



Crisis Management and Business Continuity Plan

Revised: November 2020

*In the event of most emergencies (medical, fire, etc.),
Dial 9-1-1 immediately.*

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INTRODUCTION

At any given time, thousands of visitors are present throughout the state of Wisconsin. As a premiere vacation destination, millions of visitors' flock to Door County to enjoy a relaxing and rejuvenating experience while thousands of citizens thrive off of the tourism dollar. Despite its beauty, a crisis/emergency is always a possibility and under these circumstances, the welfare of the visitor population is of paramount concern.

The purpose of this plan is to define protocols and procedures for an emergency situation affecting Destination Door County Welcome Center, visitors, staff and residents, Door County, or a national emergency that affects Door County tourism.

Destination Door County (DDC) is committed to clearly defining its responsibility in relationships to related agencies and organizations throughout the area to ensure that the Door County tourism industry is prepared to respond to emergencies, recover from them, and mitigate their impacts.

This crisis plan is not meant to stand alone. It is intended to be used in conjunction with city, county and other state agency plans as well as with plans from individual communities and businesses.

Not every situation will be a major crisis requiring full emergency response from DDC. However, if after the initial notification of a situation, DDC President and CEO and the Crisis Management Team determine the situation can be handled without activating the Emergency Command Center, a more conservative approach to emergency management will be taken. That approach may include any of the elements referenced in the Crisis Plan, such as crafting and disseminating key messages, etc.

➤ ***Webster's Definition of a Crisis***

An unstable situation of extreme danger or difficulty; an unstable or crucial time or state of affairs in which a decisive change is impending.

➤ ***Webster's Definition of an Emergency***

An unforeseen combination of circumstances or the resulting state that calls for immediate action; an urgent need for assistance or relief.

For the purpose of DDC's crisis plan, a crisis/emergency is defined as a situation with the power to generate negative publicity for DDC and the destination that has the potential to negatively impact the tourism and hospitality industries.

DDC has categorized crisis/emergencies as:

- Weather/Natural Disaster: A crisis/emergency caused by the environment such as a tornado.
- Health-Related Crisis: A crisis/emergency caused by food poisoning, communicable/contagious diseases.
- Business Interruption: A situation brought about by human action such as strikes, labor disputes, systems failure, or organizational misconduct.
- Disturbances: A crisis/emergency brought about by human action such as terrorist incident, bomb threat, active shooter, power outage, hostage situations, stampede, or panic.
- Accidents/Manmade Crisis: An emergency brought about by human action such as aviation or maritime accident, sporting event accident, bus accident, structural collapse, fire or explosion.

Decision-making Filter for Responding to Crises

DDC will not need to respond to every crisis. However, it is important to note that DDC will use the following as a guideline for determining the type or extent of its response. DDC will respond to a crisis if it is:

- A DDC organized event/location
- A DDC client event

If it is not one of these types of crises, then the President & CEO will determine the appropriateness of involving DDC in the response.

Goal and Objectives

The goal of our crisis planning efforts is to minimize the impact of a crisis, both economic and reputational, on DDC, the destination and its tourism industry, and to expedite recovery.

Objectives:

1. Facilitate effective communication within DDC, the community, state tourism, and the public regarding an emergency.
2. Facilitate timely recovery of daily business activities in order to minimize financial losses and public image.
3. Provide a framework for critical decision-making during and in post-emergency situations.
4. Pool the wisdom of DDC, its Board and Membership for the health of the tourism industry in Door County.

RESPONSIBILITY & AUTHORITY _____

The Emergency Cycle

The time to prepare for a crisis/emergency is not when a situation is taking place. Rather, DDC's Crisis Plan engages all parties in the establishment, delivery, and maintenance of an emergency/crisis plan that addresses **preparedness** needs and **response** on an ongoing basis - before the occurrence.

At the onset of an emergency, actions will be taken to enhance the effectiveness of **recovery** operations. Recovery is the integration of both short-term activities intended to bring all systems into operation, and long-term activity designed to return infrastructure to pre-emergency conditions. Recovery also includes the cost of recovery activities.

Mitigation planning includes a review of ways to eliminate or reduce the impact of future emergencies.



DDC's Crisis Plan establishes a system for coordinating all phases of emergency management within Door County's visitor and hospitality industry. The plan includes:

- A description of the Crisis Management Team
- A description of mutual aid used during emergencies to ensure effective coordination of resources
- General policies to guide emergency management activities
- Guidance on interagency coordination to deliver assistance.
- Specific responsibilities of DDC and its marketing partners.

The information in this plan assumes all or some of the following have occurred.

- A crisis/emergency occurs. The occurrence allows adequate time to notify the public.
- The Governor declares a disaster.
- The County declares a disaster.
- The Mayor declares a disaster.
- The Wisconsin Emergency Management Team is activated.
- The Door County Warning System is activated.
- Inbound visitors are advised of impending disaster or post-disaster conditions while in route.
- The visitor industry arranges alternate accommodations for inbound visitors as well as those already in Door County.
- An announcement of evacuation and/or "sheltering in place" is made in the community.
- Airfields are non-operational or not usable.
- Key transportation routes are not open.
- A situation involving organizational misconduct has been revealed and reported.

Public Notification

- Door County Emergency System: primary notification warning system. Emergency radio and television broadcasts alert the community of impending crisis. A system of sirens is used to notify some of the communities to listen to emergency broadcasts.
- Radio and television stations announce emergency messages provided by county and state agencies, including information from the National Weather Service and county fire and police departments.
- Notification and warning of impending danger is made through the Door County Emergency Warning System.

Preparation, Review and Update of Plan

DDC plan shall be updated on a bi-annual basis or more often as key information changes.

Crisis Management Team (CMT)

Upon notification of an emergency (or impending emergency), DDC's President & CEO will: notify the Crisis Management Team and they will immediately convene to assess the situation and implement specific actions as outlined in this plan, or convene the Crisis Management Team and call for the immediate opening of the Emergency Command Center.

The Crisis Management Team, if deemed appropriate, is responsible for the dissemination of all relevant information to the media, visitor and hospitality industry partners and private sector organizations.

The Crisis Management Team will be comprised of the following individuals whose general assignments are listed and liaison roles are identified. In the event that the primary individual is unavailable an alternate has been assigned to assume the responsibility.

- **Chief Executive Officer (CEO)** – lead spokesperson, liaises with government agencies and key partners (Alternate: Director of PR & Communications)
- **PR & Communications Manager** – liaises with Chair and board at direction of President & CEO (Alternate: Director of Membership)
- **Director of Marketing & Sales**- primary contact for marketing efforts, liaises with Agency of Record and partners (Alternate: CEO)
- **Director of PR & Communications**- primary contact for media relations, public communications and liaises with Marketing & Sales (Alternate: Director of Marketing & Sales)
- **Director of Membership**- primary contact for member relations (Alternate: Membership Manager)
- **Director of Finance and Administration** – Oversees bank balances and amount of crisis marketing funds.

Liaison with Board & Committees

The CMT will gather information, manage recovery, and communicate with DDC Executive Committee, Board of Directors and the Door County Tourism Zone Commission. The Executive Committee shall approve any actions including, but not restricted to, engaging the Line of Credit or other emergency funding, and other activities outside of normal DDC functions. In the event of damage to the Welcome Center or offices, the Visitor Information Manager will assist in staff management to maintain visitor services.

Liaison with Key Local Officials

Additional notifications will be made according to the CMT Responsibilities to the Tourism Zone chairman, DDC Membership, Town and Village Chairmen, Mayor and City Council of Sturgeon Bay (based on severity of the circumstances of the crisis). The County Administrator and Director of the DCEDC are board members who can assist in notifying the government and business communities.

CMT Responsibilities

The information in DDC Crisis Plan has been gathered to help preserve the integrity of the tourism industry in Door County in the wake of a crisis.

It is DDC's role to serve as the central source of information for the entire visitor and hospitality industry during an emergency. The goal is to preserve the leisure, meetings, and hospitality industry in Door County. Meeting planners and group tour planners must be contacted. National and international publicity campaigns must be orchestrated to allay misinformation and lingering perceptions.

The emergency response of DDC is an extension of the organizations' day-to-day activities. The success of emergency operations relies on all levels of government and the private sector working together to address the challenges posed by an emergency.

Crisis management activities can be categorized into a number of phases. Each management phase is unique, and the roles and responsibilities of Crisis Management Team members will vary as described below.

Preparedness

Day-to-day: The preparedness phase involves activities undertaken in advance of an emergency. These activities develop operational capabilities and improve effective response to disasters. Disaster plans are developed and revised to guide disaster response and increase available resources. Planning activities include keeping abreast of potential and emerging crisis, developing analyses and situational reports, writing operations plans, training response personnel, and maintaining strong relationships with affected agencies and personnel, and improving public information and communications systems. *(Responsible: DDC President/CEO, Director of Marketing & Sales, Director of PR & Communications)*

Increased Readiness: As an emergency begins to develop, DDC takes action to increase its readiness. Actions taken during this phase are designed to increase the organization's ability to respond effectively. Increased readiness actions include briefing appropriate individuals, reviewing plans, preparing information for release to affected audiences, updating resources lists and testing communications systems. *(Responsible: DDC President/CEO and Director of PR & Communications)*

Pre-Impact: When the Crisis Management Team is able to identify the approach of a potential crisis, actions are taken to save lives and protect property. The response phase is activated to coordinate with other emergency response activities. During this phase, communications systems may be activated, resources may be mobilized, and DDC Emergency Command Center may be activated, depending on the nature of the crisis at hand. *(Responsible: DDC Crisis Management Team)*

Impact: During this phase, emphasis is placed on saving lives, controlling the situation, and minimizing the long-term effects of the crisis. Immediate response actions are accomplished within affected areas by coordinated efforts of public and private sector agencies/organizations. DDC Emergency Command Center is activated, and emergency communications are issued to the public. *(Responsible: DDC Crisis Management Team)*

Marketing – Director of Marketing & Sales

- Review Crisis Marketing Action Plan Attachment, current advertising campaigns and marketing programs to determine if messages are appropriate or if a campaign should be suspended or modified.
- Work with agency and/or other departments to develop new, more appropriate marketing messages and strategies.

Member Relations – Membership Director

- Have a statement on hand to read to any member who calls for additional information.
- Prepare a short memo to all members outlining the situation and action(s) taken.
- Communicate all messages and strategies to DDC Information Services Specialists.

Employee and Board Relations – President/CEO

- Schedule an all-staff meeting to inform staff of the situation and outline the Crisis Management Team and responsibilities.
- Assign the Director of Finance and Administration, the DCPR, or other staff member to update recorded telephone messages so that anyone calling DDC offices is apprised of the situation's status, and how to obtain additional information.
- Initiate frequent staff meetings to keep everyone current with new developments.
- Call all board members and apprise them of the situation; email copies of DDC media statements to the Board.

General Staff Information

- All media calls are to be directed to the President/CEO, DCPR or another appointed media spokesperson.
- All member calls are to be directed to the Membership Director.
- All Meeting/Event Planner /group sales calls are to be directed to the Director of Marketing & Sales.
- All visitor calls are to be taken by the Information Services Specialists.
- All Board calls are to be directed to the President/CEO.
- All advertising calls should be directed to the Director of Marketing & Sales, who can forward them to DDC's advertising agency of record, as needed.

Sustained: As the emergency continues, the communications requirements continue and change to meet the needs of the crisis. (Responsible: Director of PR & Communications and Director of Marketing & Sales)

Administrative Practices

General

- Adherence to standard administrative and financial procedures is critical. Records maintenance will continue throughout the cycle of an emergency (ie. Expenditures, losses, etc.). DDC Director of Finance and Administration is responsible for cost recovery records and the entire Crisis Management Team will assist in collecting information.
- Prior to the emergency: training and appropriate forms are to be provided, including procedures for all units of the response organization.
- During the emergency response: care should be taken to ensure that adequate documentation is collected for activities of personnel, use of equipment, and expenditures for the emergency.
- Response: records must be maintained for audit purposes.

Specific Practices

- All marketing contractors will review current advertising campaigns/marketing programs to determine if messages are appropriate or if campaigns/programs should be immediately suspended.
- All contractors will immediately review their current contingency marketing plans
- All contractors will initiate development of post-emergency strategy messages.

Crisis Communication Processes and Information Flow

The Crisis Management Team (CMT) shall be responsible for the release and flow of all relevant information to the media, to DDC employees and members. The team will meet at regular intervals to provide updates on the situation. It is the responsibility of the President/CEO to contact and assemble the team at the onset or threat of a crisis. In the event that the President/CEO is unreachable, the Director of PR/Communications will contact and assemble the team until such time that the President/CEO is able to resume the role of Primary Crisis Manager.

Personnel Training Program

Training is encouraged throughout all departments to better the mitigation, preparedness, response and recovery process throughout the tourism community. Specialty training should be documented and made available within the crisis plan so those assets can be called upon as needed.

Staff Member	Position	Training
Laura Lloyd	Destination Information Specialist	LPN Training (Outdated)
Michelle Rasmusson	Director of Marketing & Sales	Combat Lifesaver First Aid & CPR (Outdated) Training Fire Fighter 1 Dive Search & Rescue Certified Emergency Manager Civil Affairs & Dislocated Civilian Training
Jen Rogers	PR & Communications Manager	CPR & First Aid (Outdated)
Jack Money Penny	CEO	CPR & First Aid (Outdated)
Cambria Mueller	Community Advocacy Manager	CPR & AED (expires 3/2021)
Elizabeth Martell	Destination Information Specialist	CPR & First Aid (expires 6/2019)

Facility Audit

An audit of DDC and its facility should be done on an annual basis, or as needed when new equipment is added.

In Business Risk Assessment

There are common man-made and natural hazards that can impact both DDC staff and facility. Risk assessments will be evaluated on an annual basis based on a 10 year history at DDC. This assessment will serve as a basis for mitigation and preparedness.

EMPLOYEES	History (x2)	Vulnerability (x5)	Max Threat (x10)	Probability (x7)	TOTAL
Tornado	0	25	70	7	102
Fire	2	15	60	28	105
Flood	0	15	70	7	92
Terrorist	0	10	100	7	117
Illness	8	25	100	28	161
Wind	6	25	70	49	150
Snow	8	25	70	49	148
Ice	8	25	70	49	148

FACILITY	History (x2)	Vulnerability (x5)	Max Threat (x10)	Probability (x7)	TOTAL
Tornado	0	25	100	21	146
Fire	2	35	100	28	165
Flood	0	15	70	7	92
Terrorist	0	50	100	7	157
Wind	6	25	70	49	150
Snow	8	25	70	49	148
Ice	8	30	70	49	153

Liaison with Contractors (for special emergency related services)

Quietwoods RV Sales & Services (Command Center)	920.743.7121
ServePro (Restoration Experts)	844.448.4424
Filament (Public Relations)	920.883.1691
Shore to Shore Rental (Generator & Equipment)	920.743.3288
Captain Commodes (Portable Toilets)	920.746.9651
Acorn Tree Service (Tree removal)	920.495.0600

Emergency Command Center

DDC Command Center will support the work activities of 6-8 people. In addition to laptops, printers, copy and fax machine, the center should have backup emergency power to operate during an extended power outage. A television monitor will be set up, as well as other equipment to help maintain communication operability with state, county, and federal agencies as necessary.

General Information –

Location: Door County Economic Development Corporation

Parking: On-site

Contact: Executive Director Steve Jenkins (920) 421-3777

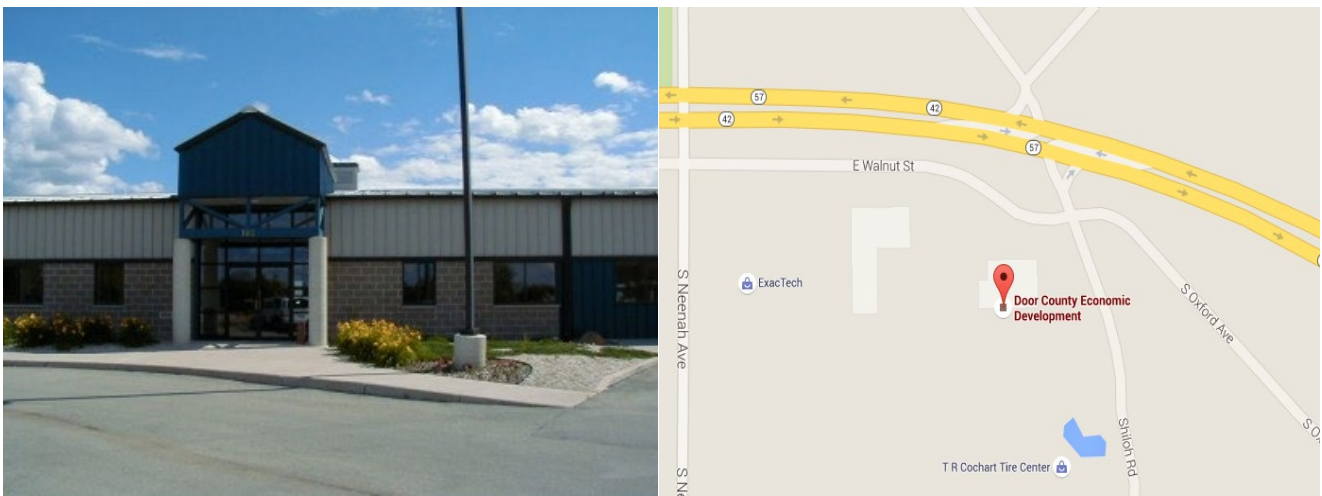
What to Bring: Crisis manuals and any information and / or equipment necessary for you to implement your crisis management procedures.

The order of priority in any emergency should be:

1. The safety and wellbeing of our employees, volunteers, and their families.
2. The safety and wellbeing of our guests and visitors.
3. The securing and restoration of operations of DDC.
4. Providing service and information to the community, visitors, press, and appropriate publics, and the ongoing continuity of programs and marketing.
5. Maintaining and supporting the tourism industry in Door County.

Layout of Emergency Command Center

Door County Economic Development Corporation | 185 E, Walnut St | Sturgeon Bay, WI
920-743-3113.



Equipment List

The following items are recommended to efficiently operate the Emergency Command Center and are easily accessible when needed. *Note: Some supplies may already be available at the backup location.*

(1) Satellite phones with docking station	(2) Backup cell phones and chargers	(4) Tables & Chairs	(2) Extention Cords
Wireless Internet	Wired internet access for a minimum of two computers	(2) Laptop computers and chargers	(2) Flip Chart & Stands
(1) Copier/Scanner and Paper	Bottled Water (3 days worth)	(1) First Aid Kit	(1) Emergency Radio
(1) TV & digital converter box if cable is not available on site	A box of basic supplies should also be included: Stapler, tape, pens, paper, markers, paper clips, etc.		

DISTRIBUTION OF PLAN _____

Faculty and Personnel

Each staff member shall receive one copy, and members of the CMT will have two copies of DDC's Crisis Management and Business Continuity Plan. Members of the CMT shall keep one copy in their office and the other in their home or vehicle. All DDC staff members should keep a current staff roster at home. This list includes contact information for all staff members, including email address, home address, home and cell phone numbers, and CMT Responsibilities.

Staff Emergency Contact Information

Employee Name	Emergency Contact	Phone	Address	Cell Phone
Berndt, Philip	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
Bradley, Laura	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
Jarosh, Jon	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
LaRoche, Amanda	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
Lloyd, Laura	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
Lynch, Cathy	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
Martell, Elizabeth	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
Moneypenny, Jack	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
Mueller, Cambria	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
Nash, Pat	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
Perley, Leslee	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
Rasmusson, Michelle	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
Rusnak, Morgan	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
Rogers, Jen	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
Surfus, Chris	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
Torres, Yvonne	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]

Public Officials, Industry Partners and Industry Leaders

Key partners and personnel throughout the community shall receive one copy of DDC Crisis and Business Continuity Plan to integrate to their individual plans and understand DDC's role in case of an emergency.

County/City _____

County Administrator

Ken Pabich

kpabich@co.door.wi.us

(920) 746-2552 Office / (920) 493-2377 C

Door County Economic Development (DCEDC)

Steve Jenkins (Executive Director)

steve@doorcountybusiness.com

(920) 743-3113 / (920) 421-3777

Mayor, City of Sturgeon Bay

David Ward

sbmayor@sturgeonbaywi.org

(920) 743-8832

Administrator, City of Sturgeon Bay

Josh VanLieshout

jvanlieshout@sturgeonbaywi.org

(920) 746-2900 / (920) 252-2905 (Fax)

State _____

WI Department of Tourism

Secretary Sara Meaney

smeaney@travelwisconsin.com

(608) 266-2345 Office

Circle Wisconsin

Wendy Dobrzynski (Executive Director)

wendy@circlewisconsin.com

(414) 545-1100 W / (414) 303-0455 C

WI Department of Tourism

Deputy Secretary Anne Sayers

asayers@travelwisconsin.com

(608) 266-3750 Office

Wisconsin Association Convention & Visitor Bureaus (WACVB)

Julia Hertel

jhertel@escapetowisconsin.com

(608) 837-6693 Office

National _____

Destination International

Don Welsh

ceo@destinationmarketing.org

(202) 835-4219

TAI (Tourism Ambassador Institute)

Mickey Schaefer, CTA

mickey@mickeyandassociates.com

(520) 219-0469 Office

DDC Marketing and PR Agencies _____

Boelter & Lincoln

Jill Brzeski (President and CEO)

jbrzeski@boelterlincoln.com

(414) 271-0101 Ext 134 W / [REDACTED]

Stephanie Schrandt (Account Executive)

sschrandt@boelterlincoln.com

(414) 271-0101 W / [REDACTED]

Lightburn

Andrew Wintheiser

andrew@lightburn.co

(414) 271-0101 Ext 151

Geiger & Associates Public Relations

Andrea Bebout Horton

andrea.bebout@geigerpr.com

(850) 942-6685 Office / [REDACTED]

Municipality Contact Information

Municipalities are to be contacted by DDC Board Member responsible for them (County Administrator).

Baileys Harbor	(920) 839-9509	Hailey Adams (Town Administrator)
Brussels	(920) 825-7618	JoAnn Neinas (Clerk)
Clay Banks	(920) 493-7383	Jessica Bongle (Clerk)
Egg Harbor Town	(920) 743-6141	Pamela Krauel (Clerk)
Egg Harbor Village	(920) 868-3334	Ryan Heise (Village Administrator)
Ephraim	(920) 854-5501	Brent Bristol (Clerk)
Forestville Town	(920) 856-6551	Ruth Kerscher (Clerk)
Forestville Village	(920) 856-6711	Terry McNulty (Village President)
Gardner	(920) 825-1137	Amy Sacotte (Clerk)
Gibraltar	(920) 868-1714	Beth Hagen (Clerk)
Jacksonport	(920) 823-8136	Theresa Cain-Bieri (Clerk)
Liberty Grove	(920) 854-2934	Walter Kalms (Town Administrator)
Nasewaupsee	(920) 495-0920	Jill Lau (Clerk)
Sevastopol	(920) 746-1230	Amy Flok (Clerk)
Sister Bay	(920) 854-4118	Beau Bernhoft (Village Administrator)
Sturgeon Bay Town	(920) 743-3908	Nancy Anschutz (Clerk)
Sturgeon Bay City	(920) 746-2900	Josh VanLieshout (City Administrator)
Union	(920) 825-7569	Regina Ylvisaker (Clerk)
Washington Island	(920) 847-2522	Valerie Carpenter (Clerk)

Community Business Association Contact Information

Business Associations are to be contacted by DDC Board Member responsible for them (DCEDC Director).

Business Association	Contact	Business Phone	Cell
Baileys Harbor (BHCA)	Brynn Swanson	(920) 839-2366	[REDACTED]
Carlsville (CBA)	Verna Kreutz	(920) 499-7674	[REDACTED]
Door County North (DCN)	Mickie Rasch	(920) 854-4450	[REDACTED]
Egg Harbor (EHBA)	Alyssa Rasmusson	(920) 868-3717	
Ephraim (EBC)	Lane Methner	(920) 421-2979	
Fish Creek (FCCA)	Karlie Schultz	(920) 868-2316	
Jacksonport (JABA)	Joe Jarosh	(920) 839-5253	[REDACTED]
Sister Bay (SBAA)	Louise Howson	(920) 854-3230	[REDACTED]
Sturgeon Bay (SBVC)	Pam Seiler	(920) 743-6246	[REDACTED]
Southern Door (SDBA)	Patricia Vickman	(920) 825-1471	[REDACTED]
Washington Island (WICC)	Marianna Gibson	(920) 847-2179	[REDACTED]

EMERGENCY EQUIPMENT & SUPPLIES

Medical Supplies

A basic first-aid kit is located by the employee entrance of DDC.

Emergency Phone Numbers 911

Law Enforcement

Door County Sheriff	(920) 746-2400
Sturgeon Bay Police	(920) 746-2450
State Patrol – Fond du Lac	(920) 929-3700
US Secret Service – Milwaukee	(414) 297-3587
FBI - Green Bay / Milwaukee	(920) 432-3868 (414) 276-4684
United States Coast Guard (Mobile Bay)	(920) 743-2646
United States Coast Guard (Station)	(920) 743-3367

Fire

Sturgeon Bay Fire / West Side Station	(920) 746-2916 (920) 746-2919
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Medical Services

Aurora Health Center	(920) 746-7200
Aurora Nor Door Clinic	(920) 854-2347
Bellin Health Fast care Clinic	(920) 743-0255
Emergency Services of Door County	(920) 743-5461
Door County Medical Center	(920) 743-5566
North Shore Medical Clinic (Fish Creek)	(920) 868-3511
North Shore Medical Clinic (Wash Island)	(920) 847-2424
Poison Control	(800) 222-1222

Animal Services

Animal Clinic of Sturgeon Bay	(920) 743-2628
Peninsula Veterinary Service	(920) 743-7789
Door County Humane Society	(920) 746-1111

Other

Wisconsin Public Service Electric Emerg.	(800) 450-7240	Propane (800) 450-7280
Sturgeon Bay Utilities	(920) 746-2820	
WI Department of Natural Resources	(920) 746-2860	

Wisconsin Department of Tourism

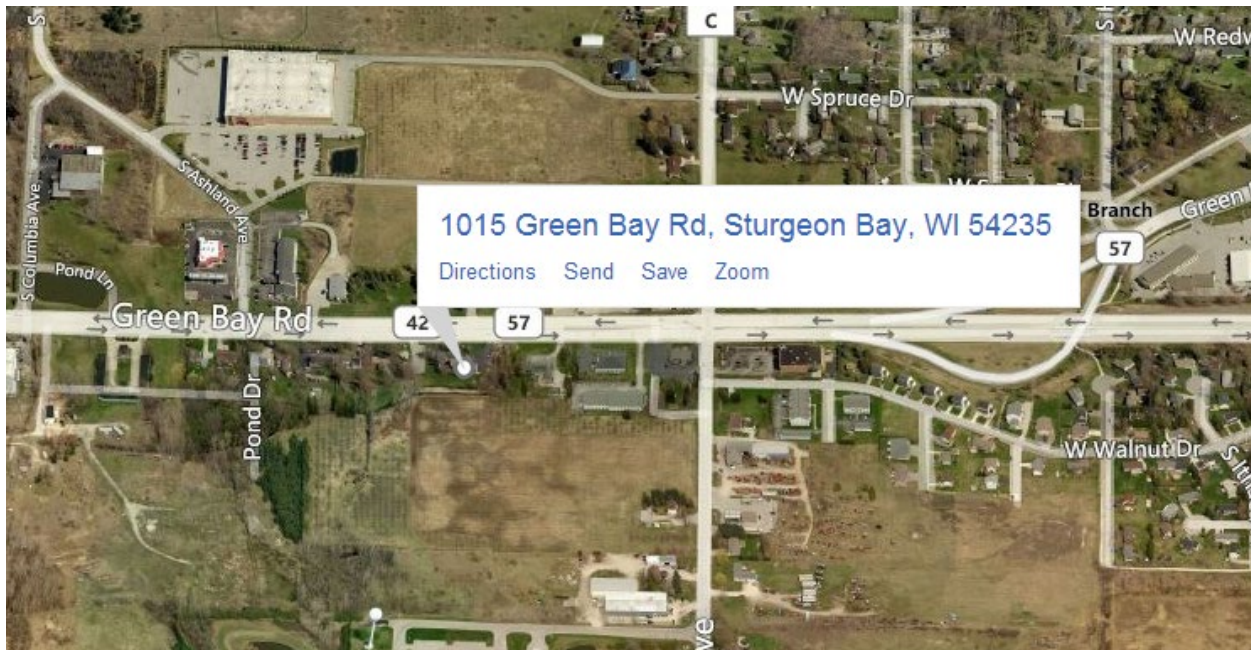
(608) 266-2345 (Office of Sara Meaney)
(608) 266-3750 (Office of Deputy Anne Sayers)

LOCATION of DATA & INFORMATION _____



Property Location

Destination Door County is located at 1015 Green Bay Road in Sturgeon Bay, Door County, Wisconsin just off Hwy 42/57.

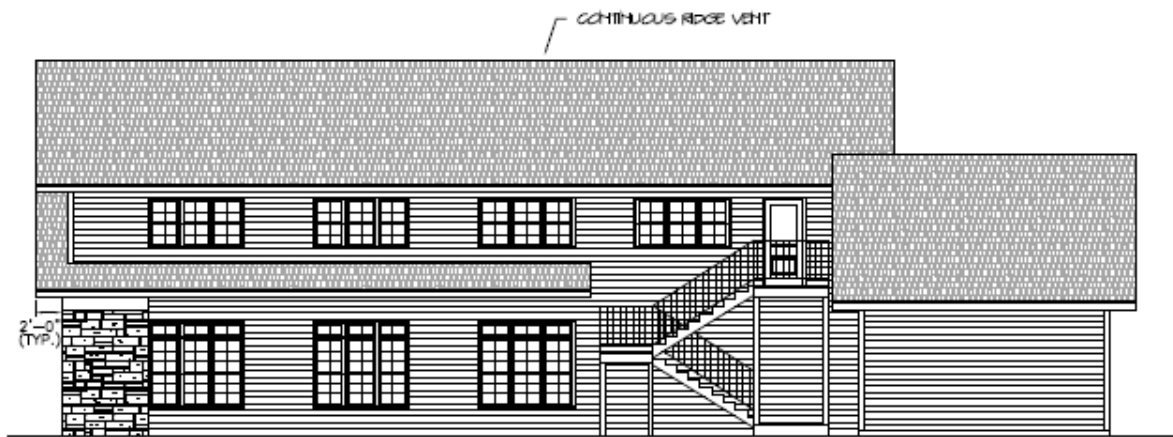


Floor Plans



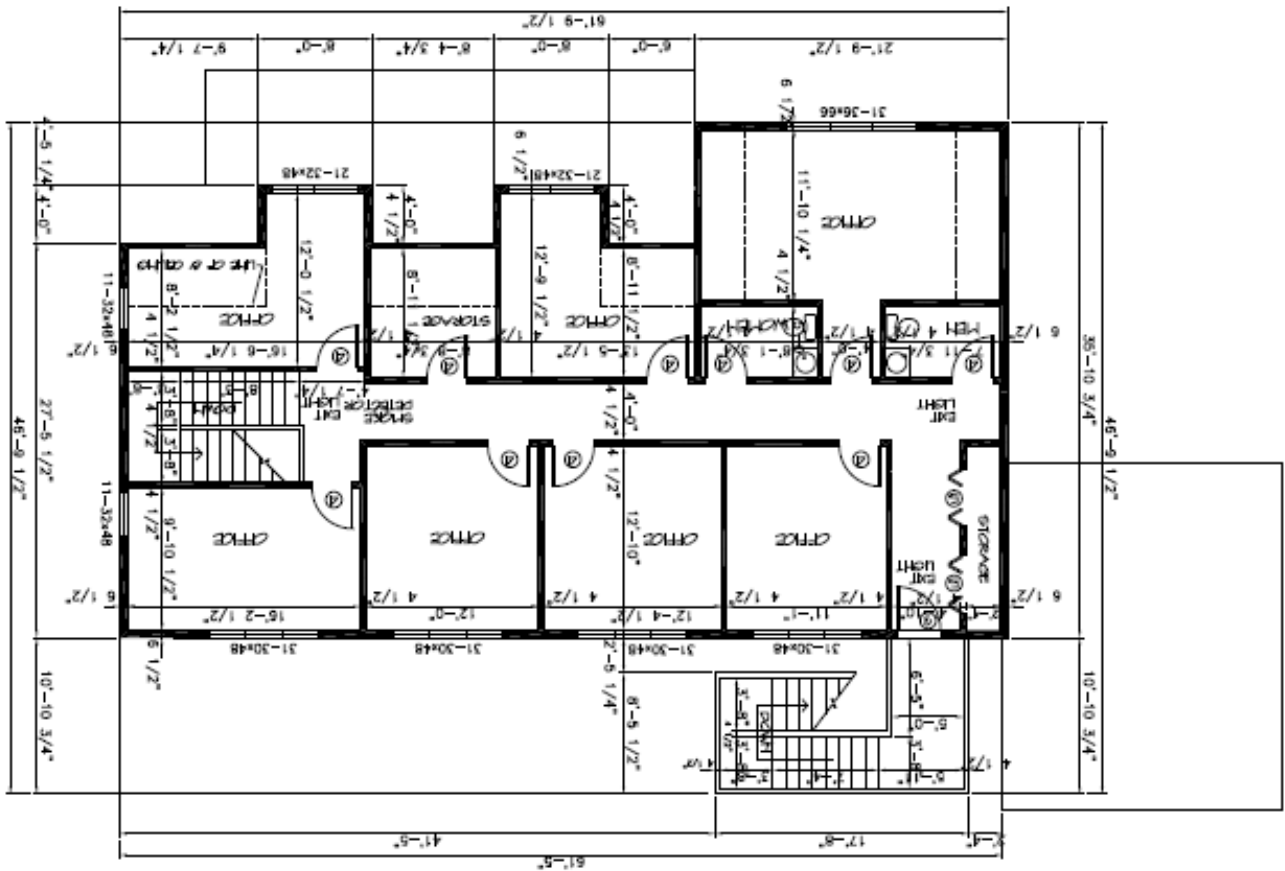
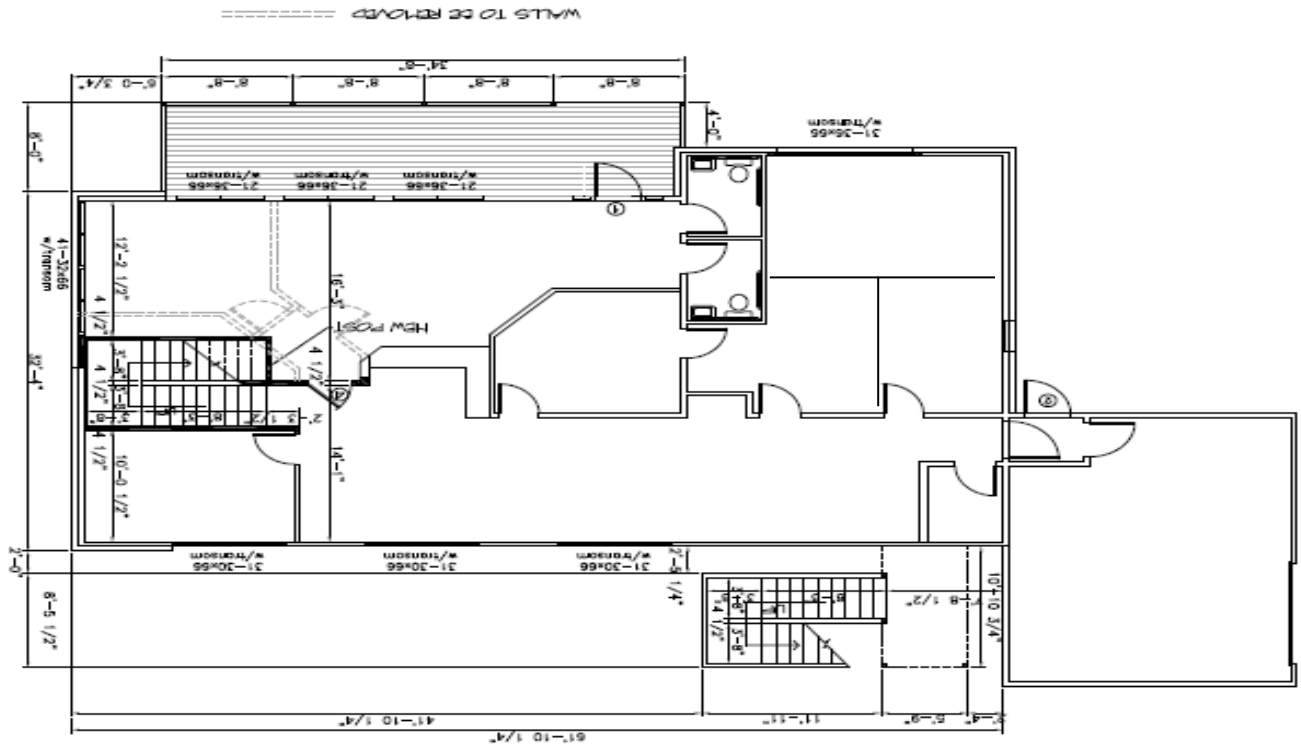
NORTH ELEVATION

SCALE 1/8" = 1'-0"



SOUTH ELEVATION

SCALE 1/8" = 1'-0"



SPECIFIC CRISIS SITUATIONS PROCESSES & COMMUNICATION TEMPLATES

A crisis may be any unfavorable situation with the power to generate negative publicity for DDC, the County or State, or potentially impact the tourism and hospitality industries in a negative manner. Two main types of crises are:

- **Natural Crisis**
An emergency caused by the environment such as floods, windstorms, tornadoes, snowstorms, contagious diseases, fires, e-coli on the beaches, etc. in the County, State or Country.
- **Man-Made Crisis**
A situation brought about by human action, i.e. threat of terrorism, bombing or bomb threats, riot, strike, murder, plane crash, shipping accident, bridge failure, etc. in the County, State or Country

In the event of any type of crisis, DDC Crisis Management Team (CMT) will meet to assess the situation and follow this document's procedures for dealing with the crisis.

It is essential that any information released to the public or forwarded to other agencies or parties by the crisis team be verified for accuracy with coordinating agencies to the fullest extent possible in a timely manner. Coordinating agencies will be those in the immediate area affected by the emergency and those agencies involved in crisis response activities.

Effective misinformation management and rumor control is a proven method of preventing misunderstandings or miscommunication from spreading and growing into larger events or crises in themselves. In order to prevent such occurrences and to keep a pulse on what is happening throughout the destination, and to serve as a source of answers and information about convention and visitor related events, DDC office will monitor news clippings and take appropriate action to ensure accurate coverage.

The following information should NOT be released _____

- Names of dead or injured, until it is certain the families have been notified and even then it should be released by the coroner or a hospital.
- Specific details of permanent security systems or the security system put in place for the immediate situation.
- Speculation as to the cause or extent of any incident.

POTENTIAL EMERGENCY: GENERAL PROCEDURES _____

This outlines the procedures to be followed in the event of a disaster or crisis:

- At, or in, the Welcome Center building,
- Within the County, or
- As a response to a national emergency (such as 9/11).

and should follow the Communications Protocol outlined in this document.

General Personnel (responsibility; chain-of-command; documentation)

Upon notification of a disaster or crisis,

1. The President/CEO shall call the Directors
2. The Directors will contact their direct reports
3. The President/CEO will contact the Board Chairman

4. The Board Chairman will contact the Executive Committee, and make assignments
5. The Executive Committee shall make calls to the remaining Board members, based on assignments made in #4 above.

In the event it is necessary to evacuate the building, the most senior staff person present will assemble staff and visitors in the safest location available in the vicinity of the building. After ensuring all persons are safe and accounted for, they will help assess the situation, assign duties, direct activities and keep themselves and others calm. In the event it is necessary to take shelter immediately, staff shall assemble in the crawl space in the membership managers office. The emergency siren near the building is tested on the 1st of every month and is heard clearly in DDC Welcome Center.

If it is necessary to shut operations down, the President/CEO or other senior level personnel will ensure that all staff have safe passage home and that any visitors affected have everything they need for a positive Door County experience. Other responsibilities include assessment of damages, issuing an all clear or contacting suppliers, vendors and contractors. The CMT Communications Network will be active in any crisis or business interruption circumstance.

General Guidelines

Among the many problems that can develop during a crisis is an emergent rumor mill. Therefore, it is important to keep the media as informed as possible. Getting them information early, and as often as it develops during the crisis, will ensure that the situation is reported accurately. Key elements to keep in mind include some of the following.

- Appoint only one spokesperson for the Crisis Management Team - never rely on others to announce or explain a crisis to the visitor industry or to visitors on behalf of DDC
- Rely upon police or fire department for accurate information concerning the situation
- Communicate as soon as possible
- Deliver truthful information, and when you do not know, say so.
- Show action.
- Express concern and compassion
- Tell media how they will be kept apprised on an ongoing basis.

General Questions

You should know answers to some general questions before you have any interaction with the media. Although some questions will depend upon the specific crisis situation, the following are some of the general questions that you should always be able to answer:

- **What happened?** Describe the facts with as much detail as needed for understanding. Highly technical details are not necessary and usually are not wanted by the media. Do not speculate.
- **When did it happen?** Try to pinpoint the time within the nearest half hour. If there was a series of events, attempt to place a time on each.
- **Where did it happen?** If known, identify.
- **Who was involved or impacted? Were there casualties?** Make sure to confer with law enforcement and medical personnel before giving specific names as they may have legal reasons for not wanting the names to be released.
- **Why or how did it happen?** This is usually tough to answer immediately and you do not want to speculate. Confirm facts before releasing information.

- **How much damage?** It might be difficult to give a dollar estimate without a careful and thorough assessment. It can suffice to say the damage was minimal, moderate, or extensive.
- **Who is doing what at this time?** Be truthful and reassuring with what you know.
- **When will the next update be given?** Advise that DDC will release details as they become available.

For the purpose of this plan, DDC has categorized potential crisis situations based on the likelihood and degree of impact. Please refer to the graph on the following pages for our classification of potential crisis situations. Much of this classification is based upon information provided by the Institute for Crisis Management.

ACTUAL EMERGENCY: NOTIFICATION PROCEDURES_____

CMT Communications Network

In most cases DDC will be the lead agency within the County’s tourism community responsible for developing media statements, making decisions and communicating proactively with media and the public. If DDC’s CMT takes the lead, all DDC partners should be made aware of this. All media and client calls should be directed to the Director of Communications & PR (DCPR) first. The DCPR will either issue a statement prepared by the President/CEO or direct the calls appropriately. In other circumstances, an entity such as City of Sturgeon Bay, County Board of Supervisors or Sheriff’s Department may take the lead in making decisions and communicating information. In those instances, DDC will assist in disseminating information and ensuring the media and public enquiry is directed appropriately.

Informing Public Officials, Industry Partners, and Industry Leaders

1. As appropriate, keep public officials, industry partners and industry leaders abreast of the nature and volume of public and media queries as well as DDC’s responses.
2. Follow Up
 - a. Initiate a file for each incident with a copy of reports, correspondence, statements and clippings.
 - b. Keep records of all media enquiries and responses including dates, times, publications, information provided, person interviewed, when, where, what.
 - c. Keep abreast of continuing incident updates to be prepared for responding to media requests. If a response is needed, follow procedures outlined in b. above.

Emergency Hotline Recordings

Initial Recording (upon learning of the initial crisis situation)

"You have reached the emergency hotline for Destination Door County. As you have heard, the Door County area has experienced [crisis situation] at [time] on [date]. We are monitoring the situation to determine its impact on our visitors and will keep you updated on this hotline as frequently as possible. In the meantime, if you are already in Door County, please tune your radio or television to one of our local stations for up-to-the-minute information or visit our website at DoorCounty.com."

Update 1 Recording (after more information is available or no damage has been assessed)

"Thank you for calling the emergency hotline for Destination Door County. Our fine county experienced [crisis situation] at [time] on [date]. We are pleased to share that the county has [little or no] reported damage and your travel experience here will live up to the expectations you had when you made your arrangements. We look forward to having you here and giving you the visit of a lifetime."

Update Recording 2 (after more information is available and moderate damage has been assessed)

"Thank you for calling the emergency hotline for Destination Door County. Our fine county experienced [crisis situation] at [time] on [date]. At this time, we are aware of moderate damage to the county including [describe impact]. You are encouraged to continue with your travel plans, however, as it will have little impact on your trip. Our restaurants, hotels, and attractions are looking forward to having you here and giving you the visit of a lifetime."

Update 3 Recording (after more information is available and severe damage has been assessed)

"Thank you for calling the emergency hotline for Destination Door County. Our fine county experienced [crisis situation] at [time] on [date]. At this time, we are aware of severe damage to the Peninsula and surrounding islands including [describe damage]. You are encouraged to contact your hotel to ensure its continued availability in light of the situation. If you choose to continue with your travel plans, we look forward to having you. Our restaurants, hotels, and entertainment venues will offer you the visit of a lifetime."

	High likelihood	Mod/Hi	Mod/Lo	Low Likelihood	
High Impact	Tornado Labor Dispute/Strike Aviation Accident Maritime Accident Sporting Event Accident Stampede/Panic Controversial Political Decisions	Structural Collapse Structural Fire Explosion	Flood Police Brutality Organizational Misconduct Organizational Activity	Controllable Disease Earthquake Wildfire Landslide	High Impact
Mod/Hi	Systems Failure/Business Disruption Train/Bus Accident Bombing/Bomb Scare				Mod/Hi
Mod/Lo					Mod/Lo
Low Impact	Blizzard Storm Industrial Accident Workplace Accident Animal Accident Murder Rape/Sexual Assault			Cyclone Famine Tsunami Volcano Linnic Eruption Space Accident Nuclear/Radiation Accident	Low Impact
	High likelihood	Mod/Hi	Mod/Lo	Low Likelihood	

Tornado*

No Casualties/No Damage

- > No need to mobilize Emergency Command Center
- > Confirm with police/fire department that no visitors were hurt/killed, no venues were affected
- > Issue statement 1A via website and email blast to booked event organizers

Visitors Injured/Venues Damaged

- > Mobilize Emergency Command Center
- > Verify injuries, damages with police/fire department
- > Verify contact has been made with victims
- > Issue Statement 1B
- > Launch dark site
- > Post updates to web, hotline
- > Send email blast to booked event organizers concerning damaged buildings/change of venue due to damage
- > Work cooperatively with authorities
- > Provide media with periodic updates

Visitors Killed/Venues Destroyed

- > Mobilize Emergency Command Center
- > Verify deaths, extent of destruction with police/fire department
- > Verify contact has been made with victim families
- > Issue Statement 1C
- > Launch dark site
- > Post updates to web, hotline
- > Send email blast to booked event organizers concerning damaged buildings/change of venue due to damage
- > Work cooperatively with authorities
- > Provide media with periodic updates

**This same outline could be used for other natural disasters including earthquakes, wildfire, landslide, flood, or severe blizzard.*

Statement 1A: Tornado in Door County (No Casualties/Minimal or No Damage)

- "On [date and time], the Door County area was hit by a tornado."
- "After an initial assessment, we have determined that [facilities/areas] were affected by the tornado."
- [Description of impact – e.g. condition of bridges, ferries, hotel closures, service closures, etc,]
- "Destination Door County is closely following the tornado recovery as it develops and is receiving ongoing updates on the situation."
- Destination Door County is providing assistance and information to visitors, partner businesses, news media, and others. A [shelter, meeting point, information center] has been established at the [insert location] to assist with this effort along with an informational hotline [phone number]. Updates are also available on DoorCounty.com."

Statement 1B: Tornado in Door County (Visitors Injured/Venues Damaged)

- “On [date and time], the Door County area was hit by a tornado.”
- “After an initial assessment, we have determined that [facilities/areas] were affected by the tornado. {Number of injured visitors} visitors have been injured by the tornado. They have been contacted and offered support. We send them our [thoughts, prayers] for a quick response. [Description of impact –e.g. condition of bridges, ferries, hotel closures, service closures, etc.]
- Destination Door County is closely following the tornado recovery as it develops and is receiving ongoing updates on the situation.”
- DDC is providing assistance and information to visitors, partner businesses, news media, and others. We have established an information hotline at [phone number] that will be updated as frequently as possible. Updates are also available on DoorCounty.com

Statement 1C: Tornado in Door County (Visitors Killed/Venues Destroyed)

- “On [date and time], the Door County area was hit by a tornado.”
- “After an initial assessment, we have determined that [facilities/areas] were affected by the tornado. The tornado caused [number of fatalities to visitors]. Their families have been contacted and offered support, We send them our thoughts and prayers.” [Description of impact –e.g. condition of bridges, ferries, hotel closures, service closures, ect.]
- Destination Door County is closely following the tornado recovery as it develops and is receiving ongoing updates on the situation.”
- DDC is providing assistance and information to visitors, partner businesses, news media, and others. We have established an information hotline at [phone number] that will be updated as frequently as possible. Updates are also available on DoorCounty.com

Aviation Accident

No Casualties/No Flight Schedule Changes

- > Notify Crisis Management Team
- > No need to mobilize Emergency Command Center
- > Confirm with police/fire department that no visitors were hurt/killed, no flights were delayed or cancelled
- > Issue statement 2A via website and email blast to booked event organizers

Visitors Injured/Flights Delayed

- > Notify and mobilize Crisis Management Team
- > Mobilize Emergency Command Center
- > Verify injuries, flight delays with police/fire department
- > Verify contact has been made with victims
- > Issue statement 2B
- > Launch dark site
- > Post updates to web, hotline
- > Send email blast to booked event organizers concerning flight delays and possible implications to their upcoming event, if any
- > Work cooperatively with authorities
- > Provide media with periodic updates

Visitors Killed/Flights Cancelled

- > Mobilize Emergency Command Center
- > Verify deaths, extent of destruction with police/fire department
- > Verify contact has been made with victim families
- > Issue Statement 2C
- > Launch dark site
- > Post updates to web, hotline
- > Send email blast to booked event organizers concerning flight cancellations and possible implications to their upcoming event, if any.
- > Work cooperatively with authorities
- > Provide media with periodic updates

Statement 2A: Aviation Accident within Door County (No Casualties)

- "Destination Door County has been advised that [what has taken place]. Because of the potential impact of this aviation accident on Door County tourism, DDC is closely monitoring the situation as it develops. There were no injuries or casualties and the flight schedule will resume as normal."
- "We are in contact with the airport officials and the [incident response agencies] and are receiving ongoing updates. We have dedicated staff to monitor and assess the situation, and we are in communication with all related [who/what] organizations."

- “Until further notice, to provide assistance and information to visitors, businesses, news media and the community, DDC will maintain an informational hotline [insert phone number] and updates will be posted on an on-going basis on our website at Door County.com”

Statement 2B: Aviation Accident in Door County (Visitors injured)

- “Destination Door County has been advised that the {what has taken place}. Because of the potential impact of this aviation accident on Door County tourism, DDC is closely monitoring the situation as it develops.
- “[Number of injured visitors] visitors have been injured in the accident. They have been contacted and offered support. We send them our thoughts and prayers for a quick recovery.”
- “We are in contact with [incident response agencies] and are receiving ongoing updates. We have dedicated staff to monitor and assess the situation, and we are in communication with all related [who/what] organizations.”
- “Until further notice, to provide assistance and information to visitors, businesses, news media and the community, DDC will maintain an informational hotline [insert phone number] and updates will be posted on an on-going basis on our website at Door County.com”

Statement 2C: Aviation Accident (Visitors Killed)

- “Destination Door County has been advised that the {what has taken place}. Because of the potential impact of this aviation accident on Door County tourism, DDC is closely monitoring the situation as it develops.
- “[Number of injured visitors] visitors have been killed in the accident. Their families have been contacted and offered support. We send them our thoughts and prayers”
- “We are in contact with [incident response agencies] and are receiving ongoing updates. We have dedicated staff to monitor and assess the situation, and we are in communication with all related [who/what] organizations.”
- “Until further notice, to provide assistance and information to visitors, businesses, news media and the community, DDC will maintain an informational hotline [insert phone number] and updates will be posted on an on-going basis on our website at Door County.com”

Maritime Accident

No Casualties

- > Notify Crisis Management Team
- > No need to mobilize Emergency Command Center
- > Confirm with police/fire department that no visitors were hurt/killed
- > Issue statement 3A via website and email blast to booked event organizers

Visitors Injured

- > Notify and mobilize Crisis Management Team
- > Mobilize Emergency Command Center
- > Verify injuries with police/fire department
- > Verify contact has been made with victims
- > Issue statement 3B
- > Launch dark site
- > Post updates to web, hotline
- > Send email blast to booked event organizers concerning any implications to their upcoming event
- > Work cooperatively with authorities
- > Provide media with periodic updates

Visitors Killed

- > Mobilize Emergency Command Center
- > Verify deaths with police/fire department
- > Verify contact has been made with victim families
- > Issue statement 3C
- > Launch dark site
- > Post updates to web, hotline
- > Send email blast to booked event organizers concerning any possible implications to their upcoming event
- > Work cooperatively with authorities
- > Provide media with periodic updates

Statement 3A: Maritime Accident on Door County Waters (No Casualties)

- Destination Door County has been advised by [informing agency] that a boat carrying visitors within the Door County areas has [sunk, crashed, etc.] Because of the potential impact of this accident on Door County tourism, DDC is closely monitoring the situation as it develops. There were no injuries or casualties.”
- “We are contact with [incident response agencies] and are receiving ongoing updates. We have dedicated staff to monitor and assess the situation, and we are in communication with all related [who/what] organizations.”
- Until further notice, to provide assistance and information to visitors, businesses, news media and the community, DDC will maintain an informational hotline [insert phone number] and updates will be posted on an on-going basis on our web site DoorCounty.com.”

Statement 3B: Maritime Accident on Door County Waters (Visitors Injured)

- Destination Door County has been advised by [informing agency] that a boat carrying visitors within the Door County areas has [sunk, crashed, etc.] Because of the potential impact of this accident on Door County tourism, DDC is closely monitoring the situation as it develops.”
- [Number of injured visitors] have been injured in the accident. They have been contacted and offered support. We send them our [thoughts, prayers] for a quick recovery.”
- “We are in contact with [incident response agencies] and are receiving ongoing updates. We have dedicated staff to monitor and assess the situation, and we are in communication with all related [who/what] organizations.”
- Until further notice, to provide assistance and information to visitors, businesses, news media and the community, DDC will maintain an informational hotline [insert phone number] and updates will be posted on an on-going basis on our website DoorCounty.com.”

Statement 3C: Maritime Accident on Door County Waters (Visitors Killed)

- Destination Door County has been advised by [informing agency] that a boat carrying visitors within the Door County areas has [sunk, crashed, etc.] Because of the potential impact of this accident on Door County tourism, DDC is closely monitoring the situation as it develops.”
- [Number of casualties] have been killed in the accident. Their families have been contacted and offered support. We send them our [thoughts, prayers].”
- “We are in contact with [incident response agencies] and are receiving ongoing updates. We have dedicated staff to monitor and assess the situation, and we are in communication with all related [who/what] organizations.”
- Until further notice, to provide assistance and information to visitors, businesses, news media and the community, DDC will maintain an informational hotline [insert phone number] and updates will be posted on an on-going basis on our website DoorCounty.com.”

Disease Outbreak

Isolated Incident

- > Notify Crisis Management Team
- > No need to mobilize Emergency Command Center
- > Confirm with health department that no visitors were hurt/killed
- > Issue statement 5A via website and email blast to booked event organizers

Broad Outbreak (more than 10 people)

- > Notify and mobilize Crisis Management Team
- > Mobilize Emergency Command Center
- > Verify outbreak with health department
- > Verify contact has been made with victims
- > Issue statement 5B
- > Launch dark site
- > Post updates to web, hotline
- > Send email blast to booked event organizers concerning any implications to their upcoming event
- > Work cooperatively with authorities
- > Provide media with periodic updates

Broad Outbreak with Fatalities

- > Mobilize Emergency Command Center
- > Verify deaths with health department
- > Verify contact has been made with victim families
- > Issue statement 5C
- > Launch dark site
- > Post updates to web, hotline
- > Send email blast to booked event organizers concerning any possible implications to their upcoming event
- > Work cooperatively with authorities
- > Provide media with periodic updates

Statement 5A: Disease Outbreak (Isolated Incident)

- “Since receiving reports of an outbreak of [type of health threat] Destination Door County has been in contact with the Department of Health to monitor the situation.”
- “The Department of Health has determined that the occurrence is an isolated incident and people should not be concerned. However, we understand that this occurrence may cause people to have second thoughts about traveling to Door County. We want to make sure that people understand that Door County is still one of the safest and healthiest destinations in the country. To this end, DDC is launching several initiatives.”
- [Refer to Recovery Plan] [Description of Initiatives – e.g. marketing, sales, promotions, etc.]
- “DDC is closely following the situation as it develops and is providing assistance and information to visitors, businesses, news media, and any interested members of the community. A command center

has been established at the [location] to assist with this effort along with an informational hotline (number). Updates will also be available on our website at DoorCounty.com.”

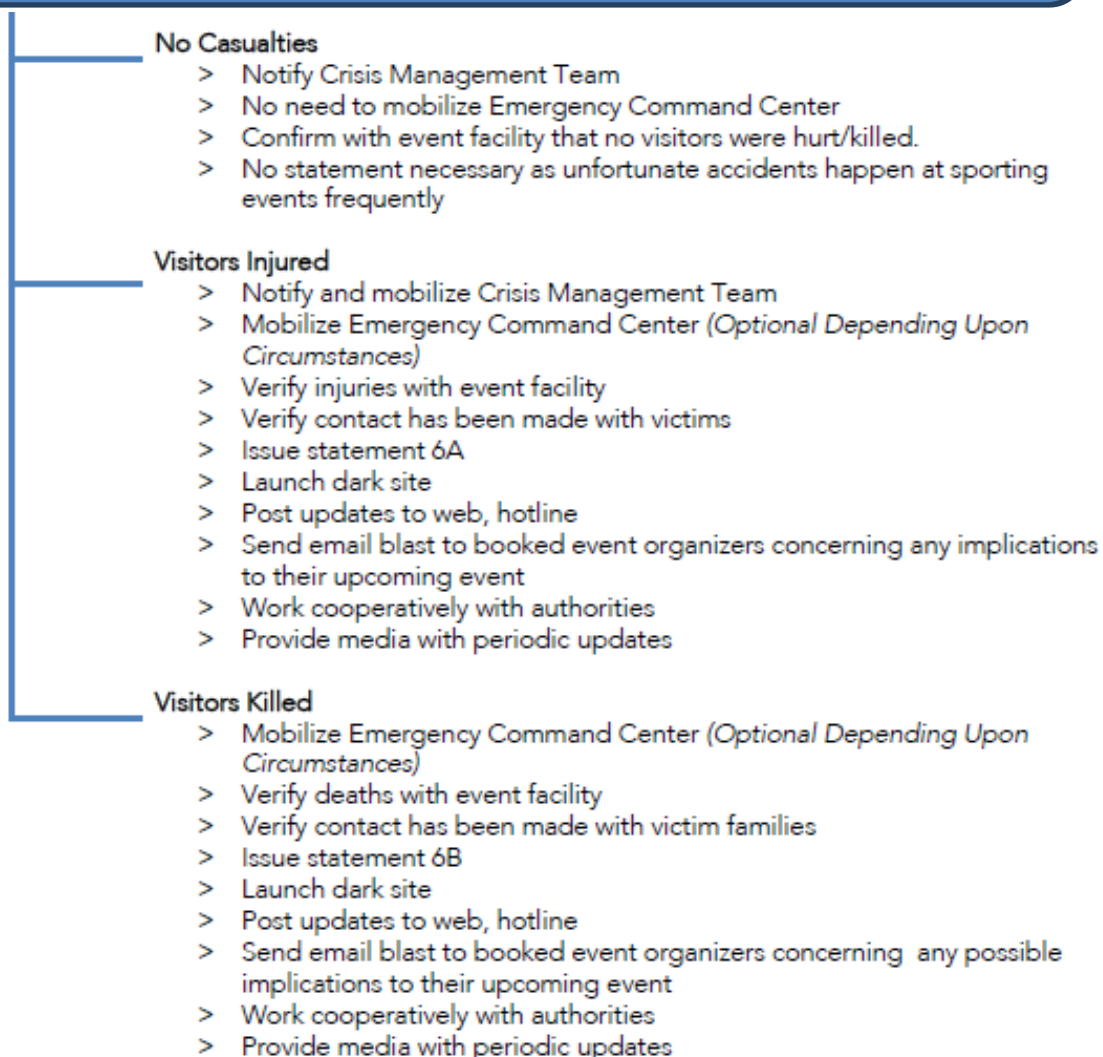
Statement 5B: Broad Outbreak (more than 10 people)

- “Since receiving reports of an outbreak of [type of health threat] Destination Door County has been in contact with the Department of Health to monitor the situation.”
- “The Department of Health has determined that the occurrence is confined to [number] individuals that [dined at, stayed at] [restaurant, hotel] and no one else should be concerned. However, we understand that this occurrence may cause people to have second thoughts about traveling to Door County. We want to make sure that people understand that Door County is still one of the safest and healthiest destinations in the country. To this end, DDC is launching several initiatives.”
- [Refer to Recovery Plan] [Description of Initiatives – e.g. marketing, sales, promotions, etc.]
- “DDC is closely following the situation as it develops and is providing assistance and information to visitors, businesses, news media, and any interested members of the community. A command center has been established at the [location] to assist with this effort along with an informational hotline (number). Updates will also be available on our website at DoorCounty.com.”

Statement 5C: Broad Outbreak with Fatalities

- “Since receiving reports of an outbreak of [type of health threat] Destination Door County has been in contact with the Department of Health to monitor the situation.”
- [Number of fatalities] fatalities due to [health threat] have been confirmed and our [thoughts, prayers] go out to their families and friends during this difficult time. We have contacted their families and have offered support.”
- “The Department of Health has determined that the occurrence affects [number] individuals that [dined at, stayed at] [restaurant, hotel] and no one else should be concerned. We understand that this occurrence may cause people to have second thoughts about traveling to Door County. We want to make sure that people understand that Door County is still one of the safest and healthiest destinations in the country. To this end, DDC is launching several initiatives.”
- [Refer to Recovery Plan] [Description of Initiatives – e.g. marketing, sales, promotions, etc.]
- “DDC is closely following the situation as it develops and is providing assistance and information to visitors, businesses, news media, and any interested members of the community. A command center has been established at the [location] to assist with this effort along with an informational hotline (number). Updates will also be available on our website at DoorCounty.com.”

Sporting Event Accident



Statement 6A: Sporting Event Accident (Visitor Injuries)

- On [date, time] an accident occurred involving [spectators and/or participants] during the [sporting event] at [facilities].
- [Number of injured visitors] visitors were injured in the accident. Injured [spectators/or participants] have been contacted and offered support. We send them our thoughts and prayers for a quick recovery.”
- “Visitors to Door County should not be concerned about the incident. We want to make sure that people understand that Door County is one of the safest and healthiest destinations in the country. To this end, DDC is launching several safety initiatives.”
- [Refer to Recovery Plan]
- [Description of initiatives – e.g. marketing, sales, promotions, etc.]
- “DDC is closely following the situation as it develops and is providing assistance and information to visitors, businesses, news media, and any interested members of the community. A command center

has been established at the [location] to assist with this effort along with an informational hotline (number). Updates will also be available on our website at DoorCounty.com.

Statement 6B: Sporting Event Accident (Visitor Deaths)

- On [date, time] an accident occurred involving [spectators and/or participants] during the [sporting event] at [facilities].
- [Number of casualties] visitors were killed in the accident. The families of the [spectators/or participants] have been contacted and offered support. We send them our thoughts and prayers.”
- “Visitors to Door County should not be concerned about the incident. We want to make sure that people understand that Door County is one of the safest and healthiest destinations in the country. To this end, DDC is launching several safety initiatives.”
- [Refer to Recovery Plan]
- [Description of initiatives – e.g. marketing, sales, promotions, etc.]
- “DDC is closely following the situation as it develops and is providing assistance and information to visitors, businesses, news media, and any interested members of the community. A command center has been established at the [location] to assist with this effort along with an informational hotline (number). Updates will also be available on our website at DoorCounty.com.

Stampede / Panic Event

No Casualties

- > Notify Crisis Management Team
- > No need to mobilize Emergency Command Center
- > Confirm with police/fire department that no visitors were hurt/killed
- > Issue statement 7A via Web site and e-mail blast to booked event organizers

Visitors Injured

- > Notify and mobilize Crisis Management Team
- > Mobilize Emergency Command Center (*Optional Depending Upon Circumstances*)
- > Verify injuries with police/fire department
- > Verify contact has been made with victims
- > Issue statement 7B
- > Launch dark site
- > Post updates to web, hotline
- > Send email blast to booked event organizers concerning any implications to their upcoming event
- > Work cooperatively with authorities
- > Provide media with periodic updates

Visitors Killed

- > Mobilize Emergency Command Center (*Optional Depending Upon Circumstances*)
- > Verify deaths with police/fire department
- > Verify contact has been made with victim families
- > Issue statement 7C
- > Launch dark site
- > Post updates to web, hotline
- > Send email blast to booked event organizers concerning any possible implications to their upcoming event
- > Work cooperatively with authorities
- > Provide media with periodic updates

Statement 7A: Stampede/Panic Event (No Injuries or Casualties)

- On [date, time] a stampede occurred at [location] in conjunction with [what event/incident]. No visitors were injured or killed during this incident.
- "Visitors to Door County should not be concerned about the incident. We want to make sure that people understand that Door County is one of the safest and healthiest destinations in the country."
- [Refer to Recovery Plan]
- [Description of initiatives – e.g. marketing, sales, promotions, etc.]
- "DDC is closely following the situation as it develops and is providing assistance and information to visitors, businesses, news media, and any interested members of the community. A command center has been established at the [location] to assist with this effort along with an informational hotline (number). Updates will also be available on our website at DoorCounty.com.

Statement 7B: Stampede/Panic Event (Visitor Injuries)

- On [date, time] a stampede occurred at [location] in conjunction with [what event/incident].
- [Number of injured visitors] visitors have been injured in the accident. We have reached out to the injured spectators to extend our support. We send them our [thoughts, prayers] for a quick recovery.
- "Visitors to Door County should not be concerned about the incident. We want to make sure that people understand that Door County is one of the safest and healthiest destinations in the country."
- [Refer to Recovery Plan]
- [Description of initiatives – e.g. marketing, sales, promotions, etc.]
- "DDC is closely following the situation as it develops and is providing assistance and information to visitors, businesses, news media, and any interested members of the community. A command center has been established at the [location] to assist with this effort along with an informational hotline (number). Updates will also be available on our website at DoorCounty.com.

Statement 7C: Stampede/Panic Event (Visitor Deaths)

- On [date, time] a stampede occurred at [location] in conjunction with [what event/incident].
- [Number of casualties] visitors have been killed in the accident. Their families have been contacted and offered support. We send them our [thoughts, prayers].
- "Visitors to Door County should not be concerned about the incident. We want to make sure that people understand that Door County is one of the safest and healthiest destinations in the country."
- [Refer to Recovery Plan]
- [Description of initiatives – e.g. marketing, sales, promotions, etc.]
- "DDC is closely following the situation as it develops and is providing assistance and information to visitors, businesses, news media, and any interested members of the community. A command center has been established at the [location] to assist with this effort along with an informational hotline (number). Updates will also be available on our website at DoorCounty.com.

Structural Accident

(includes building collapse, fire, or explosion)

No Casualties

- > Notify Crisis Management Team
- > No need to mobilize Emergency Command Center
- > Confirm with police/fire department that no visitors were hurt/killed
- > Issue statement 8A via website and email blast to booked event organizers

Visitors Injured

- > Notify and mobilize Crisis Management Team
- > Mobilize Emergency Command Center (*Optional Depending Upon Circumstances*)
- > Verify injuries with police/fire department
- > Verify contact has been made with victim families
- > Issue statement 8B
- > Launch dark site
- > Post updates to web, hotline
- > Send email blast to booked event organizers concerning any implications to their upcoming event
- > Work cooperatively with authorities
- > Provide media with periodic updates

Visitors Killed

- > Mobilize Emergency Command Center (*Optional Depending Upon Circumstances*)
- > Verify deaths with police/fire department
- > Verify contact has been made with victim families
- > Issue statement 8C
- > Launch dark site
- > Post updates to web, hotline
- > Send email blast to booked event organizers concerning any possible implications to their upcoming event
- > Work cooperatively with authorities
- > Provide media with periodic updates

Statement 8A: Structural Accident (No Injuries or Casualties)

- "On [date, time] an [building collapse, explosion, fire] occurred at [location]. Because of the potential impact of this accident on Door County tourism and convention industry, DDC is closely monitoring the situation as it develops."
- "After the initial assessment, we have determined that [area] of Door County [was or was not affected] by the [building collapse, explosion, fire]. There were no injuries or casualties."
- [Description of impact – e.g. condition of bridges, ferries, hotel closures, service closure, etc.]
- "DDC is closely following the [building collapse, explosion, fire] as it develops and is receiving ongoing updates on the situation."
- "Visitors to Door County should not be concerned about the incident. We want to make sure that people understand that Door County is one of the safest and healthiest destinations in the country. To this end, DDC is launching several safety initiatives."
- [Refer to Recovery Plan]

- [Description of initiatives – e.g. marketing, sales, promotions, etc.]
- “DDC is closely following the situation as it develops and is providing assistance and information to visitors, businesses, news media, and any interested members of the community. A command center has been established at the [location] to assist with this effort along with an informational hotline (number). Updates will also be available on our website at DoorCounty.com.

Statement 8B: Structural Accident (Visitor Injuries)

- “On [date, time] an [building collapse, explosion, fire] occurred at [location].
- “[Number of injured visitors] have been injured in the accident. They have been contacted and offered support. We send them our thoughts and prayers for a quick recovery.
- “After the initial assessment, we have determined that [area] of Door County [was affected] by the [building collapse, explosion, fire].
- [Description of impact – e.g. condition of bridges, ferries, hotel closures, service closure, etc.]
- “DDC is closely following the [building collapse, explosion, fire] as it develops and is receiving ongoing updates on the situation.
- “Visitors to Door County should not be concerned about the incident. We want to make sure that people understand that Door County is still one of the safest and healthiest destinations in the country. To this end, DDC is launching several safety initiatives.”
- [Refer to Recovery Plan]
- [Description of initiatives – e.g. marketing, sales, promotions, etc.]
- “DDC is closely following the situation as it develops and is providing assistance and information to visitors, businesses, news media, and any interested members of the community. A command center has been established at the [location] to assist with this effort along with an informational hotline (number). Updates will also be available on our website at DoorCounty.com.

Statement 8C: Structural Accident (Visitor Deaths)

- “On [date, time] an [building collapse, explosion, fire] occurred at [location].
- “[Number of casualties] visitors have been killed in the accident. The families have been contacted and offered support. We send them our thoughts and prayers.
- “After the initial assessment, we have determined that [area] of Door County [was affected] by the [building collapse, explosion, fire].
- [Description of impact – e.g. condition of bridges, ferries, hotel closures, service closure, etc.]
- “DDC is closely following the [building collapse, explosion, fire] as it develops and is receiving ongoing updates on the situation.
- “Visitors to Door County should not be concerned about the incident. We want to make sure that people understand that Door County is still one of the safest and healthiest destinations in the country. To this end, DDC is launching several safety initiatives.”
- [Refer to Recovery Plan]
- “DDC is closely following the situation as it develops and is providing assistance and information to visitors, businesses, news media, and any interested members of the community. A command center has been established at the [location] to assist with this effort along with an informational hotline (number). Updates will also be available on our website at DoorCounty.com.

Transit Accident

(includes train or bus)

No Casualties

- > Notify Crisis Management Team
- > No need to mobilize Emergency Command Center
- > Confirm police/fire department that no visitors were hurt/killed
- > Issue statement 9A via website and email blast to booked event organizers

Visitors Injured

- > Notify and mobilize Crisis Management Team
- > Mobilize Emergency Command Center (*Optional Depending Upon Circumstances*)
- > Verify injuries with police/fire department
- > Verify contact has been made with victims
- > Issue statement 9B
- > Launch dark site
- > Post updates to web, hotline
- > Send email blast to booked event organizers concerning any implications to their upcoming event
- > Work cooperatively with authorities
- > Provide media with periodic updates

Visitors Killed

- > Mobilize Emergency Command Center (*Optional Depending Upon Circumstances*)
- > Verify deaths with police/fire department
- > Verify contact has been made with victim families
- > Issue statement 9C
- > Launch dark site
- > Post updates to web, hotline
- > Send email blast to booked event organizers concerning any possible implications to their upcoming event
- > Work cooperatively with authorities
- > Provide media with periodic updates

Statement 9A: Transit Accident (No Casualties/Minimal or No Schedule or Route Changes)

- "Destination Door County has been advised by [informing agency] that a [ferry, bus] carrying visitors [to, within] Door County has [rolled over, crashed, etc.]. Because of the potential impact of this accident on Door County tourism, DDC is closely monitoring the situation as it develops. There were no injuries or casualties."
- "We are in contact with [incident response agencies] and are receiving ongoing updates. We have dedicated staff to monitor and assess the situation, and we are in communication with all related [who/what] organizations."
- "Until further notice, to provide assistance and information to visitors, businesses, news media and the community, DDC will maintain and informational hotline [insert phone number] and updates will be posted on an ongoing basis on our website at DoorCounty.com."

Statement 9B: Transit Accident (Visitors Injured/Schedule or Routes Changed)

- "Destination Door County has been advised by [informing agency] that a [ferry, bus] carrying visitors [to, within] Door County has [rolled over, crashed, etc.]. Because of the potential impact of this accident on Door County tourism, DDC is closely monitoring the situation as it develops."
- "[Number of injured visitors] visitors have been injured in the accident. They have been contacted and offered support. We send them our thoughts and prayers for a quick recovery."
- "We are in contact with [incident response agencies] and are receiving ongoing updates. We have dedicated staff to monitor and assess the situation, and we are in communication with all related [who/what] organizations."
- "Until further notice, to provide assistance and information to visitors, businesses, news media and the community, DDC will maintain an informational hotline [insert phone number] and updates will be posted on an ongoing basis on our website at DoorCounty.com."

Statement 9C: Transit Accident (Visitors Killed/Schedule or Routes Cancelled)

- "Destination Door County has been advised by [informing agency] that a [ferry, bus] carrying visitors [to, within] Door County has [rolled over, crashed, etc.]. Because of the potential impact of this accident on Door County tourism, DDC is closely monitoring the situation as it develops."
- "[Number of casualties] visitors have been killed in the accident. Their families have been contacted and offered support. We send them our thoughts and prayers."
- "We are in contact with [incident response agencies] and are receiving ongoing updates. We have dedicated staff to monitor and assess the situation, and we are in communication with all related [who/what] organizations."
- "Until further notice, to provide assistance and information to visitors, businesses, news media and the community, DDC will maintain an informational hotline [insert phone number] and updates will be posted on an ongoing basis on our website at DoorCounty.com."

Workplace Violence or Disruption / Disgruntled Employee(s)

(includes terrorism, bomb scare, kidnapping, hold-ups, hostage situations)

No Casualties

- > Notify Crisis Management Team
- > No need to mobilize Emergency Command Center
- > Confirm that no visitors were hurt/killed
- > Before issuing statement, communicate situation to employees as appropriate
- > Issue statement 10A via website and email blast to booked event organizers

Visitors Injured

- > Notify and mobilize Crisis Management Team
- > Mobilize Emergency Command Center *(depending upon circumstances)*
- > Verify injuries
- > Verify contact has been made with victims
- > Before issuing statement, communicate situation to employees as appropriate
- > Issue statement 10B
- > Launch dark site
- > Post updates to web, hotline
- > Send email blast to booked event organizers concerning any implications to their upcoming event
- > Work cooperatively with authorities
- > Provide media with periodic updates
- > Complete OSHA report/tracking
- > Complete state first report of injury

Visitors Killed

- > Mobilize Emergency Command Center *(depending upon circumstances)*
- > Verify deaths
- > Contact families of victims, offer assistance as appropriate.
- > Before issuing statement, communicate situation to employees as appropriate
- > Issue statement 10C
- > Launch dark site
- > Post updates to web, hotline
- > Send e-mail blast to booked event organizers concerning any possible implications to their upcoming event
- > Work cooperatively with authorities
- > Provide media with periodic updates
- > Complete OSHA report/tracking
- > Complete required state reporting

Statement 10A: Workplace Violence / Disgruntled Employee

- "On [date, time] an incident of workplace violence occurred at [location] involving [a disgruntled employee/terrorist/bomb threat]. No injuries or casualties were suffered as a result of this incident.
- "The safety of our visitors, employees, and residents is of utmost importance to DDC, and we are working closely with local, state, and federal authorities to respond to the incident."
- "This is the first time such an incident has ever occurred in Door County. However, we understand that this occurrence may cause people to have second thoughts about traveling to Door County. We want

to make sure that people understand that Door County is still one of the safest and healthiest destinations in the country. To this end, DDC is launching several initiatives.

- [Refer to Recovery Plan]
- [Description of initiatives – e.g. marketing, sales, promotions, etc.]
- “DDC is closely following the situation as it develops and is providing assistance and information to visitors, businesses, news media, and any interested members of the community. A command center has been established at the [location] to assist with this effort along with an informational hotline (number). Updates will also be available on our website at DoorCounty.com.

Statement 10B: Workplace Violence / Disgruntled Employee (Visitors Injured)

- “On [date, time] an incident of workplace violence occurred at [location] involving [a disgruntled employee/terrorist/bomb threat]. The incident caused [number of injuries] injuries. They have been contacted and offered support. We send them our [thoughts, prayers] for a quick recovery.
- “The safety of our visitors, employees, and residents is of utmost importance to DDC, and we are working closely with local, state, and federal authorities to respond to the incident.”
- “This is the first time such an incident has ever occurred in Door County. However, we understand that this occurrence may cause people to have second thoughts about traveling to Door County. We want to make sure that people understand that Door County is still one of the safest and healthiest destination in the country. To this end, DDC is launching several initiatives.
- [Refer to Recovery Plan]
- [Description of initiatives – e.g. marketing, sales, promotions, etc.]
- “DDC is closely following the situation as it develops and is providing assistance and information to visitors, businesses, news media, and any interested members of the community. A command center has been established at the [location] to assist with this effort along with an informational hotline (number). Updates will also be available on our website at DoorCounty.com.

Statement 10C: Workplace Violence / Disgruntled Employee (Visitors Killed)

- “On [date, time] an incident of workplace violence occurred at [location] involving [a disgruntled employee/terrorist/bomb threat]. The incident caused [number of fatalities] fatalities. Their families have been contacted and offered support. We send them our [thoughts, prayers].
- “The safety of our visitors, employees, and residents is of utmost importance to DDC, and we are working closely with local, state, and federal authorities to respond to the incident.”
- “This is the first time such an incident has ever occurred in Door County. However, we understand that this occurrence may cause people to have second thoughts about traveling to Door County. We want to make sure that people understand that Door County is still one of the safest and healthiest destination in the country. To this end, DDC is launching several initiatives.
- [Refer to Recovery Plan]
- [Description of initiatives – e.g. marketing, sales, promotions, etc.]
- “DDC is closely following the situation as it develops and is providing assistance and information to visitors, businesses, news media, and any interested members of the community. A command center has been established at the [location] to assist with this effort along with an informational hotline (number). Updates will also be available on our website at DoorCounty.com.

System Failure / Electronic Crime

(includes system failure, hacking or other data compromise)

Upon Notification

- > Notify Crisis Management Team
- > No need to mobilize Emergency Command Center
- > Conduct internal investigation of:
 - > General nature of the problem
 - > Extent of the breach/failure
 - > Implications of breach/failure
 - > How you learned of breach/failure
 - > When you learned of breach/failure
 - > Status of investigation
- > Issue statement 11 as quickly as possible to avoid the appearance of a cover-up

Do Not Release

- > Details of how the breach was accomplished
- > Names of persons suspected, questioned or under investigation
- > Details of the investigation or information uncovered thus far
- > Specifics about your internal processes
- > Speculative statements of any kind

Statement 11: System Failure/Electronic Crime

"Today we learned that a [system security breach, system failure] has occurred within the electronic system of Destination Door County. We make every effort to institute policies and procedures to prevent such breaches of security or failure of systems and update them frequently as new procedures or technologies become available. However, the technology that enables criminals to gain access to a system is advancing at a far greater pace than the technology to prevent it.

"We are studying the specific reasons for the breach to determine improvements that need to be made to our current systems and to secure the information from future attacks. Due to the nature of the information involved, we have involved the [investigating agency] in the matter and are cooperating fully with them during the investigation.

"We will vigorously prosecute the individuals responsible for this breach."

Legal & Ethical Allegations

(includes lawsuits, discrimination charges, sexual harassment, employee theft, fraud, etc

Visitors Killed

- > Notify Crisis Management Team
- > No need to mobilize Emergency Command Center
- > Gather general information as outlined in the introduction to this section
- > Acquire copies of:
 - Policy manuals and other documents relating to the problem in question
 - Biographical information about named individuals
 - Measures undertaken to prevent such things from happening
 - Launch internal investigation immediately
 - If necessary, contact outside authorities
 - Communicate with employees as appropriate to give them advance notice of what is taking place, especially if you will be issuing a media statement
 - Urge them to come forth with new information without fear of reprisal
 - Discourage them from talking about the situation with outsiders, especially the news media
 - Encourage them to ignore rumors and avoid making judgments about individuals or the organization
- > Issue statement 12 as early as possible to avoid the appearance of a cover-up

Statement 12: Legal/Ethical Allegation

"It has come to [my/our] attention that an allegation of [misconduct] has been made toward a member of the [staff/board of directors] of Destination Door County. We take these allegations very seriously and have already launched an internal investigation into the matter. This investigation is not a judgment on the individual(s) involved, but rather an effort to gain further insight and determine the validity of the allegation. We are prepared to cooperate fully with the proper authorities investigating the misconduct. Once we determine the extent of the situation, we will take appropriate action and will do anything necessary to ensure that similar conduct does not occur again."

"We will provide updates as appropriate in coordination with the proper authorities."

Controversial Political Decision / Negative News

Initial Step

- Notify Crisis Management Team
- No need to mobilize Emergency Command Center

Controversial Political Decision

- Analyze political decision line-by-line to determine the implications it may have to DDC and its ability to continue doing business
- If necessary, hire lobbying firm to assist in the response
- Contact appropriate political representatives to inform them of the possible implications of such a decision
- Ask for a response from them
- Prepare a standby statement to send to appropriate organizations if necessary

Negative News Story

- Analyze story line-by-line to determine inaccuracies
- Where inaccuracies are found, obtain correct information
- Contact editor or producer to request a correction
- If the editor does not offer an opportunity to respond, draft a formal request and send it with a copy to his/her supervisor
- If the publication /station does not agree to grant the organization an opportunity to respond, write a response piece and distribute it
- Consider a letter to the editor, but keep it short and to the point
- Ask legal counsel if possible action can be taken

ACTUAL EMERGENCY: EVACUATION PROCEDURES_____

Crisis Preparation

Following a natural disaster, the human needs for food, shelter and medical treatment are of primary importance. It is DDC's role to work with local authorities and serve as a source of information for visitors and to facilitate availability of information to visitors. Under direction of the DCPR, the following information shall be made available for visitors

- Where visitors can seek shelter
- Where visitors can find an open restaurant
- Where visitors may find medical attention or emergency cash

It is also DDC's responsibility to preserve the tourism and hospitality industry in Door County. With nearly half the jobs in the county related to tourism, the economy can be adversely affected for years if an aggressive public relations plan is not implemented in the immediate wake of a crisis. Under the direction of the Marketing & Sales Department, Circle Wisconsin, group tour operators and local Meeting/Event Planners must be contacted and strongly reassured that the County has survived and is open for business. The Director of Communication & PR will work with local officials to orchestrate regional and national publicity campaigns to dispel misinformation and any negative perceptions of the county as a desirable tourism destination.

Emergency Office Supplies and Needs

In the event of a bomb threat, fire or other natural disaster that could threaten our physical structure, the President/CEO, along with the senior management staff and appropriate local safety officials, shall make a determination that DDC's offices are safe to inhabit.

Emergency supplies will be stored in DDC's storeroom and checked on a regular basis by the Director of Finance and Administration. Supplies should include:

1. Bottled water
2. Flashlights
3. First aid supplies

ACTUAL EMERGENCY: IN-HOUSE ACTIONS_____

Depending on the type of crisis, determine whether Dialing 9-1-1 is the best, most immediate action. If the local 9-1-1 system is malfunctioning, call the appropriate Police, Fire or Medical agencies individually.

If it becomes necessary to check on the well-being of family members, all DDC employees must first notify someone on staff before leaving work. This allows staff to quickly determine whether any employees are not accounted for. Those unaffected by the crisis should return to work quickly so that a major communications effort may be developed to preserve the current tourism industry.

In the event that an emergency or crisis directly affects a DDC Staff Member, and the affected staff member is incapacitated, that staff person's supervisor must notify the staff person's Emergency Contact as soon as possible.

The Director of Communications & PR will work with the appropriate local authorities to establish a communications center to handle media inquiries. The location will be at DDC office, a safe alternate location will be established if DDC offices are inhabitable. If electric and phone lines are operable county-wide, DDC will disseminate updates on the situation to media and its constituencies, as appropriate. National updates can go through PR Newswire and/or Business Newswire, which can relay the information to more than 2,000 newsrooms, often within 30 minutes.

Available staff members will be assigned to log in the damage and help assess the impact on tourism attractions, facilities and businesses. A summary will be compiled quickly so the CMT can determine what action DDC may appropriately take. DDC will also assist in assessing the impact of the crisis on non-tourism facilities through community and government contacts. The status of the community as a whole will be a critical factor in any recovery plan. Volunteers will be asked to report to the main DDC office to dispense information regarding shelter addresses and Red Cross information to stranded visitors

RETURN TO NORMAL OPERATIONS

General

At the onset of an emergency, actions will be taken to enhance the effectiveness of recovery operations. Recovery is the integration of both short-term activities intended to bring all systems into operation, and long-term activity designed to return infrastructure to pre-emergency conditions. Recovery also includes the cost of recovery activities.

Contingency marketing plans prepared by marketing contractors are meant to provide DDC and the visitor industry with guidelines for minimizing negative outcomes and optimizing recovery in the event of a crisis/emergency.

As the leading organization for bringing convention and visitor business to Door County area, DDC will oversee the execution of recovery programs by its contractors for the leisure, meeting and group markets. Collaboration and communication with the visitor industry is a necessary element in the success of these plans.

The guidelines provided by DDC are based upon assumptions regarding the nature and duration of specific crisis/emergency situations. They will be adapted to the realities of the specific occurrence.

The plans included in this manual were developed by DDC. They reflect an ongoing effort to prepare for events related to a crisis/emergency that impact or have the potential to impact lives and property.

Assumptions

In preparing the recovery portion of this manual, it is not possible to make specific assumptions regarding”

- The timing of a crisis/emergency
- The duration or impact of any particular crisis/emergency, or
- The type of crisis/emergency

Overall Strategies of Contingency Marketing Plans

An emergency meeting of the Executive Committee will be called within 48 hours of the crisis onset. Representatives from other appropriate agencies shall be encouraged to attend, for example: DCEDC, lodging entities, restaurants and attractions. The following will be determined:

- DDC building and contents
- Status of staff and volunteers; injuries, deaths, number able to continue working
- Status of the community’s infrastructure and the effect it will have on the industry
- Status of hospitality industry and tourist attractions

The Executive Committee should consider the following issues:

- If the community is in bad shape, what can we do to help rebuild?
- If the community hospitality industry is relatively intact, what can be done to offset visitor fears and doubts that naturally stem from news coverage?
- How will the situation affect the hospitality industry? The business community?
- How can DDC and its partners change the situation for the better?
- Who are the affected audiences?
- What key messages must be transmitted to the media, visitors, clients, etc.?
- Assist in crafting the tone and message of outgoing advertising messages.

DDC will reassess its budget under the direction of the President/CEO, Director of Marketing & Sales and Executive Committee of the Board, and in accordance with the Crisis Marketing Action Plan Attachment, and using the Marketing Contingency Fund, will determine how much should be redirected into the crisis handling effort. A meeting of the entire DDC board will be held within seven days of the crisis to completely apprise the board of the situation and have them receive assurances that DDC is moving in the right direction with its overall efforts.

Overall Strategies of Contingency Marketing Plans

- Where possible, avoid making significant, long-term commitments. In uncertain environments, DDC's marketing programs must be flexible
- Concentrate programs using the following market priorities.
 - U.S. Midwest
 - Cities with direct shipping service to/from Door County
 - Canada
- Develop easy to execute, destination-oriented promotional programs.
- A strategic and targeted communications plan involving all parts of the visitor industry

Pre-Crisis/Emergency Activities

- All marketing contractors should review and maintain summary data regarding each program including:
 - Those that can be cancelled without penalty, and
 - Total amounts of marketing funds that could be potentially redirected into "emergency" programs.
- DDC will develop template prototype news releases and video statements.
- DDC will draft statements and letters to be sent to major festivals and events advising them, canceling, or postponing their events if necessary.
- DDC will maintain ongoing discussion with DOT, travel wholesalers, retailers, and facilities to ensure smooth transitions during post-crisis/emergency situations.
- DDC and its marketing contractors will meet annually to review and update all contingency marketing plans.

Possible Actions at On-set of Crisis/Emergency – Guidelines

- Immediately cancel all brand advertising (that can be cancelled) in all markets scheduled for upcoming 60-90 days. Funds from cancelled advertising programs will be directed to public relations and promotional programs that provide more direct support for immediate consumer response.
- Review the following to determine if cancelling or rescheduling is necessary:
 - Trade shows, sporting events, festivals, large conventions
- Issue statements to all industry trade press providing status of the Door County area's visitor industry.
- Launch e-mail and /or blast fax communications program with and for the visitor industry, including situation analysis, on-going updates, planned marketing initiatives, etc.
- Schedule meeting with visitor industry organizations and DDC Board of Directors to review contingency marketing plans and funding resources.
- Communicate with media.

Contingency Marketing Plan Template

When a crisis/emergency occurs, many things happen that should be documented. What are assumptions? What are the actions based on these assumptions? What's necessary to track effectiveness of the contingency plans?

Market:

Prepared by:

Situation Analysis:

Scenarios:

Timing:

Action Plans (by Major Market Area): what ceases to happen when crisis/emergency occurs and then what begins to happen as crisis/emergency ends?

- Advertising
- Promotions
- Public Relations
- Consumer, travel and meeting media
- Travel sellers
- Clients
- Websites

Budget adjustment plans:

Reporting requirements:

FREQUENTLY ASKED QUESTIONS

Who from Destination Door County will contact me, and when will I hear from them?

You will be contacted by a staff member of DDC from the first notification of a possible emergency, whether you are in town or have an impending event in the Door County area.

I have not heard from DDC, whom do I call?

The DDC office is the primary contact point for all clients. If DDC office is unreachable and/or an emergency dictates, the emergency phone line becomes the alternate point of contact for clients.

Where can I go to get the most recent information?

DDC will provide continual updates and emergency information via the website and a 24-hour phone number.

Can DDC help get info out to my attendees, even if my group is not yet in town?

Yes, from the first notification of a possible emergency, DDC enables an online messaging system, both through the web and voice mail system. Welcome information and voice messages are available to all groups, whether in town or impending arrival. DDC will provide continual updates and emergency information via the website and 24-hour phone number.

What can I do to make sure my organization is prepared should an emergency occur?

It is important that your organization have an Emergency Preparedness Plan. We would be happy to assist you in the process. This type of plan can be reused for all future meetings in various locations with simple modifications. A personalized emergency action plan will ensure that you are prepared in the event of a natural or man-made disaster. We can help ensure that you are well informed and prepared; your organization and your attendees will appreciate the lengths you have taken to be ready. Contact your sales manager and let them know you would like to take advantage of this unique service.

How should I decide whether my organization should cancel our tour or meeting?

- It is important to contact DDC at the first sign that a potential emergency might exist or affect your travel plans. This is your primary resource for up-to-date information.
- Contact your insurance company on what protocol to follow regarding possible cancellation claims.
- Engage your executive staff/leadership using information from DDC. This information will help you make the best decision for the well-being and safety of you staff and meeting attendees. Avoiding knee jerk reactions to incomplete and/or false information will help you and your organization make educated decisions based on data driven facts to save you time, effort, and money.

When should I contact my Insurance Company?

When a meeting is being cancelled due to an emergency situation, you should contact your insurance company directly on what protocol to follow regarding cancellation claims.

TIPS AND TACTICS

Four Simple Steps to Crisis Management

Regardless of the advertising you have done or how well you have built your trust with your consumers and publics, you cannot prevent most crises. In addition, not all crises are “overnight headlines.” Long-term crisis planning may take the edge off potential crises, but you will have to face, manage, and survive them.

Every organization or business can face a different crisis. There is no single ‘right’ way to deal with a crisis. But one fact is for certain, the better prepared you are to deal with a crisis, the better your chances of surviving it with minimal damage.

There are four simple steps to preparing for a crisis:

1. Be prepared. Have a plan of action.

Regardless of the crisis, there should be an overall crisis communication plan that can be put into place quickly.

2. Build a crisis management team.

A team of trained experts representing various local, state, and federal agencies should be created that are aware that they could be called on at any time for assistance. These people should have the authority to make decisions and should know how to solve a given problem. This team should also prepare a crisis response plan.

A list of agencies or organization that should be notified in the event of a crisis should be created. This list should include, in priority order, the names of who should be contacted and their telephone numbers as well as their email addresses. Various “public” entities have a right to know what is going on.

3. Respond quickly but not hastily.

Do not be afraid to release the bad news yourself. It is better if the bad news comes from you than from another organization that may or may not have your best interest in mind.

Once a crisis occurs, the crisis communications plan should be activated quickly. Several people should be aware of this plan so that it does not rely solely on one person who may not be available. Do not waste time trying to find someone to blame for the situation. Do not stall reporters and do not speculate or try to cover up the problem.

4. Work cooperatively with the media.

Remember, the media can tell your story, but you need to be willing to cooperate with them to give them information they request in a timely fashion. Get the story over with and behind you.

PRIMARY RESPONSIBILITIES

Communications/Public Relations – Director of Communications & Public Relations (DCPR)

The DCPR shall be responsible for writing all news releases, drafting news bulletins about the status of the industry, and setting up interviews. As much relevant, accurate information as possible related to the crisis will be gathered to prepare an official position statement from DDC outlining the event and the action currently being taken.

The DCPR should receive all incoming press calls and in addition should:

- Create a one-page news brief that shares the facts. Fax, email or upload the brief to the web for access by DDC membership and media. Update the brief as more facts become known. Keep the information in front of all employees.
- Have general DDC information available for the press.
- Place calls to appropriate reporters at designated media outlets to inform them of status changes.
- Prepare a short press advisory to be faxed to newsrooms at local and national outlets.
- Distribute press statements to all appropriate local public affairs directors at major attractions.
- Hold scheduled media briefings.
- Make designated DDC spokespeople available to the media as appropriate.

General Staff Checklist

1. Telephone your supervisor for instructions on whether or not to come to work and/or receive special instructions or assignments. If you cannot reach your supervisor, keep trying others on the staff list until you get a live response. Give the following information: a number where you may be reached, the status of your situation, whether or not you can make it into the office and, if necessary, how equipped you are to work from home.
2. If possible, arrive at DDC office for regular work hours prepared to take on a disaster response assignment.
3. Alert your supervisor to any visitors or clients who may need immediate attention. If possible, prepare a list of clients and their phone numbers for follow up.
4. Obtain a copy of DDC's official media statement from your supervisor. Keep it with you at all times. Refer to the official statement when talking with visitors or members. While you may fax or email the official statement to the media as necessary, *do not* give an interview to the media. Refer all media requests to the President/CEO, the DCPR, or other appointed media spokesperson.
5. Follow the instructions of the Crisis Management Team (CMT). Likely, you will be assigned duties that differ from your normal work routine.

STAFF RESPONSIBILITIES

DDC staff members may be assigned to do the following:

- Draft an official DDC statement and distribute to all staff and board members. A copy should be kept at the lobby counter, by the fax machine, and in electronic form so that the information may be easily relayed to visitors and media.
- With the help of the Director of Finance and Administration and a building inspector they will make the initial determination as to the safety of the DDC Welcome Center. If unsafe, the Director of Finance and Administration and CEO will locate and secure alternative office facilities, equipment and supplies to ensure continued business operation.
- The Director of Finance and Administration will keep detailed records on emergency expenditures, provide expedited purchasing procedures and locate a cash source or recommend use of the Line of Credit if necessary.
- The Director of Finance and Administration will document the damage assessment for insurance and emergency declaration purposes.
- The Director of Finance and Administration will preserve records, conduct all computer and other data management back-ups in partnership with Connecting Point.
- Available staff should contact the membership to determine what is and what is not in operation. This information should be passed on to the media via the DCPR.
- Compile a damage assessment of all lodging facilities and compile a list of all available lodging facilities/rooms.
- Information Specialists should contact all lodging facilities to help reassign rooms from damaged properties to those capable of accepting additional business.
- The Membership Director should establish a member hotline to tend to the needs and questions of the membership. A hot sheet or update should be sent out in a timely manner to communicate DDC's efforts to get the hospitality industry back on its feet.
- The DCPR, Director of Marketing & Sales, and other appropriate parties (such as DDC's PR firm or Advertising Agency) should develop a detailed communications plan of action to reach various audiences via DDC's website, ads, news releases, flash sheets, etc.
- Develop a short-term strategic plan to include all elements of marketing including advertising, website, direct mail, social media, and press releases.
- Consider designing and purchasing ads for trade and leisure publications.
- Contact group tour operators and meeting/event planners that are scheduled to bring visitors to Door County in the next 90 days. Use of post-crisis photographs and media kits is recommended and encouraged.
- The website should have regular updates; possibly including a web cam for streaming progress or updates as appropriate.

DOCUMENTATION

DDC Telecommunications Equipment Room

This room houses the telephone switch, voice mail system, data communications equipment and main internal server. There is no protection against water damage, but temperature is maintained by an exhaust fan.

Electrical

In the event of an electrical outage, all servers and other critical equipment are protected from damage by Uninterruptible Power Supplies (UPS). These units will maintain electrical service to our servers long enough for them to be shut down properly. Once electrical power is restored, the servers will remain "powered down" until sufficient power is stored in the batteries to ensure that the servers could be properly shut down if a second power failure occurs.

Backup

All systems are backed up daily and are stored offsite. Website is hosted elsewhere.

Fire

In the event of a fire involving the entire building, we would most likely have to replace all hardware because of smoke damage. Critical data is backed up daily and stored offsite. All critical information is accessible remotely.

Insurance

All equipment is covered under DDC's standard property and casualty insurance.

Disaster Recovery Coordination

The Director of Finance and Administration, in consultation with Connecting Point will:

- Determine the extent and seriousness of the disaster.
- Supervise recovery activities.
- Coordinate priorities during recovery.
- Order and install new equipment if necessary.

Systems & Operations

In case of either a move to an alternate site or a plan to continue operations at the main site, the following steps should be taken:

- Work in tandem with Connecting Point and off-site web host to bring the computer systems to an operational level.
- Coordination of additional or replacement equipment and movement of personnel.
- Coordinating restoration of network communications, in consultation with Connecting Point.

Telecommunications

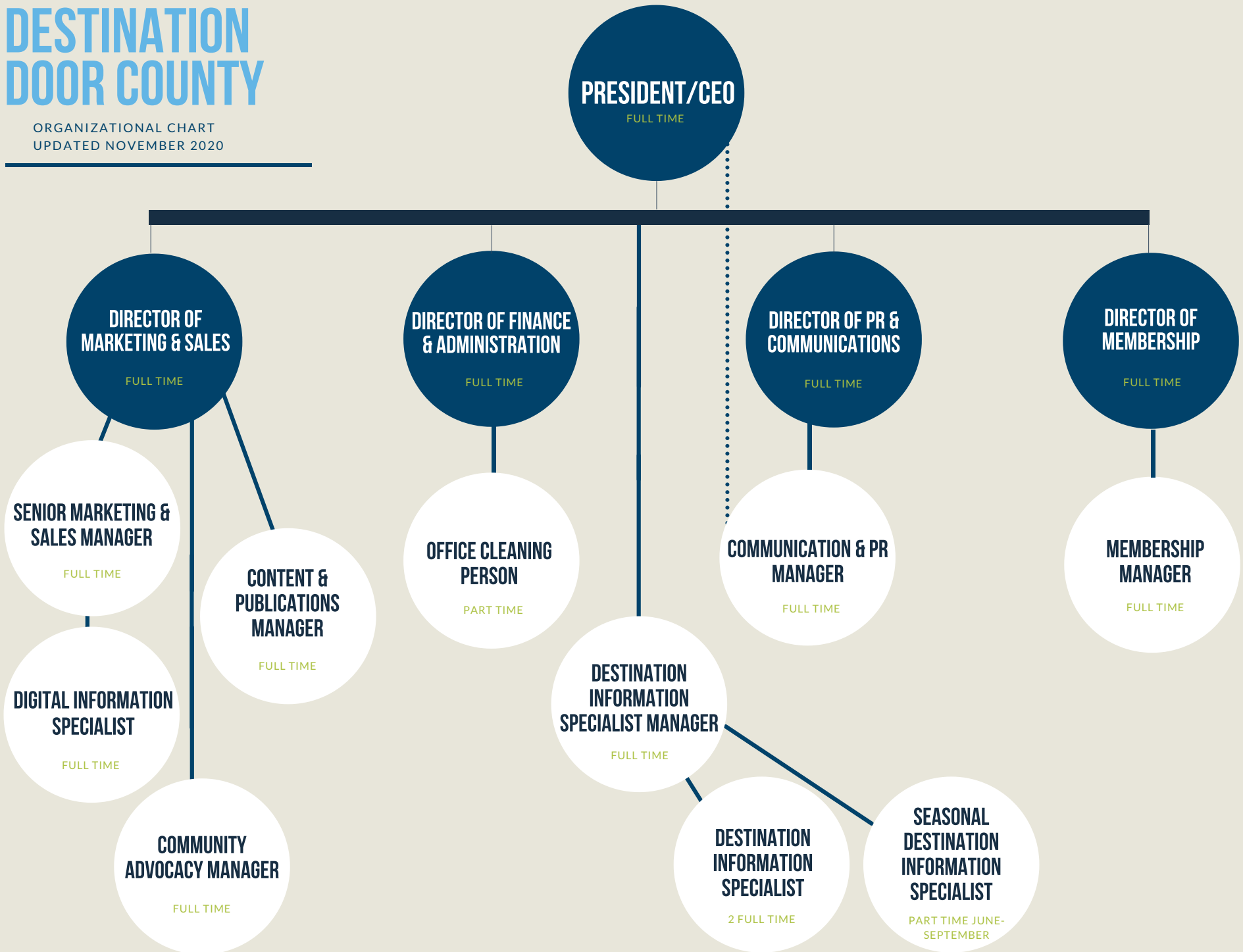
Coordinate repairs of data communications affecting specific areas through the Director of Finance and Administration and Connecting Point.

ATTACHMENTS

- Updated Destination Door County Board of Directors List
- Staff Calling Tree
- Destination Door County Vendor List
- Strategic Marketing Plan
- Organization Chart

DESTINATION DOOR COUNTY

ORGANIZATIONAL CHART
UPDATED NOVEMBER 2020



DESTINATION DOOR COUNTY

STAFF LIST &
CRISIS MANAGEMENT TEAM (CMT) RESPONSIBILITIES
UPDATED NOVEMBER 2020

**PRIMARY
CRISIS MANAGER**
JACK MONEYPENNY (CMT)
PRESIDENT/CEO
jack@doorcounty.com

TODD TRIMBERGER
CHAIRMAN OF THE BOARD
toddsbdc@gmail.com

MICHELLE RASMUSSEN CMT
DIRECTOR OF MARKETING & SALES
michelle@doorcounty.com

Depending on specific circumstances, review marketing programs, re-evaluate in conjunction with BOD, Agency, Industry partners and chart the marketing response.

YVONNE TORRES CMT
DIRECTOR OF FINANCE & ADMINISTRATION
yvonne@doorcounty.com

In consultation with CEO & CMT, secure the building, rent alternate space if needed, maintain payroll and restore finance operations and technology systems.

**ALTERNATE
CRISIS MANAGER**
JON JAROSH CMT
DIRECTOR OF PR & COMM
jon@doorcounty.com

Manage flow of information to news outlets, communications, press briefings, assist President/CEO with message management, act as a single spokesman when appropriate.

PHIL BERNDT CMT
DIRECTOR OF MEMBERSHIP
phil@doorcounty.com

Communicate with Membership as soon as technology is in place, information is available, and throughout the crisis.

LAURA BRADLEY
SENIOR MARKETING & SALES MANAGER
laurab@doorcounty.com

CATHY LYNCH
CONTENT & PUBLICATIONS MANAGER
cathy@doorcounty.com

CHRIS SURFACE
CUSTODIAL

JEN ROGERS
PR & COMM MANAGER
jen@doorcounty.com

PAT NASH
DESTINATION INFO MANAGER
pat@doorcounty.com

In consultation with CEO & CMT, ensure communication with all staff and visitor services. If needed activate dark site and call line.

MORGAN RUSNAK
MEMBERSHIP MANAGER
morgan@doorcounty.com

LESLEE PERLEY
DIGITAL INFORMATION SPECIALIST
leslee@doorcounty.com

CAMBRIA MUELLER
COMMUNITY ADVOCACY MANAGER
cambria@doorcounty.com

LAURA LLOYD
SEASONAL DESTINATION INFO SPECIALIST
laura@doorcounty.com

ELIZABETH MARTELL
DESTINATION INFO SPECIALIST
liz@doorcounty.com

AMANDA LAROCHE
DESTINATION INFO SPECIALIST
amanda@doorcounty.com

DESTINATION
DOOR COUNTY

Vendors

Geiger & Associates Public Relations

Andrea Bebout Horton
andrea.bebout@geigerpr.com
(850) 942.6685 Office
[REDACTED]

Boelter and Lincoln

Jill Brzeski (President & CEO)
jbrzeski@boelterlincoln.com
(414) 271.0101 Ext 134

Stephanie Schrandt

sschrandt@boelterlincoln.com
(414) 271.0101

Andy Larson (VP of PR)

ALarsen@boelterlincoln.com
(414) 271.0101 Ext 119
[REDACTED]

Lightburn

Andy Wintheiser
andrew@lightburn.com
(414) 271.0101 Office

JobBoard HQ (Jobs in Door County)

Susan Welsh (AE)
swelsh@jobboardhq.com
(858) 368.9491 Work
[REDACTED]

WebLink International

Laura Witkowski (Relationship Manager)
laura.witkowski@weblinkinternational.com
(888)865.8555

Peninsula Pulse/Peninsula Film Works

Dave Elliot
dsteliot@ppulse.com
(920) 839.2121 Office

Renee Puccini (Publication Creative)

renee@rp-designs.net
[REDACTED]

Connecting Point

Michael Seering, Account Executive
msc@cccp.com
(920) 438.0507

Michael is first contact in case of systems disaster. He will gather the team we need to get back up and running

George Buerman, Telephone Systems Engineer

george.buerman@cccp.com
(920) 272.0164

Ge Yang, NetAssist Manager

Ge.yang@cccp.com
(920) 438.0391 direct
[REDACTED]

Arthur Ebbinger, Network Engineer - Small Business Specialist

arthur.ebbinger@cccp.com
(920) 272.0151

Baylakes Information Systems (Inline)

Greg Swain
34 W. Oak St.
Sturgeon Bay, WI 54235
(920) 746.0606

Wulf Brothers (HVAC)

155 East Walnut Street
Sturgeon Bay, WI 54235
(920) 743.5587

Sturgeon Bay Utilities

230 E. Vine Street
Sturgeon Bay, WI 54235
Phone (920) 746.2820
Fax (920) 746.2822

Vendors Continued

Simpleview (CRM)

Tyler DeKryger
(520) 407.5545 Office

[REDACTED]
www.simpleviewinc.com

Simpleview DAM

Deanna Sparling (Director of Operations)

dsparling@simpleviewinc.com

(866) 680.2476 Work

Jack Rabbit (Book Direct)

Shawn McKeown (Director of Business
Development)

smckeown@jackrabbitsystems.com

(952) 884.4207 | [REDACTED]

Shuman Printers

Steve Abts
(920) 366.6520 - direct

Crowdriff

Amrita Gurney (VP Marketing)

amrita.gurney@crowdriff.com

Filament (Crisis Communications)

Jane Hillstrom

jhillstrom@filamentag.com

(608) 720.1770 Work