



CRISIS COMMUNICATION PLAN

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JOUR 375

Introduction

This crisis communication plan is designed to act as a blueprint to respond immediately in the event of a crisis that surrounds the organization of the **San Diego Police Foundation**. This plan is for emergencies that call for quick responses, it includes forms of orderly communication that will help navigate, prevent, and prepare for a crisis.

A defining crisis is an event that is significant enough to create a negative effect on your organization's reputation and/or core values to the public or stakeholders. Many crises can impact the flow of operation of the organization if the situation is not handled properly and efficiently.

We have outlined crises and created templates to help aid in taking quick action in response to different situations that may occur. This is a template-based plan due to employees' requested confidentiality and employee turnover.

Command Center Location

In the event of a crisis it is possible that the organization's task force is needed to convene at one predetermined location. For the **San Diego Police Foundation**, the designated location is the building headquarters.

Location Address:

444 W Beech St #250, San Diego, CA 92101

Phone Number:

(619) 232-2130

Possible Crises

Listed below are possible crises that will be highlighted in this plan.

TYPE OF CRISIS:	DESCRIPTION:
Rumors - False information circulates about the organization.	<ul style="list-style-type: none"> • Rumor that there's a police officer that is acting inappropriately or abusing their power within the organization or outside of the organization. • Rumor of embezzlement from the organization's donations. • Rumor of money laundering within the organization. • Rumor that the organization is funding a controversial, political candidate. • Rumor that a higher-up in the organization has an affiliation with a hate group.
Natural Disasters - Acts of nature such as floods, earthquakes, etc. affecting your organization.	<ul style="list-style-type: none"> • Earthquakes • Fires/wildfires • Flooding from storms • Tsunamis • Storm power outages
Malevolence - Violent actions taken by external agents to harm your organization.	<ul style="list-style-type: none"> • Violent protesting • Active shooter situations • Targeting police officers • Threatening police officers • Extortion of people within the company • Smear campaigns
Accidents - Accidents within the organization that causes harm to someone.	<ul style="list-style-type: none"> • K9 unit accidents • Weapon-related accidents/workplace violence • The communication system shut down • Financial crises • Injuries
Misdeeds - People within the organization make a mistake that causes problems, management takes illegal actions.	<ul style="list-style-type: none"> • Police brutality • Insensitive campaign • Campaigns that reject diversity • Management misconduct • Inappropriate/insensitive social media posts

The Crisis Communication Task Force

The Point Person/Spokesperson

The point person for any and all crises is the **President/CEO** of the **San Diego Police Foundation**.

They will act as a spokesperson, field media calls, handle initiating internal communication, and appoint extra tasks or duties to all other employees on behalf of the organization.

This should be the first person you contact *immediately*.

Title	Name	Email	Phone Number
President/CEO			

Social Media Coordinator

The **social media coordinator** is responsible for monitoring and posting on social media or online websites. Only one person is to fill this role.

Title	Name	Email	Phone Number
Social Media Coordinator			

The First Line

The first line is the first to be contacted once the President/CEO is informed of the crisis. These positions act according to roles assigned by the Point Person.

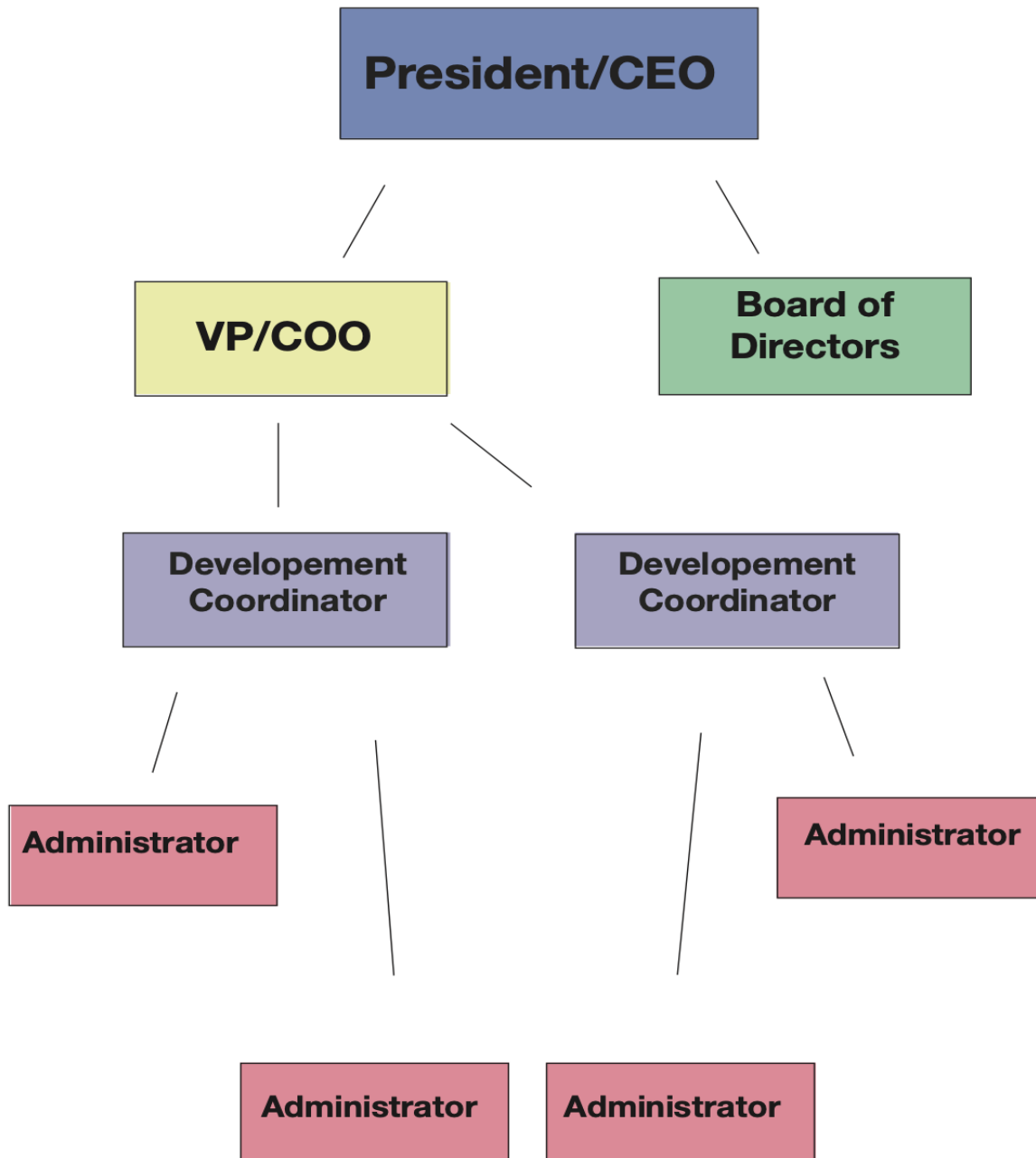
Title	Name	Email	Phone Number
Vice President (VP)/COO			
Development Coordinator			
Development Coordinator			

The Extended Communication Team

The Extended Communication Team are the employees that need to be brought in if deemed that all departments are needed as a part of the response team.

Title	Name	Email	Phone Number
Administrator			
Administrator			
Administrator			
Administrator			

Internal Communication Phone Tree



Important Contacts

IF THERE IS AN IMMEDIATE EMERGENCY CALL 9-1-1

San Diego Police Headquarters

Phone: (619) 531-2000 or (858) 484-3154

Contact Webpage: <https://www.sandiego.gov/police/contact>

San Diego Central Police Division

Phone: (619) 744-9500

Email: SDPDCentral@pd.sandiego.gov

San Diego Fire Department

Phone: (619) 533-4300

Email: SDFD@sandiego.gov

City Information Center:

Phone: (619) 236-5555

San Diego County General Information Line:

Phone: (858) 694-3900

San Diego Health and Human Services:

Phone: (619)-515-6555

San Diego Media Line:

Phone Number: (619) 533-4555

Email: Communications@sandiego.gov

County Officials

Title	Phone Number	Email
District Attorney- Summer Stephan	(619) 531-4040	publicaffairs@sdcdca.org
Economic Development & Governmental Affairs- Caroline Smith	(619) 531-5205	n/a
Emergency Services- Jeff Toney	(858) 565-3490	n/a
Environmental Health & Quality- Amy Harbert	(858) 505-6794	n/a
Ethics, Compliance & Labor Standards	(619) 531-5174	n/a
General Service- Marko Medved	(858) 694-2338	n/a
Medical Care Services- Eric McDonald, M.D., M.P.H.	(619) 538-2135	n/a
Medical Examiner- Steven C. Campman, M.D.	(858) 694-3072	n/a
Health & Human Services Agency- Nick Macchione	(619) 515-6545	n/a
Homeless Solutions & Equitable Communities- Barbara Jiménez	(619) 338-2722	n/a
Housing & Community Development Services- David Estrella	(858) 694-5108	n/a
Human Resources- Susan Brazeau	(619) 531-5108	n/a
San Diego County Fire- Jeff Collins	(858) 974-5743	n/a
Sheriff- Anthony Ray	(858) 974-2240	n/a

City Elected Officials

Office	Phone Number	Email
Mayor Todd Gloria	(619) 236-6330	mayortoddgloria@sandiego.gov
City Attorney Mara W. Elliott	(619) 236-6220	cityattorney@sandiego.gov
Council District 1- Joe LaCava	(619) 236-6611	joelacava@sandiego.gov
Council District 2- Jennifer Campbell	(619) 236-6622	jennifercampbell@sandiego.gov
Council District 3- Stephen Whitburn	(619) 236-6633	stephenwhitburn@sandiego.gov
Council District 4- Monica Monetgomery Steppe	(619) 236-6644	Monicamontgomery@sandiego.gov
Council District 5- Marni von Wilpert	(619) 236-6644	marnivonwilpert@sandiego.gov
Council District 6- Chris Cate	(619) 236-6616	chriscate@sandiego.gov
Council District 7- Raul Campillo	(619) 236-6677	raulcampillo@sandiego.gov
Council District 8- Vivian Moreno	(619) 236-6688	vivianmoreno@sandiego.gov
Council District 9- Sean Elo-Rivera	(619) 236-6699	seanelorivera@sandiego.gov

Major Newspapers

Newspaper	Address	Phone	Website
San Diego Business Journal	4909 Murphy Canyon Rd. San Diego, CA 92123	(858) 277-6359	www.sdbj.com
The Daily Transcript	2652 Fourth Ave. San Diego, CA 92103	(619) 232-3486	www.sdtranscript.com/
San Diego Union- Tribune	P.O. Box 120191 San Diego, CA 92112	(800) 533 8830	www.utsandiego.com
Star News	296 Third Ave. Chula Vista, CA 91910	(619) 427 3000	www.thestarnews.com

Radio

Station	Phone	Website
KCEO AM	(888) 887-7120	www.ihradio.com
KFMB AM/FM	(858) 292-7600	www.760kfmb.com
KOGO AM	(858) 292-2000	www.kogo.com
KPBS FM	(619) 594-5715	www.kpbs.org
KSDO AM/FM	(805) 388-5676	www.nuevavida.com
KSNJ FM	(619) 283-1100	www.ksnj.org
KSON FM	(619) 291-9797	www.kson.com
KXXY FM	(858) 571-7600	www.kyxy.radio.com

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RUMORS

1. Rumor that a San Diego Police Officer is abusing power within the organization and/or outside the organization

Target Audience:
<ul style="list-style-type: none"> ➤ The public ➤ San Diego Police Foundation (including board members and CEO) ➤ San Diego Police Department

Response Strategies

Media Response:	Internal Response:
<ul style="list-style-type: none"> ➤ Only address the media about a rumor if given approval from the CEO. ➤ Better to not say any comments to the media on said rumor. 	<ul style="list-style-type: none"> ➤ Have an employee meeting regarding said rumor and gather information on where it might have started from. ➤ Monitor social media platforms to see what the public is saying about the rumor.

NATURAL DISASTERS

2. Earthquake

Target Audience:
<ul style="list-style-type: none"> ➤ San Diego Police Foundation ➤ San Diego Police Department ➤ The public

Response Strategies

Media Response:	Internal Response:
<ul style="list-style-type: none"> ➤ Send out messages to the media that if the public needs help after an earthquake to call 911 or the San Diego Police Department. 	<ul style="list-style-type: none"> ➤ Call 911 or the San Diego Police Department for help if an employee is injured or stuck somewhere. ➤ Alert CEO about employee's whereabouts. ➤ Make sure that there are enough earthquake packs to distribute to employees in the building.

MALEVOLENCE

3. Violent protesting

Target Audience:
<ul style="list-style-type: none"> ➤ San Diego Police Foundation ➤ San Diego Police Department ➤ The public

Response Strategies

Media Response:	Internal Response:
<ul style="list-style-type: none"> ➤ Do not make statements on violent protesting. ➤ Making statements to the media will only make the situation worse. 	<ul style="list-style-type: none"> ➤ If violent protesting has gotten out of control and has resulted in injuries of employees or the public, call 911 for emergencies as well as the San Diego Police Department. ➤ If violent protesting is at the building of the San Diego Police Foundation, make sure to contact all employees and confirm they are ok and in a safe place. ➤ Inform the CEO of potential injuries and the status/whereabouts of other employees.

ACCIDENTS

4. K9 unit accidents

Target Audience:
<ul style="list-style-type: none"> ➤ The San Diego Police Foundation ➤ The San Diego Police Department ➤ The public

Response Strategies

Media Response:	Internal Response:
<ul style="list-style-type: none"> ➤ Get an approved message from the San Diego Police Department on what happened with the K9 and relay that message to the media. ➤ Only the San Diego Police Department and the CEO of the San Diego Police Foundation should speak to the media about this. 	<ul style="list-style-type: none"> ➤ Have a meeting with the San Diego Police Foundation and San Diego Police Department on the details of the accident and what steps to take next and how to address the public about any concerns they might have. ➤ Monitor social media.

MISDEEDS

5. Inappropriate and/or insensitive social media posts

Target Audience:
<ul style="list-style-type: none"> ➤ The San Diego Police Foundation ➤ The San Diego Police Department ➤ The public

Response Strategies

Media Response:	Internal Response:
<ul style="list-style-type: none"> ➤ The CEO will speak to the media and make a considerate statement about inappropriate and/or insensitive social media posts. ➤ Employees will not make statements to the media, only the CEO. 	<ul style="list-style-type: none"> ➤ Have an employee meeting to debrief what was posted on social media and why ➤ Social media posts should only be handled by the social media coordinator but if someone else happens to post something inappropriate/insensitive, there will be consequences.

Social Media & Media Policies

Media

In the event of a crisis, the board members of the San Diego Police Foundation as well as the CEO/President of the San Diego Police Foundation Sara Wilensky will assign roles and decide what messages will be related to the public after getting the board members' approval.

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Note that employees must not say anything about said crisis to the media or the public without the CEO/President's approval first.

Social Media

In the event of a crisis, social media coordinator, Cathy (McDermott) Abarca is the only one to post on social media if it's decided to speak about said crisis.

Note that employees must not post anything about said crisis on social media.

Key Message Templates

Messages should **always** include:

- A factual headline.
- The date, time, and location.
- Details that have been confirmed.
- When the San Diego Police Foundation was made aware of the issue.
- Actions the organization is taking that are going to be available to the public.
- An expression of compassion or empathy (if appropriate/necessary).

It should **never** include:

- Details that are unconfirmed or uncertain.
- Any kind of speculation from employees.
- A response to unsubstantiated rumors.
- Statements of blame or finger-pointing.
- Names of victims in the case of severe accidents/deaths.

RUMORS

- **Message to staff (internal):** We have recently been informed that rumors involving [who] have started circulating today at [time]. The incident is under investigation and we will alert employees when there is any new information. *We will determine the best course of action from there.* If anyone has questions, please contact [CEO, Sara Willensky].

NATURAL DISASTERS

- **Message to staff (internal):** A [type of natural disaster] has occurred today at [location and time]. Please be aware of your surroundings and get to a safe and secure environment. There are resources [earthquake packs for example] in [designated areas]. For severe injuries and damage, please contact the San Diego Police Department and 911.

MALEVOLENCE

- **Message to staff (internal):** We have just been informed that there have been acts of violent protesting at [location]. Please stay calm and get to a safe area. We have contacted the San Diego Police Department and they will assess the situation. Employees will be updated as soon as we get more information on the state of the situation.

ACCIDENTS

- **Message to staff (internal):** We are saddened to say that [describe incident] has occurred today at [location and time]. The San Diego Police Foundation is committed to being a safe environment for all. We're still assessing the situation and trying to understand what has happened. We will determine the best course of action and would like to offer our sincerest apologies to those affected or upset by these accusations.
- **Message to media:** We are saddened to say that [describe incident] has occurred today at [location and time]. The San Diego Police Foundation is committed to being a safe environment for all. We're still assessing the situation and trying to understand what has happened. We will determine the best course of action and would like to offer our sincerest apologies to those affected or upset by these accusations. For any questions and concerns please contact the CEO of the foundation, Sara Willensky.

MISDEEDS

- **Message to staff (internal):** The viewpoints in a recent social media post does not represent our organization's values at all, and we empathize with those hurt, upset, and disturbed by the words/actions of that post. We are determined to provide a safe and inclusive work environment at the San Diego Police Foundation and are determining the best course of action. For any further questions, please contact our CEO, Sara Willensky.
- **Message to media:** The viewpoints in a recent social media post does not represent our organization's values at all, and we empathize with those hurt, upset, and disturbed by the words/actions of that post. At the San Diego Police Foundation, we are dedicated to being inclusive and respectful of everyone and are determining the best course of action. We sincerely apologize for any hurt we may have caused. For any further questions, please contact our CEO, Sara Willensky.

Activation Criteria Procedures

1. Depending on type of crisis:
 - a. Identify audiences.
 - b. Communication mechanisms for each audience (email, phone call, etc.).
 - c. Create responsibilities and timelines for each task.
2. Contact local emergency officials and government officials as necessary.
3. Have the CEO assign an employee to create a timeline of the actual events related to the crisis, and any and all responses given and actions taken.
4. Notify San Diego Police Foundation board members as well as the San Diego Police Department to help manage the crisis.
5. Craft key messages related to the crisis.
6. Identify and prepare the CEO of the San Diego Police Foundation to respond appropriately to the situation.
7. Prepare response statements for phone, email, text messages, website, social media using key message templates.
8. Assign responsibility to maintain social media covering the crisis.
9. Notify employees of the San Diego Police Foundation.
 - a. Hold a short briefing meeting onsite, or at an offsite location or via conference call, to reassure staff members and prepare them for crisis management.
 - b. Remind staff of existing media (social and traditional) policies.
 - c. Provide staff with key messages to communicate to the public, donors, etc.
10. Begin contacting those affected by the crisis. Identify the most efficient ways to reach each person, including phone, face-to-face meetings, conference calls, email, media briefings, press releases, instant alerts, etc.
11. Continue updating the timeline of the crisis and documenting all actions taken and team members responsible and make accessible to all crisis management team members to review after the crisis has been handled.

Crisis Recovery

After a crisis has been handled, evaluate how the San Diego Police Foundation has dealt with said crisis and see where improvement needs to be made.

What did we do well?	
What did we not do well?	
What did we learn from this crisis?	
What are the short-term impacts of this crisis?	
What are the long-term impacts of this crisis?	
How can we prepare better for a similar crisis?	