



CRISIS COMMUNICATIONS PLAN

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I. WHAT IS A CRISIS: WHEN TO IMPLEMENT THE PLAN

A crisis is any unexpected, nonroutine event that creates a high level of uncertainty and threatens the future of the organization. Crisis can be categorized as intentional or unintentional. Some unintentional crisis that could affect the YWCA include: disease; natural disasters (fires); and economic. Intentional crisis could include: terrorism; violence; sabotage; ailed employee relations; and breach of confidentiality.

WHY A CRISIS COMMUNICATION PLAN IS NECESSARY

A well-prepared and responsible organization should have a concise, effective crisis communication plan. In the presence of the uncertainty of a crisis, communication is an essential part of effectively navigating through the event and turning crisis into opportunity. Organizations are better prepared to handle a crisis if they have developed a Crisis Communication Plan and looked at potential risks, threats and issues.

Organizational failures can often turn into crisis. Successful organizations are not afraid to embrace failure to avoid potential crisis. Scholars have identified four ways in which organizations fail to learn from failures (Bazerman & Watkins 2004):

1. Scanning Failures: failure to pay attention to potential external and internal problems.
2. Integration Failures: failure to understand how information fits together to provide lessons of how to avoid crisis.
3. Incentive Failures: failure to reward people who report problems and take actions to avoid crisis.
4. Learning Failures: failure to draw important lessons from crisis and preserve them in organizational memory.

PURPOSE

The purpose of this Crisis Communications Plan is to provide the YWCA with a comprehensive, cohesive and effective plan to manage an organizational crisis. The plan should be used as a tool to assist staff in navigating through an organizational crisis. The plan should be reviewed and updated on an annual basis.

OBJECTIVES

Key objectives include:

1. Determine the goal
2. Assemble the Crisis Team
3. Take swift and smart action
4. Communicate effectively and often with key stakeholder
5. Minimize rumors
6. Restore the company's image

II. BACKGROUND AND HISTORY OF THE YWCA OF San Diego County

The mission of the YWCA is to increase safety, promote healing, foster empowerment, and give hope to women and families through innovative programs, services and advocacy. Incorporated in 1908, the YWCA of San Diego County is a charitable organization under Internal Revenue Code Section 501(c)(3) and California Revenue & Taxation Code Section 23701d. The organization develops programs and activities geared towards accommodating the physical, emotional, intellectual, and social service needs of women and families. The agency provides women and families throughout San Diego County with the shelter and services needed to escape homelessness and domestic violence.

The most significant achievement during the course of the agency's 100 years of service was the development of Battered Women's Services. The program was the first comprehensive program of its kind in San Diego, providing shelter, counseling and a 24-hour hotline for victims of family violence. Today, the YWCA operates four residential programs that have approximately 225 people in residence on any given day. The agency offers a continuum of rehabilitative services to individuals victimized by homelessness and domestic violence. Programs include: The Becky's House Domestic Violence Program which includes Becky's House Emergency Shelter and two Becky's House® 18-month transitional housing facilities; PASSAGES, a two-year, sixty-two bed residential program for single homeless women; and Cortez Hill Family Center, a 90-day transitional housing program that provides housing and a continuum of services to more than 800 homeless children and their parents every year. Services and programs at the YWCA are comprehensive and designed to promote self-sufficiency and empowerment. Services include legal assistance, individual and group counseling, shelter, career counseling, financial literacy training, housing and employment assistance and health and medical assistance. Becky's House Emergency Shelter is the only shelter in the area with an on-site school. The shelter school is operated by the San Diego Unified School District and equipped to teach children ages 5 through 17. Each year, more than 300 women and children find safety and shelter at Becky's House Emergency Shelter.

Because of the confidential nature of Becky's House Emergency Shelter, the shelter is located at a undisclosed location. The YWCA's main building is at 1012 C Street in downtown San Diego. The Passages program is also located in the downtown building. Cortez Hill Family Center is located at 1449 9th Avenue in downtown San Diego.

As of this writing, the YWCA has 83 employees, 22 Board members, and 75 active volunteers. The organization's web address is ywcasandiego.org and the main office number is 619-239-0355 (Fax: 619-233-8545).

III. YWCA STAKEHOLDER ANALYSIS

Following are the key internal and external stakeholders/constituents of concern for the YWCA of San Diego County. This plan will address appropriate communications and interaction with them during a crisis.

INTERNAL

Employees are one of the most important stakeholder groups for the organization, as they have a significant interest in the operations, actions, and success of the company. Employees know intimately about the organization and also have the ability to leave the company and work elsewhere. Employees at the YWCA also hold extremely confidential information about the company, such as the location of confidential shelters for domestic violence victims and personal client information. Each staff member is required to sign a confidentiality form prior to employment.

Clients are served by the YWCA. They are key stakeholders as they rely on the organization to provide them with critical, life-support services, such as food, shelter, and clothing. They also rely on the organization's privacy policies to keep them safe and, in the case of domestic violence victims, away from their perpetrators. Clients also have privileged information on the location of the emergency shelter. Each client is required to sign a confidentiality form prior to being accepted into the program. Clients receive a range of services including legal assistance, individual and group counseling and career counseling. Clients work with staff, as well as volunteers. The YWCA serves all ages, races, and ethnicities.

Volunteers at the YWCA are critical to the success of the organization. As of this publication, the YWCA has 75 active volunteers. Volunteers work in a variety of capacities such as tutors, workshop assistants, administration, fundraising, events, and therapeutic services. Many organizations volunteer their time at the YWCA, offering music therapy, financial literacy training, and exercise. Volunteers also have knowledge of the confidential location of the YWCA's emergency shelter. Volunteers also work with the children in the shelter.

The Board of Directors at the YWCA (at this writing) consists of 22 volunteer members. The Board provides governance over the organization, ensuring that operations are in line with the organization's mission and vision. Key organizational decisions are approved by the Board, including hiring of the CEO and Executive Leadership team, the strategic direction of the organization, and electing YWCA Directors. The Board is also responsible for ensuring that the organization remains fiscally responsible and stable.

Donors can be considered both internal and external stakeholders; however, for this purpose, we have included them in the internal category. The YWCA's donors consist of individual contributors, private foundations and corporations. The organization also receives government contract funding from organizations such as HUD, San Diego Housing Commission, and the Governor's Office of Emergency Services. Donors are key stakeholders because they have invested in the company. Grantmakers rely on the organization to be compliant on their grants and individual donors expect the company to use their funds in the way in which the donor has designated. The YWCA also receives in-kind donations such as clothing, shoes, furniture, toys (particularly during Christmas), and gift certificates.

NOTE: *All employees and volunteers must complete a TB test and a Life Scan fingerprinting prior to*

working at the YWCA.

EXTERNAL

The General Public, as citizens and residents of San Diego County, are considered external stakeholders as they have an interest in the community. The general public is interested in the company in varying degrees, but, overall have a stake in public policy and the actions of local organizations.

Allied Agencies throughout the County of San Diego work alongside the YWCA and often refer clients between programs. YWCA allied partners include: San Diego Rescue Mission, South Bay Community Services, Women's Resource Center, the San Diego Family Justice Center, The Salvation Army, St. Vincent de Paul Village, Libre (Community Resource Center), El Nido (Interfaith Shelter Network) the Center for Community Solutions, and Episcopal Community Services. Substance abuse programs such as CRASH, Options for Recovery, YMCA Turning Point, Volunteers of America Detox Center, Halcyon, Isis all refer clients to the YWCA. Program staff members actively participate with the San Diego Domestic Violence Council, and its Shelter and Support Services Subcommittee and the San Diego Regional Continuum of Care Council.

Media and their importance as a stakeholder group of the YWCA is significant. Their interest in the company is in getting information to disseminate to the public. In turn, the media provides the YWCA with exposure and gives the organization a platform in which to educate the public and build a positive image. One media entity in particular stands out - Star 94.1 (radio station) worked with the YWCA to develop the first Becky's House for survivors of domestic violence. Each year, the radio station hosts Jingle Balls, a rock concert to benefit Becky's House.

IV. RISKS AND ISSUES ASSESSMENT

While no one can provide a comprehensive and complete list of all of the possible crisis scenarios that might befall an organization, it is imperative that as many possible events be anticipated and prepared for. Following is a list of high-risk crisis that could effect the YWCA of San Diego County.

RISKS

Confidentiality – Because of the nature of Becky's House for domestic violence victims, confidentiality is critical to the success of the YWCA. Clients rely on the organization to be discreet with their personal information and with their location; however, information can leak either accidentally or as a part of planned sabotage.

Abuse – Potential abusive situations could occur in many areas of the organization. Possible scenarios include: client to client abuse; child abuse; abuse by volunteers; abuse by staff.

Violence - The background of our clients, coupled with the extreme stress they have been and are enduring, violence is a real possibility. Violence can occur from client to client, client to staff, client to volunteer and vice versa.

Substance Abuse – Many clients enter YWCA programs with a history of substance abuse. There have been instances in the past where clients have entered the facility under the influence of an illegal substance. Aside from the obvious legal issues, this poses great risk to the other clients in the facility, to staff and volunteers.

Injuries/Accidents – Injuries and accidents that occur in any normal living situation, can also occur in YWCA residential facilities. Obviously, not all of these injuries and accidents represent organizational crisis. Injuries and accidents that could possible result in organizational crisis include van accidents while transporting clients and children, YWCA equipment malfunction resulting in significant injuries or even death and/or accidents or death associated with the YWCA recreational facilities, such as the gym or swimming pool.

Communicable Diseases – Since the YWCA operates residential facilities where clients live, work and play, one communicable disease that infiltrates the living area, could result in a significant organizational crisis. This risk could include anything from tuberculosis, to the measles or chicken pox.

Suicide – A few years ago, the YWCA experienced an organizational crisis when a client committed suicide in the outside parking lot. Suicide is a real possibility for clients with a history of substance abuse, mental illness, and/or domestic violence.

Food Borne Illness – In light of the recent increase in food borne illnesses, and in light of the fact that the YWCA is responsible for providing meals for the clients, a potential tainted piece of lettuce or a tomato with salmonella could represent a serious potential organizational crisis.

Ethics – Ethical issues are a real possibility for just about any operating organization. Misappropriation of funds, lying, stealing, and other inappropriate conduct could all pose a serious threat to the life of the organization.

Natural Disasters – San Diego sits within a fire zone. In October of 2003, San Diego experienced the worst wildfire in California state's history (Ulmer, 2007). The hot Santa Anna winds, coupled with extreme heat from global warming, all represent potential threats to the organization's facilities. Additionally, the city sits on a major fault line and earthquakes are a daily potential threat.

ISSUES

“Issues management is not only public policy management. Nor is it issues communication, such as issues advertising, community relations or governmental relations. It requires that public policy issues discussions be incorporated into corporate strategic business planning and management.”

–

-Robert L. Heath, (Jaques, T. 2002) Journal of Communications Management

Following is a list of public issues of particular concern to the YWCA.

1. Domestic Violence – local, state, and federal legislation can directly impact the work that the YWCA does in providing services to hundreds of domestic violence victims each year.
2. Child Abuse – More than 60 percent of the residents in the YWCA's domestic violence facilities are children, so child abuse issues are of important concern to the company.
3. Race Relations – local and national YWCA's use the tag logo language “eliminating racism”, so race relations represent a key issue.
4. Affordable Housing – the San Diego region has a significant lack of affordable housing. Facilitating a move from the YWCA's transitional facilities to permanent housing is a constant and real challenge and, often, when their YWCA program is over, clients have still not located affordable, permanent housing. The waiting list for Section 8 housing in San Diego is well over six years.
5. Funding – The YWCA is a nonprofit organization and relies on support from government funding, private foundations, individual contributions, and proceeds from events. Funding, particularly in current economic conditions, is a real issue. Many government funding sources have been cut dramatically and corporate giving and private foundation giving is becoming increasingly competitive and difficult to obtain.
6. Nonprofits – any legislation or issues concerning nonprofit organizations are key to the YWCA as it is a 501c3 organization.
7. Drug Abuse – substance abuse is an issue for many YWCA clients, and, therefore, represents a key issue for the agency.
8. Mental Illness – many of the clients at the YWCA suffer from mental illness. The clinical staff are trained to work with clients suffering from mental illness and it represents a significant issue for the organization.

V. MEDIA ANALYSIS

San Diego is in the 27th media market (region where people receive the same television and radio stations). The city is basically a one-paper town with the Union Tribune being the main and most widely distributed newspaper. The San Diego Union-Tribune has a daily circulation of nearly 355,000 and Sunday sales of nearly 445,000 [<http://www.signonsandiego.com/media/pr/pr01182005.html>]. Local television is a key medium during a crisis in San Diego. The YWCA is fortunate enough to have a well-connected public relations firm (c3 Communications) with many local media contacts to call on in the event of a crisis.

Generally speaking, the local media in San Diego have been very good to the YWCA, covering major events, and providing extensive coverage during the YWCA's 2008 Centennial Year. In particular, news anchors from 10News Live have emceed several signature YWCA events, such as *Tribute to Women and Industry* (TWIN) and *In the Company of Women* (Kimberly Hunt, Carol LeBeau), and the organization has received support and coverage from San Diego Magazine, San Diego Daily Transcript, KUSI, Star 94.1 Radio, Union Tribune, 10News Live, KSBW, KOGO, and several others.

A Word About Star 94.1

The YWCA of San Diego County has a special relationship with Star 94.1 Radio. The concept for the YWCA's Becky's House shelter originated on the Jeff and Jer show in 1999. A woman (“Becky”) called the station and said she was seeking safety from her abusive boyfriend. She said he was out of town at the time of the call and she had just that weekend to determine what to do and how to do it. With overwhelming response, \$43,000 in donations came in from the community to help her. Subsequently, and in conjunction with the YWCA, the first Becky's House transitional housing facility for victims of domestic violence was built. Each year, Star 94.1 hosts a rock concert, Jingle Ball, a fundraiser to support Becky's House.

TOP MEDIA OUTLETS

Television	Radio	Newspaper	Magazine
KGTV -10News Live	KMYI (Star 94.1 FM)	SD Union Tribune	San Diego Magazine
KUSI (Channel 9) Live news breaks every hour	KPBS (89.5 FM)	San Diego Daily Transcript	San Diego Reader (free weekly)
FOX 6 San Diego	KYXY (96.5FM-”Kicksy”)	San Diego Business Journal	San Diego Family Magazine
KSWB 5 – CW SanDiego	KFMB (Star 100.7 FM)	San Diego Metropolitan	San Diego City Beat
KFMB – News 8	KOGO (600AM)	San Diego Downtown News	San Diego Downtown

VII. YWCA CORE CRISIS TEAM

(see contact information on contact sheet)

Purpose and Responsibilities

The purpose of the crisis team is to:

- Precrisis:** Ensure the CCP is approved by the Board of Directors
 Ensure the CCP is updated and kept current.
 Keep updated and informed of changing risks & issues that effect the organization.
 Develop strong, positive stakeholder relations.
 Be ethical and honest
- During Crisis:** Gather accurate information
 Communicate early and often (even when there is 'no new news') with key primary and secondary stakeholders.
 Acknowledge the uncertainty of the crisis.
 Be ethical and honest.
- Post Crisis:** Gather and document a list of 'lessons learned'.
 Reassure stakeholders.
 Implement organizational changes as necessary.

RESPONSIBILITIES

INTERNAL

Chief Executive Officer - SPOKESPERSON
Chief Operating Officer- Team Leader/BACK-UP SPOKESPERSON
Chief Development Officer – Point Person for all donor-related issues/primary point of contact for external crisis team members.
Director of Finance – Point Person for all financial-related issues.
Director of Human Resources – Point Person for all HR/employee issues.
Director of Facilities – Point Person for all facility/natural disaster issues.

EXTERNAL

Public Relations Firm: C3 Communications: Press Releases/Media – Keep track of Media.
Joice Truban Curry, President/CEO
Denise Scatena, Director of Client Services

IT: Arjan Dhaliwal at Bitwise Consulting – Assists with Crisis Technology Needs

Holidays and Vacations: It is the responsibility of each Crisis Team member to notify the other members on the team of leaves or extended vacation or sick time.

VIII. CRISIS COMMUNICATION EXECUTIVE SUMMARY

Due to the uncertain and often fast moving nature of crisis, this plan seeks to gather the most pertinent information in one document, focusing on The Crisis Team, Stakeholders, Media and The Message. The most important portion of this plan is communication. According to Effective Crisis Communication; Moving From Crisis to Opportunity (Ulmer, 2007), “all crises involve the general communication strategies of reducing uncertainty, responding to the crisis, resolving it, and learning from it.” This plan seeks to put forth information in precise and detailed order to support these strategies.

The Crisis Communication Plan outlines roles and responsibilities for the crisis team and includes critical contact information, as well as emergency management and crisis response procedures. It is imperative that the organization practice the plan and ensure that all Crisis Team members know the whereabouts of its location. Assuming that the organization has done its job prior to the crisis in maintaining positive stakeholder relations, the Crisis team should make a point of communicating early and often with stakeholders, even when there is no new information. The key core to any crisis communication is to **convey organizational empathy** if victims are involved and to reassure stakeholders that the crisis is being actively managed.

The YWCA holds a unique position of being affiliated with a national organization, so the spokesperson and Crisis Team should be prepared to address concerns from its national chapter (see contact information under “allied agencies contact sheet”, as well as any other allied, collaborative agencies.

Any well-prepared crisis team goes conducts periodic exercises to ensure that the plan is effective and not in need of any adjustments. The YWCA Crisis team should conduct periodic (every quarter) 'crisis exercises' to ensure effectiveness and preparedness.

Updating this plan is critical to its effectiveness. Someone should be assigned to ensure the plan is updated on an annual basis and that all contact information included is accurate and current. Additionally, each crisis should be logged using the form included in this plan, with the date and any pertinent information. This will create a historical organizational record to ensure the crisis remains in company memory and the learning is passed on to new employees. Any time the plan is changed, it should also be logged to keep a record of the timeliness of all CCP updates.

“A crisis management plan and the team that creates and implements it must have the strong support of the organization's board of directors. If not, employees will not take crisis management seriously until the event occurs” (Podalak, 2002, p57).

CONCLUSION

Every crisis should be viewed as an opportunity for organizational renewal. In Ulmer (2007) renewal is defined as “a fresh sense of purpose and direction an organization discovers after it emerges from a crisis. We've seen organizations do it time and time again: In 1992 Jack in the Box turned it's E.coli crisis into renewal by establishing a new communications system and incorporating new follow-up documentation procedures - the company is now known as a leader in food safety; in 1994, Schwan turned it's salmonella crisis into an opportunity for renewal and, subsequently, built a brand new facility, and leased a new fleet of sealed tankers to transport products (Ulmer,2007 p84).

In closing, it is important to remember key elements outlined in Ulmer's book Effective Crisis Communication: Moving from Crisis to Opportunity:

- **Organizations that set strong ethical standards before a crisis can create an opportunity for renewal.**
-
- **Organizations that emphasize developing strong stakeholder relationships prior to a crisis, have a better opportunity for renewal.**
-
- **Organizations that focus on moving beyond crises rather than escaping blame are more likely to experience renewal.**
-
- **Organizations that focus on effective crisis communications strategies have better opportunities for renewal.**

No organization is immune to crisis; however, with good leadership, sound planning, effective risk management with detailed assessment of organizational risks and issues, and a detailed Crisis Communications Plan such as the one provided here, a crisis can quickly be turned into an opportunity for rebuilding, refocusing and renewal.

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APPENDIX A

CCP Overview

First Alert – CEO/COO are alerted. COO activates chain link call to all Internal Crisis Team Members.

CDO alerts external Crisis Team members.

Inform Front Desk and all First Desk Staff to direct all media to PR Firm/Spokesperson.

Gather as many initial **facts** as possible.

Speak with first emergency responders and gather data/information (if necessary)

Team Meets to assess situation and level of impact (public health risks, need to implement emergency operation systems)

Determine who should be contacted immediately.

Craft Message & Coordinate message with allied agencies (if necessary)

Decide when/where/type of first formal media contact.

Determine location of press conference (if necessary)

Inform Front Desk Staff/Receptionist of media events.

Time Code information with names, dates as it arrives.

Verify all facts before discussing publicly.

Start media contact log.

Prep the Spokesperson

Monitor the Media Closely.

Keep key high-level stakeholders informed.

APPENDIX B CONTACT SHEET

INTERNAL CRISIS TEAM MEDIA CONTACT SHEET

When the following YWCA contact is out of town or unavailable	1st person to contact for media inquiries	2nd person to contact for media inquiries	Who is the Agency Spokesperson for YWCA? (priority order)
CDO	COO	CEO	1.CEO 2.COO - 3.Board President –
CEO	CDO	COO	1.COO 2.CDO 3.Board President –
COO	CDO	CEO	1.CEO 2.CDO 3.Board President –
COO/CDO	CEO	Board Pres.	1. CEO- 2.Board President –
CEO/COO	CDO	Board Pres.	1.CDO- 2.Board President –
CEO/CDO	COO	Board Pres.	1.COO 2.Board President

Contact Information

Name	Work Phone	Cell Phone	Email
CDO	619-239-0355 ext 251	619-000-0000	
CEO	619-239-0355 ext 244	619-000-0000	
COO	619-239-0355 ext 227	619-000-0000	
Board Pres.	999-999-9999	999-999-0000	

INTERNAL CRISIS TEAM NONMEDIA

Chief Financial Officer – C:619-000-0000 H:858-000-0000
Director of Facilities – C: 619-000-0000 H:858-000-9090
Human Resources Director – C:619-000-000 H:858-000-0000

External Contact Sheet

c3 Communications (Public Relations Firm)

Joice Truban

Denise Scatena

Cell:

Voice:

Arjan Dhaliwal (IT Consultant)

arjan@bitwiseconsulting.net

YWCA Attorney –

401 B Street, Tenth Floor

San Diego, CA 92101

T: 619.237.5200 | F: 619.615.0700

APPENDIX C DEALING WITH THE MEDIA

Messaging

1. Know what you want to communicate. Write down the key points you want to make -- in order of importance -- and be prepared to make these points during the interview.
2. Write down all questions you think the reporter may ask and prepare answers, even if the answer is a non-answer such as “we don’t have sufficient data to clearly respond.”
3. Never offer guesses or “I think” answers to a questions. You can’t be an expert in all fields, and you shouldn’t try. You could reply by saying “if you need the information I’ll put you in touch with the right people.”
4. Assume everything you say will appear in tomorrow’s headlines. There is no such thing as “off-the-record.” The interview is not over until the reporter leaves. Everything you say is fair game.
5. Use positive remarks, such as “yes,” instead of “I think” or “I believe.” When confronted with negative leading questions respond with positive statements without repeating the negative question.
6. Keep your responses short and to the point, but complete. State conclusions first, backed up with facts. Do not give personal opinions.
7. Dead air time is their problem. When you have completed your answer stop talking -- don’t ramble on because there is a mike in front of you.
8. If the reporter said the interview was on one subject, but switches to another, it is perfectly all right to say “you told me the interview would cover _____; I am not prepared at this time to accurately discuss the other subject.” After the interview, refer back to the public relations agency.

MEDIA CONTACT SHEET

Union Tribune - 619-299-3131

KUSI - 858-505-5016

KNSD - 619-578-0201

KFMB - 858-571- 5155

KGTV - 619-237-6381

XETV - 858-650-5401

KSBW - 858-573-6500

City News Service 619-231-9097

San Diego Business Journal - 858-277-6359

The Daily Transcript - 619-232-4464

Clear Channel (STAR, KOGO, etc.) - 858-292-2000

APPENDIX D
Sample Script

We are still gathering facts about the incident. This is what we know at this time.

At approximately _____ (state only verified, factual information)

IF APPROPRIATE: At this time we cannot accurately tell you the extent of the damage

or injuries other than to say state only facts known- never give out names of

victims/personal information. *IF APPROPRIATE:* We have requested

emergency assistance from _____
(Police, Fire, other emergency response agencies)

and we are working with _____ to gather additional
(other agencies involved in incident?)

information. *IF VICTIMS INVOLVED:* Right now our main concern is for all of those
who have been affected by this tragedy.

That is all I can confirm at this time. We are extremely busy trying to deal with this
situation and gather information. We will keep you updated on a regular basis and as
new information arrives. In the meantime, we ask that those affected by the situation
contact _____.
(emergency number, if appropriate)

CCP Activity Log

Please log the date, action, and any pertinent comments each time the plan is put into effect.

Date	Type of Crisis	Actions, Comments, Results
------	----------------	----------------------------

CCP Document Revision History

[illegible]

22 Sample Only: C. Kennedy -YWCA Crisis Communications Plan

INCIDENT REPORT FORM

ALL INJURIES, EVEN MINOR ONES, MUST BE REPORTED. Complete this report on day of injury or as soon as possible and send to Foundation, Human Resources. All questions are important. Complete in detail.

PART I

To be filled out, by the injured employee.

<input type="checkbox"/>			<input type="checkbox"/>		
Department			<input type="checkbox"/>		
Name of	(First)	(MI)	(Last)	Social Security No.	Married? Yes No
				M ale	
Address of injured			(Street)	(City)	(Zip)
Home phone number		Date of Birth		Full Time Part Time	Days S M T W Th F S Hours
Nature of Injury, Illness or Exposure and part of body affected					
Date of Injury		Hour a.m. p.m.	Names of Witnesses		
Describe where the Injury, Illness or Exposure occurred. (Address, City and County)					
HOW did the injury, illness, or exposure occur?					
Employee's Signature					Date

PART II To be filled out by the injured employee's immediate supervisor or Project Director whose evaluation is vital to future accident

Prevention activities. Carefully evaluate any "act" or "condition" which caused the injury, illness, or exposure. <input type="checkbox"/>					
<input type="checkbox"/> AN UNSAFE CONDITION EXISTED (Check all that apply)					
<input type="checkbox"/> Defective equipment (tools, materials)		<input type="checkbox"/> Slippery or uneven walking surfaces		Other contributing factors	
<input type="checkbox"/> Safety Devices not provided		<input type="checkbox"/> Faulty layout of facilities			
<input type="checkbox"/> Poor working conditions (light, ventilation)		<input type="checkbox"/> Poor housekeeping			
<input type="checkbox"/> AN UNSAFE ACT RESULTED FROM (Check all that apply)					
<input type="checkbox"/> Inadequate instruction		<input type="checkbox"/> Not using safety devices		<input type="checkbox"/> Improper work method	
<input type="checkbox"/> Disregarded rules		<input type="checkbox"/> Physical condition of injured does not meet task		<input type="checkbox"/> Improper body position	
<input type="checkbox"/> Haste: Carelessness		Action of fellow worker			
What have YOU done to prevent recurrence?					
Did injured go home? <input type="checkbox"/> Yes <input type="checkbox"/> No If yes, time <input type="checkbox"/> am <input type="checkbox"/> pm		Was Employee unable to work on any day after injury? <input type="checkbox"/> Yes <input type="checkbox"/> No		If yes, date last worked ____/____/____ Mo. Day Year	
				Date or estimated date of return to work ____/____/____ Mo. Day Year	
Did Injured Report to a Physician <input type="checkbox"/> Yes <input type="checkbox"/> No		Name and Address of Physician:			Phone Number
Did Injury Require Hospitalization <input type="checkbox"/> Yes <input type="checkbox"/> No		If hospitalized, name and address of hospital:			
Facts indicate this injury was caused by <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Don't Know (Explain)					
Supervisor/Manager (PRINT)				Supervisor's Signature	
Date of Report		Phone No.		Health and Safety Officer	

NOTICE TO EMPLOYEES REGARDING MEDIA INQUIRIES

(distribute to all employees at the onset of a crisis)

The authorized spokespersons are the **only** people who should talk with the media. If you are approached by a member of the media:

- **Cordially** inform the reporter that there is a spokesperson who can respond to any questions.
-
- Take down the reporter's name, telephone number and affiliation.
-
- Be **friendly** but do not respond to questions.
-
- Call the spokesperson and inform them of the media inquiry.

NEVER ASSUME THE ROLE OF A SPOKESPERSON.

APPENDIX F

Quick On Site Crisis Check List

- All Crisis Team Members contacted
- Crisis Meeting Room area is identified
- Press Meeting Room Area identified
- Building secured/crisis area secured if necessary
- Front Desk Prepped
- Global Staff Message Distributed
- Key Top Stakeholders Contacted
- Emergency Telephone Numbers Implemented (if necessary)
- Website updated

Quick Off Site Crisis Check List

- CCP Plan
- Business Cards
- Log Book/Notebook
- Cell Phone
- Employee Contact Sheet (if needed)
- Keys (to other sites, if needed)

APPENDIX G

ALLIED AGENCY CONTACT SHEET

NATIONAL YWCA - 202-467-0801

SAN DIEGO FAMILY JUSTICE CENTER - (619) 533-6000

CATHOLIC CHARITIES (619) 231-2828

SALVATION ARMY - (858) 483-1831

SAN DIEGO VOLUNTEER LAWYER'S PROGRAM - (619) 235-5656

ACCESS INC. - (619) 228-2900

SAN DIEGO DOMESTIC VIOLENCE COUNCIL - (619) 533-6041

SAN DIEGO RESCUE MISSION - (619) 687-3720

SOUTH BAY COMMUNITY SERVICES - (619) 420-3620

WOMEN'S RESOURCE CENTER -(760) 757-3500

ST. VINCENT DE PAUL VILLAGE – (619) 446.2100

LIBRE (COMMUNITY RESOURCE CENTER)- (760) 753-1166

EL NIDO (INTERFAITH SHELTER NETWORK) - (619) 702-5399

THE CENTER FOR COMMUNITY SOLUTIONS – (858) 272-5777

(619) 697-7477

EPISCOPAL COMMUNITY SERVICES - (619) 228-2800

