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General Counsel/Chief FOIA Officer
U.S. Railroad Retirement Board
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Chicago, IL 60611-2092
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UNITED STATES OF AMERICA
RAILROAD RETIREMENT BOARD
844 NORTH RUSH STREET
CHICAGO, ILLINOIS 60611-2092

GENERAL COUNSEL

SEP 09 2014

Re: Freedom of Information Act
Request dated August 17,
2014.

C. 14-3980

This is in response to your letter dated August 17, 2014 to the Railroad Retirement Board (hereinafter the Board) wherein you requested "a digital/electronic copy of the most recent RRB Communications Plan."

You made your request pursuant to the Freedom of Information Act.

As you are aware, the Board is an independent agency in the executive branch of the United States Government which is charged with the administration of the Railroad Retirement Act (45 U.S.C. § 231 et seq.) and the Railroad Unemployment Insurance Act (45 U.S.C. § 351 et seq.). The Railroad Retirement Act replaces the Social Security Act with respect to employment in the railroad industry.

Pursuant to your request, please find enclosed a copy of the Board's "*Crisis Management Communication Plan*" (CMCP) – April 2008.

For your information, the April 2008 version is the most recent CMCP. We are currently in the process of updating the Board's CMCP.

I trust that this is responsive to your request.

Appeal Rights.

The regulations of the Railroad Retirement Board provide that you may appeal the denial of the requested information by writing to the Secretary to the Board, Railroad Retirement Board, 844 North Rush Street, Chicago, Illinois 60611-2092, within 20 days following receipt of this letter. A letter of appeal must include reference to, or a copy of, this letter.

Sincerely,

A handwritten signature in black ink, appearing to read "Karl T. Blank". The signature is written in a cursive style with a large initial "K" and "B".

Karl T. Blank
General Counsel

Enclosure

U.S. RAILROAD RETIREMENT BOARD

**CRISIS
MANAGEMENT
COMMUNICATION
PLAN
(CMCP)**

April 2008



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Crisis Management Communication Plan

Introduction

In the event of a crisis affecting the Railroad Retirement Board, the Public Affairs Section, as part of the Administration Recovery Task Force, acts as the primary source of information about the RRB and the crisis that initiated activation of the agency's Crisis Management Communications Plan (CMCP). The Administration Recovery Task Force is managed by the Director of Human Resources.

This CMCP coordinates communications within the RRB and between the RRB and external organizations in the event of a crisis. RRB units supply information as needed and refer all requests for information to Public Affairs. The CMCP contains guidelines for the release of information to RRB customers to keep them informed of conditions, potential impacts on payments and claim/application processing, and actions being taken to restore operations. Public Affairs works closely with the Board, the RRB's Executive Committee, and RRB bureaus and offices in fulfilling its responsibilities. It is the goal of the CMCP to ensure that RRB officials and communicators are familiar with plan procedures and their roles in the event of a crisis.

Definition of a Crisis

For the purposes of this plan, a crisis is any unplanned event that:

- Results in deaths, illnesses or significant injuries to RRB employees, customers, or members of the general public,
- Shuts down or seriously disrupts RRB operations,
- Results in extensive physical or environmental damage to RRB facilities and/or assets,
- Threatens the agency's financial standing or the financial integrity of the trust fund, or
- Damages the RRB's public image or reputation.

Objectives

The objectives of this CMCP are to:

- Assess potential crisis situations and determine whether a communications response is warranted.
- Assemble a Crisis Communication Team that will make recommendations on appropriate responses.
- Implement immediate actions to:
 - Identify the internal and external contacts that should be informed about the situation,
 - Communicate facts about the crisis,
 - Minimize rumors, and
 - Restore/maintain order and confidence in the agency.

Program Responsibilities

This plan pertains to all situations requiring clear and responsive communication covering events and/or conditions which are of concern to RRB stakeholders and customers. It applies to crisis situations occurring at both RRB's headquarters facility and all its field office operations. The CMCP supplements and supports policies and procedures established in the RRB's Disaster Recovery and Continuity of Operations Plans.

Crisis Communication Team

The Crisis Communication Team is the lead unit for assessing crisis situations and formulating the agency's approach for communicating information on conditions, operational status, and the potential impact of a crisis. Upon consultation with the Administration Recovery Task Force or similarly responsible governing body, the RRB's supervisory public affairs specialist, as chief of the Crisis Communication Team, activates the team whenever a situation requires a plan of action to control communications and ensure the timely and targeted release of accurate information. Team responsibilities include:

- Evaluating the cause and effects of the crisis situation,
- Defining the audience to be targeted for information dissemination,
- Developing a communication plan of action,

- Obtaining approval of the plan of action from the appropriate governing body. (If RRB contingency plans have been activated, the plan of action is reviewed and approved by the Crisis Management Committee, whose roles and responsibilities are discussed in Section 2 of the RRB Business Continuity Plan. If contingency plans have not been activated, the RRB Executive Committee or the Board has the approval authority.)
- Selecting a spokesperson from Public Affairs/Office of Administration,
- Implementing the approved plan of action,
- Issuing information, within the scope of the approved plan of action, for release, and
- Seeking Crisis Management Committee/Executive Committee review of the release of information outside the scope of the approved plan of action.

The Crisis Communication Team will be composed of core members and adjunct members who will supplement core membership based on the nature and potential impact of the crisis. Core members of the team will include:

- Supervisory Public Affairs Specialist (Team Chief),
- Supervisory Congressional Inquiry Specialist,
- Designee of the Director of Human Resources,
- Designee of the Director of Programs, and
- Designee of the General Counsel (headquarters and Washington, D.C.).

Adjunct members may include:

- Designee of the Chief Information Officer,
- Designee of the Chief Financial Officer, and
- Other designees, as appropriate.

Crisis Communication Action Offices

Crisis Communication Action Offices have regular contact with the agency's internal and external stakeholders. The plan of action established by the Crisis Communication Team to respond to a crisis is implemented and executed by the offices identified below.

- **Public Affairs** – Public Affairs, with primary responsibility for implementation and execution of the CMCP, uses its established information dissemination conduits and coordinates with other RRB offices to ensure consistency in information released. Public Affairs acts as the voice of the agency.
- **Office of Legislative Affairs** – The Office of Legislative Affairs is the primary point of contact for communications with Congress. It transmits questions received from Congress to the Crisis Communication Team and provides advice to the team. It also supports direct communications with other organizations and Federal agencies in the Washington DC area.
- **Bureau of Human Resources** – The Bureau of Human Resources is the primary point of contact for communications with RRB employees and provides emergency contact information. It drafts information releases on work conditions and provides instructions to employees on actions to take (*e.g.*, remain at home, report to alternate sites).
- **Office of Programs** - The Office of Programs, through its field service unit, is the primary point of contact for communications with RRB customers. It provides information concerning the status of claims and applications and develops guidance for use by field office personnel in discussing crisis situations with customers.

Initial Response (0-72 Hours After Crisis)

When a crisis or potential crisis situation arises, the chief of the Crisis Communication Team assembles the team and initiates the crisis communication response process. If the situation occurs during non-work hours, the notification and recall roster shown in Appendix A of this plan is used to contact and assemble the Crisis Communication Team.

Assess the Situation

- What is known for certainty about the crisis situation?
- What is possibly true but cannot be verified yet?
- What RRB bureaus or offices are involved in or impacted by the situation?
- Who among the agency's stakeholders may be affected by the situation? How?

- What is the worst possible outcome of this crisis?
- What could be misunderstood?
- What avenues are open to the agency to prevent expansion of the crisis or to quickly alleviate/minimize its impact?
- What cannot be said in communications because of confidentiality, privacy, or other reasons?

Business Continuity Plan-based Action.--If the situation relates to a potential disaster or major disruption affecting RRB headquarters operations, the Notification and Activation Phase procedures contained in the RRB Business Continuity Plan (Section 3) will be initiated to assess conditions and make a determination as to whether or not to activate agency contingency plans.

- Upon initiation of the Business Continuity Plan Notification and Activation Phase, the Crisis Communication Team will:
 - Assemble at the RRB Emergency Command Center designated in Appendix I of the Business Continuity Plan and begin assessment of the situation.
- The activation of RRB contingency plans by the Crisis Management Committee verifies the existence of a crisis situation. Upon activation of the contingency plans, the Crisis Communication Team will:
 - Relocate to the alternate site facility identified for the Public Relations Business Continuity Team in Appendix I of the RRB Business Continuity Plan, and
 - Continue with development and implementation of the crisis response planning actions established in the remainder of this CMCP.

CMCP-based Action.--If the situation does not involve damage or major disruption of RRB headquarters operations, but poses a potential threat to the agency such as an event adversely affecting a field office, an investigation of the trust fund or a questionable action of an RRB employee, then the Crisis Communication Team will:

- Assemble in the RRB Emergency Command Center identified in Appendix I of the RRB Business Continuity Plan or elsewhere at headquarters, and
- Initiate assessment and response procedures.

Inform Management

Business Continuity Plan-based Action. --If the CMCP is being executed based on activation of the RRB Business Continuity Plan and other contingency plans, then senior management will be advised of the situation through reporting procedures established in those plans, and no further action is required by the Crisis Communication Team.

CMCP-based Action. --If the potential crisis does not stem from a Business Continuity Plan-related event, informing senior management of the situation becomes the responsibility of the Crisis Communication Team.

Initiate Spokesperson Activities

The designated spokesperson reports to the designated location and receives an initial briefing. The Crisis Communication Action Offices are alerted and the Crisis Communications Team prepares and releases an initial statement. The statement, at a minimum, includes:

- The *who, what, where, and when* of the incident,
- Sympathy for any victims and their families,
- A guarantee that the situation is being fully investigated, and
- Assurances that additional information will be forthcoming as soon as it is available.

The statement will be posted on www.rrb.gov and Boardwalk and will be distributed through e-mail and hard copies. Information for the public will also be available on the RRB's Help Line (1-800-808-0772). Information for RRB employees will be available on a listen-only voice mail box (1-312-751-4567).

Plan of Action

The Crisis Communication Team will then develop a plan of action for conducting communications throughout the response to the crisis situation. The plan will be tailored to the crisis at hand and include:

- A description of the crisis and specific impacts on RRB operations.
- Identification of the agency stakeholders impacted by the crisis, and how each is affected.

- Identification of the personnel required to supplement the Crisis Communication Team.
- The methods/channels of communication that are employed in responding to the situation and in providing timely information to affected stakeholders. These include: statements, press releases, broadcast messages and, if necessary, press conferences.

The Crisis Communication Team will present the plan of action to the Crisis Management Committee/Executive Committee for approval. If contingency plans have been activated, the plan will be coordinated through the Recovery and Emergency Coordinators prior to submission to the committee. If contingency plans have not been activated, the plan may be submitted directly to the RRB Executive Committee.

Post-crisis Activities

During the post-crisis period, efforts will be made to identify and publicize any corrective actions being taken to prevent recurrence of the crisis or to improve the RRB's response under similar conditions in the future. Media reports will be read for accuracy, where possible. There will also be an evaluation of the response to the crisis, and an update of the CMCP to incorporate "lessons learned" from the crisis.

The Crisis Communication Team will be deactivated when it is determined that no new information concerning the crisis or the RRB's response to it will be forthcoming.

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Appendix A

Crisis Communication Plan

Notification and Recall Roster

Responsibility	Organization	Title	Name	Primary Phone Number	Alternate Phone Number	Email Address(es)
Manager	OA – Public Affairs	Supervisory Public Affairs Specialist				Information available through secure access. A hard copy of the complete document is also available at the RRB's off-site facility.
Alternate	OA – Congressional Inquiry	Supervisory Congressional Inquiry Specialist				
Member	OA- Human Resources	Chief of Workforce/ Organizational Management Section				
Member	OP	Senior Policy & Systems Analyst				
Member	OGC	General Counsel				
Member	OGC - OLA	Director of Legislative Affairs				
Adjunct Member	BIS	IT Policy and Planning Analyst				
Adjunct Member	BFO	Executive Assistant				

Appendix B

Media, Railroad, Labor and Other Contacts

Associated Press

Phone: (312) 781-0500

Fax: (312) 781-1989

E-mail: info@ap.org

Aberdeen American News (South Dakota)

Phone: (605) 662-2318

Fax: (605) 225-0421

E-mail: americannews@aberdeennews.com

Albany Times Union (New York)

Phone: (518) 454-5420

Fax: Not listed

E-mail: tucitydesk@timesunion.com

Albuquerque Journal

Phone: (505) 823-3800 or (800) 577-8683

Fax: Not listed

E-mail: journal@abqjournal.com

Altoona Mirror

Phone: (814) 946-7411

Fax: (814) 946-7547

E-mail: scarpenter@altoonamirror.com

Argus Leader (Sioux Falls, South Dakota)

Phone: (605) 331-2300

Fax: (605) 331-2294

E-mail: argusnews@argusleader.com

Arizona Republic

Phone: (602) 444-8000

Fax: (602) 444-8044

E-mail: newstips@arizonarepublic.com

Arkansas Democrat-Gazette

Phone: (501) 378-3400

Fax: (501) 372-4765

Email: news@arkansasonline.com

Media, Railroad, Labor and Other Contacts—Continued

Asbury Park Press (New Jersey)

Phone: (732) 922-6000

Fax: Not listed

E-mail: business@app.com

Atlanta Journal and Constitution

Phone: (404) 526-5151

Fax: (404) 526-5746

**Mail: 223 Perimeter Center Parkway, NE
Dunwoody, GA 30345-1301**

Bakersfield Californian

Phone: (661) 395-7500

Fax: (661) 395-7519

E-mail: cbedell@bakersfield.com

Baltimore Sun

Phone: (410) 332-6000

Fax: (410) 752-6049

E-mail: businessnews@baltsun.com

Bellevue Reporter (Washington)

Phone: (425) 453-4233

Fax: (425) 453-4215

E-mail: editor@bellevuereporter.com

Billings Gazette (Montana)

Phone: (406) 657-1212 or (800) 543-2345

Fax: (406) 657-1208

E-mail: citynews@billingsgazette.com

Birmingham News (Alabama)

Phone: (205) 325-2444 or (800) 283-4144

Fax: (205) 325-2283

E-mail: tscarritt@bhamnews.com

Bismarck Tribune

Phone: (701) 250-8242

Fax: (701) 223-2063

E-mail: ken.rogers@bismarcktribune.com

Boston Globe

Phone: (617) 929-2000

Fax: (617) 929-3192

E-mail: localnews@globe.com

Media, Railroad, Labor and Other Contacts—Continued

Boston Herald

Phone: (617) 619-6457

Fax: Not listed

Mail: 70 Fargo Street, Suite 600
Boston, MA 02210-2142

Bristol Herald Courier (Virginia)

Phone: (540) 669-2181

Fax: (540) 669-3996

E-mail: webmaster@bristolnews.com

Brookings Register (South Dakota)

Phone: (605) 692-6271

Fax: Not listed

E-mail: dkott@brookingsregister.com

The Buffalo News

Phone: (716) 849-3434 or (800) 777-8640

Fax: (716) 849-3409

E-mail: gpotter@buffnews.com

Casper Star Tribune (Wyoming)

Phone: (307) 266-0500

Fax: Not listed

E-mail: darrell.ehrlick@trib.com

Charlotte Observer (North Carolina)

Phone: (704) 358-5040

Fax: (704) 358-5036

E-mail: obsbiz@charlotteobserver.com

Chattanooga Times Free Press

Phone: (423) 756-6900

Fax: Not listed

E-mail: news@timesfreepress.com

Chicago Defender

Phone: (312) 225-2400

Fax: (312) 225-9231

E-mail: editorial@chicagodefender.com

Chicago Sun-Times

Phone: (312) 321-3000

Fax: (312) 321-3084

E-mail: psmith@suntimes.com

Chicago Tribune

Phone: (312) 222-4674

Fax: (312) 222-5928

E-mail: metro@tribune.com

Media, Railroad, Labor and Other Contacts—Continued

Cincinnati Enquirer

Phone: (513) 768-8600

Fax: (513) 768-8340

E-mail: localnews@enquirer.com

Cleveland Plain Dealer

Phone: (216) 999-4800

Fax: (216) 999-6354

E-mail: National@plaind.com

The Columbian (Vancouver, Washington)

Phone: (360) 694-3391

Fax: (360) 699-6033

E-mail: metrodesk@columbian.com

Contra Costa Times (Walnut Creek, California)

Phone: (925) 935-2525

Fax: Not listed

E-mail: ccnewsrelease@bayareanewsgroup.com

The Courier-Journal (Louisville, Kentucky)

Phone: (502) 582-4011

Fax: (502) 582-4200

E-mail: aalderette@courier-journal.com

Crain's Chicago Business

Phone: (312) 649-5200

Fax: (312) 280-3150

E-mail: editor@chicagobusiness.com

**Mail: 360 North Michigan Avenue
Chicago, IL 60601**

Crookston Daily Times (Minnesota)

Phone: (218) 281-2730

Fax: (218) 281-7234

E-mail: news@crookstontimes.com

Cumberland Times-News (Maryland)

Phone: (301) 722-4600

Fax: (301) 722-4870

E-mail: dmeyer@times-news.com

Daily Herald (Suburban Chicago)

Phone: (847) 427-4300

Fax: (847) 427-1301

E-mail: news@dailyherald.com

The Daily Republic (Mitchell, South Dakota)

Phone: (605) 996-5516

Fax: (605) 996-5020

E-mail: dailynews@mitchellrepublic.com

Media, Railroad, Labor and Other Contacts—Continued

Dallas Morning News

Phone: (214) 977-8222

Fax: (214) 946-6823

E-mail: metro@dallasnews.com

Decatur Herald & Review (Illinois)

Phone: (217) 429-5151

Fax: Not listed

E-mail: gary.sawyer@lee.net

Denver Post

Phone: (303) 954-1201

Fax: (303) 954-1369

E-mail: newsroom@denverpost.com

Des Moines Register

Phone: (515) 284-8000

Fax: (515) 286-2504

E-mail: revans@dmreg.com

Detroit Free Press

Phone: (313) 222-6400

Fax: (313) 222-5981

E-mail: business@freepress.com

Detroit News

Phone: (313) 222-2300

Fax: (313) 222-2335

E-mail: newsroom@detnews.com

Devils Lake Journal (North Dakota)

Phone: (701) 662-2127

Fax: (701) 662-3115

E-mail: news@devilslakejournal.com

Dickinson Press (North Dakota)

Phone: (701) 225-8111

Fax: (701) 225-4205

E-mail: newsroom@thedickinsonpress.com

Duluth News Tribune

Phone: (218) 723-5281

Fax: (218) 720-4120

E-mail: news@duluthnews.com

Media, Railroad, Labor and Other Contacts—Continued

Florida Times – Union (Jacksonville, Florida)

Phone: (904) 359-4111

Fax: (800) 472-6397

E-mail: wayne.ezell@jacksonville.com

Fort Worth Star-Telegram

Phone: (817) 390-7400

Fax: (817) 390-7831

E-mail: newsroom@star-telegram.com

The Forum (Fargo, North Dakota)

Phone: (701) 235-7311

Fax: Not listed

E-mail: news@forumcomm.com

Fresno Bee

Phone: (559) 441-6111

Fax: (559) 441-6436

E-mail: business@fresnobee.com

Grand Forks Herald (North Dakota)

Phone: (701) 780-1244

Fax: (701) 780-1123

E-mail: ashirek@gfherald.com

Grand Junction Daily Sentinel (Colorado)

Phone: (970) 242-1313

Fax: Not listed

E-mail: dennis.herzog@gisentinel.com

Great Falls Tribune (Montana)

Phone: (406) 791-1444

Fax: (406) 791-1431

E-mail: tribcity@greatfallstribune.com

The Herald-Dispatch (Huntington, West Virginia)

Phone: (304) 526-2798 or (800) 444-2446

Fax: Not listed

E-mail: news@herald-dispatch.com

Houston Chronicle

Phone: (713) 362-7585

Fax: (713) 362-7273

E-mail: laura.goldberg@chron.com

Media, Railroad, Labor and Other Contacts—Continued

Huntsville Times (Alabama)

Phone: (256) 532-4000 or (800) 239-5271

Fax: (256) 532-4213

E-mail: htimes@htimes.com

Huron Plainsman (South Dakota)

Phone: (605) 352-6401

Fax: Not listed

E-mail: editor.plainsman@midconetwork.com

Indianapolis Star

Phone: (317) 444-4444 or (800) 669-7827

Fax: (317) 444-6600

E-mail: todd.moore@indystar.com

Jamestown Sun (North Dakota)

Phone: (701) 252-3120

Fax: (701) 251-2873

E-mail: website@jamestownsun.com

Johnson City Press (Tennessee)

Phone: (423) 929-3111

Fax: (423) 461-9558

E-mail: newsroom@johnsoncitypress.com

Joliet Herald News

Phone: (815) 729-6161

Fax: Not listed

E-mail: HeraldNews@scn1.com

The Journal (Martinsburg, West Virginia)

Phone: (304) 263-8931

Fax: (304) 263-8058

E-mail: mloensen@journal-news.net

Kansas City Star

Phone: (816) 234-4636

Fax: Not listed

E-mail: sshirk@kcstar.com

Knoxville News Sentinel

Phone: (865) 523-3131

Fax: (865) 342-6925

E-mail: news@knoxnews.com

Media, Railroad, Labor and Other Contacts—Continued

Las Vegas Review-Journal

Phone: (702) 383-0211

Fax: Not listed

E-mail: MGreeley@reviewjournal.com

Lompoc Record (California)

Phone: (805) 736-2313

Fax: (805) 737-9038

E-mail: bpoertner@lompocrecord.com

Los Angeles Times

Phone: (213) 237-5000

Fax: (213) 237-7679

E-mail: john.corrigan@latimes.com

Miami Herald

Phone: (305) 376-3722

Fax: (305) 376-8950

E-mail: nationalnews@MiamiHerald.com

Milwaukee Journal Sentinel

Phone: (414) 224-2919

Fax: (414) 224-2469

E-mail: jsmetro@journal sentinel.com

Minneapolis Star Tribune

Phone: (612) 673-4414

Fax: (612) 673-4359

E-mail: klundegaard@startribune.com

Minot Daily News (North Dakota)

Phone: (701) 857-1900

Fax: Not listed

E-mail: news@minotdailynews.com

Missoulian (Montana)

Phone: (406) 523-5200

Fax: (406) 523-5221

E-mail: newsdesk@missoulian.com

Montgomery Advertiser (Alabama)

Phone: (334) 261-1520

Fax: (334) 261-1521

E-mail: rharmon@gannett.com

Nashville Tennessean

Phone: (615) 259-8096

Fax: (615) 259-8093

E-mail: local@tennessean.com

Media, Railroad, Labor and Other Contacts—Continued

Newark Star Ledger

Phone: (888) 782-7533

Fax: (973) 877-5845

E-mail: metro@starledger.com

Newsday

Phone: (516) 843-2000

Fax: Not listed

E-mail: publisher@newsday.com

New York Daily News

Phone: (212) 210-2100

Fax: Not listed

E-mail: news@edit.nydailynews.com

New York Post

Phone: (212) 930-8000

Fax: Not listed

E-mail: sgannon@nypost.com

New York Times

Phone: (212) 556-1234 or (800) 346-9867

Fax: (212) 556-3535

E-mail: national@nytimes.com

Oakland Tribune

Phone: (510) 208-6300

Fax: (510) 208-6477

Email: mreynolds@bayareanewsgroup.com

Oklahoman

Phone: (405) 475-3311

Fax: (405) 475-3970

E-mail: cbunyan@oklahoman.com

Omaha World Herald

Phone: (402) 444-1000

Fax: (402) 345-0183

E-mail: news@owh.com

Orange County Register (Santa Ana, California)

Phone: (877) 469-7344 or (714) 796-6826

Fax: Not listed

E-mail: business@ocregister.com

The Oregonian

Phone: (503) 221-8327

Fax: (503) 227-5306

E-mail: newsroom@news.oregonian.com

Media, Railroad, Labor and Other Contacts—Continued

Patriot News (Harrisburg, PA)

Phone: (717) 255-8121

Fax: (717) 232-9307

Mail to: 812 Market Street, Harrisburg, PA 17104

Philadelphia Inquirer

Phone: (215) 854-2000

Fax: (215) 854-4794

E-mail: BusinessNews@phillynews.com

Pioneer Press (St. Paul, Minnesota)

Phone: (651) 222-1111

Fax: Not listed

E-mail: diverson@pioneerpress.com

Pittsburgh Post-Gazette

Phone: (412) 263-1100 or (800) 228-6397

Fax: (412) 263-2014

E-mail: dshribman@post-gazette.com or Ssmith@post-gazette.com

Pittsburgh Tribune-Review

Phone: (412) 321-6460

Fax: Not listed

E-mail: joravec@tribweb.com

The Press Enterprise (Riverside, California)

Phone: (951) 684-1200

Fax: (951) 368-9008

E-mail: penews@pe.com

Pueblo Chieftain (Colorado)

Phone: (719) 544-3520

Fax: (719) 544-5897

E-mail: newsroom@chieftain.com

The Record (Hackensack, New Jersey)

Phone: (201) 646-4100

Fax: (201) 457-2520

E-mail: newsroom@northjersey.com

Reuters

Phone: (646) 223-4000

Fax: Not listed

E-mail: [only](#) thru PR Newswire, etc.

Richmond Times-Dispatch (Virginia)

Phone: (804) 355-4500

Fax: (804) 775-8059

E-mail: news@timesdispatch.com

Media, Railroad, Labor and Other Contacts—Continued

Roanoke Times

Phone: (540) 981-3340 or (800) 346-1234

Fax: (703) 981-3446

E-mail: chris.winston@roanoke.com

The Sacramento Bee

Phone: (916) 321-1000

Fax: Not listed

E-mail: metro@sacbee.com

The Salt Lake Tribune

Phone: (801) 257-8742

Fax: (801) 257-8525

E-mail: pegmcentee@sltrib.com

San Bernardino Sun

Phone: (909) 889-9666

Fax: (909) 885-8741

E-mail: citydesk@inlandnewspapers.com

San Diego Union Tribune

Phone: (619) 293-1211

Fax: (619) 293-1896

E-mail: sosdnews@uniontrib.com

San Francisco Chronicle

Phone: (415) 777-1111

Fax: (415) 536-5178

E-mail: business@sfchronicle.com

San Jose Mercury News

Phone: (408) 920-5466

Fax: (408) 288-8060

E-mail: strousdale@mercurynews.com

Santa Maria Times (California)

Phone: (805) 925-2691

Fax: (805) 928-5657

E-mail: tbolton@santamariatimes.com

The Scranton Times Tribune

Phone (570) 348-9100 or (800) 228-4637

Fax: Not listed

E-mail: yesdesk@Timeshamrock.com

Seattle Times

Phone: (206) 464-2200

Fax: (206) 464-2261

E-mail: business@seattletimes.com

Media, Railroad, Labor and Other Contacts—Continued

The Selma Times-Journal (Alabama)

Phone: (334) 875-2110

Fax: (334) 875-5896

E-mail: leesha.faulkner@selmatimesjournal.com

Southtown Star (Suburban Chicago)

Phone: (708) 633-6700

Fax: (708) 633-5999

E-mail: news@southtownstar.com

The Spokesman-Review (Spokane, Washington)

Phone: (509) 459-5000 or (800) 338-8801

Fax: (509) 459-3815

E-mail: news@spokesman.com

St. Joseph News-Press (Missouri)

Phone: (816) 271-8500

Fax: (816) 271-8692

E-mail: susanm@npgco.com

St. Louis Post-Dispatch

Phone: (314) 340-8000

Fax: (314) 340-3060

E-mail: doug.wong@post-dispatch.com

Sun-Sentinel (Fort Lauderdale, Florida)

Phone: (954) 356-4000

Fax: (954) 356-4559

E-mail: alvasquez@sun-sentinel.com

Tallahassee Democrat

Phone: (850) 599-7100

Fax: Not listed

E-mail: publisher@tallahassee.com

Tampa Tribune

Phone: (813) 259-7600

Fax: Not listed

E-mail: news@wfla.com

Thief River Falls Times (Minnesota)

Phone: (218) 681-4450

Fax: (218) 681-4455

E-mail: trftimes@trftimes.com

Media, Railroad, Labor and Other Contacts—Continued

The Times-Picayune (New Orleans, Louisiana)

Phone: (504) 826-3729 or (800) 925-0000

Fax: (504) 826-3007

E-mail: citydesk@timespicayune.com

Topeka Capital-Journal

Phone: (785) 295-1111

Fax: (785) 295-1230

E-mail: news@cjonline.com

The Tribune-Democrat (Johnstown, Pennsylvania)

Phone: (814) 532-5091

Fax: Not listed

E-mail: cminemyer@tribdem.com

Tulsa World

Phone: (918) 581-8400

Fax: (918) 581-8353

E-mail: news@tulsaworld.com

The Tuscaloosa News (Alabama)

Phone: (205) 345-0505

Fax: (205) 349-0802

E-mail: doug.ray@tuscaloosanews.com

USA Today

Phone: (703) 854-5400

Fax: Not listed

E-mail: gcishare@info.gannett.com

Wahpeton Daily News (North Dakota)

Phone: (701) 642-8585

Fax: (701) 642-6068

E-mail: editor@wahpetondailynews.com

Wall Street Journal

Phone: (800) 568-7625

Fax: (800) 975-8618

E-mail: howard.hoffman@dowjones.com

Washington Post

Phone: (202) 334-6000

Fax: (703) 469-2995

E-mail: national@washpost.com

Washington Times

Phone: (202) 636-3161

Fax: (202) 529-6658

No e-mail accepted

Media, Railroad, Labor and Other Contacts—Continued

Watertown Public Opinion (South Dakota)

Phone: (605) 886-6901

Fax: (605) 886-4280

E-mail: news@thepublicopinion.com

Waycross Journal-Herald (Georgia)

Phone: (912) 283-2244

Fax: (912) 285-5255

Send mail copy: 400 Isabella Street, Waycross, GA 31501

Wichita Eagle

Phone: (316) 268-6351

Fax: (316) 268-6627

E-mail: wenews@wichitaeagle.com

Williston Daily Herald (North Dakota)

Phone: (701) 572-2165

Fax: (701) 572-9563

E-mail: news@willistonherald.com

Wyoming Tribune-Eagle

Phone: (307) 633-3117

Fax: (307) 633-3189

E-mail: dkrewedl@wyomingnews.com

Youngstown Vindicator (Ohio)

Phone: (330) 747-1471

Fax: (330) 747-6712

E-mail: tfranko@vindv.com

WBBM/AM 780

Phone (800) 784-6397

Fax: (312) 297-7822

E-mail: Not listed

WGN/AM 720

Phone: (312) 222-4700

Fax: (312) 222-5165

E-mail: wgnradio@tribune.com

ABC-TV Ch. 7

Phone: (312) 750-7777

Fax: (312) 899-8019

E-mail: Web site specifically states “Does not accept press releases by e-mail; use fax!”

WBBM-TV Ch. 2

Phone (312) 202-3248

Fax: (312) 202-3878

E-mail: Not listed; only online contact form (e-mail shows only name, not address).

Media, Railroad, Labor and Other Contacts—Continued

WMAQ-TV Ch. 5

Phone (312) 836-5555

Fax: (312) 527-5925

E-mail: Not listed; only online contact form (e-mail shows only name, not address).

WFLD FOX 32

Phone (312) 565-5532

Fax: (312) 565-5517

E-mail: Not listed; only online contact form (e-mail shows only name, not address).

WGN-TV Ch. 9

Phone: (773) 528-2311

Fax: (773) 528-6050

E-mail: gcaputo@tribune.com

CNN (Chicago)

Phone: (312) 645-8555

Fax: (312) 645-8560

E-mail: Not listed

AAR – Communications

Phone: (202) 639-2555

Fax: (202) 639-2558

E-mail: twhite@aar.org

American Short Line & Regional Railroad Association

Phone: (202) 628-4500

Fax: (202) 628-6430

E-mail: aslrta@aslrta.org

Transportation Trades Department, AFL-CIO

Phone: (202) 628-9262

Fax: (202) 628-0391

E-mail: jeniferm@ttd.org

Transportation-Communications International Union

Phone: (301) 948-4910

Fax: (301) 948-1369

E-mail: organize@tcunion.org

Brotherhood of Locomotive Engineers & Trainmen

Phone: (216) 241-2630

Fax: (216) 241-6516

E-mail: execstaff@ble.org

Brotherhood of Maintenance of Way Employes

Phone: (248) 948-1010

Fax: (248) 948-7150

E-mail: rbrassell1@aol.com

Media, Railroad, Labor and Other Contacts—Continued

Brotherhood of Railroad Signalmen

Phone: (540) 622-6522

Fax: (540) 622-6532

E-mail: signalman@brs.org

Int'l Assoc. of Machinists & Aerospace Workers

Phone: (301) 967-4500

Fax: (301) 967-4591

E-mail: websteward@iamaw.org

Int'l Brotherhood of Boilermakers

Phone: (913) 371-2640

Fax: (913) 281-8104

E-mail: calmond@boilermakers.org

Int'l Brotherhood of Electrical Workers

Phone: (202) 833-7000

Fax: (202) 728-7676

E-mail: web@ibew.org

National Conference of Firemen and Oilers, SEIU

Phone: (202) 962-0981

Fax: (202) 872-1222

E-mail: Individual e-mail address not listed; only online comment form.

Sheet Metal Workers' International Association

Phone: (202) 783-5880

Fax: (202) 662-0896

E-mail: info@smwia.org

Transport Workers Union of America

Phone: (212) 259-4900

Fax: (212) 265-4537

E-mail: j-gannon@twu.org

United Transportation Union

Phone: (216) 228-9400

Fax: (216) 228-5755

E-mail: PR@utu.org

NARVRE

Phone: (412) 563-5611

Fax: (412) 563-5612

E-mail: NARVRE1@cs.com

Media, Railroad, Labor and Other Contacts—Continued

Whitey Westphal

NARVRE

Phone: (440) 327-7125

Fax: (440) 327-7125

E-mail: WhiteyWestphal1@aol.com

National Railroad Retirement Investment Trust

Phone: (202) 589-0100

Fax: (202) 589-0200

E-mail: gressler@nrrit.com

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Appendix C

Samples of Prepared Statements

Flu Pandemic at Headquarters

The following is intended as a summary of the agency's efforts during the flu pandemic at its Chicago headquarters.

The Problem

Because of an influenza pandemic affecting the Chicago area, over 40 percent of the headquarters work force, including the Chicago district office, was unavailable for work during February 2008. This severely hampered almost all of the agency's activities, including claims processing, providing customer service, etc.

The RRB Response

As soon as the scope of the pandemic became clear, the RRB instituted a form of administrative triage. This focused on ensuring that benefit payments under the RRA and RUIA would not be interrupted. Work on long-term projects was temporarily suspended so that available employees could work in other capacities. Employees were temporarily assigned to areas where the need was greatest and many employees divided their time between areas.

Also, through news releases and public announcements, the agency was able to direct many inquiries to its field offices across the country, which were unaffected by the pandemic.

Progress to Date

The work force, over a two-week period, gradually returned to normal, with 90 percent of employees back at work by the end of that period. Work on deferred projects was gradually resumed as more employees returned to work and those who had been temporarily reassigned returned to their usual positions.

Summary

The RRB performed admirably during this crisis. By focusing on its primary mission of paying claims, it was able to prevent any interruption of benefit payments during the pandemic.

HYPOTHETICAL SUMMARY

RRB Headquarters Office Remains Open

The U.S. Railroad Retirement Board (RRB) announced that its headquarters in Chicago remains open despite the recent influenza pandemic that has swept the Chicago area. The agency also is reassuring customers that all ongoing benefit payments will continue despite the personnel shortage caused by the outbreak.

Currently, some 40 percent of the RRB's headquarters staff of over 650 employees are incapacitated by the disease and unable to report for work.

Since the RRB's headquarters facility is operating with a very limited staff, beneficiaries are asked to be patient if they have difficulty contacting the agency. The RRB's field offices outside the Chicago area are not affected by the pandemic. As a result, annuitants needing information and/or assistance are encouraged to contact their nearest RRB field office.

Most RRB offices are open to the public from 9:00 a.m. to 3:30 p.m., Monday through Friday, except on Federal holidays. Customers can find the address and phone number of the RRB office serving their area by calling the automated toll-free RRB Help Line at 1-800-808-0772. They can also get this information from the agency's Web site at www.rrb.gov.

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HYPOTHETICAL RELEASE

Guidance to RRB Field Offices on Year 2000 Issue

The following is intended as a guide for field offices in handling inquiries and correspondence concerning the agency's efforts regarding the Year 2000 issue.

The Problem

The Year 2000 issue exists because the dates in many computer systems are based on two digits for representing the year, rather than four digits (e.g., "98" instead of "1998"). If computer software is not changed before January 1, 2000, systems that process the year "00" may assume the year to be 1900 instead of 2000, potentially causing significant inaccuracies or a system failure. Therefore, virtually all Government and private sector organizations are required to modify or replace portions of their computer systems to ensure proper processing of dates subsequent to December 31, 1999.

The RRB Response

In fiscal year 1996, the RRB developed a plan to respond to the Year 2000 issue. Since that time, successful implementation and completion of this initiative has been the agency's highest priority.

The RRB's primary goal of this project is to ensure that all systems that are the foundation for the agency's ongoing operations and provide essential services to the public, including the issuance of daily and monthly benefit checks, the release of informational materials and correspondence, enrollments for Medicare, tax withholding and statements, and many other critical functions, are modified and ready for the transition to the year 2000 by the end of 1998. This will allow for a full year of testing and production during 1999 to detect possible problems before the turn of the century. The RRB also plans to complete adjustments to virtually all less essential systems by the end of fiscal year 1999.

Progress to Date

As of May 1998, work had been completed on about 40 percent of the RRB's essential systems, and those are now considered Year 2000-compliant. Work continues on the remaining systems and adjustments should be completed on schedule. About 40 percent of the agency's microcomputer applications and systems have also been modified and are now Year 2000-compliant. The agency is testing its entire inventory of personal computers to assure compliance, with a goal to equip every employee with a Year 2000-compliant pc before the end of fiscal year 1999. The agency also is working to develop programs to handle data received electronically from Federal and State agencies, railroads and financial institutions which may not be Year 2000-compliant.

Summary

The RRB has made great progress in modifying its computer systems in preparation for the next millennium, and is confident that its transition to the next century will offer uninterrupted service and continuous, high-quality operations.

May 1998

RRB Ready For Year 2000

The U.S. Railroad Retirement Board is advising beneficiaries that all of the agency's computer systems are Year 2000 (Y2K) compliant.

An independent Federal agency headquartered in Chicago, the Board administers the \$8 billion-a-year benefit programs provided under the Railroad Retirement and Railroad Unemployment Insurance Acts covering the nation's railroad workforce and their families.

The Board's computer systems generate payment information, issue informational notices, enroll beneficiaries in Medicare, withhold Federal income tax and perform other functions essential to the agency's ongoing operations and service to the railroad public. The Board has updated all of these systems, and conducted a series of comprehensive tests to ensure that all programs and interfaces between the various systems are fully functional in the new year.

The agency's most important information exchange systems are with the Department of the Treasury, the Social Security Administration and the Health Care Financing Administration. The Board exchanges data with the Department of the Treasury in order to issue benefit payments, and coordinates benefit payments and Medicare activities with the Social Security Administration and the Health Care Financing Administration. The Board has been working closely with these partner agencies to ensure that the data exchanges will function correctly in the year 2000.

Railroad retirement annuity payments are generally issued on the first day of the month except when the first day of the month is a Sunday or Federal holiday, in which cases payments are issued on the next business day. Because January 1, 2000, is a holiday, the first railroad retirement annuity payments of the year 2000 will be dated January 3.

While the Board does not anticipate any disruption in operations at the start of the new year, contingency plans are in place in the event problems arise. The agency will be fully staffed on January 3.

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RRB New Orleans Office Operations Diverted

The Railroad Retirement Board's district office in New Orleans is closed due to Hurricane Katrina. Work performed by this office has been diverted to other RRB offices. The addresses and phone numbers of offices closest to the areas affected by the hurricane are:

Houston, Texas - 1919 Smith, Suite 845, 77002-8051, (713) 209-3045

**Little Rock, Arkansas - 1200 Cherry Brook Drive, Suite 500, 72211-4113,
(501) 324-5241**

**Fort Worth, Texas - 819 Taylor Street, Room 10G02, P.O. Box 17420, 76102-0420,
(817) 978-2638**

**Birmingham, Alabama - Medical Forum Building, 950 22nd St. North, Suite 426,
35203-1134, (205) 731-0019**

Jacksonville, Florida - 550 Water Street, Suite 330, 32202-5177, (904) 232-2546

As soon as the local telephone company can perform the necessary programming, calls made to the New Orleans office telephone number will automatically be transferred to the Little Rock office.

Most beneficiaries on Direct Deposit should be able to access their funds. However, checks for retirement, survivor, unemployment and sickness benefits cannot presently be delivered by the Postal Service to the affected areas. In order to expedite receipt of payments, the RRB will, upon contact by any individual due payment, request the Treasury Department to reissue these payments to a new address provided by the affected party. The RRB also has information about some temporary locations where checks can be picked up.

The RRB is providing information on its Web site (www.rrb.gov), through its toll-free Help Line number (1-800-808-0772) and through public service announcements regarding actions that can be taken to obtain needed services. In addition, persons can go to the U.S. Postal Service's Web site (www.usps.com) and click on the Hurricane Katrina Service Updates button to see the latest information on delivery to affected areas.

There are about 31,000 railroad retirement beneficiaries and about 9,000 active railroad workers residing in Louisiana, Mississippi, and Alabama.

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RRB New Orleans Office Reopens December 12, 2005

The Railroad Retirement Board's district office in New Orleans is scheduled to reopen on Monday, December 12, 2005. Telephone service and mail delivery to the New Orleans office will also resume on that date. Phone calls and mail delivery had been diverted to the RRB's Little Rock and Houston offices, respectively, while the New Orleans office was closed.

The New Orleans office will resume limited in-person service in December 2005 to various locations in Louisiana, Mississippi, Alabama, and Florida for the convenience of persons who are not able to utilize the services of the office in New Orleans. Customers needing such in-person service should contact the office for an appointment. The address, telephone, and fax numbers of the office are:

**U.S. Railroad Retirement Board
500 Poydras Street, Room 1045
New Orleans, LA 70130
Tel. (504) 589-2597
Fax (504) 589-4899**

The New Orleans office appreciates the patience and understanding that its customers have shown these past few months and wants to assure all of them that the level of service to which they were accustomed prior to Hurricane Katrina will continue.

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Appendix D

Dealing With the Media

Identifying a Dedicated Spokesperson

Only qualified personnel from the RRB Public Affairs Section will be assigned to interface directly with the media. A single individual should be designated as the primary spokesperson to represent the RRB, make official statements, and answer media questions throughout the crisis. A back-up to the designated spokesperson should also be identified. All contacts will be recorded and summarized in a contact log.

Media Center

The Life Safety Control Room, located on the 1st Floor of the RRB headquarters building, will be the agency's media center, unless a substitute location is identified. It will be used for any interviews during a crisis.

Media News Conferences

The RRB will only conduct news conferences in response to significant events affecting operations. Each news conference, and the information to be disseminated during the conference, will be approved in advance by the Crisis Management Committee/ Executive Committee.

Prepared Statements

The immediate issuance of prepared statements provides the agency the greatest opportunity to control events. At a minimum, the agency's first news release should include the who, what, when, and where of a situation and show concern. It should include the facts that have been gathered and confirmed from reliable sources. An example of a generic initial prepared statement is as follows:

"A (what happened) at (location) involving (who; e.g., persons, bureaus, offices) occurred today at (time). The incident is under investigation and more information is forthcoming."

As the crisis progresses, and new information and facts become available, follow-up prepared statements will be developed

Collateral Materials

Information brochures and/or fact sheets about the RRB will be maintained by Public Affairs for distribution to reporters or anyone else seeking information about the agency for background purposes. The Public Affairs staff will also be prepared to develop background materials concerning the areas of the agency that are the most affected.