Campus Crisis Communications Plan

12/9/2024

1. Introduction

The Marketing and Communications Office has been charged by the President of the College with managing all public information and communication during a crisis.

This Crisis Communication Plan describes how Elgin Community College (ECC) will communicate vital information to key stakeholders, both internal and external, in the event of an emergency or crisis.

2. Purpose

The purpose of the ECC Crisis Communications Plan is to provide the framework from which the ECC Marketing and Communications Office can activate, carry out, and stand down a timely, effective and appropriate communication response to crises and reputation issues affecting Elgin Community College.

This document serves as a living resource for the Marketing and Communications Office to use as a practical response guide in the event of an incident, whether that incident requires a full, partial, or no activation of the Campus Emergency Operations Center (CEOC).

This plan has been intentionally created to complement the Campus Emergency Operations Plan (CEOP), the Campus Emergency Operations Center (CEOC) Annex, the Alert and Warning Annex and the Cybersecurity Annex with special consideration for the particular roles and responsibilities unique to the Marketing and Communications Office. These considerations reflect the expectations of the Marketing and Communications Team, with the support of student, faculty, and staff liaison officers, to draft communications responses and disseminate information in a crisis.

This document is intended to serve as a starting point for understanding the crisis communications response at ECC. Links and directions to other tools, templates, plans, and resources have been included throughout.

3. Definition of a crisis

Elgin Community College is vulnerable to many different natural, technological, industrial, civil, and political hazards, each with the potential to create a crisis.

As has been defined in the CEOP, a crisis is an emergency or disaster situation which applies to all natural, technological, criminal, and/or hostile acts that threaten the well-being of the students, faculty, staff, and visitors, including populations with medical, access and functional needs, campus owned and operated buildings, or the disruptions of normal business operations.

These disasters may occur at any time, with little to no warning, and can result in casualties, fatalities, property loss, disruption of essential services and damage to both infrastructure and the environment. Below is a list of specific hazards determined to be of major concern for ECC, as referenced in the CEOP section 7.B:

Hazard	Unmitigated Relative Risk	Planning Significance
Active Assailant	11	5.5
Earthquake	4.5	4.5
Terrorism	8	4
Extreme Heat	7.5	3.8
Hazardous Materials Release	9.3	3.1
Tornado	9.3	3.1
Mass Communication Failure	5.5	2.7
Hate Crime	8	2.7
Civil/Public Event Disturbance	6.5	2.6
Labor Action	6.3	2.5
Severe Winter Weather	11.3	2.5
Pandemic	7	2.3
Bomb Threat	6.6	2.2
Water Main Break	8.3	2.1
Computer Hacking/Virus	5.5	1.8
Information System Failure	6.3	1.8
Severe Storms/High winds	7.1	1.8
Utility Failure	7.9	1.8
Public Health/Communicable Disease	5	1.7
Mail/package Bomb	4.7	1.6
Stalking	4	1.3
Suspicious powder	2.7	1.3
Fire, Internal	5.6	1.3
Mass Casualty, Trauma (building collapse)	5	1.3
Drought	2	1
Work Place Violence	4.5	1
Flood (External)	4.4	1
Fire, Lab Building	4.3	0.9
Suspicious letter	2.7	0.9
Student abduction	2.3	0.8
Aviation Crash	2.3	0.8

Though many of the hazards listed above will require the activation of a full or partial CEOC, a crisis can also occur for the Marketing and Communications Office which does not require any CEOC activation. This may include events such as reputation-led issues or cyber incidents. In these cases, the Marketing and Communications Office may need to activate and facilitate their own crisis communications response that does not rely on or support the CEOC or Incident Command.

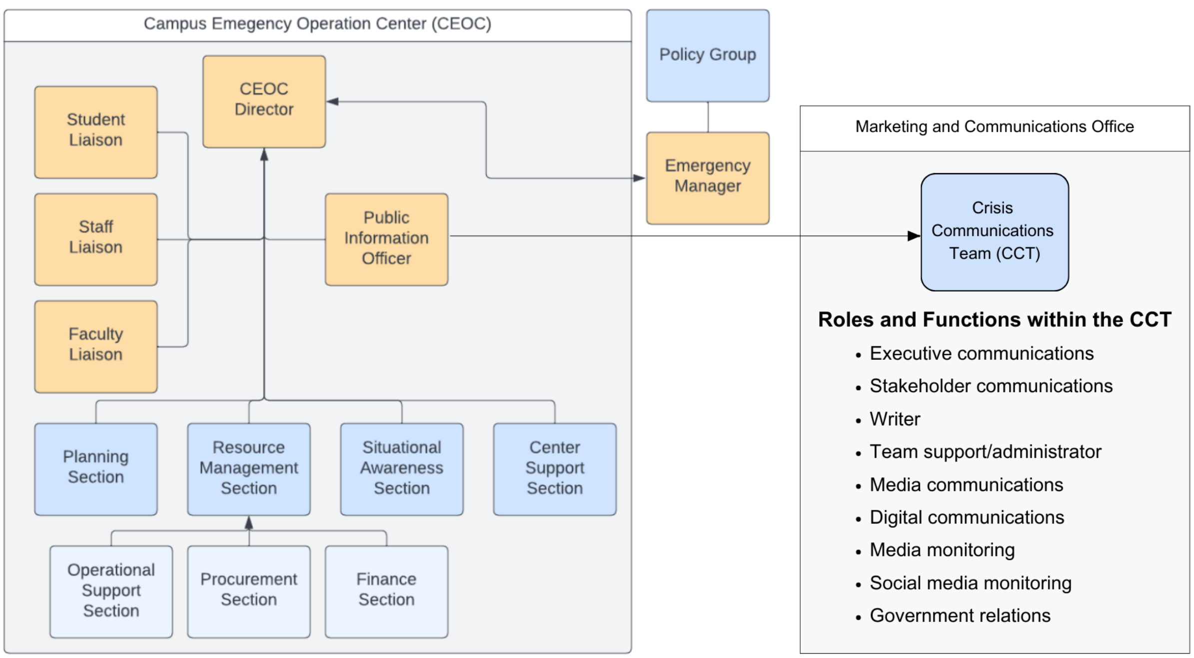
4. Crisis Communications Organization

The Campus Emergency Operations Center (CEOC) is the coordination center for incidents and emergencies that affect Elgin Community College. The CEOC is a centralized location for leadership, department representatives, and external agencies/partners to operate, make decisions, manage resources, and share information while supporting on-scene and recovery efforts.

To learn more about the CEOC and the larger emergency operations plan at ECC, please consult the CEOP and CEOC Annex.

4.1 Organization and reporting

The CEOC is organized using ICS principles and consists of a command staff and four sections: Planning, Resource Management, Situational Awareness, and Center Support Sections. Oversight of campus-wide emergency operations will be managed by the Senior Director of Emergency Management and the Incident Management Team. The organizational structure of the ECC crisis response effort is depicted below.



The overarching objectives of emergency management at ECC are as follows:

1. Reduce the vulnerability of individuals and the campus to prevent loss of life, injury, or property damage resulting from natural, technological, criminal, or hostile acts;
2. Prepare prompt and efficient response and recovery activities to protect lives and property affected by disasters and other disruptions of normal business operations;
3. Establish emergency roles and responsibilities to ECC departments and partner organizations and agencies; and
4. Recover from crisis by providing for the rapid and orderly implementation of restoration and rehabilitation programs for persons and property affected by emergencies.

The PIO sits in the CEOC as the primary responsible party for all crisis communications, alongside student, faculty and staff liaison officers. The PIO will be responsible for mobilizing and overseeing the activities of the supporting Crisis Communications Team (CCT), including all public information strategy, messaging and products produced by the CCT and liaison officers.

It is the CCT's responsibility to support these objectives through a well-coordinated and strategic public information response. Effective communication is crucial in maintaining stakeholder trust in ECC's ability to uphold its duty of care and successfully manage crises.

4.2 Guidelines

The communication response will be guided by the following principles:

- **Consistency** is key. ECC must be consistent in the facts, approach, and what is communicated to stakeholders. The guiding principle should always be "many voices, one message."
- When possible, ECC should be **proactive**, **responsive** and **action-oriented**, especially with students, faculty, and staff.
- All comments should convey professionalism, a spirit of cooperation with stakeholders and as much **transparency** as possible to mitigate the crisis while reinforcing ECC's values.

The PIO, CCT, and liaison officers work in a unified manner, speaking with one voice and ensuring consistent messaging throughout the duration of the crisis.

4.3 Roles and Responsibilities

The CCT's overarching role is to:

- Collect, analyze, coordinate, and disseminate accessible, meaningful, and timely information about the incident for internal and external stakeholders.
- Monitor traditional and social media and other sources of public information to collect incident-related information and transmit this information to the appropriate personnel in the CEOC and Incident Command accordingly.

Key responsibilities include:

- Drafting communication materials including key messages, statements and Q&As
- Media monitoring (including social media)
- Managing and coordinating all media relations activity
- Managing all internal communications including employee briefings, FAQs and intranet updates
- Managing all digital communications, ensuring up-to-date information is available on the website and social media channels where appropriate
- Liaising with stakeholder relationship owners to ensure coordination in communications with relevant stakeholders (including customers, partners, suppliers, vendors, government, local community, etc.)
- Ensuring alignment across all stakeholder communications (internal and external)

The primary function of the PIO, CCT, and liaison officers in a crisis is to provide actionable, timely, quality and correct information to help the public navigate incidents and seek resources they need.

The public information response during an incident is an ongoing cycle that involves collecting, analyzing, coordinating, and disseminating information.

Information Collection
Effective communication starts with gathering good information. The CCT is tasked with collecting information from various sources, including:

- **Social media:** It is important to monitor channels that ECC has an official presence on (i.e. Facebook, X/Twitter, etc.) and those that may be relevant to a stakeholder group, but where there is not an official presence (i.e. Discord, NextDoor).
- **Traditional news media:** As a crisis unfolds, journalists will be speaking to stakeholders, including students, faculty, and parents. Having an understanding of what the news media is communicating will provide a more comprehensive picture of the crisis.
- **Internal communication:** With the help of the liaison officers, the CCT can gain situational awareness of what is being communicated via email, internal messaging, and other platforms where internal stakeholders communicate.
- **Incident Command and CEOC:** These groups will provide ongoing, official information on the crisis management effort, along with situation status update and care, recovery, or
  other assistance and resources available.
- **Switchboard operators:** Staying in regular contact with the switchboard operators will provide understanding of the questions and concerns people are calling us with during a crisis.

Information Analysis
As part of the information collection process, the CCT must take steps to verify the accuracy of the information collected by communicating with CEOC and Incident Command. Verifying information will help stop the spread of misinformation and ensure that stakeholders are receiving complete, accurate, and timely information.

Information Coordination
The CCT and liaison officers will work together to coordinate messaging to ensure that ECC, Incident Command, and the CEOC are communicating with one voice.

Information Dissemination
In any crisis there will be a variety of stakeholders to communicate to and with. In order to effectively communicate, the CCT will identify and prioritize the most effective channels of communication depending on the crisis.

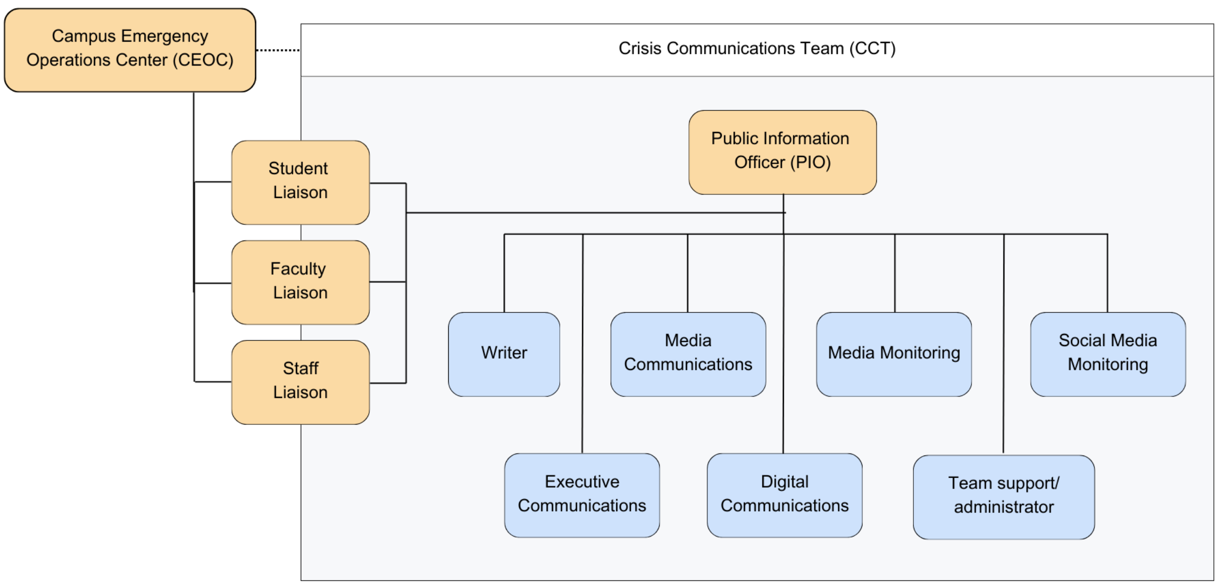
See Tools and Templates section for a detailed Key Actions Checklist.

4.4 Crisis Communications Team Composition

Full team composition is outlined below. Team membership can be scaled up or down, and roles prioritized depending on the nature and needs of the situation:

- The roles outlined can be separate roles, or combined into one role, depending on the size and scale of the crisis/incident.
- External agencies or vendors may be called to support the team where appropriate (e.g., media monitoring).
- Representatives from other functions (e.g., HR, legal, information technology, etc.) may be asked to join the team to support alignment and coordination where needed.
- Members of the CEOC and IC should be called to support as 'in-house' consultants and experts throughout the response.

In a large-scale crisis, each team member should have an alternate assigned.



See Tools and Templates section for:

- ***Roles and Responsibilities checklists, including initial actions and ongoing responsibilities***
- ***Contact lists***

5. Crisis Communications Teams Activation

5.1 PIO Notification

In the event of a crisis involving the CEOC, the PIO will likely be notified by a RAVE alert. Further information regarding RAVE alerts and CEOC activation can be found in the CEOP and the Alert and Warning Annex.

In the event of an IT or cybersecurity crisis, the PIO will be notified by the Chief Information Officer. Further information regarding an IT related crisis can be found in the Cybersecurity Annex.

In the event of a reputational crisis, the PIO will be notified by the Chief Marketing and Communications Officer.

5.2 Convening the Team

Once the PIO has been notified of the crisis, the PIO will convene the CCT immediately.

The severity level of the crisis will determine the degree of CCT support and resources needed. This may vary as a crisis evolves.

Activation Level	Event	CEOC Staffing	CCT Support
Monitoring	For a possible event that may cause impacts on campus, but no guarantee of impacts.	Emergency Manager, CEOC Manager, and any department representatives that are deemed necessary	Active monitoring of priority channels to proactively identify emerging risks and ensure relevant developments are escalated/shared appropriately.
Partial	For small events where impacts are short lived (less than a couple days).	Emergency Manager, CEOC Manager, PIO, Section Chiefs, and any department representatives that are deemed necessary	PIO notifies CCT of situation and draws on specific roles for support as situation dictates. CCT placed on standby in case the situation escalates.
Full	For large events where impacts are long lived and/or significant.	Policy Group, all CEOC positions, and any department representatives that are deemed necessary	PIO activates full CCT to support response, standing down roles as the needs of the situation dictate over time.

5.2 Location

The core Crisis Communications Team headquarters for most crises will be the Marketing and Communications Office, D110, or the department meeting room, D121. The conference room is located across from the Marketing and Communications Office and is equipped with a phone, laptop computer, whiteboard, and conference-call capabilities.

5.3 Immediate Response

Once a RAVE alert has gone out or the PIO has been notified of a cyber or reputational crisis or issue, the PIO will conduct a situation assessment. After this assessment, and based on the available crisis information, the PIO will determine what, if any, public messaging should be sent out. The PIO will craft the initial message within the first 15 minutes of a CEOC activation and share this message with the President of the College ahead of wider dissemination. The PIO will determine the method of dissemination to internal and external stakeholders.

During this time, liaison officers will gather and monitor for information and gather situational awareness from their specific stakeholder groups. Liaison officers should be particularly focused on identifying growing areas of concern and communicating situational details to the PIO. This will allow the PIO to integrate any immediate concerns into ECC's initial message.

Once the initial message has been drafted by the PIO, the message should be reviewed by Incident Command, the CEOC, and the Emergency Manager for factual accuracy and integration with operational response. After being reviewed, the message should be sent with a notification to the ECC President along with an approximate time of publication. After the ECC President has been notified, the PIO will disseminate the message on appropriate channels. The liaison officers should amplify the message by sharing it with their stakeholder groups. After the initial message has been disseminated, liaison officers can draft messaging specifically for their stakeholder groups to be approved by the PIO.

Depending on the nature of the crisis, the CCT may choose to develop, at the direction of the PIO, a fact sheet to consolidate information. This fact sheet can then be shared with key stakeholders and audiences. It will be approved by the PIO, and checked for accuracy by the CEOC and Incident Command. Fact sheets released publicly must be time stamped and updated as information changes.

Acting with one voice ensures that accurate, consistent information is communicated to the right people at the right time so they can make informed decisions.

5.5 Deactivating the CCT

The CCT will deactivate after receiving notification that the crisis has ended from the CEOC. In the event that the CEOC is not activated, the PIO will determine when a crisis has ended and will stand down the CCT. This decision will be made based on whether external media and stakeholder interest has reduced to a level that can be managed through 'business as usual' communication channels.

As part of the CCT deactivation:

- Inform all teams involved in the response of the deactivation.
- Capture all information (logs, etc.) and ensure all confidential information is disposed of correctly
- Agree remaining actions, with clear owners and timelines.

- Hold an immediate post-crisis debrief.
- Schedule a more in-depth after-action review to capture lessons learned (what worked well v. what could have gone better) and identify corrective actions to enhance future capabilities.
- Develop a reputation recovery strategy where required.
- Create a comprehensive report of media coverage, media inquiries, social media activity, and public inquiries to determine the effectiveness of the public information and crisis communications efforts. This can be used as part of a larger CEOC After Action Report (AAR).

6. Crisis Communication Response Protocols

6.1 Communication Strategy

How and what ECC communicates to key stakeholders in a crisis is extremely important in ensuring stakeholders feel informed and supported throughout the incident, as well as in safeguarding ECC's reputation as a transparent and sympathetic entity.

Therefore, a communication strategy must put ECC's stakeholders and their best interests first. Prioritizing the safety and welfare of people must come first in everything ECC does and says.

When setting a communication strategy, it is essential to look forward and understand the best, worst, and most likely scenario in the context of an incident. Key questions to consider include:

- What has happened and what are the implications?
- What is the main problem in this context to prioritize managing?
- Is there more to come?
- What is the worst case?
- What are our audiences and how are they likely to react?
- How can our actions reduce and contain speculation and/or coverage?

Though the content, purpose and style of drafted messages may differ depending upon the intended stakeholder, the tone of all messages should remain consistent. All messages, whether shared with internal or external stakeholders, should follow the Concern-Action-Perspective (CAP) messaging structure detailed below.

Theme	Key Message	Proof Point
Concern	*We can confirm that…* *The safety and wellbeing of [student/faculty/staff/those impacted by the crisis] is our top priority*	*i.e., evidence that supports the key message (e.g., quotes from senior representatives explaining how ECC feels about what happened, etc.)*
Action	*We are evaluating/assessing the situation and will do whatever we can to ensure that it is resolved as quickly as possible.* **Include any calls to action for audiences** - *what we want them to do, where we want them to go etc (e.g. physical event or active shooter?)*	*i.e., evidence that supports the key message (e.g., response teams mobilized, working in close cooperation with.., list of actions being undertaken to control/resolve the situation, etc.)*
Perspective	*We pride ourselves on our safety record*	*i.e., evidence that supports the key message (e.g., we are committed to finding out how this could have happened to make sure it cannot happen again, we are prepared to administer additional safeguards to protect safety, etc.)*

Additional notes:

- Regardless of the message contents, it is crucial that any communication is done through the most appropriate channels and that messages are made accessible to all stakeholders. It is the responsibility of the CCT to ensure that necessary accessibility measures are taken, including the translation of messages to multiple languages, the use of captions and sound on videos, the use of alt-text on images and graphics, and the presence of ASL interpreters at media conferences, etc.
- While in a crisis, all previously scheduled messaging, including announcements, newsletters, events, etc. must be paused indefinitely to ensure urgent crisis communications are the sole messages being released by ECC. This is necessary to ensure the visibility of critical messages, as well as to reduce the risk of insensitivity during such times. It is the responsibility of the CCT to maintain awareness of this.

See Tools and Templates section for a Communications Strategy Template.

6.2 Communicating with stakeholders

6.2.1 Stakeholder identification

When a crisis occurs, various groups may be impacted both directly and indirectly and therefore will require thoughtful and consistent communication. These groups are ECC's *stakeholders* and make up the list of contacts the CCT will tailor messages towards based on their specific involvement, identities, and needs.

The following is a list of key stakeholders ECC may need to communicate with in the case of an on- or off-campus crisis:

- Employees (Faculty, Staff, Administrators)
- Students
- Relatives
- Alumni
- Donors
- Campus visitors
- Neighbors
- Partner institutions
- Community-at-large
- Elected officials
- Law enforcement
- News media
- Governmental and regulatory bodies

In a crisis, the CCT will identify and log all stakeholder groups on a Stakeholder Engagement Plan, and will continue to review and update this list as the crisis develops.

The CCT will manage and oversee all stakeholder communications. The CCT will coordinate with the Policy Group for the stakeholders the Policy Group oversees including:

- The ECC President
- Board of trustees
- ECC's Insurance Company
- Kane County Credit Union
- Higher Learning Commission
- Peer colleges and partner institutions, such as College of DuPage, Harper College, etc.
- Illinois Community College Board
- Curriculum partners, such as Sherman Hospital
- Apprenticeship partners/directors

6.2.2 Stakeholder Mapping

Once the stakeholder log is drafted, the CCT will map out these groups to better understand and prioritize their relationships and positions within the crisis context. The CCT should note each stakeholder's:

1. Level of involvement in the crisis (Is the stakeholder directly impacted or a third-party to the incident?)
2. Level of importance within the context (How much power and influence does this stakeholder have?)
3. Sentiment towards ECC in regards to the specific circumstances (Does this stakeholder agree with or support us on this issue/in this situation?)
4. Overall relationship sentiment, if there has been any interaction history with ECC (Has the relationship been generally positive, negative, neutral, or non-existent?)

Prioritizing stakeholders is crucial to an organized and thorough crisis communications response, and will inform how the CCT tailors its messaging to the specific objectives and perspectives of the individual stakeholder groups.

See Tools and Templates section for a Stakeholder Mapping and Prioritization Matrix.

6.2.3 Communication channels

The CCT will identify the different communication channels available within the context of the crisis to reach and communicate with all key stakeholder groups. Stakeholders may need to be contacted through different platforms and channels for the most relevant visibility of ECC's messages, and it is the responsibility of the CCT to be aware of the most appropriate methods of doing so for each party.

The CCT will continue to assess the most appropriate channel per stakeholder to communicate messages to at different stages of the crisis, as these may change with the escalation from the immediate notification of an incident/emergency, to ongoing response/engagement, through to recovery.

The following is a list of channels specific to ECC to utilize in unison or as a stand alone means to communicate with key stakeholders:

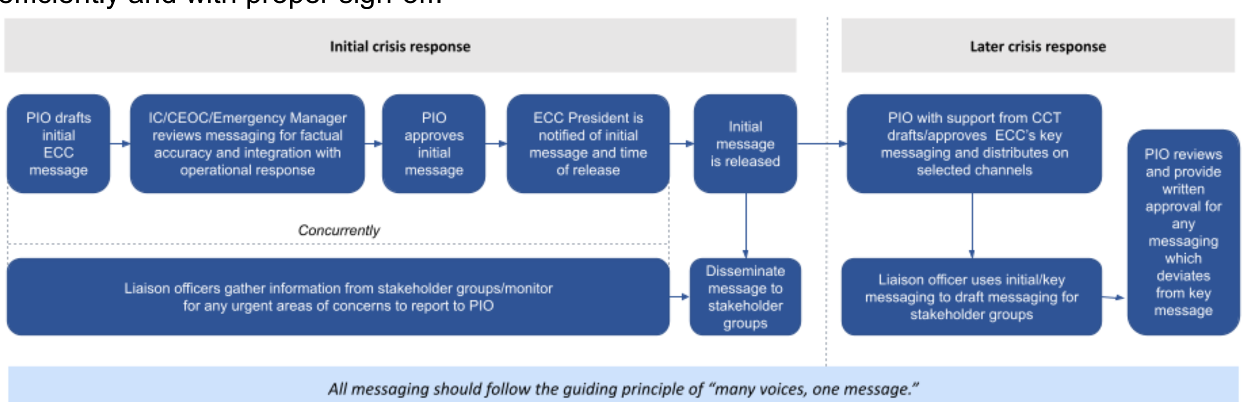
Type	Channel	Responsible Party
Emergency notification channels[1]	**RAVE Alert:** Allows the college to notify students and employees via text message, telephone, social media, electronic screens, and email.	Managed by ECC Police, Emergency Management Content drafted by PIO/CCT
	Campus-wide mass communications and alarm system: For broadcasting emergency voice notifications targeted to specific buildings via loudspeaker.	ECC Police/ O&M

[1] Further information on emergency notification channels can be found in the Alert and Warning Annex.

Internal broadcast channels	**Campus ECC-TV:** For communicating general notifications to individuals on campus.	CCT
	Campus-wide email: For reaching staff, students, and faculty with ongoing messaging.	CCT; Dean of Students
	ECC's employee intranet (my.elgin.edu): For updates, ongoing instruction, and guidance to faculty and staff.	**CCT**
Public information channels	**Social media:** For communicating regular incident updates, ongoing instruction, and other important information. ● Channels with official presence ○ Facebook ○ X/Twitter ○ Tiktok ○ Instagram ○ Youtube ○ Snapchat[2] ● Channels to monitor without official presence ○ Discord ○ NextDoor ○ Reddit	**CCT**
	Website (elgin.edu): For posting formal alerts and updates.	**CCT**
	Traditional/News Media: For providing information to the general public on a local, national, and international level. Outreach via established media contacts and Cision.	CCT

6.3 Approvals process for communication materials

It is important that the Crisis Communications Team adheres to the message approval process detailed below before releasing statements, updates and other messages regarding the incident. When the CCT is mobilized, this process should be reviewed, with an understanding of such confirmed by all team members, to ensure messages will be released thoughtfully, efficiently and with proper sign-off.



[2] ECC maintains an inactive branded account on Snapchat that can be used to disseminate information in the event of a crisis.

All messaging flows through the PIO who has the responsibility for drafting, reviewing and approving all messaging, which will then inform any communications by the liaison officers to their own stakeholder groups. The PIO will work with Incident Command, the CEOC and the Emergency Manager to ensure all messaging is factually accurate and integrates within the larger operational response.

In the initial crisis response phase, the PIO will develop and approve ECC's initial message. The initial message will be reviewed by Incident Command, the CEOC, and the Emergency Manager for factual accuracy and integration with operational response. Once the PIO has approved the initial message, the PIO will notify the ECC President of the message and the approximate time of release. The ECC President may review the initial message, but does not need to provide approval. The initial message will then be released to the public and other key stakeholders.

While the PIO is drafting the initial message, liaison officers should serve as conduits of information by monitoring and gathering any key concerns, questions, or issues from their respective stakeholders groups. Once the initial message has been released, liaison officers will distribute and amplify the message to their respective stakeholder groups.

As the crisis evolves, liaison officers, under the direction of and in coordination with the PIO, adapt key messaging points for their respective stakeholder groups. Any messaging developed by the liaison officers which deviates from the key messaging must be approved in writing by the PIO.

6.3.1 Internal and External Messaging

Time Period	PIO Responsibility	Liaison Officer Responsibility
Initial crisis response	PIO will draft all initial and key messaging	Liaison officers will serve as a conduit of information to provide PIO with insight on concerns, questions, and issues raised by stakeholder groups. Liaison officers should distribute ECC initial messaging. Any additional messaging should be approved by the PIO.
Later crisis response	PIO, with support from CCT, will draft key messaging and respond to inquiries from external stakeholder groups (media, public, government, etc.)	Liaison officers should craft responses to stakeholder groups centered around ECC's key messaging. Anything that is consistent with key messaging can be released without prior approval. Anything that deviates from key messaging must be approved in writing by the PIO.

6.3.2 Online public interaction and engagement

Online public interaction and engagement (through social media, etc.) does not require direct approval from the PIO for each individual message, however all content must be consistent with approved key messaging, the ECC Social Media Guidelines, and the ECC brand.

It is the responsibility of the CCT, including the liaison officers, to report any additional key or urgent pieces of information or questions identified on social media to the PIO. The PIO will then report these updates to the CEOC and together determine an appropriate response.

6.4 Importance of information capture and management

Communicating in a crisis is a two-way channel, where information goes out and also comes in. All communication channels can produce important information relevant to the larger operational response. It is necessary to document and share this information with the CEOC and Incident Command. During a crisis, information will flow in and out very quickly, and steps must be taken to capture, document and manage this information efficiently to stay aware, informed and organized throughout the incident.

The CCT is responsible for documenting information throughout the duration of the incident, including external and internal communications with stakeholders, the latest known facts and incident updates, the status of current actions and response efforts and more.

Having comprehensive documentation of all response elements is necessary for:

- Providing the latest information to team members to ensure everyone in the CCT is updated and on the same page
- Updating incoming shifts and spokespeople
- Providing the information for detailed reports on the response post-crisis
- Safeguarding ECC in the case of future audits

It is the responsibility of the PIO to regularly update the CEOC and Incident Command on information captured by the CCT. The PIO should also regularly update the CEOC on actions completed by the CCT.

The CCT should use the following templates for information logging:

- Situation report template: A log of the key communications strategy actions and objectives to provide updates to the 'level up' and brief other teams
- Actions log template: A record for capturing agreed actions and tracking progress, as well as providing detail in the event of a post-crisis investigation

6.5 Social media monitoring and reporting

Social media is a critical source of information. It should therefore be consistently monitored before, during, and after a crisis to stay informed and identify potential or emerging issues. It is the responsibility of the CCT and liaison officers to monitor both official and unofficial social media channels in order to understand everything that is being said online.

Important information received through social media should be documented in the Social Media Monitoring Log by the CCT. Below are social media monitoring guidelines:

- Consistently scan relevant social media channels for any new activity throughout the duration and following the recovery of the crisis
- Document any new information, frequently asked questions and specific areas of public concern on the monitoring log
- Document any misinformation, speculation and intentional fake news on the monitoring log and report these instances to the PIO. ECC should combat these with respectful corrections and clarifications when necessary.
- Note on the monitoring log any hashtags or specific keywords related to the incident and the traction of these

- Note on the monitoring log any hyperactive users and particular parties that may require special monitoring and attention (highly active and inflammatory, spreading false information, public figure, influencer, etc.)
- Note on the monitoring log the general public sentiment towards ECC throughout the crisis response. Consistently review and update this as the crisis develops as this may change based on the events and the response effort.

6.6 Spokesperson selection for media events and appearances

In the event of a crisis, the PIO and CCT may liaise with the news media to hold a press conference (or series of conferences) to formally address the circumstances. The following are important items to consider when scheduling a press conference:

- Decide if the press conference will be held in person or virtually
- Decide if ECC will invite only media contacts or if the conference will be open to the public
- Consider scheduling the press conference at a time when it may receive the most public visibility, online and on television (ahead of the daily morning or evening news broadcasts, etc.)
- Give media contacts ample notice ahead of time to prepare questions for and potentially travel to the venue
- If in person, choose an easily accessible venue with sufficient parking
- If in person, ensure the venue is well-equipped with interview technology, including a microphone, podium, decent lighting, seating, and media tape

Prior to a press conference, a spokesperson(s) must be selected to speak on behalf of ECC. This can include the President of the College, the Chief Marketing and Communications Officer, a senior leader of the college, the Chief of Police, or any of their designees.

The PIO, with support from the CCT if needed, will provide approved key messages and emerging facts to the public/media. The individuals selected must have the highest credibility of the college, and additional public information officers can manage briefings and media questions between formal press gatherings.

Once a spokesperson(s) is designated, they must be properly briefed in ahead of the press conference. As the media may inquire about any facet of the incident, response, general ECC practices, policies and history, this spokesperson *must* be well-informed and able to speak confidently on such matters.

The CCT should draft, receive approval and brief the spokesperson on a set of comprehensive talking points relating to the crisis to prepare them to speak ahead of the conference.

See Tools and Templates section for a **Spokesperson Briefing Template**.

7. Tools and Templates

7.1 Key Actions Checklist

Summarizes key actions for the team as a whole. Individual role checklists are also available.

Action		Complete
Activation / initial actions	Assess likely communication needs and activate the team. Call out additional support as required	
	Inform Senior Director of Emergency Management (if not already mobilized in CEOC e.g., for reputational/cyber related issue)	
	Confirm team remit, objectives, roles and responsibilities, meeting schedule, reporting lines and approvals process	
	Verify key facts, identify information gaps and areas for clarification	
	Activate media monitoring (including online and social media), confirm format, scope and frequency of monitoring reports	
	PIO drafts initial ECC statement	
	Issue internal briefings as appropriate (e.g., briefing front-line staff likely to be the first point of contact on where to redirect inquiries)	
Response / ongoing actions	Assess potential reputation impacts and issues, including escalation triggers and possible mitigation measures	
	Agree communication strategy (in coordination with CEOC if mobilized)	
	Develop key messages and supporting communication materials (statements, Q&As, internal briefings, etc.)	
	Map key stakeholders (in coordination with CEOC if mobilized) and develop stakeholder engagement plan, as appropriate	
	Issue approved communication materials, internally and externally	
	Manage media inquiries	
	Coordinate engagement activity with student, faculty, and staff liaison officers	
	Update CEOC (if activated) on the level of media and stakeholder interest, including internal/external sentiment, perspective and reaction to the crisis response	
	Coordinate with other teams, as required, ensuring communication alignment and coordination across the organization	
	Conduct scenario planning, think about what's next and anticipate future needs	
Deactivation / closing actions	Confirm deactivation to all teams involved	
	Schedule after-action review process to capture lessons learned and identify corrective actions	
	Consider reputation recovery plan and whether any post-crisis/issue engagement is required with key stakeholders	

7.2 Roles and responsibilities checklists

7.2.1 Public Information Officer

Role overview
● Responsible for providing timely information and updates to the public, students, staff, and faculty. Responsible for interfacing with the public and media and providing incident-specific information, with support from a media relations role as needed. ● The PIO is the primary point of contact for public requests for information and interviews. ● Responsible for coordinating press releases, social media posts, and press conferences. ● In incidents affecting the college, where the county has established a Joint Information System, the PIO will interface with the county's Joint Information System. ● The PIO is encouraged to use liaison officers to help disseminate information to the faculty and students. The PIO has to approve any messaging that the liaisons would like to provide. This is to make sure that the information provided is current and consistent for all persons.
Initial actions
● Chair the first CCT meeting and brief team members on the situation, response objectives, roles and responsibilities and agreed ways of working. ● Ensure information discussed and actions agreed are adequately logged. ● Oversee the development of the communication strategy (see Communication Strategy template). ● Oversee the development of the key messages that will form the basis of all communications. ● Task team members to progress these messages for all communication materials required (internal/external stakeholder briefings, etc.). ● Agree to a distribution list for approved materials, ensuring they are shared with other teams/functions where appropriate. ● Ensure media monitoring has been assigned (for both traditional and social media). ● Ensure scenario planning is carried out, including identification of worst-case scenarios and mitigation measures to prevent escalation.
Ongoing responsibilities
● Chair CCT meetings, provide latest development updates and direction to the team. ● Review the communication strategy as the situation develops, reassess scenario plans and ensure mitigation measures are implemented where required. ● Ensure coordination of all stakeholder engagement activity and messaging alignment across the organization (coordinate engagement activity with business stakeholder relationship owners). ● Provide regular situation reports to the CEOC, including updates on the level of internal/external stakeholder interest, as well as status of agreed actions. ● Review resourcing needs and ensure team members take breaks. ● Ensure effective handover with alternate where necessary, sharing the latest team information (situation report, communication strategy etc.) and approved materials (external statements etc.); and informing them of any pending or 'in-progress' actions to complete.

7.2.2 Student Liaison Officer

Role overview
Note: *Although liaison officers have duties outside of the CCT and function within the larger CEOC, they provide key support to ECC's crisis communications response by serving as a primary contact for specific stakeholder groups. They are not authorized to disseminate or develop their own messaging without the approval of the PIO.* Responsible for helping disseminate messaging from the PIO to the student body. Responsible for helping to develop communications materials aimed at these stakeholder groups, working with Student Life and college-wide colleagues as necessary
Initial actions
● Attend first CCT meeting and take brief from PIO. ● Assess how the situation could develop with regards to students' concerns. ● Gather information and monitor students' concern/questions, and communicate back to PIO ● Amplify and disseminate ECC's initial message. ● Consider and select appropriate communication channels to disseminate student communications. ● Liaise with Student Life to monitor social media channels with significant student presence (e.g. Discord) ● Ensure students are aware of the crisis as needed and what actions they should take
Ongoing responsibilities
● Attend CCT and CEOC meetings and continue to obtain regular briefings from the PIO and CEOC as the situation develops. ● Adapt communication materials for students based on approved key messaging ● Ensure any communication which deviates from key messaging is approved by PIO before distribution. ● Continue to send updated information through agreed channels (ensure this is done at the same time as new information is released to the media). ● Continue to ensure all key partners (e.g. Student Life, college-wide colleagues, etc.) are briefed, have the latest approved statement and are supported in responding to student questions. ● Monitor student feedback/concerns and update CCT accordingly. ● Ensure effective handover with alternate where necessary, sharing the latest team information (situation report, communication strategy etc.) and approved materials (external statements etc.); and informing them of any pending or 'in-progress' actions to complete.

7.2.3 Faculty Liaison Officer

Role overview
Note: *Although liaison officers have duties outside of the CCT and function within the larger CEOC, they provide key support to ECC's crisis communications response by serving as a primary contact for specific stakeholder groups. They are not authorized to disseminate or develop their own messaging without the approval of the PIO.* Responsible for helping disseminate messaging from the PIO to faculty, providing input into overall communications strategy based on likely concerns raised by internal stakeholders, including faculty and union leadership.
Initial actions
● Attend first CCT meeting and take brief from PIO. ● Assess how the situation could develop with regards to faculty concerns. ● Gather information and monitor faculty members' concern/questions, and communicate back to PIO. ● Amplify and disseminate ECC's initial message. ● Consider and select appropriate communication channels to disseminate faculty communications. ● Ensure faculty are aware of the crisis as needed and what actions they should take
Ongoing responsibilities
● Attend CCT and CEOC meetings and continue to obtain regular briefings from the PIO and CEOC as the situation develops. ● Adapt communication materials for faculty based on approved key messaging ● Ensure any communication which deviates from key messaging is approved by PIO before distribution. ● Continue to send updated information through agreed channels (ensure this is done at the same time as new information is released to the media). ● Continue to ensure all key partners (e.g. department heads, etc.) are briefed, have the latest approved statement and are supported in responding to faculty questions. ● Monitor faculty feedback/concerns and update CCT accordingly. ● Provide faculty with updates on relevant media or social media coverage, as appropriate. ● Ensure effective handover with alternate where necessary, sharing the latest team information (situation report, communication strategy etc.) and approved materials (external statements etc.); and informing them of any pending or 'in-progress' actions to complete.

7.2.4 Staff Liaison Officer

Role overview
Note: *Although liaison officers have duties outside of the CCT and function within the larger CEOC, they provide key support to ECC's crisis communications response by serving as a primary contact for specific stakeholder groups. They are not authorized to disseminate or develop their own messaging without the approval of the PIO.* Responsible for helping disseminate messaging from the PIO to on-campus staff, providing input into overall communications strategy based on likely concerns raised by internal stakeholders, including staff and union leadership.
Initial actions
● Attend first CCT meeting and take brief from PIO. ● Assess how the situation could develop with regards to faculty concerns. ● Gather information and monitor staff's concern/questions, and communicate back to PIO. ● Amplify and disseminate ECC's initial message. ● Consider and select appropriate communication channels to disseminate staff internal communications. ● Ensure staff are aware of the crisis as needed and what actions they should take
Ongoing responsibilities
● Attend CCT and CEOC meetings and continue to obtain regular briefings from the PIO and CEOC as the situation develops. ● Adapt communication materials for staff based on approved key messaging ● Ensure any communication which deviates from key messaging is approved by PIO before distribution. ● Continue to send updated information through agreed channels (ensure this is done at the same time as new information is released to the media). ● Continue to ensure all key partners (e.g. line managers, etc.) are briefed, have the latest approved statement and are supported in responding to staff questions. ● Monitor staff feedback/concerns and update CCT accordingly. ● Provide staff with updates on relevant media or social media coverage, as appropriate. ● Ensure effective handover with alternate where necessary, sharing the latest team information (situation report, communication strategy etc.) and approved materials (external statements etc.); and informing them of any pending or 'in-progress' actions to complete.

7.2.5 External communications

Role overview
Responsible for overseeing the development of a central stakeholder engagement plan, in coordination with the CCT where required, tracking stakeholder engagement activity, ensuring alignment in all stakeholder communications, providing summaries of external stakeholder reaction and interest to the CCT.
Initial actions
● Attend first CCT meeting and take brief from PIO. ● Identify priority external stakeholders based on their level of interest in the crisis and communication needs, consider: trustees, relatives, alumni, donors, campus visitors, neighbors, partner institutions, community-at-large, elected officials, law enforcement, news media, governmental and regulatory bodies ● Assess how the situation might develop from an external stakeholders' perspective. ● Initiate development of an external stakeholder engagement plan (see engagement plan template). ● Ensure stakeholder contact lists are up to date. ● Liaise with liaison officers to discuss coordination of any engagement activity and overall communication approach.
Ongoing responsibilities
● Attend CCT meetings and continue to obtain regular briefings from the PIO as the situation develops. ● Adapt communication materials for external stakeholders based on approved key messaging ● Ensure any communication which deviates from key messaging is approved by PIO before distribution. ● Issue approved messaging and supporting communication materials to stakeholder relationship owners. ● Continue to work with liaison officers to ensure coordination of engagement activity. ● Where appropriate/required, support senior leadership in their engagements with senior external stakeholders (e.g., government representatives). ● Identify and mobilize third-party advocates where required. ● Ensure effective handover with alternate where necessary, sharing the latest team information (situation report, communication strategy, stakeholder engagement plan etc.) and approved materials (external statements etc.); and informing them of any pending or 'in-progress' actions to complete.

7.2.6 Writer

Role overview
***Note**: This function can be performed by the PIO. However, in a large-scale crisis, additional support may be necessary, with the PIO taking on a lead executive function in the CCT.* Responsible for drafting accurate, clear and timely communication materials for use by all team members (e.g., key messages, statements, Q&A, etc.), ensuring swift approval for communication materials and liaising with other teams/functions where appropriate to ensure messaging coordination and alignment.
Initial actions
● Attend the first CCT meeting and take brief from Comms CAT Lead(s). ● Support Media Communications in drafting initial holding/media statement as required. ● Draft overarching key messages that will form the basis of all communications, in coordination with all other team members, internal and external ● Support liaison officers in ensuring swift approvals for communications materials. ● Circulate approved materials to all CCT and other teams/function where appropriate.
Ongoing responsibilities
● Attend CCT meetings and continue to obtain regular briefings from the PIO as the situation develops. ● Draft communication materials (statements, Q&As, etc.) as directed by the PIO, in coordination with Media and Digital Communications, and liaison officers. ● Seek input from other teams/functions as appropriate and ensure that any information or feedback provided is incorporated. ● Ensure that all communication materials are consistent with the overarching key messages (content and tone). ● Update communication materials as new information becomes available. ● Continue to support the internal and external communication leads in ensuring swift approvals for communications materials. ● Ensure any updated communication materials are circulated across the team and to other teams/functions where appropriate. ● Ensure effective handover with alternate where necessary, sharing the latest team information (situation report, communication strategy etc.) and approved materials (external statements etc.); and informing them of any pending or ‘in-progress’ actions to complete.

7.2.7 Media communications

Role overview
***Note**: This function can be performed by the PIO. However, in a large-scale crisis, additional support may be necessary, with the PIO taking on a lead executive function in the CCT.* Responsible for ensuring accurate, clear and timely information is provided to the media, providing summaries of media coverage/lines of inquiry to the CCT, liaising with media contacts where required and managing any interview requests. *This role should be staffed by someone with established media contacts and prior media training.*
Initial actions
● Attend first CCT meeting and take brief from PIO. ● Activate media monitoring (including online and social media), confirm format, scope and frequency of monitoring reports. ● Oversee first media statement draft. ● Assess media profile of the issue, including how the situation could develop over coming hours and days and input into communication strategy accordingly. ● Ensure any support needed is mobilized to field media inquiries, as required. ● Ensure CEOC, IC and other on-scene responders are briefed on where to direct media inquiries to. ● Ensure ECC President is notified of the content and timing of any media releases.
Ongoing responsibilities
● Attend CCT meetings and continue to obtain regular briefings from the PIO as the situation develops. ● Oversee development of external communication materials based on approved key messages (media statements, Q&As etc.). ● Ensure all external communications are approved by PIO before distribution. ● Ensure ECC President is notified of the content and timing of any media releases. ● Issue approved statements to agreed media outlets, as required. ● Keep an up-to-date file of all media statements issued. ● Oversee response to media inquiries, ensuring all media responders have the latest approved materials (key messages, statements and Q&As). ● Ensure media inquiry logs are completed (capturing journalist contact details and call details). ● Update the PIO on the level and nature of media interest. ● Continue to assess how the situation could develop/reputational impacts based on media interest/coverage and input into communication strategy accordingly. ● Flag any requests for interviews to PIO. ● Coordinate spokesperson briefings, where relevant. ● Liaise with third party press offices where required. ● Ensure effective handover with alternate where necessary, sharing the latest team information (situation report, communication strategy etc.) and approved materials (external statements etc.); and informing them of any pending or ‘in-progress’ actions to complete.

7.2.8 Digital communications

Role overview
Responsible for ensuring accurate, clear and timely information is provided through the ECC website (elgin.edu) and social media channels, monitoring reaction on social media networks and providing summaries of social media interest to the CCT. *This role should be staffed by someone with access/posting ability to the ECC website and/or official ECC accounts.*
Initial actions
● Attend first CCT meeting and take brief from PIO. ● Work with Media Communications and PIO to agree monitoring requirements and ensure monitoring is in place for social media. ● Assess how the situation could develop online over the coming hours and days and work with PIO to develop the initial social media strategy. ● In coordination with the PIO, obtain approval for the social media strategy from the CEOC. ● Where appropriate, work with PIO to draft and issue initial communication for digital channels based on approved media statement. ● Assess whether any digital activity needs to stop / be implemented. ● Where appropriate, seeks support from IT to update the website for incident purposes.
Ongoing responsibilities
● Attend CCT meetings and continue to obtain regular briefings from the PIO as the situation develops. ● Work with the PIO to review the social media strategy as the situation develops and obtain approval from the CEOC for any updates. ● As appropriate, work with the PIO to ensure newly approved statements are accessible on all online platforms, including date and time. ● As appropriate, work with the PIO to use approved messaging for publication on social media as required. ● Update the PIO on volume and nature of social media commentary. ● Consider whether any third-party advocates could be mobilized via social media. ● Ensure effective handover with alternate where necessary, sharing the latest team information (situation report, social media strategy etc.) and approved materials (external statements etc.); and informing them of any pending or ‘in-progress’ actions to complete.

7.2.9 Executive communications

Role overview
Responsible for developing any emails, video postings, social media postings, or other proactive communications from the President of the College in support of the overall external communications strategy.
Initial actions

● Attend first CCT meeting and take brief from PIO.
● Assist the PIO in assessing Executive communication needs, including who to report to, when and how, consider:
    ○ immediate v. longer-term communication needs
    ○ campus, municipal, regional, national levels
● Assess how the situation could develop with regards to Executive concerns/needs
● Issue and manage Executive communications as agreed.
● Advise on whether Executive members should travel to the incident location and oversee related logistics.
● Coordinate with the PIO and Policy Group regarding executive communications

Ongoing responsibilities
● Attend CCT meetings and continue to obtain regular briefings from the PIO as the situation develops. ● Review Executive communication needs throughout the response. ● Continue to issue and manage Executive communications as agreed. ● Ensure ECC President is made aware of any executive communications. ● Oversee Executives travel needs as required. ● Update the CCT on any Executive feedback/concerns. ● Ensure effective handover with alternate where necessary, sharing the latest team information (situation report, communication strategy etc.) and approved materials (external statements etc.); and informing them of any pending or ‘in-progress’ actions to complete.

7.2.10 Team support/administrator

Role overview
Responsible for supporting the PIO with information management and information flows within the team, as well as with other teams/functions; providing administrative support to ensure the effective running of the team.
Initial actions
● Attend first CCT meeting and take brief from PIO. ● Ensure all required facilities are available in the CCT meeting room (incl. virtual team meeting logistics). ● Capture key information discussed and actions agreed on relevant log forms (e.g. Actions Log). ● Support the PIO in disseminating information to team members, as well as to other teams/functions as required. ● Support the PIO in the activation of any additional resources, where required. ● Act as a point of escalation for any IT or logistics issues team members might have and ensure these are resolved.
Ongoing responsibilities
● Attend CCT meetings and continue to obtain regular briefings from the PIO as the situation develops. ● Update log forms as the situation develops. ● Support the PIO in tracking the status of agreed actions. ● Continue to support the PIO in disseminating information to team members, as well as to other teams/functions as required. ● Support the team with any catering needs (ensure refreshments are provided on a regular basis). ● Encourage team members to take scheduled breaks to avoid fatigue. ● Where required, liaise with service providers to organize any travel and accommodation requirements. ● For long-running crises, devise a roster detailing shifts and alternates. ● Ensure effective handover with alternate where necessary, sharing the latest team information (situation report, communication strategy etc.) and approved materials (external statements etc.); and informing them of any pending or ‘in-progress’ actions to complete.

7.3 Meeting Agendas

7.3.1 First meeting agenda

Use the agenda below to guide the first CCT meeting. Team meetings should remain disciplined, sharp, and action focused.

1. Issue/incident brief and summary of key facts

2. Identify information gaps: what do we know, what don't we know, and what do we need to know?

3. Confirm roles and responsibilities of all team members

4. Set objectives and discuss high level communication strategy *(see Communication Strategy template)*

5. Assign priority actions, roles, *(start Actions Log)* and allocate resources, specifically for:
   - Writing (if PIO requires additional support)
   - Liaison officers
   - Media communications
   - Media monitoring
   - Social media monitoring
   - Executive communications
   - Digital communications
   - Team support/administrator

6. Establish how the team will function:
   - Meeting schedule
   - How the team will communicate
   - Approval protocols
   - Logging

7. Confirm time of next meeting

7.3.2 Subsequent meeting agenda

Use the agenda below to guide all subsequent meetings. It includes items that prompt review of strategy, actions and roles, ensuring the response remains fit for purpose.

1. Update team on issue/incident development and communication strategy

2. Identify information gaps; what do we know, what don't we know, and what do we need to know?

3. Team members updates and review of actions from previous meeting

4. Review priorities, assign actions and allocate resources, specifically for:
    - Writing (if PIO requires additional support)
    - Liaison officers
    - Media communications
    - Media monitoring
    - Social media monitoring
    - Executive communications
    - Digital communications
    - Team support/administrator

5. Update communication strategy and plan following team member feedback

6. Re-confirm the protocols the team should follow for:
    - Information sharing
    - Approval process
    - Logging

7. Confirm time of next meeting

7.4 Communications Strategy Template

Objectives
For example: Protect ECC's reputation by showing we are: • **Competent**: We handle every situation properly, ethically and with common sense • **Compassionate**: We're supportive to those most affected; treat others as we want to be treated • **Committed**: To honesty, transparency and to serving our students and faculty
Risk assessment
Outlining the probability and impact of: • The situation escalating • Linkages being made between other external issues
Potential scenarios
Outlining the most likely as well as worst case scenarios (from a reputation perspective) in terms of the situation evolving. (Communication activity that would be necessary to respond to the worst-case scenario needs to be factored into response plans)
Strategic approach
Outlining the high-level communication strategy, for example: • A 'people first' strategy • Who are the priority audiences? What do we want them to know/feel/do? • A proactive or reactive strategy?
Generic key messages
Outlining overarching key messages, to be tailored for different stakeholders/audiences
Summary of communication actions to be undertaken
Including a prioritized, bullet point list of actions taken/underway/to be taken

7.5 Contact lists

7.5.1 Crisis Communications Team

Team composition will be determined by PIO, who will assign roles depending on the needs of the situation.

Role	Name	Role	Department	Cell Number	Email
Public Information Officer					
Alternate					
Roles to assign: • Internal communications • Executive communications • Stakeholder communications • Writer • Team support/administrator					

7.6 Stakeholder mapping and prioritization matrix

Use the matrix below to map and prioritize key stakeholders: Consider who is most impacted and who has the most influence. Update it as the situation evolves.

POWER			
	High	Keep satisfied Priority 2	Manage closely Priority 1
	Low	Monitor Priority 3	Keep informed Priority 2
		Low	High
		INTEREST	

7.7 Stakeholder Engagement Plan

Use this template to plan and track stakeholder engagement activity. Stakeholder sub-categories can be included where needed (e.g., internal, government, customers, partners, suppliers, local community, etc.)

Stakeholder	Priority	Objectives	Strategy	Stakeholder owner	Format of engagement	Key message	Status
	• *High* • *Medium* • *Low*	• *Why engage?*	• *Proactive or reactive?*	• *Identify relationship owner*	• *e.g., Face-to-face? Letter?*	• *See key messages template*	• Who, when, where etc.
Sub-category							
Sub-category							

7.8 Monitoring Report Template

<table>
<tr><td>Date:</td><td>Time:</td></tr>
<tr><td colspan="2">Traditional media coverage:

Title:
Headline:
Link to article:</td></tr>
<tr><td colspan="2">Stakeholder comments (priority 1 & 2):

Stakeholder:
Comment:
Channel:</td></tr>
<tr><td colspan="2">Question & themes (e.g. campus safety, operational status, etc.):</td></tr>
<tr><td>Media contact:

Name of reporter:
Outlet name:
Questions:</td><td>Claims:

Handle/contact details:
Query:</td></tr>
<tr><td colspan="2">Social post engagement and metrics (just ECC posts):

Post: [insert link]
Metrics:
Comments/interaction:</td></tr>
<tr><td colspan="2">Actions/follow-up required (e.g. refer to other function, respond on channel of contact, respond via other channel (please specify):</td></tr>
<tr><td>Action:</td><td>Owner:</td></tr>
<tr><td>Action:</td><td>Owner:</td></tr>
<tr><td>Action:</td><td>Owner:</td></tr>
</table>

7.9 Social Media Monitoring Log

The following template can help structure the CCT's thinking around social media. It can inform the conversations the PIO has with the CEOC and IC. It can be used in conjunction with the Monitoring Report template.

<table>
<tr><td colspan="2">1. MONITOR
Limit platforms to monitor based on key stakeholders and which platforms they are most likely to use</td></tr>
<tr><td>Message:
What are social media users saying about the crisis?
What are their main concerns?
What is the general sentiment expressed across platforms?
Are any key trends emerging?
What are online commentators expecting ECC to do?</td><td></td></tr>
<tr><td>Messenger:
Who is getting involved in the conversation?
Who are the key influencers, their stance and their reach?
Which stakeholder groups are most active?</td><td></td></tr>
<tr><td>Medium:
Which platforms are being used the most?
What types of communication / tactics are being used?</td><td></td></tr>
<tr><td colspan="2">2. PREPARE ENGAGEMENT STRATEGY
As a rule, we will only engage where we feel it is necessary (e.g., to correct factual inaccuracies or where we believe there is significant reputational risk if we don't)</td></tr>
<tr><td>How may the crisis unfold online?</td><td></td></tr>
<tr><td>What are our social media objectives? (Align with crisis communication objectives)</td><td></td></tr>
<tr><td>Which is the best engagement strategy and why?
Do not engage
Engage with facts only
Engage with dialogue</td><td></td></tr>
</table>

On which platforms should we engage/not engage?	
Are there any existing supporters or third party advocates who could be mobilized?	
3. ENGAGE *Key considerations:*	
● **Speed** of response – too quickly, and the response may be ill-considered; too slowly and the response may be seen as ineffective ● **Tone** – what is most appropriate, a conversational/ formal tone? ● **Actions** speak louder than words – the communications response must be in line with the operational response and actions taken ● **Diversion**: we should aim to move the conversation offline as soon as possible, by linking to statements on our website/website of the authorities leading the response or by offering to contact any particular users offline (e.g., phone or email), rather that engaging publicly online	
4. REVIEW	
● What activity is generating the biggest impact? What isn't working as well? ● What is stakeholders' reaction? Do they believe the response is adequate? ● How is the online response strategy complimenting the offline crisis communications strategy? Does the emphasis of either need to change?	

7.10 Action Log Template

Use the Actions log to capture agreed actions and track progress. It can also serve as a formal record for after-action reviews.

<table>
<tr><th>Meeting Chair</th><td colspan="1"></td><th>Meeting date</th><td colspan="2"></td></tr>
<tr><th>Meeting Participants</th><td></td><th>Meeting time</th><td colspan="2"></td></tr>
<tr><th colspan="2">AGREED ACTION</th><th>OWNER</th><th>PRIORITY</th><th>STATUS</th></tr>
<tr><td colspan="2"></td><td></td><td>1-3</td><td>Complete / pending</td></tr>
<tr><td colspan="2"></td><td></td><td></td><td></td></tr>
<tr><td colspan="2"></td><td></td><td></td><td></td></tr>
<tr><td colspan="2"></td><td></td><td></td><td></td></tr>
</table>

7.11 Situation Report Template

Use Situation Reports to provide updates to the CEOC. The format and frequency of updates will be agreed in the initial activation phase and the template below adapted as required. Situation Reports can also be used to brief other teams involved in the response and/or during handover processes. The below is taken from the ECC Situation Report template which can be found here.

<table>
<tr><td>Incident Name:</td><td>Situation Report Number:
1</td><td>Date/Time Completed:</td></tr>
<tr><td>Prepared By:</td><td colspan="2" rowspan="2">Situation Report Purpose:
The ECC Situation Report summarizes relevant situation information as a "snapshot in time". This snapshot is to be shared with senior leadership at ECC, outside jurisdictions such as: Kane County Emergency Management, local school districts, and other jurisdiction of authority that may be impacted by incidents on ECC's Campus.</td></tr>
<tr><td>Approved By:</td></tr>
</table>

<table>
<tr><th colspan="2">Situation Summary</th></tr>
<tr><td>Incident Summary</td><td></td></tr>
<tr><td>Activations</td><td>ECC CEOC: Monitoring/Partial/Full
Policy Group   Active/non-active
Incident Command: Active/non-active

Activated External: None
Kane County Emergency Operation Center
Elgin Emergency Operation Center
Kane County Join Information System</td></tr>
<tr><td>Impacts</td><td>Infrastructure:
N/a

Campus:
N/a

People:
N/a</td></tr>
</table>

Alerts and Warning	
Notifications:	Alarm Rave Website Email to Staff Email to Student PA announcement
Social Media	Twitter Facebook Instagram RSS Feed YouTube
Media	Press Releases Press Conference
ECC's Basic Messaging	

Actions Taken

Monitor threat
Planned Actions

Email completed situation report to situation report distribution list.

Contact Information		
Campus Emergency Operations Center Director Stephen Stassen 224-828-5210 Sstassen@elgin.edu	Public Information Officer	

For Official Use Only. The contents of this report are only for information purposes and the intended recipient's use. If one thinks that someone should receive this situation report, please email Sstassen@elgin.edu to have them added to the distribution list.

Distribution Email Template: Attach PDF version of the situation report. Email to: CEOCDistribution@elgin.edu. Copy below to the body of the email.

Do not Reply to this email. Email Sstassen@elgin.edu and Ekies@elgin.edu

Situation Report Purpose:
The ECC Situation Report summarizes relevant situation information as a "snapshot in time". This snapshot is to be shared with senior leadership at ECC to maintain a common understanding of the incident.

For Official Use Only. Contents of this report are only for information purposes and for intended recipient's use. If one thinks that someone should receive this situation report, please email sstassen@elgin.edu to have them added to the distribution list.

7.12 Spokesperson Briefing Template

This template can be used to brief a spokesperson before an interview. It can also be used to guide other internal and external stakeholder engagement.

<table>
<tr><td colspan="3">Title</td></tr>
<tr><td>Date:</td><td colspan="2">Time:</td></tr>
<tr><td colspan="3">Subject:</td></tr>
<tr><td colspan="3"><u>Background</u>
●
●
● (Not to disclose)</td></tr>
<tr><td colspan="3"><u>Key Messages</u>
●
●
●
● (if pressed)</td></tr>
<tr><td colspan="3"><u>Additional Messages</u>
●
●
●</td></tr>
<tr><td colspan="3"><u>Q&A (Optional)</u></td></tr>
<tr><td colspan="2">Compiled by:</td><td></td></tr>
</table>

Ahead of the conference, the spokesperson should complete the following checklist to ensure they are prepared to navigate media contact:

Media Briefing Checklist

Have you got all the facts you need?	What program is it and who is presenting?
	What contribution are you being asked to make? Clip; panel; live?
	Who else is being interviewed?
Do you know your key messages?	Concern (for people)
	Action (to control and resolve the situation)
	Perspective and commitment (to find out what happened, learn lessons, etc.)
Likely line of questioning?	What are the tough questions you might be asked and do you have the answers?

The following is a list of clear guidelines for the designated spokesperson to when delivering a press conference:

Guidelines

- Be clear about what you want to say and be **message driven,** not question-led
- Don't be afraid to **repeat your key messages**
- Provide **praise** where appropriate, e.g., staff, emergency services, response team
- **Don't speculate** about any aspect of the situation: stick to the facts
- **Avoid technical 'jargon'** and 'company speak'
- Politely **correct any mistakes** or assumptions made by the journalist
- If appropriate, acknowledge responsibility for undertaking/managing the response, but **do not accept or mention liability**
- **Never use the terms "no comment"** – instead, bridge back to key messages. For example, "we don't know yet, but what's more relevant right now is…" or, "Our priority is…"
- **Never discuss anything 'off the record'**. Consider yourself 'on the record' even if the camera/tape is switched off