CenturyLink

Crisis Communication Plan

CenturyLink internet and satellite TV out due to tornado in Austin, Texas.



**Developed by:**

**Chelsea Hurst**

**Executive Vice President of Public Policy and Government Relations**

Created: May 3, 2011

**Table of Contents**

Introduction to employees…………………………………….……....p.3

Acknowledgments………………………………………….…..........p.4

Practice Dates............................................................................……...p.5

Purpose and Objectives...………………………………….………...p.6

List of Possible Crises …………………………………….……….p.7

List of Key Publics……………………………………….…………p. 8

Procedures for Notifying Publics………………………………....…p.9

Crisis Communication Team ……………………………….. ...p.10-11

Media Spokesperson……………………………………….……...p. 12

Emergency Personnel and Local Official……………………….…p.13

Key Media……………………………….………………….……...p.14-16

Spokespeople for Related Organizations…......................................p.17

Crisis Communication Center and Alternate Location s………..…p.18

Equipment and Supplies…………………………………………...p.19

Pre-gathered Information……..………………………………….....p.20

Wed Sites …………………..……………………………………....p.21

Key messages………………………………………………...........p. 22

Example Press Briefing…………………………………..………..p. 23-24

List of Preventions……………………………….……………..…...p.25

Evaluation Form………………………………………………..….p. 26

Dear Employees and Executive Team,

At this time, I would like to communicate to you the importance of reading and becoming familiar with this contingency plan. As many of you know, CenturyLink is responsible for over 70,000 employees working in over 20 states. CenturyLink is the third largest telecommunications company in the United States. The company provides broadband, voice and wireless services to consumers and businesses across the country. It also offers advanced entertainment services under the CenturyLink™ Prism™ TV and DIRECTV brands. In addition, the company provides data, voice and managed services to business, government and wholesale customers in local, national and select international markets through its high-quality advanced fiber optic network and multiple data centers. CenturyLink is recognized as a leader in the network services market by key technology industry analyst firms. CenturyLink’s customers range from Fortune 500 companies in some of the country’s largest cities to families living in rural America. Headquartered in Monroe, La., CenturyLink is an S&P 500 company and is included among the Fortune 500 list of America’s largest corporations.

We must strive to always be ahead of the curve in order to maintain the level of reliability that is expected from us. In response to this, our Public Relations team has worked diligently to try and develop a plan in order for us to be prepared in case of a tragic storm such as a tornado in Texas. This is because of the prevalence of them in this state. Please read and study this plan carefully in order to be prepared as possible in case this unfortunate event were to occur. Failure to read this plan will result in unnecessary confusions, therefore, not allowing us to maintain the ability to truly call CenturyLink the most reliable satellite TV and internet source. By considering this possible crisis, we are able to improve our company and remain positive in insuring that CenturyLink continues to maintain its excellent reputation as a dependable company. That is fast working, so our customers are not without their CenturyLink internet and/or satellite TV.

Thank you for your time and devotion to CenturyLink.

Sincerely,

Glenn Post III

President of CenturyLink

To Employees of CenturyLink,

I would like to thank all of you for your help in obtaining the necessary information in order to make this crisis communication plan work efficiently. I can not express enough how vital it is for each of you to read over and study this plan. Please sign this acknowledgement sheet below after you have read over this plan thoroughly. Turn this sheet into your administrator as proof of your completion of reading this plan. Then each location will be tested for response outlined in this crisis plan regarding tornados interfering with CenturyLink’s internet and satellite TV. You are responsible for returning the form to your administrator by May 11, 2011 in order to be we;; prepared for when everything is really to take place. We will then rehearse this crisis plan along with others every six months on the first Wednesday of the proper month (May and November). You will receive an email a week prior to these rehearsals to ensure that everyone is aware that they are only tests but to take these tests very seriously, incase this crisis does occur.

Sincerely,

Glenn Post III

President of CenturyLink

I have thoroughly read the following contingency plan and believe that if required I am able to handle the outlined crisis a best as possible.

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ ­­\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Name (print) Date

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Signature Date

PRACTICE DATES

This crisis communication plan is for weather related mishaps to prevent CenturyLink’s internet and/or satellite TV from going out. These will be practiced every six months. The dates for the next five years are recorded below.

**2011:**

Wednesday, May 5

Wednesday, November 3

**2012:**

Wednesday, May 2

Wednesday, November 7

**2013:**

Wednesday, May 1

Wednesday, November 6

**2014:**

Wednesday, May 7

Wednesday, November 5

2015:

Wednesday, May 19

Wednesday, November 2

PURPOSE AND OBJECTIVES

Purpose:

* Identify probable threats and crises that can occur
* Minimize risks involving those threats and crises
* Provide CenturyLink employees with a set of procedures to minimize uncertainty and confusion in a time of crisis
* In the event that CenturyLink has a crisis, this will speed up the response time and advance overall effectiveness

Objectives:

* To be seen by the public as a corporation that cares about its customers and employees
* To communicate accurately and successfully during crisis
* To guarantee we are doing everything feasible to ensure the safety of our customers and employees
* To make definite we all understand the causes of crisis and take measures to prevent them in the future
* To make sure that our customers know they are our first priority
* To ensure our customers are satisfied with our serves

LIST OF POSSIBLE CRISES

Below is a list of all the possible crises that could occur within CenturyLink

* Flood
* Power lines out
* Satellite signal out of order
* Hurricane
* Earthquake
* Fraud
* Employees hurt during house visits
* Embezzlement
* Tornado
* Suicide
* Shooting
* Employment (underage, illegal immigrants, etc.)

The list above are all crisis that could possibly occur within CenturyLink, however during this plan we have chosen to focus on only one of the

* Texas is known for having multiple tornados a year. Therefore tornados often affect CenturyLink’s internet and satellite TV. We want to help prevent that from occurring and let customers know immediately that their satellite TV and/or internet will be working promptly.

LIST OF KEY PUBLICS

* CenturyLink’s Customers
* CenturyLink’s Employees
* Executive Team
* Board of Directors
* Corporate Officers
* Media
* Shareholders
* Competitors
  + Cox Communication
  + AT&T
  + Verizon
* Government Officials
* Public Officials
* Surrounding Communities
* Financial Partners
* Community Leaders
* Legal Representatives
* Union Officials

PROCEDURES FOR NOTIFYING KEY PUBLICS

It is very imperative that we notify all the key publics as soon as a crisis is learned about. In order to be a successful leader in a time of crisis a leader must remember to communicate early and often. This means that these publics must be notified immediately that their CenturyLink internet and/or satellite TV is out due to a storm, but it will be working promptly. The public must be given updates as frequently as possible with any further information regarding the their sources working again.

Internal Publics

* Employees
* Executive Team
* Board of Directors
* Corporate Officers
* Shareholders

These internal publics should always be notified first before the other publics. However, depending on the seriousness of the crisis, sometimes only critical personnel are notified first and then following the critical personnel all other employees will be notified shortly after. It is vital that these internal publics be notified before the external publics because these publics are the ones who keep this company running smoothly and have much of their time and effort invested in this company’s future. A press release should be sent out to the internal personnel outlining the who, what, when, where and why (if known) of the incident. The board of directors will receive a phone call, via cell phone, as well as a e-mail because it is imperative that they hear of this issue as soon as possible because they are the ones with the decision making power in a crisis.

External Publics

* Customers
* Media
* Competitors
* Government Officials
* Public Officials
* Surrounding Communities
* Legal Representatives
* Community Leaders
* Financial Partners

Since the amount of External Publics is much larger than internal, the external publics will need to be reached by different means of notification. These external publics will be notified through the CenturyLink stores, media, press briefings, press releases, town meetings and forums. CenturyLink will also put additional information regarding the crisis on our web site www.centuylink.com and will be updated as soon as any further information is gathered.

CRISIS COMMUNICATION TEAM

This is a following list of the Crisis Team that must be contacted immediately in a chance of a crisis. The team consists of CenturyLinks’s Corporate Leader, Board of Directors and Public Relations team. Glen Post is to be the first contacted via cell phone. He is the president of CenturyLink and is in charge of calling the next on the list of Corporate Officers, these lists will go on in the order listed below. Post is also responsible for then calling Virginia Boulet who will call Peter Brown and continue in this phone tree manner. Finally, Glen Post is also responsible for calling Mark Stuart to start the phone tree through the Public Relations Team.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | Work Phone | Cell Phone | Home Phone | E-mail |
| Corporate Leaders |  |  |  |  |
| Glen F Post, III  Chief Executive Officer and President | 410-555-2324 | 410-555-5541 | 703-555-5591 | [glenpost@ink.com](mailto:glenpost@ink.com) |
| Chris Ancell  President, Business Markets Group | 410-555-5551 | 410-555-5542 | 703-555-5592 | [chrisancell@link.com](mailto:chrisancell@link.com) |
| William E. Cheek  President, Wholesale Markets Group | 410-555-5552 | 410-555-5543 | 703-555-5593 | [willcheek@link.com](mailto:willcheek@link.com) |
| Stephanie Comfort  Executive Vice President of Corporate  Strategy & Development | 410-555-5553 | 410-555-5544 | 703-555-5594 | [stephcomfort@link.com](mailto:stephcomfort@link.com) |
| John T. Schouten  Executive Vice President of Strategy, Development and Planning | 410-555-5554 | 410-555-5545 | 703-555-5595 | [jschouten@link.com](mailto:jschouten@link.com) |
| Stephen David  Senior Vice President, Public Policy & Government Relations | 410-555-5555 | 410-555-5546 | 703-555-5596 | [stephdavid@link.com](mailto:stephdavid@link.com) |
| Stewart Ewig  Executive Vice President, Chief Financial Officer | 410-555-5556 | 410-555-5547 | 703-555-5597 | [ewid@link.com](mailto:ewid@link.com) |
| Stacy Goff  Executive Vice President of General Counsel | 410-555-5557 | 410-555-5548 | 703-555-5598 | [stacygoff@link.com](mailto:stacygoff@link.com) |
| Dennis Ober  Executive Vice President of Net Work Services | 410-555-5558 | 410-555-5549 | 703-555-5599 | [dennis@link.com](mailto:dennis@link.com) |
| Bill Miller  Senior Vice President of Real Estate | 410-555-5559 | 410-555-5550 | 703-555-5560 | [billmiller@link.com](mailto:billmiller@link.com) |
| John Hurst  Senior Vice President of Finance | 410-555-5560 | 410-555-6767 | 703-555-4545 | [jhurst@link.com](mailto:jhurst@link.com) |
| Board of Directors |  |  |  |  |
| Virginia Boulet | 410-555-5518 | 410-555-5568 | 703-555-5609 | [echao@gmail.com](mailto:echao@gmail.com) |
| Peter Brown | 410-555-5519 | 410-555-5569 | 703-555-5610 | [aconrad@gmail.com](mailto:aconrad@gmail.com) |
| Richard Geohardt | 410-555-5520 | 410-555-5570 | 703-555-5611 | [dweinber@gmail.com](mailto:dweinber@gmail.com) |
| Bruce Hanks | 410-555-5521 | 410-555-5571 | 703-555-5612 | [djmurdock@gmail.com](mailto:djmurdock@gmail.com) |
| George Lansing | 410-555-5522 | 410-555-5572 | 703-555-5613 | [slansing@gmail.com](mailto:slansing@gmail.com) |
| Donald T. Melville | 410-555-5523 | 410-555-5573 | 703-555-5614 | [dnicolaisen@gmail.com](mailto:dnicolaisen@gmail.com) |
| Fred Nicholas | 410-555-5524 | 410-555-5574 | 703-555-5615 | [tobrien@gmail.com](mailto:tobrien@gmail.com) |
| William Owens | 410-555-5525 | 410-555-5575 | 703-555-5616 | [cotis@gmail.com](mailto:cotis@gmail.com) |
| Harvey Perry | 410-555-5526 | 410-555-5576 | 703-555-5617 | [hprice@gmail.com](mailto:hprice@gmail.com) |
| Glenn Post | 410-900-7890 | 410-989-9999 | 703-908-9908 | [glenpost@gmail.com](mailto:glenpost@gmail.com) |
| Laurie Siegel | 410-555-5522 | 410-555-5572 | 703-555-5613 | [lauries@gmail.com](mailto:lauries@gmail.com) |
| Joseph Zimmel | 410-555-5534 | 410-555-5584 | 703-555-5625 | [jozimmel@gmail.com](mailto:jozimmel@gmail.com) |
| Public Relations |  |  |  |  |
| Mark Peterson  Executive Director | 410-555-5531 | 410-555-5581 | 703-555-5622 | [mpeterson@gmail.com](mailto:mpeterson@gmail.com) |
| Mark Molen  Assistant Director | 410-555-5532 | 410-555-5582 | 703-555-5623 | [markmolen@gmail.com](mailto:markmolen@gmail.com) |
| Tracy Yoo | 410-555-5533 | 410-555-5583 | 703-555-5624 | [tracyyo@gmail.com](mailto:tracyyo@gmail.com) |
| Dill Johnson | 410-555-5534 | 410-555-5584 | 703-555-5625 | [dillj@gmail.com](mailto:dillj@gmail.com) |

MEDIA SPOKESPERSON

In the case CenturyLink cannot get their customers their satellite TV and/or internet working promptly because tog horrible conditions due to a tornado, it is important the spokesperson be knowledgeable about all components that may affect this crisis. Because storms like these often occur, Glen Post, the President of CenturyLink will be the head spokesperson to let the customers know how intense this situation is. He will be assisted by Chris Ancell, Executive Vice President of Marketing and Public Relations, as well as Peter Brown, Executive Vice President of Strategy. In a case were expert opinion is needed these officials should call on professionals rather than attempting to answer questions with risk of losing credibility. Mark Peterson, Executive Director of Public Relations will be with these spokespeople at all times to ensure effective communication. Spokespeople should utilize succinct language, pleasant demeanor and an appearance that is rational, concerned and empathetic. This spokesperson needs to be aware that they need to not only apologize to their customers, but the people affected by this tragic event (tornado).

EMERGENCEY PERSONNEL AND LOCAL OFFICIALS

Below is a list of Emergency personnel and political officials to be contacted in the event of a recall of CenturyLink internet and/or satellite TV going on in Texas. They are trained to handle real life crises:

**Claire W. Stueber**

*Texas State Police Department*

Cell: 703-888-9910

Work: 703-999-1021

Home: 703-444-5555

E-mail: [sflherty@KJPD.com](mailto:sflherty@KJPD.com)

**Chris J. Killer**

*City of Austin Fire Department*

Cell: 557-555-6789

Work: 404-555-6233

Home: 557-555-3264

E-mail: [Killer@CRFD.com](mailto:Killer@CRFD.com)

**Deputy John E. Hurst**

*Austin Police Department*

Cell: 571-555-2543

Work: 202-555-4987

Home: 202-555-6342

E-mail: [JEHurst@DCPD.com](mailto:JEHurst@DCPD.com)

**Bevin E. Brady**

*Autin Volunteer Fire Department*

Cell: 571-555-0089

Work: 202-555-5542

Home: 202-555-6743

E-mail: [BEB@DCFD.com](mailto:BEB@DCFD.com)

**Debra Ann Dyer**

*Mayor of Texas*

Cell: 703-555-8922

Work: 202-555-6511

Home: 202-555-8832

E-mail: [DDyer@DAustin.gov](mailto:DDyer@DAustin.gov)

KEY MEDIA

Below is a list of key media contacts that are to be invited to press briefings or made aware of press releases. Listed are general media who can reach key publics.

Debra Peterson  
913-323-4881  
[Debra.D.Peterson@CenturyLink.com](mailto:Debra.D.Peterson@CenturyLink.com)

Annmarie Sartor  
318-388-9671  
[Annmarie.Sartor@CenturyLink.com](mailto:Annmarie.Sartor@CenturyLink.com)

Stephanie Meisse  
419-755-8433  
[Stephanie.N.Meisse@CenturyLink.com](mailto:Stephanie.N.Meisse@CenturyLink.com)  
  
Tom McMahon  
202-429-3106  
[Tom.McMahon@CenturyLink.com](mailto:Tom.McMahon@CenturyLink.com)

**Southern Region**

Brian Hamman (Southwest Florida)  
239-335-8330  
[Brian.D.Hamman@CenturyLink.com](mailto:Brian.d.hamman@centurylink.com)

Carmen Butler (North Florida, Panhandle, Alabama)  
850-599-1821  
[Carmen.Butler@CenturyLink.com](mailto:Carmen.Butler@CenturyLink.com)

Lisa Willis (Central Florida)  
407-889-6102  
[Lisa.D.Willis@CenturyLink.com](mailto:Lisa.D.Willis@CenturyLink.com)

Greg Gaffke (Northern Missouri)  
573-634-1704  
[Gregory.S.Gaffke@CenturyLink.com](mailto:Gregory.S.Gaffke@CenturyLink.com)

Pamela Anderson (Southern Missouri, Kansas)  
417-334-9253  
[Pamela.Anderson@CenturyLink.com](mailto:Pamela.Anderson@CenturyLink.com)

Jeff Jones (Arkansas, Louisiana, Mississippi, Oklahoma)  
479-968-0154  
[Jeff.Jones@CenturyLink.com](mailto:Jeff.Jones@CenturyLink.com)

Steve Hanik (Texas)   
254-628-4411  
[Stephen.A.Hanik@CenturyLink.com](mailto:Stephen.A.Hanik@CenturyLink.com)  
  
**Southwest Region**  
  
Mark Molzen (Arizona and New Mexico)  
602-630-8224  
[Mark.Molzen@CenturyLink.com](mailto:Mark.Molzen@CenturyLink.com)  
  
Tony Timmons (Colorado, Montana, Wyoming, Nebraska, New Mexico, Idaho, Oregon, Washington, California, Hispanic media)  
702-244-7365  
[Anthony.Timmons@CenturyLink.com](mailto:Anthony.Timmons@CenturyLink.com)  
  
Bree Witt (Nevada)  
702-244-7559  
[Brianna.Witt@centurylink.com](mailto:Brianna.Witt@centurylink.com) **Northwest Region**  
  
Dana Dyksterhuis (Seattle, Spokane, Oregon, California)  
206-271-2891  
[Dana@Boasthouse.com](mailto:Dana@Boasthouse.com)  
  
Tony Timmons (Western Washington)  
702-244-7365  
[Anthony.Timmons@CenturyLink.com](mailto:Anthony.Timmons@CenturyLink.com)  
  
Stephanie Walkenshaw (Idaho)  
303-992-2352  
[Stephanie.Walkenshaw@CenturyLink.com](mailto:Stephanie.Walkenshaw@CenturyLink.com)  
  
**Mountain Region**  
  
Stephanie Walkenshaw (Colorado, Montana, Wyoming)  
303-992-2352  
[Stephanie.Walkenshaw@CenturyLink.com](mailto:Stephanie.Walkenshaw@CenturyLink.com)  
  
Mark Molzen (Utah)  
602-630-8224  
[Mark.Molzen@CenturyLink.com](mailto:Mark.Molzen@CenturyLink.com)  
  
**Midwest Region**  
  
Joanna Hjelmeland (Minneapolis, Iowa, Nebraska, South Dakota)  
612-663-5992  
[Joanna.Hjelmeland@CenturyLink.com](mailto:Joanna.Hjelmeland@CenturyLink.com)  
  
Carrie Amann (Minnesota, North Dakota)  
952-448-8292  
[Carrie.Amann@CenturyLink.com](mailto:Carrie.Amann@CenturyLink.com)  
  
Kim Valiquette (Wisconsin, Southeastern Minnesota)  
608-796-5510 [Kim.Valiquette@CenturyLink.com](mailto:Kim.Valiquette@CenturyLink.com)  
  
Jack Moore (Indiana, Michigan, Illinois)  
574-269-1520 [Jack.D.Moore@CenturyLink.com](mailto:Jack.D.Moore@CenturyLink.com) **Eastern Region**  
  
Dacia Labounty (Lower Central North Carolina)  
910-323-5281 [Dacia.H.Labounty@CenturyLink.com](mailto:Dacia.H.Labounty@CenturyLink.com)  
  
Jamie Averette Mitchell (Upper Central North Carolina)  
919-562-2515 [Jamie.Mitchell@CenturyLink.com](mailto:Jamie.Mitchell@CenturyLink.com)  
  
Derek Kelly (Eastern North Carolina)  
252-757-3200 [Derek.T.Kelly@CenturyLink.com](mailto:Derek.T.Kelly@CenturyLink.com)

Pat Elmore (Western North Carolina, Tennessee)  
828-328-0274  
[Pat.Elmore@CenturyLink.com](mailto:Pat.Elmore@CenturyLink.com)

Simone Alley (Virginia)  
434-971-1064  
[Simone.K.Alley@CenturyLink.com](mailto:Simone.K.Alley@CenturyLink.com)

Randy Krause (Georgia, South Carolina)  
843-525-7961  
[Randy.Krause@CenturyLink.com](mailto:Randy.Krause@CenturyLink.com)  
  
Joanette Romero (Ohio)  
440-244-8281  
[Joanette.Romero@CenturyLink.com](mailto:Joanette.Romero@CenturyLink.com)

SPOKESPEOPLE FOR RELATED ORGANIZATIONS

Below is a list of spokespeople for related organizations. These people can be contacted if necessary in the case of an emergency.

**Henry Thomas**

*Cox Communication*

Cell: 222-810-4343

Work: 222-810-8737

Home: 222-810-9345

E-mail: [H.Thomas@cox.com](mailto:H.Thomas@cox.com)

**Carrie Lynn**

*Verizon*

Cell: 777-456-7398

Work: 568-836-5938

Home: 834-859-2847

E-mail: [C.Kessler@verizon.com](mailto:C.Kessler@verizon.com)

**Randy Harris**

*AT&T*

Cell: 367-743-6738

Work: 834-437-3232

Home: 756-784-9873

E-mail: [R.Harris@att.com](mailto:R.Harris@att.com)

**Daniel Joel**

*High Speed Internet*

Cell: 501-837- 8473

Work: 501-905-7962

Home: 847-837-1490

E-mail: [D.joel@highspeed.com](mailto:D.joel@highspeed.com)

Crisis Communication Center

If customers are without CenturyLink’s internet and satellite TV due a tornado in Texas, all of the critical and non-critical crisis team members are to convene at the San Marco, Texas headquarters. All employee and verified crisis responders have a key to this building and have permission to use the facilities as necessary. If not have the necessary key, they need to do so immediately.

Alternate Locations

If for some reason the San Marcos headquarters are unavailable, here is a list of alternate locations where the crisis team and necessary employees should reconvene to set up the next steps to be taken in order to address the tornado in Texas that has our customers unable to use of our service. In the event that CenturyLink’s headquarters is unavailable, the crisis team will move to the conference center at the Hyatt in Austin, Texas. We have permission from the hotel to use this building as our headquarters for as long as necessary pending available space. These are the only places the headquarters should be stationed, as we have been granted special permission to use them and they both provide excellent settings for media interviews.

**Hyatt Plaza**

908 Jolliff Woods Drive.

Austin, Texas 23321

Henry Ford

Cell: 883-847-9778

Work: 324-433-3995

Home: 3w9-346-2389

E-mail: [ford@hyatt.com](mailto:ford@hyatt.com)

EQUIPMENT AND SUPPLIES

In most cases the crisis communication team will be located at CenturyLink’s headquarters in San Marcos, Texas. Therefore, all equipment and necessary supplies are stored in conference rooms and closets. If a situation should arise and the crisis communication team cannot convene at CenturyLink’s headquarters and the team is move to HyattPlaza, each location has been provided with a list of pre-gathered materials needed. This list is provided below. Also, a list of materials that should be gathered by the crisis team and taken to the new site is listed below.

Pre-gathered materials at the site:

* Tables
* Chairs
* Blankets
* Surge protectors
* Extension cords
* Wireless routers
* Walkie talkies
* Food and water
* Printers
* Copy machine
* Fax machine
* Cameras and film
* Podium
* Stage
* Microphone and amp
* Television and radio
* Telephone book
* Telephones
* Bulletin board
* Chalk/ dry erase board
* Clip boards
* First-aid kit

Things brought by Crisis Team:

* Copy of crisis plan
* Change of Clothes
* Employee Identification Cards
* Critical Documents-
* Company letterhead, pens, pencils

PRE-GATHERED INFORMATION

The following information will be already prepared and stored at the Hyatt Plaza in case of an emergency. Crisis responders should refer to this information as needed. And know that is it there available for them at any time

* Previous 5 years Annual report
* File of all previous press briefings and press releases
* Reactions to recalls
* Dates of equipment inspections
* Diagrams on the equipment makeup
* List of regulations CenturyLink requires workers to follow in order to prevent employees from getting hurt
* Press kits full of information regarding the crisis
* Background information on similar companies and reports regarding recalls they have encountered
* Layout or Blueprints of all possible Crisis Centers mapped out with designated areas for certain departments
* Company fact sheet

WEBPAGE

CenturyLink’s Webmaster, Jay Robeson, will be constantly updating the website with information about the crisis. The link to the website, as well as Robeson’s contact information is listed below.

[www.centurylink.com/crisiscommunication](http://www.centurylink.com/crisiscommunication)

Jay Robeson

Cell: 555-666-7890

Work: 676-444-9090

Home: 333-888-9999

E-mail: [j.rob@link.com](mailto:j.rob@dole.com)

KEY MESSAGES

Key messages must be short, concise, and specific and explain CenturyLink’s position on the crisis at hand. They are to be repeated multiple times to the specific key publics and should contain the most important information. Key messages usually contain William Benoit’s Typology of Crisis Response Strategies or Ware and Likugel’s Rehetorical Strategies of Apologia.

* Corrective Action- “. However we are currently working to discover a more sufficient wireless service for when a disaster such as this occurs again.”
* Bolstering- “As some of you know we pride ourselves in being the third largest telecommunications company in the United States. The company provides data, voice and managed services to business, government and wholesale customers in local and national markets through its high-quality advanced fiber optic network and multiple data centers. CenturyLink’s customers range from Fortune 500 companies in some of the country’s largest cities to families living in rural America. Headquartered in Monroe, Louisiana, CenturyLink is among the Fortune 500 list of America’s largest corporations.”
* Mortification- “I would first like to express our sincerest apologies to the people who have experienced this tragic disaster, and were hit by the tornado last night; our thoughts and prayers go out to you. Those of you that are in distress because of the inconvenience of your CenturyLink internet and satellite TV not working at this time, I deeply apologize.”

SAMPLE PRESS BRIEFING

Good Afternoon. My name is Chelsea Hurst and I am the Executive Vice President of Public Policy and Government Relations of CenturyLink. Thank you for being here with me this afternoon. I am addressing you all due to a recent tornado, cutting through Austin, Texas. Miraculously, there were no deaths that resulted from the area's most powerful tornado in years. CenturyLink has over 600,000 valued customers who receive our internet and satellite TV in Austin, Texas. At approximately 6:00 am this morning, CenturyLink received reports of customers in Austin, Texas not being able to use CenturyLink’s internet and satellite TV. We came to the conclusion that 350,000 of our customers are without CenturyLink’s internet and satellite TV at the present time due to the tornado.

I would first like to express our sincerest apologies to the people who have experienced this tragic disaster, and were hit by the tornado last night; our thoughts and prayers go out to you. Those of you that are in distress because of the inconvenience of your CenturyLink internet and satellite TV not working at this time, I deeply apologize. Our customer’s are our number one priority. However our employee’s safety is also important to us. Due to this disastrous tornado, our employees will not be able to make house visits to assist you with your internet and satellite TV problems; however they will be out checking the power lines and cables as soon as it is safe for them to do so, then if need be assisting you at your home. We know what needs to be done to get our customers their internet and satellite TV back promptly; we just want to be safe in the process.

If you are experiencing any difficulty with your CenturyLink internet and/or need a CenturyLink employee to come help you with your issue when they are able, we ask that you call our customer service at 1-800-809-1410 immediately to report your problems involving your CenturyLink internet and/or satellite TV. We realize that many of you may not be able to reach us by phone due to the tornado; therefore you can visit our store locations in Killeen and San Marcos. The address for the Killeen store location is 902B W. Central Texas Expressway, Suite 201B and San Marcos store address is 208 Guadalupe St. If you would like to contact our customer service by mail our address is CenturyLink Customer Service 100 CenturyLink Drive Monroe, LA 71201. We will investigate your issue and reply promptly. If you are not satisfied with our company due to our response to this incident, I do apologize. I can assure you that you will not be billed for the days your wireless and/or satellite TV is out of service and that your service will be back as quickly as possible.

I would like to emphasize that this occurrence is not unusual of internet and satellite TV during a storm of high winds due to power lines damaged and loss of satellite communications. However we are currently working to discover a more sufficient wireless service for when a disaster such as this occurs again. We cannot help that there was a horrible tornado that hit thousands of our customers, but we can make sure that your internet and satellite TV will be up and ready as soon as our employees are safe to do so. We reference key technology industry analyst firms regarding the technology we use so that we can ensure the safety and quality of our internet and satellite TV services. Our company can assure you that to prevent this from occurring in the future, we will continue to develop our CenturyLink communications services under the latest technological and scientific quality of standards. I can assure you that our internet and satellite TV will meet your needs any other time, but due to this incident there was not much we could do to prevent your internet and satellite TV to go out.

As some of you know we pride ourselves in being the third largest telecommunications company in the United States. The company provides data, voice and managed services to business, government and wholesale customers in local and national markets through its high-quality advanced fiber optic network and multiple data centers. CenturyLink’s customers range from Fortune 500 companies in some of the country’s largest cities to families living in rural America. Headquartered in Monroe, Louisiana, CenturyLink is among the Fortune 500 list of America’s largest corporations.

I want to apologize again for all that are suffering from this disaster. I would also like our customers to know that we are deeply sorry for your inconveniences. We would also like to thank those customers that contacted us immediately to tell us that your internet was down in Austin, Texas. Thank you for your help and consideration. CenturyLink is committed to taking this time to rebuild the trust of our customers. CenturyLink is committed to make sure all customers will have their internet and satellite TV in a timely manner. Thank you for your time and understanding. I will now open the floor to any questions you may wish to ask.

PREVENTIONS

Below is a list of actions CenturyLink can take to prevent this crisis from occurring in the future. These actions should occur often and regularly. Should any other warning signs arise, they should be dealt with immediately with the interest of preventing a crisis.

* Bi- annual inspections involving CenturyLink’s satellite
* Bi- annual background check of all CenturyLink’s employees
* Offer crisis planning
* Stay informed of aging equipment and possible malfunctions
* Weekly inspections of electronics
* Bi-annual checks of communication technologies

EVALUATION FORM

Please fill this form out and return it to your administrator as soon as possible. This form will provide necessary feedback regarding the efficiency of this crisis communication plan. Thank you for your corporation and please know that CenturyLink values our employees and realizes that we could not do it without all your help.

On a scale of 1 to 5, with 1 being very little and 5 being very much, please rate the following statements.

1. I agree with the proposed bi-annual crisis rehearsal dates.

1 2 3 4 5

Comments:

1. I understand my position in notifying the crisis communication team members.

1 2 3 4 5

Comments:

1. My contact information provided in this crisis communication plan is accurate. (If not please let your supervisor know immediately)

Yes No

Comments:

1. I feel comfortable conducting a press briefing.

1 2 3 4 5

Comments:

1. I think this crisis communication plan is effective and will be valuable to CenturyLink.

1 2 3 4 5

Comments: