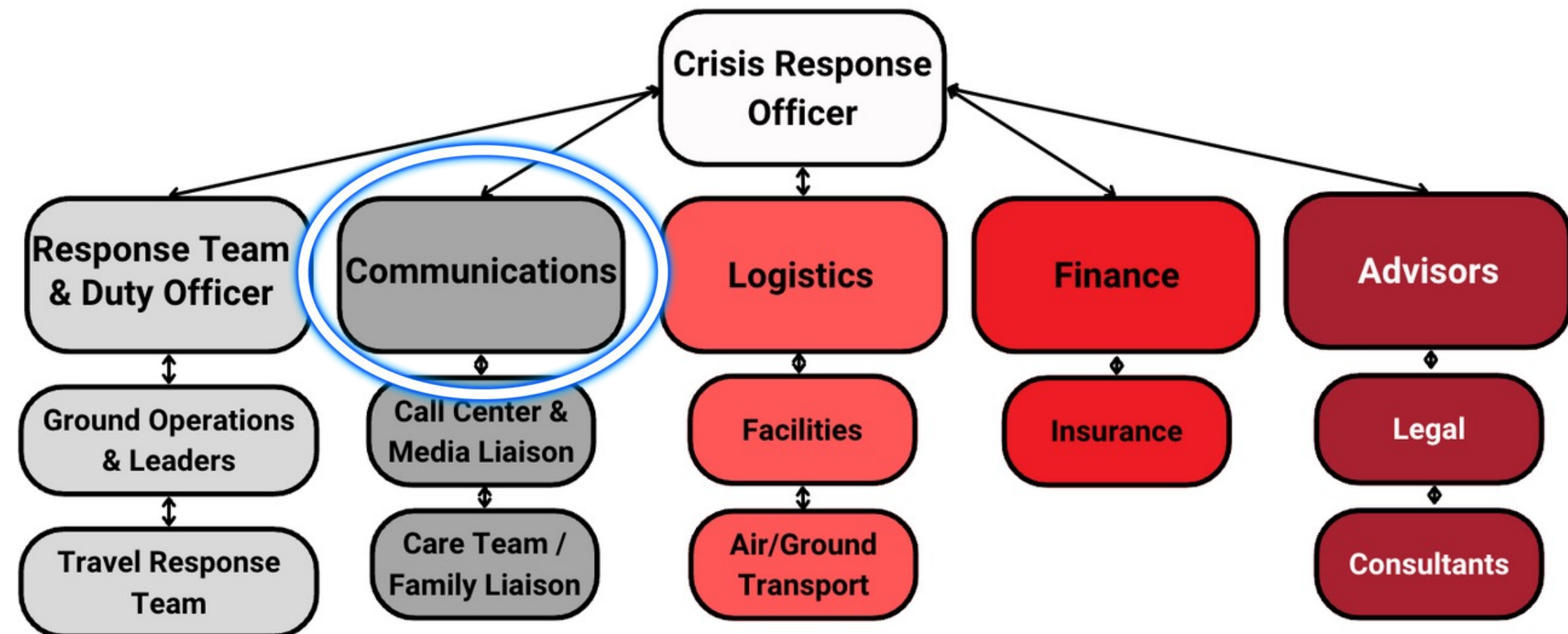


Communications

Responsible for drafting and tracking key messages, monitoring news reports, and helping to identify stakeholder groups.

Overview of Role

- Internal needs
 - CRT, HQ, field staff, local partners
 - Involved participants, families, etc.
- External needs (media, social platforms, etc.)
- Monitors newsworthy events relating to the situation



Care Team & Family Liaison

This person will be the primary contact with emergency contacts. Ideally, manages 2-3 families total.

Overview of Role

- Central point of contact for parent/guardian of involved stakeholders.
- Supports and advocates for parent/guardian needs
 - If parent/guardian travels to the scene, supports them until arrival onsite
- Reports directly to Communications or Crisis Response Officer.





Facilities & Air/Ground Transport

Responsible for supporting logistical needs and helping to ensure documentation is updated, collected, and stored appropriately.

Overview of Role

- Ongoing notes (Google Doc)
- Witness statements, police reports, etc.
- Expense receipts
- Supports logistical needs
 - Traveling Response Team, parent/guardian[s] arriving onsite



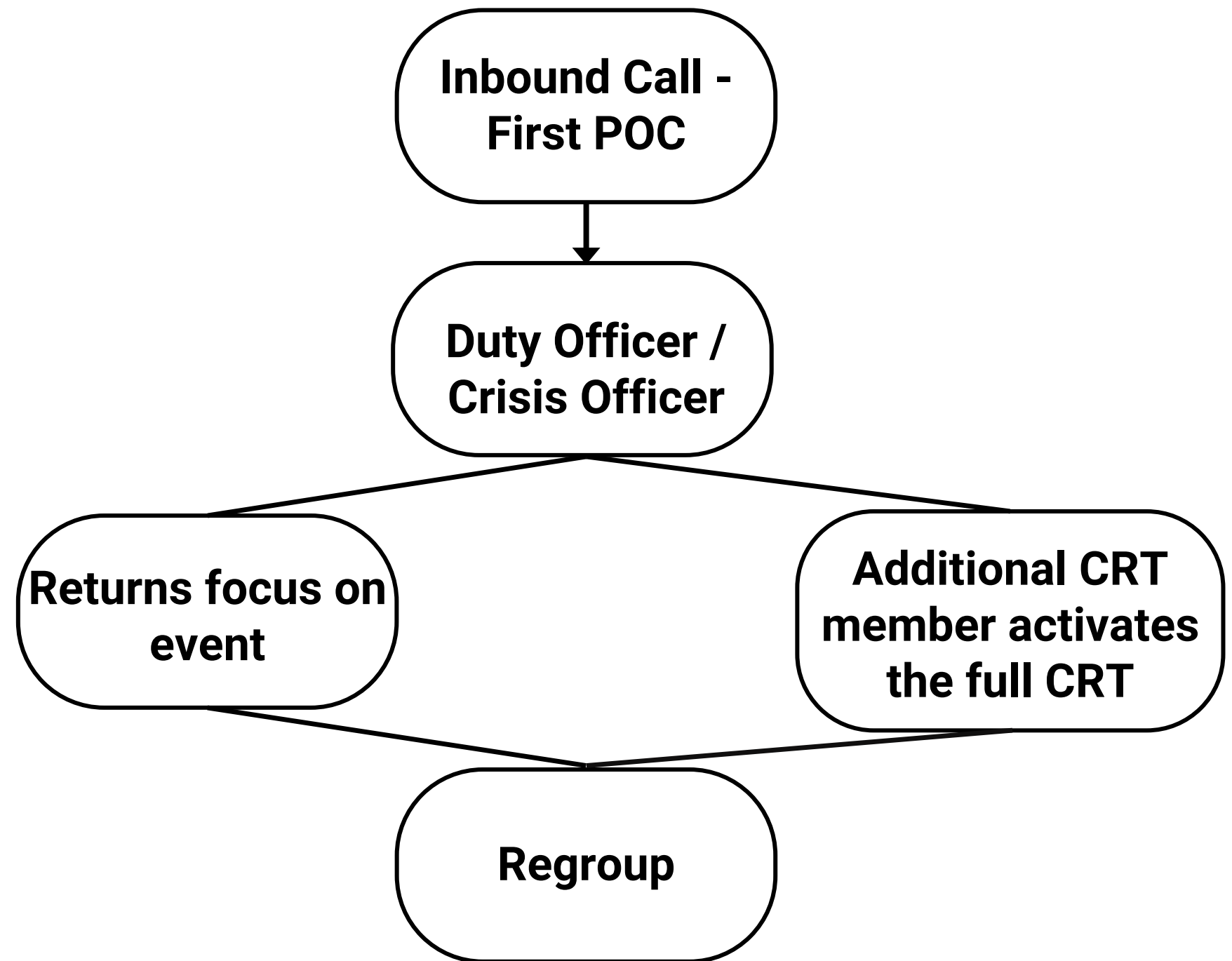


Crisis Response Team

ROLE	PRIMARY	SECONDARY	TERTIARY
CRISIS RESPONSE OFFICER			
TRAVEL RESPONSE TEAM			
TRAVELING RESPONDER			
COMMUNICATIONS			
MEDIA LIAISON			
FAMILY LIAISON			
AIR & GROUND SUPPORT			
FINANCE			
CONSULTANTS / ADVISORS			



Activating the Response Team





Feeling okay?



READY?

Here we go ...





Exercise Overview

- This is a tabletop exercise of an escalating hypothetical situation.
- Goal: identify the high-level actions of the response team functions.
- Response Focus: Operations & Communications
- Structure:
 - 4 minutes per update, 60 second “report out” by function.
 - What are your immediate actions with provided information?
 - What information do you need?





Scenario

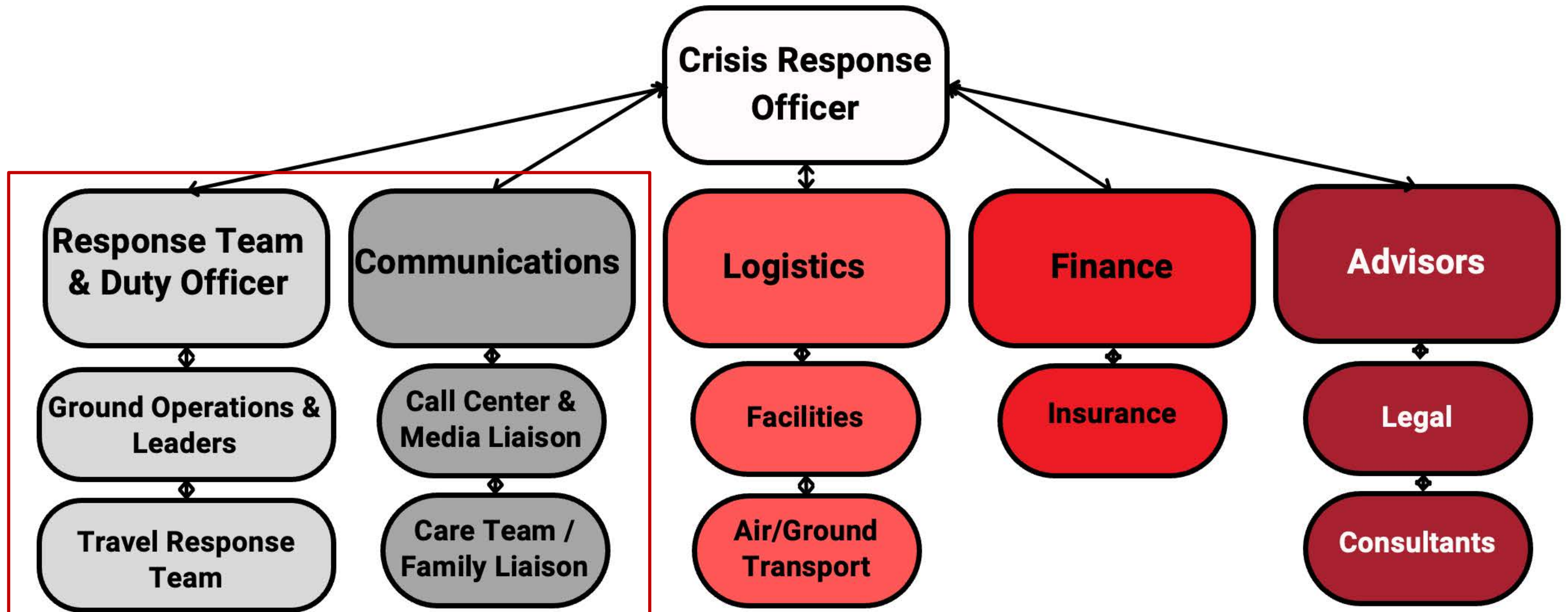
It's Friday evening and the last day of a custom school program. Your group of 30 students, one teacher, two chaperones, and your company's guide are at their farewell dinner in New York City.


At approximately 8:36 pm EST, your phone begins alerting you of a strong earthquake, estimated at 6.1 magnitude, that struck 30 miles west of New York City.

It's been an hour since the quake, and you've been unable to contact your guide, the teacher, the chaperones, or the gateway hotel.

What initial actions do you take?

Crisis Response Team






Scenario - Update 1

It's 9:55pm EST and your guide contacts the emergency line. She reports:

- The group was walking back to the hotel from dinner when “...the earth started to shake”. The guide describes the scene as chaos.
- The group is gathered inside the lobby of a nearby hotel (midway between the restaurant and the gateway hotel). There are emergency services arriving onsite as the group continues to feel light aftershocks periodically.
- Group seems to be doing ok, some students have cuts and bruising from fallen debris while escaping to the hotel lobby. They're really scared, some are crying, and some are on their phones.
- Local authorities are keeping the group in place until the surrounding area is deemed stable and safe.
- **Your guide wants to know what to do next?**



Scenario - Update 2

At 10:02pm EST, the leader calls back in a panic. After doing a role call, the teacher realized that one student (Johnny, aged 14) was not present. They've tried calling his cell phone, but it keeps going to voicemail, even though all other participants have active cell service.

As soon as you hang up the phone with the guide, your school partner calls saying Johnny's parents are unable to get a hold of Johnny. They're extremely concerned because they heard the reports of an earthquake in NYC and want to know if their student is safe.



Scenario - Update 3

It's 10:55 pm EST and the group has just returned to the gateway hotel. They have gathered in a meeting space rather than going to their individual twin share rooms.

One of the students receives an update on Snapchat from Johnny. He's at a police station and unharmed but really scared. The teacher, chaperones, and your guide are unsure who should go to meet Johnny, and several students want to go too. The police station is about 30 minutes away by foot, and local authorities are attempting to keep all residents and visitors off the city streets until morning.

Local media reports several damaged buildings in the area, and social media is saturated with images of injured people, building fires, and general chaos in the city streets.



**Let's take
a breath
and debrief.**



Implementation & Training

Introduction to Response Role

Training

Practice

Run Exercises (1-2 Annually)

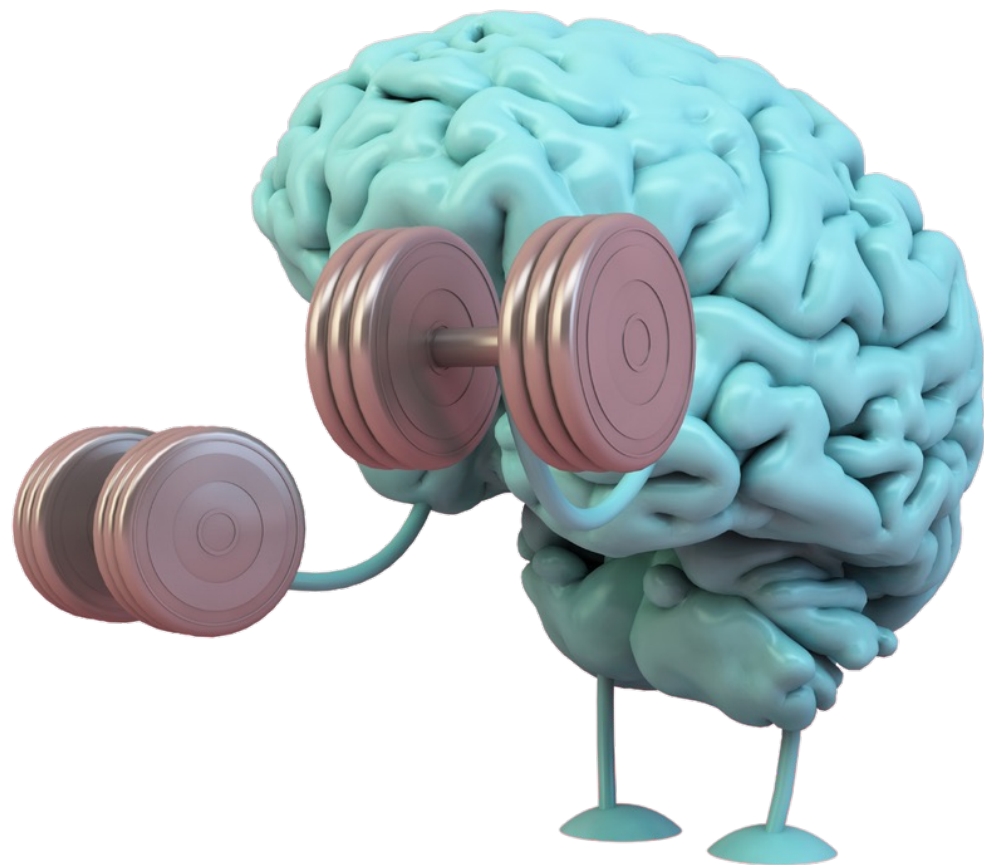
Phase 1: Planned tabletop

Phase 2: Announced simulation

Internal team

External team involvement

Phase 3: Unannounced simulation





Questions?

Need help?

info@cornerstonesafetygroup.org

www.cornerstonesafetygroup.org

Special Thanks To:

