NMA
THE AMERICAN RESOURCE

Media and Community Crisis Communication Planning Template

Resource Kit: Media

Planning Template Introduction

Crisis Communications Planning Template

PLAN OVERVIEW

QUICK RESPONSE: SEVEN STEPS FOR CRISIS COMMUNICATION

Resources

A - RESPONSE

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Planning Template Introduction —————————

Acknowledgements

This planning template is based on the research and teachings of Dr. Vincent Covello and Dr. Tim Tinker, both internationally recognized experts in the field of risk and crisis communication. The planning template was developed by Widmeyer Communications, Inc.

Special thanks to Foundation Coal Holdings, Inc. (FCL) for allowing the review, use and adaptation of pieces of its crisis plan for this planning template; Lone Mountain Processing, Inc., for allowing the review of its Emergency Response and Crisis Management Plan; the Mining Safety and Health Administration's office of public affairs for input on mining crisis communication planning and response; and to the National Mining Association's safety and communications committees and staff directors, Bruce Watzman and Carol Raulston, for their guidance on this project.

Updates to this template were made in September, 2010, to address additional logistical and messaging needs. Those additions are highlighted for ease of reference.

Letter of Endorsement

Dear Colleague:

The National Mining Association (NMA) is pleased to provide this Media and Community Crisis Communication Planning Template for your use when working with the media, family members and community in a crisis situation. This planning template is designed to provide a framework for the development of a company-specific crisis communication plan that will help your company deliver timely, accurate and effective messages to your key stakeholder groups and the media in the event of an emergency.

Through researching a variety of mining company plans, as well as communication strategies from a variety of other organizations, this planning template provides a comprehensive framework, while at the same time allowing flexibility to be effective over a range of mining operations and possible scenarios.

NMA also has developed a series of web-based tools as companion pieces to this template. We hope these materials will be valuable resources as we all work to be more effective communicators.

Sincerely yours,

Hal Quinn
President and CEO

Planning Template Introduction

Why Have a Crisis Communications Plan?

A crisis communication plan is a vital part of emergency preparedness and response. A company's success is dependent, in part, upon its reputation. Having a solid crisis communication plan, which has been integrated with the crisis management or operations plan, well-tested and understood and practiced by company employees, can not only save a company's reputation, but at times, can also save lives.

From a practical application standpoint, a crisis communications plan does the following:
- Defines and assigns the crisis team.
- Outlines roles and responsibilities of the crisis team.
- Details steps to take in a crisis event.
- Indicates who to contact, resources that are available and procedures to follow.
- Provides a platform for training, testing and improvement.

Planning Template Overview

The NMA Media and Community Crisis Communication Planning Template is designed to provide a framework so that mining crisis communication response across the country is similar, while allowing each mining company to create a plan that is unique and appropriate to the specifics of the company.

The planning template is divided into two major sections:

1) **Crisis Communication Planning Template**: An outline of a Crisis Communications Plan with response information as well as places to insert company-specific information.

2) **Resource Materials**: A variety of samples, templates, tips and planning materials to use in pre-planning, testing and crisis response efforts.

The planning template provides places to insert company-specific names and information to customize the template to the unique needs of your company.

Planning Template Introduction

Developing a Company-Specific Crisis Communications Plan

Developing a company-specific crisis communication plan is an important part of emergency preparation. Here are a few tips to follow as you use this planning template to create a company-specific crisis communication plan.

1) **Length:** The main body of a crisis communication plan should be no more than 20-30 pages. Other resources and policies can be included, but should be a separate section or appendix of the plan.

2) **Content:** The first pages of a crisis communication plan should clearly outline the steps the company will take in the event of a crisis, who is responsible for taking these steps, and how to contact the crisis communication team.

3) **Review:** The crisis communication plan should be reviewed and approved by operational and communications staff and should be updated, at a minimum, twice a year, to verify that the information and protocols are accurate.

In order to develop a crisis communications plan that is company-specific, accurate and practical, it is important to involve individuals from a variety of disciplines. The best group of individuals to take on this task is the crisis communications team. By assisting in the creation of the document (writing/editing/approving), the crisis team has automatic buy-in and can better understand the steps that need to take place in an event.

NOTE: When developing a company-specific plan, delete these introductory pages and put the plan on company letterhead.

Planning Template Introduction

Creating a Title Page

Create a title page for the crisis communications plan. Be sure to include the following:

- Name of company and/or company logo
- Name of document, i.e., Crisis Communications Plan
- Creation date or last date updated

Example:
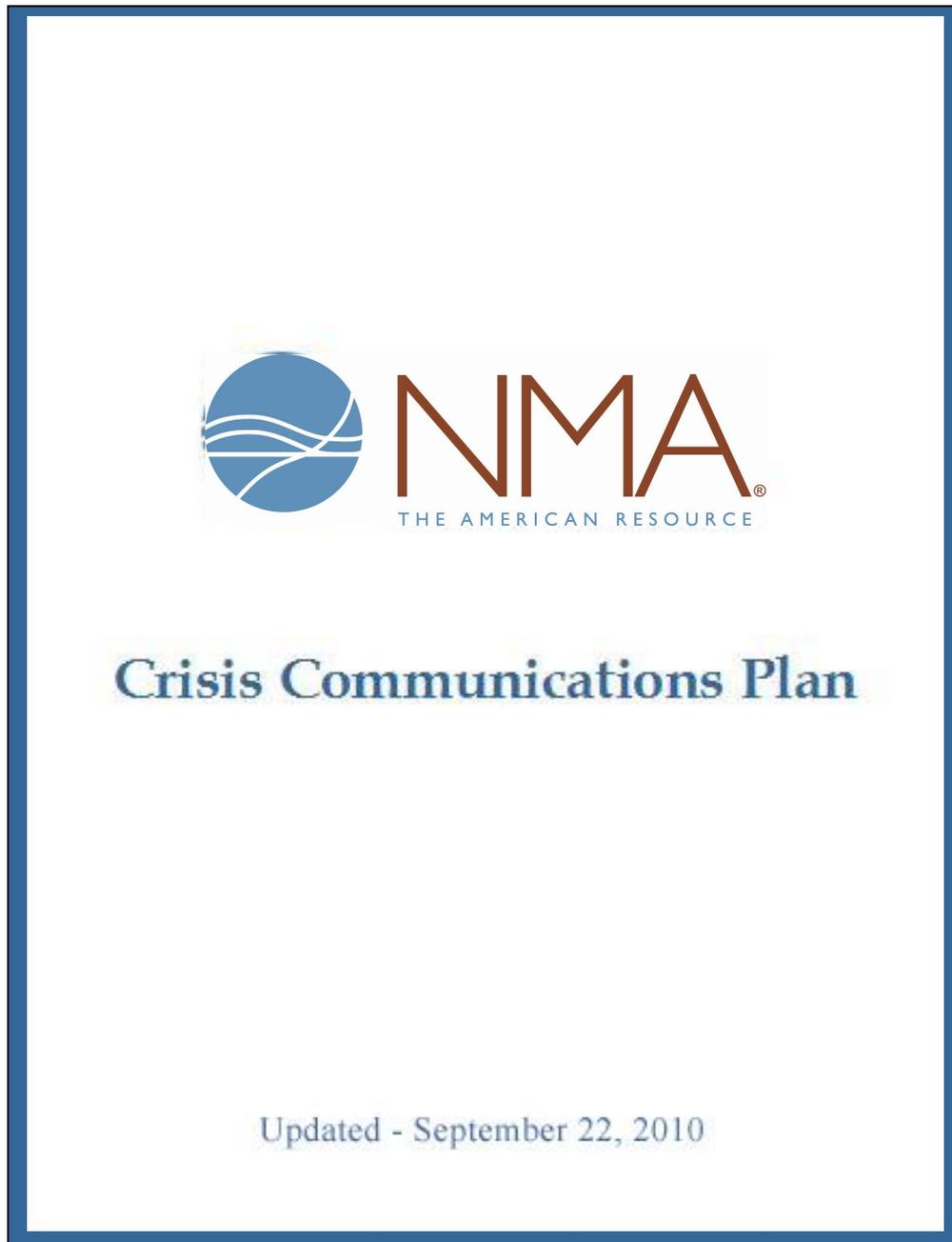
Planning Template Introduction

How to Customize this Template for Your Operation

This template is designed to encourage customization to reflect policies, resources and plans for individual companies and operations. Worksheets are provided throughout the template so relevant information can be entered and updated as needed.

Once the information specific to your operation has been entered, you may find the default table of contents no longer accurately reflects the layout of the document. In a crisis situation, it is important that the resources section of the template is easily accessible

That is why NMA has designed this table of contents to be updated in a simple manner without requiring manual recording and entry of the pages numbers for each section. Simply right click on the table and select '**Update field**' from the context menu.
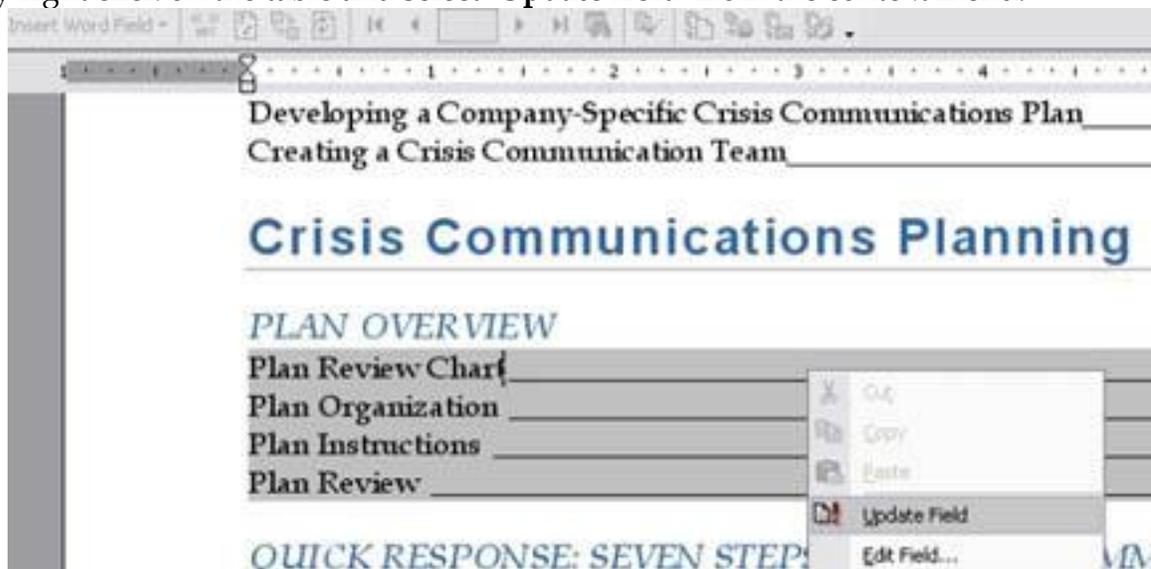
If prompted to select between updating page numbers and the entire table, select '**Update page numbers only**' to recalculate the correct numbers; if you have added or removed a section, you should select '**Update entire table**.' Please see below for a special note on adding a listing to the table of contents.
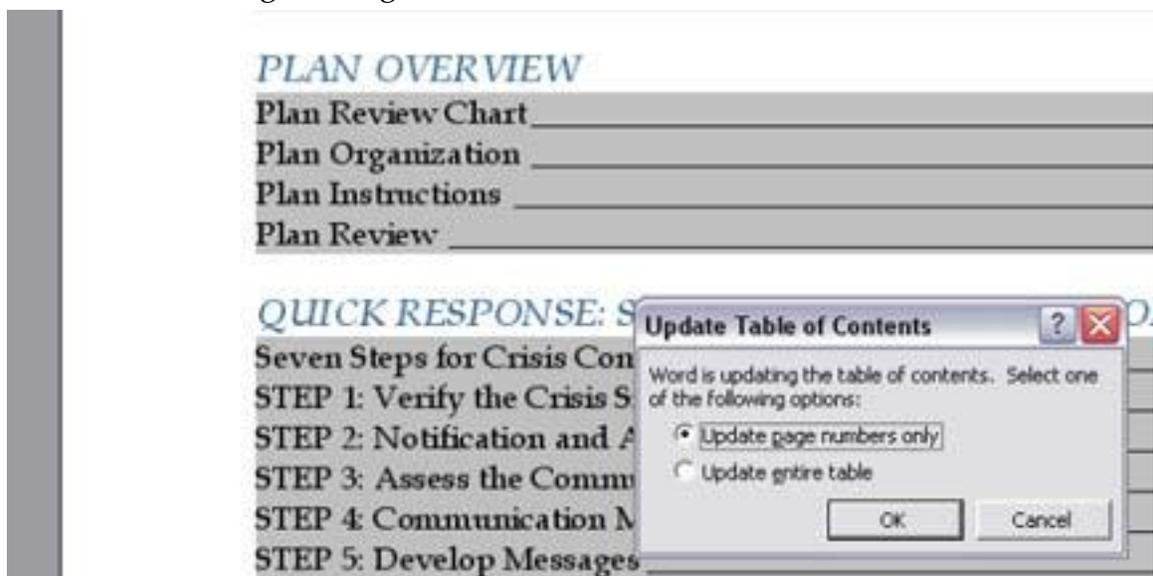
Planning Template Introduction

Each of the table sections is independent of the others, so verify that the page numbers have been updated for each section after making edits.

Adding a listing to the table of contents is a simple process; add new text under the appropriate section and highlight the new heading, i.e., the text that should appear in the table of contents, and select Format, Paragraph. From the menu window that appears, select the '**Indents and Spacing**' tab and select the '**Outline level**' to '**level 1**.'
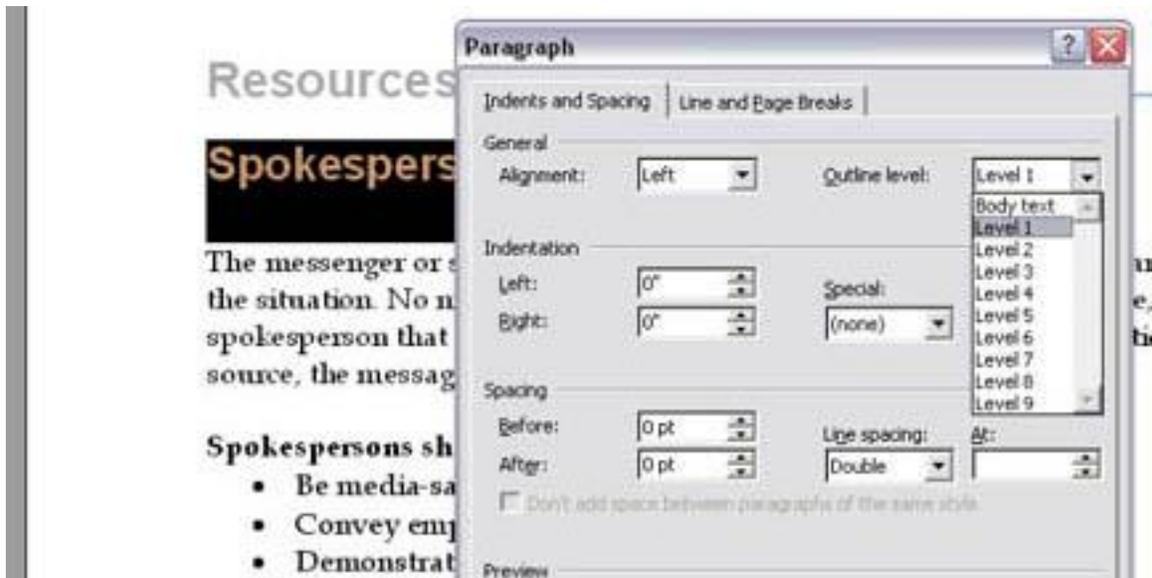
Once this is done, go back to the table of contents and follow the instructions above using the '**Update entire table**' option.

Planning Template Introduction

Troubleshooting the Table of Contents (TOC)

Depending on the version of Microsoft Word used to customize this template, problems may be encountered. There are various steps that can be taken to resolve a problem with the table of contents. If you do encounter a problem and are unable to resolve it with the information in this section, please contact NMA at webmaster@nma.org.

The TOC was designed using Word 2002; at the time of this writing there are no known compatibility issues between recent versions. If you are using a different version and encounter problems, please report the problem to NMA.

The TOC uses two features of the word program to function: paragraph **outline levels** and **bookmarks**. An outline of the document is available at View, Document Map. The panel to the left shows a list of all of the paragraphs in the document marked with an outline **level 1** or higher; the text within those sections has an outline level of '**Body Text**' and will not appear in the map. The TOC is generated using this document map and all paragraphs marked as level 1 (higher outline levels will appear as branches below lower levels in the map and will not be included in the TOC).

If problems are encountered getting a newly added section to appear, check the outline level for the heading text and check to see if it appears within the document map. If extra or unwanted text appears within the TOC, check the outline level and document map for that text and set to 'Body Text' if necessary.

Bookmarks are used to separate the content of the Plan into different sections (Plan Overview, Quick Response, etc.). **In order for a new section to appear within the TOC, it must be added within the bookmark for that section.** The easiest way to make sure new content is within a bookmarked section is to position your cursor just behind the final period of a paragraph within the section and press 'Enter' twice to begin the new content.

If you encounter any other problems using the TOC, please feel free to contact NMA at webmaster@nma.org.

Planning Template Introduction

Creating a Crisis Communications Team

The composition of a crisis communications team may vary depending on the size of the operation, but keep these three roles in mind: operations, communications, and subject matter expertise.

The ideal team would be comprised of:
- President/CEO
- Public Relations/Communications
- Senior Advisors/Vice Presidents/Department Heads
  (called upon depending on the crisis)
  - Finance
  - Government Relations
  - Human Resources
  - Investor Relations
  - Operations
  - Safety
- Legal Counsel/Advisor

Personnel from your operation or company may not be sufficient to handle the demands placed upon them, particularly in crisis situations involving multi-day rescue and/or recovery operations or environmental catastrophes. Further, in addition to federal and state authorities that have statutory responsibilities at your site during a crisis, elected officials, including the governor and members of your congressional delegation, may want to play a role in press briefings and/or in meetings with family members. These possibilities all require coordination and will further tax personnel.

As part of the planning process for creating a crisis communications team, outside resources that could supplement or fill gaps in the team should be considered and relationships, either formal or informal, developed as appropriate.

Plan Overview

Plan Review Chart

Plan Revision Date	Name of Reviser	Approved By	Notes

NOTE: A plan review chart allows you to keep track of when changes were made, who made the changes, who approved the revisions and any special notes regarding the update.

Plan Overview

Plan Organization

The [company] crisis communications plan is divided into three major sections.
1) Quick Response – This section includes the first seven steps to take in a crisis.
2) Resources – Throughout the plan there are references to the Resources section, which provides more information on various elements of communication crisis response, templates, checklists and reference materials. The documents within the Resources section can be clicked on through hyperlinks as they are referenced in the plan or by the listed page number.
3) Communication Strategy –- This section includes additional [company] protocols.

Plan Instructions

[Company] will keep a copy of this plan both at the office and offsite. A copy of the plan will also be maintained offsite both electronically and in paper format. It is the responsibility of the crisis communication team leader (CCTL) to ensure that a copy of the plan is available to each team member, other staff and key emergency response partners for use in the event of a crisis. It is also the responsibility of the CCTL to ensure that the plan is kept up-to-date and that the team members have read the plan and understand its contents.

Plan Review

The crisis communication team (CCT) will review this plan on a [monthly/quarterly/ bi-yearly] basis to check that:
- Contact information lists are current.
- New initiatives or identified risks are assessed and included.
- Changes to risk communications policies, practices or procedures are up-to-date.

Changes to the plan will be noted on the Plan Review Chart.

Quick Response

Seven Steps for Crisis Communication

Communicating before, during and after a crisis is important – not only when working with the media, but also with employees, family members and company stakeholders. The following is a seven-step approach to:

1. Help you understand your communication role in an emergency
2. Follow and support [company] procedures
3. Know what communication actions to take

Depending on the intensity of the situation, it is possible that all of these steps could be taken within the first three hours of a crisis and then repeated as needed during the course of the situation.

Quick Response

STEP 7:
Monitor and
Provide
Feedback

STEP 1:
Verify and
Assess the
Crisis

STEP 2:
Notification
and
Assignments

STEP 6:
Approve and
Release
Messages

STEP 3:
Assess the
Comm. Crisis
Level

STEP 5:
Develop
Messages

STEP 4:
Communication
Management
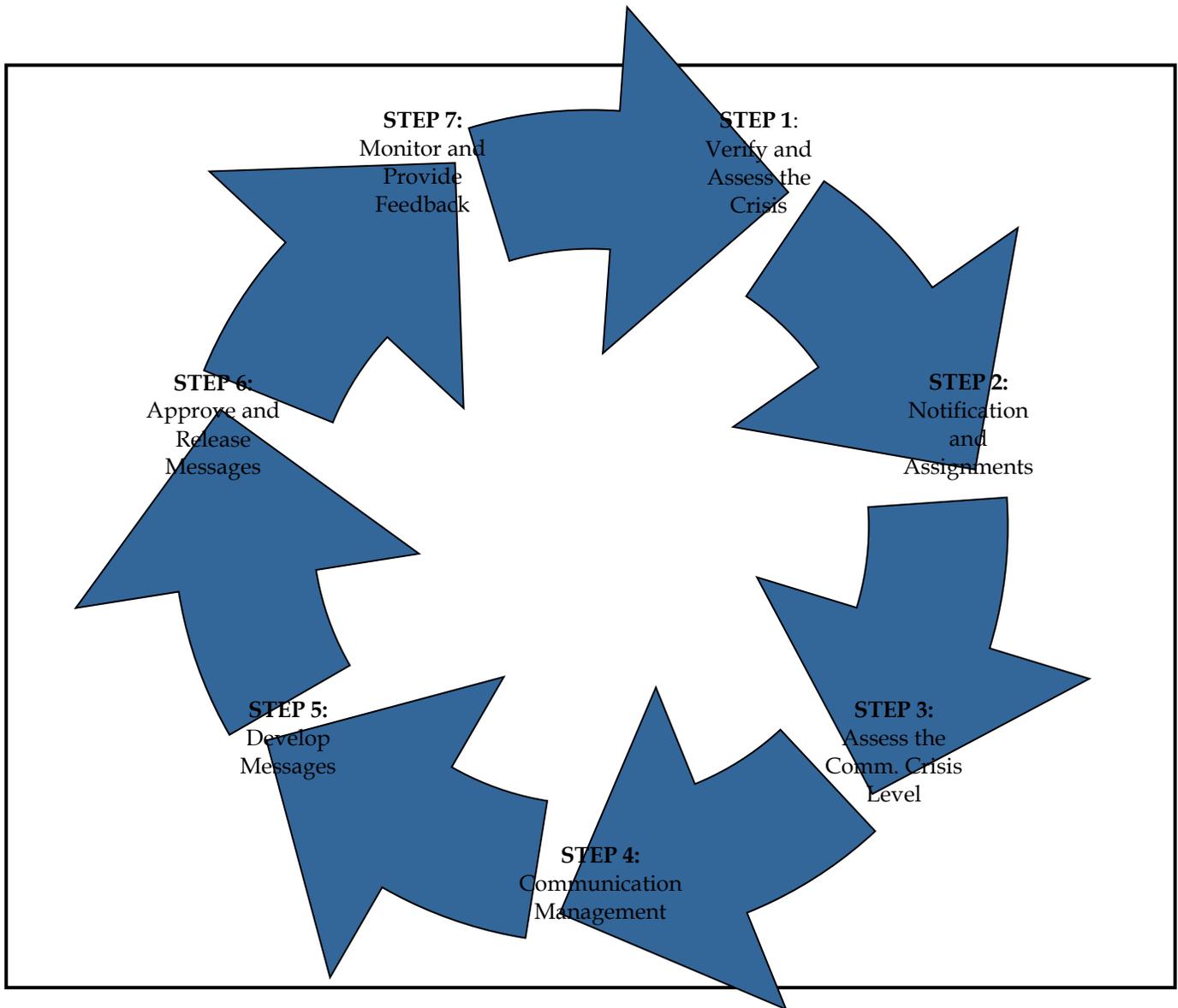
STEP 1: Verify the Crisis Situation

The first step is to determine what has happened (what, when, who, how, why), by coordinating at the site of the incident and immediately identifying as many facts as possible:

WHAT happened and where?

WHEN did this happen?

WHO is involved?

Quick Response

HOW did it happen?

WHAT is currently being done?

When collecting the data consider the following:
- Do you have *all* the facts (to the best of your knowledge)
- What *other information* do you need to put the event into perspective?
- Has the situation been *confirmed*?
- Was your information source(s) *credible*?
- Is information *consistent* from several sources?

In some cases, the media may be alerted to the situation before all of these facts can be determined. **Even if you do not have all of the information yet, it is important to notify the Crisis Communication Team as well as provide the media with a statement indicating that the situation is under investigation and that as soon as more information is available it will be provided.** Review the [company] media policy for more information on how to respond. You can also reference the sample holding statement in the resource materials section.

See *Resources* for related documents:
- [Company] Media Policy in section F
- Sample Holding Statement in section D
- Press Release Template in section D

Quick Response

Crisis Situations

Each crisis is unique, but there is an opportunity to become familiar with a variety of scenarios so that a potential crisis can be quickly recognized and addressed.

[Company] has identified a number of scenarios that could adversely impact operations, financial stability and reputation. These scenarios may include:

- Cave-in
- Chemical spills/leaks
- Civil disturbance
- Community evacuation
- Environmental
- Explosions/Implosions
- Exposures to harmful substances
- Financial improprieties
- Fires
- Injuries/Fatalities
- Natural disasters
- Power failure
- Transportation
- Water in-rush

For a more detailed list of scenarios, see the Crisis Scenarios List.

See *Resources* for related documents:

- Crisis Scenarios List in section C
- Crisis Scenario Examples in section C

Quick Response

STEP 2: Notification and Assignments

As soon as contact has been made with the Mine Safety and Health Administration (MSHA), the Mine Representative (MR) should contact the **Crisis Communications Team Leader (CCTL).**

NOTE: Even if the situation does not seem like it could cause community or media attention, it is important that the CCTL be informed. Crisis situations can escalate very quickly, and it is extremely important that the communication team stay up-to-date on the situation.

Communication Notification Steps

1. MR calls MSHA (within 15 minutes of incident) according to operation standard policy.
2. Mine Representative (MR) should immediately call the CCTL.
3. CCTL will coordinate contacting all members of the **Crisis Communications Team (CCT)** (see chart below).
4. A conference call will be scheduled so the MR and CCT members can determine if there is a communication crisis, and, if so, what communication crisis level it has reached (see Step 3). The CCT will also determine next steps.
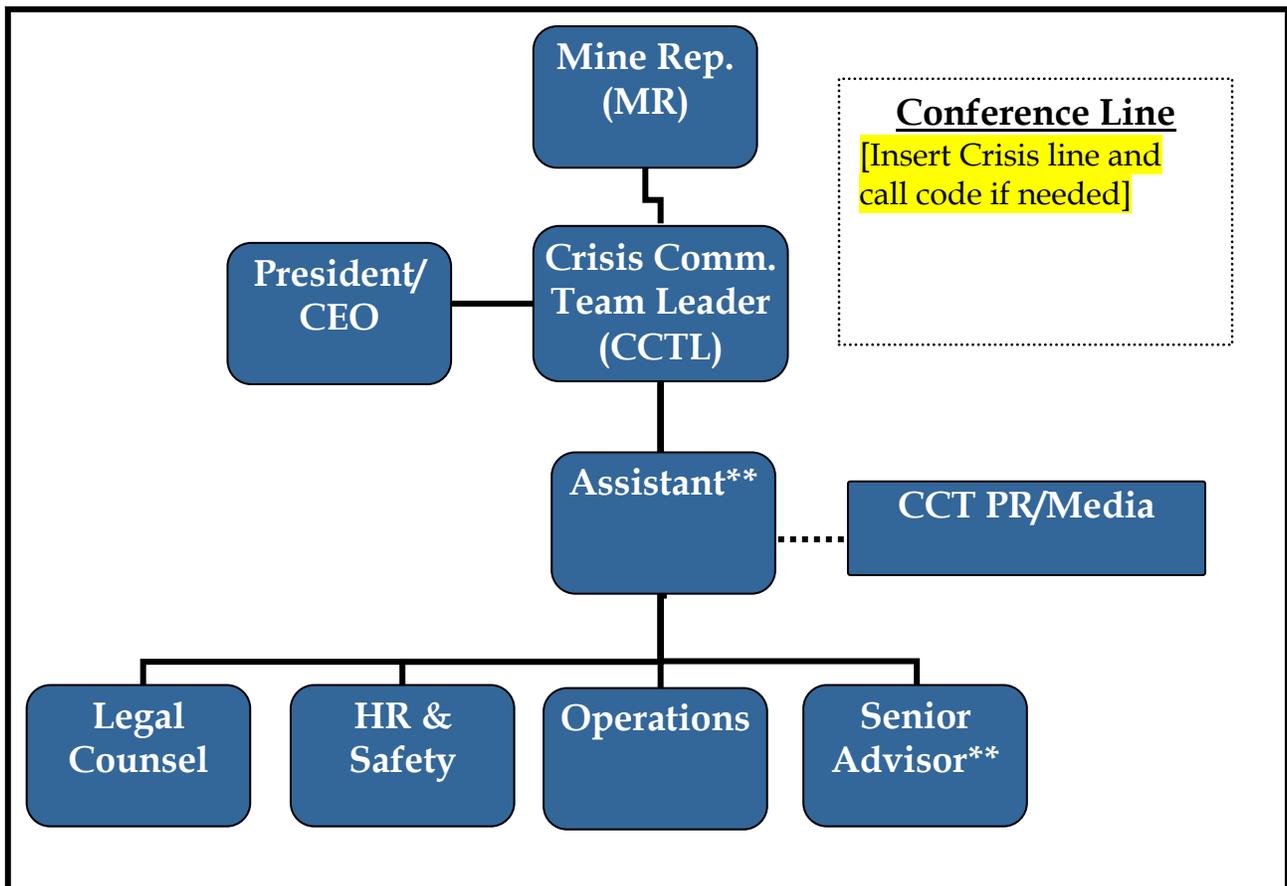
*** As needed or available*

Quick Response

Crisis Communications Team Assignments

Role/ Responsibility	Primary Name/Title	Alternate Name/Title
Crisis Communications Team Leader • Coordinates [company] communication response • Coordinate with MSHA Public Affairs office • Oversees message development and coordinates message with MSHA • Final approval on all publicly disseminated information • Arranges scheduled and emergency team meetings, works with senior advisors • Oversees broad and specific team functions • Ensures required resources are available for team member assigned duties • Communicates with operational team at the mine operation and corporate office		
Assistant CCT Coordinator • Assists the team coordinator with prioritizing duties and handling inquiries. • Fulfills all the duties and responsibilities of the CCTL his/her absence. • Works in close liaison with the spokesperson facilitator to ensure message accuracy. • Assists with media relations.		
Family Liaison • Establishes, coordinates and initiates contact with family members to notify with updates and information as information becomes available. *(NOTE: Family members should always be informed before the media. See Working with Family Members in the Reference Materials.)* • Coordinates MSHA family liaison, clergy and other special interest groups to assist in family needs. • Liaison to CCT and spokesperson about family concerns, etc.		

Quick Response

Role/ Responsibility	Primary Name/Title	Alternate Name/Title
• Handles logistical needs (food, lodging, professional services) of families. • Works with coordination efforts of clergy and counseling partners. *NOTE: The Family Liaison team member should have appropriate training for working with affected family members. It can be a human resources professional, but should not be the CEO or the spokesperson with the media.*		
Mine Representative (MR) • Is the communication liaison between Mine operations and the CCT. • Keeps CCTL and core decision group up-to-date on new developments. • Dedicated to linking operational response to communications response. • [Insert specific communication roles as determined by [company]]		
CEO [Insert specific roles determined by company, i.e., message approval, spokesperson, etc.]		
Legal Counsel/Advisor • Legal advice on communications strategies. • Legal advice on messaging to victim(s), family members, media, etc. • Approved messages before release.		
Sr. Advisors (as needed) • Provide communication input regarding [area of expertise] *(i.e., the senior Human Resources representative may be called upon for assistance in a Union Strike situation.)* • [Insert list of senior advisors and the roles they may play in an emergency]		
Spokesperson • Works with CCT to publicly issue statements to the media. • Serves as lead [company] representative		

Quick Response

Role/ Responsibility	Primary Name/Title	Alternate Name/Title
at press conferences with assistance from operational staff, state/local agencies, MSHA, etc. *NOTE: The Spokesperson may be the CEO, senior advisor, subject matter expert, or CCLT depending on the situation.*		

<u>Information Technology Coordinator</u>
• Oversees and coordinates the technology needs for the situation, including:
   1. Computers/Internet/E-mail
   2. Phone Lines
   3. Printers/Copiers
   4. Fax machines
• Coordinates/Assists with establishing the technology needs for the media and family sites.
• [Add additional responsibilities]		

<u>Web Site Coordinator</u> • Coordinates with the CCTL to provide up-to-date information on the web. • Monitors Web site comments and provides updates to the CCT. • [Add additional responsibilities]		
<u>VIP Liaison</u> • Coordinates communication with VIPs – mayor, state legislators, governor, congresspersons, etc. • Oversees logistics for VIP visits, location, mine access, etc. • [Add additional responsibilities]		
[Add additional team members and their responsibilities]		

Quick Response

STEP 3: Assess the Communication Crisis Level

Based on the level of communication required as listed in the criteria below, determine the crisis level of the situation.

LEVEL	COMMUNICATION CHARACTERISTICS
4 *HIGHLY INTENSE*	• Media have immediate and urgent need for information about the crisis. CEO may need to provide opening statement of empathy/caring. • One or more groups or individuals express anger or outrage. • Broadcast and print media appear on-site for live coverage.
3 *INTENSE*	• Crisis causes growing attention from local and regional media. • Media contacts non-CCT staff for information about the crisis. • In addition to the media, stakeholders and community partners are present at site. • Affected and potentially affected parties threaten to talk to the media.
2 *MODERATELY INTENSE*	• Crisis situation may/may not have occurred; the situation is attracting slow, but steady media coverage. • External stakeholders (e.g., MSHA, NMA, State or Fed) receive media inquiries. • The public at large is aware of the situation/event but is attracting very little attention.
1 *MINIMALLY INTENSE*	• Crisis attracts little or no attention. • Pre-event information requests are received. • Public and/or media are virtually unaware of crisis.

Quick Response

STEP 4: Communication Management

Message Management
1. Schedule regular internal communication updates.
2. Schedule regular updates with MSHA Public Affairs.
3. Identify key audiences.
4. Start crisis inquiry log from public and/or media.
5. Select and/or assign spokesperson(s) (site and/or corporate).

Communication Logistics
1. Identify main on-site contact.
2. Establish a location for communications operation center.
3. Address other logistics:
   - Set-up a site for the media away from the mine. This step needs to be taken care of very quickly so that media cannot set-up near the mine – once they have established a site, it is difficult, if not impossible, to move them.
   - Set up a family/employee site away from the media and the mine.
   - Establish a place for VIP visitors.
   - Determine if additional/compatible cell phone capability is needed, e.g., to enable mine rescue teams from various companies to communicate or if area has limited cell phone coverage. Many state offices of homeland security and emergency management will provide satellite towers and cell phones. A list of those agencies and contact information can be found at http://www.dhs.gov/files/resources/editorial_0306.shtm

4. Determine crisis site hours of operation and who will be staffing the site.
   Note: You will need to have communication staff both onsite and at the corporate office. The number of individuals at each site per shift depends on staff availability and the intensity of the crisis situation.

See *Resources* for related materials:
   - Audience List in section D
   - Audience and Questions Worksheet in section D
   - Communication Operations Schedule in section A
   - Crisis Inquiry Log in section A
   - Spokesperson Assignment Sheet in section E

Quick Response

- Spokesperson Guidelines in section E
- Working with Family Members in section A
- Working with the Media in section A

STEP 5: Develop Messages

Once the crisis level has been determined and factual information to be communicated has been confirmed, it is time to begin planning a response strategy for communicating critical information and for responding to potential questions for each audience. During this step, the Crisis Communications Team should:

- Develop a script for conveying key information points.
- Develop or refer to a list of questions that could be asked by a variety of audiences (families, media, partner, organizations) about the crisis.
- Modify pre-scripted messages or develop new messages.
- Be prepared to address the company's or the operation's record for the relevant crisis situation, e.g., mine safety, financial integrity, treatment of employees.
- Determine how the company will manage inquiries regarding a CEO's or other senior management's activities that are unrelated to the crisis situation, e.g., political activities.
- Identify the best methods for delivery of key messages.
- Monitor crisis and update messages based on the crisis.

See *Resources* for related materials:

- Audience List in section D
- Audience and Questions Worksheet in section D
- Holding Statement Samples in section D
- Message Mapping Steps in section D
- Message Map Work Sheet in section D

Quick Response

STEP 6: Approve and Release Messages

Message Approval

Once messages are developed for each potential audience, all messages that will be distributed internally to employees and externally to the public, shareholders, the media, etc., must be approved by the following individuals:

1. Crisis Communication Team Leader (CCTL)
2. Legal Counsel/Advisor
3. Operations Manager [Insert operation title for your company, i.e. director, unit manager, etc.]
4. Chief Executive Officer (CEO)

Once the legal team and the CEO have reviewed, the CCTL will work with the Crisis Communications Team (CCT) to make needed changes and finalize for official release.

Message Release

Messages can be released through a variety of means and messengers and at various time frames, depending on the crisis. In crisis levels 3 or 4, the main statement or overarching message should come from the CEO and, if deemed appropriate, include a message of empathy and caring.

Delivering messages to a broad range of people will need to be a team effort as outlined in the Emergency Notification Charts in Section D. However, <u>ALL messages should be coordinated with the CCTL</u> and channeled through the approval processes to make sure that they are in line with the overall messages and approved by [company] for release.

See *Resources* for related materials:
- Emergency External Audience Notification Chart in section D
- Emergency Internal Audience Notification Chart in section D
- Holding Statement Samples in section D
- Message Approval Form in section D

Quick Response

STEP 7: Monitor and Provide Feedback

During and after the crisis the CCTL will coordinate with the CCT to:

1. **Review crisis coverage**
   - Review media outlets that have inquired about the situation.
   - Review media within a designated area of the facility (distance depends on the nature of the event).
   - Review national and business media.
   - Conduct regular searches through Internet search sites for key words, such as the name of the mine, the incident, people involved, etc.
   - In some cases you may want to monitor blogs, comment boards or chat sites to assess community/employee concerns/comments. Keep in mind the following when reviewing these sites:
     1. Although things should be taken seriously, understand that blogs and comments board can be used simply to "let off steam."
     2. [Company] or members of the CCT should **NEVER** respond, even anonymously, through a blog or chat site. *The only exception is if [company] establishes a comment board specifically to address concerns and clearly advertises the site for that purpose. Keep in mind, however, that all communication can be pulled for legal purposes, so all communication through this site, like all media communication, should go through official review/approval procedures before posting.*

2. **Identify story trends**
   - What is the main focus for the media?
   - Is the focus changing?
   - Are there patterns that indicate messages [company] should be focusing on or responding to?

3. **Identify public and key stakeholder issues**
   - What are the major issues being addressed through the media?
   - What questions or concerns are being posed?
   - Incorporate lessons learned into crisis plan
   - During the crisis and afterward, lessons learned (e.g., what types of messages are needed, what approach the media takes to a certain type of story, what the media, public and shareholders are asking, etc.) should be noted to assist in planning and response for future situations.

Quick Response

NOTE: Solicit feedback from <mark>[company]</mark> leadership/employees outside of the CCT to assist in identifying what worked, what didn't and lessons learned.

Resources: A -- Response

Working with MSHA

The mission of the Mine Safety and Health Administration (MSHA) is to administer the provisions of the [Federal Mine Safety and Health Act of 1977 (Mine Act)](#), as amended by the [Mine Improvement and New Emergency Response Act of 2006 (MINER Act)](#), and to enforce compliance with mandatory safety and health standards as a means to eliminate fatal accidents; to reduce the frequency and severity of nonfatal accidents; to minimize health hazards; and to promote improved safety and health conditions in the Nation's mines. *([www.MSHA.gov](#))*

The MINER Act also directed MSHA to serve as liaison to family members during a mining accident. MSHA's team of family assistance professionals fulfil this requirement.

In accordance with national policy, a mining company must report an incident to MSHA within 15 minutes of the discovery of the situation. Although this requirement is from an operational/recovery standpoint, it is equally important to begin working with MSHA from a communication standpoint.

MSHA has recently added to the standard number of vehicles it brings to an accident site. If an area has already been set aside to accommodate MSHA "tech support," space requirements may need to be updated. Every mine site should plan on MSHA bringing the following vehicles to an accident site:

- Command vehicle (the "Blue Goose")
- Gas analysis van
- Communications vehicle
- MEU truck

Depending on the nature of the accident, other vehicles (seismic, TV truck, ventilation van, robotic trailer) will be set up at specific locations on mine property that may be some distance from the command vehicle.

The following are a few tips when working with MSHA

Before an emergency
1. Make contact with MSHA's public affairs office and family assistance representative prior to an emergency. Developing a working relationship before a crisis happens can make a difference in how well you work together in an event. Use office or cell numbers or e-mail for non-emergency communication.

Resources: A -- Response

Name	Office	Cell	Home	E-mail
Amy Louviere	202-693-9423	571-215-4497	703-860-6163	louviere.amy@dol.gov
Matthew Faraci	202-693-9406	703-389-9830		faraci.matthew@dol.gov
Main number/Office of Public Affairs: 202-693-4676 Office of the Assistant Secretary: 202-693-9414				

2. Discuss with MSHA's public affairs office and family assistance representative:
   - Company communication policy and procedures
   - How MSHA and [company] can work together to communicate to the media, family members, etc.
   - Media/Family staging locations
   - Scenarios/Media response timelines
   - Company spokespersons and family assistance liaison

During an emergency
1. Contact MSHA's public affairs office directly. Although operational management will be done through MSHA's district manager, it is best if the communication representative from [company] speaks directly with the MSHA public affairs office to make sure all information is accurate and that media/public response is coordinated. Use cell or home numbers if needed during an emergency.

Name	Office	Cell	Home	E-mail
Amy Louviere	202-693-9423	571-215-4497	703-860-6163	louviere.amy@dol.gov
Matthew Faraci	202-693-9406	703-389-9830		faraci.matthew@dol.gov
Main number/Office of Public Affairs: 202-693-4676 Office of the Assistant Secretary: 202-693-9414				

2. Immediately discuss the following (especially if these items were not discussed prior to an emergency situation):
   - Company communication policy and procedures
   - Media/public, family members, etc. communication strategy
   - Media/Family staging locations
   - Media response timeline
   - Company spokespersons and MSHA spokespersons – roles/responsibilities

After an emergency
1. Debrief and discuss what went well and what didn't go well with MSHA public affairs and family assistance.

Resources: A -- Response

2. Working through the pluses and minuses of the communication response efforts to develop a new and better strategy.

Resources: A -- Response

Working with Family Members

Keeping the family informed about the situation is an essential part of crisis communications and should be viewed as a priority for the Crisis Communications Team. Please review the following checklist when working with employees' family members.

Logistics

☐ Establish a site for family members. Location should be:
- Coordinated with MSHA
- Away from the mine operation
- Away from media location
- Easily accessible
- As comfortable as possible

☐ Coordinate with local not for profit response agencies/organizations to assist with:
- Food
- Beverages (No alcohol)
- Counseling

☐ Select a facility with:
- Parking
- Toilet facilities
- Comfortable seating
- Private consultation room (if possible)

Communication

☐ Appoint a family liaison to coordinate family communication and response.
- Liaison should be appropriately trained
- Liaison should be familiar with [company] medical and related benefits and assistance policies

☐ Work with MSHA to coordinate family communication.

☐ Establish protocols for sending updates to family liaison and authenticating updates.
   NOTE: Family members should ALWAYS be updated before the media or VIPs.

☐ Partner with clergy/counsellors to be on-site when making announcements – especially those involving injury, fatality or uncertainty. However, clergy/counsellors should <u>never</u> be given the responsibility of conveying information about the crisis situation to family members. This is the responsibility of MSHA and [company].

Resources: A -- Response

☐ When communicating with family members always:
- Make sure information is accurate.
- Coordinate information with MSHA.
- Provide updates to family members before making any announcements to the media.
- Be prepared to handle/answer difficult questions regarding who was at fault/who is to blame, compensation, lawsuits, timelines, etc. Anticipate these questions in advance, develop messages and if approved through the CCTL, CEO and legal team, provide updates.
  NOTE: Family liaisons should ALWAYS check messages through the CCTL before proceeding.

Resources: A -- Response

Working with the Media

The media play an essential role in informing the community and will do so with or without your help. Depending on the level and duration of the crisis, especially one involving the fate of multiple individuals, the number of media representatives can reach 100 or more on site and numerous other requests for information are likely to be made by phone or e-mail.

The most important members of the media are local reporters (newspaper, radio and TV) who will be the main source of information for employees, their families and other community members. The regional wire service reporter will play a big role in how the event is covered nationally. As a result, the media communications team should work most closely with these members of the media.

Scheduled press conferences and released statements are the most efficient and effective way to brief non-local media. If you need additional assistance with non-local media, contact your state mining association and/or the National Mining Association.

Media coverage of recent crisis events in U.S. mining and elsewhere have followed a similar sequential arc as follows: The nature of the event; rescue efforts (if appropriate); the record of the operation (safety, financial, etc.); who is at fault (the company, regulatory officials, etc.); and, more recently, the background and political activities of the CEO or senior management. The communications team should be prepared to address all of these story lines—including choosing not to address questions about the CEO.

When thinking about how you can best work with the media, keep the following in mind:

Logistics
☐ Establish a site for the media quickly – or they will establish a place. Location should be:
- Coordinated with MSHA
- Away from the mine operation
- Away from the family and VIP location
- Easily accessible
- As comfortable as possible

☐ Select a facility with:
- Comfortable seating
- Parking with enough space for satellite trucks

- Private consultation room (if possible)
- Security – have the media check in when they arrive. Be sure they have appropriate media credentials
- Toilet facilities

☐ Select a facility capable of accommodating:
- Podium with ability to attach several microphones
- Chairs
☐ Additional needs to consider:
- Computers/Internet access
- Copy machine and paper
- Electrical outlets
- Electrical power strips
- Fax machine and paper
- Flip charts and black or blue markers
- Masking tape
- Notepaper/Pens
- Telephones (landlines) – especially if cell phones don't work in that area

Communication
☐ Appoint a media liaison to address logistics and media needs

☐ Appoint a media liaison to coordinate family communication and response.

☐ Work with MSHA to coordinate messages.

☐ Communicate through press briefings so that all media receive the same information at the same time.

☐ If you set a time for a media briefing – keep it! Even if you do not have new information, it is important to provide the media with an up-to-date statement.

Communication Aids
☐ Current mine maps

☐ Graphics depicting the mine/mining operations

☐ Photographs of the mine

☐ Fact sheets about the mine, mine production, history, safety record, etc., and names, titles and job responsibilities or professional qualifications of individuals who will be briefing the media.

Resources: A -- Response

☐ Glossary of terms

Media Room Setup Example
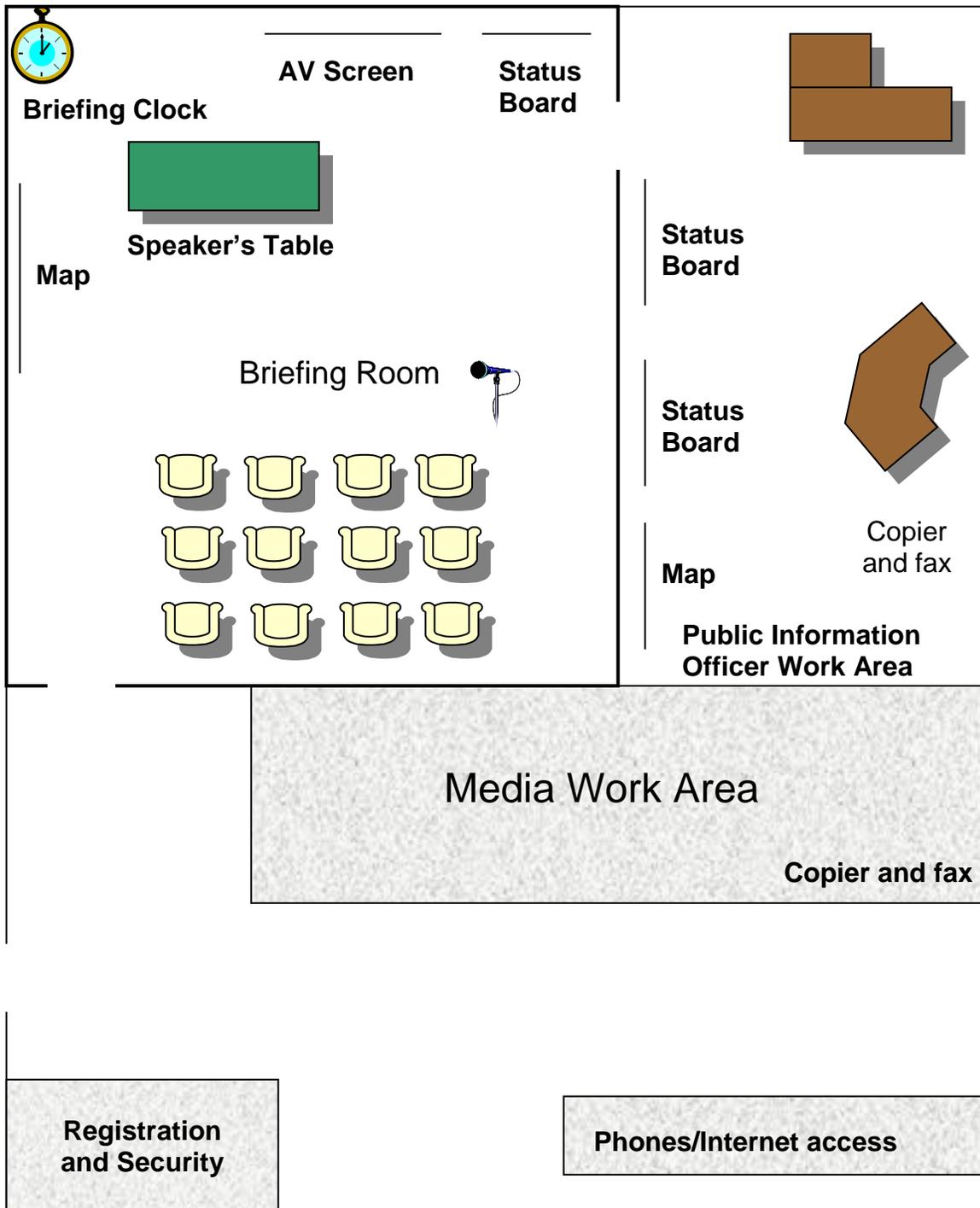
Resources: A -- Response

Using the Web

Importance of Using the Company Web Site
Web sites have become a go-to source for information in times of emergency – not only for the media, but also for employees, family members and the community at large. The web allows information to be updated quickly and is a forum for the company's stance on the situation.

During an emergency it may be difficult to find time to develop an online format for emergency information. Developing a "dark site" prior to an emergency can assist in limiting the amount of work that has to be done in-event.

Developing a Dark Site
A dark site is a Web site that is prepared in advance of an emergency, but is not viewable on a regular basis. The site can be made readily accessible once a crisis occurs.

A dark site should look similar to the company Web site for brand consistency so that it can either replace the main page of the company site temporarily or be linked to from the main site.

The following are a few examples of what type of information can be housed on a dark site:
- Fact sheets specifically for crisis use
- Company information, history, statistics, safety record, etc.
- Mine maps
- Mine photos
- Mine diagrams
- Placeholder for crisis specific messages
- References to other Web sites that could provide additional information, such as www.msha.gov and www.nma.org, etc.

Make sure all information is up-to-date before making the site live. During a crisis is the worst time to have incorrect or outdated information up for public viewing.

NMA Web Site and Generic Dark Site
The National Mining Association (NMA) has developed a generic dark site for use by NMA member companies in a crisis situation. This site is available if your company does not have a Web site or does not have the capability to post information on the site during a crisis situation. To utilize the site to provide basic information to the media, community or family members and other stakeholders during a crisis event, please go to http://www.testnma.org/emergency_page.asp and enter the pass code crisis411nma. Direct those seeking information to www.nma.org. Information may be

submitted 24-hours/day, seven days a week. Information will be posted by NMA on the site during normal business hours, Monday through Friday.

Resources: A -- Response

Crisis Inquiry Log

Caller: _____

    ☐ **Media** ☐ **Employee/Family** ☐ **Public** ☐ **Board/Shareholder**

Date: _____ Time of Call: _____

Organization: _____

Phone number: _____

Fax: _____

Address: _____

_____

_____

Inquiry: _____

_____

_____

Deadline: _____

Person taking call: _____

●●●

Reply made by: _____

Date/Time: _____

Reply: _____

Resources: A -- Response

Communication Operations Schedule

NOTE: The example below illustrates a three-member team on an eight-hour rotation with two-hour overlaps. The number of people may vary depending on the size of the company and the situation. If communication is happening between the mine operation and corporate, there should be individuals at both locations for each shift.

NAME	1 a.m.	2 a.m.	3 a.m.	4 a.m.	5 a.m.	6 a.m.	7 a.m.	8 a.m.
Bill Quinn	▓	▓						
John Doe	▓	▓	▓	▓	▓	▓	▓	▓
Jane Kane							▓	▓

NAME	9 a.m.	10a.m.	11a.m.	12p.m.	1 p.m.	2 p.m.	3 p.m.	4 p.m.
Jane Kane	▓	▓	▓	▓	▓	▓		
Jack Smith					▓	▓	▓	▓

NAME	5 p.m.	6 p.m.	7 p.m.	8 p.m.	9 p.m.	10p.m.	11p.m.	12a.m.
Jack Smith	▓	▓	▓	▓				
Bill Quinn			▓	▓	▓	▓	▓	▓

Resources: B -- Contacts

Subject Matter Experts

Area of Expertise	Name/Title	Organization	Contact Information
Mine Safety and Health			Office: Cell: Home: Fax: E-mail:
Legal/Labor Law			Office: Cell: Home: Fax: E-mail:
Crisis and Risk Communications			Office: Cell: Home: Fax: E-mail:
Human Resources/Family Liaison			Office: Cell: Home: Fax: E-mail:
CEO and Corp. Reputation			Office: Cell: Home: Fax: E-mail:
Mine Operations			Office: Cell: Home: Fax: E-mail:
Environmental			Office: Cell: Home: Fax: E-mail:
Security			Office: Cell: Home: Fax: E-mail:

Resources: B -- Contacts

Industry Experts

Company	Name	Title	Contact Information
Mine Health and Safety			Office: Cell: Home: Fax: E-mail:
Environmental			Office: Cell: Home: Fax: E-mail:
Crisis and Risk Communications			Office: Cell: Home: Fax: E-mail:
Statistics			Office: Cell: Home: Fax: E-mail:

Stakeholders and Resources

Company	Name	Title	Contact Information
Family Assistance/ Counseling			Office: Cell: Home: Fax: E-mail:
Food Service			Office: Cell: Home: Fax: E-mail:
Emergency IT/ Communications Equipment			Office: Cell: Home: Fax: E-mail:

Resources: B -- Contacts

Company	Name	Title	Contact Information
Private Security Providers			Office: Cell: Home: Fax: E-mail:

Network/Cable Television

ABC News
77 W. 66 St., New York, NY 10023
Phone: 212-456-7777
General e-mail: netaudr@abc.com
Nightline: nightline@abcnews.com
20/20: 2020@abc.com

CBS News
524 W. 57 St., New York, NY 10019
Phone: 212-975-4321
Fax: 212-975-1893
Email forms for all CBS news programs
CBS Evening News:
evening@cbsnews.com
The Early Show: earlyshow@cbs.com
60 Minutes II: 60II@cbsnews.com
48 Hours: 48hours@cbsnews.com
Face the Nation: ftn@cbsnews.com

CNN
One CNN Center, Box 105366, Atlanta, GA 30303-5366
Phone: 404-827-1500
Fax: 404-827-1906
Email forms for all CNN news programs

Fox News Channel
1211 Ave. of the Americas
New York, NY 10036
Phone: 212-301-3000
Fax: 212-301-4229
comments@foxnews.com
List of Email addresses for all Fox News Channel programs

Special Report with Brit Hume:
Special@foxnews.com
FOX Report with Shepard Smith:
Foxreport@foxnews.com
The O'Reilly Factor:
Oreilly@foxnews.com
Hannity & Colmes:
Hannity@foxnews.com,
Colmes@foxnews.com
On the Record with Greta:
Ontherecord@foxnews.com

NBC
30 Rockefeller Plaza, New York, NY 10112
Phone: 212-664-4444
Fax: 212-664-4426
List of Email addresses for all NBC news programs
NBC Nightly News with Tom Brokaw:
nightly@nbc.com
NBC News' Today: today@nbc.com
Dateline NBC: dateline@nbc.com

MSNBC
One MSNBC Plaza
Secaucus, NJ 07094
Phone: 201-583-5000
Fax: 201-583-5453

CNBC
2200 Fletcher Ave.
Fort Lee, NJ 07024
Phone: 201-585-2622
Fax: 201-583-5453

Resources: B -- Contacts

List of Email addresses for all MSNBC
news programs
Hardball with Chris Matthews:
hardball@msnbc.com
MSNBC Reports with Joe Scarborough:
msnbcreports@msnbc.com

PBS
1320 Braddock Place, Alexandria, VA
22314
Phone: 703-739-5000
Fax: 703-739-8458
The NewsHour with Jim Lehrer:
newshour@pbs.org

Resources: B -- Contacts

National Radio Programs

Resources: B -- Contacts

National Public Radio
635 Massachusetts Ave. NW, Washington, DC 20001-3753
Phone: 202-513-2000
Fax: 202-513-3329
E-mail: Jeffrey Dvorkin, Ombudsman: ombudsman@npr.org
All Things Considered: atc@npr.org
Morning Edition: morning@npr.org
Talk Of The Nation: totn@npr.org
List of Email addresses for all NPR news programs

The Rush Limbaugh Show
1270 Avenue of the Americas, NY 10020
Phone: 800-282-2882
Fax: 212-563-9166
E-mail: rush@eibnet.com

Sean Hannity Show
E-mail: Phil Boyce, Program Director phil.boyce@abc.com

National Newspapers

The New York Times
229 W. 43rd St., New York, NY 10036
Phone: 212-556-1234
Fax: 212-556-3690
D.C. Bureau phone: 202-862-0300
Letters to the Editor (for publication):
letters@nytimes.com
Write to the news editors:
nytnews@nytimes.com
New York Times Contact Information
by Department
How to Contact New York Times
Reporters and Editors

USA Today
7950 Jones Branch Dr., McLean, VA
22108
Phone: 800-872-0001 or 703-854-3400
Fax: 703-854-2165
Letters to the Editor:
editor@usatoday.com
Give feedback to USA Today

The Wall Street Journal

200 Liberty St., New York, NY 10281
Phone: 212-416-2000
Fax: 212-416-2658
Letters to the Editor: wsj.ltrs@wsj.com
Comment on News Articles:
wsjcontact@dowjones.com

The Washington Post
1150 15th St., NW, Washington, DC
20071
Phone: 202-334-6000
Fax: 202-334-5269
Letters to the Editor:
letters@washpost.com
Ombudsman:
ombudsman@washpost.com
Contact Washington Post Writers and
Editors

Resources: B -- Contacts

Regional Newspapers

Resources: B -- Contacts

Regional Wire Services and Syndicates

Associated Press
50 Rockefeller Plaza, New York, NY 10020
Phone: 212-621-1500
Fax: 212-621-7523
General Questions and Comments:
info@ap.org
Partial Contact Information for the Associated Press by Department and Bureau

Bloomberg
731 Lexington Ave
New York, NY
Phone: 212-617-2300
Fax: 917-369-5000
Regional office contact information can be found here

Dow Jones Newswires
335 Madison Ave., 18th floor
New York, NY 10036
Phone: 201-938-5400
Fax: 201-938-5600
General Questions and Comments:
newswires@dowjones.com
Regional office contact information can be found here

The McClatchy Company
2100 Q Street
Sacramento, CA 95816-6899
Phone: 916-321-1855
General Questions and Comments contact Peter Tira at
ptira@mcclatchy.com

Scripps Howard News Service
1090 Vermont Ave N.W., Suite 1000
Washington, DC 20005
Phone: 202-408-1484
Fax: 202-408-2062
Department editors can be found here

Reuters
Three Times Square
New York, NY 10036
Telephone: 646-223-4000
Reuters Editorial Feedback

United Press International
1510 H Street, NW
Washington, DC 20005
Telephone: 202.898.8000
FAX: 202.898.8057
Comment and Tips: tips@upi.com

Resources: B -- Contacts

National News Magazines

Newsweek
251 W 57th Street, New York, NY 10019
Phone: 212-445-4000
Fax: 212-445-5068
Letters to the Editor: letters@newsweek.com

Time
Time & Life Bldg., Rockefeller Center, New York, NY 10020
Phone: 212-522-1212
Fax: 212-522-0323
Letters to the Editor letters@time.com

U.S. News & World Report
1050 Thomas Jefferson St., Washington, DC 20007
Phone: 202-955-2000
Fax: 202-955-2049
Letters to the Editor letters@usnews.com

Resources: B -- Contacts

Trade Publications

Air Daily
Mike Ball
1700 K Street NW, Ste. 1202
Washington, DC 20006
202-349-2873 (p)
mball@argusmediagroup.com

Argus Coal Daily and Coal Weekly
Chris Newman
(202) 349-2876 (p)
(202) 872-8045 (f)
chris.newman@argusmediagroup.com

Argus Media, Inc.
Molly Christian
1012 14th St. NW, Ste. 1500
Washington, DC 20005
202-349-2883 (p)
202-872-8045 (f)
molly.christian@argusmediagroup.com

Coal Leader
Barbara Altizer
222 Sunny Hills Drive
Cedar Bluff, VA 24609-9075
(276) 964-6363 (p)
barb@netscope.net

Coal News
Bill Reid
106 Tamarack Street
Bluefield, WV 24701-4573
(304) 327-6777 (p)
(304) 327-6777 (f)
billreid007@comcast.net

Coal USA
Angie Bahr
editorial@coalusamagazine.com

E&MJ
Steve Fiscor
(904) 721-2915 (p)
(904) 721-2930 (f)
sfiscor@mining-media.com

MineWeb
Dorothy Kosich
1695 Wilbur Place
Reno, NV 89509
(775) 323-0207 (p)
dorothykosich@sbcglobal.net

Platt's
Charlotte Wright
1200 G Street, N.W., 10th Floor
Washington, DC 20005
(202) 383-2190 (p)
(202) 383-2187 (f)
charlotte_wright@platts.com

Other Industry Publications

NMA Mining Week
Luke Popovich
101 Constitution Avenue, N.W.
Suite 500 East
Washington, DC 20001
(202) 463-2620 (p)
(202) 463-2666 (f)
lpopovich@nma.org

Resources: B -- Contacts

Local Media

NOTE: INSERT DAILY/WEEKLY NEWSPAPERS, TELEVISION AND TALK RADIO STATIONS FOR THE AREAS SURROUNDING MINE SITES. THESE CAN ALSO BE IN AN EXCEL FILE AND REFERENCED ON THIS PAGE.

EXAMPLE:
DISTRICT OF COLUMBIA TV STATIONS

ABC network
- *Washington:* WJLA (Ch. 7)

CBS network
- *Washington:* WUSA (Ch. 9)

Fox network
- *Washington:* WTTG (Ch. 5)

NBC network
- *Washington:* WRC (Ch. 4)

PBS network
- *Washington:* WETA (Ch. 26)

My Network TV
- *Washington:* WDCA (Ch. 20)

CW network
- *Washington:* WBDC (Ch. 50)

Resources: C -- Scenarios

Crisis Scenarios List

An important part of crisis communications planning is to assess practices and/or features of your operations that could be involved in a crisis situation. Put a check mark if you have identified resources and experts to address each scenario. Write N/A or remove from the list if it does not apply to your operation.

Scenario	Subcategories	Resources	Experts
Cave-in	Highwall failure/slip		
	Structural (building)		
	Surface excavation		
	Surface subsidence		
	Underground		
Chemical spills/leaks	Containment of spill		
	Off-site/on-site		
	Oil spills		
	Ruptured gas main		
	Storage capabilities		
Civil disturbance	Bomb threat		
	Extortion		
	Kidnap		
	Protest		
	Sabotage		
	Strike		
Community evacuation	Planned		
	Unplanned		
Environmental	Activists		
	Air pollution		
	Soil pollution		
	Waste material (disposal problem)		
	Water pollution		

Scenario	Subcategories	Resources	Experts
Explosions/ implosions	Blasting agents		
	Chemicals		
	Dust		
	Gas line		
	Nitrogen		
	Petroleum		
Exposures	Biological		
	Chemical		
	Disease		
	Heat/cold		
	Noise		
	Radiation		
	Vibration		
Financial improprieties			
Fires	Bushfires		
	Community		
	Plant and surface		
	Underground		
	Vehicle		
Injuries	Critical		
	Fatal		
	On-site		
	Multiple		

Scenario	Subcategories	Resources	Experts
Natural disasters	Earthquake		
	Flooding		
	Landslide		
	Mudslide		
	Ruptured dam		
	Severe storm		
	Tornado		
Power failure	Communication failure		
	Electrical blackout		
	Gas shortage		
	Sabotage		
	Water shortage		
Transportation	Airplane accident		
	Automobile accident		
	Boat/shipping accident		
	Hazardous materials		
	Train accident		
Water in-rush	Bulkheads		
	Exploration drill hole		
	Fractured ground		
	Pillar failure		
	Ruptured dam		
	Tailings		
	Unplanned holing of old workings		
	Water main failure		

Resources: C -- Scenarios

Scenario Examples

Environmental: Impoundment Break

Event Communication Considerations
- Environmental affects
    - Wildlife injury/death
        - Land animals
        - Fish
    - Air
    - Vegetation destroyed
    - Soil contamination
    - Water contamination
        - Drinking water
        - Lakes, streams, etc.
- Human affects
    - Injury
        - Employee
        - Community
    - Loss of Life
        - Employee
        - Community
- Property damage

Additional Communication Considerations
- Safety records
- Operation records
- Past similar events – at operation, sister operation or near-by competing operation

Affected Audiences
- Community
- Employees
- Tribal properties
- Schools/Children

Other Audiences to Consider
- Environmental groups
- Government
    - Local

Resources: C -- Scenarios

- State
- Federal

Resources: C -- Scenarios

Explosion: Loss of Life

Event Communication Considerations
- Human affects
  - Injury
    - Employee
    - Community
  - Loss of Life
    - Employee
    - Community
- Environmental affects
  - Air
  - Soil contamination
  - Water contamination
- Property damage

Additional Communication Considerations
- Safety records
- Operation records
- Past similar events – at operation, sister operation or near-by competing operation

Affected Audiences
- Employees
- Family Members
- Community

Other Audiences to Consider
- Government
  - Local
  - State
  - Federal

Resources: C -- Scenarios

Civil Disturbance: Protest

Event Communication Considerations
- Human affects
  - Injury
    - Employee
    - Community
  - Loss of Life
    - Employee
    - Community
- Property affects
  - Destruction of facilities of equipment
  - Disruption of operations

Note: In most cases, local authorities have the responsibility to address and/or remove protestors. Employees, vendors and contractors should not attempt to remove demonstrators.

Additional Communication Considerations
- Past similar events – at operation, sister operation or near-by competing operation

Affected Audiences
- Employees
- Community
- Shareholders

Other Audiences to Consider
- Government
  - Local
  - State
  - Federal

Resources: D -- Messaging

Message Mapping Steps

Definition
A message map provides an organized, prioritized repository of the information available to convey and support the messages the public needs to hear, understand and remember. Message maps also structure information essential for responding to public concerns.

Developing Message Maps
Developing the messages that will be released to the public is very important. Here are seven steps to follow when developing your crisis message maps:

Step 1 – Identify stakeholders: Stakeholders are interested, affected or influential parties that would be or are currently affected by the situation.

Step 2 – Identify concerns: Develop a complete list of specific concerns for each important stakeholder group.

Step 3 – Identify underlying general concerns: Analyze all concerns to identify common sets of underlying general concerns. Most high concern issues are associated with no more than 15 to 25 primary underlying general concerns. Note: This should be done as time allows – initial messages or holding statements may need to be made before this step can take place.

Step 4 – Develop key messages: Messages should be in response to each stakeholder question, concern or perception. Initial messages should address top of mind concerns, i.e., employees' safety/wellbeing, what is being done at the mine site, etc.

Step 5 – Develop supporting facts and proofs for each key message: Supporting facts provide the continuity and details needed to support the key message. Key messages should have no more than three supporting facts.

Step 6 – Conduct systematic message testing: Message testing should done by subject matter experts not directly involved in the original message mapping process to validate the accuracy of technical information. In a crisis, this will need to be done very quickly. Sharing and testing messages with partners ensures message consistency and coordination.

Step 7 – Plan for delivery: Prepare for the message maps' delivery by a trained spokesperson or through the appropriate communication channels.

Resources: D -- Messaging

Example Audience List

	Audience
Internal	Board Members
	Employees – Mine Site
	Employees – Corporate, Sister Mines
	Families
	Senior Advisors
External	Clergy
	Customers
	Elected Officials
	Industry and Trade Associations
	Local and State Fire/EMS
	Media: Local, Regional and National
	Mine Safety and Health Administration (MSHA)
	National Mining Association (NMA)
	Office of Surface Mining (OSM)
	Partners – Police, Fire, Emergency Management Services, etc.
	Public
	Shareholders (current and potential)
	State Coal/Mining Association
	Transportation

Resources: D -- Messaging

Audience and Questions Worksheet

Audience	Questions

Resources: D -- Messaging

Message Map Worksheet - Example

Scenario: Leak at impoundment
Stakeholder: Members of the local community
Concern: Safety of drinking water

KEY MESSAGE 1 →	KEY MESSAGE 2 →	KEY MESSAGE 3
Safe drinking water being provided to the community.	**We apologize for any concern on inconvenience caused by the situation.**	**Working to control a possible leak.**

Support Point 1.1	Support Point 2.1	Support Point 3.1
Arranged for potable water supplies.	We immediately notified authorities.	Using information from monitoring wells.

Support Point 1.2	Support Point 2.2	Support Point 3.2
Worked with the local water authorities to provide drinking water.	We'll continue to provide information.	Working with local authorities.

Support Point 1.3	Support Point 2.3	Support Point 3.3
Will continue to provide drinking water until extent of leak determined.	Additional information available from the town.	We immediately examined the surrounding area.

Sample List of General Concerns

1. Health
2. Safety
3. Ecological/Environmental
4. Economic
5. Quality of Life
6. Equity/Fairness
7. Cultural/Symbolic
8. Legal/Regulatory
9. Basic Informational – Who, What, Where, When, Why, How
10. Openness/Transparency/Access to Information
11. Accountability
12. Options/Alternatives
13. Control
14. Effects on Children/Future Generations
15. Irreversibility
16. Ethics/Morality
17. Unfamiliarity
18. Changes in the Status Quo
19. Voluntariness
20. Benefits
21. Expertise
22. Honesty
23. Listening/Caring/Empathy
24. Trust

Resources: D -- Messaging

Sample Message Map

Scenario:
Stakeholder:
Concern:

KEY MESSAGE 1 ⟶	KEY MESSAGE 2 ⟶	KEY MESSAGE 3

Support Point 1.1	Support Point 2.1	Support Point 3.1

Support Point 1.2	Support Point 2.2	Support Point 3.2

Support Point 1.3	Support Point 2.3	Support Point 3.3

Press Release Template

FOR IMMEDIATE RELEASE

Contact Name: _____

Contact Phone Number: _____

Contact Email Address: _____

Headline
One sentence, 7-10 words, that describes the major point of the release:_____

_____

City _____, **(Date)**_____

Message of Empathy/Caring (if appropriate):_____

_____

Main Paragraph
Quickly answers the Who, What, Where, When and Why of the story:_____

_____

Who (which mine) is affected:_____

What is going on: _____

_____

Where is this taking place: _____

When did this occur: _____

Why is this important: _____

_____

(more)

Resources: D -- Messaging

Quote (key points can be made within quotes)

From a pre-determined spokesperson. Quote should say what actions [company] is taking, telling people what actions they should be taking, or voicing compassion and concern.

Name of Spokesperson: _____

Spokesperson's title: _____

Quote: _____

_____

_____

Key Message 1: _____

_____

_____

_____

Supporting Point 1.1: _____

_____

_____

Supporting Point 1.2: _____

_____

_____

Supporting Point 1.3: _____

_____

_____

_____

(more)

Resources: D -- Messaging

Key Message 2: _____

_____

_____

Supporting Point 2.1: _____

_____

_____

Supporting Point 2.2: _____

_____

_____

Supporting Point 2.3: _____

_____

_____

Key Message 3: _____

_____

_____

Supporting Point 3.1: _____

_____

_____

Supporting Point 3.2: _____

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_____

_____

(more)

Supporting Point 3.3: _____

_____

_____

_____

More Information

Fore more information, contact:

[Name of Company and/or Operation]

Phone Number: _____

Web site: _____

Other ways to get information: _____

_____

_____

<p style="text-align:center">###</p>

Resources: D -- Messaging

Fact Sheet Template

Incident or Scenario: _____

_____

_____

Question: _____

_____

_____

Key Message 1: _____

_____

_____

_____

Supporting Point 1.1: _____

_____

_____

Supporting Point 1.2: _____

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_____

Supporting Point 1.3: _____

_____

_____

_____

(more)

Resources: D -- Messaging

Key Message 2: _____

_____

Supporting Point 2.1: _____

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Supporting Point 2.2: _____

_____

Supporting Point 2.3: _____

_____

Key Message 3: _____

_____

Supporting Point 3.1: _____

_____

Supporting Point 3.2: _____

_____

_____

_____

(more)

Resources: D -- Messaging

Supporting Point 3.3: _____

_____

_____

_____

How can I get more information?

<mark>**[Name of Company and/or Operation]**</mark>

Phone Number: _____

Web site: _____

Other ways to get information: _____

###

Holding Statements

<div align="center">

HOLDING STATEMENT

</div>

For Immediate Release

<div align="right">

Contact:
[NAME]
[TITLE]
[PHONE NUMBER]
[E-Mail]

</div>

<div align="center">

[**INCIDENT**] **AT** [**COMPANY NAME**]**'s MINE**

The following statement was issued today by the [Name of Company]:

</div>

[Location, e.g., Elko, Nev.]: At approximately [time] there was what is currently being investigated as a (Brief general description – fire, rock burst, etc.) at [Mine Name, Location].

We are working to determine (damage, injuries, etc.). At this time we have confirmed that [General information that is FOR CERTAIN, i.e., one person was injured and is currently being treated, etc. DELETE THIS SECTION IF NO CONFIRMED INFO IS AVAILABLE.] The safety and well-being of our employees, contractors and neighbors is our first priority [expression of compassion/concern if appropriate].

As more information is available we will be providing updates through [web site address] and regular media briefings.

Note for Media: Media briefings will be held at [Location] at [Time – specific time, or general, i.e., every hour on the hour, etc.].

<div align="center">

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</div>

Resources: D – Messaging

HOLDING STATEMENT: EMPATHY STATEMENT

For Immediate Release

Contact:
[NAME]
[TITLE]
[PHONE NUMBER]
[E-Mail]

[Incident] at [Name of Mine]

The following statement was released today by [Name, title and name of operation] following the [short description of incident, e.g., explosion, flooding] at the mine:

[Location]: "We understand the concerns, fears and questions you may have about the [incident – cave in, accident, etc.] that took place [time frame – this morning, afternoon, today, yesterday, etc.]. Our thoughts and prayers are with our employees and their families.

"At this time we are doing everything we can to [action: determine what happened, conduct a rescue operation, etc.].

"The safety and well-being of our [those effected: employees, employees' families, community/neighbors] is our first priority.

"As more information is available, we will be providing updates through [Web site address] and regular media briefings. "

Note for Media: Media briefings will be held at [Location] at [Time – specific time, or general, i.e., every hour on the hour, etc.].

###

HOLDING STATEMENT: ENVIRONMENTAL DAMAGE

For Immediate Release

Contact:
[NAME]
[TITLE]
[PHONE NUMBER]
[E-Mail]

POTABLE WATER BEING PROVIDED TO [NAME OF TOWN] RESIDENTS FOLLOWING DETECTION OF IMPOUNDMENT LEAK

[Location]: The [Name of mine] Mine is providing potable drinking water to residents of [Town, State] following detection of a leak in the mine's [area of leak, e.g. waste water treatment impoundment]. "To ensure a reliable source of drinking water to town residents, [Name of mine] mine arranged with local water authorities for potable water supplies until the extent of the leak has been determined," [Name and title of mine official, either mine manager of environmental director] reported today.

At approximately [time of day], [brief description of event, e.g., monitoring wells at the mine detected a leak in the area of the main surface impoundment used to treat waste water from mining operations]. An immediate examination of the surrounding area indicated possible seepage into [name of water way], which is a source of drinking water for the town.

Local authorities were immediately notified, and at approximately [time of day] arrangements were made with [source of water] to truck water to local residents.

"We are in the process of [what action is being taken, e.g., searching for the source, controlling the leak, etc.] and will continue to monitor the situation. We apologize to our neighbors for any concern or inconvenience this may have caused them," [Name of operation's official] said.

Additional information will be provided on the mine's Web site: [Web site URL]

Note to the media: Additional information will be provided by [town and/or mine] tomorrow at [time].

Resources: D – Messaging

HOLDING STATEMENTS (SAMPLE PRESS RELEASES):

MISSING EMPLOYEE (PROGRESSION OF EVENTS)

For Immediate Release

Contact:
[NAME]
[TITLE]
[PHONE NUMBER]
[E-Mail]

EMPLOYEE AT [NAME OF OPERATION] MINE IS MISSING; RESCUE EFFORTS UNDERWAY

[Location]: An employee at the [Name of Operation] Mine is missing, and the [Operation's, State's or other] rescue teams are leading the search for the missing miner, [Name of missing employee, age and job title].

At approximately [Time, day and date] the [Name of Operation] notified the Mine Safety and Health Administration (MSHA) and the [State, if appropriate] Department of Mine Safety that a possible mine emergency involving ground subsidence had occurred at 7:30 a.m. Immediately following the incident, it was determined that [Name of missing employee] was missing. All other employees working in the area were safely evacuated.

"We're committed to a safe rescue operation and to returning [Name of employee] to his family and friends," [Name of mine manager, title and name of operation] Mine said today.

The [Name of operation] Mine and MSHA will provide additional information as it becomes available.

Note to media: Additional information will be provided at [time] today.

# # #

Resources: D – Messaging

For Immediate Release

<div align="right">

Contact:
[NAME]
[TITLE]
[PHONE NUMBER]
[E-Mail]

</div>

LOCATION OF MISSING [NAME OF OPERATION] MINER DETERMINED; RESCUE PERSONNEL ENTER INCIDENT AREA

[Location]: [Name of operation] miner missing since early this morning, has been located approximately [location, e.g., 500 feet into the mine] the [Name of operation] mine, and mine rescue personnel, who are currently working to bring him to the surface, report that [Name of employee] is injured, but responding to questions.

[Name of employee and brief description of event that led to missing status.] Rescue teams were gathered once it was determined that one member was missing from the [number]-person team that was working in the area. The remaining workers were uninjured.

Federal and state mine safety agencies and rescue teams from the [Where rescue teams are based] are assisting in the rescue effort.

Note to Media: Additional information will be provided at [time].

<div align="center">

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</div>

Resources: D – Messaging

For Immediate Release

Contact:
[NAME]
[TITLE]
[PHONE NUMBER]
[E-Mail]

MISSING [NAME OF OPERATION] MINER [HOW DISPATCHED] TO [NAME] HOSPITAL

[Location]: [Name], missing [Name of operation] Mine employee, was found at [Time and date], and [how dispatched, e.g., by ambulance, airlifted] to the [Name] Hospital at approximately [time], following his rescue by mine rescue team members from the [where rescue teams were from]. He is now receiving treatment at the hospital, and members of his immediate family are with him.

[Name of employee and length of tenure] at the mine, was injured earlier today when [brief description of incident]. [Number] other members of the team working in the area safely left the mine..

Immediately following the incident, which occurred at approximately [time and day/date], mine rescue personnel and federal and state mine safety agencies were notified of a possible emergency at the mine. Mine Safety and Health Administration (MSHA) and rescue personnel determined at approximately [time] today that it was safe to enter the area in which the event had occurred, and [name] was found at approximately [time], successfully removed from area and subsequently transported to the regional hospital.

"Our thoughts and prayers are with [first name of employee] and his family as he is receiving medical treatment. He is a valued member of our team, and we're all pulling for a speedy recovery. We also appreciate the hard work and expertise of all those involved in today's rescue effort," [Name, title of mine manager] said today. "Safe mining is our number one priority at [Name of operation], and today's incident causes us to re-double our efforts and commitment."

A complete investigation of the event is being conducted by MSHA and the [Name of State, if appropriate] Department of Mine Safety.

Resources: D – Messaging

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SAMPLE PRESS STATEMENT: MINE FATALITY

</div>

For Immediate Release

<div style="text-align:right">

Contact:
[NAME]
[TITLE]
[PHONE NUMBER]
[E-Mail]

</div>

<div style="text-align:center">

[COMPANY NAME] EXTENDS CONDOLENCES TO FAMILY OF FATALLY INJURED EMPLOYEE

</div>

[Location]: "Our thoughts and prayers are with the family of [Name of employee], who was fatally injured today at the [Name of company and operation name] Mine. [First name of employee] was a valuable member of our team, and we will miss him," [Name and title of a senior person at company, e.g., operations manager] said today.

[Last name of employee] was fatally injured [approximate time of day, e.g., this morning] while [brief description of event, e.g., performing a routine preventative maintenance procedure in the mine's maintenance shop. During the procedure, Jones was trapped between the truck cab and a wall in the maintenance shop.] [Description of assistance provided on site, e.g., CPR was started on site], and [Last name of employee] was transported by [how transported and to where], where he [any steps taken at hospital, e.g., underwent surgery and later] was pronounced dead.

The Mine Safety and Health Administration (MSHA) was immediately notified of the incident, and will conduct a thorough investigation. "All of us hope to learn from MSHA's work and our own analysis of this tragic event so we can make the necessary modifications to reach our goal of zero accidents and fatalities," [Last name of company official] added.

[Last name], has served [a length of tenure] at the mine. He is survived by his [description of survivors].

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\# \# \#

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Resources: D – Messaging

Frequently Asked Questions

1. What happened?
2. What went wrong?
3. What caused this?
4. Did you have any prior indication that there was a problem?
5. How many casualties/injuries? What are their names?
6. Who is in charge of the rescue effort?
7. How serious are the injuries?
8. When did this happen?
9. How was the incident discovered, by whom and when?
10. When was the Mine Safety and Health Administration (MSHA) notified?
11. What state and local authorities have been notified and when?
12. Where are the injured/dead?
13. How do you know the location of the injured/dead?
14. Who discovered them and when?
15. What is being done to rescue dead and injured?
16. Has anything like this happened at the mine before?
17. When was the last fatality/serious injury at the mine?
18. Where were the dead/injured taken?
19. Who is assisting the families?
20. What have the families been told?
21. How many others were working in the area/in the mine at the time of the incident?
22. How many escaped and where are they?
23. What are the chances for survival of those trapped in the mine?
24. What is the air quality in the mine? Will it sustain life and for how long?
25. How much air supply do the trapped/injured miners have?
26. Have you been able to communicate with the trapped/injured?
27. How long will it take to reach them?
28. When was this area of the mine last inspected? What did the mine inspector find?
29. Who is involved in the rescue effort? How many people?
30. What equipment is being used to contact/rescue injured/trapped miners?
31. What is the safety record at the mine?
32. Has the mine been shut down? For how long?
33. What is happening to other miners while the mine is shut down?
34. How experienced were the miners that were injured/killed?
35. What have they been trained to do in a situation like this?

36. How much is the rescue effort costing? Who is paying for it?

Resources: D – Messaging

Industry Facts and Statistics

The following are links to statistical information NMA compiles on the mining industry and its impact on the American economy.

Statistics Listing
Statistical information on the mining industry, including:

- Safety Statistics
- Coal Producer Survey
- Facts About Coal
- Facts About Minerals
- Fast Facts
- Gold and Silver Statistics
- Mining Employment Statistics
- Mining Equipment Statistics

State Statistics
State mining statistics for years 1999 – 2004:

- State Statistics

Resources: D – Messaging

Message Approval Form

Crisis: _____

      □ Message Map/Statement   □ Letter

      □ Press Release   □ Web site Content

      □ Other: _____

Approval Timeline:

      □ 0-30 Minutes   □ 30 Minutes- 2 Hours

      □ 2- 5 Hours   □ 1 Day

      □ 2-3 Days   □ _____

Please Check For:

      □ _____

      □ _____

      □ _____

Approval:

      □ Approved as is

      □ Approved with minor changes

      □ Not approved, make changes and resubmit

Approved By: _____

Signature: _____

Date: _____

Time: _____

Resources: D – Messaging

Emergency Internal Audience Notification Chart

Audience	Messenger	Means	Information release time frame (level 3 or 4 crisis)
Board members		Phone call (and e-mail if specific details or documents need to be sent)	As determined during initial crisis level determination conference call
Employees		Blast e-mail (local and enterprise-wide)	0-1 hour
Families	Family liaison	In-person	0-3 hours
Senior advisors		Phone call (and e-mail if specific details or documents need to be sent)	As determined during initial crisis level determination conference call

Resources: D – Messaging

Emergency External Audience Notification Chart

Audience	Messenger	Means	Information release time frame (level 3 or 4 crisis)
Clergy	Family liaison	Phone call/In person	0-3 hours (only if crisis involves injury or death)
Current and potential shareholders		Phone call (and e-mail if specific details or documents need to	As determined
Elected officials		Phone call/E-mail	0-1 hour (if affected) 1-3 hours (potentially affected)
Local and state fire/EMS		Phone call In-person	0-1 hour
Media: local, regional and national		Web site, press releases, phone interviews, in-person interviews	0-1 hour – Level 4 0-3 hours – Level 3
Mining Safety and Health Administration		Phone call Conference call In-person	0-1 hour – All levels (Follow operations closely. They report within 15 minutes.)
NMA/OSM/State Coal Association/Industry and trade associations		Phone call Conference call In-person	0-1 hour Continuous as determined
Partners and customers (customers/transportation)		Phone call (and e-mail if specific details or documents need to be sent)	0-1 hour (if affected) 1-3 hours (potentially affected)
Public		Through the media, official statements and Web site updates	0-1 hour – Level 4 0-4 hours – Level 3

Resources: D – Messaging

Glossary of Terms

Active workings – Places in a mine where miners are normally required to work or travel and that are ventilated and inspected regularly.

Advance – Mining in the same direction or order of sequence.

Aggregate – Uncrushed or crushed gravel, crushed stone or rock, sand or artificially produced inorganic materials that form the major part of concrete.

Airway – Any passage through which air is carried. Also known as an air course.

Alloy – A substance with metallic qualities that is composed of two or more chemical elements, of which at least one is an elemental metal.

Anthracite – See "ranks of coal."

Assayer – One who analyzes ores and alloys, especially bullion, to determine the value and properties of precious metals.

Auger mining – A form of underground coal mining that uses an auger, which looks like a large carpenter's wood drill. The auger bores into a coal seam and discharges coal out of the spiral onto a waiting conveyor belt. When mining is finished, the openings are backfilled. This method is usually employed to recover any additional coal left in deep overburden areas that cannot be reached economically by further contour or area mining.

Back – The roof or upper part in any underground mining cavity.

Backfill – Mine waste or rock used to support the roof after coal removal.

Barricading – Enclosing part of a mine to prevent inflow of noxious gasses from a mine fire or an explosion.

Barrier – Something that bars or keeps out. Barrier pillars are solid blocks of coal left between two mines or sections of a mine to prevent accidents due to inrushes of water, gas, or from explosions or a mine fire.

Beam – A bar or straight girder used to support a span of roof between two support props or walls.

Resources: D – Messaging

Bed – A stratum of coal or other sedimentary deposit.

Bedrock – Any solid rock exposed at the surface of the earth or overlain by unconsolidated material.

Belt conveyor – A looped belt on which coal or other materials can be carried and which is generally constructed of flame-resistant material or of reinforced rubber or rubber-like substance.

Belt idler – A roller, usually of cylindrical shape, which is supported on a frame and which, in turn, supports or guides a conveyor belt. Idlers are not powered but turn by contact with the moving belt.

Belt take-up – A belt pulley, generally under a conveyor belt and inby the drive pulley, kept under strong tension parallel to the belt line. Its purpose is to automatically compensate for any slack in the belting created by start-up, etc.

Bench – One of two or more divisions of a coal seam separated by slate or formed by the process of cutting the coal.

Beneficiation – The treatment of mined material, making it more concentrated or richer.

Bioleaching – Addition of naturally occurring bacteria to extract or remove a soluble substance from material.

Bituminous coal – See "ranks of coal."

Blasting – The operation of breaking coal, ore or rock by boring a hole in it, inserting an explosive charge, and detonating or firing it. Also called shot firing.

Bleeder or bleeder entries – Special air courses developed and maintained as part of the mine ventilation system and designed to continuously move air-methane mixtures emitted by the gob or at the active face away from the active workings and into mine-return air courses. Alt: Exhaust ventilation lateral.

Bottom – Floor or underlying surface of an underground excavation.

Break line – The line that roughly follows the rear edges of coal pillars that are being mined. The line along which the roof of a coal mine is expected to break.

Resources: D – Messaging

Btu – British thermal unit. A measure of the energy required to raise the temperature of one pound of water one degree Fahrenheit.

Bullion – Mixture of gold and silver in cast bars. Also called dore.

Cage – In a mine shaft, the device, similar to an elevator car, that is used for hoisting personnel and materials.

Captive mine – A mine whose coal is used largely or totally by its owners or a subsidiary operation.

Clean Coal Technologies (CCT) – A number of innovative, new technologies designed to use coal in a more efficient and cost-effective manner while enhancing environmental protection. Several promising technologies include: fluidized-bed combustion, integrated gasification combined cycle, limestone injection multi-stage burner, enhanced flue gas desulfurization (or "scrubbing"), coal liquefaction and coal gasification.

Climate change – See "greenhouse effect."

Coal – A solid, brittle, more or less distinctly stratified combustible carbonaceous rock, formed by partial to complete decomposition of vegetation; varies in color from dark brown to black; not fusible without decomposition and very insoluble.

Coal dust – Particles of coal that can pass a No. 20 sieve.

Coal gasification – The conversion of coal into a gaseous fuel.

Coal mine – An area of land and all structures, facilities, machinery, tools, equipment, shafts, slopes, tunnels, excavations, and other property, real or personal, placed upon, under, or above the surface of such land by any person, used in extracting coal from its natural deposits in the earth by any means or method, and the work of preparing the coal so extracted, including coal preparation facilities.

Coal miner – One who is engaged in the extraction of coal.

Coal reserves – Measured tonnages of coal that have been calculated to occur in a coal seam within a particular property.

Resources: D – Messaging

Coal resources – Total coal deposits, regardless of whether they can be mined or recovered. The U.S. Geological Survey estimates the United States to have 4 trillion tons of coal resources.

Coal seam – A bed or stratum of coal. Usually applies to a large deposit.

Coal tar products – Coal tar is a black, sticky liquid that is thicker than water and produced during the process of carbonizing coal in coke ovens. It provides raw materials for the important group of organic chemicals called "aromatics." The end result is a number of products important to daily living, including linoleum, the wood preservative creosote, and compounds used to make medications, detergents, perfumes and other items.

Coal washing – The process of separating undesirable materials from coal based on differences in densities.

Coke – A hard, dry carbon substance produced by heating coal to a very high temperature in the absence of air.

Concentrate – The result of separating ore or metal from its containing rock or earth.

Continuous miner – A machine that constantly extracts coal while it loads it. This is to be distinguished from a conventional, or cyclic, unit that must stop the extraction process in order for loading to commence.

Continuous mining – Underground mining in which the continuous mining machine cuts coal from the face (see "face") and loads it onto conveyors or into shuttle cars in continuous operation. It accounts for about 45 percent of U.S. deep mine production.

Contour – An imaginary line that connects all points on a surface having the same elevation.

Conventional mining – The first fully-mechanized underground mining method involving the insertion of explosives in a coal seam, the blasting of the seam, and the removal of the coal onto a conveyor or shuttle car by a loading machine.

Conveyor – An apparatus for moving material from one point to another in a continuous fashion. This is accomplished with an endless, i.e., looped, procession of hooks, buckets, wide rubber belt, etc.

Resources: D – Messaging

Core sample – A cylinder sample generally 1-5" in diameter drilled out of an area to determine the geologic and chemical analysis of the overburden and coal.

Crusher – A machine for crushing rock or other materials. Among the various types of crushers are the ball mill, gyratory crusher, Handsel mill, hammer mill, jaw crusher, rod mill, rolls, stamp mill, and tube mill.

Deep mine – An underground mine.

Demonstrated reserves – Coal deposits that are potentially minable on an economic basis with existing technology. The U.S. has an estimated 495 billion tons of demonstrated reserves.

Deposit – Mineral deposit or ore deposit is used to designate a natural occurrence of a useful mineral, or an ore, in sufficient extent and degree of concentration to invite exploitation.

Depth – The word alone generally denotes vertical depth below the surface. In the case of incline shafts and boreholes it may mean the distance reached from the beginning of the shaft or hole, the borehole depth, or the inclined depth.

Dragline – A large excavation machine used in surface mining to remove overburden (layers of rock and soil) covering a coal seam. The dragline casts a wire rope-hung bucket a considerable distance, collects the dug material by pulling the bucket toward itself on the ground with a second wire rope (or chain), elevates the bucket, and moves the material to another location.

Drainage – The process of removing surplus ground or surface water either by artificial means or by gravity flow.

Drift mine – An underground coal mine in which the entry or access is above water level and generally on the slope of a hill, driven horizontally into a coal seam.

Dump – To unload; specifically, a load of coal or waste; the mechanism for unloading, e.g. a car dump (sometimes called tipple); or, the pile created by such unloading, e.g. a waste dump (also called heap, pile, tip, spoil pike, etc.).

Electrostatic precipitator – An electrical device used in removing particles (see "fly ash") from combustion gases prior to release from a power plant's stack.

Resources: D – Messaging

Entry – An underground horizontal or near-horizontal passage used for haulage, ventilation, or as a mainway; a coal heading; a working place where the coal is extracted from the seam in the initial mining.

Excavator – A large number of power-operated digging and loading machines, used increasingly in open-pit mining and quarrying.

Exploration – The search for coal, mineral or ore by geological surveys, prospecting or use of tunnels, drifts or boreholes.

Extraction – The process of mining coal or minerals.

Face – The exposed area of a coal bed from which coal is being extracted.

Face cleat – The principal cleavage plane or joint at right angles to the stratification of the coal seam.

Fan, auxiliary – A small, portable fan used to supplement the ventilation of an individual working place.

Feeder – A machine that feeds coal onto a conveyor belt evenly.

Fill – Any material that is put back in place of the extracted ore to provide ground support.

Floor – That part of any underground working upon which a person walks or upon which haulage equipment travels; simply the bottom or underlying surface of an underground excavation.

Flotation – Separating ore from waste materials by floating away the materials of lower specific gravity, while the heavier materials sink.

Fluidized-bed combustion – A clean coal technology process with a high ability to remove sulfur from coal combustion. The process involves suspending crushed coal and limestone in the bottom of a boiler by an upward stream of hot air. While the coal is burned in this liquid-like mixture, sulfur combines with the limestone to form a solid compound that is recovered with ash.

Fly ash – The finely divided particles of ash suspended in gases resulting from the combustion of fuel.

Resources: D – Messaging

Formation – Any rock unit or series of bedded units conspicuously different from adjacent rock units.

Fossil fuel – Any naturally occurring fuel of an organic nature, such as coal, crude oil and natural gas.

Frasch sulfur deposit – Native sulfur mined by the Frasch hot water process, in which superheated water is forced into the sulfur deposit, for the purpose of melting the sulfur. The molten sulfur is then pumped to the surface.

Gangue – The fraction of ore rejected as tailing in a separation process. It is usually of no value, but may have some secondary commercial use.

Gasification – Any of various processes by which coal is turned into low, medium, or high Btu gases.

General Mining Law – The primary statute that governs the right to mine locatable minerals on un-appropriated public domain lands. Though enacted in 1872, it has been amended many times.

Gob or goaf – The term applied to that part of the mine from which the coal has been removed and the space more or less filled up with waste. Also, the loose waste in a mine.

Grade – The classification of an ore according to the desired or worthless material in it or according to value. In surveying, the gradient of a traveling way, sluice, slope, etc.

Greenhouse effect – The warming of the Earth produced by the presence of certain gases in the atmosphere. The greenhouse effect is a natural phenomenon necessary for life on earth; without it the planet's average temperature would be 0 degrees Fahrenheit, instead of 60 degrees. Greenhouse gases include nitrous oxides, chlorofluorocarbons, methane, tropospheric ozone and carbon dioxide. They trap heat that would otherwise escape into space and return some of it to the earth's surface, causing a rise in temperature. These gases result from both natural (oceans, wetlands, lakes, volcanoes, tundra and decaying organic matter) and human (the burning of fossil fuels, deforestation, etc.) sources.

Hardrock minerals – Locatable minerals that are neither leasable minerals (coal, oil, phosphate, etc.) nor saleable mineral materials (sand and gravel, etc.). Hardrock minerals include copper, lead, zinc, magnesium, nickel, tungsten, gold, silver, bentonite, barite, feldspar, fluorspar and uranium.

Resources: D – Messaging

Haulage – The horizontal transport of ore, coal, minerals, supplies, and waste. The vertical transport of the same is called hoisting.

Haulageway – Any underground entry or passageway that is designed for transport of mined material, personnel, or equipment, usually by the installation of track or belt conveyor.

Headframe – The steel or timber frame at the top of a shaft that carries the sheave, or pulley, for the hoisting rope and serves various other purposes.

Highwall – The unexcavated face of exposed overburden and coal in a surface mine or in a face or bank on the uphill side of a contour mine excavation.

Highwall miner – A highwall mining system consists of a remotely controlled continuous miner that extracts coal and conveys it via augers, belt or chain conveyors to the outside. The cut is typically a rectangular, horizontal cut from a highwall bench, reaching depths of several hundred feet or deeper.

Hoist – A drum on which hoisting rope is wound in the engine house, as the cage or skip is raised in the hoisting shaft.

Hoisting – The vertical transport coal or material.

Hopper Car – Open freight cars with a floor sloping to one or more hinged doors for discharging bulk materials.

In situ gasification – The gasification of underground coal deposits through partial combustion.

In situ leaching/recovery – In situ leaching (ISL), also known as solution mining, or in situ recovery (ISR) in the U.S., involves leaving the ore where it is in the ground and recovering the minerals from it by dissolving them and pumping the pregnant solution to the surface where the minerals can be recovered. Consequently there is little surface disturbance and no tailings or waste rock generated.

Inby – Toward or in the direction of working face and away from the mine entrance. Opposite of outby.

Intake – The passage through which fresh air is drawn or forced into a mine or to a section of a mine.

Resources: D – Messaging

Intermediate section – A term used in belt and chain conveyor network to designate a section of the conveyor frame occupying a position between the head and foot sections.

Immediate roof – The roof strata immediately above the coalbed, requiring support during the excavation of coal.

Jumbo drill rig – A drill carriage on which several drills of drifter type are mounted. Drills are cutting tools designed to form a circular hole in rock, metal wood or other material. In mining, drills are used for exploration core drilling, holes for explosives, etc.

Lamp – The electric cap lamp worn for visibility. Also, the flame safety lamp used in coal mines to detect methane gas concentrations and oxygen deficiency.

Layout – The design or pattern of the main roadways and workings.

Leaching – The action of percolating liquid to remove the soluble parts. Cyanide leaching of gold, for instance, is a process where a weak cyanide solution is percolated through low-grade ore heaped on an impermeable linier. Gold is then extracted from the liquid in a closed-loop system.

Lift – The amount of coal obtained from a continuous miner in one mining cycle.

Lignite – See "ranks of coal."

Liquefaction – The process of converting coal into a synthetic fuel, similar in nature to crude oil and/or refined products, such as gasoline.

Locatable minerals – Those minerals – primarily metallics – that can be claimed and mined on public lands under the General Mining Law of 1872; these do not include minerals such as coal, oil, phosphate sodium, sulfur, or sand and gravel.

Lode deposit – An ore deposit, usually referring to a vein or veins of ore that can be mined as a unit. Can also refer to a tabular deposit of a valuable mineral confided within definite boundaries.

Longwall miner – A deep mining machine that uses a steel plow or rotating drum, which is pulled mechanically back-and-forth across a long face of coal. The loosened coal falls onto a conveyor for removal from the mine.

Resources: D – Messaging

Longwall Mining – One of three major underground coal mining methods currently in use. Employs a steal plow, or rotation drum, which is pulled mechanically back and forth across a face of coal.

Main fan – A mechanical ventilator installed at the surface; operates by either exhausting or blowing to induce airflow through the mine roadways and workings.

Man car – A vehicle used to transport miners to the working sections of a deep mine.

Manhole – A safety hole constructed in the side of a gangway, tunnel, or slope in which miner can be safe from passing locomotives and car. Also called a refuge hole.

Man trip – A carrier of mine personnel, by rail or rubber tire, to and from the work area. Also called personnel carrier.

Manway – An entry used exclusively for personnel to travel form the shaft bottom or drift mouth to the working section.

Metallic minerals – Minerals with a high specific gravity and metallic luster, such as gold, sliver, copper, titanium, rutile, tungsten, uranium, tin, lead, iron, etc. In general, the metallic minerals are good conductors of heat and electricity.

Metallurgical coal – Various grades of coal suitable to make coke for steel manufacture.

Methane – A potentially explosive gas formed naturally from the decay of vegetative matter, similar to that which formed coal. Methane, which is the principal component of natural gas, is frequently encountered in underground coal mining operations and is kept within safe limits through the use of extensive mine ventilation systems. In recent years, coalbed methane has been recognized as an important energy resource and its production for that purpose has increased.

Methane monitor – An electronic instrument often mounted on a piece of mining equipment that detects and measures the methane content of mine air.

Mine mouth power plant – A steam-electric power plant built close to a coal mine. Because of this proximity, the coal is often delivered to the plant by tramway or covered conveyor.

Mine development – The term employed to designate the operations involved in preparing a mine for ore extraction. These operations include tunneling, sinking, cross-cutting, drifting, and raising.

Resources: D – Messaging

Minerals – Scientifically, a naturally formed inorganic solid (element or chemical compound) with a limited range in chemical composition and with an orderly internal atomic arrangement that determines crystalline structure and physical properties. Legally, an organic or inorganic substance occurring naturally, with characteristics and economic uses that bring it within the purview of mineral laws; a substance that may be obtained under the applicable laws from public lands by purchase, lease or claim.

Miners – Some 320,000 miners work in the United States in metal, non-metal, coal and stone and gravel mines.

Mining claim – That portion of the public mineral lands that a person may claim for mining purposes in accordance with the General Mining Law, as amended. There are four types of mining claims – lode, placer, millsites and tunnel sites.

Mohs' hardness scale – Arbitrary quantitative units by which the scratch hardness of a mineral is determined. The units of hardness are expressed in numbers ranging from 1 (talc) to 10 (diamond).

Mountaintop mining – See surface mine.

MSHA – Mine Safety and Health Administration; the federal agency that regulates coal mine health and safety.

MSHA citations and authorities – MSHA has a variety of enforcement authorities as follows:

- **Citations** – MSHA may issue a citation for violation of the 1977 Mine Act, which governs mine safety, or for violation of a mandatory health or safety standard, rule, order or regulation. A citation requires corrective action be taken by the mine operator to correct the condition or practice cited, but it does not result in the cessation of the activity or equipment at issue.
  - A citation may be characterized as **"significant and substantial"** (S&S) based on the gravity of, or the degree of hazard or risk posed by the alleged violation. An S&S violation is based on a determination by the MSHA inspector that, ". . .there exists a reasonable likelihood that the hazards contributed to will result in an injury or illness of a reasonably serious nature."
  - MSHA may also issue an **"unwarrantable failure"** citation for a violation that could significantly and substantially contribute to a health or safety hazard and resulted from a heightened degree of negligence, such as indifference to health and safety. The term refers to the operator's degree

of fault on negligence in causing a violation or allowing it to exist. It has been defined as "aggravated conduct constituting more than ordinary negligence." This citation starts the cumulative enforcement action known as the "unwarrantable failure" withdrawal order chain, which the operator remains on until there is an intervening inspection that reveals no further violations resulting from heightened negligence.

- **Withdrawal Orders –** MSHA may issue on the spot and without a hearing. It results in the immediate closure of the area, equipment or practice that is alleged to be in violation of the standards. All personnel associated with the condition or practice must be withdrawn, except personnel needed to take corrective action. A withdrawal order may affect a single piece of equipment or the entire mine, depending on the nature and extent of the hazard.
  - MSHA has withdrawal order authority under section 104(e) of the Mine Act for significant and substantial violations following written notice from MSHA of a **"pattern of violations."**
  - MSHA also has the authority to issue a withdrawal order under section 107(a) if an **imminent danger** is found by the mine inspector. An imminent danger is a condition or practice, "which could reasonably be expected to cause death or serious physical harm before such condition or practice can be abated." The finding of an imminent danger does not require a finding of a violation of a mandatory health or safety standard.
  - MSHA also may issue a withdrawal order for **untrained miners** under section 104(g) of the Mine Act. Such an order affects every miner deemed to have inadequate training and forces their withdrawal until they have received the required training.

- **Injunctive Authority –** The 1977 Mine Act authorizes MHA to pursue a civil action against an operator in federal district court seeking relief, including temporary or permanent injunctive relief, or a restraining order whenever a mine operator or its agent refuses to comply with any order or decision issued under the Mine Act; interferes with, hinders, or delays MSHA from carrying out its duties; refuses to allow an inspection or accident investigation; or refuses to provide other information or documents.

- **Penalties and Appeals –** Operators receiving citations or withdrawal orders are subject to mandatory civil penalties, including additional penalties for "flagrant" violations. Failure to correct conditions that have led to a citation may result in further penalties. MSHA must impose a minimum penalty of $5,000 for failure to timely notify MSHA of an accident involving the death of an individual or an injury or entrapment of an individual, which has reasonable potential to cause

death, at a mine. MSHA and the U.S. Department of Justice can impose civil and/or criminal penalties on agents, officers and directors who knowingly authorize order or carry out violations or mandatory standards. Criminal penalties may be imposed on any person who knowingly falsifies a record or document required to be maintained under the Mine Act.

Fines and citations may be appealed, but conditions contributing to a citation must be remedied within a timely period.

Multiple use – The standard for federally managed land. A combination of balanced and diverse resource uses that takes into account the long-term needs of future generations for renewable and non-renewable resources, including recreation, range, timber, minerals, watershed, and wildlife, along with natural scenic, scientific and historical values.

Natural ventilation – Ventilation of a mine without the aid of fans or furnaces.

Non-metallic minerals – Minerals (carbon, diamond, coals, bitumen, asphalt, boron, sulfur, rock salt, etc.) that lack the properties of the metallic minerals.

Non-renewable resources – Resources that are not replaced or regenerated naturally within a reasonable period of time, such as fossil fuels or minerals.

Open pit – A mine or excavation open to the surface. Refers primarily to mines of metal ores; distinguished from coal surface mines.

Ore/ore body – A source of minerals that can be mined at a profit. Ore refers to either metallic or non-metallic deposits, such as sulfur. Ore body is a solid and fairly continuous mass of ore that is individualized by form or character from adjoining country rock.

Outby – Toward the mine entrance and farther from the working face. The opposite of inby.

Outcrop – Coal that appears at or near the surface.

Overburden – Layers of earth and rock covering a coal seam or mineral deposit.

Patent – A government deed; a document that conveys legal title to public lands to the patentee.

Resources: D – Messaging

Permissible – That which is allowable or permitted. It is most widely applied to mine equipment and explosives of all kinds that are similar in all respects to samples that have passed certain tests of the MSHA and can be used with safety in accordance with specified conditions where hazards from explosive gas or coal dust exist.

Permit – As it pertains to mining, a document issued by a regulatory agency that gives approval for mining operations to take place.

Pillar – An area of coal left to support the overlying strata in a mine; sometimes left permanently to support surface structures, sometimes systematically removed to regulate subsidence.

Placer deposit – An alluvial marine or glacial deposit resulting from the crumbling and erosion of solid rocks and often containing valuable minerals.

Plan – A map showing features such as mine workings or geological structures on a horizontal plane.

Portal – The structure surrounding the immediate entrance to a mine; the mouth of an adit or tunnel.

Preparation plant – A facility where coal is crushed, sized and mechanically cleaned prior to shipment.

Prospecting – The search for outcrops or surface exposure of mineral deposits; also, preliminary explorations to test the value of lodes or placers already known to exist.

Ranks of coal – The classification of coal by degree of hardness, moisture and heat content. The major ranks are lignite, subbituminous, bituminous and anthracite.

Reclamation – The restoration of land and environmental values to a surface mine site after the coal or mineral is extracted. The process includes restoring the land to its approximate original appearance by restoring topsoil and planting native grasses and ground covers.

Recoverable reserves – The amount of coal that can be recovered from the Demonstrated Reserve Base. The recovery factor for underground coal mines is about 60 percent and for surface mines about 80-90 percent. Using these percentages, there are about 270 billion tons of recoverable coal reserves in the United States.

Resources: D – Messaging

Recovery – The proportion or percentage of coal or ore mined from the original seam or deposit.

Reserves – Known identified resources from which usable coal or minerals can be extracted at the time of determination.

Resources – A broad term for discovered or still undiscovered concentrations of minerals in such form that a usable commodity can be extracted now or in the future.

Return – The air or ventilation that has passed through all the working faces of a split.

Rib – The side of a pillar or the wall of an entry. The solid coal on the side of any underground passage.

Rock dusting – The process of coating tunnels in deep mines with powdered limestone to dilute potentially unhealthy or dangerous concentrations of coal dust and to help minimize explosion hazards.

Roof – The stratum of rock or other material above a coal seam; the overhead surface of a coal working place. Same as "back" or "top."

Roof bolt – A long steel bolt driven into the roof of underground excavations to support the roof, preventing and limiting the extent of roof falls. The unit consists of the bolt (up to 4 feet long), steel plate, expansion shell, and pal nut. The use of roof bolts eliminates the need for timbering by fastening together, or "laminating," several weaker layers of roof strata to build a "beam."

Roof bolting – A method of supporting the ceilings of underground mines by inserting long steel bolts into holes bored into the strata forming the roof.

Roof fall – A coal mine cave-in especially in permanent areas such as entries.

Roof jack – A screw- or pump-type hydraulic extension post made of steel and used as temporary roof support.

Roof sag – The sinking, bending, or curving of the roof, especially in the middle, from weight or pressure.

Roof stress – Unbalanced internal forces in the roof or sides, created when coal is extracted.

Resources: D – Messaging

Roof support – Posts, jacks, roof bolts and beams used to support the rock overlying a coal seam in an underground mine.

Roof trusses – A combination of steel rods anchored into the roof to create zones of compression and tension forces and provide better support for weak roof and roof over wide areas.

Room and pillar mining – A method of underground mining in which approximately half of the coal is left in place to support the roof of the active mining area. Large "pillars" are left while "rooms" of coal are extracted.

Rotary drill – A drill machine that rotates a rigid, tubular string of rods to which is attached a bit for cutting rock to produce boreholes.

Scrubber – Any of several forms of chemical/physical devices that remove sulfur compounds formed during coal combustion. Technically known as flue gas desulfurization systems, they combine the sulfur in gaseous emissions with another chemical medium to form an inert sludge.

Seam – A stratum or bed of coal or mineral.

Self-rescuer – A small filtering device carried by a miner underground, either on a belt or in a pocket, to provide immediate protection against carbon monoxide and smoke in case of a mine fire or explosion. It is a small canister with a mouthpiece directly attached. The wearer breathes through the mouth, the nose being closed by a clip. The canister contains a layer of fused calcium chloride that absorbs water vapor from the mine air. The device is used for escape purposes only because it does not sustain life in atmospheres containing deficient oxygen. Also called a Self-Contained Self-Rescuer (SCSR).

Shaft – A primary vertical or non-vertical opening through mine strata used for ventilation or drainage and/or for hoisting of personnel or materials; connects the surface with underground workings.

Shaft mine – An underground mine in which the main entry or access is by means of a vertical shaft.

Shortwall – An underground mining method in which small areas are worked (15 to 150 feet) by a continuous miner in conjunction with the use of hydraulic roof supports.

Resources: D – Messaging

Shuttle car – A self-discharging truck, generally with rubber tires or caterpillar-type treads, used for receiving coal from the loading or mining machine and transferring it to an underground loading point, mine railway or belt conveyor system.

Slope – Primary inclined opening, connection the surface with the underground workings.

Slope mine – An underground mine with an opening that slopes upward or downward to the seam.

Slurry – A mixture of water and any of several finely crushed solids, especially clay, or coal.

Slurry pipeline – A pipeline similar to that used by the petroleum and natural gas industries, designed for transporting pulverized coal in a liquid medium. Water is usually used, although research is focusing on other compounds, such as oil, liquid methane and carbon dioxide. Coal slurry pipelines are not in wide use, primarily because federal eminent domain legislation is necessary for their construction on a large scale.

Smelter – A furnace in which the raw materials are melted, and metals are separated from impurities.

Steam coal – Coal used by electric power plants and industrial steam boilers to produce electricity.

Stope – An excavation from which ore has been removed in a series of steps.

Strategic minerals – Those minerals considered essential for a country's economic and defense needs, such as metals for defense weapons, satellite communications, automobile parts, and medical instruments.

Subbituminous – Coal of a rank intermediately between lignite and bituminous.

Subsidence – The gradual sinking, or sometimes abrupt collapse, of the rock and soil layers into an underground mine. Structures and surface features above the subsidence area can be affected.

Surface mine – A mine in which the coal or mineral lies near the surface and can be extracted by removing the covering layers of rock and soil.

Resources: D – Messaging

Tailings – The waste material left over after hardrock mining and milling processes have been completed.

Tipple – Originally the place where the mine cars were tipped and emptied of their coal and still used in that same sense, although now more generally applied to the surface structures of a mine, including the preparation plant and loading tracks.

Ton – A short or net ton is equal to 2,000 pounds; a long or British ton is 2,240 pounds; a metric ton is approximately 2,205 pounds.

Toxic Release Inventory – A program created by the Superfund Amendments and Reauthorization Act of 1984 that requires manufacturing facilities and waste handling and disposal sites to report annually on releases of some 650 toxic materials. For mining, 85 percent of TRI materials reported occur naturally in local rock and soil and are managed onsite. There are approximately 20 TRI chemicals utilized in the mining industry.

Tram – Used in connection with moving self-propelled mining equipment. A tramming motor may refer to an electric locomotive used for hauling loaded trips or it may refer to the motor in a cutting machine that supplies the power for moving or tramming the machine.

Transfer point – Location in the materials handling system, either haulage or hoisting, where bulk material is transferred between conveyances.

Tunnel – A horizontal underground passage that opens to the surface on both ends.

Turbine – A machine in which rotating vanes are driven by a steam generator to produce electricity.

Underground mine – Also known as a "deep" mine. Usually located several hundred feet below the earth's surface, an underground mine's coal or mineral is removed mechanically and transferred by shuttle car or conveyor to the surface. Underground mines are classified according to the type of opening used to reach the coal or mineral, i.e., drift (level tunnel), slope (inclined tunnel) or shaft (vertical tunnel).

Unit train – A long train of between 60 and 150 or more hopper cars, carrying only coal between a single mine and destination. A typical unit train can carry at least 10,000 tons of coal in a single shipment.

Resources: D – Messaging

Ventilation – The provision of a directed flow of fresh and return air along all underground roadways, traveling roads, workings, and service parts.

Violation – The breaking of any state or federal mining law. The Federal Mine Safety and Health Act imposes "strict liability" on mine operators for violations of safety or health standards at the mine regardless of fault.

Void – A general term for pore space or other reopenings in rock. In addition to pore space, the term includes vesicles, solution cavities, or any openings either primary or secondary.

Waste – Material other than coal or mineral. Also called spoil.

Working section – From the faces to the point where coal is loaded onto belts or rail cars to begin its trip to the outside.

*Glossary entries provided by Kentucky Coal Association and National Mining Association

Resources: E – Media Tips

Interacting with the Media

The media greatly influence what people think about and the opinions they form during emergencies. In times of crisis, the public turns to the media — television, newspaper, Web sites and radio — for information about what has happened, what they should do, and what will happen.

In emergencies, taking advantage of existing communication methods and channels is critical. Learn what appropriate channels are likely to be used and communicate the messages through these channels. Plan in advance to achieve the best mix of:

- Media: print, television, radio, Web sites, e-mail.
- Face-to-face forums: town hall meetings, public gatherings.
- Community groups: outlets for special population groups.

Understanding the forces that drive the media
When working with the media, it is important to consider their needs and concerns:

- **Short deadlines**
  o Reporters must meet tight deadlines.
  o Reporters need follow-up information and updates in a timely manner.
  o Reporters appreciate it if you ask when their deadline is, then meet it.
- **Space limitations**
  o Reporters cannot always include the background information you provide.
  o Reporters prefer succinct responses. Keep information to no more than three points.
  o Reporters love concise sound bites. Provide your message in approximately 27 total words.
- **Competition**
  o Reporters are competitive.
  o Reporters should be given information equally. Avoid exclusive interviews that favor specific media outlets.

Be prepared to provide the media:

- **Information in a timely manner.** Prevent information vacuums where speculation and rumor can grow and have a serious impact on the situation.
- **Facts, sources and relevant materials.** Have easy-to-read materials with important information ready for distribution.
- **Readily available points of contact.** Identify people who can speak with the media directly and/or provide 24-hour contact information.

Resources: E – Media Tips

There are a number of methods to get your messages out to the public through media interaction:

- **Press Conference/Briefing**
  - Prepare short opening statement (can be text of press release) and provide sufficient copies.
  - Provide names of titles of those presenting at press conference, include name and address of facility and press contact, web site address.
  - Set reasonable update times. If you promise to provide updates every hour, be sure to provide updates, even if there is nothing new to share. If you promise a briefing and are not prepared to make a statement, the media will fill that time with whatever information they can find.
  - Conduct on-site or at a pre-designated location.
  - Invite all local media outlets and regional and national outlets as appropriate to the situation.
  - Format should provide time for your message and a limited number of questions.
  - A short agenda of the briefing and time for questions helps structure the event.
- **Live Interviews**
  - Conducted on television or radio by invitation.
  - Before accepting the invitation ask yourself:
    - Am I the right person?
    - Do I have the answers to the questions that will be asked?
    - Is this interview needed or the right venue?
    - Will this be a panel discussion? If so, who are other participants?
    - Is this a call-in program (radio or television)? If so, is it an appropriate format?
- **Public Meeting**
  - Conducted as a town hall or public gathering.
  - Media from newspaper and television are the most likely to attend.
  - Media usually record public's questions and representatives' responses.
  - Media will ask questions, especially before and after a session.
- **On-the-Spot, Impromptu, or "Ambush"**
  - Conducted wherever you are.
  - Before answering any questions, ask yourself:
    - Am I the right person?
    - Do I have the appropriate answers?
    - Is this the right time or place?
    - Is this better handled in a scheduled briefing or interview?
  - Decide to either go or stay. If you decide to go:
    - Be sure to explain politely why you are choosing not to respond.
    - Avoid using the words "no comment."
    - Provide the time for the next media briefing, if one is scheduled.

Resources: E – Media Tips

Being at Your Best for an Interview

To be at your best during an interview, it is important to anticipate questions, prepare messages, and practice your delivery.

Before the interview:
- Do your homework on issues.
- Decide if the issue is causing high concern locally, statewide or nationally, and tailor your messages accordingly.
- Develop a set of messages that provide the information you want/need to convey.
- Develop a list of questions the media are likely to ask.
- Develop and practice key messages and responses to anticipated questions.
- Practice speaking without jargon or acronyms.
- Be familiar with all related current events.
- Last-minute details:
    - Check dress and grooming.
    - Remember that *everything* you say can be reported.
    - There is no such thing as "off the record" replies or commentary.

During an interview:
- Direct the interview toward your three key messages.
- Stay "on message."
- Be confident, but not arrogant.
- Listen carefully and repeat questions if necessary to clarify.
- Avoid hypothetical questions.
- Avoid referring to the interviewer as "Sir" or "Ma'am."
- Never lie or knowingly mislead.
- Correct any information errors upon discovery. Do not delay!
- Never comment on issues outside your area of expertise.
- **Never speculate on what has happened or could happen**.
- Treat all questions seriously.
- Look at the interviewer rather than the camera or monitor.
- Keep your cool, even if the interviewer becomes hostile.

Resources: E – Media Tips

Spokesperson Assignment Sheet

Stakeholder	Audience	Spokesperson	Spokesperson Alternate
Internal	Sr. Advisors		
	Board members/Stockholders		
	Employees		
	Families		
	Clergy		
External	Partners and Customers (customers/transportation)		
	Current and potential shareholders		
	Elected Officials		
	Local and State fire/EMS		
	Media: Local, regional and national		
	MSHA/NMA/OSM/State Coal Association/Industry and Trade Associations		
	Public		

Resources: E – Media Tips

Recognizing Traps and Pitfalls

Avoid using "I."
- Speak for the organization using its name or the pronoun "we."
- Avoid the impression that you, alone, are the authority or the sole decision-maker.
- Never disagree with the organization you represent by saying: "Personally, I don't agree," or "Speaking for myself," or "If it were me …"

Avoid speculating.
- Stick to the facts of what has, is and will be done.
- Avoid speculating on worst-case scenarios, what *could* be done, on what *might* happen, or on *possible* outcomes.

Avoid making promises you can't keep.
- Promise only what you can deliver.
- State your willingness to explore other options.

Avoid jargon, technical terms or acronyms.
- Limit their use and explain those you must use.

Avoid negative words and phrases.
- Use positive or neutral terms.
- Avoid words like no, never and none.
- Avoid highly-charged analogies, like "This is not Bhopal."

Don't blame others.
- Accept your fair share of responsibility.
- Don't point fingers at others.
- Focus your communications on how problems can be rectified.

Avoid details on how much the response effort is costing.
- Focus on how the response has supported the health/ well-being of those affected.

Avoid humor.
- No exceptions! Humor of any kind is not appropriate in an emergency situation.

Don't repeat negative allegations.
- Refute critical allegations succinctly.
- Draw upon and reinforce your key messages.

Don't become defensive.
- Respond to issues, not personalities.
- End debates, rather than continue them.
- Stay calm.

Resources: E – Media Tips

Positive and Negative Body Language

<u>**Positives**</u>
- **Frequent eye contact:** honest, open, concerned about your audience.
- **Well-modulated, confident voice tone:** honest, knowledgeable, trustworthy.
- **Keep your hands in sight** (while keeping hand movements to a minimum): honest, open, caring, confident.
- **Posture –** If standing, stand tall and straight, but not rigid. If seated, sit forward in the chair and lean forward slightly toward the audience: honest, open, caring, confident.
- **Dress appropriately** (perhaps slightly more casual than your normal business attire): approachable, audience-appropriate, honest, credible.
- **Well-groomed** (but not elaborate): knowledgeable, credible.

<u>**Negatives**</u>
- **Poor Eye Contact:** dishonest, closed, unconcerned, nervous, lying.
- **Constant throat clearing**: nervous, lacking self-confidence.
- **Arms crossed on chest**: arrogant, not interested, uncaring, not listening, impatient, defensive, angry, stubborn, and not accepting.
- **Frequent hand gestures/body movements or fidgeting:** dishonest, deceitful, nervous, lacking self-confidence.
- **Hidden hands:** deceptive, guilty, and insincere.
- **Speaking from behind barriers (podiums, lecterns, tables, desks) or from an elevated position:** dishonest, deceitful, too formal, withdrawn, distant, unconcerned, superior.
- **Touching and/or rubbing nose or eyes:** in doubt, disagreeing, nervous, deceitful.
- **Jingling money/items in pockets**: nervous, lacking self-confidence, lacking self-control, deceitful. *A good tip: empty your pockets before an interview or presentation.*
- **Drumming on table, tapping feet, or twitching**: nervous, hostile, anxious, impatient, bored.

Resources: E – Media Tips

Spokesperson Guidelines

The messenger or spokesperson responsible for responding publicly can make or break the situation. No matter how important or well-developed the message, if the spokesperson that delivers the message is not a well-spoken, empathetic and credible source, the message will most likely be lost.

Spokespersons should:
- Be media-savvy and knowledgeable about the situation.
- Convey empathy and caring.
- Demonstrate competence and expertise.
- Communicate honestly and openly.
- Exhibit commitment and dedication.
- Be sensitive and responsive to public concerns.
- Express optimism.
- Stay calm under pressure.
- Exhibit positive body language.

The audience should:
- View you as being credible and competent.
- Believe you have their best interests at heart.
- Hear you addressing their key concerns.

To build trust and credibility as a spokesperson:
- **Stay "on message."** Staying on message drives home the messages, keeps you focused on the issues, and reduces the chance of mistakes.
- **Recognize the public's specific concerns**. People are dissatisfied when information does not address their needs; in addition, the messenger may lose credibility if specific needs are not addressed.
- **Be open and honest**. People are more accepting of information when spokespersons display truthfulness, honesty and a willingness to address tough issues.
- **Coordinate with other credible sources**. People are dissatisfied when different agencies deliver inconsistent messages.
- **Meet the media's needs**. If the media are working on a story, they will report it with or without your help. Tell the media what you want the public to know about this situation.

Resources: F -- Policy/Protocol _____

[Company] Crisis Communication Policy/Protocol

[If [company] has supplemental guidelines or policies insert here.]

Resources: F -- Policy/Protocol

[Company] Media Response Policy/Protocol

[Insert company policy on media. Policy can include:
- Who is allowed to talk to the media.
- What [company] suggests individuals say if approached by the media
    - Emphasize that employees do not and should not talk with the media.
    - Inform employees who they should refer the media to for answers.
- The actions the company may take against employees (dismissal, etc.) media policy is not followed.