Appendix F
Community Engagement
Appendix F: Community Engagement Supporting Documents

This appendix includes the following three appendices as referenced in the Community Engagement chapter of this Comprehensive Transportation Plan:

- I. WSU Campus Community Engagement Strategy
- II. Survey Tools
- III. Crisis Communication Plan Outline
WSU CAMPUS COMMUNITY ENGAGEMENT STRATEGY

TASK OVERVIEW

The following Campus Community Engagement Strategy was specifically developed to support the Washington State University (WSU) Comprehensive Transportation Plan.

TASK STRATEGIES

Targeted Outreach to Key Campus Stakeholders

▲ TACTIC #1: SMALL GROUP MEETINGS WITH SPECIFIC USER GROUPS

- **Format:** 50-minute meetings
- **Schedule:** September 16-18, 2014
- **Meeting facilitator:** The Solesbee Group

This format is recommended for:

- **WSU (Internal)**
  - Athletics
  - Faculty
  - Staff
  - Students
  - ASWSU
  - Housing Services
  - Recreation Center
  - Green Bike Program
  - WSUAA (Alumni Association)

- **Community Partners (External)**
  - City of Pullman Transit Services
  - Other City partners, as identified

▲ TACTIC #2: SMALL GROUP MEETINGS WITH DEPARTMENTS, PROGRAMS AND/OR AFFINITY GROUP REPRESENTATIVES

- **Format:** 50-minute meetings
- **Schedule:** September 16-18, 2014
- **Facilitator:** The Solesbee Group

This format is recommended for:

- **WSU Departments**
  - Transportation Services (leadership & staff)
  - Police
  - Finance and Administration
  - Sustainability
  - Facilities Operations
  - Sustainability Programs
    - University Transportation Task Force
    - Transportation Advisory Group
Collegial Association  
Capital Planning and Development (Campus Planning)  
Multicultural Student Services  
PanHellenic Council  

**Outreach to the General Public**

▲ **TACTIC #1: QUESTIONNAIRE (SURVEY) TOOL**

**Schedule:** Questionnaire will be provided in both online and written format. Questionnaire will be launched one week prior to the main campus engagement trip and will remain open for approximately one month.

**Targeted Groups:**
- Open to all members of the campus community

▲ **TACTIC #2: COMMUNICATION TOOLS, INCLUDING ONLINE PRESENCE & SOCIAL MEDIA**

Specific tools and suggested uses:

- **Transportation Services website**
  - Promote campus stakeholder meetings
  - Provide project information
  - Provide survey link

- **Transportation Services Facebook & Twitter**
  - Promote campus stakeholder meetings
  - Provide survey link

- **Daily Evergreen**
  - Promote campus stakeholder meetings
  - Provide project information
  - Provide survey link

- **University Communications/Publications**
  - Access internal campus email distribution lists for distribution of stakeholder meetings and online survey link
  - Design and distribution of flyer/postcard to promote stakeholder meetings and/or online survey
II. SURVEY TOOL

INTRODUCTION

In June 2014, Washington State University began the process of creating a Comprehensive Transportation Plan for the main campus located in Pullman. The purpose of this brief questionnaire is to provide the Washington State University campus community with an opportunity to share experiences, perceptions, ideas and concerns related to accessing the Pullman campus.

Feedback collected through this questionnaire, and through a series of public meetings, will be used to develop recommendations that are sustainable, user-focused and able to meet the daily commuting needs of the Washington State University campus community.

The questionnaire should take less than 10 minutes to complete, and all information collected will be kept confidential and reported only in aggregate.

Thank you in advance for sharing your valuable time with us. Questions about this questionnaire and/or Washington State University’s Comprehensive Transportation Plan can be directed to Gabby Rodriguez at 509-335-8631.

ABOUT YOU

In this section, you will be asked to answer questions about you and your affiliation with Washington State University.

Q1: Please select the answer that most accurately describes you:

___ I commute to campus daily
___ I commute to campus 2-4 times a week
___ I commute to campus at least one time per week
___ I live on campus
___ None of the above*

*If this answer is selected, the participant will be thanked for their time and the survey concluded.

Q2: What is your current affiliation with Washington State University? (Please select all that apply.)

___ Undergraduate student
___ Graduate student
___ Postdoc
___ Faculty
___ Staff
___ Other, please explain:_____________
Q3: Which of the following best describes you?

___ Male
___ Female
___ Transgender
Other __________________________

Q4: Which of the following best represents your age?

___ Under 17
___ 17-24
___ 25-30
___ 31-39
___ 40-49
___ 50-59
___ 60-69
___ 70 and Older

YOUR CURRENT COMMUTE

In this section, you will be asked questions about your commute and the mode(s) of transportation that you use most frequently when traveling to and from Washington State University for class or work.

Q5: How far do you live from campus/work?

___ I live on campus (in the 99163 ZIP code)
___ 2 miles or less
___ 3-5 miles
___ 6-10 miles
___ 11-19 miles
___ 20-29 miles
___ 30-39 miles
___ 40-49 miles
___ 50 miles or more

Q6: What is the U.S. Postal ZIP Code from which you commute most often?

Open-ended
Q7: How long is your typical one-way commute (door-to-door)?

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*Place an X in the box that best describes the length of your typical one-way commute.

Q8: When do you usually arrive on campus in the morning?

- __Before 7:00 a.m.
- __7:00 – 7:30 a.m.
- __7:30 – 8:00 a.m.
- __8:00 – 8:30 a.m.
- __8:30 – 9:00 a.m.
- __9:00 – 9:30 a.m.
- __After 9:30 a.m.

Q9: When do you usually depart campus in the afternoon?

- __Before 3:00 p.m.
- __3:00 – 3:30 p.m.
- __3:30 – 4:00 p.m.
- __4:00 – 4:30 p.m.
- __4:30 – 5:00 p.m.
- __After 5:00 p.m.
Q10: How do you usually commute to campus/work? Please indicate your PRIMARY commute mode (the way you commute most often).

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<tr>
<th>Monday</th>
<th>Tuesday</th>
<th>Wednesday</th>
<th>Thursday</th>
<th>Friday</th>
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*Place an X in the box that best describes your commute option choices by day of the week.

Q11: Why have you chosen your current method of transportation to and from campus?

- ___Convenience
- ___Cost
- ___No other viable option
- ___Other, please explain: ____________________

Q12: What other mode(s) do you use throughout the year (i.e., on a part-time or seasonal basis)? (Please select all that apply.)

- ___None, I don't vary from my usual mode of transportation
- ___Drive alone (including motorcycles and scooters)
- ___Bicycle
- ___Carpool/vanpool
- ___Telecommute
- ___Combination of modes (i.e., Bus to campus then bicycle around campus)
- ___Walk
- ___Other, please specify: ____________________

Q13: In order of preference, please rank the commute options that you would consider, as an alternative to driving alone. (1 = first choice, 10 = last choice):

- ___Motorcycle/Scooter
- ___Carpool (two or more people)
- ___Vanpool/Rideshare (i.e., Zimride)
- ___Bus
- ___Bicycle
- ___Bike Share (i.e., Green Bike)
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Q14: Do you think there is enough bicycle parking on campus?

___Yes
___No
___Other, please explain:__________________

Q15: Would you be willing to pay for covered, secure bicycle parking?

___Yes (If yes, go to Q18)
___No (If no, go to Q19)

Q16: What amount would you be willing to pay for covered, secure bicycle parking? (Please select all that apply.)

___$1-2/per month
___$3-5/per month
___$5-7/per month
___$7-$10/per month
___One time joining fee of less than $15 (no monthly fee)
___One time joining fee of $15-$25 (no monthly fee)
___One time joining fee of $25-$50 (no monthly fee)

Q17: Please indicate the transportation alternatives in which you would like to see Washington State University invest more: (Please select all that apply.)

___Motorcycle/Scooter
___Carpool (two or more people)
___Vanpool/Rideshare (i.e., Zimride)
___Bus
___Bicycle
___Bike Share (i.e., Green Bike)
___Walk
___Telework (if applicable)
___Parking on the perimeter of campus
___Remote parking with shuttle connection to campus
___Other, please specify:__________________
Q18: Which of the following incentives, amenities and programs would encourage you to use alternative modes of transportation beyond driving alone? (Please select all that apply.)

- Guaranteed emergency ride home
- Hourly vehicle rental/car sharing (i.e., Zipcar)
- Flexible work schedule
- Ability to telecommute
- Showers and lockers
- Secure, convenient bicycle parking
- Safe, convenient bike paths and routes
- Safer sidewalks and crosswalks
- Prize drawings for bicyclists, ridesharing commuters
- Financial incentives (i.e., “parking cash-out”: a set monthly financial incentive that can be used to purchase parking, transit passes, invest in a bicycle, etc.)
- On-site services and amenities to reduce after-work and lunchtime errands
- Increased cost and/or inconvenience of driving (including parking)
- Need to save money
- Bike Share (i.e., Green Bike)
- Expanded Safe Walk program
- Availability of on-campus shuttle
- Nothing would alter my current driving habit
- Other, please describe: __________________

Q19: What concerns you most about your current commute? (Please select all that apply.)

- Overall travel time from home to campus
- Overall travel time from campus to home
- Cost of commute
- Finding a convenient car parking space
- Finding a convenient and safe bicycle parking space
- Congestion and/or traffic
- Concerns about bad weather
- I have no concerns
- Other, please describe: __________________
YOUR PREFERENCES

In this final section, you will be asked questions about your personal opinion and preferences with relation to your parking and transportation experiences at Washington State University. For this section, please only think about your own personal opinions and not about the opinions or thoughts of others.

Q20: What services, programs or amenities that are currently provided by Washington State University Transportation Services do you value and find most useful? (Please select all that apply.)

- ___ Friendly, helpful staff
- ___ Variety of parking options (i.e., surface/structured)
- ___ Safe and convenient bicycle parking
- ___ Safe and convenient access to public transportation
- ___ General information and payment options are available online
- ___ Safe and convenient pedestrian options
- ___ Range of parking price points
- ___ Other, please explain: __________

Q21: Did parking and/or transportation options (i.e., availability of onsite parking, accessible public transportation, price of parking) impact your decision to attend, seek employment or work at Washington State University?

- ___ Yes. If yes, what factors did you consider?
- ___ No, parking and transportation did not factor into my decision to attend, seek employment or work at Washington State University at all.

Q22: Please provide three things that, in your personal opinion, Washington State University Transportation Services could do to improve how you access campus using your preferred method of transportation (i.e., personal vehicle, bicycle, bus).

Q23: Other than free parking, if you were given the opportunity to make one improvement to the parking and transportation experience at Washington State University, what would you choose to do?

(Open-ended response)
Q24: Please indicate your preferred method(s) of accessing information about parking and transportation news and/or programs (Please select all that apply.)

___ Transportation Services website
___ Transportation Services Facebook
___ Transportation Services Twitter
___ Daily Evergreen
___ Campus email
___ Flyer or handout
___ Other, please explain: ______________

THANK YOU!

We sincerely appreciate your participation in the Washington State University Commuter Behavior and User Perception Survey. Results from this survey will be used to develop creative campus access strategies that are innovative, user-focused and able to meet your daily campus commuting needs.

Would you like to be included in future communications about the Comprehensive Transportation Plan, including information about upcoming public meetings and how recommendations from this study could be implemented on campus?
___ Yes. Email: ______________________
___ No
CRISIS COMMUNICATION PLAN OUTLINE

When an emergency occurs, the need to communicate is immediate. If business operations are disrupted, customers will want to know how they will be impacted. Regulators may need to be notified and local government officials will want to know what is going on in their community. Employees and their families will be concerned and want information. Neighbors living near an incident may need information—especially if they, their residence or their business could be impact. All of these “audiences” will want information before the business has a chance to begin communicating.

An important component of an organization’s planning effort is the creation of a crisis communications plan. A business or organization must be able to respond promptly, accurately and confidently during an emergency in the hours and days that follow. Many different audiences must be reached with information specific to their interests and needs. The image of the business can be positively or negatively impacted by public perceptions of the handling of the incident.

This document provides direction for developing a crisis communications plan. Understanding potential Audiences is key, as each audience wants to know: “How does it affect me”? Guidance for scripting Messages that are specific to the interests of the audience is another element of the plan. The Contact & Information Center section explains how to use existing resources to gather and disseminate information during and following an incident.

Audiences

Understanding the audiences that a business or organizational needs to reach during an emergency is one of the first steps in the development of a crisis communications plan. There are many potential audiences that will want information during and following an incident and each has its own needs for information. The challenge is to identify potential audiences, determine their need for information and then identify who within the business is best able to communicate with that audience.

The following is a list of audiences that a parking program should consider as they create a crisis communication plan:

- Patrons
- Those directly impacted by the incident, and if applicable, their families
- Parking program employees, and if applicable, their families
- News media
- Community stakeholders—especially those living near or directly impacted by an incident
- Program management, Managers and other financial stakeholders
- Government elected officials, regulators and other authorities
- Suppliers, if applicable
Contact Information

Contact information for each audience should be compiled and immediately accessible during an incident. Existing information such as customer, supplier and employee contact information may be exportable from existing databases. Include as much information for each contact as possible (e.g., organization name, contact name, business telephone number, cell number, fax number and email address). Lists should be updated regularly, secured to protect confidential information and available to authorized users for use by members of the crisis communications team. Electronic lists can also be hosted on a secure server for remote access with a web browser. Hard copies of lists should also be available at the alternate location.

Customers

Customers are the life of a business, so contact with customers is a top priority. A crisis communication (business continuity) plan should include action to redirect incoming telephone calls to a second location (if available) or to a voice message indicating that the organization is experiencing a temporary problem. This plan should also include procedures to ensure that customers are properly informed about issues that may impact them directly and indirectly.

Front line parking staff who are normally assigned to work with customers should be assigned to communicate with customers during a crisis as well. If there are a lot of customers, then the list should be prioritized to reach the most important customers first. Remember, in the case of a crisis: communicate early, communicate often and communicate as honestly as possible.

Suppliers

The crisis communication plan should include documented procedures for notification of suppliers, for example technology providers, other city departments who directly supply support or services to a parking program, contracted staff, etc. The procedures should identify when and how they should be notified.

Management

Protocols for when to notify management should be clearly understood and documented. Consider events that occur on a holiday weekend or in the middle of the night. It should be clear to staff what situations require immediate notification of management regardless of the time of day. Similar protocols and procedures should be established for notification of Managers, investors and other important stakeholders. Management does not want to learn about a problem from the news media.
Government Officials & Regulators

Communications with government officials depends upon the nature and severity of the incident and protocol for notifying upper level City management should be discussed as part of the crisis communication planning process. Businesses/organizations that fail to notify a regulator within the prescribed time risk incurring a fine. OSHA regulations require notification to OSHA when there are three or more hospitalizations from an accident or if there is a fatality. Environmental regulations require notification if there is a chemical spill or release that exceeds threshold quantities. Other regulators may need to be notified if there is an incident involving product tampering, contamination or quality. Notification requirements should be documented in the crisis communications plan. A major incident in the community will capture the attention of elected officials. A senior manager should be assigned to communicate with elected officials and public safety officials.

Employees

Human Resources, or another designated management level staff person, are responsible for the day-to-day communications with employees regarding employment issues and benefits administration. HR management/designated management should assume a similar role on the crisis communications team. This designated person/people should coordinate communications with management, supervisors, employees and families. They should also coordinate communications with those involved with the care of employees and the provision of benefits to employees and their families. Close coordination between management, designated organizational spokesperson, public agencies and HR is needed when managing the sensitive nature of communications related to an incident involving death or serious injury.

The Community

Parking programs and their services are very customer-oriented so in addition to internal/organizational audience, the community at large can become an important audience. As such, community outreach should be part of the crisis communications plan. The plan should include coordination with public safety officials to develop protocols and procedures for advising the public of any hazards and the most appropriate protective action that should be taken if warned.

Positioning

To decide on how you position your communication to the community at large, it is important to step out of your role in the business/organization and put yourself in the situation of whom ever was involved in the crisis or try to view the crisis from the eye of the public. Ignoring the situation will only make things worse. Examples of categories to consider for positioning are:

- Human error
- Clerical error
Unauthorized procedures
Inadequate supervision
Inadequate quality control
Misuse of confidential information
Errors of judgment
Inadequate standard operating procedures

As you are considering your “position” it is important to consider the wide range of consequences (e.g., legal, financial, public relations, effects on administration, and effects on operations). Keep in mind that people tend to remember what they hear first and last.

News Media
If the incident is serious, then the news media will be on scene or calling to obtain details. There may be numerous requests for information from local, regional or national media. The challenge of managing large numbers of requests for information, interviews and public statements can be overwhelming. Prioritization of requests for information and development of press releases and talking points can assist with the need to communicate quickly and effectively.

Develop a company policy that only authorized spokespersons are permitted to speak to the news media. Communicate the policy to all employees explaining that it is best to speak with one informed voice.

Determine in advance who will speak to the news media and prepare that spokesperson with talking points, so they can speak clearly and effectively in terms that can be easily understood.

Designated Spokesperson
One individual should be designated as the primary spokesperson to represent the Company, make official statements and answer media questions throughout the crisis. A backup to the designated spokesperson should also be identified to fill the position in the event that the primary spokesperson is unavailable.

In addition to the primary spokesperson and the backup spokesperson, individuals who will serve as technical experts or advisors should be designated. These resources might include a financial expert, an engineer, a leader in the community or anyone your organization deems necessary during a specific kind of crisis. This will take some brainstorming by the crisis communication team since what is needed may not always be apparent. There should be an authority or technical expert in their field and be available to supplement the knowledge of the spokesperson.

Criteria for the spokesperson, backup spokesperson and crisis communication expert is:

- Comfortable in front of a TV camera and with reporters. Preferably, skilled in handling media, skilled in directing responses to another topic, skilled in identifying key points, able to speak without using jargon, respectful of the role of the reporter, knowledgeable about the organization and the crisis at hand
Able to establish credibility with the media, able to project confidence to the audience, suitable in regard to
diction, appearance and charisma, sincere, straightforward and believable, accessible to the media and to
internal communications personnel who will facilitate media interviews, able to remain calm in stressful
situations.

In addition to the designated spokesperson and backup, it can be anticipated that other parties involved in the
crisis; police, fire department, health officials, etc., will also have a spokesperson. It is important to obtain the
identity of that individual as early as possible so all statements and contacts with the media can be coordinated
between the two individuals and their organizations/interests whenever possible.

Practicing Tough Questions
A crisis situation is always difficult when dealing with the media. Therefore, tough questions and
rehearsals are necessary to help the spokesperson prepare.

It is important, at the onset of the crisis, that the spokesperson, backup and advisors spend some time
rehearsing prepared statements and answers to possible "tough" questions that may be asked by
reporters. If possible, similar rehearsals should be conducted prior to each media interview, briefing or
news conference. It is also important to anticipate and practice new questions as the story evolves. It is
better to over prepare than to be surprised by the depth of questioning by the media.

The designated spokesperson should prepare questions and answers for the practice sessions. These
questions and answers should be for internal use only and not for distribution outside the organization.
Don't volunteer information unless it is a point the organization wants to make and the question hasn't
been asked. Don't talk off the record.

Prepared Statements
If you don't communicate immediately, you lose your greatest opportunity to control events. Your first
news release should include at a minimum the who, what, when and where of the situation.

You must give the facts that have been gathered from reliable sources and confirmed. Don't over reach
and don't speculate. If you do nothing more than show concern for the public and for your employees in
your first press interaction, you are already on the right track. The corollary of expressing concern and
generating good will at the consumer level is securing the loyalty of your customers and employees by
taking the initiative to share information with them. If your employees and customers don't feel like
insiders, they are going to act like outsiders.

You must have a prepared statement on hand that can be used to make an initial general response to the
media when knowledge about the crisis first becomes known on a widespread basis or by reporters. As
the crisis progresses and new information and facts become available, it is also advisable to develop
prepared statements to be made by the spokesperson at the onset of any media interview, briefing or
news conference. These prepared statements also can be read over the telephone to reporters who call to
request information but are not represented at news conferences or briefings. The statement can also be sent by e-mail or posted on the organization’s Web site or appropriate social media account.

**Messaging**
During and following an incident, each audience will seek information that is specific to them. “How does the incident affect my order, job, safety, community…?” These questions need to be answered when communicating with each audience.

After identifying the audiences and the spokesperson assigned to communicate with each audience, the next step is to script messages. Writing messages during an incident can be challenging due to the pressure caused by “too much to do” and “too little time.” Therefore, it is best to script message templates in advance if possible.

Pre-scripted messages should be prepared using information developed during the risk assessment. The risk assessment process should identify scenarios that would require communications with stakeholders. There may be many different scenarios but the need for communications will relate more to the impacts or potential impacts of an incident:
- Accidents that injure employees or others
- Property damage to company facilities
- Liability associated injury to or damage sustained by others
- Production or service interruptions
- Product quality issues

Messages can be pre-scripted as templates with blanks to be filled in when needed. Pre-scripted messages can be developed, approved by the management team and stored on a remotely accessible server for quick editing and release when needed.

Another important element of the crisis communications plan is the need to coordinate the release of information. When there is an emergency or a major impact on the business, there may be limited information about the incident or its potential impacts. The “story” may change many times as new information becomes available.

One of the aims of the crisis communication plan is to ensure consistency of message. If you tell one audience one story and another audience a different story, it will raise questions of competency and credibility. Protocols need to be established to ensure that the core of each message is consistent while addressing the specific questions from each audience.

Another important goal of the crisis communications plan is to move from reacting to the incident, to managing a strategy, to overcome the incident. Management needs to develop the strategy and the crisis communications team needs to implement that strategy by allaying the concerns of each audience and positioning the organization to emerge from the incident with its reputation intact.
Communicating before, during and following an emergency are bi-directional. Stakeholders or audiences will ask questions and request information. The business will answer questions and provide information. This flow of information should be managed through a communications hub.

Contact and Information Centers form the “hub” of the crisis communications plan. The centers receive requests for information from each audience and disseminate information to each audience. Employees from multiple departments may be assigned to communicate with a specific audience.

The “contact center” fields inquiries from customers, suppliers, the news media and others. The contact center should be properly equipped and staffed by personnel to answer requests for information. The staff working within the contact center should be provided with scripts and a “frequently asked questions” (FAQ) document to answer questions consistently and accurately.

The “information center” consists of existing staff and technologies (e.g., website, call center, bulletin boards, etc.) that field requests for information from customers, employees and others during normal business hours. The information center and its technologies can be used to push information out to audiences and post information for online reading.

The crisis communications team, consisting of members of the management team, should operate in an office environment to support the contact and information centers. The goal of the crisis communications team is to gather information about the incident. This should include monitoring the types of questions posed to call center operators or staff in the office; emails received by customer service; social media chatter or stories broadcast by the news media. Using this input, the crisis communications team can inform management about the issues that are being raised by stakeholders. In turn, management should provide input into the messages generated by the crisis communications team. The team can then create appropriate messages and disseminate information approved for release.
Resources for Crisis Communications

Resources should be available within the primary business site and provisions should be made to set-up similar capabilities within an alternate site in case the primary site cannot be occupied.

- Telephones with dedicated or addressable lines for incoming calls and separate lines for outgoing calls
- Access to any electronic notification system used to inform employees
- Electronic mail (with access to “info@” inbox and ability to send messages)
- Access to company Web site to post updates
- Access to social media accounts
- Access to local area network, secure remote server, message template library and printers
- Hard copies of emergency response, business continuity and crisis communications plan
- Site and building diagrams, information related to business processes and loss prevention programs (e.g., safety and health, property loss prevention, physical and information/cyber security, fleet safety, environmental management and product quality)
- Copiers
- Forms for documenting events as they unfold

Sources

The sources for this outline were Crisis Communication Plan (www.ready.gov) and Crisis Communication Plan: A PR Blueprint (www.newsplace.org/crisis). Additional resources for crisis communication strategies include:

- 10 Steps of Crisis Communication, Jonathan Bernstein (2013)
- Crisis Communications: A Primer for Teams, Al Czarnecki (2007)