

A P P E N D I X

SAMPLE CRISIS COMMUNICATION PLAN

To help you assemble your own business continuity plan, we've included a sample one that was used for a retail technology company. This was a medium-sized business, so some of the plan elements may be geared to a larger organization with more layers of decision making than yours. But the process remains the same, even if you're a mom and pop company with just a few employees.

Many of the roles and/or responsibilities can be assigned to the same person, reducing the size of the response team. Your own company may not need all the assigned functions either, but you should give consideration to each step in the plan before you decide to discard them or add them in later.

[ORGANIZATION]
CRISIS COMMUNICATIONS PLAN
TABLE OF CONTENTS

OBJECTIVES

CRISIS COMMUNICATIONS POLICY

Crisis Command Center Team
Subject Matter Experts (SME’s).....
Crisis Command Center (CCC).....
CCC Requirements.....
 CCC Activation.....
CCC Team Responsibilities.....
 Crisis Command Manager.....
 Crisis Command Center Team.....
 Spokesperson Responsibilities
 Interview Requests
 Initial Incident Fact Sheet.....
 Media Liaison Responsibilities
 Media Briefing Center
 External Communications Specialist.....
 Internal Communications Specialist
 Internal Communications Overview
 Community/Shareholder Communications Specialist.....
 Telephone Procedures
CCC Administrator.....
Legal Specialist
Subject Matter Experts (SME’s)
Post Crisis Evaluator
On-site Communications.....
CCC Exercises.....
 Frequency.....
 Procedures
 Followup.....
Additional Resources
 Copy Centers
 Delivery Services
 Employment, Temporary
 Food.....
 Hotels
 Post Office
 Rentals.....
 Supplies, General
 Supplies, Graphics Arts
 Supplies, Photos.....
 Transportation.....
 Other

OBJECTIVES

- To formulate and channel accurate information to internal and external audiences during a crisis.
- To ensure that targeted audiences receive crisis-related information through the most efficient, expedient channels.
- To take preventative steps ahead of predictable crises to avoid communication gaps during an emergency.
- To create a plan that is adaptable and can be used for making necessary announcements with the least possible disruption to the normal course of business operations and the corporation's bottom line.

CRISIS COMMUNICATIONS POLICY

In an emergency or crisis situation involving an [organization] activity, operation or employee, the company's general policy shall be to provide internal and external publics with full and accurate information as soon as possible. Such information must always be based on verifiable facts.

In these situations, it is essential that an attitude of honesty, reasonableness and cooperation be maintained at all times whenever dealing with these publics. Such information, however, must be consistent with the safety of all [organization] personnel and with the security of the company's property and operations.

CRISIS COMMAND CENTER TEAM

Megan Douglas Corporate Communications Supervisor	Work: (555) 634-6266 Home: (555) 391-5937
Rob Barker CCC Manager	Work: (555) 391-6324 Home: (555) 935-9924
Renee Jones Corporate Communications Coordinator	Work: (555) 491-6247 Home: (555) 820-5811
Elaine Walesby Investor Relations	Work: (555) 391-5160 Home: (555) 435-1356
Tom Charles Corporate Counsel	Work: (555) 391-6542 Home: (555) 636-4567
Debbie Pearson Events Supervisor	Work: (555) 391-6217 Home: (555) 435-1245
Lisa Lynn Media Supervisor	Work: (555) 391-6234 Home: (555) 643-0568
Art Smith Hill & Knowlton	Work: (555) 343-5878 Home: (555) 453-2122

SUBJECT MATTER EXPERTS (SME'S)

When necessary the following individuals can be contacted to serve as Subject Matter Experts (SME's) on specific topics:

DISTRIBUTION

Robert Dong
VP of Operations

Work: (206) 391-6789
Home: (206) 435-3421

FACILITIES

Gary Rustan
Facilities Manager

Work: (206) 391-5398
Home: (206) 425-1211

FINANCE

Carolyn Smyth
SVP of Finance

Work: (206) 465-9865
Home: (425) 323-1211

HUMAN RESOURCES

Jim Francisco
VP, Human Resources

Work: (206) 373-0506
Home: (253) 234-1132

INFORMATION SERVICES

Brad Bowden
VP, Information Services

Work: (206) 455-6900
Home: (253) 990-5436

LOSS PREVENTION

Rick Smathers
Director of Loss Prevention

Work: (206) 392-1322
Home: (425) 880-6578

MERCHANDISING

Ed Thompson
VP of Merchandising

Work: (206) 392-1343
Home: (360) 455-8045

RETAIL OPERATIONS

Nancy Douglas
VP of Store Operations

Work: (206) 392-1433
Home: (425) 455-1311

REAL ESTATE

RJ Rogers
VP of Real Estate

Work: (206) 391-6879
Home: (360) 543-6677

SHIPPING/RECEIVING

Jim Wooden
Corporate Services Supervisor

Work: (206) 391-1222
Home: (360) 990-6500

CRISIS COMMAND CENTER

If the situation warrants, the CCC Manager will direct that communication functions be centralized in the Crisis Command Center.

Crisis Command Center Location

- Conference Room #2-D

Alternate Site if #2-D is Inoperable

- Training Room #6-B

Center Features

- Centralized access to all departments/floors
- Formal reception area nearby to receive media (Room #2-E)
- Two copy centers nearby
- Close proximity to communication staff offices
- Supply closet down hall
- Multiple phone lines

CCC Satellite Operations

At times, a crisis may warrant the establishment of a satellite Crisis Command Center at the site of the crisis or at a remote facility should headquarters become unavailable. This may include a robbery with employee fatalities, an extended hostage situation or a natural disaster.

The CCC Manager is responsible for making this determination after assessing the situation and consulting with CCC Team Members.

Identified locations

Starbucks
1101 Main St.
Issaquah, WA

McDonalds
122 S. State St.
Issaquah, WA

Law Offices of Pike & Real
433 3rd Ave., Suite 220
Seattle, WA

CCC REQUIREMENTS

If the CCC is activated, some or all of the following items should be added to the room:

- 3 computers (from CCC team offices)
 - 2 Laptops from IS – ext. 5770
- Printer for computers
 - Spare toner cartridges & paper
- Extra telephones (from team member offices)
 - Speakerphone from 2-E
- Powers strips/extension cords
- Dry markers for wall board
- Crisis Toolkit #1 (see appendix)
- Calculators
- Company cellphones with chargers
- Personal cellphones with chargers
- Corporate credit card

CCC ACTIVATION

In a crisis situation, the Crisis Command Center will be called into action three ways:

1. At the direction of the Corporate Communications Team
2. At the direction of the CEO or President
3. At the direction of the CCC Manager

When the Crisis Command Center Is Activated . . .

When contacted by the CCC Manager, perform the following tasks immediately:

- Call forward your phone to the CCC:
- Procedure:
 - Dial *3
 - Enter CCC extension
 - Three beeps will confirm forwarding
- Instruct a coworker to cancel your appointments in four-hour increments.
- If your phone has been designated as a CCC telephone, take it with you.
- Take your Crisis Plan Binder.
- If your computer has been designated as a CCC terminal, get coworkers to assist you with bringing it to the communications center.
- Proceed to the CCC where the CCC Manager will further direct you.

Once the CCC Team is assembled, the Crisis Command Center Manager will:

- Instruct the receptionist/switchboard that any incoming calls from the media are to be forwarded to the CCC.
- Post signs on CCC door limiting access to room.
- Assign two team members to install equipment (phones/PC's).
- Inform reception area that media representatives may be arriving and to have them wait in reception area until a CCC Team Member meets them.
- Contact CCC Team alternates if primary team members are unavailable.
- Contact president's administrative assistant so she can inform the senior management team, letting them know that the CCC is active and that further information/status reports are forthcoming.
 - Her number is: (206)391-4355
- Begin immediate fact finding investigations to determine crisis status and key players.
- Instruct all key players that no statements are to be made to the media or staff unless the CCC directs them to do so.

CRISIS COMMAND CENTER TEAM RESPONSIBILITIES

CRISIS COMMAND CENTER MANAGER

General Responsibilities

- Assess the situation and call the necessary members of the Crisis Command Center into session.
- Direct the CCC Team in crisis management, containment and resolution.
- Mobilize appropriate departments and Subject Matter Experts (SME's) in the company to assist with crisis.
- Keep senior management informed of the status of all pertinent crisis communications.
- Authorize crisis-related expenditures and communications.

Skill Set

- Extensive knowledge of communication process and, in particular, a detailed working knowledge of media relations techniques.
- Strong organizational decision-making capabilities.
- General understanding of operating procedures for a variety of crisis scenarios.
- Familiarity with the organizational structure and roles of key personnel involved in the incident.
- Coaching and facilitation skills.

Duties - Mobilization

- Initiate call down roles.
- Assign and post roles.
- Assign on-scene team, if necessary.
- Receive updates from site.
- Update senior management on situation.
- Ensure sufficient resources are in place.
- Ensure first communications to the media are being developed.

Duties - Sustained Response

- Participate in the CCC policy and decision-making process and ensure the senior management team is advised of policies and decisions.
- Develop and adjust the communication strategy during the course of the crisis in consultation with the CCC.
- Periodically review the effectiveness of the communication response and adjust the roles as required. If the response continues for more than 12 hours, assign shifts.
- Ensure that external communication activities between the site and the CCC are coordinated to ensure message consistency.

- Ensure the CCC is supported in the planning and execution of contacts with appropriate government officials.
- Ensure the appropriate senior company representatives are utilized as company spokespersons.
- Set up and manage the news release approval process.

CRISIS COMMAND CENTER TEAM RESPONSIBILITIES

General Responsibilities

- Secure necessary assistance, support and materials to meet crisis needs.
- Serve as conduits of key information, conducting fact finding missions and verifying information as it comes in.
- Formulate strategies for addressing primary and secondary crisis components and indicators.
- In conjunction with Corporate Communications, assist with the creation and distribution of external and internal information through most effective channels.
- Conduct follow-up evaluations in the chronic crisis phase.

SPOKESPERSON

Answer media inquiries about the crisis in a way that is clear, concise, accurate and timely so that the reporting accurately covers the facts and offers a balanced view of the incident.

General Responsibilities

- Serve as contact person for all media queries regarding crisis.
- Activate Media Briefing Room and oversee its operations.
- Organize equipment and supply needs for the briefing room.
- Maintain up-to-date and readily accessible phone/email list of media contacts.

Skill Set

- Previous training in media relations.
- Skilled at using clear, concise language, particularly when under pressure.
- Practical media interview experience as part of regular job.
- Working knowledge of all the company's operations and facilities.
- Knowledge of how the media process works during a crisis.

Duties - Mobilization

- Determine whether the primary Media Briefing Room will be located at Corporate HQ, at a remote location or at the scene of the crisis.

If a Media Briefing Center is established remotely or on the scene of crisis:

- Take one of the toolkits.
- Provide the CCC Manager with the details concerning Media Briefing Room location, phone number, and travel arrangements.
- Get background updates.

Upon arrival at the crisis site:

- Work with on-scene officials to develop a situation analysis.
- Gather initial statements and details.
- Decide who is responsible for the news conference.
- Determine if technical and senior spokespeople are required.
- Brief the CCC Team on the situation and maintain regular contact.
- Provide the CCC Manager with media briefings as necessary.

Once a situational analysis is completed:

- Work with the External Communications Specialist to prepare the initial release using known facts.
- Get the initial release approved.
- Coordinate the initial release distribution to the media.
- Start the media response.
- Develop daily media schedule.

Duties - Sustained Response

- Respond to all media inquiries in a timely, accurate, and sincere manner.
- Pass uncompleted requests for information to the CCC Manager for further action.
- Link into the media monitoring and analysis process to ensure tracking of response for possible correction. Request specific tracking of certain sensitive interviews.
- Participate in the information updates conducted by the CCC Manager.
- Advise CCC Team of potential issues identified from interviews so strategies can be modified and appropriate information gathered.
- Working with the CCC Team, organize and conduct news conferences, briefings and photo opportunities.
- Coach CCC members and senior managers before interviews or conferences.

The Spokesperson shall serve as the primary contact point for all media queries and shall hold media briefings in the Media Briefing Room, if necessary.

General Guidelines

- Fact sheets and corporate profiles containing background information about (organization) should be prepared in advance for distribution in media briefings. Fact sheets should answer the most often asked questions.
- As necessary, brief, concise statements should be prepared by the CCC team. Once approved, the Spokesperson should immediately release it to the media by the customary channels. The Spokesperson should be careful not to offer additional information beyond what has been approved, but should promise to provide additional facts as they become available.
- Reinforce the (organization)'s commitment to assist the media whenever possible but remind them of the company's policies and reasons for protecting the identity of employees or other matters of privacy.
- While on company property, the media should be limited to specific areas as directed by the CCC Manager and/or Spokesperson. Ideally, this area should be the Media Briefing Room.
- When the media operates off-site, never interfere with their fact gathering and filming. Reports or photos of company personnel interfering with or threatening media representatives will probably cause more problems than unwanted coverage.
- Protect at all times the identities of anyone injured or killed as a result of the crisis until the victim's family can be notified by the proper authorities. Only the CCC Manager can authorize the release of victim's names.
- Never say "no comment." If you don't have the facts at hand, tell the media you will get back to them as facts become available.
- Be as straightforward and honest as possible. If you lie or tell half-truths you will be caught sooner or later. Bad news can't be hidden; the media will get their information elsewhere.

If the Spokesperson is unavailable:

DO respond clearly and accurately to questions about the following:

- 1 **What** happened.
- 2 **Where** it happened (as specifically as you can ascertain).
- 3 **When** it happened (time and date only).
- 4 **What** equipment, facilities or products were involved.
- 5 **Factual assessment** of current situation.
- 6 **Number known injured, taken to hospital or dead** (no names).

DO NOT speculate and **DO NOT** attempt to answer questions about the following:

- 1 Monetary estimates of damage
- 2 Insurance coverage
- 3 Possible causes
- 4 Blame or responsibility
- 5 Anything that might imply company liability, fault or negligence.

FINALLY . . .

- **If in doubt, leave it out.** If you don't know the answer, when appropriate, say you will try to find out and call back as soon as possible.
- **Nothing is ever "Off The Record."** Assume everything you say will be quoted.
- If possible, **keep a record** of whom you've spoken to (including phone numbers) and what facts you've released to the media.
- **Report any and all media contacts immediately** to the CCC Team.

A more in-depth set of guidelines for dealing with the media during a crisis can be found in Appendix 'D' in this guide.

SPOKESPERSON RESPONSIBILITIES

INTERVIEW REQUESTS

The decision whether or not to accept media interviews is a serious matter in a crisis situation. Before accepting or rejecting an interview, ask yourself the following questions:

- What do we have to gain by participating? If you have absolutely nothing to gain then you probably shouldn't accept. Also, if the risk factors outweigh the expected gain, you probably also want to pass.
- What are the risk factors? This is based on the level of comfort with the medium, who the interviewer is, the amount of preparation time you have, and how much the organization will be damaged if the media does a story without your participation.
- Are you really in control? The media may try to go around you; sometimes management will go around you. You need to appraise these risks realistically. One way is to make it clear to all who the official Spokesperson is.
- Can we get our message across? If you answer yes, then you have to make sure your Spokesperson understands the message and is able to explain it in everyday language.
- Who is the audience? An important factor is the audience itself. A local newspaper audience may be more responsive to your message than outsiders and may be a good place to start.
- Is there another way? Can you provide the media with the information they need in statement form, in Q&A form, or on background not for attribution? Is there someone else outside the company – an association, scientific or academic person – who may be able to deliver a similar but more credible message?
- Is it your company's fight? The media loves controversy and you can be drawn into one simply because you are willing to talk.
- How will audiences not directly in the coverage area be affected? You must consider the impact of what you say on customers, suppliers, shareholders and employees at other locations. Remember the Barilla CEO story. News travels fast and globally these days.
- How would your CEO and other members of your management react? In the final analysis you have to explain your recommendation or action to them. You probably have some clues from their reactions to previous interviews.
- Do you have a credible, trained Spokesperson? Media training can be calculable but you are not going to have time for it when the request for an interview is made. The time to train is in advance of the need.
- Are you playing damage control or are you trying to influence opinion? Some media give you a better opportunity to explain ideas in depth than others.
- Are the photos that are going to run simultaneously with the story or TV news report going to enhance your message or conflict with it? You may be able to provide pictures or camera access that will help.

INITIAL INCIDENT FACT SHEET

What happened? _____

How did it happen? _____

Do you know the cause? _____

Where did it happen? _____

When did it happen? _____

Was anyone injured? Killed? _____

Is there any immediate danger? _____

What is being done to control the problem? _____

MEDIA LIAISON RESPONSIBILITIES

Depending on the size of the business, the Spokesperson and Media Liaison roles can be filled by a single person.

Role

- To ensure the media are accommodated in a way that is cooperative and facilitating so that they can do their jobs as effectively and efficiently as possible.

General Responsibilities

- Serve as liaison to the media.
- Supervise the set up and operation of the Media Briefing Room.
- Work closely with the Spokesperson to ensure that the media's information and facility needs are met.

Skill Set

- Event management experience.
- Interpersonal skills.
- Working knowledge of media needs during crisis.
- Understanding of (organization's) operations, security procedures and facilities.

Duties – Mobilization

- In coordination with the Spokesperson, identify the location for the Media Briefing Room and waiting area.
- Install Media Briefing Room signage.
- Set up and supply Media Briefing Room.

Duties – Sustained Response

- Arrange security procedures for media.
- Coordinate distribution of media ID/visitor badges.
- Staff Media Briefing Room as necessary.
- Let media know the Media Briefing Room is available for them.
- Ensure members of the media are escorted at all times while on (organization) property.
- Tell media of new status reports, news releases, and news conference schedules.
- Provide additional information, backgrounders and photo opportunities as appropriate.
- Serve as chairperson of news conferences, setting parameters and introducing key (organization) officials such as the Spokesperson.

MEDIA BRIEFING CENTER

If deemed necessary, a Media Briefing Room can be set up in the [name of conference or meeting room]. The Media Liaison is responsible for supervising its set up and operation.

- Assign a staff person to direct/guide media from the reception area to the Media Briefing Center.
- Set up a speaker's podium.
- Set up a flip chart with pad and make sure there are markers.
- Install power strips in wall outlets to ensure enough plug-ins.
- Distribute I.D. badges to media representatives.
- Provide the media with backgrounders and fact sheets as well as a list of nearby restaurants and hotels.
- If the crisis appears to be extended, arrange for soft drinks, coffee, cups and light snacks.
- Do not direct reporters to the cafeteria for food/drink items. Their contact with (organization) staff should be extremely limited.
- Assign the nearest restrooms as "media only" to prevent media from mixing with staff during the crisis.
- Establish a briefing schedule for the media. Post the next briefing time on the flip chart before you leave the room.
- If presentations are used in the briefing, assign a staff member to operate the equipment and lights.
- Ensure media has access to wi-fi, including the logins and passwords to any protected connections.

EXTERNAL COMMUNICATIONS SPECIALIST

Depending on the size of the company, this function may be combined with the Spokesperson role and/or Media Liaison role.

Role

- To develop and deliver external communications that are consistent with internal messages.

General Responsibilities

- Serve as lead for the development and production of all media related communications.
- Act as primary expert regarding media actions and reactions to crisis.
- Work closely with other communications specialists to generate necessary materials and mobilize resources.
- If not the designated Spokesperson, work closely with Spokesperson and/or Media Liaison to coordinate media releases, briefings and interviews.
- This is not an outward facing role, but one of continuous production and support.

Skill Set

- Strong writing skills that allow quick and accurate communications.
- Familiarity with media relations and procedures.
- Broad knowledge of company operations and areas.
- Solid knowledge of print, trade and broadcast media.

Duties – Mobilization

- Establish procedures for information updates with CCC Manager.
- Ensure that all backgrounders, information kits and supporting materials are readied for distribution.
- Work closely with other members of the CCC Team to assess the situation and determine strategies and tactics for external responses.
- Prepare the first news release.
- Handle social media posting duties.

Duties – Sustained Response:

- Work with the CCC Manager and Spokesperson to develop necessary media materials.
- Brief the Spokesperson on key messages, statements, news releases and media tactics.
- Write and produce all external communications as directed by the CCC Manager.
- Identify appropriate communication methods and communicate the message.
- Respond to media inquiries if directed.
- Recommend communication strategies and tactics.
- Develop messages and arrange approvals.
- Manage social media.

INTERNAL COMMUNICATIONS SPECIALIST

Role

- To deliver timely and accurate communications to employees which are consistent with external messages.

General Responsibilities

- Serve as lead for the development and production of all internal communications intended for employees.
- Act as primary expert regarding employee reactions to crisis.
- Work closely with other communications specialists to generate necessary materials and mobilize resources.

Skill Set

- Strong writing skills that allow quick and accurate communications.
- Familiarity with corporate culture and procedures.
- Broad knowledge of company operations and areas.
- Working knowledge of employee communication tactics and channels.

Duties – Sustained Response

- Initiate communication to employees.
- Identify appropriate communication methods and communicate the message.
- Reformat news releases and distribute them using appropriate distribution channels.
- Respond to employee inquiries.
- Recommend communication strategies and tactics.
- Develop messages and arrange approvals.

The Internal Communications Specialist is responsible for internal communications and can offer more specific recommendations concerning the creation and distribution of emergency communications to employees.

- If the crisis requires immediate action on the part of employees, contact by phone one or more key employee(s) in the affected area(s) and instruct them on what to do.
- Ensure that all communications distributed to the media are released internally simultaneously. In cases of media briefings, create an employee summary of the relevant points covered.
- Address employee concerns at all times in communications. Select appropriate communication channels to relay approved information.
- Protect identities of victims at all costs. Do not release information or names of injured or dead until the authorities notify next of kin.
- Explain to those involved in a crisis situation that it is in their best interest not to be interviewed by the media. During an interview under stressful conditions, they may inadvertently say something that could jeopardize their own safety or the safety of others.

COMMUNITY/SHAREHOLDER COMMUNICATIONS SPECIALIST

If the company is small, this role may be simultaneously handled by the External or Internal Communication Specialist or another member of the CCC Team.

Role

- Handle public inquiries about the incident and deal with them accordingly in a way that is clear, concise, accurate and timely so that shareholders and key community publics have all the facts and information they need.

General Responsibilities

- Respond to all public inquiries in a timely, accurate, and sincere manner.
- Serve as point person for calls from the public.
- Participate in information updates conducted by the CCC Manager.
- Serve as liaison with the on-site CCC team member to maintain consistency and provide support where required.

Skill Set

- Experience or training in community/investor relations.
- Skilled at using clear, concise language, particularly when under pressure.
- Working knowledge of all the company's operations and facilities.
- General level knowledge of the incident, management procedures, and the individuals responsible for specific areas.

Duties - Mobilization

When you arrive at the CCC, find out:

- Set up public/shareholder response space and phone.
- Communicate via news releases that public calls will be taken via a 1-800 number, social media or other communications channel.
- Alert receptionist that all calls from the public must be forwarded to you.
- Start public response.

Duties - Sustained Response

General Tips For Dealing With The Public

- Immediately state facts proactively to callers. Be open and honest and tell them what you know.
- Maintain a continual flow of information to the public, including small changes.
- Involve the community in the response and decision-making process.

Dealing With Visitors

Visitors may be of several types, including:

- Officials
- Media with legitimate needs for information
- Members of the Board of Directors
 - Employees wishing to help
 - Bystanders and curious members of the public
- Clear instructions must be given to Security regarding the type of visitor to be admitted, which depends on the current state of the emergency.
- A record of all visitors must be maintained.
- Requests for access to the crisis site must be referred to the CCC Manager.
- Visitors must always be accompanied by an (organization) employee who must ensure that visitors do not impede the crisis response process.

TELEPHONE PROCEDURES

General Guidelines

- Always answer the phone with “(organization) Communications Center. How may I help you?”
- Be courteous.
- Record calls on a Telephone Call Sheet.

If a Spokesperson isn’t available

- Say: “All spokespersons are currently on the telephone. If you would like to leave a message, I will have one of them return your call as soon as he or she is available.”
- Be sure to ask the call the following information and record it on the Telephone Call Sheet:
 - Name
 - Organization
 - Phone Number
 - Information they are requesting
 - Urgency

If a Caller is upset

- Be a good listener; don't interrupt.
- Assess the urgency (by the tone of their voice).
- Ask for details.
- Reassure the caller that you will get help or information as soon as possible.
- No matter what, do not comment on the incident.
- Instead, say: "I'm sorry, but I'm not in a position to give you that information. I will have a Spokesperson get back to you as soon as one is available."

If a caller is rude

- No matter what the caller says, remain calm and don't interrupt.
- Maintain an attitude that "the caller is always right."
- Do not offer a personal opinion.
- Complete the Telephone Call Sheet and follow through just like you would any caller.
- Don't argue, just listen and be courteous and helpful.

If a caller is in the lobby and wants to speak with someone

- Advise the caller that you will have to speak with the CCC Manager and call him or her back.
- Ask the caller to leave his or her name and number with the security officer.
- Advise the caller of the next news conference time, if appropriate.

CCC ADMINISTRATOR

This position is not required or can be combined with other duties. An executive assistant or administrative assistant would be ideal for this role.

General Responsibilities

- Maintain operational capability of Emergency Communication Center, including supplies and equipment.
- Ensure all members of the CCC Team and SME's are contacted.
- Monitor and record all CCC communications. Coordinate duplication and distribution as directed by CCC Manager.
- Make necessary arrangements for delivery/rental of additional resources.
- Work with other CCC Team members to activate CCC facilities, including rest area, supply area and Media Briefing Room.

LEGAL SPECIALIST

General Responsibilities

- Review all CCC communications for legal and regulatory compliance.
- Serve as approval point for Legal department.
- Serve as primary expert in legal matters.

SUBJECT MATTER EXPERTS

General Responsibilities

- Serve as primary expert on specific operational/procedural areas.
- Mobilize respective department's personnel and resources in support of CCC.
- Remove roadblocks to resolution of crisis.
- Serve as liaison between CCC and respective department(s).

POST-CRISIS EVALUATOR

General Responsibilities

After a crisis has passed, the CCC Manager will assign a Team Member to head up and author a post-crisis evaluation. This evaluation will include:

- Analysis of strengths and weaknesses of crisis-related actions.
- Recommendations for improving the crisis response system.
- Timelines for adopting improvements.

This report shall be reviewed by the entire CCC Team and sent to Senior Management with recommendations for updating and/or improving the process.

ON-SITE (REMOTE) COMMUNICATIONS

Some crises will dictate that a CCC Team member be sent to the scene of a crisis in progress to handle communication needs. When the CCC Manager deems this is necessary, the following procedures and guidelines come into play.

If the crisis is outside of Western Washington, the CCC Manager will assign an on-site representative and determine the most expedient mode of transportation.

On-site representative will take a Tool Kit. Supplies may include:

- Cellphone
- CCC manual
- Flashlight
- Flashlight batteries
- GPS
- Digital camera
- Binoculars
- Watch/clock
- Cash
- Company credit card
- Pen & paper
- Company phone directory
- Blanket
- Aspirin/Tylenol
- Hard candy/gum
- Tissues
- Tape/safety pins
- Safety pins/tape
- Tablet 4G/LTE/wi-fi or PC with wi-fi

Upon Arrival

- If the media is already present, identify yourself and tell them you will return promptly with as much information as possible. Indicate you will provide updates on behalf of the company.
- Establish a site for announcing the news as you receive it.
- Ensure that you have cellphone and/or wi-fi service.

Conduct Fact Finding

- Locate the (organization) manager/lead on-site and identify yourself and make your services available.
- If the individual has time, have him/her describe situation. If not, get as much information as possible from others.
- Contact the CCC to coordinate on-site responses and mobilize necessary support services.

Releasing Statements

- Draft a statement of pertinent facts and have it approved by the CCC Manager.
- Meet with the media at the predetermined point and read the statement.
- In cases of personal injury do not respond with names or details other than situation facts until notification has been made to families and the CCC Manager authorizes disclosure.

Working With the Media

- Having established yourself as the primary contact for the company on-site, the media will usually look to you to provide as much information as possible. Be calm and cooperative at all times.
- Media representatives are not allowed inside company property unless approved by the CCC Manager. When the situation warrants, a designated team member can coordinate the posting of security. Whenever possible, however, try to use common courtesy and provide the media with a comfortable place to wait off property.
- The media will attempt to film persons involved in the crisis. For the safety of employees, do not allow media to film or interview those involved.

Working With Employees, Clients & Victims of the Crisis

- Be calm and encouraging to the persons involved in the crisis.
- Explain to those involved in a crisis situation that it is in their best interest not to be interviewed by the media. During an interview under stressful conditions, they may inadvertently say something that could jeopardize their own safety or the safety of others.
- In the event of injury or death, you may speak on behalf of the company in expressing the (organization)'s concern and in commending the behavior of those employees at the scene.
- In a crisis involving field offices, provide clients with a list of alternative store/office locations and provide directions to the nearest store/office if possible.

Working With Families of Victims

- In any crisis involving injuries, death or hostage situations, families and friends of victims may come to the scene. Dealing with these families will be another part of the communicator's role.
- In any crisis (robbery, hostage situations, etc.), the FBI will take charge. Cooperate with their representatives at all times.
- If the situation is severe enough that families arrive on the scene, it is possible that the FBI may designate an official spokesperson of their own. Work closely with their representative, agree on formulation procedures for statements and updates, and institute ongoing communications between yourself, their spokesperson and the Crisis Communications Center.

If the FBI Designates a spokesperson . . .

- Monitor all information and update the families of victims regularly. Use discretion to avoid additional fear and concern.
- If possible, designate a site as remote from the scene as the families will agree to. Stay with family members and attempt to keep them warm, fed, comfortable and informed. Attempt to keep them together as a group.
- Work closely with company officials during these arrangements.
- Discourage anyone from trying to get closer to the scene than the designated site for the families to wait out the crisis.
- Encourage the families to call one friend or relative and to ask that person to relay information to others who need to know in an effort to keep phone lines available for others.
- Establish yourself as their information source to attempt to control rumors.
- In cases of serious crisis, the CCC Manager may ask that counselors be contacted for employees and family members.

CCC EXERCISES

FREQUENCY

Once a year, the CCC Team and alternates shall convene in a mock exercise to test the readiness of the emergency communications process. In cooperation with Senior Management, the CCC Manager should develop a theoretical crisis involving the company, including diversionary events.

PROCEDURES

The crisis team should know the date and time frame the drill will be held so everyone can attend the exercise. It is imperative that each member be involved in a real-time crisis.

- One person needs to be assigned to record the exercise so notes can be reviewed and corrective actions taken.
- As much as possible, the exercise should be realistic, with volunteers (friends, family members) in other locations serving as media, concerned employees, victim's families, etc.
- Be sure to block out the necessary rooms (Crisis Communications Center, Media Briefing Room, etc.) for the purpose of these drills.

FOLLOW-UP

- The team should write a post rehearsal report identifying issues and shortcomings in the mock drill and recommendations for improving the response to a crisis.

ADDITIONAL RESOURCES

COPY CENTERS

DELIVERY SERVICES

EMPLOYMENT, TEMPORARY

FOOD, DELIVERED

FOOD, TAKE OUT

FOOD, GROCERIES/24 HOURS

FOOD, 24 HOURS

HOTELS

POST OFFICE

RENTALS

SUPPLIES, GENERAL

SUPPLIES, GRAPHIC ARTS

SUPPLIES, PHOTO

TRANSPORTATION

OTHER