

Appendix A

Generic Crisis Communications Plan for a Large Company

Contents

Definitions

Communication Objective

Roles and Responsibilities

Notification of a Crisis

Communications Procedure for Handling a Minor Crisis

Communications Procedure for Handling a Major Crisis

Emergency Operations Center (EOC) Activation

Identification of a Spokesperson

Guidelines for Spokespeople

Format for Briefing Someone Identified as a Spokesperson for Interviews/News Briefings

News Release

- Circumstances That May Require a News Release
- Writing an Initial Statement for Release
- Information Appropriate for Release
- Information That Is Not Appropriate for Release
- Writing a News Release

Messages for the News Media During Environmental Crises

Audiences During a Crisis

How People Receive Information During a Crisis

Tools to Use During a Crisis

- Incident Information Sheet
- Telephone Log Sheet
- Example of Initial Statement for Release
- Checklist for Establishing a News Conference Center
- Crisis Contacts

Definitions

Crisis

A *crisis* is an unplanned event that directly or potentially threatens our company's reputations; the environment; the health, safety, or welfare of employees; and the health, safety, or welfare of citizens in communities surrounding our plants.

Events that fall into this category include: fires, explosions, bomb threats, civil disturbances, equipment malfunctions, environmental impacts, widespread illness, hazardous material spills, and other types of incidents.

Minor Crisis

A *minor crisis* is confined to a limited area of a building; results in minimal, if any, disruption of operations; is quickly brought under control; does not require evacuation other than of a few employees in the immediate vicinity; and causes a minor injury or none at all. Media inquiry is possible with events in this category but apt to be minimal.

Major Crisis

A *major crisis* may involve significant injury or loss of life, prolonged disruption of normal operations, substantial property damage, or a significant environmental impact—or holds potential for any of these. Media inquiry is more likely to occur with events in this category, especially if other municipal emergency response groups have been called in for assistance.

Communication Objectives

In the event of a minor or major incident on any of our sites, every effort will be made to communicate as appropriate to employees, management, surrounding communities, other target publics, and the news media promptly and accurately. The appropriate division of communications staff will be the primary information source available to the news media.

When a crisis occurs, it is necessary for communications personnel to gather facts and data quickly, including the nature of our response to the crisis. The following communication efforts will strive to alleviate employees' concerns, minimize speculation by the media, and ensure that our position is presented.

It should be noted, though, that many incidents occur that are relatively minor in nature and are consequently not covered by the media. Nevertheless, it is essential to gather facts about the incidents and have them available to communicate, if necessary, to appropriate audiences.

The nature of that communication is outlined in the following plan.

Each site's Crisis Committee (at the various sites) is responsible for the following: identifying, confirming, investigating crises; developing strategies for managing crises; and developing strategies for recovering from crisis incidents.

As members of the Crisis Committee, communications personnel will:

- Provide a representative at the Emergency Operations Center (EOC) if activated.
- Control the release of information to employees, surrounding communities, and to the news media.
- Maintain contact with media representatives.
- Establish and maintain a news conference center, if necessary.

Two, and in some cases, three communicators may be required for adequate crisis communications response. Those communicators will function in the following roles: Public Relations (PR) Lead, Incident Command (IC) Interface, and PR Back-up.

The responsibilities for each communication role are outlined as follows:

- PR Lead
 - Received initial notification.
 - Designates staff member as IC Interface.
 - Designates staff member as PR Back-up (if necessary).
 - Receives initial facts and updates from IC Interface.
 - Prepares initial statement for release.
 - Fields media inquiries to office.
 - Briefs executive identified as spokesperson.
 - Joins EOC team, if activated.
 - Provides updates to senior executives.
- IC Interface
 - Joins IC team.
 - Gathers and documents facts as they become known.
 - Shares initial facts and updates with PR lead in main office.
 - Prepares initial statement for release (if necessary).
 - Briefs affected organization management and employees.
 - Fields media inquiries (if necessary).
- PR Back-up
 - Updates corporate personnel as necessary.
 - Fields additional media inquiries to office.
 - Fields employee inquiries to office.
 - Conducts in-field interviews with media (if necessary).
 - Sets up media conference room (if necessary).

Notification of a Crisis

Notification is an extremely important process in managing crises and sending the right messages to all audiences. When notification goes well, it makes the rest of the crisis communications job more streamlined and effective than when it doesn't.

Notification of incidents and crises (both major and minor) have been examined by an Ad Hoc Committee to the Corporate Crisis Committee for the past year. Members of this Ad Hoc Committee included PR/Communications, Fire and Security, Facilities, and Emergency Response Coordinators.

This committee has reviewed the entire notification process from the moment a crisis begins to the point that a crisis warrants informing senior corporate executives, including the chief executive officer. This committee has endeavored to determine the most reliable notification process for each site Crisis Committee to use.

Notification Process in Brief

Notification is initiated from the area where a crisis has occurred or been identified. The person who discovers the crisis or incident calls the site emergency number, which is connected to the site Fire Station Dispatch office. A senior Fire Officer is then dispatched to the incident site, evaluates the magnitude of the crisis, and then contacts the Fire Dispatch to notify additional emergency response organizations. From that point on, notification occurs according to defined call lists and through chain-of-command channels.

Site Communications personnel are now notified directly by the respective site Fire Dispatchers. Once that initial notification occurs, the Communications representative receiving the call should, in turn, notify Corporate PR offices and the company switchboard operators as soon as he/she obtains information about the incident, and then follow the procedure noted.

Communications Procedure for Handling a Minor Crisis

Minor Crisis

1. Division Communications receives notification from the Fire Dispatcher and compiles the basic facts and chronology of the event (possibly using an Incident Information Sheet).
2. Division Communications representative becomes the PR Lead and informs other communications team members.

3. PR Lead determines if more information is necessary and if a communicator should be dispatched to incident site (IC Interface).
4. PR Lead calls Incident Commander (this is usually the senior Fire Officer at the incident site).
5. PR Lead notes more details about the incident (type of incident, when and where the incident occurred, chemical involved and potential chemical reactions, emergency response personnel on site, number of employees evacuated, any injuries, work performed in the building, what is being done to mitigate the incident, and who the appropriate contacts are and how to reach them).
6. On-hours, PR Lead notifies and confers with PR Manager (or back-up). Off-hours or on weekends, PR Lead notifies and confers with PR Manager and PR Duty Officer when practical. If the PR Lead determines that the off-hour incident is likely to generate media inquiries, such notification must be made immediately. The PR Duty Officer should notify the Switchboard Operators (555-1000) and tell them to direct media inquiries to the person serving as PR Lead.
7. PR Lead and PR Manager agree to key messages and response to query statement.
8. PR Lead or PR Manager notifies Corporate PR Manager.
9. PR Lead prepares response to query statement, confers with division management, and obtains approval on statement.
10. PR Lead sends statement via fax to PR Manager and to Corporate PR Manager.
11. PR Lead serves as prime contact for media. PR Manager and Corporate PR Manager serve as back-ups.
12. PR Lead fields media inquiries and makes follow-up calls to media if necessary.

Communications Procedure for Handling a Major Crisis

Major Crisis

1. Division Communications receives notification from the Fire Dispatcher and compiles the basic facts and chronology of the event (possibly using an Incident Information Sheet).
2. Division Communications representative becomes the PR Lead and informs other communications team members.
3. PR Lead determines if more information is necessary and if a communicator (IC Interface) should be dispatched to incident site to obtain firsthand information. PR Lead also designates another person as PR Back-up, if necessary.

4. IC Interface goes to site and obtains details from Incident Commander (type of incident, when and where the incident occurred, chemical involved and potential chemical reactions, emergency response personnel on site, number of employees evacuated, any injuries, work performed in the building, what is being done to mitigate the incident, and who the appropriate contacts are and how to reach them).
5. IC Interface calls PR Lead via cellular phone with details of incident. IC Interface should also continue to provide updates to PR Lead every 15–30 minutes or as circumstances change.
6. On-hours, PR Lead immediately notifies and confers with PR Manager (or back-up). Off-hours or on weekends, PR Lead immediately notifies and confers with PR Manager and also notifies the PR Duty Officer. The PR Duty Officer should notify the Switchboard Operators (555–1000) and tell them to direct media inquiries to the person serving as PR Lead.
7. PR Lead and PR Manager agree to key messages and response to query statement.
8. PR Lead or PR Manager notifies Corporate PR Manager.
9. PR Lead prepares response to query statement, confers with division management, and obtains approval on statement.
10. PR Lead sends statement via fax to PR Manager and to Corporate PR Manager.
11. PR Manager informs PR Operations Manager and PR-VP (or acting PR chief) to review the incident, determine the need for additional on-site support, and decide whether the PR news bureau should be opened if it is after working hours. PR-VP decides at this point if executives need to be notified.
12. PR Lead or PR Manager informs Internal Communications Manager who ensures that appropriate internal communications staff will work closely with division communications personnel in collecting data for a timely report to employees.
13. PR Lead and PR Back-up serve as prime contacts for media. PR Manager and Corporate PR Manager serve as back-ups.
14. PR Lead determines if on-site media center is needed and designates PR Back-up to set one up.
15. PR Lead continues to receive information from IC Interface and updates statements accordingly.
16. PR Lead, in turn, provides updates to PR Manager and PR Corporate Manager.
17. PR Lead, PR Manager, and PR Operations Manager confer on whether a press release is needed. If so, PR Lead writes the release, clears it with division management and PR Manager. PR Manager clears release with PR Operations Manager, PR-VP, and other senior officials as required.

18. If incident in on-hours, PR Lead handles follow-up media and employee inquiries and notes incident in report, as necessary.
19. PR Manager and/or Division PR Lead develop report analyzing communications aspects of the incident and lessons learned. Report is distributed to PR Operations Manager and PR-VP, Division Communications staff, and Corporate PR Manager.

EOC Activation

An Emergency Operations Center (EOC) is a centralized location from which emergency response during a very severe crisis is coordinated and directed. A crisis that would force the site EOC to be engaged would be an earthquake or other incident (an act of terrorism) that causes multiple crises at once. Senior emergency preparedness personnel in the company contend that site EOCs along with the Corporate EOC would not be fully activated for a minimum of 2 to 3 hours after the devastating event (i.e., first tremors during an earthquake).

If the site EOC is engaged, all crisis communications would be directed from that point. For adequate communication response, it is recommended that two communicators should be assigned to the center. One communicator would serve as the Communications Manager, who is responsible for coordinating external and internal communications, which may include the use of a runner system, in the event all electronic means of communications are out. The other communicator would serve as the Information Officer, responsible for documenting the sequence of events in support of communications and then generating any statements for release either internally or externally.

Each site EOC will be equipped with maps, stationery supplies, white boards, flip charts, viewfoil machines, telephones, and numerous other supplies. It is recommended that communicators make sure the following items are either stored in the EOC or are available nearby:

- pads and pencils
- laptop computer
- portable printer or some other printing device
- fax machine
- cellular phone(s)
- radio(s)
- Division Crisis Communications Plan

The procedure for communications response should be consistent with the procedure for handling a major crisis, the only difference being that all communications would be directed from the EOC itself.

Identification of a Spokesperson

After an initial assessment of an emergency, the Division General Manager (or designee such as an outplant general manager) will identify the appropriate spokesperson for the division.

Appropriate spokespeople for most divisions are as follows:

- Division Vice President/General Manager
- Plant General Manager (for other sites under division jurisdiction)
- Division Health Manager
- Division Environmental Manager
- Division Safety Manager
- Director of Facilities
- Division Communications Manager
- Public Relations Manager
- Corporate Public Relations Manager

All releases of information outside the division and company shall be by or through the coordinated efforts of Division Communications, Group, and/or Corporate public relations personnel (as noted in the Communications Procedure for Handling Minor or Major Crises). Whenever possible, encourage the various inquiring publics to consult your organization's website for the most up-to-date and accurate content.

All releases of information within the Division will be coordinated by Division Communications personnel.

Guidelines for Spokespeople

1. *Do not speculate.* Always stick to the facts. A more in-depth investigation is required to determine cause.
2. *Focus on two or three key messages to communicate and repeat them during the interview.* Keep answers short and to the point. TV reporters want "sound bites" of no more than 10 to 15 seconds. Try to bridge to your key messages throughout the interview.
3. *Use a technical expert.* There is no substitute for knowledge. If the questions are outside your area of expertise, find an appropriate technical spokesperson within the company.
4. *Speak in simple, common terms.* Avoid jargon.
5. *Remain calm.* Do not be intimidated into answering questions prematurely. You may tell a reporter that you need to clarify an important matter before you can answer questions.
6. *Do not use negative language.* Do not let reporters put words in your mouth.
7. *Consider human safety first.* When human safety or other serious concerns are involved, deal with those considerations first. You can admit concern without admitting culpability.

8. *Do not answer questions you do not understand.* Ask for clarification. Occasionally, this can be used to buy time to think.
9. *Ignore cameras and microphones.* Face the reporter. Don't look away or up at the sky. During videotaped interviews, it's acceptable to stop your statement and start over.
10. *Make only "on the record" statements.* There are no "off the record" statements.
11. *Avoid saying, "No comment."* If you don't know an answer, say so, then bridge to your messages.

Format for Briefing Someone Identified as a Spokesperson for Interviews/News Briefings

Executives scheduled to talk to the media should be provided a background briefing in advance of the interview. This policy should be followed even if the interview is only to be a brief telephone call.

The briefing should include the following 11 items:

- Date, time, and location of the interview.
- Name of the reporter.
- Name of the publication, wire service, station, and so on.
- Our experience with the reporter or publication—to help the executive understand the degree of caution needed in this interview and to prepare for the specific reporter's approach.
- Subjects/issues/questions to be covered as requested by the reporter.
- Our position or recommended response and the data needed to discuss these subjects.
- Top three to five messages we wish to make in the interview (not necessarily based on the reporter's suggested topics).
- List of other executives to be interviewed during this visit, including key topics and messages you suggest the other executives cover.
- Issues, if any, that the executive(s) should avoid, and recommendations on how to sidestep them.
- Background information/statistics that would be useful in preparing for the interview.
- Proposed length of interview.

If possible, this background material should be conveyed in writing so the executive(s) have a chance to review it carefully. Only under exceptional circumstances should you rely on an oral briefing.

In critical situations, it is also useful to prepare a thorough set of questions and answers to define the organization's positions and to use in rehearsing the executive.

News Release

During an emergency situation, it may be determined that a news release should be distributed to the media. The purpose of the news release is to convey written information on the incident and to avoid misinterpretation.

Circumstances That May Require a News Release

- An accident, fire, or explosion that results in serious injury, death, or considerable property damage.
- A health or environmental incident, or discovery of a health or environmental hazard that may affect employees, the surrounding community, or the environment.
- A serious traffic or air accident involving company vehicles, products, and/or personnel.
- Sabotage, abduction or extortion, bomb threats, or acts of terrorism involving company personnel, products, or property.
- News of an incident that is likely to be known by employees or circulated in the community and create misleading impressions.
- News of an event that is unusual enough to cause concern to employees, nearby residents, or community officials.
- Consistently misleading news reports.

Writing an Initial Statement for Release

Often, reporters will call before all the facts have been gathered. In such an instance, a simple statement acknowledging the situation is useful. The short statement avoids “no comment” and acknowledges that our company recognizes the need to cooperate with the media.

Examples:

“Our company is responding to the situation (or name the emergency). We have trained and experienced people on-site working on the situation.”

“Our first priority is the safety of our employees and the public. We are gathering information, and as soon as details become available, we will inform the media through regular news conferences and updates to our organization’s website.”

Information Appropriate for Release

During an emergency situation, there will be information that is appropriate to release to employees and to the media. Communications personnel should do the following:

- Tell what happened: Give a description of the emergency situation.
- Tell who is involved: Report how many employees were evacuated and if any have been taken to the hospital for observation or due to injury. Report when emergency team members and/or the various city or county fire departments and police arrived on the scene (if applicable).
- Indicate where it occurred: Give the street address of the scene of the emergency.
- Identify when it happened: Give the time the incident began.

Information That Is Not Appropriate for Release

Obviously, there will be a lot of information that is not appropriate for release until more is known about the nature of the crisis response and the extent of the impact.

- *Do not speculate on why the emergency occurred or what type of hazardous materials are involved.* Likewise, don't make any statement that blames any individual for the accident. (Although the cause of the incident may appear obvious, it cannot be accurately determined without an extensive investigation, nor can the blame be placed on an individual without a thorough investigation.)
- *Do not include "off the record" information* because there is no such information.
- *Do not overreact to or exaggerate the situation.* For instance, during a hazardous material spill, a reporter may ask for the "worst case scenario" of what could happen with the chemicals involved in the accident. It is impossible to determine this until you have specific data regarding the hazardous chemicals involved. Bridge back to facts and messages.
- *Do not minimize the situation.* Never regard an emergency as a minor incident.
- *Do not release the names of injured individuals,* unless Human Resources have authorized it following confirmation that the victim(s)' family(ies) have been notified.
- *Do not release dollar estimates concerning the extent of property damage.* Normally, there is no way to accurately determine this until extensive studies have been conducted.
- *Avoid the "no comment" response because it often leads the reporter to speculate.* If you don't know the answer to a reporter's question or if you can't discuss something, explain why in simple terms.

Writing a News Release

By following a few basic principles when writing news releases, our company stands a better chance of having reporters use the information with only minor changes. Remember to consult the legal department as needed.

1. *Tell the most important information in your lead paragraph.* Your “story” competes with other news and information, so the most important point should be stated clearly in the first paragraph.
2. *Answer four of the five “Ws”—Who, What, Where, and When.* Explain *what* the emergency is. Identify *who* is involved in the emergency as well as the material and equipment involved. Tell *where* and *when* the emergency occurred. Explain *what* action we are taking to mitigate or respond to the emergency. Do not explain *why* the event occurred unless complete information is available.
3. *Attribute information to a qualified source.* A news release is useful only if it conveys credible information.
4. *Write remaining information in descending order of importance.* If the media cuts off the bottom of your story, they will cut information that is least important to the public.
5. *Explain technical points in simple language.* A direct quote can add the human element to otherwise technical information and help explain a situation or event in layman’s terms. Tell the real story. Avoid using language that is overly bureaucratic.
6. *Be concise.* A good news release is judged by the quality of information it communicates, not by its length. Stop writing when you’ve said all you need to say.

Messages for the News Media During Environmental Crises

Mention of the following points during interviews may help the company communicate its position on environmental issues.

- Our primary concern is for the safety of our employees, the communities in which we operate, and the public.
- We operate a state-of-the-art safety monitoring and control system in our factories and laboratories.
- We are prepared at all times to mitigate a chemical spill or leak.
- We work continuously to reduce our use of toxic chemicals in manufacturing processes and to minimize waste.
- Our standards for “worker hazardous materials safety exposure” meet or exceed standards required by the U.S. Occupational Safety and Health Administration (OSHA).

- Our employees who work directly with hazardous materials receive special training in handling the materials safely. It is a mandatory requirement that employees attend such training.
- The company conducts periodic audits of its hazardous materials and hazardous waste installations, equipment, and operating procedures to ensure they comply with environmental regulations and permits during normal and emergency conditions.
- As in the past, the company will continue to work closely with state and federal agencies to meet or exceed environmental regulations, comply with test procedures, and report results to the Environmental Protection Agency (EPA) and the Department of Ecology (DOE).

Audiences During a Crisis

To effectively communicate your message, it's essential to understand who your audience is and how you want your audience to react.

There are two key types of audiences during an emergency.

1. People directly affected by the emergency.
2. People whose attitudes about the company might be influenced by information about the emergency.

These two types of audiences are broken into seven categories. Public Relations objectives in dealing with each of these audiences are listed below:

- *Employees*—We want employees to know that their safety is the number one priority during an emergency. Employees need information regarding the emergency as soon as possible. This must be accomplished in a manner that assures employees that the company has their best interests at heart and that it can effectively handle emergencies.
- *Community Residents*—We want to quell any unnecessary fears. We want the surrounding community residents to know that we take quick, effective steps to protect the health and welfare of community residents and the environment. This can be best accomplished by responding quickly to community concerns and need for information.
- *Top Management*—This group needs to be kept informed in the event of an emergency as well as to be accessible as a resource if necessary.
- *Government Officials*—Key members of this audience need to be kept apprised of the emergency situation, as determined appropriate by the Government Affairs Department.
- *Customers*—Customers need to know that the company is concerned about crises that impact its operating divisions and that may affect production.

- *News Media*—We want the news media to know that the company is credible, concerned, and effective at dealing with emergencies, and that we understand and meet the unique needs of each type of media.
- *Vendors, Contractors, and Suppliers*—We want these audiences to know that we operate state-of-the-art safety monitoring and control systems in our factories and laboratories and that the company takes quick, effective steps to protect the health and welfare of its employees, vendors, and suppliers.

How People Receive Information During a Crisis

In order to determine the most effective ways of communicating during an emergency, it's important to consider how each key audience potentially can receive information. The following sources of information for each audience must be considered in communications strategy for each emergency:

- Employees
 - direct knowledge of the event
 - other employees
 - intercom and phone systems
 - managers
 - electronic mail
 - news media reports
 - fire department/police/hospital spokesperson
- Community Residents
 - direct knowledge of the event
 - neighbors
 - news media reports
- Top Management
 - Company Security, Communications/PR Manager
 - personal call(s) from concerned employee(s)
 - news media reports
- Government Officials
 - Government Affairs
 - news media reports
 - concerned or scared citizen(s)
- News Media
 - Public Relations representative
 - police and/or fire scanners
 - other news media
 - fire department/police/hospital spokesperson
 - eyewitnesses, including employees

- bystanders with knowledge or hearsay
- firsthand view of the situation
- outside “experts”
- Vendors, Contractors, and Suppliers
 - direct knowledge of the event
 - employees and/or management
 - news media reports

Tools to Use During a Crisis

The following documents are recommended tools that each communications group can use or adapt to specific requirements. Note that a few of the tools will definitely have to be adapted, such as Site Map(s), Building Facts and Figures, and phone lists for key emergency response contacts.

These tools can prove very useful for documenting information related to incidents and for keeping track of media inquiries:

- emergency response contacts
- key division directors/managers
- key communications/PR contacts
- incident information sheet
- telephone log sheet
- initial release
- checklist for establishing a news conference center
- maps of division plants
- building facts and figures

INCIDENT INFORMATION SHEET

Complete using ink pen

Date: _____ Time: _____ Initial Report: _____ Update: _____

Describe the incident (i.e., hazardous material spill, equipment malfunction, serious injury, bomb threat, fire, etc.):

Indicate when the incident occurred and when crisis personnel first responded:

Describe which crisis groups are responding:

Indicate where the incident occurred (building number, column number, east or west side of building, etc.):

Describe the work performed in the building(s) where incident occurred (i.e., machining, office functions, mix of factory and office functions):

Estimate the number of employees evacuated:

Estimate the number of employees injured, nature of their injuries (to clarify misleading reports), and where they are being examined/treated (i.e., on-site medical, local hospital):

Describe what is being done to mitigate the emergency:

TELEPHONE LOG SHEET

Priority: _____ Date: _____ Time: _____

Call Received From:

Name _____

Organization _____

Location _____

Message:

Call back by:

Date: _____ Time: _____

Notes:

Copyright © 2011. Routledge. All rights reserved. May not be reproduced in any form without permission from the publisher, except fair uses permitted under U.S. or applicable copyright law.

Example of Initial Statement for Release

At approximately _____ (time) today _____ (date), a _____ (fire, explosion, etc.) occurred on the _____ site of the _____ Division.

Crisis Response personnel are now responding as well as _____ (other support response groups or local municipalities). Our company's response groups include (list appropriate groups such as fire and security officers, medical doctors and nurses, safety personnel, industrial hygienists, environmental engineers, etc.).

Our major concerns are for the safety of our employees and the public and to minimize environmental impact.

We are now involved in determining what has happened and what is being done to mitigate the situation. As more details become available, we will pass them on to the media.

Checklist for Establishing a News Conference Center

In a major emergency, it may be necessary to establish a news conference center. This will be where the company can conduct briefings or news conferences, grant interviews, and issue official statements.

Because time is of the essence during a crisis, communications teams should designate certain locations as potential news conference centers and be prepared to carry out the checklist before an incident occurs.

Preliminaries

1. Check for the best time with company spokesperson.
2. Notify media of time and location.
3. Compile list of names of reporters and editors who indicate they will attend.
4. Compile background information of interest to reporters.
5. Invite outside officials as appropriate.
6. Assign someone to handle the physical arrangements for the news conference.
 - Video services to record event?
 - Junction box for TV and radio mikes?
 - Chairs, tables, podiums as required?
7. Brief staff on the subject, speaker(s), and schedule of events.
8. Prepare opening statement and review with lead speaker.
9. Review anticipated questions and answers with the speaker.
10. Check all sound equipment and tape recorders prior to the conference.
11. Place log sheet in conference room to obtain names and affiliations of attendees.

12. Place all news information and handout materials in conference room.
 - new releases
 - background information, such as fact sheets, maps, statistics, histories, and biographical information
 - copy of opening statement and other briefing materials
13. Escort the media to the conference room.
14. Use sign-in sheet.
15. Distribute background materials.
16. Have assigned staff member open the conference and establish the ground rules.
17. Monitor questions and answers closely. Make any necessary clarifications before the end of the event.

Afterward/Follow-up

18. Handle requests for follow-up information.
19. Monitor coverage received; contact any news organization that has an error in its report.
20. At an appropriate time, when the crisis atmosphere has cleared, contact reporters who attended and ask them what went well in terms of our handling the event and what could have been improved.

Crisis Contacts

	<i>Office</i>	<i>Pager/Cellular</i>	<i>Fax</i>	<i>Home</i>
<i>Key Division Directors</i>				
Jennifer Jones (South)	555-0001	C: 555-4892	555-8101	555-9801
Kourtney Johnson (North)	555-0121	C: 555-4241	555-8294	555-9123
Rebecca Arnold (East)	555-2127	C: 555-4101	555-8711	555-9777
Jeremy Kahlil (West)	555-3122	C: 555-4801	555-8222	555-9554
<i>Key Division Managers</i>				
Mary Bland (South)	555-0092	C: 555-1121	555-8111	555-9682
John Jackson (South)	555-0013	C: 555-6101	555-8221	555-9319
Sarah Yerima (North)	555-1764	N/A	555-8811	555-9276
Jonathan Kyle (East)	555-2809	N/A	555-8611	555-9211
Allison Millet (East)	555-2684	N/A	555-8314	555-9013
Nicholas Michael (West)	555-3093	N/A	555-8781	555-9901
<i>Telephone Operators</i>				
Mary Jackson (Supervisor)	555-2999	N/A	555-8722	555-3994
<i>Fire Dispatch</i>				
Adam Yerima	555-8894	C: 555-8676	555-9467	555-9276
Duane Troy	555-9075	C: 555-0328	555-5541	555-0101
<i>Safety Manager</i>				
Ron Nelson	555-1112	C: 555-3434	555-6875	555-0841
Julius Jones, Jr.	555-3756	C: 555-4441	555-1954	555-2395
<i>Medical</i>				
Ethan Floyd	555-7864	C: 555-3321	555-7764	555-1346
Allyson Bernardino	555-9090	C: 555-8341	555-5603	555-7651
Demetria Rudy	555-5642	C: 555-2390	555-6678	555-6431
<i>Public Relations</i>				
Nelson Johnson II	555-7490	C: 555-4431	555-5505	555-6490
Jerry Brown	555-7456	C: 555-2210	555-9898	555-7069
<i>Corporate Public Relations</i>				
Gina Arnold	555-8754	C: 555-7890	555-2479	555-0956
<i>South</i>				
Regina Arnold	555-8754	C: 555-7890	555-2479	555-0956
Blair Liggins	555-0293	C: 555-7902	555-2478	555-9154
<i>North</i>				
Kourtney Johnson	555-0121	C: 555-4241	555-8294	555-9123
Myrtle Jenkins	555-2123	C: 555-4545	555-9045	555-8456
<i>East</i>				
Beleria Fulks	555-2345	C: 555-7690	555-3147	555-9067
Amanda Johnson	555-0789	C: 555-4680	555-4896	555-3558
<i>West</i>				
Anne Burford	555-1212	C: 555-0097	555-7847	555-0321
O. M. Thornton	555-9557	C: 555-4502	555-5575	555-3498
Katie Marsh (Back-up)	555-9057	N/A	555-0092	555-2664