

Tillamook Coast Visitors Association  
Tillamook County, Oregon

## Tourism Crisis Communications Plan



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# I. Introduction

## 1. Crisis considerations: COVID-19 April, 2020

**March 13, 2020** Tillamook County schools (K-12) announce entire school closures effective March 16 – April 28, 2020 from the direction of Oregon Governor Kate Brown

**March 20, 2020** Oregon Governor Kate Brown urged Oregonians to stay at home, and observe social distancing practices. Coincidentally, that was the kick off to Spring Break for many schools (local, regional and statewide). The Tillamook Coast saw a huge influx of ‘day trippers’ over the weekend, depleting an already short supply of consumer resources.

**March 21, 2020** Some local businesses have public safety concerns with the large influx of visitors, and begin willfully shutting down restaurants and lodging. Some are offering takeout & delivery, some are shutting down everything.

**March 22, 2020** Tillamook County commissioners passed a resolution (R-20-006) to do the following as of noon Monday March 23, until April 28, 2020:

- close all short-term lodging/RV properties except for long-term guests (30 days or more) and essential and emergency personnel;
- close public boat launches to recreational fishing;
- close county, state and federal parks and campgrounds;
- close all beach access parking lots.

**March 23, 2020** Oregon Governor Kate Brown issued a statewide Shelter in Place Mandate. The governor instructed people to stay home except when traveling for essential work, buying food and similar critical supplies or returning to their own homes. Recreational travel is now forbidden by law. Those who defy the order can be charged with endangering public health, a Class C misdemeanor, and jailed up to 30 days or fined \$1,250. The order shuts down all gathering spots where people cannot consistently keep their distance from one another. On the Tillamook Coast this has huge impact on our hospitality industry.

## 2. Goals

This crisis plan is intended for use by representatives of [Tillamook Coast Visitors Association](#), and is intended as assistance for conveying accurate information to visitors and residents in case of an emergency. *The first 48 hours of an event is most important in establishing credibility for the remainder of the situation.*  
**Be first. Be right. Be Credible.**

The goal of the tourism crisis communication plan is:

- Provide accurate, consistent, complete information
- Provide the public with facts of the emergency
- Address rumors, inaccuracies and misperceptions
- Communicate with the respective public information offices (PIOs) during response and recovery phases
- Communicate with [Tillamook County](#) government and community leaders
- Keep surrounding tourism organizations informed of status
- Lessen the negative economic impact that can result from crisis events

## 3. How this plan was prepared

Crisis plans were reviewed from [“Tourism Crisis Communications Plan,” Island County, Washington](#); [World Tourism Organization](#), [U.S. Travel Association](#) and [Travel Oregon](#). In addition, crisis plan development best practices were reviewed to ensure quality elements, checklists and formats.

Interviews (phone and face-to-face) were conducted with representatives of organizations that are routinely involved in planning for crisis events and managing crisis situations. Stakeholders contacted include:

[Tillamook Chamber of Commerce](#)  
[Tillamook Fire Dept](#)  
[Tillamook County Commissioners](#)  
[Tillamook County EMS](#)  
[City of Tillamook](#)

[Pacific City Chamber of Commerce](#)  
[City Managers, Tillamook County](#)  
[Port Managers, Tillamook County](#)  
[TCVA Board of Directors](#)

## 4. Working with emergency response organizations

***During a severe situation, emergency personnel will not be wondering how tourism is affected.*** They will be busy containing and managing the situation, and safeguarding the community. It is during the *recovery phase* (after containment and safety is assured) that emergency personnel can shift their focus to other issues, such as communicating with [TCVA](#) about the event's impact on tourism.

However, tourism representatives can be proactive in managing perceptions and misperceptions, by relaying positive messages to visitors and the community through phone trees, text messaging, the media, social media and online.

Note: It is important that members of [TCVA](#) connect to Facebook and Twitter accounts maintained by the emergency response agencies listed in Appendix 1.

## 5. Considering the possible crisis situations

Emergency situations vary, from the unimaginable to the more likely. *It is important to know that [Tillamook County](#) public service organizations have crisis management plans in place and are as prepared as possible for many types of events.*

The following list is an overview of four categories, or tiers, of possible events (for illustrative purposes), ranging from worst-case scenario and extremely urgent (Tier 1) to more likely situations that are less urgent (Tier 4).

Response to events is appropriate for all tiers, ranging from a full communications campaign for Tiers 1 and 2, to travel alerts or social media posts for Tier 4.

There will be events that cause great disruption to lives, livelihoods and the economy. Tourism can play a significant role in helping [Tillamook County](#) recover from a disaster by ensuring visitors, when appropriate, that [Tillamook County](#) is "open for business."

## 6. Crisis tiers and examples

### **Tier 1: Very unlikely but extremely urgent**

*Major regional disruption, long-term impact to tourism*

- Major earthquake with possible tsunami aftermath, severe damage to transportation infrastructure, buildings, massive power outages, death toll
- Terrorist attack or wartime attack
- Massive toxic spill such as what occurred with the Exxon Valdez or BP Gulf Coast, spoiling miles of coastline and damage to fisheries and aqua-farming
- Pandemic – U.S. and/or global
- Major forest fire - evacuations required

**Note: If a military event takes place** Communications with the Public Information Office may be limited during the height of the crisis.

### **Tier 2: Unlikely but very urgent**

*Disruption to tourism - could attract disaster seekers*

- Tour bus crash (from Astoria cruise ship on day trip to Tillamook Coast)
- Highway damage / landslide / sinkhole, preventing car and truck arrivals
- Forest fire that impedes air quality or travel on a single highway
- Mass shooting or hostage situation
- Explosion – building, marina, commercial area

### **Tier 3: Less likely but urgent**

*Causes tourism disruption to limited areas*

- e-Coli outbreak, traced to local agriculture or food service business
- Large brush fire
- Bomb threat

### **Tier 4: Likely with temporary impact**

*Causes delays or temporary disruption of aspects of tourism*

- Red tide, causing shut down of public beaches, fishing and clamming
- Hwy 101 flooding, making parts of Tillamook Coast inaccessible
- Traffic bottleneck or accident on Hwy 101, causing extensive traffic backups
- Major windstorm causing power outage, downed trees and building damage

## II. Tourism Communications Crisis Action Plan

### 1. When an event occurs: Checklists for action

The Tillamook Coast Visitors Association is responsible for providing timely and accurate information to the tourism public. The **four major steps of action** to take when an emergency or event occurs that could disrupt tourism:

#### Step 1. Obtain factual information of the event

- Contact the Public Information Officer (PIO) of the appropriate emergency response organization (*Appendix 1: emergency contact information list*).
- Ask (PIO) or appropriate leadership person for advice for tourism: should tourists leave, avoid areas or streets, etc.

**Note:** Be aware that at the height of the emergency response, *PIOs from emergency organizations will not be contacting you*, nor will tourism be top of mind for them. In addition, the PIOs of the agencies will have already informed mayors, commissioners and law enforcement. In case of severe emergencies, such as Tier 1 and Tier 2 events, Mayors and Commissioners will likely already have direct communication with Step 1 contacts and won't need the Tourism Information Center to do message filtering (see Crisis Communications Contact Tree, page 9). In fact, Tourism officials may likely get critical information **from them**, at least in the hours of the height of the event. Depending on the crisis event, decide which organization can quickly and effectively communicate with you.

**Consider:** Tourism officials may be asked to the command station to assist in crisis communication. Asked to be trained for such an event, or take part in emergency drills, such as those conducted by the Fire/EMS stations throughout [Tillamook County](#).

*Note: Executive Director of Tourism has been trained in Active Shooter Response.*

## Step 2. Determine action plan and create messaging

- Report nature/cause and duration of the disaster or event to **visitors through social media, radio and e-newsletters, and with press/media.**
- Decide if situation warrants activating the tourism crisis communications plan (*Appendix 2: Action plan template*)
- Develop key messaging that supports event conditions
- Develop advisory to tourism/tourists (evacuation, limitations or normal) (*Appendix 3*)
- Write press release (*Appendix 4*)
- Establish phone numbers and email addresses that can work in an emergency.

***Note:** Land lines may be down or cell towers not working. Emergency organizations may have radio frequency units, RACES or ham radio systems. Volunteer radio operators from RACES will be helpful if phone systems are not working.*

- Relay messaging to Step 2 contacts. **Note:** Chamber directors and mayors relay information to their respective members

## Step 3. Share information of event and key messaging with Step 3 contacts, state and regional tourism offices

- Ask local tourism offices not to speculate on the event
- Share press release or media alerts
- Notify them of any changes to tourism status

## Step 4. Publish messaging, alert media

- Update website
  - Add information as facts are presented
  - Temporarily disable access to information that may be inappropriate in an emergency
- Post to social media channels
  - Announce a schedule and keep to it, even if you are announcing “nothing new”
- Inform Step 4 contacts — local, regional or national media
- Keep Communication Log Sheet to record media interaction (*Appendix 5*)

## 2. Crisis Communications Contact Tree and Contact Action Plan



**Note:** Regional media contact information is provided to TCVA in a separate spreadsheet. An updated version can be provided every six months.

While the media can be a fast and efficient means of disseminating information and messages, it is not a substitute for communicating directly with key audiences. There are small, local radio stations, such as KTIL, but they will be unlikely sources for emergency information. The following tools of communications should also be considered:

- Central contact point for media
- Media releases
- Media conferences
- Media interviews
- Fact sheets
- Update bulletins
- Local visitor radio
- Telephone calls
- Conference calls
- Social media
- Website updates
- Text message broadcast
- Video/images (create or coordinate)
- Ham radio operators

### **Action Tip! Collect cell phone numbers of key personnel**

While main contact information is collected in Appendix 1: Emergency Contact Information, it is recommended that TCVA *collect cell phone numbers of key emergency personnel and media representatives in order to communicate through text messaging.*

### 3. Guidelines for Spokespersons

- **DO NOT SPECULATE.** Always stick to the facts. A more in-depth investigation is required to determine cause.
- **Focus on two or three key messages to communicate and repeat them during the interview.** Keep answers short and to the point. TV reporters want "sound bites" of no more than 10 to 15 seconds. Try to bridge to your key messages throughout the interview.
- **Use a technical expert.** There is no substitute for knowledge. If the questions are outside your area of expertise, find an appropriate technical spokesperson within the company.
- **Speak in simple, common terms.** Avoid jargon and acronyms.
- **Remain calm.** Do not be intimidated into answering questions prematurely. You may tell a reporter that you need to clarify an important matter before you can answer questions.
- **Do not use negative language.** Do not let reporters put words in your mouth.
- **Consider human safety first.** When human safety or other serious concerns are involved, deal with those considerations first. You can admit concern without admitting culpability.
- **Do not answer questions you do not understand.** Ask for clarification. Occasionally, this can be used to buy time to think.
- **Ignore cameras and microphones.** Face the reporter. Don't look away or up at the sky. During videotaped interviews, it's alright to stop your statement and start over.
- **Make only "on the record" statements.** There are no "off the record statements."
- **Avoid saying, "No comment."** If you don't know an answer, say so, then bridge to your messages.

## 4. Handling Incoming Media

When any big story breaks, there's likely to be media coming to [Tillamook County](#). Media personnel will be both unfamiliar with the area and unprepared for the assignment. Reporters and photographers, who one moment were working on one story (or not working at all), are shifted to this new breaking story and will head for the islands with little to no information about what is going on.

The [Portland](#) media have a sense of the region, even if they've never specifically been to [Tillamook County](#). Therefore, they'll have gear appropriate to the weather or emergency conditions. However, media from other cities will be under-prepared with regard to the facts of the situation. They'll likely be under-prepared on a personal basis as well.

Tourism and other emergency organizations may see media issues as "not our problem," but each of these are points of chaos that will become important during the recovery phase. The point is to not make enemies during the crisis, because tourism will need those same people during the recovery.

Keep in mind that these are the same people likely to be sent back for six-month and one-year follow-up stories, particularly in the case of Tier 1 emergencies. They're going to remember how they were treated. For these and other reasons, it's important to ***establish a staging area for the media.***

- Set up a media location that *they feel* makes sense.
  - If it doesn't feel right, they'll just ignore your location, and perhaps end up interfering with emergency operations
  - TV, which drives this issue, wants something "visual" or at least makes sense. For example, where near [Adventist Health Medical Center](#) would you park 10 TV live trucks?
  - It's likely that any staging area will still be some distance from any actual emergency activity and reporters and photographers are going to want to get closer to view and record the damage and activity and interview people themselves.
  - If certain areas are off limits to the media, make sure they know what those locations are, why they are off limits (too dangerous, active investigation, etc.)

**Note:** *Keep in mind the media can go wherever the general public can go. Don't make the mistake of telling the media they must stay at a staging area when general public "looky-loos" are wandering around.*

- Make it a priority to let some or all of the media in at the earliest appropriate moment and make sure those waiting to go in know that officials are aware of the need to let “the public know” ASAP.
- How will they get power - generators?
  - What would those generators at 2 am do to the neighborhood (remember, 2 am is during the East Coast morning news shows)
- Where will they eat?
  - Food truck or local caterer
- Where can they take care of the “necessities” while in the staging area
  - Porta-potties, drinking water
- Where will they stay?
  - On one hand, an emergency is a dent to tourism. On the other hand, lodging and restaurants might see a boost in business from emergency personnel and the media.
- How will the trucks get replacement fuel?
  - Arrange for a fuel truck (the drivers have credit cards), which makes for an orderly refueling process and builds communication bridges.
- Establish helicopter procedures through the FAA.
  - Weather permitting, stations may send their news helicopters over scenes, or may even try to land a crew near a significant emergency. The FAA has in place regulations regarding how low helicopters can go (when not landing and taking off) and can modify those regulations around certain areas, creating “no-fly zones” at certain distances and altitudes from a scene.

**Consider:** *Don't play favorites with the media.* Don't favor national over local (or vice-versa) or TV over print or radio. If only a few reporters can go in “first.” announce that this will be done on a “pool” basis. It is best for the media to decide among themselves who will be the “pool people.”

#### **Action Tip! Video Drones**

One of the newest media technology tools is a *video drone used to fly over active scenes.* They are currently unregulated and reaching out to experts about how to manage their presence is recommended.

## 5. After the Emergency

While the days immediately following a major crisis event are more of a “reactive” situation, afterward the situation becomes more “proactive.” This is when tourism spokespersons need to think like the media.

Come up with ideas that show the affected area getting back to normal, the unaffected area thriving, and generally offering a positive view of the area. *This will encourage visitors to return, helping increase economic recovery.* One of the staples of post-emergency reporting is following up at regular intervals. Typical intervals are:

- 1 week
- 1 month
- 3 months
- 6 months
- 1 year
- 2 year (major event - 2011 Tsunami in Japan is an example)
- 5 year (major event - Major terrorist attacks are examples)
- Holidays (For example, one could easily anticipate follow-ups to the Ledgewood landslide at Thanksgiving or Christmas (homeless for the holidays) - and on the one-year anniversary.

Members of the media will initially want to go back to the people who were first interviewed because they have file video of that individual during the original emergency and will likely have direct contact with those people. But, the media will be open to stories of “signs of progress” if those stories are compelling.

### **Action Tip! Be ready with good news**

Prepare 30 to 60 days prior to the likely anniversary by drawing up and offering to the media several compelling “good news” ideas they might wish to pursue. Travel magazines, since they operate on a longer range, will need ideas sooner. Keep in mind that all media is strapped for time and people, and anything we can do to make their job easier, such as identifying people willing to talk, images and video they can use and so forth, will help them consider the “good news” story favorably.

### **III. Appendices**

**Appendix 1: Emergency Information Contacts**

**Appendix 2: Action Plan Template**

**Appendix 3: Travel Alert/Position Statement Samples**

**Appendix 4: Press Release Template**

**Appendix 5: Log Sheet Template**

## Appendix 1: Emergency Information Contacts

Tillamook Coast Visitors Association	Nan Devlin, Tourism Director Designated Spokesperson	C: 971.235.9785 <a href="mailto:nan@tillamookcoast.com">nan@tillamookcoast.com</a>
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### Step One Contacts: Tillamook County

Tillamook County Emergency Management	Gordon McGraw, Director	503.919.4911 <a href="mailto:Gordon@gamweather.com">Gordon@gamweather.com</a>
Tillamook 9-1-1	Tiffany Miller, Operations Manager	503.815.1911 503.842.3446 <a href="mailto:tmiller@tillamook911.com">tmiller@tillamook911.com</a>
City of Rockaway Beach Emergency Management	David Elkins, Emergency Manager	503.374.1752 <a href="mailto:preparednessRB@gmail.com">preparednessRB@gmail.com</a>
Tillamook County Sheriff's Office	Jim Horton	503.815.1911 <a href="mailto:jhorton@co.tillamook.or.us">jhorton@co.tillamook.or.us</a>
Tillamook Fire Department	Daron Bement, Fire Chief	503.842.7587
Bay City Fire Department	Volunteer Fire Chief, Darrell Griffith	503.377.0233 <a href="mailto:firedept@ci.bay-city.or.us">firedept@ci.bay-city.or.us</a>
Garibaldi Fire Department	Jay Marugg, Fire Chief	503.322.3635 <a href="mailto:firechief@ci.garibaldi.or.us">firechief@ci.garibaldi.or.us</a>
Nestucca Fire District	James Oeder, Fire Chief	C 503.812.2422 <a href="mailto:joeder@nrfd.com">joeder@nrfd.com</a>
Netarts Oceanside Fire District	Tim Carpenter, Fire Chief	503.842.5900
Rockaway Beach Fire Department	Shawn Vincent Todd Hesse	503.355.2978
Tillamook Regional Medical Center	Community / Public Relations	
Tillamook County Community Health Centers	Melissa Paulissen Tillamook County Health Officer	503.708.8900 <a href="mailto:mpauliss@co.tillamook.com">mpauliss@co.tillamook.com</a>
Tillamook City Police	Terry Wright, Police Chief	503.842.2522 <a href="mailto:twright@tillamookor.gov">twright@tillamookor.gov</a>
Garibaldi Police Department		503.322.3377

**Step One Contacts: Tillamook County**

Tillamook County PUD	Joanna Stelzig Public Relations Manager	503.815.6024 <a href="mailto:jstelzig@tpud.org">jstelzig@tpud.org</a>
Tillamook County Public Works	Chris Laity, Director	503.815.3975 <a href="mailto:claity@co.tillamook.or.us">claity@co.tillamook.or.us</a>
Garibaldi Public Works	Blake Lettenmaier, Director	541.201.8154 <a href="mailto:blake@ci.garibaldi.or.us">blake@ci.garibaldi.or.us</a>
Rockaway Beach Public Works	Luke Shepard, Public Works Director	503.374.1752 <a href="mailto:lukeshepard@rockawaybeachor.us">lukeshepard@rockawaybeachor.us</a>
Tillamook County Parks	JoAnn Woelfle, Parks Director	503.322.3477 x4 <a href="mailto:jwoelfle@co.tillmaook.or.us">jwoelfle@co.tillmaook.or.us</a>
Tillamook Transportation District	Clayton Norrbom Operations Coordinator	503.815.2584 <a href="mailto:cnorrbom@tillmaookbus.com">cnorrbom@tillmaookbus.com</a>
Port of Tillamook Bay	Michele Bradley Port Director	503.812.5100 <a href="mailto:mbradley@potb.org">mbradley@potb.org</a>
Port of Garibaldi	Michael Saindon Port Director	503.812.8979 <a href="mailto:manager@portofgaribaldi.org">manager@portofgaribaldi.org</a>

**Step One Contacts:  
State**

Oregon Governor's Office	Kate Brown, Governor  Jennifer Purcell, North Coast Region Coordinator	503.378.4582  503.551.8381  <a href="mailto:jennifer.k.purcell@oregon.gov">jennifer.k.purcell@oregon.gov</a>
Oregon Office of Emergency Management	Andrew Phelps, OEM Director  Cory Grogan, Public Information Officer	503.378.3933  <a href="mailto:andrew.phelps@state.or.us">andrew.phelps@state.or.us</a>  503.378.3930  <a href="mailto:cory.grogan@state.or.us">cory.grogan@state.or.us</a>
Office of State Fire Marshall	Jim Walker, OR State Fire Marshall  Rudy Owens Public Affairs Specialist  Reuben Descloux, Chair Local Emergency Planning Committee State Emergency Response Commission	503.373.1540  <a href="mailto:oregon.sfm@osp.oregon.gov">oregon.sfm@osp.oregon.gov</a>  - <a href="tel:503.934.8217">503.934.8217</a> <a href="mailto:rudy.owens@osp.oregon.gov">rudy.owens@osp.oregon.gov</a>  - <a href="tel:503.842.7587">503.842.7587</a> <a href="mailto:rdescloux@tillamookfire.com">rdescloux@tillamookfire.com</a>  -
Oregon State Police	Terri Davie, Deputy Superintendent  Tim Fox, Public Information Officer  Cari Boyd, Lieutenant	503.378.3720  503.378.3720  503.842.2899  <a href="mailto:cari.boyd@osp.oregon.gov">cari.boyd@osp.oregon.gov</a>
Oregon Department of Forestry	Kate Skinner, District Forester	503.815.7001 503.842.2545 or 503.842.2548 After Hours  <a href="mailto:Kate.j.skinner@oregon.gov">Kate.j.skinner@oregon.gov</a>

Oregon Department of Transportation	<p>Matthew Garret, Director Tom Fuller, Communications Section Manager</p> <p>Dan Weber, Supervisor Tillamook Office</p>	<p>503.986.3452 503.986.3455</p> <p>503.842.7811 C 503.812.7811</p>
Pacific NW Seismic Network	<p>Harold Tobin, Director</p> <p>Bill Steele, Public Information Officer <a href="http://www.pnsn.org">http://www.pnsn.org</a></p>	<p>206.543.6790 <a href="mailto:htobin@uw.edu">htobin@uw.edu</a></p> <p>206.685.5880 <a href="mailto:wsteele@uw.edu">wsteele@uw.edu</a></p>
Oregon State Parks & Recreation Department	<p>Lisa Sumption, Director</p> <p>Jason Resch Communications Manager</p>	<p>503.986.0707 <a href="mailto:lisa.sumption@oregon.gov">lisa.sumption@oregon.gov</a></p> <p>- 503.986.0592 C 503.508.4149 <a href="mailto:jason.resch@oregon.gov">jason.resch@oregon.gov</a></p>
Oregon Dept of Agriculture	<p>Lisa Charpilloz Hanson, Deputy Director</p> <p>Andrea Cantu-Schomus Director of Communications</p> <p>Alex Manderson, Food Safety Inspector &amp; Shellfish Specialist Tillamook Office</p> <p>Julie Leone, Food Safety Inspector Tillamook Office</p>	<p>503.986.4552 <a href="mailto:lhanson@oda.state.or.us">lhanson@oda.state.or.us</a></p> <p>503.881.9049 <a href="mailto:acantuschomus@oda.state.or.us">acantuschomus@oda.state.or.us</a></p> <p>503.842.2607 <a href="mailto:amanderson@oda.state.or.us">amanderson@oda.state.or.us</a></p> <p>971.209.5658 <a href="mailto:jleone@oda.state.or.us">jleone@oda.state.or.us</a></p>

Oregon Health Authority, Public Health Division	Lillian Shirley, Director  Jonathon Modie, Lead Communication Officer	971.673.1229 <a href="mailto:lillian.shirtley@dhsaha.state.or.us">lillian.shirtley@dhsaha.state.or.us</a>  -  971.246.9139 <a href="mailto:phd.communications@dhsaha.state.or.us">phd.communications@dhsaha.state.or.us</a>
U.S. Coast Guard - Garibaldi	Corbin Ross, Master Chief Boatswain's Mate  For maritime emergency use only	503.322.3531  206.220.7001
NOAA (set cell phones to NOAA public information announcements)	Matt Ocana  Regional Office	801.524.5692
US Department of Agriculture	Ray Monroe, District Manager - Tillamook Office	503.457.9025 <a href="mailto:ray.monroe@or.nacdnet.net">ray.monroe@or.nacdnet.net</a>

Step Two Contacts: City Government and Chambers		
City of Bay City	Chance Steffey, City Manager	503.377.2288 <a href="mailto:csteffey@ci.bay-city.or.us">csteffey@ci.bay-city.or.us</a>
	Christopher Kruebbe, Mayor	503.377.2288 <a href="mailto:ckruebbe@ci.bay-city.or.us">ckruebbe@ci.bay-city.or.us</a>
City of Garibaldi	Geoff Wullschlager, City Manager	503.828.0248 <a href="mailto:geoff@ci.garibaldi.or.us">geoff@ci.garibaldi.or.us</a>
	Judy Riggs, Mayor	503.322.3327 <a href="mailto:judy.riggs@garibaldi.us">judy.riggs@garibaldi.us</a>
City of Manzanita	Cynthia Alamillo, City Manager	503.368.5343 <a href="mailto:calamillo@ci.manzanita.or.us">calamillo@ci.manzanita.or.us</a>
	Mike Scott, Mayor	503.368.5343 <a href="mailto:msscott@ci.manzanita.or.us">msscott@ci.manzanita.or.us</a>
City of Nehalem	Dale Shafer, City Manager	503.368.5627 <a href="mailto:dshafer@nehalem.gov">dshafer@nehalem.gov</a>
	Bill Dillard, Mayor	503.368.5627 <a href="mailto:dshafer@nehalem.gov">dshafer@nehalem.gov</a>
City of Rockaway Beach	Terri Michel	503.374.1752 x110 <a href="mailto:terri@corb.us">terri@corb.us</a>
	Sue Wilson, Mayor	503.374.1752 <a href="mailto:cityhall@corb.us">cityhall@corb.us</a>
City of Tillamook	Paul Wyntergreen, City Manager	503.842.2472 x3460 <a href="mailto:pwyntergreen@tillamookor.gov">pwyntergreen@tillamookor.gov</a>
	Suzanne Weber, Mayor	503.842.2472 <a href="mailto:sweber@tillamookor.gov">sweber@tillamookor.gov</a>
City of Wheeler	Juliet Hyams, City Manager	503.368.5767 <a href="mailto:citymgrwheeler@nehalem.tel.net">citymgrwheeler@nehalem.tel.net</a>
	Stevie Burden, Mayor	503.368.5767

Tillamook County Commissioners	Bill Baertlein	503.842.3403 <a href="mailto:bbaertle@co.tillamook.or.us">bbaertle@co.tillamook.or.us</a>
	Mary Faith Bell	503.842.3403 <a href="mailto:mfbell@co.tillamook.or.us">mfbell@co.tillamook.or.us</a>
	David Yamamoto	503.842.3403 <a href="mailto:dyamamoto@co.tillamook.or.us">dyamamoto@co.tillamook.or.us</a>
	Rachel Hagerty Chief of Staff	503-812-3465 <a href="mailto:rhagerty@co.tillamook.or.us">rhagerty@co.tillamook.or.us</a>
Tillamook Chamber of Commerce	Justin Aufdermauer, Director	<a href="mailto:justin@tillamookchamber.org">justin@tillamookchamber.org</a>  503.812.3556
Pacific City Nestucca Valley Chamber of Commerce	Susan Amort, President	<a href="mailto:susanamort@windermere.com">susanamort@windermere.com</a> 503.312.4622
	Doug Olson, Vice President	<a href="mailto:dougolson-oregon@charter.net">dougolson-oregon@charter.net</a> 503.201.7464

## Appendix 2: Action Plan Template

*\*Adapted from a University of Washington Crisis Communications Plan*

<b>1. Assessment</b>					
What is the crisis situation? What are the facts surrounding it? Do you need to evacuate staff?					
<ul style="list-style-type: none"> <li>• Transportation               <ul style="list-style-type: none"> <li>○ Is transportation restricted? Where and what alternatives or detours exist?</li> </ul> </li> <li>• Utilities               <ul style="list-style-type: none"> <li>○ Are electricity, water, fuel, gas and other utilities functioning and available?</li> </ul> </li> <li>• Personal safety               <ul style="list-style-type: none"> <li>○ How will a tourist's personal safety be compromised if they visit?</li> </ul> </li> <li>• Access to services               <ul style="list-style-type: none"> <li>○ Can a tourist still access goods and services such as accommodations, restaurants, etc.?</li> </ul> </li> <li>• Access to attractions               <ul style="list-style-type: none"> <li>○ Can tourists still access attractions?</li> </ul> </li> <li>• Communications               <ul style="list-style-type: none"> <li>○ Can a tourist use a cell phone, land line or internet?</li> </ul> </li> <li>• What's the short and long term prognosis?               <ul style="list-style-type: none"> <li>○ When will things return to normal?</li> </ul> </li> </ul>					
<b>2. Establish a Crisis Task Force, including a Spokesperson, and Create a Crisis Communications Tree</b>					
	<b>Name</b>	<b>Title</b>	<b>Cell/Text</b>	<b>E-Mail</b>	
Spokesperson:					
Public Information Officer 1 (External):					
Public Information Officer 2 (External):					
Web Content Writer:					
Email / Press release Writer:					
<b>3. Craft Crisis Communications Objectives and Key Messages</b>					
Identify the key points that you need to communicate pertaining to the crisis: What happened? How will TCVA respond? What are the key messages that we need to communicate?					
<ul style="list-style-type: none"> <li>• Objectives:               <ul style="list-style-type: none"> <li>○ Protect tourist and resident's personal safety</li> <li>○ Minimize disruption to tourism related businesses</li> </ul> </li> <li>• Key Messages:               <ul style="list-style-type: none"> <li>○ Emergency management personnel have the situation under control</li> <li>○ By following personal safety recommendations from emergency management, tourists can still come</li> <li>○ Accommodations, restaurants, attractions and retail stores remain open</li> <li>○ Access to popular tourist locations remain open</li> </ul> </li> <li>• Q and A about the crisis for internal circulation:</li> </ul>					
<b>4. Notify Key Constituencies (Internal and External)</b>					
<b>Name:</b>	<b>Organization</b>	<b>Title</b>	<b>Phone</b>	<b>Email</b>	<b>Date notified/method</b>
<b>5. Alert the Media</b>					
<b>Communication Tool</b>	<b>Date of Tool Use</b>	<b>Contact Details of Media Distribution</b>			
Email blasts					
Fact sheets/B-roll/video					
Press briefings					
Web postings					
Interviews					
Social media posts					

## Appendix 3: Travel Alert/Position Statement Samples



### **Statement from Tillamook Coast Visitors Association**

**DAY, DATE, YEAR**

**TIME**

Following the 8.2 magnitude earthquake off the Oregon State coast, much of the Tillamook Coast is under a tsunami advisory with recommendation for some residents to evacuate low-lying areas Island County. The National Weather Service expected the biggest waves near \_\_\_\_\_. The highest waves are expected Friday morning; however, initial reports indicate that waves on the Tillamook Coast are not significantly different from usual.

Tillamook Coast Visitors Association maintains regular and up-to-date communication with all emergency management services and operations throughout the region, and is committed to monitoring and reporting any all emergency events or possible events to visitors and residents of the Tillamook Coast.

## Appendix 4: Press Release Template

- based on Visit Seattle template

### For Immediate Release

Month, Day, Year [date sent]

### Media Contact:

Nan Devlin

971-235-9785

nan@tillamookcoast.com

[should be whoever will receive media calls at this time]



### <EVENT> Hits Oregon's Tillamook Coast

*Casualties reported, highways damaged, tourists evacuated*

TILLAMOOK COUNTY, OR - The aftermath of the most powerful earthquake to jolt the Pacific Northwest in more than 50 years has left the region shaken but relatively unfazed. Miraculously, there were few serious injuries and relatively minor infrastructure damage given the magnitude of the quake, estimated at 8.2 on the Richter scale. Because the event epicenter was deep below the earth's surface near Olympia, Washington, the Tillamook Coast was buffered from the worst of what might have occurred.

"While there have been some temporary inconveniences for travelers—including some delays and cancellations of transportation options - they are minor and expected to be fully returned to normal in a matter of days," said Nan Devlin, Tourism Director of Tillamook Coast Visitors Association. "Little damage was sustained at area hotels and tourism infrastructure is fully operational. Very few visitor-oriented businesses, such as restaurants, stores and attractions, suffered any long-term impacts," said Devlin.

Visitors planning an upcoming trip or attending a meeting in the coming weeks should expect things to be surprisingly normal. For more information please visit the website at [www.visit-tillamookcoast.com](http://www.visit-tillamookcoast.com)

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