



CAPIO ANNUAL CONFERENCE

Crisis Communication Plan Development

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Sample Crisis Communications Plan Table of Contents

Section 1: Purpose

- Policies Regarding Full Disclosure, Media Relations

Section 2: Roles

- Initial Phase
- Mid-Phase
- Final Phase
- Multiple Agency Response Roles
- Role During Non-Disaster Incident

Section 3: Definitions

Section 4: Procedures Flow Charts / Crisis Communications Team Organization Chart

Section 5: Procedures

- Notification of Communications Office
- Assessment & Fact Gathering
- Activate Crisis Communications Team / Plan
- Initiate Response / Action Plan
- Initiate Employee Communications
- Disseminate Information
- Incident Communications Management
- Conduct Incident Wrap-Up / Post Incident Review

Section 6: Message Development

- Role of Messages
- Message Development Questions

Section 7: Communications Tools

- Social Media Channels
- Press Releases
- Statements
- Fact Sheets and Backgrounders
- Visuals, Video Press Releases, and B-Roll
- Chamber of Commerce Email Distribution
- Portable Freeway Signs
- Low Power A.M. Radio Broadcasts – English/Spanish
- Global Employee Email
- Global Employee Voice Mail
- Telephone “Bank” – Incoming Calls from Public
- Internal and External Newsletters

Section 8: Department Operations Center – Communications Function

- Setting up the PIO Workstation / Function in the DOC
- Establishing a Media Briefing Center
- Establishing Field PIO or Making Contact With Existing Teams
- DOC Duties of the Director of Communications

Section 9: Media Briefing Center

- Make Determination to Establish a Media Briefing Center
- Staffing the Media Briefing Center
- Media Briefing Center Location
- Checklist for Establishing, Operating a Media Briefing Center

Section 10: Field PIO

- Prepare to Report to the Field
- Report to Incident Commander
- Establish a Field Information Center for the Media
- Determine Media Access Area
- Pool Coverage
- Information Flow to DOC
- Other Field PIO Duties

Section 11: Joint Information Center

- Overview of JIC
- Staff of JIC
- Roles
- JIC Organization Chart

Section 12: Checklists

- Director of Communications
- Assistant Director/Public Information Officer
- Communications Officer/Community Relations-Education
- Communications Officer/Media Relations
- Communications Officer/Visual Arts
- Communications Administrative Coordinator
- Communications Specialist IV
- Communications Specialist IV
- Communications Specialist III
- Division Secretary
- Clerk Typist
- Clerk Typist

Section 13: Sample Messages, Press Releases

- Questions for Fact Gathering
- How to use the Sample Messages, Press Releases

- Incident Notification Form
- Holding Statement Form
- Media Contact Log
- Media Briefing Center Log
- Business Continuity
- Facility Closure -- Indefinite
- Facility Closure – Temporary
- Terrorist Activity
- Bomb Threat / Explosion
- Earthquake
- Fire
- Oil Spill / Hazardous Materials Leak – Spill
- Tsunami
- Workplace Violence
- Criminal Behavior / Investigation
- Freeway/Railway Closure / No Transportation Access
- Work Stoppage
- Operational Move to Other Facility

Section 14: Rosters – Communications Officers

- Agency
- Communications Office
- Community
- Schools
- County
- Nearby Communities/Agencies
- Utilities
- Support Agencies
- State of California
- Federal Government

Section 15: Media Lists

- Local
- Regional Print
- Regional Broadcast
- Regional Wire Services
- Online
- Trades
- International

Section 16: Roster – Hot Links

- State of California Agencies
- U.S. Government and National Agencies
- International Agencies
- Local Agencies

Section 17: PIO Go-Kit

- Office Kit
- Personal Kit

Section 18: Media Access Guidelines / 409.5 PC

- Summary
- California Penal Code Section 409.5
- Media Access at Incident Scenes
- Media Photo Site
- Barrier Tape Rules

Section 19: Media / Public Safety Airline Guidelines

- General Guidelines

Section 20: Bomb Squad / Media Guidelines

- Distance from Immediate Scene
- Photographing Bomb Deactivation Techniques

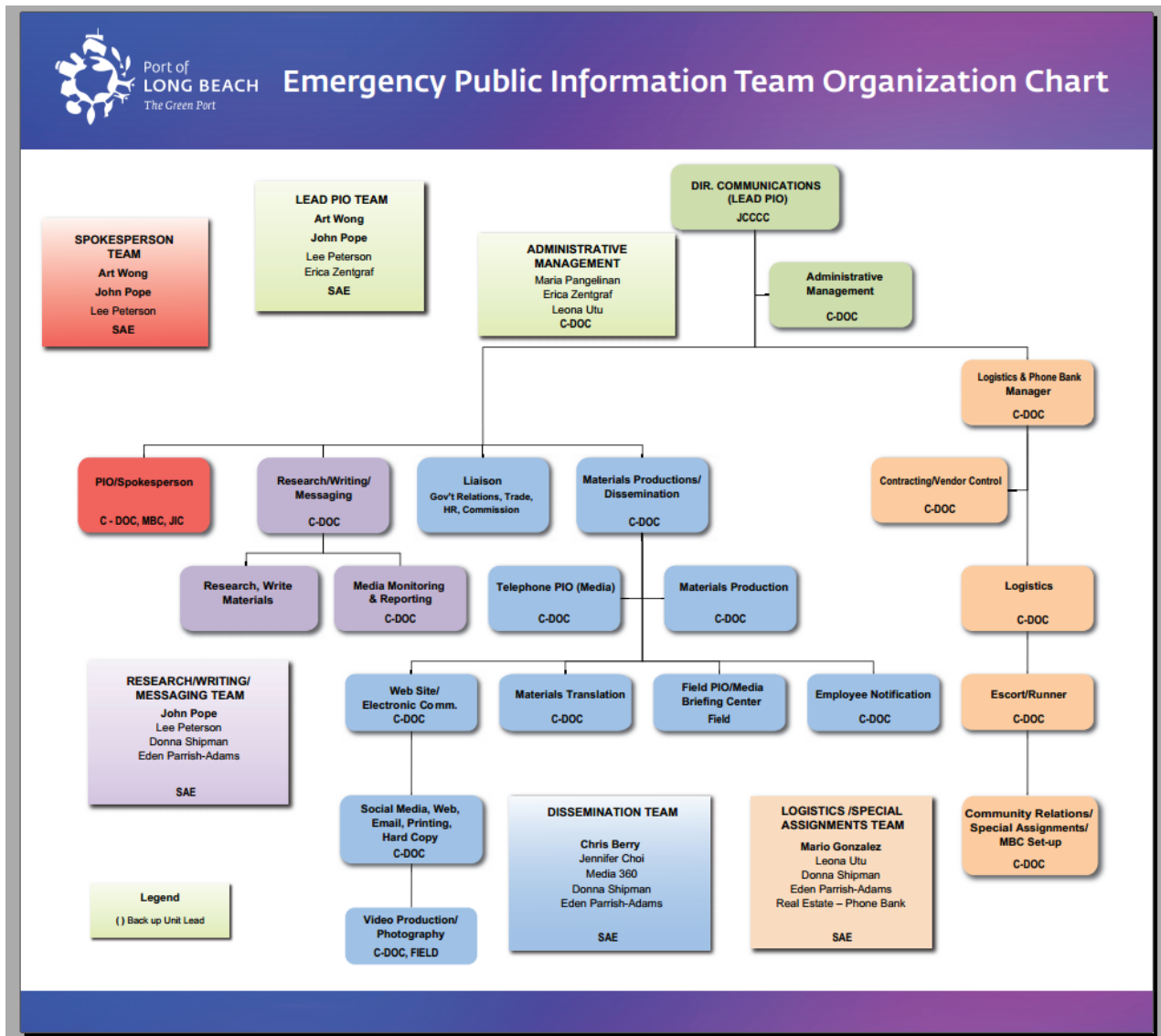
Section 21: Crisis Web Site

- Checklist: Materials Upload – Internal-Use Site
- Checklist: Materials Upload – Media / Public Use
- Web Site Map

Appendices: Passwords and Activation Procedures

- Website
- Social Media Channels
- Phone System

Emergency Public Information Team Organization Chart



PIO Procedures Flow Chart

Step 1: Notification to City, FD or PD PIO

- Assess magnitude; coordinate with on-scene PIO
- Determine the need for EAS and Public Warning
- Notify various managers, if appropriate
- Notify department directors, elected officials

Key Incident Questions

1. *Where did the incident occur?*
2. *What happened?*
3. *Are there injuries or deaths?*
4. *Who is involved and responsible?*
5. *When did events occur?*
6. *How could it have happened?*
7. *Where might the problem expand?*

Step 2: Assessment and Fact Gathering

- Determine extent of incident
- Confirm facts; key questions listed in box
- Coordinate with on-scene Incident Commander, other agency PIOs
- Make determination that the Emergency Public Information Plan shall be activated

Step 3: Activate Emergency Public Information Team / Plan

- Coordinate information flow with PD, FD, other first responders
- Inform City management, department directors, other agency PIOs as needed
- Assess need for additional PIO resources; identify assistant(s) for immediate response

Step 4: Initiate Response / Action Plan

- Report to Emergency Operations Center or Incident Commander at incident site
- Materials drafting (holding statement, press release, Q&A, fact sheet)
- Make staffing assignments; call in PIOs, EPI Team as needed (err on overstaffing initially, then releasing staff or assign to next shift)
- Assist in establishment of Joint Information Center
- Determine need for Media Briefing Center; determine need to provide Field PIO

Step 5: Initiate Internal Information Dissemination

- Inform City management team of incident
- Disseminate alerts to all employees, City Council/other elected/appt'd officials, other agencies
- Help with employee family communications, if assigned

Step 6: Initiate External Information Dissemination

- Distribute media statements/materials; conduct interviews (phone, Field, Media Briefing Center)
- Post information on Website / social media sites (direct media to monitor Web/SM)
- Evaluate all external audiences and need for various available communications tools

Step 7: Incident Information Flow

- Continuous update of statements / releases using all appropriate communications tools
- Maintain incident log (written, stills, video) & contact log
- Implement media monitoring for accuracy; correct coverage as needed
- Evaluate need for additional staffing resources / implement shift system

Step 8: Conduct Incident Wrap-Up / Post Incident Review

- Provide feedback regarding emergency public information efforts for After Action Report
- Revise Emergency Public Information Plan

Sample Incident Notification Format



The Port of
LONG BEACH

Board of Harbor Commissioners Incident Notification

DATE: Date

TO: Long Beach Board of Harbor Commissioners
(Insert Name) Chief Executive Officer

FROM: (Insert Name), Director of Communications and Community Relations

INCIDENT DESCRIPTION:

- At approximately 4:30 pm today, an accident occurred at the Sea Launch facility
- A Sea Launch employee was working on the superstructure of the platform
- The employee was critically injured and is being transported to St. Mary's Hospital
- ***An official statement by the Long Beach Police Department has yet to be made, so this is confidential at this time***
- An investigation of the accident is now underway by the Long Beach Police Department. Harbor Patrol staff are on scene.

KEY MESSAGES:

Safety is a critical aspect of Port systems and we'll be cooperating with all investigators to determine how this happened and how to prevent it in the future. The incident has not impacted other Port operations and all terminals are maintaining normal operations.

Sample Communications Distribution Checklist

- Send Word Now* Notification System
- Press releases
- Statements
- Fact Sheets and Backgrounders
- Visuals and B-Roll
- Long Beach Chamber Email Distribution
- Electronic Freeway Signs
- 550 AM Radio Station
- Global Employee Email
- Global Employee Voice Mail
- Telephone Bank
- Industry Newsletters (*Tie Lines*)
- Facebook
- Twitter
- Mail Chimp
- Intranet

Sample Earthquake Holding Statement

Messages

- The __ earthquake that has affected Port of Long Beach facilities has activated a comprehensive crisis response to the __ earthquake that has impacted the Port of Long Beach facilities. Port officials have diligently prepared for disasters of this nature and the Port has activated its Business Continuity Plan.
- The Port of Long Beach is a gateway for goods that are distributed worldwide, and an earthquake-related closure of any duration seriously impacts the economies of Southern California and the nation. The Port is in contact with other West Coast ports and distribution facilities to ensure that goods continue to flow efficiently.
- The top priority of the Port of Long Beach is the safety and security of our neighbors, community, customers, tenants, visitors, and employees. Once this safety is assured, the Port will either fully resume operations as soon as possible.

“Holding” Press Release

The earthquake that has affected Port of Long Beach facilities has activated a comprehensive crisis response. Port officials have diligently prepared for disasters of this, and many other, types.

The earthquake is not expected to seriously affect Port of Long Beach operations. The top priority of the Port of Long Beach is the safety and security of our neighbors, community, customers, tenants, visitors, and employees. Once this safety is assured, the Port will either fully resume operations as soon as possible.

The earthquake will impact the Port's ability to distribute goods worldwide, but the Port is currently unable to provide an estimate of its effect. Investigation of Port facilities is currently underway.

Initial damage to Port facilities includes

- Evacuation of the Port administration building and survey trailers
- Closure of Maintenance Facility
- Evacuation and Closure of Security Command and Control Center
- Closure of:
 - o Queensway Bridge
 - o Ocean Blvd/Pico Avenue
 - o Queensway Bridge, ramp M
 - o Harbor Plaza WB/RR
 - o Gerald Desmond Bridge: Pier D/T
 - o Pier J Grade Separation, Pier G
 - o Pico to Ave Grade Separation

- Heim Bridge: Pier A/S

Initial response to the incident by Harbor Patrol consisted of windshield survey. There are no injuries reported at this time.

The Port of Long Beach recognizes that the livelihood of thousands of Southern California residents depends on its facilities and services. Port officials and their crisis response partners are doing everything possible to keep goods flowing.

The Port of Long Beach is currently partnering with (list partnering government agencies) to work together and gather information to repair the situation and resume business operations to their regular production levels.

The Port of Long Beach is the second busiest port in the United States and the 21st busiest cargo container port in the world. The Port of Long Beach accounts for almost 40 percent of all container cargo moving through California ports, a third of container cargo moving through west coast ports and more than 15 percent of containers moving through all United States ports."

Sample Social Media Content

Content from this section has been preapproved and may be used to communicate the incident that is going on in the Port. Depending on the type of incident, we may partner with other government agencies. Insert the name of their organization(s), if applicable.

Facebook

- **General:** The Port of Long Beach recognizes that the livelihood of thousands of Southern California residents depends on its facilities and services. Port officials and their crisis response partners are doing everything possible to keep goods flowing.

- **Terrorism:** The Port of Long Beach has activated a comprehensive crisis response to manage an apparent act of terrorism. Port officials have diligently prepared for terrorist acts of this type.
 - The apparently terrorist-related _____ incident which was reported at the Port of Long Beach at approximately _____ (a.m./p.m.) today, is/is not expected to seriously affect Port operations.
 - The top priority of the Port of Long Beach is the safety and security of our neighbors, community, customers, tenants, visitors, and employees. Once this safety is assured, the Port will either fully or partially resume operations as soon as possible.

- **Fire:** The fire that has affected Port of Long Beach facilities has activated a comprehensive crisis response. Port officials have diligently prepared for incidents of this, and many other types.
 - The fire will impact the Port's ability to distribute goods worldwide, but the Port is currently unable to provide an estimate of its effect.
 - Investigations of incidents such as this one can take weeks, months, or even years. It could be quite a while before crisis response agencies complete their investigations.

- **Port Closure-Indefinite:** The Port of Long Beach expects that Port facilities will be completely closed for an indefinite period. The Port is working with other West Coast ports and distribution facilities to ensure that goods continue to flow efficiently.
 - Port of Long Beach operations are expected to be completely closed for an indefinite time due to the _____ incident which was reported at the Port at approximately _____ (a.m./p.m.) today. The Port is working with other West Coast ports and distribution facilities to ensure that goods continue to flow efficiently.

- **Port Closure-Temporary:** The Port of Long Beach expects that Port facilities will be completely closed for a short period of time, but it is impossible to predict when facilities will resume full operation. The Port is working with other West Coast ports and distribution facilities to ensure that goods continue to flow efficiently.
 - Port of Long Beach operations are expected to be completely closed for a short period of time due to the _____ incident which was reported at the Port at approximately _____ (a.m./p.m.) today. The Port is working with other West Coast ports and distribution facilities to ensure that goods continue to flow efficiently. It is impossible to predict when facilities will resume full operation.

- **Bomb threat/Explosion:** The threat/explosion at the Port of Long Beach has activated a comprehensive crisis response to manage this incident. Port officials have diligently prepared for incidents of this, and many other types.
 - This threat/explosion will impact the port's ability to distribute goods worldwide, but the Port is currently unable to provide an estimate of its effect.
 - Investigations of incidents such as this one can take weeks, months, or even years. It will be quite a while before crisis response agencies complete their investigation.

- **Earthquake:** The __ earthquake that has affected Port of Long Beach facilities has activated a comprehensive crisis response to the __ earthquake that has impacted the Port of Long Beach facilities. Port officials have diligently prepared for disasters of this nature and the Port has activated its Business Continuity Plan.
 - The top priority of the Port of Long Beach is the safety and security of our neighbors, community, customers, tenants, visitors, and employees. Once this safety is assured, the Port will either fully resume operations as soon as possible.
 - The earthquake will impact the Port's ability to distribute goods worldwide, but the Port is currently unable to provide an estimate of its effect. Investigation of Port facilities is currently underway.

- **Oil Spill/Hazardous Materials Spill:** The oil spill/hazmat release that has affected Port of Long Beach facilities has activated a comprehensive crisis response. Port officials have diligently prepared for incidents of this, and many other types.
 - Precautionary evacuation of the (immediate/ _____ block) area surrounding the spill was (requested/required) by (agency). Approximately _____ persons were evacuated. (number) clean-up crews from _____ (agency/company) were dispatched to the scene and normal traffic had resumed by (time), at which time residents were allowed to return to their homes.

- **Tsunami:** The tsunami that has affected Port of Long Beach facilities has activated a comprehensive crisis response. Port officials have diligently prepared for incidents of this, and many other types.
 - The Port of Long Beach is a gateway for goods that are distributed worldwide, and a tsunami-related closure of any duration seriously impacts the economies of Southern California and the nation. The Port is working with other West Coast ports and distribution facilities to ensure that goods continue to flow efficiently.
 - The tsunami is/is not expected to seriously affect Port of Long Beach operations. The top priority of the Port of Long Beach is the safety and security of our neighbors, community, customers, tenants, visitors, and employees. Once this safety is assured, the Port will either fully or partially resume operations as soon as possible.
 - Initial damage to Port facilities includes _____. Initial response to the incident by _____ consisted of _____. There were no injuries reported OR _____ persons, including (fire, police) personnel, were treated at area hospitals for _____ and (all, number) were later released. Those remaining in the hospitals are in _____ condition. Additional response agencies involved were _____.

- **Workplace Violence:** The violent act that occurred at the Port of Long Beach headquarters/facility/property has activated a comprehensive crisis response. Port officials have diligently prepared for incidents of this, and many other types.
 - The incident was contained within one facility, and although investigations and related follow-up activities will continue for several days or weeks, all other Port facilities are in full operation.

- **Criminal Behavior/Investigation:** The criminal act that occurred at the Port of Long Beach headquarters/facility/property has activated a comprehensive response. Port officials have diligently prepared for incidents of this, and many other types.
 - The incident was contained within one facility, and although investigations and related follow-up activities will continue for several days or weeks, all Port facilities are in full operation.
 - The top priority of the Port of Long Beach is the safety and security of our neighbors, community, customers, tenants, visitors, and employees.
 - Initial damage to Port facilities includes _____. Initial response to the incident by _____ consisted of _____. There were no injuries reported OR _____ persons, including (fire, police) personnel, were treated at area hospitals for _____ and (all, number) were later released. Those remaining in the hospitals are in _____ condition. Additional response agencies involved were _____.

- **Freeway/Railway Closure-No Port Access:** The _____ freeway/rail closure is significantly affecting Port of Long Beach operations. While cargo ships and other

vessels may continue to load or unload, goods cannot leave or enter the Port via the freeway/rail.

- The freeway/rail closure is significantly affecting Port of Long Beach operations. While cargo ships and other vessels may continue to load or unload, goods cannot leave or enter the Port via the freeway/rail.
 - The Port of Long Beach is working to shift the distribution of goods from the freeway/rail to the freeway/rail as soon as possible. This is a complex task and may take several days or weeks to implement.
- **Work Stoppage:** The _____ work stoppage is significantly affecting Port of Long Beach operations. The Port is working to ensure that the work stoppage is as brief as possible so that the flow of goods may resume.
 - The Port of Long Beach is working to ensure that the current work stoppage is as brief as possible so that the flow of goods may resume.
 - The Port of Long Beach respects the right of the strikers to exercise their constitutional rights to demonstrate peacefully.
 - The Port will take all necessary precautions to ensure that any work stoppage-related rallies or other events are conducted peacefully and lawfully.
- **Operational Move to Other Facility:** The _____ incident that occurred at the Port of Long Beach headquarters/facility/property has activated a comprehensive response and a moving of operations to another facility. Port officials have diligently prepared for situations of this, and many other types.
 - The top priority of the Port of Long Beach is the safety and security of our neighbors, community, customers, tenants, visitors, and employees.
 - The incident was contained within one facility, and although investigations and related follow-up activities will continue for several days or weeks, all Port facilities are in full operation at the new site.
 - The Port of Long Beach recognizes that the livelihood of thousands of Southern California residents depends on its facilities and services. The Port's top priority is the safety and security of our neighbors, community, customers, tenants, visitors, and employees.
- **Construction Accident on the Gerald Desmond Bridge Replacement Project:** A construction accident has occurred on the Gerald Desmond Bridge Replacement Project and has active a comprehensive crisis response. Port officials and its partners have diligently prepared for incidents like this, and many other types.
 - The accident was reported at the _____ on Port of Long Beach property at approximately ___ (a.m./p.m.) today. This area is currently under the management of the bridge contractor hired to construct the replacement bridge. The top priority of the Port of Long Beach is the safety and security of the thousands of workers at the Port under

numerous authorities including bridge builders. The cause of this accident is under investigation and our current focus is to protect human life.

Twitter

Due to Twitter's character limit, some words are going to have to be short-handed.

- **General:** The _____ incident that was reported at the Port of Long Beach at approximately _____ (a.m./p.m.) today, is/is not expected to seriously affect Port operations.
 - The top priority of the Port of Long Beach is the safety and security of our neighbors, community, customers, tenants, visitors, and employees.
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 - Initial damage to Port facilities includes _____. Initial response to the incident by _____ consisted of _____.
 - There were no injuries reported OR _____ persons, including (fire, police) personnel, were treated at area hospitals for _____ and (all, number) were later released. Those remaining in the hospitals are in _____ condition. Additional response agencies involved were _____.

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 - The accident was reported at the _____ on Port of Long Beach property at approximately __ (a.m./p.m.) today.
 - This area is currently under the management of the bridge contractor hired to construct the replacement bridge.
 - The top priority of the Port of Long Beach is the safety and security of the thousands of workers at the Port under numerous authorities including bridge builders.
 - The cause of this accident is under investigation and our current focus is to protect human life.

Sample Employee Telephone Hotline Script

An _____ (incident) was reported at the Port of Long Beach (headquarters/facility/property) at approximately _____ (a.m./p.m.) today, which (is or is not) expected to seriously affect Port operations.

Port employees should (*include one of the following bulleted items or create new item*)

- (calmly evacuate the Port area as soon as possible)
- (report immediately to protected areas at your worksite and await further instructions)
- (continue with normal workplace activities).

The top priority of the Port is the safety and security of our employees, neighbors, community, customers, tenants, and visitors. Once their safety is assured, the Port will either fully or partially resume operations as soon as possible.

The _____ was reported to public safety officials by (a private citizen, Port employee, tenant employee, etc.). Initial response to the incident by _____ consisted of _____. There were:

- no injuries reported
- OR _____ persons, including (fire, police) personnel, were treated at area hospitals for _____ and (all, number) were later released. Those remaining in the hospitals are in _____ condition.

Additional response agencies involved were _____.

Once again, Port employees should (*include one of the following bulleted items or create new item*)

- (calmly evacuate the Port area as soon as possible)
- (report immediately to protected areas at your worksite and await further instructions)
- (continue with normal workplace activities).
- Keep checking this hotline for updated information.

Sample Crisis Communications Role Checklist

Checklist – Director of Communications/Lead PIO

Reports to: C-DOC to confirm staffing, coordinate set-up; report as soon as possible to DOC.

Receives Information from: Joint Command & Control Center, Chief Executive Officer, DOC/ICS Advisor, Spokesperson, Research/Writing/Messaging Unit Manager, Communications Division Administrative Manager [Contractor PAL, construction project-based communications team]

Forwards Information to: Research/Writing/Messaging Unit Manager

Action	Comments	Check When Done
Step 1: NOTIFICATION		
Receive Notification from Dispatch or Security – Determine as many facts as possible; Coordinate fact gathering with Security/Risk Mgt. Divisions and Assistant Director/PIO	Log time	
Notify Chief Executive Officer and other Management Team members as directed		
Following the criteria in <i>Section 5</i> , notify Commissioner, as directed, using the Incident Notification form		
Electronically distribute Notification to Research/Writing/Messaging Unit Manager		
Step 2: ASSESSMENT & FACT GATHERING		
Use question guideline in <i>Section 5</i> to assess situation		
Determine response, consult with Director of Security & Risk Mgt. as needed		
Notify Executive Management, others as appropriate		
Make determination regarding activating Emergency Public Information Plan / Team; and Communications Division Operations Center (C-DOC)		

Action	Comments	Check When Done
Make determination regarding activating employees per Business Continuity Plan		
Step 3: ACTIVATE EMERGENCY PUBLIC INFORMATION TEAM		
Determine size/scope of Emergency Public Information Team		
Report to the C-DOC; determine staff availability		
Determine when to report to DOC		
Step 4: INITIATE RESPONSE / ACTION PLAN		
Coordinate approval for initial Holding Statement		
Read this entire checklist		
Once media arrives on-site, establish a Media Briefing Center or Field PIO, as required, providing necessary space, materials, telephones, and electrical power		
Approve materials prepared by the PIO/Spokesperson for release [obtain any additional approvals from construction teams or funding partners as needed]		
Coordinate with the Incident Commander and identify method for obtaining and verifying significant information as it is developed (or direct PIO/Spokesperson to do this)		
Coordinate with City PIO re: scope of incident, response, PIO resources, City ECOC		
Authorize activation of Crisis Web Site		
With the Chief Executive Officer, prepare media briefings for the Harbor Commissioners and provide other assistance as necessary to facilitate their participation in media briefings and press conferences		

Action	Comments	Check When Done
Step 5: INITIATE INTERNAL COMMUNICATIONS		
Contact Administration Division Director; authorize staff to initiate internal communications program		
Direct use of Global Email		
Direct use of Global Voice Mail		
Direct use of Special Service Section to print flyers if needed		
Direct use of Send Word Now to reach workforce after hours		
Ensure activation of employee family call-in phone number		
Step 6: DISSEMINATE INFORMATION		
Direct the distribution of Port media materials using wire service and media rosters		
Advise regarding notification of tenant, other business partner notification		
Advise regarding and direct notification of all key audiences – city leadership, neighbors, Port of LA, County/State/Federal elected/staff representatives		
Keep the Director advised of all unusual requests for information and of all major critical or unfavorable media comments. Recommend procedures or measures to improve media relations		
Determine media escort needs, if appropriate		
Determine issuance of media credentials		
Ensure that announcements, emergency information, and materials are translated and prepared for special populations (non-English speaking, hearing impaired, etc.)		
Establish JIC, when appropriate		
Step 7: INCIDENT MANAGEMENT		
Interact with other DOC sections, branches, and units to provide and obtain information relative to public information operations		

Action	Comments	Check When Done
In coordination with other DOC sections and as approved by the Director, issue timely and consistent advisories and instructions for life safety, health, and assistance for the public		
Ensure that file copies are maintained of all information released.		
Conduct shift change briefings in detail, ensuring that in-progress activities are identified and follow-up requirements are known		
Supervise incident log		
Supervise rumor control		
Step 8: INCIDENT WRAP-UP / POST INCIDENT REVIEW		
Prepare final news releases and advise media representatives of points-of-contact for follow-up stories		
Assemble and check financial records; forward to Finance		
Continue to release status information on request		
Gather all records kept during all phases of the emergency and prepare a chronological summary of all events, actions taken, inquiries made and responses given. Collect newspaper clippings and TV videotapes, if available		
Survey staff and local media for suggestions on how to improve the public information response to future emergencies		
Deactivate assigned positions and close out logs when authorized by the Director		
Be prepared to provide input to the after-action report		
Review checklist		

PIO Go-Kit Contents

ITEM	SOURCE	COST
Netbook computer w/USB TV tuner and antenna	Costco, Amazon	\$1,000.00
Portable printer w/PC card data and power connection	Costco, Amazon	\$ 300.00
Video/still image recorder	Best Buy, Costco	\$ 300.00
Disposable 35mm camera (backup)	Target, WalMart, RiteAid	\$ 5.00
Portable trunking radio scanner	Uniden, Motorola	\$ 250.00
GMRS Radios (4 ea.)	Target, Best Buy	\$ 100.00
Binoculars (10x preferred)	Costco, Target, WalMart	\$ 100.00
Digital dictation recorder	Office Depot, Staples	\$ 100.00
Portable digital television	Amazon, Best Buy	\$ 100.00
Solar/handcrank AM-FM radio	REI, Costco	\$ 60.00
Handcrank flashlight	REI, Costco	\$ 40.00
Megaphone	Public Safety Supply Vendors	\$ 150.00
Solar charging panel	Amazon	\$ 80.00
Portable USB charger	Amazon	\$ 50.00
Media identification badges (plastic pin-on)	Office Depot, Staples, Amazon	\$ 70.00
Magnetic vehicle/structure PIO identification signs	Fast Signs, Local Signmakers	\$ 200.00
Thomas Brothers spiral-bound street maps	Amazon, Costco, Target	\$ 20.00
Agency 500-scale, 1000-scale, and 8 ½ x 11" maps (3 ea.)	Internal	No charge
Orange vest with PIO markings	Public Safety Supply Vendors	\$ 30.00
Yellow rain suit with PIO markings	Target, WalMart, Surplus Stores	\$ 20.00
Protective gloves and goggles	Internal	\$ 5.00
Multi-tool w/knife, scissors, screwdriver, etc.	Target, WalMart	\$ 20.00
Vehicle triple power splitter	Amazon	\$ 15.00
Vehicle power inverter	Target, WalMart	\$ 20.00
Tripod	Target, WalMart	\$ 25.00
Memory cards, other applicable media	Best Buy, Target	\$ 50.00
Batteries for all applicable devices	Costco, Home Depot, Target	\$ 50.00
White boards, pens, eraser	Office Depot, Staples, Amazon	\$ 25.00
Agency key officials and employee contact lists	Internal	No charge
Agency emergency operations plan	Internal	No charge
Media law briefings	Agency Legal Counsel	No charge
Pre-prepared news releases and checklists	Internal	No charge
Media contact list	Internal	No charge
Local telephone directory	Internal	No charge
Business cards	Internal	No charge
Yellow barrier tape	Internal	No charge
Personal comfort/safety items (granola/candy bars, earplugs,	Target, WalMart, RiteAid	\$ 25.00
Office supplies (pens, pencils, highlighters, scissors, stapler,	Office Depot, Staples, Amazon	\$ 50.00
Wheeled carrying case w/heavy-duty lids; also use as riser	Home Depot, Amazon	\$ 60.00
SUBTOTAL		\$ 3320.00

9.00% TAX		\$ 298.80
TOTAL		\$ 3618.80