

THE FLORIDA BAR CRISIS MANAGEMENT/ DISASTER RESPONSE PLAN

Update – 2010 - 2011

Statement of Purpose

The objective of this plan is to provide the background information, rationale and other pertinent information to Florida Bar leadership and staff regarding crisis management/disaster response involvement. The plan outlines various procedures to be followed in:

- determining the nature of the crisis and proposed response;
- response implementation; and
- key bar leader notification.

The plan is designed to outline an effective mechanism to respond to the public, the media and -- when appropriate -- the victims and Florida Bar members, immediately after a legal crisis situation arises or a mass disaster occurs.

Such legal crises could include illegal or unethical conduct by a bar official, widespread public outcry regarding a particular law firm's activities, widespread judicial misbehavior (e.g., Dade County's "Operation Courtroom" investigations), mass protests against The Florida Bar, an attack on Bar offices, etc. Examples of mass disasters that could include the need for The Florida Bar to officially respond are commercial plane/train wrecks, hurricanes/tornadoes/floods, hotel fires, chemical spills/ environmental damages, civil disturbances, blackouts/brownouts, etc.

Regrettably there are documented instances of improper conduct by lawyers and lawyer representatives following mass disasters. Questionable contacts occur in both the plaintiff and defense arenas, with the plaintiff lawyers seeking to obtain clients, and insurers and defense attorneys seeking to dissuade victims and their families from contacting a plaintiff's attorney and to reach a quick, often inexpensive, settlement. Furthermore, the contacts are made with persons who are often in a state of extreme trauma, and are therefore more vulnerable to overreaching and inappropriate solicitation efforts and less able to give the matter of legal representation or settlement the careful and thorough consideration it deserves.

General Guidelines

Do:

- Release only verified information. Speculation may cause undue alarm and will almost certainly create confusion.
- Promptly alert media of relief and recovery operations. It is important that you be seen doing everything you can to help.
- Escort the media everywhere on the emergency site. Maintain strict control to ensure that the media speak only to authorized personnel.
- Have a designated spokesperson and make sure he or she is accessible. A single

source of information makes controlling release of information and its content easier.

- Keep accurate records and logs of all inquiries and news coverage.
- Determine and meet media deadlines. Remember that most reporters need to find something new to say in each successive account, and if they can't get it from you they will get it elsewhere.
- Provide equal opportunities for print and electronic media. Both are equally important, and reporters may be less sympathetic if they suspect favoritism.
- Have a clear idea of what can and cannot be released.
- Carefully coordinate planning and implementation of public relations activities with other aspects of your emergency plan.

Do Not:

- Idly speculate on the causes of the emergency.
- Speculate on the resumption of normal operations. You may raise expectations you will not be able to meet.
- Speculate on the outside effects of the emergency.
- Speculate on the dollar value of the losses. Anything you say will affect perception of your organization.
- Interfere with the legitimate duties of news people.
- Permit unauthorized spokespersons to comment to the media. Few people are trained to deal with the press and in times of crisis unguarded comments may be especially costly.
- Attempt to cover up or purposely mislead the press.
- Act on the assumption that the truth will not get out. (Therefore honesty is the best policy).
- Place blame for the emergency.

Steps To Implement Procedures

1. President and/or Executive Director make decision to begin implementation of crisis response plan.

Any member of the Bar, staff, or leadership, recognizing a developing issue or reporting a mass disaster, should contact The Florida Bar president or executive director. The president and executive director will assess the need to assume the responsibility for notifying the Crisis Management Task Force (executive committee members and key support staff--see *Attachment 1*) through a telephone conference call.

The public information director, in liaison with the Board of Governors, executive committee, legislative counsel and voluntary bar presidents, should be responsible for spotting potential problem areas. Members should be encouraged to report issues in their locality that may affect the bar so the task force can evaluate and plan to address them. These issues could be channeled through the local Board of Governors representative(s) or the presidents of the local bar associations. Daily media monitoring will also alert the task force to developing issues or events.

2. Crisis Task Force Conference Call

By utilizing a telephone conference call, the Executive Committee -- with support from other task force members -- determines if a crisis exists and what action should be taken. According to the needs dictated by the situation, the staff will gather data prior to the call, assess the situation, determine potential impact upon segments of the public and the Bar, identify third parties to be mobilized if needed, and get all information available "out front" immediately, using only as much detail as needed for understanding.

In mass disaster situations where speedy decision-making is important to respond in the public interest, the Bar president -- or, in his or her absence, the president-elect, or the executive director -- will make the decision to dispatch the Crisis Response Team (see *Attachment 2*) with a follow-up Executive Committee telephone call for further consultation and confirmation.

After determining the extent of the crisis and pooling all available information, the role of the Executive Committee is to develop an initial statement (with the assistance of the public information director) as part of an overall action response and then approve an ongoing communications plan. The committee must designate primary and secondary spokespersons. Specifically, the Executive Committee must develop messages relating to the crisis at hand. Staff in turn will prepare fact sheets, statements or press releases for the public and/or mailgrams or faxes for dissemination to bar leadership. If necessary, the Executive Committee mandates activation of the alert network of local bar leaders. The spokesperson(s) must be briefed and otherwise prepared.

Options to be discussed are the appropriateness of news releases, news conference and/or mailgram or faxes to local bar leaders, using BOG member(s) as local spokespersons, etc. Determination should be made as to the activation of a telephone tree for further action, e.g., encouraging local letters to editor or calls to media.

The Executive Committee will designate the primary spokesperson and an alternate. Most properly, the primary spokesperson will be the president, with the president-elect as the backup. Generally, these are the persons that the media are interested in quoting and interviewing for necessary background information. Generally, if the spokesperson is available to handle phone traffic, the public information director will route incoming calls to the spokesperson and provide necessary

factual "background" information to reporters. It is also possible -- if the situation dictates and the primary spokesperson is available -- to set up a Capital Press Corps news conference in Tallahassee which would be covered by statewide print and broadcast media.

Providing service on the local level for broadcast media (television and radio) is problematic. Such media need locally accessible "official" spokespersons. In the larger media markets where there are multiple Florida Bar Board of Governors representatives and a large number of media outlets, there should be a division of labor among the board members, e.g., one representative to TV, another to radio, another to print.

In summary, the role of the Executive Committee and pertinent staff -- all of whom comprise the Crisis Response Task Force -- is to:

- a) determine the nature of the crisis;
- b) share perceptions of extent of the crisis;
- c) discern the potential impact on the public and profession;
- d) devise the "message" of The Florida Bar;
- e) designate primary spokesperson(s);
- f) suggest third-party experts;
- g) authorize action plan.

3. Implement Action Plan

Depending upon the nature of the crisis or disaster, a determination will be made as to whether a response will be made from Bar headquarters (Tallahassee), on-site at the disaster, or coordinated from both locations. ("Issues" crises can often be managed and responded to from Tallahassee, with access to the Capital Press Corps. "Disasters" most often will require on-site presence to facilitate working with victims and media representatives converging on the scene.)

- a) Tallahassee-based response:
 - (1) news release/statement issued to Capital Press Corps;
 - (2) news conference held at Press Center;
 - (3) telephone calls to wire services and selected local media;
 - (4) production and/or distribution of "paid" ads or public service broadcast announcements.
- b) On-site disaster response
 - (1) Response team (see **Attachment 2**) dispatched to scene immediately. Should include president (or president-elect), disciplinary counsel, public information director, and other designees.
 - (2) The team will arrive on-site within three hours and confer regarding information gathering, media contacts, and response to victim requests.
 - (3) Team members will then undertake to accomplish particular assignments as outlined in **Attachment 3**.
 - (4) It is crucial that the disaster response team not become identified with any faction of the potential controversy;
 - (5) All members of the disaster response team must avoid making statements on the merits of claims that may arise from the disaster;
 - (6) The team shall emphasize in all public statements that The Florida Bar's major and only legitimate concern is for those persons affected by the disaster

- and the public interest;
- (7) The Florida Bar's role is limited to monitoring compliance with its Rules of Professional Conduct and to request reports of any violation needing immediate investigation;
- (8) The team will remain on scene until determined that their usefulness no longer exists or is not practical.

4. Key Bar Leader Notification

The executive director will be responsible for notification of Board of Governors members and local bar leaders as deemed appropriate. Bar leaders would be informed of the Bar's action, reasons for such action, and contact person for updates or additional background. The following methods can be used:

- a) personal telephone calls;
- b) conference calls (see *Attachment 7*);
- c) activate e-mail alert network;
- d) fax transmission.

5. Report on Results

The public information director will convene as soon as possible a meeting to be attended by as many groups as were involved in the disaster to obtain input regarding the effectiveness of the plan in that particular situation. The public information director shall prepare a written report of all that occurred at the site or in response to the crisis. The report shall be submitted to the Board of Governors.

Attachment 1: Crisis Management Task Force

Florida Bar Staff

(Bar fax number: 850/561-9405 or 850/561-9429)

(Bar telephone number: 850/561-5600)

- John F. Harkness, Jr. (Executive Director)
Email: jharkness@flabar.org
- John Berry (Legal Division Director)
Email: jberry@flabar.org
- Francine Walker (Public Information Director)
Mobile: 321-7846
Email: fwalker@flabar.org

Crisis Response Team

1. Mayanne Downs
Email: mdowns@kdbzlaw.com
2. Scott G. Hawkins
Email: shawkins@jones-foster.com
3. John F. Harkness, Jr. (Executive Director)
Office: 850/561-5600
Email: jharkness@flabar.org
4. Francine Walker (Public Information Director)
Mobile: 850/321-7846
Fax: 850/561-9429
Email: fwalker@flabar.org
5. John Berry (Legal Division Director)
Office: 850/561-3139
Email: jberry@flabar.org

On-Site Contact Numbers

Hotel: _____

Suite: _____

Hotel Fax: _____

Attachment 3: Florida Disaster Response Plan Summary

Purpose. In order to provide a presence at events described in this handbook, The Florida Bar has established this disaster response plan to monitor the conduct of members of the bar and thereby deter violations of the Rules Regulating The Florida Bar; to inform the public and bar members as to the levels of conduct required of members of the bar; and to indicate to the victims of disasters and their families the concern of the bar and ensure that their legal rights are preserved. It shall not be the purpose of the plan to provide referral of matters to counsel for representation or to provide advice to victims of disasters and their families on matters of law or procedure. Upon request, the disaster response team may refer those persons to other agencies which are available for assistance or advice.

Crisis Response Team.

Creation. There shall be a group of persons designated as the disaster response team.

Composition. The disaster response team shall be composed of one or more of the officers of The Florida Bar (who shall establish policy and to the extent necessary and possible coordinate the actions of the team), a representative of the legal division of The Florida Bar (who shall monitor and record, where necessary, the actions of members of the bar), a representative of the public information department of The Florida Bar (who shall coordinate the actions of the team with the media representatives present) and a representative(s) designated by the Department of Community Affairs of the State of Florida (who shall monitor and record, where necessary, the actions of those individuals licensed or regulated by the State of Florida).

Determination of events warranting a response. It shall be the responsibility of the members of the disaster response team to immediately consult upon notice of the occurrence of an event and determine if the event warrants the on-site scrutiny of the team. In reaching the decision on the need for the presence of the disaster response team, the team shall consider:

- the type of disaster or event;
- the number of victims, potential victims and their families; and
- the time in which a response by the team is needed.

The president of The Florida Bar or, in his/her absence the president-elect, or the executive director, shall have the absolute discretion to determine when a response of the team is necessary. Members of the executive committee will be consulted as soon as practical after the decision.

Publicity of responses. The disaster response team shall approve and release, through the public information department, a press release indicating the presence of the team and the purpose of the disaster response plan.

Coordination with other agencies. The disaster response team shall establish liaison with local law enforcement or relief agencies and any other persons or entities involved in the event.

Response to requests for advice. No member of the disaster response team shall offer legal advice to anyone regarding a disaster or event. Upon inquiry and to the extent necessary to respond, a member of the disaster response team may refer a person or persons to other agencies or groups for information or assistance, but no referral to a particular lawyer or law firm shall be made.

Response to press inquiries. To the extent practical under time available, the team shall confer before any response to a press inquiry is made. The Bar president and president-elect are the principal spokespersons for the media. In their absence, the representative of the public information department, if available, shall be the spokesperson for the team. If time does not permit the conference of the team or the representative of the public information department is unavailable, any member of the team may respond to the inquiry. Any communication shall not reveal the identity of a particular individual, whose conduct may be under observation.

Attachment 4: On-site Responsibilities of Crisis Response Team

Public Information Director -- Responsible for:

- selecting site for command center (generally a motel/hotel suite near disaster scene that can serve as telephone contact point for victims families and media; suite allows meeting space for team and possible in-person interview site for media. Therefore it must be easily accessible.)
- establishing contact(s) with involved parties, for instance airline.
- establishing liaison with Red Cross, Salvation Army, FEMA and victims' organizations to provide assistance to victims and furnish written materials to these organizations;
- renting an automobile for travel to site or to other locations;
- maintaining communication with executive director in Tallahassee;
- contacting local bar association officers to set up ad hoc legal advice hotline staffed by local bar members. Coordinate local bar activities with state bar efforts.
- developing follow-up report.

President/President-elect -- Responsible for:

- establishing policy and coordinating actions of team
- conducting media interviews, making official statements

Public Information Staff -- Responsible for:

- prepare, make copies, disseminate appropriate generic news releases, "if asked" statements, and question-and-answer;
- compile list of media contacts.
- arrange individual media interviews for president/ president-elect (The first day of a disaster the media devotes to coverage of the disaster itself. The second day media is looking for a fresh follow-up story--that is the day most appropriate for Florida Bar announcements to be "hot" copy.) Individual interviews are recommended as opposed to a news conference. With a news conference, it is a one-shot take. . . . Bar officials must get it correct, be persuasive, and say it all at that point. By doing a succession of interviews, spokesperson becomes more experienced, media get exclusives. News conference is second option.
- find an appropriate site for a news conference and arrange for conference, if necessary;
- provide copies of victims' assistance handbook to media;
- gather background information for response team, as well as monitor TV/radio

- reports, arrange for special clippings and broadcast monitoring;
- serve as conduit for release of follow-up information to media.
- distribute appropriate public service announcements;

Disciplinary Counsel

- furnish all forms, handbooks and services regarding complaints about lawyers (Florida Bar members or out-of-state "parachute" lawyers) to victims or victims families;
- provide victims and/or their families written materials when requested;
- investigate all reports of lawyer solicitation of victims or victims' families.

IMPORTANT NOTICE: Do not approach or seek out victims or victims' family. Serve only as respondents to contacts generated by media publicity.

Attachment 5: Generic News Release

FOR IMMEDIATE RELEASE
(date)
CONTACT: Francine Walker
The Florida Bar
TELEPHONE: (850) 561-5666

THE FLORIDA BAR RESPONDS TO EMERGENCY

TALLAHASSEE, (date)--The Florida Bar has dispatched a disaster response team to the site of _____ to offer information to victims of this tragedy and their families and receive possible complaints of solicitation or other improper behavior on the part of attorneys.

The Rules Regulating The Florida Bar prohibits a lawyer, or any other person acting on behalf of a lawyer, to solicit employment or to initiate uninvited contact with any individual. Those same rules prohibit lawyers representing potential defendants from taking advantage of a victim by pressuring relatives into signing documents releasing their clients from further liability.

"After an event of this nature, the victims and their families are emotionally devastated, making it difficult to make informed decisions about numerous matters of pressing importance -- including their legal rights," says _____, president of The Florida Bar. "They are vulnerable and we're attempting to make sure no one takes advantage of their distress."

As part of the emergency effort, the Bar is offering a "Victim's Guide," which offers general advice to the victims of tragic occurrences. "Each victim's legal rights are particularly important and the decision to talk to an attorney about these legal rights should be handled cautiously and carefully," says _____.

For additional information or to report an instance of solicitation, call the Legal Division of the state Bar in Tallahassee at (850)561-5600. While The Florida Bar cannot provide legal advice to individuals, its staff may be able to answer general questions or provide other assistance.

The Supreme Court of Florida has the power to discipline attorneys for violating the disciplinary rules governing all lawyers' conduct. On the court's behalf, The Florida Bar investigates all complaints and prosecutes those lawyers accused of ethical wrongdoing. If there is a complaint about the conduct of individuals other than an attorney, the Bar will assist in making a report to the appropriate authority.

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Attachment 6: Victim's Guide

MASS DISASTER: A VICTIM'S GUIDE

If you are reading this guide as a result of a catastrophic tragedy that has just occurred, please accept our sincerest condolences for this unfortunate event and the grief and emotional distress that you are experiencing. Our only motive in providing you with this guide is to assist you in protecting yourself from any further unnecessary distress.

It is impossible to provide comprehensive advice that will suffice for all situations. Consequently, this guide should assist you in *preserving* your legal rights until you decide how you will pursue your legal rights in this situation.

WHAT IS A MASS DISASTER?

Simply defined, a mass disaster is an unanticipated and unexpected event of calamitous proportions that causes widespread injury or death. These catastrophic events can be aircraft crashes, train derailments, refinery explosions, natural disasters, or a myriad other events and occurrences never before experienced.

While no catastrophic event can be called a "typical" occurrence, there are people "typically" involved in the aftermath of any mass disaster. These individuals routinely include:

- Federal, state and local law enforcement agencies;
- Fire, rescue, medical and other emergency personnel;
- Representatives of the individuals or companies involved in the event;
- Representatives of insurance companies that provide coverage for the parties involved in the event;
- Lawyers who routinely represent victims of accidents and lawyers who represent and defend the parties involved in a catastrophic event; and
- Member of the news media.

WHAT TO DO WHEN THE UNSPEAKABLE OCCURS?

If you or a family member has been involved in a mass disaster, individuals from any or all of the above categories may want to speak with you. Preserving your legal rights may depend upon your ability to identify those individuals seeking your attention and to deal with them appropriately. Emotional distress and grief are inevitable after a catastrophic tragedy, and this emotional condition may greatly affect your initial ability to deal with your legal rights. Conversely, the individuals identified in the categories listed previously usually possess extensive training for dealing with a catastrophic disaster of this nature. Do not assume any individual is looking out for your best interests.

It is important for you to determine who has a financial interest in contacting you about this tragedy. A good rule of thumb is to retain a healthy skepticism of anyone who stands to gain financially from your misfortune. For example, police officers or federal aviation inspectors are charged by law to deal with the tragic event; you will probably want to speak freely with them. On the other hand, lawyers may try to solicit you as a client. Or a lawyer may already be representing an insurance carrier providing coverage for one of the parties involved in the catastrophic event. Naturally, your candor with law enforcement personnel or investigatory personnel might not wisely be extended to a lawyer you have never met and whose advice, counsel, or representation you have not sought.

WHO WILL PROTECT MY LEGAL RIGHTS?

Be cautious in dealing with representatives of companies involved in catastrophic disaster. Also, caution and judgment should be exercised in dealing with representatives of insurance companies.

Be particularly careful before signing any papers in connection with the promise of the payment of a given sum of money. Likewise, a lawyer may solicit your case, but that does not assure you of the representation you may need for this particular situation. Moreover, *any in-person and telephone* solicitation by a lawyer or a lawyer's representative is a direct violation of The Florida Bar's disciplinary rules. Florida Bar rules also prohibit solicitation by letter or other written means within 30 days of an accident. The lawyer who improperly solicits your representation should be reported promptly to The Florida Bar by calling 850/561-5600.

The appropriate amount of compensation to which you are entitled and the appropriate time to discuss settlement or the initiation of a lawsuit are questions best answered by a lawyer you select to represent your legal rights. The sole purpose of this guide is to help you preserve your legal rights until you are prepared to make an informed decision based on all of the circumstances and unburdened by the emotional trauma and stress imposed upon you by the events of the tragedy.

WHEN DO I HAVE TO DECIDE?

This is an issue that does not lend itself to a definite or precise answer. In some types of accidents, such as a car wreck, it may be necessary to seek the assistance of an attorney as quickly as possible to preserve the evidence and obtain statements of other victims or witnesses. In mass catastrophic disasters such as an aircraft crash, state and federal regulatory authorities charged by law with the immediate and prompt investigation of the disaster may lessen the need for immediate action in the employment of an attorney.

Whatever the case, if you have a family lawyer, it would be prudent to contact immediately your lawyer for advice and counsel. In the event you do not have a family lawyer, you may want to identify a lawyer you trust to assist you in preserving your legal rights. It is important that you exercise caution and judgment in signing any papers or documents until you have carefully read the entire document and understand its legal effect on your rights. Any questions you may have regarding a document that you may be requested to sign probably should be reviewed with a lawyer who you select of your own choice and free will.

Should you need immediate legal advice and you are not currently represented by a lawyer, perhaps the best advice is to consult with others you trust, such as members of your family, close business associates, or ministers for recommendations about qualified lawyers for your type of case. If you do not feel immediate action is necessary, The Florida Bar, as well as some local bar associations, can assist you through lawyer referral programs in identifying an appropriate lawyer for you to consult. If you are from another state, undoubtedly similar programs are in effect where you reside.

A FEW FINAL THOUGHTS

If affected by a catastrophic mass disaster, you will probably need the services of a lawyer. It is your decision when to select an attorney to represent you and your legal rights. Since you maybe entrusting your lawyer with the final resolution of your or your loved one's legal rights, this decision should not be taken lightly. You decide to employ a lawyer to represent you and your interests, and you decide where that employment occurs.

If you feel you have been unfairly treated by any lawyer or insurance company representative, you should promptly contact The Florida Bar at (850)561-5600. The Florida Bar is responsible for prosecuting unethical lawyers for sanctions to be imposed by the Supreme Court of Florida. The staff of the state bar will direct you to the appropriate authority if your complaint involves an individual other than a licensed lawyer. It is important to remember that any lawyer who in person or through a representative or over the telephone contacts you and solicits your representation without your request or invitation most likely is violating the disciplinary rules of The Florida Bar. That lawyer should be reported promptly to The Florida Bar.

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Attachment 7: Conference Call Procedure

Calls will be arranged through The Florida Bar offices, following the procedure below:

- 1) Call the first extension number or dial 9 and the outside number of the first party.
- 2) Press **flash**.
- 3) Dial next extension number or dial 9 and outside number.
- 4) Press **conf** or **flash*4** to connect parties.
- 5) Repeat steps 2-4 until each party is connected

If a party refuses the call, does not answer the call, or the line is busy, press **connect** to reconnect to the conference call.

Nine or More Parties

Crisis Management Conference Code: 57125

Leader Pin: 2544

Dial-In Number: (866) 411-5140

Reservationless-Plus (Unattended) Account Information:

Reservationless-Plus Toll Free Dial-In Number (US & Canada): (866) 376-5050

Reservationless-Plus International Dial-In Number:(702) 894-2584

Starting a Reservationless-Plus conference is quick and easy – remember, there's no reservation required. Just follow these steps:

1. Give your participants the date and time of the call, your Dial-In Number and your Conference Code.
2. At the specified time, dial your Reservationless-Plus Dial-In Number.
3. When prompted, enter your Conference Code followed by #.
4. When prompted, press * to identify yourself as the call leader, then enter your Leader PIN followed by #.
5. Press 1 to begin your conference or press 2 to access your default conference options.

Your participants join the conference by following steps 2 and 3 above.

Helpful Reservationless-Plus Keypad Commands:

***0** Operator Assistance into your conference

00 Operator Assistance-individual

- *1 Dial-out to a participant (Leader Only)
- *2 Begin/End Conference Record (Leader Only)
- *3 Change Entry/Exit method (Recorded Names, Tones, Silence)(Leader Only)
- *4 Private Roll Call
- *5/#5 Mute/Unmute all participant lines (Leader Only)
- *6/#6 Mute/Unmute your own line
- *7/#7 Lock/Unlock conference -including Operator (Leader Only)
- *8 Allow/Disallow Conference Continuation (Leader Only)
- *# Participant Count
- ** List available keypad commands

Operator Assisted Account Information:

Operator Assisted service combines the professionalism of live Operator Assistance throughout your conference with the flexibility provided by our wide selection of Surround-the-Call features.

Operator Assisted Toll-Free Dial-In Number (US & Canada): (877) 818-4164
Operator Assisted International Dial-In Number: (706) 902-2903

Reservations Number: (800) 374-2441 or (706) 645-6800

Scheduling an Operator Assisted Conference:

1. Schedule your reservation online at <http://www.intercall.com>, or by calling your Reservations Number listed above. You'll be asked to provide the following information:
 - Your Owner Number
 - Your name, company name, telephone, fax and email
 - Call Leader's name
 - Date and time of the call – including time zone
 - Expected length of the call
 - Expected number of participants
 - Any Surround-the-Call features desired
2. Give your participants the date and time of the call, your Conference ID Number (which will be assigned when you make your reservation), and your Dial-In Number.
3. At the specified time, dial your Operator Assisted Dial-In Number.
4. You will be greeted by an Operator, asked to provide your Conference ID Number, and placed into your conference.

Your participants join the conference by following step 3 and 4 above and are placed into your conference or on music hold according to the specifications of your reservation.

Additional Features:

- Schedule your Operator Assisted call with as little as 15 minutes' notice.
- Our wide selection of Surround-the-Call features enables you to customize each conference to meet your specific needs.

Helpful Operator Assisted Keypad Commands:

- *0 Operator Assistance for the conference
- *5 Mute/Unmute all lines except the Leader's(Leader only)
- *6 Mute/Unmute your own line

Attachment 8: Response Team Traveling Kit

1. Sufficient number of copies of News Release;
2. Adequate number of Victim's Guides;
3. Lawyer Grievance Forms;
4. Consumer pamphlet regarding Complaints Against a Lawyer;
5. News Media Directories;
6. Bar Journal Directory;
7. Board of Governors phone numbers/addresses;
8. Bar staff addresses and phone numbers;
9. Tapes (TV/radio) and/or scripts of generic public service announcements;
10. Supply of office material, e.g., legal pads, pencils, Bar stationery, business cards;
11. Personal effects.
12. Cellular phone (hand-held), charger, spare batteries.
13. Cassette tape recorder, spare tapes, batteries.
14. Laptop computer, modem, diskettes.

Attachment 9: Planning A News Conference

Call a news conference when you have information that should be delivered to several media outlets at one time. These news conferences can be simple or elaborate, well-orchestrated or impromptu. Several factors will enter into the decision on how to plan your news conference -- the significance of the information to be shared, planning time and locations which might be interested, to name a few.

1. Because the Bar is a statewide organization, important messages should be delivered to the media statewide. The easiest way to do this is by holding a press conference at the Florida Press Center, located at 336 East College Avenue in Tallahassee. Most of Florida's major media organizations are located in this one building and those that are not are nearby and to attending news conferences in the Press Conference Room of the Center.
2. To reserve the room, call the Florida Press Association, (850)222-5790. The room is free and booked on a first-come, first-served basis. (Even if you have an acceptable facility elsewhere in Tallahassee, it is wise to use the Press Conference Room. Making the news conference convenient to Capital reporters will improve attendance.)
3. While it is wise to book the room in advance if you have the luxury of time, you can get in at the last minute if the room is available. A brief notice of all news conferences is posted in the Press Center, but you cannot count on these notices attracting the media's attention. If there is time, you should send a press advisory to each media outlet (36 copies), telling briefly (who, what, when, where, why, how format) what will be going on at the news conference. Share enough information to pique the media's interest without telling the whole story. Do not send an embargoed news release. If the news is that interesting, the media will break the embargo by contacting other sources and then eliciting the Bar's "response."
4. If there is not time to issue a press advisory, start phoning or visiting the offices of each media outlet to let them know what is going on. Start with the wire services (AP, UPI) and the radio and television networks. Then call the large dailies (Miami, St. Petersburg, Tampa, Orlando, Fort Lauderdale, Palm Beach, Jacksonville, and Tallahassee) and the

smaller news outlets. Place a priority on local media, large or small, which might have a particular interest in the story.

5. News conferences should start off with a prepared statement, preferably by one spokesperson, followed by a question-and- answer period. Visual representations of what you are talking about (charts, blow-up photos, etc.) are usually well-received. If possible, pass out at least a press release or a comprehensive media kit if necessary and if you have time. (A press kit could include photos, biographies, charts, and legislation, anything which will tell your story or give background information.) Coach the presenter on possible questions. Always anticipate the most difficult questions and have answers ready for them.
6. If you have time and footage, have videotapes on hand to give to television reporters. (Could include "B-roll" footage, a "canned" public service announcement, etc.)
7. In the case of all news conferences, time the event to assure maximum coverage. Are there any conflicting events scheduled (the Legislature, an out-of-town convention, etc.)? What are the media deadlines? Anything after 2:00 p.m. or 3:00 p.m. probably won't make a 6:00 p.m. newscast. Avoid weekends and Fridays, if possible. Most media people work Monday through Friday, with Monday being the slowest day. (News has a way of happening as the week progresses.)
8. It may be necessary to hold a news conference outside Tallahassee, in the midst of a crisis. Most of the above advice is still valid. Grab a copy of the News Media Directory or local yellow pages and call the local media. Ask for the city desk for print and the assignment editor for broadcast media. The wire services and networks have offices in the big cities. The smaller cities probably have stringers. (Call the offices in the big cities first and they'll make the local assignment.)
9. A news event of major proportions (crash, spill, etc.) will probably attract national media and other media. Some place near the event will probably turn out to be an impromptu news center where the news people congregate and periodic reports are made. In this case, have the news conference at this news center (it will probably be a hotel conference room) or as close as possible.

10. If you have to arrange for a news conference on your own, look for an appropriate-sized room (hotel conference room, Bar offices in branch cities, law office conference room, etc.) Most television cameras have battery-powered lights which will operate well in a small to average-sized room. In larger facilities, make sure you know where the power outlets are located and that they will handle the wattage of the television lights that could be connected.

11. It always looks good to have the message delivered from a lectern. A plain background for the speaker is preferred. Make sure there are no visual distractions such as windows, photos, paintings or mirrors that will reflect light or images. (For smaller group interviews, out-of-doors, on-scene locations can be very good if weather and noise levels are not prohibitive. Always have a convenient indoor site lined up as a "just-in-case" alternative.

Attachment 10: Setting Up a Command Center

1. Select a motel/hotel easily accessible to and from disaster scene.
2. Select a suite or adjoining rooms that will provide phone, radio/TV monitoring, and team meeting capabilities.
3. Rooms necessary for other staff members should be in close proximity.
4. Investigate on-premise sites for media interviews and news conferences.
5. Check with motel/hotel personnel for fax capability. (If none is available, check with local bar association or lawyer's office to see if their fax would be available for use.)
6. Discuss with facility personnel arrangements for photocopying material, necessary for press releases and official statements.
7. Contact Bar Center in Tallahassee, executive director's office, and provide pertinent information regarding future communications, e.g., telephone numbers, fax numbers, schedules, etc.
8. Contact other liaison agencies and media to gather information and provide notice that the Bar is on the scene and the reasons for the official Bar presence.
9. Contact Video Monitoring Service (305/576-3581 in Miami) as soon as possible to alert them to monitor and provide videotaped clips of all coverage featuring Florida Bar spokespersons.
10. Arrange for the availability of portable cellular phones, spare batteries and chargers.
11. Audio tape recorders, spare tapes and batteries.
12. Laptop computer with modem and diskettes.

