## **Crisis Communication Lifecycle**

Pre-crisis	Initial	Maintenance	Resolution	Evaluation
<ul> <li>Be prepared</li> <li>Assign crisis response roles</li> <li>Collaborate with life safety partners, agencies (police, fire, EMS, mental health)</li> <li>Develop consensus recommendations</li> <li>Create Crisis Communication Plan</li> <li>Prepare response statements, key messages</li> <li>Test communication system &amp; networks, including web "ghost site"</li> </ul>	<ul> <li>Initial statement ~ who, what where, when not why! ~ priorities &amp; action steps ~ reassure stakeholders</li> <li>Get it right, repeat it &amp; share with others (inform employees first!)</li> <li>Understand info is usually incomplete</li> <li>Accuracy is critical; okay to state, "We don't know at this time"</li> </ul>	<ul> <li>Commit to frequent updates ~ provide more background, details of incident ~ progress of response efforts ~ seek support of response</li> <li>Listen, learn &amp; assess what affected public is saying</li> <li>Correct rumors, unclear facts, misinformation</li> <li>Expect criticism &amp; blame; stay focused on victim's needs</li> <li>Deploy process to track communication activities, stakeholder responses</li> </ul>	<ul> <li>Focus communication on: ~ recovery efforts ~ cause (if possible) ~ actions taken to prevent a repeat; when changes are implemented</li> <li>Be prepared for media scrutiny on incident cause, organization's response</li> <li>Promote behaviors that avoid risks</li> <li>Take this time to improve response efforts</li> <li>Promote organization's role, responsibility to its mission &amp; focus</li> </ul>	<ul> <li>"Hot wash" (debrief) <ul> <li>what did we learn?</li> <li>what do we need to differently next time?</li> <li>what were our greatest challenges in responding to incident/crisis?</li> </ul> </li> <li>Document &amp; share lessons learned; determine specific actions to improve crisis communication &amp; response capabilities</li> <li>Evaluate performance of crisis communication plan, including social media efforts</li> <li>P aturn to pre-crisis planning</li> </ul>
		<ul> <li>Seek alliances with other</li> </ul>		<ul> <li>Return to pre-crisis planning</li> </ul>

partners; report third-party support of your efforts & activities

## **Crisis Communication Lifecycle**

	Pre-Crisis	Initial	Monitoring	Resolution	Evaluation
Typical questions people will ask		<ul> <li>What happened?</li> <li>Where and when?</li> <li>Who's responsible?</li> <li>Who's to blame?</li> <li>Is my child/family safe? Hurt? Dead?</li> <li>Who else is hurt/dead?</li> <li>What's being done to respond? Protect or help people?</li> <li>Who's in charge?</li> <li>What's going to happen next?</li> </ul>	<ul> <li>What's the risk to my other children/family members?</li> <li>What can I do to help?</li> <li>Why are you doing /not doing?</li> <li>Why aren't you doing more?</li> <li>Why aren't you telling us more?</li> <li>What are you hiding?</li> <li>Who should I listen to? Who's right?</li> </ul>	<ul> <li>Why didn't the response go better? Differently?</li> <li>Who's responsible for getting us back to normal?</li> <li>Why is it taking so long?</li> <li>What do I do (as a parent) to help my child(ren)?</li> <li>I'm not seeing this on the news anymore. Should I still care?</li> </ul>	
Organization's information goals	<ul> <li>Identify audiences</li> <li>Develop generic messages, materials</li> <li>Identify channels of communication</li> <li>Exercise plan to ensure it works</li> <li>Get buy-in &amp; approvals from management, legal</li> <li>Build relationships with stakeholders, media now</li> <li>Identify, train spokesperson(s)</li> <li>Make sure staff know what to do if approached by media</li> </ul>	<ul> <li>Acknoledge the event with empathy</li> <li>Explain &amp; inform in simple terms about the risks</li> <li>Establish your credibility</li> <li>Provide appropriate courses of action, including where &amp; how to get more info</li> <li>Commit to stakeholders to provide frequent information as it becomes available</li> </ul>	<ul> <li>Help stakeholders understand impact of situation &amp; their risk (especially parents who want to go to the scene; have an alternative location)</li> <li>Provide background info to those who need to know</li> <li>Gain understanding of &amp; support for response</li> <li>Monitor what's being said by whom &amp; correct misinformation</li> <li>Explain emergency recommendations (if any)</li> </ul>	<ul> <li>Improve future response by providing education about response</li> <li>Honestly examine problems &amp; mishaps</li> <li>Reinforce what worked; focus on key messages</li> <li>Persuade &amp; build support for policy &amp; resource allocation changes (if needed)</li> <li>Promote the activities &amp; capabilities of your school/district</li> </ul>	<ul> <li>Debrief &amp; evaluate how the plan worked</li> <li>Document the response as part of an After Action Report</li> <li>Take the opportunity to grow by developing an improvement plan to address training &amp; exercise needs</li> <li>Revise the Crisis Communication &amp; Social Media plans based on lessons learned (including system failures)</li> </ul>