



AUBURN

UNIVERSITY

Message Dissemination in a Crisis
Emergency Communications Plan

Office of Communications and Marketing
(Reviewed and updated November 3, 2010)

Background/Mission

Background

This plan reflects the requirement in Exhibit 1.1 of the Auburn University Emergency Operations Plan, which lists the various campus units that must have a Critical Operations Plan. It is intended to complement and be considered part of that larger plan, with specific oversight only to the Office of Communications and Marketing (OCM).

Mission

The public fear and resulting behavior associated with a threat often become greater than the actual emergencies themselves, thus emergency communications plans must include the element of getting information out to calm publics as well as to keep them safe. The following are the integrated goals of emergency responders and the Office of Communications and Marketing in an Auburn-related crisis situation.

- I. The primary shared goal of Incident Command and Communications/Information is to protect lives.
- II. The aim of Incident Command/Incident Management, usually coordinated through Federal Emergency Management Association first responders, is three-fold:
 - make this situation go away
 - get everyone home safely
 - manage available resources
- III. The goal of the Public Information Officers (Office of Communications), which works with Incident Command/Incident Management, is to maximize comprehension by getting:
 - the right information
 - to the right people
 - at the right time
 - ...so the right decisions can be made.

These roles are more art than science; there is no one way that is right. Things that work in some cities may not work as well in Auburn. One thing that has worked consistently well in a number of crises is using short fact sheets and published talking points as opposed to a news release to maximize comprehension; when feasible, shorter communications messages released more frequently will be our aim.

Managing in a Crisis: OCM Executive Summary/Philosophy

This page reflects the premise or philosophy behind which OCM operates, so is provided as information to the Campus Crisis Management Team and broader campus.

It is neither philosophically nor practically feasible for any organization to think a crisis won't occur. Therefore, we must be prepared to the extent possible.

A crisis will generate media interest, and how it is handled can have a tremendous impact, either positive or negative, on Auburn University. The manner in which Auburn handles the investigation and the media can cement the image and reputation of the university, and it is that image that ultimately drives public support and the success or failure of many initiatives and goals.

OCM and the Campus Crisis Management Team share the belief that a universal factor governing crises is that they require detailed and continually updated plans. To be effective, campus-wide training on a regular basis, and practice by key personnel, is necessary.

We are defined by what we project. And, in a crisis situation what is projected is often unrelated, or at the very least, not an accurate or complete image of what we are due to the high level of emotion attached to an incident. A plan enables our public perception to be, as much as possible, an honest portrayal of who we are: ***competent, concerned, and willing to devote all of our resources to resolve the situation as quickly as possible.***

This crisis communications plan is intended to be a fluid document revised and updated at least twice per year.

Key Resources

Emergency Names & Numbers

Laminated emergency cards are provided by OCM to campus leadership and the emergency management team. All contacts listed on the card should let OCM know when information changes, so cards can be redistributed.

Contact cards information last updated January 2010 and distributed to senior leadership.

OCM EMERGENCY CONTACT LIST (updated 3/2/10)			
NAME	ADDRESS	PHONE	E-MAIL

This list is hidden from public view.

Key OIT contacts

This list is hidden from public view.

Key Contacts with University, City and County

This list is hidden from public view.

Lee County Emergency Management Agency 749-8161

This list is hidden from public view.

City of Auburn Police

This list is hidden from public view.

City of Opelika Police

This list is hidden from public view.

Up-to-Date Information During an Emergency/Disaster

AU Alert Information Line: 334-844-0911

AU Web site: www.auburn.edu

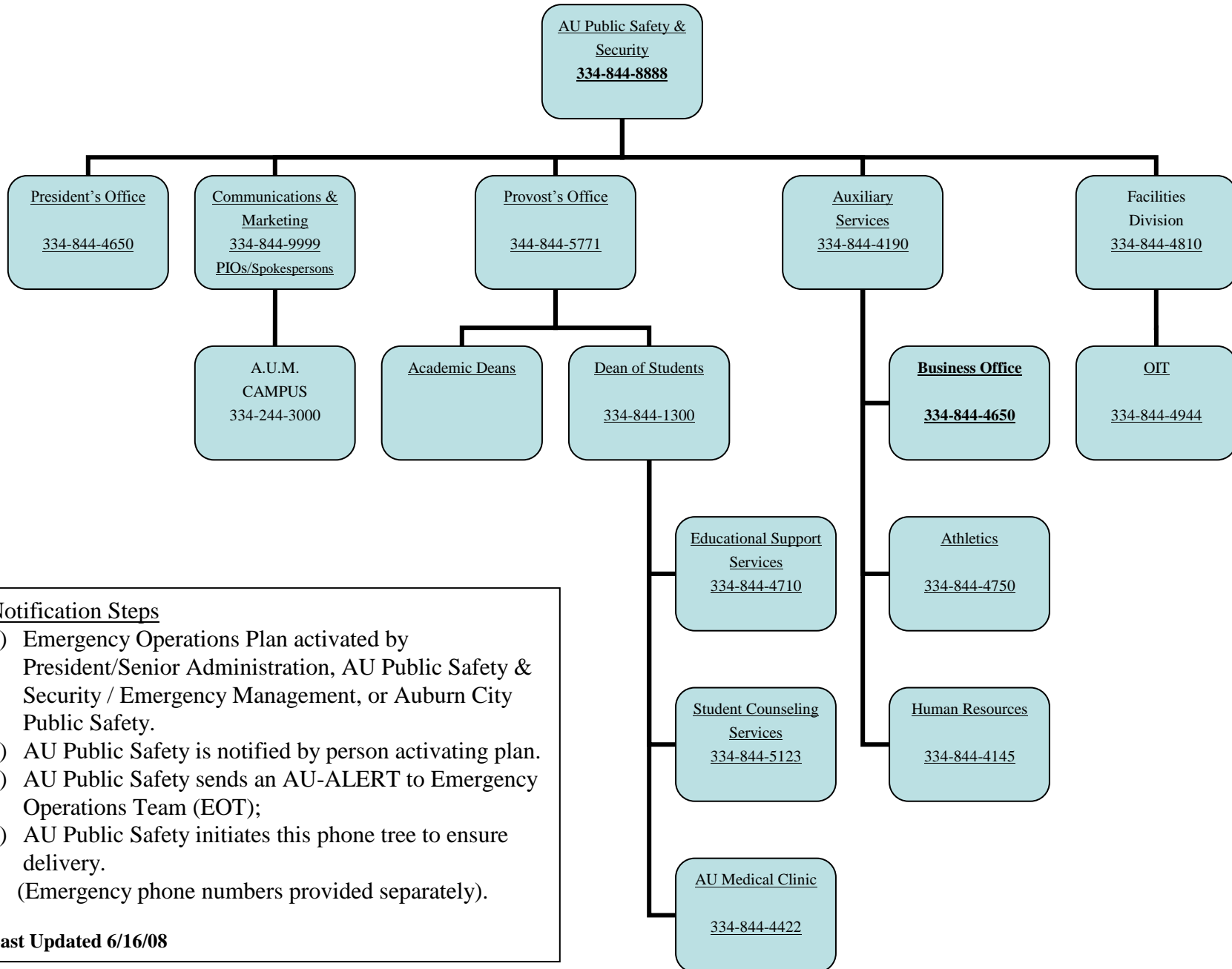
Emergency Information on the Web

AU Emergency Preparedness Website: www.auburn.edu/emergency

- General emergency guidelines & procedures
 - Sheltering
 - Evacuation
- Hazard-specific emergency procedures
 - Fire
 - Medical
 - Severe weather
 - Suspicious objects/persons
 - Hazardous materials spills
- Preparedness guides
- Training resources
- Links to other pertinent information

**AUBURN UNIVERSITY EMERGENCY TELEPHONE NOTIFICATION
RESPONSIBILITIES**

(In an emergency, any AU campus community member should call 911, and then Public Safety at 334-844-8888. From there, Public Safety will activate this calling “tree” to notify campus leaders.)



Notification Steps

- 1) Emergency Operations Plan activated by President/Senior Administration, AU Public Safety & Security / Emergency Management, or Auburn City Public Safety.
- 2) AU Public Safety is notified by person activating plan.
- 3) AU Public Safety sends an AU-ALERT to Emergency Operations Team (EOT);
- 4) AU Public Safety initiates this phone tree to ensure delivery.
(Emergency phone numbers provided separately).

Last Updated 6/16/08

OCM/AU Crisis Policy & Priorities

When an emergency situation arises, our policy is to:

- Notify and/or work with the proper authorities, as per the disaster preparedness institutional plan;
- Be available as a resource to those undertaking an investigation, which should begin as quickly as possible;
- And, primarily, to make pertinent information widely available in a way that reflects sensitivity to our public status and places precedence on the safety of our community, without jeopardizing the reputation and character of those who may be involved.

Our priorities are to:

1. MINIMIZE OR PREVENT A CRISIS: Training and practicing our crisis management and crisis communications plans are the best ways to prevent, or at the very least, minimize a crisis. OCM leadership:

- Undergoes ongoing FEMA, Public Relations Society of America, PRCA and Council for the Advancement and Support of Education training, conferences and sessions to remain updated and vigilant on best practices for preventing crises;
- Communicates resources on campus available to staff, faculty and students in its internal mediums targeted to staff, faculty and students at least twice per year. Resources include but are not limited to psychological services, Employee Assistance Center operated in Human Resources, counseling, Safe Harbor, International office resources, and others; and
- Actively participates in emergency and safety planning teams.

2. PREPARE FOR A CRISIS: Each one of us must know our individual responsibilities and understand the importance of being able to take the correct, complete and immediate action to safeguard people, mission critical data, information and facilities should an emergency or crisis occur. OCM:

- Maintains an emergency contact list;
- Has different departmental members assigned for Web, phone, broadcast, news writing, spokesperson and monitoring duties, including lead interaction with the campus-wide emergency response team;
- Current assignments:

TEAM LEAD/PIO	Deedie Dowdle
MEDIA LEAD/WEB LEAD/PIO	Mike Clardy
AUBURN DAILY	Carol Nelson
THIS WEEK @ AU	Charles Martin
LIAISON WITH CAMPUS CRISIS MANAGEMENT TEAM	Dowdle/Clardy (one at base and one at designated

	location)
POSTING INFO TO WEB	Brock Parker, Sarah Phillips
AU ALERT POSTING BACK-UP	Clardy, Martin, Parker, Barbara Black
MONITORING BLOGS, GOOGLE, YAHOO, FACEBOOK, YOUTUBE, MYSPACE AND OTHER "NEW" MEDIA	Parker, Nelson, Phillips
TELEPHONE RESPONSE – SEE APPENDIX C AND RECORDER OF ALL STEPS/RESPONSES DONE BY OCM	Black
NEWS WRITING/DISSEMINATION	Clardy, Martin, Nelson, Neali Vann
MONITORING MEDIA COVERAGE FOR INACCURACIES AND RELATED DEVELOPMENTS	Parker, Vann, Nelson, Martin

- Participates in AU, county and city emergency drills and enactments, and maintains active involvement in the Campus Crisis Management Team;
- Maintains good working relationships with city and county authorities in concert with the emergency team: OCM leadership serves on city committees and on the City of Auburn Chamber of Commerce Board of Directors, and works on an ongoing basis with city officials and public safety officers for campus events and communications; and
- Provides ongoing media training opportunities to staff and faculty on a regular basis, sharing emergency preparedness plans as part of those sessions, through the Human Resources department and on an as-requested basis.

3. SUPPORT CRISIS INVESTIGATION: OCM will participate, with the president’s authority, in meetings related to investigating a crisis incident, providing counsel as needed, and always working to translate messages in an effective way to our audiences. OCM believes in sharing information with our peers to prevent similar experiences from occurring elsewhere, although how fast we move at crisis resolution should NEVER compromise someone’s reputation or interfere with a detailed, systematic approach to solving the cause of crisis.

Crisis Management Action Items/Checklist

PRIOR TO A CRISIS/ONGOING:	
	Updating plans. Review and update OCM plans frequently; share updates with all OCM staff (two to four times per year, as broader team plans are updated. Last update: March 2010).
	Identify potential crisis situations. Identify potential crisis situations and work with the Campus Crisis Management Team to make recommendations of preventive measures for each one (ongoing).
	Response Team. Actively participate in the Campus Crisis Management Team and follow the clear chain of command: OCM responds to team leader and works closely with Public Safety, and attends campus safety and emergency team meetings on a regular basis.
	Rehearsal of plans. OCM rehearses emergency action plans with AU’s “first responders” (including fire, police, EMS, FBI, Risk Management and Safety, Facilities and campus emergency team). In 2006-2007, OCM participated in two drills and took coursework through FEMA and the AU team; OCM maintains ongoing relationships with city and state authorities; in 2008, two people trained /certified as FEMA PIOs in Maryland. In 2009, OCM participated in a PIO Weapons of Mass Destruction course and full-scale active shooter drill.
IMMEDIATE ACTIONS (DURING THE FIRST 15-30 MINUTES FOLLOWING THE ONSET OF AN EMERGENCY INCIDENT):	
	Follow Contact Tree Requirements. Call AUM, as per the current contact tree protocol for OCM, to notify them of the situation.
	Identify Spokesperson. Identify a spokesperson for each crisis, based on accessibility and needs as an incident occurs. OCM has two FEMA-trained PIOs: Deedie Dowdle and Mike Clardy (334-844-9999), who are on call 24 hours a day and who participate in ongoing drills and team meetings with local, county and state authorities. Presidential authority should clearly convey the referral of all media inquiries in a crisis to the designated spokesperson so that the most consistent and accurate information is provided. The president—when appropriate and the situation allows—should address the media and the university’s publics when not needed mid-crisis for critical decision making. The president should convey first priority for the safety of the AU community, concern for any injuries, and reassurance as to next steps, in consultation with Incident Command. Throughout the crisis, the spokesperson should keep the president informed as needed.
	Emergency Command Sites. Follow established protocol for location to a designated Emergency Operations Center, if necessary. Computers and communications equipment are available at that location. A Joint Information Center for telephone responders, PIOs, and media is also activated for major crises/incidents, as per the

	AU Emergency Management Plan.
	Establish Key Message Points. Write down all facts about the situation when notification is first received. Draft a brief update with key safety information included, and a message for AU Alert emergency message dissemination via emails, phones, cell phones and voice mails of AU students, staff, faculty for Crisis Management Team leader.
	Telephone Recordings. Update telephone emergency recording. Post messages on the Emergency Notification Line (1-800-446-0369) so that callers can call in to listen to emergency messages. Also, if campus operator stations are closing, leave voice mail message on main system number at 844-4000.
	Web Posting and Media. Post first advisory using agreed upon message points on main Web page and computer monitors.
	Electronic Dissemination to all Audiences. Send message in tandem with Crisis Management Team leader to all faculty, staff, and student email addresses via AU ALERT. <i>(Note: this can be done literally within moments, so accuracy is key)</i> . After dissemination to on campus audiences, send advisory to media and key constituents liaisons (alumni, donors, trustees) via email databases already set up in OCM. Student online publication (This Week @AU), Auburn Daily and alumni newsletter (eCommons) alerts follow, plus RSS News Feeds directly to newsrooms via Wire Eagle.
	Loudspeaker Messaging. The need to use emergency vehicle loudspeakers and Jordan Hare Stadium speakers, along with other radio emergency postings (such as on the building weather radios) to convey messages will be determined by Crisis Management team.
	Door to Door. Crisis Management Team, depending upon the nature of the situation and safety concerns, will determine whether to send a team of people to buildings and classrooms for individual notifications.
	Use WEGL and Eagle Eye. Utilize WEGL campus radio and Eagle Eye television as an additional emergency/crisis broadcast source and include this message point in student and staff/faculty communications due to accessibility from battery-operated radios. WEGL and Eagle Eye are part of the routinely updated media list in OCM.
<i>Other Updates and Advisories follow to these audiences on a regular basis, when anything new needs to be released. The priority is ALWAYS on-campus audiences first.</i>	
OTHER DECISIONS/TACTICS:	
	Establish Media Location and Communication Protocol. For each crisis, designate a location for the media, ideally one that is not only safe, but has power outlets, telephones and room to conduct regular press updates. The hotel is the first choice; however, this location must be identified and approved by Campus Crisis Management Team. The location will vary depending on the incident.
	Establish Guest Location. Provide a separate location from the media for guests, parents, witnesses and other key groups. OCM works in concert with first responders and Crisis Management Team in an incident to identify the safest, most practical locations at the time.

	Document Media Calls and Actions Taken. Document media calls for ongoing, future, and follow up communications on crisis developments.
	Record AU News Conferences and Presidential Messages. OCM’s broadcast unit is available during a crisis to record AU-hosted news conferences and updates, as well as presidential messages that can be streamed on Web and sent electronically to television stations. Messages from the President should come only when the intensity of the situation has calmed down, when the president is not needed for critical decision making.
	Issue Briefing Notes. To ensure accuracy and knowledge by all senior leadership, OCM issues internal “ Briefing Notes ” on incidents to provide uniformity of information for senior administrators, cabinet, trustees and deans. The notes provide major communications points agreed upon by the emergency response team, and when feasible, General Counsel. They are disseminated by email or by hand as the situation allows. (SAMPLE BRIEFING NOTE IN APPENDIX C).
	Include International Education Office in Briefings. Ensure that messages are provided to the Office of International Education for translation to international students as needed, so that embassies can be notified as needed, as they will be contacted by families internationally. This office maintains a list of embassies and student organization contacts for these communities, and should be included in emergency planning.
	Convey Counseling/Support Information. OCM will communicate messages via email and Web dissemination about available counseling both during and in the aftermath of a crisis, in addition to sending reminders to faculty/staff and students twice per year as to counseling and other resources available on an ongoing basis. Those in charge of counseling assignments during a crisis should convey that information to the designated spokesperson
ONGOING PREPARATION:	
	Back-Up Communications Equipment. Check frequently on the availability of back-up communications equipment. Currently, OCM has confirmed back up computer server availability through OIT. Telephones, computers and fax machines are available at the designated Command site.
	Databases and News Lists. Regularly update and maintain databases needed for rapid dissemination of information. OCM has instant access to all staff/faculty/employee electronic databases, and student email databases. Media lists are electronically maintained, with hard copy printouts as back up at the spokespersons’ home and office locations. Because they change frequently, they are separate from this plan, although APPENDIX D has major news organizations listed.
	Accurate Communications. In a crisis situation OCM operates on the premise that accuracy is more important than speed, so we communicate only those facts that we know to be true. We will offer no opinions or any other kind of “speculation” to the media, other employees, visitors or guests. It is much easier to simply state the facts, than to have to go back and correct statements full of half-truths.

	<p>Weather Alerts. Should the campus close due to severe weather upon decision by the president or executive vice president, OCM can disseminate messages immediately, as they are pre-written and filed for future use. Such messages include shelter locations, Red Cross information, and actions to take. OCM will send out notifications of severe weather watches during the regular working day via Auburn Daily Extras and This Week @AU extras.</p>
	<p>Alternative Communications Methods to Technology. Based on Campus Crisis Management Team decisions, alternate communications methods can include but are not limited to loudspeaker broadcast via emergency vehicles, digital siren at Jordan-Hare Stadium, the public address system at Jordan-Hare Stadium, and potential weather radio usage (weather radios are on most floors of campus buildings), and even door-to-door notification by campus and/or emergency personnel. These methods should be periodically reviewed and updates on methods of use included in its plan.</p>

The First Release of Information

AU's first news release should go to all media in the area, regional and national wire services, all at the same time. OCM has created an RSS (Real Simple Syndication) news feed that will disseminate to news rooms via Wire Eagle. If at all possible this release should go out within the first hour (or sooner) of the crisis, following the advisories that announce only core facts and actions for audiences to take; safety information should be disseminated on campus earlier than within the first hour, depending on Campus Crisis Management Team. This safety information will then be included in the first media release.

The first release should contain all of the information we can give at the time without jeopardizing the safety of individuals. This will alleviate many media calls to simply "ferret out" basic information. The release must be factually accurate, and should be reviewed by General Counsel and Incident Command, as in such a situation, "uniformity of response" is critical.

Be prepared after the initial release to receive a number of calls from the media. It is important for the spokesperson to be readily available to make additional statements, or to clarify information in the first media release to dispel any rumors. Information in the release will be used as the basis for verbal comments to the media. Comments should answer the reporter's question and whenever possible transition to positive or proactive action items taken by the university.

Prior to any interviews, a basic fact sheet about the university (available through OCM) can be provided as background information for the eventual report. Some reporters may not be well informed, and a good way OCM ensures key messages get out is to suggest "You know, the question we are most being asked is . . ." Most reporters will appreciate the answers to most asked questions.

Media Access to the Crisis Scene

The media should be allowed access to a site near the scene only after their safety is assured and investigations are complete, as well as any injured persons evacuated.

Media will be kept at a safe distance from the area to protect any investigation or evidence, and for their own safety. Any members of the media should have press credentials on, otherwise those posing as media may use the situation out of curiosity, compromising communications efforts.

There is such a “rush to headlines” today, all driven by media revenues and ratings, that the newsroom philosophy “if it bleeds, it leads” takes hold and sometimes makes media individuals do things to “get the story” that they otherwise wouldn’t do. Be aware at all times of their deadlines and accommodate them as much as possible, but don’t bend rules for them or allow them to dictate what their “needs” are.

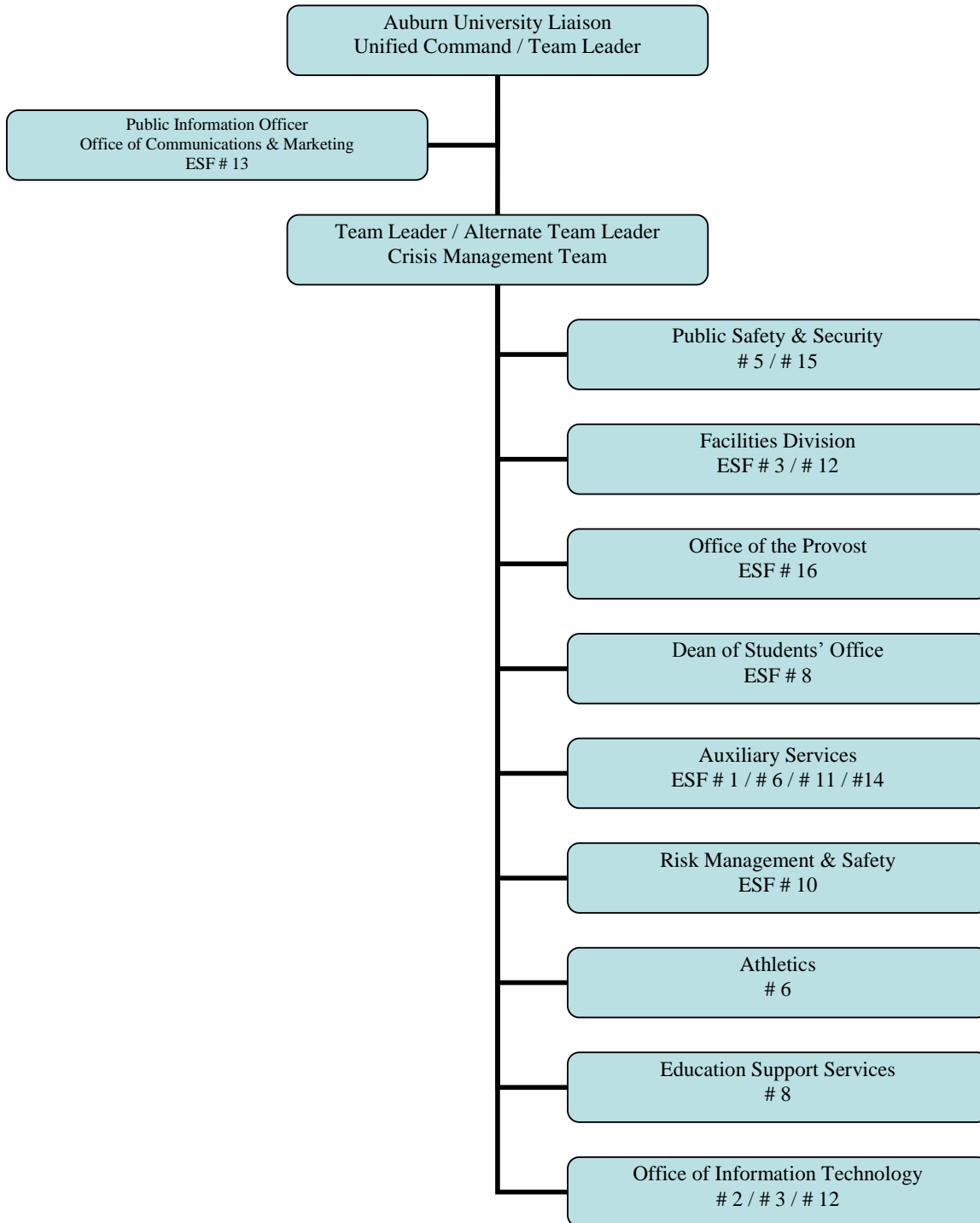
Regular briefings to the media during a crisis is a key way to keep them informed and prevent them from trying to get the story in any other way that they can. It also enables the university to establish its reliability and credibility during a crisis.

Post-Crisis Strategies

Below are “after-action” steps that OCM will facilitate with the Campus Crisis Management Team and senior leadership. Similarly, these actions should occur when a major crisis has happened elsewhere that could happen here or affects our campus.

- Once an opportunity to “decompress” is allowed, the team should gather for critical analysis and updates, preferably away from campus to avoid interruptions.
- Next, the team should take each stage of the crisis and break it down to its smallest common denominator, asking for input on “Why it happened,” “How could we have prevented it,” “What parts of the crisis intervention went extremely well,” “Where were the major pitfalls in our planning,” “What were our response times,” and “How did we communicate with our publics and our employees”?
- OCM will update its plan accordingly within completion of this analysis meeting. Communications to key constituencies, including the media, about actions being taken, with the approval of senior leadership, may be warranted. Demonstrating that we are applying lessons learned is another way to show our commitment and integrity after a crisis has occurred.

Appendix A: Campus-Wide Emergency Guidelines
CAMPUS CRISIS MANAGEMENT TEAM -- AUBURN UNIVERSITY



Last Updated 6/16/08

Appendix B: Telephone response form

Below is a suggested telephone response sheet that can be used by telephone responders. It is a suggested format only, and would change depending on the crisis. This can be used to respond to any caller, not just the media, with media information removed.

THIS IS WHAT WE CAN CONFIRM AT THIS TIME:

At approximately (time) _____, we learned that (give a brief, concise and complete statement)

We cannot give you any more information at this time about the extent of the damage or possible injuries, other than to say that it has involved (*specific facility and location, if known*)

and (*number*) _____ people. We will have to notify relatives of those involved before we can release information about their conditions, etc. We have requested emergency assistance from (*police, fire, etc.*) _____ and our management staff has been notified also. As soon as we have additional information, we will either call you personally, send a fax, or ask that you attend a news conference at our facility.

(If a reporter asks any additional questions, please use the following response:)

That is all I can confirm at this time. I am sure you understand that our first concern is for those involved in the incident, and we are all working now to respond to the situation. We know you have deadlines, and will try to accommodate you in every way possible. Please be patient. Thank you very much.

Appendix C: Sample Briefing Note to Senior Administrators and Deans. Briefing Notes are used not just in disaster situations, but in any communications situation where senior administrators and deans should use the same message points to respond to inquiries. The example below is from 2005 SACS findings.

Auburn University

Office of Communications and Marketing

Briefing Notes

REPORT OF SACS SPECIAL COMMITTEE FINDS AU IN FULL COMPLIANCE

Auburn University has released today the report of the Southern Association of Colleges and Schools (SACS) special committee that visited the AU campus Sept. 18-20. The report reflects AU's full compliance with SACS *Principles of Accreditation*.

The report by the special committee is subject to the review of SACS Commission on Colleges and its Committee on Compliance and Reports. The commission and the committee will formally consider the special committee's report and any AU response at its December annual meeting.

Key Messages

- The report by the SACS special committee finds AU in ***full compliance*** with SACS *Principles of Accreditation*.
- A cover letter accompanying the report states that "a formal recommendation is included when a visiting committee believes there is some problem with the institutions compliance with the Principles." ***The special committee's report contains no recommendations.***
- The special committee addressed three specific issues in interviews it conducted during its visit to the AU campus: progress concerning AU's search for a president; compliance by Board members with the Board's policies and Code of Ethics; and a periodic evaluation of the president. The special committee's report finds AU in full compliance and includes no recommendations with regard to these issues.

Spokesperson: Deedie Dowdle, Director of Communications.

For more information, contact the Office of Communications and Marketing at 4-9999.

Auburn University 11/3/05

Appendix D: Key State/Regional Media Organizations

Daily Newspapers

Anniston Star

ph: 256/235-3594 (news)
fax: 256/241-1991
news@annistonstar.com

Birmingham News

ph: 205/325-2444(news)
fax: 205-325/2283
epage@bhamnews.com

Huntsville Times

ph: 256/532-4400 (news)
fax: 256/532-4420
htimes@htimes.com

Montgomery Advertiser

ph: 334/240-0155
ph: 334/261-1520 (news)
fax: 334/261-1521
mjgray@gannett.com

Opelika-Auburn News

ph: 334/749-6271 (main)
ph: 334/737-2541 (WSnow)
fax: 334/749-1228
wsnow@oanow.com

Press-Register

ph: 251/219-5632, or
800/282-7859
fax: 251-219-5799
newsroom@press-register.com

Columbus Ledger-Enquirer

ph: 706/571-8565
fax: 706/576-6290
newsroom@ledger-enquirer.com

TV

Birmingham

WCFT-TV

Ph: 205/403-3340
Fax: 205/982-3942
newstips@abc3340.com

WBRC-TV

Ph: 205/583/4333
Fax: 205/583/4356
newstip@gowbrc.com

WVTM-TV

Ph: 205/558-7312
Fax: 205/323-3314
newstips@nbc13.com

WIAT-TV

Ph: 205/322-4665
Fax: 205/320-2722
newsrelease@cbs42.com

Columbus

WRBL-TV

Ph: 706/324-6397
Fax: 706/323-0841
news@wrbl.com

WTVM-TV

Ph: 706/494-5458
334/745-3517 (EWhite)
newsleader@wtvm.com

Huntsville

WAFF-TV

Ph: 256/533-6397
Fax: 256/539-4101
news@waff.com

WHNT-TV

Ph: 256/535-9274 (x274)
Fax: 256/536-9468
whntfeedback@whnt.com
news.department@whnt.com

Mobile

WALA-TV

Ph: 251/434-1040
Fax: 251/434-1023
fox10desk@fox10tv.com

WEAR-TV

Ph: 850/455-4599
Fax: 850/455-8972
news@weartv.com

WKRG-TV

Ph: 251/479-5555
Ph: 251/662-3002 (news)
Fax: 251/473-8130
Tv5@wkrg.com
assignmentsdesk@wkrg.com
producers@wkrg.com

WPMI-TV

Ph: 251/602-1558 (1550)
877/483-5515 (hotline)
Fax: 251-602/1550
Nbc15@wpmi.com
local15@local15tv.com

Montgomery

WAKA-TV

Ph: 334/270-9252
Fax: 334/244-7859
news@waka.com

WSFA-TV

Ph: 334/284-5276
Fax: 334/613-8303
news@wsfa-tv

Atlanta

WXIA-TV

Ph: 404/873-9114
Fax: 404/881-0675
News11alive@yahoo.com

WSB-TV

Ph: 404/897-6270
Fax: 404/897-7370
assignmentdesk@wsbtv.com

WGCL-TV

Ph: 404/327-3000
Fax: 404/327-3004
Cbs46news@cbs46.com

WAGA-TV

Ph: 404/898-0100
Fax: 404/898-0169
newstipsatlanta@foxtv.com

Associated Press Montgomery

ph: 334/262-5947
kweaver@ap.org

(NOTE: RADIO NEWS sent separately)

Appendix E: AU Office of Communications and Marketing Emergency Communications Checklist (Updated 2/16/10)

Depending on the situation, the Office of Communications and Marketing will employ any or all of the following communications tools. Instructions for dissemination are outlined in the following pages.

1. E-mail Faculty/Staff Through Auburn Daily EXTRA
2. E-mail Students Through This Week @ AU EXTRA
3. AU Home Page (choose one depending on level of emergency)
 - a. "Situation": News headlines OR
 - b. "Emergency": Emergency orange bar OR
 - c. "Catastrophe": Complete replacement of home page
4. Send AU Alert (only if Public Safety and Security cannot do this)
5. Media Advisory
6. Load information to a web page
 - a. Emergency website (more important/urgent)
 - b. Wire Eagle (less important/urgent)
7. Release through AU Facebook and Twitter accounts
8. Recorded Telephone Message for Off Campus Callers
9. Voice Mail to Campus Phone Numbers
10. AU Access Log-in Page
11. Additional communications tools requiring outside assistance
 - Jordan-Hare Stadium public address system (Athletics)
 - Digital siren near Jordan-Hare Stadium (Lee Co. EMA)
 - Emergency Broadcasting System (Lee Co. EMA)
 - Proposed: Fire alarm voice capability
 - Proposed: Digital signage around campus
 - Proposed: Text message capability through cell phones

Instructions

1. E-mail Faculty/Staff Through Auburn Daily EXTRA

This list is hidden from public view.

2. E-mail Students Through This Week @ AU EXTRA

This list is hidden from public view.

3. AU Home Page (choose one depending on level of emergency)

This list is hidden from public view.

4. AU Alert

This list is hidden from public view.

5. Media Advisory

This list is hidden from public view.

6. Load information to a web page: Choose Emergency website or Wire Eagle depending on level of crisis

This list is hidden from public view.

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7. Release through Facebook and Twitter

This list is hidden from public view.

8. Recorded Telephone Message for Off Campus Callers/Parents

This list is hidden from public view.

9. AU Access Log-in Page

This list is hidden from public view.

Appendix F: Supplementary to Crisis Plan

Working with the Media in a Crisis: Spokesperson Media Training Tips

Following are tips OCM frequently provides to AU faculty and staff participants in its media training seminars, and has collected in meetings with peers in similar advancement positions around the country. As we use them when working with our media contacts during crises or day to day, they are provided here as reference for the benefit of the emergency operations team and any experts who may be called upon to interview.

General tips/helpful knowledge:

- Always remember that courtesy and cooperation are essential ingredients in any successful media encounter. Also, only a spokesperson should be making an official organizational response in talking to the media. If you are approached, simply say, "I'm not the spokesperson, but if you'll wait right here, I'll let him/her know that you are here now and would like to speak to him/her."
- Get to know the members of the press before a crisis occurs. Watch a different TV channel every night, or listen to a radio station, or read different newspapers. Get to know what "beats" they usually cover; i.e., entertainment, finance, health care, etc.
- Management and all employees, including security, should be aware that the media during a crisis will attempt to get to the location of the event. Especially television, as it is driven by visuals. Make sure that all entrances are attended by employees and security.
- The media should be taken to an area you have designated as your Media Briefing Area. Do not call it a Press Area, as electronic media are not "press" as it relates to the print media. Make sure your Media Briefing Area has enough telephone lines to accommodate multiple calls at once. You should also make available a fax machine if possible. Make sure that all have a badge so that you know who is present.
- Never go "off the record" in such a situation. If you don't want the information used, don't say it.
- Never embellish an event to make it seem larger than it really is: Be straightforward, honest and use simple language.
- When talking to reporters in a crisis, talk "through" them to the audience beyond. Your face will be much more compassionate and reassuring to the audience.
- In the early stages of any incident, never try to assign blame, transfer responsibility or speculate about "probable causes." Your after-action conferences are made for that.

- Remember, the media is the ideal place to let the public know exactly what you are doing, and that you will have results for them as soon as you can. This is free publicity, and with the right approach, even in a crisis situation, you have a tremendous marketing opportunity. Take advantage of it – by being credible, honest, forthcoming, accurate and complete; and above all, let your face speak volumes for you and your organization. Make your face a pleasant, compassionate one, not somber or stressed.

More specific techniques for interviews for spokespeople:

1. **Know the facts - don't guess:**
Get the latest information available prior to an interview on the subject at hand.
2. **Rehearse your message:**
Know what you're going to say and how you want to say it, but don't over-rehearse and lose spontaneity.
3. **Help set the "ground rules":**
Journalists need help getting the story . . . help them with background, locations for good visuals, and give them fact sheets or other information that will help them round out their stories.
4. **Prepare for the worst – do your homework:**
Prepare for the worst case, and practice responses that answer the reporters' questions while bridging to positive actions or facts about your organization. For television, being able to answer and bridge in less than 15 seconds assures a sound bite that is both helpful for the reporter and provides a positive impression of the university.
5. **Answer questions – stay alert – listen:**
Listen to your interviewer...don't start formulating the answer to a question that is not being asked. And, "listen with your face"....don't be afraid to show compassion, which lets you be viewed as someone who is likeable, which translates to the university being viewed as likeable.
6. **Say it in 12-15 seconds:**
Remember, your time with a TV news story is very valuable and very limited. Talk in sound bites to ensure that you are not "edited" out of context.
7. **Admit mistakes:**
No one will fault you for being honest and forthright . . . but follow the admission with how you have corrected the situation, and place the incident in its proper perspective.
8. **Relate to the viewer, not the interviewer:**
Think about how the viewer will receive your information, not how the interviewer posed the question. While you are looking at the journalist, talk through the journalist

to the audience, picturing a friend or family member at the other end. A technique that works for many is to picture talking to a child, which often results in your face softening, and your language being simple and understandable. Never look at the camera.

9. **Humanize yourself and your organization:**
The audience will always relate to a real human being, no matter what the subject is.
10. **Think like the media:**
What kind of story are they after? How will they most likely tell it? And how can you tell it in a way that helps them achieve their goals but is sensitive to your public?
11. **Be politely persistent, but don't get angry:**
Try to always finish your statement without being interrupted. Smile, be patient and allow your overall grasp of the situation to come through.
12. **Localize your story:**
If there is a national story that the media is airing locally, give them the local significance.
13. **Use the news conference sparingly:**
The news conference is one of the most overdone of events. Journalists don't like to come out for an event where honest, full-picture and critical information is not given. A conference should be held when major news that needs to be shared all at once occurs.
14. **Stick to the subject – don't ramble:**
Don't open other situations unnecessarily. Answer questions with enough information to answer the question, add a positive action taken, and then STOP! Don't be afraid of silence, simply wait patiently with an attentive look for the next question, but do not continue to talk!
15. **Dress for the occasion:**
Conservative dress and professional image go a long way toward presenting a positive impression of you and your organization on television.
16. **Never go "off-the-record":**
If you don't want to see it on the news, or in the morning paper, don't say it.
17. **Keep it on a "one-on-one" basis:**
The interview is with one person in the audience – the viewer, through the interviewer. Keep it personal and direct.
18. **Never say "no-comment":**
A "no-comment" is perceived as a "guilty," period. At the very least, tell the reporter why you can't comment instead of using the words "no comment."

19. **Maintain solid eye contact:**
Your facial language tells more about you than what you are actually saying. Keep eye contact with the journalist.
20. **Avoid arguments and hostility:**
It is impossible to win an argument with a person who has the editing equipment or prerogative. And remember, on camera, the questions from the journalist are rarely shown on the newscast; the only thing they can use is your answer, so if a question is hostile, answer it as if it isn't. It won't be on camera.
21. **Provide advance biographical/background data:**
Always try to provide a "one-pager" on your organization and you, and other facts that will help reporters "flesh out" the story.
22. **On camera, don't fold your arms, and don't be afraid of gestures:**
Remember, people are looking at your body language and listen with their eyes first, and then with their ears. Folding arms is a classic defensive gesture. Also, keeping your arms down allows you to gesture, which means the camera will typically back up to accommodate your gestures, avoiding unflatteringly close camera angles.
23. **Don't squint at the lights:**
Give yourself enough time in an inside interview to get used to the lights. If outside, close your eyelids and tilt your face to the sun for a few seconds, so your eyes can adjust. You will appear more relaxed and confident.
24. **Suggest talking points before the interview:**
Again, help set the agenda. You know the story, the reporters only know what they've been told. Help them to help you tell the story.
25. **Always have at least two "themes" going into each interview:**
Know what the interview is about, and have two positive themes that relate to the subject, and always bridge to them after answering each question.
26. **Bridge potential adverse, negative stories into positive responses:**
Bridge immediately, after making a direct short answer, to the themes that will round out your story.
27. **Anticipate tough questions:**
If you have done your homework on the subject, you should be able to anticipate the areas of tough questions within the story, and answer them in the best possible light, remembering to bridge to your themes.
28. **Know the reporter:**

If you frequently respond to the media, read the paper, watch a different channel each night. Get to know the reporters' beats.

29. **Never guess...and never, ever lie!**

Having to retract or alter your comments is both awkward and, in most cases, almost impossible. Your comments in print or on tape are the essence of your reputation. You can turn a simple 15 second sound bite into a five-part investigative series by lying.

30. **Arrive early for questions and pre-talk with the interviewer:**

Pre-talk about the other stories that the reporter has done, and establish a rapport with him or her. Try to remove artificial barriers that exist between reporters and government, reporters and business, etc. Establish yourself as a professional in your field early on – before the interview begins. This is an excellent time to provide the reporter with a fact sheet about the university (available on the Web page or through OCM).

Appendix G: JOINT INFORMATION CENTER (J.I.C.) PROCEDURES
Updated: November 2009

PURPOSE

The Office of Communications and Marketing is responsible for disseminating information to the public during times of emergencies or disasters. During small-scale incidents, this important role can be accomplished with limited disruption to the Auburn University campus.

Even during a small incident, it is important that all calls from the public, parents, administration, board of trustees and others be answered in a timely manner. It is equally important that the information being given on the phone is current and has been cleared by incident command, the emergency operations center and the Auburn University administration.

During any incident, every first responder organization should have a position or someone designated to communicate with the media. This person may be designated as a department spokesperson or a Public Information Officer (PIO).

The role of a PIO at Auburn University is to coordinate the response and needs of the media as the incident or event begins to attract local, state or national media interest. When members of the media call and/or arrives on the Auburn University Campus looking for information, it is critical that we present timely and accurate information. Auburn University currently has FEMA-trained Advanced Level PIOs on staff within the Office of Communications and Marketing and the Department of Public Safety & Security.

The Office of Communications and Marketing is responsible for coordinating with the media for incidents on the Auburn University campus. If a small incident occurs, it is possible to set up a phone bank utilizing staff and volunteers to answer the phones and give out information that can be updated and e-mailed to the call takers. The staff and volunteers can accomplish this without leaving their desk or office and can be established within a matter of minutes. In some cases this will be enough to satisfy the needs of the media. All media inquiries should be forwarded to the Office of Communications and Marketing unless not feasible due to the incident.

If the event of a large-scale incident that attracts national media attention, it will likely be necessary for all available local PIOs to communicate and possibly co-locate to ensure that one unified voice is heard. Doing so enhances the opportunity of providing a clear message to all students, employees and the public.

Establishing and staffing a Joint Information Center (JIC) is the best way to bring communicators together and create a unified voice. The JIC can be located anywhere that can provide space and needed capabilities of the PIO's to perform their important tasks. As

information comes into the JIC, it is analyzed and cleared by the incident commander or Unified Command in charge of the emergency. The emergency operations center and the University administration also have the chance to review and weigh in on the message being disseminated. Once the information is gathered, the JIC can answer media questions, prepare media releases and schedule media briefings as needed.

In addition to the JIC, consideration should be given to establishing a working area and briefing area for the media to aid in the performance of their jobs. This will help keep the media away from the incident scene and allow the media to receive the information they need.

AUBURN UNIVERSITY JOINT INFORMATION CENTER / MEDIA WORKING AREA

JIC LOCATIONS

PRIMARY: Auburn University Hotel & Dixon Conference Center

SECONDARY: Auburn University – Beard Eaves Memorial Coliseum

AUTHORIZATION FOR ACTIVATION

The following positions have the authority to activate the Auburn University Joint Information Center:

Auburn University Executive Management Team

- University President
- University Executive Vice President
- University Legal Counsel
- University Provost

Auburn University Dept. of Public Safety & Security

- Executive Director
- Associate Director, Emergency Management
- Associate Director, Information & Education
- Associate Director, Public Safety

Auburn University Office of Communications & Marketing

- Executive Director
- Director, Media Relations

NOTIFICATIONS

Once the decision is made to activate the AU Joint Information Center, the following notifications should be made without delay.

1. AU Department of Public Safety & Security / Emergency Management.

This list is hidden from public view.

4. AU Office of Information Technology

This list is hidden from public view.

6. Notify campus that all calls from the media, parents, others giving or requesting information should be transferred to **4-0095**.

This list is hidden from public view.

JIC SETUP INFORMATION

SETUP “A”

Rooms needed:

- Ballroom A
- Meeting Rooms E, F, G (E and F open with G closed off)

Equipment needed:

- **Ballroom A**
 - Divide the room
 - Tables (16 – Left side, 3 rows of four facing the divider / 4 spread along the rear wall.
 - Table covers (16)
 - Large LCD Television (Rear of room, connected to Cable TV)
 - 2 -Dry Erase Boards (Front of the room)
 - Refreshment set up (Drinks and assorted muffins – 30 people)
 - Podium (Right side, opposite side of divider, affix AU logo)
 - Table (2 – Each side of the podium)
 - Pen and table setup
 - SEE SETUP DIAGRAM ON NEXT PAGE
- **Meeting Rooms E,F,G**
 - E&F open with G closed off. No equipment in G.
 - Tables (11) (10 Conference Style – 1 against the wall)
 - Table covers (11)
 - Chairs (22)
 - Large LCD Television (Connected to Cable TV)
 - Easels (2)
 - Dry erase board – Next to projector screen
 - Paper and Pens at each chair
 - LCD Projector
 - Projector screen

- OIT person on duty for setup

SETUP “B”

Rooms needed:

- Ballroom B
- Meeting Rooms E, F, G

Equipment needed:

- **Ballroom B**
 - Divide the room
 - Tables (10 – Left side, 2 rows of three facing the divider / 4 spread along the rear wall / 2 on opposite side of divider.
 - Table covers (10)
 - Large LCD Television (Rear of room, connected to Cable TV)
 - 2 - Dry Erase Boards (Front of the room)
 - Refreshment set up (Drinks and assorted muffins – 30 people)
 - Podium (Right side, opposite side of divider, affix AU logo)
 - Tables (2 – Each side of the podium)
 - SEE SETUP DIAGRAM ON NEXT PAGE
- **Meeting Rooms E,F,G**
 - Tables (11) (10 Conference Style – 1 against the wall)
 - Table covers (11)
 - Chairs (22)
 - Large LCD Television (Connected to Cable TV)
 - Easels (2)
 - Dry erase board – Next to projector screen
 - Paper and Pens at each chair
 - LCD Projector
 - Projector screen
 - OIT person on duty for setup

SETUP “C”

Rooms needed:

- Seminar Room
- Meeting Rooms E, F, G (E and F open with G closed off)

Or

- Seminar Room
- Ballroom A

Or

- Seminar Room
- Ballroom B

Equipment needed:

- **Seminar Room**
 - LCD Projector
 - Projector screen
 - Paper & Pen service
 - Refreshment set up
 - 2 Dry erase boards (front of room)
 - 4 Tables (2 front / 2 back)
- **Meeting Rooms E,F,G**
 - E&F open with G closed off. No equipment in G.
 - Tables (11) (10 Conference Style – 1 against the wall)
 - Table covers (11)
 - Chairs (22)
 - Large LCD Television (Connected to Cable TV)
 - Easels (2)
 - Dry erase board – Next to projector screen
 - Paper and Pens at each chair
 - LCD Projector

- Projector screen
- OIT person on duty for setup

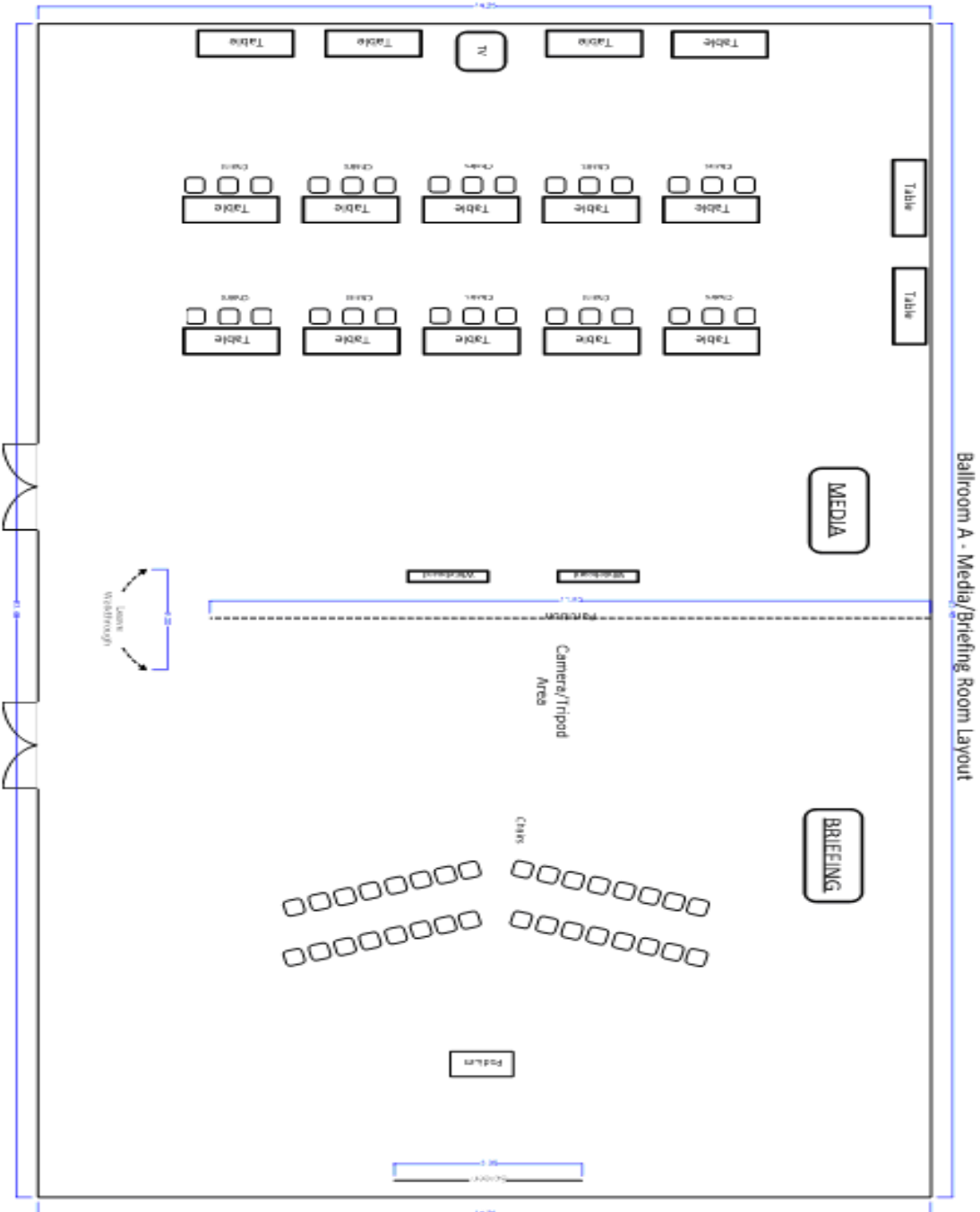
- **Ballroom A**

- Divide the room
- Tables (16 – Left side, 3 rows of four facing the divider / 4 spread along the rear wall.
- Table covers (16)
- Large LCD Television (Rear of room, connected to Cable TV)
- 2 -Dry Erase Boards (Front of the room)
- Refreshment set up (Drinks and assorted muffins – 30 people)
- Podium (Right side, opposite side of divider, affix AU logo)
- Table (2 – Each side of the podium)
- SEE SETUP DIAGRAM ON NEXT PAGE

- **Ballroom B**

- Divide the room
- Tables (10 – Left side, 2 rows of three facing the divider / 4 spread along the rear wall / 2 on opposite side of divider.
- Table covers (10)
- Large LCD Television (Rear of room, connected to Cable TV)
- 2 - Dry Erase Boards (Front of the room)
- Refreshment set up (Drinks and assorted muffins – 30 people)
- Podium (Right side, opposite side of divider, affix AU logo)
- Tables (2 – Each side of the podium)
- SEE SETUP DIAGRAM ON NEXT PAGE

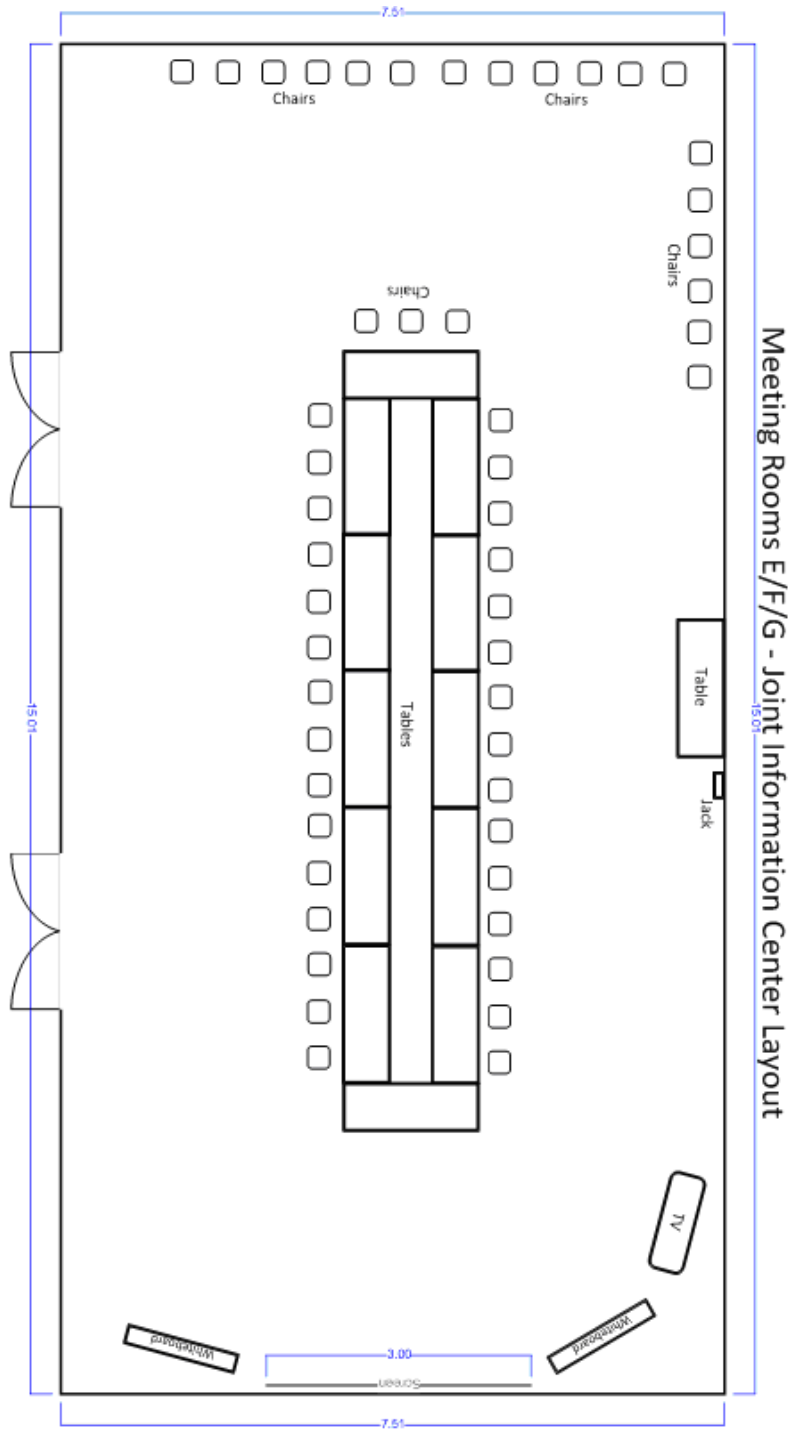
BALLROOM A DIAGRAM



BALLROOM A PICTURES



MEETING ROOMS E, F, & G DIAGRAM

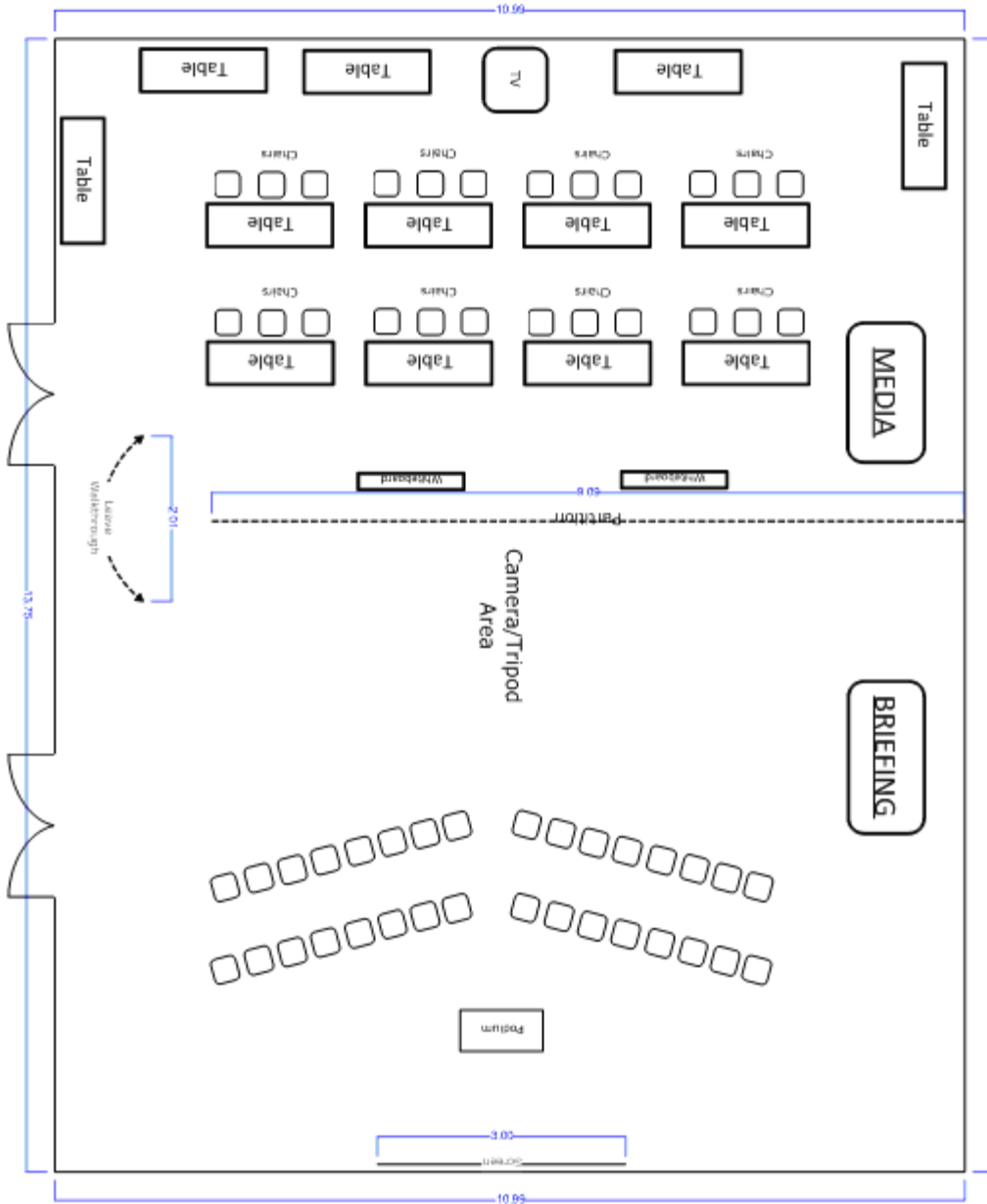


MEETING ROOMS E, F, & G PICTURES



BALLROOM B DIAGRAM

Ballroom B - Media/Briefing Room Layout



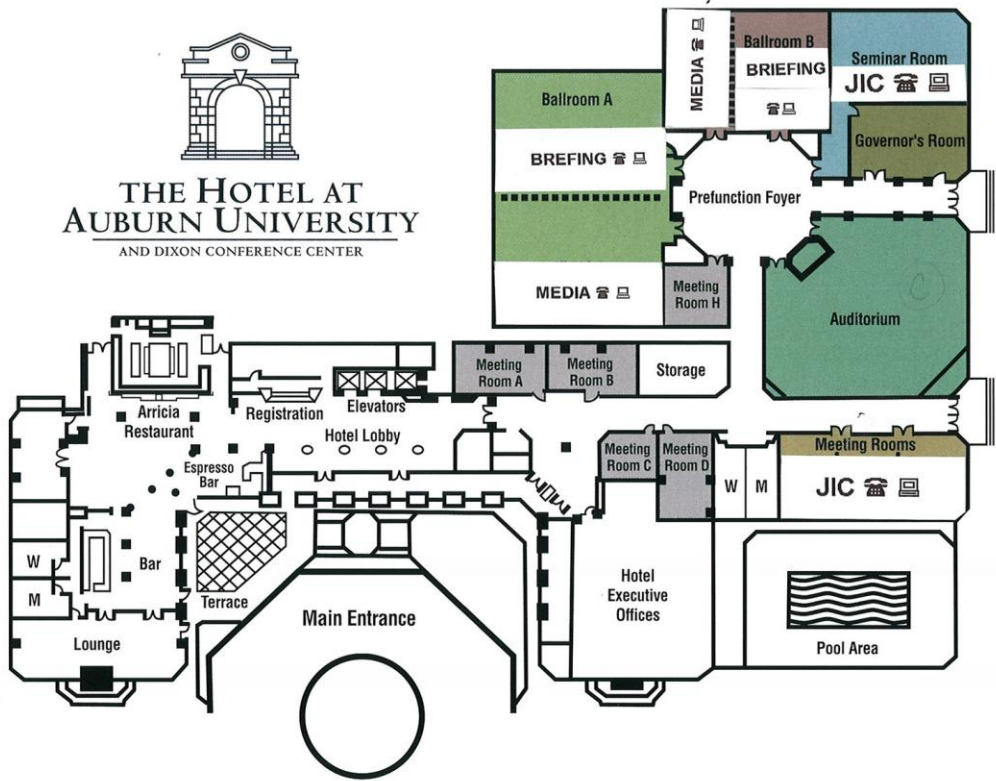
BALLROOM B PICTURES

NOTE: Same as Ballroom A with fewer tables and chairs.





**THE HOTEL AT
AUBURN UNIVERSITY**
AND DIXON CONFERENCE CENTER



CAPACITY CHART

Event Room	Room Dim. (WxD)	Sq. Ft.	Classroom	Theatre	Conference	Hollow Square	U-Shape	Banquet	Reception
A	31' x 19'	589	24	40	18	24	20	30	40
B	29' x 19'	551	24	40	18	24	20	30	40
C	18' x 18'	324	N/A	N/A	8	N/A	N/A	N/A	N/A
D	20' x 32'	640	30	50	24	24	21	30	50
E	20' x 30'	600	30	48	24	24	21	30	48
F	20' x 30'	600	30	48	24	24	21	30	48
G	20' x 30'	600	30	48	24	24	21	30	48
EF	40' x 30'	1200	64	100	30	40	32	70	100
FG	40' x 30'	1200	64	100	30	40	32	70	100
EFG	60' x 30'	1800	100	180	54	60	57	120	180
H	25' x 21'	525	24	40	18	18	15	30	40
Governor's Room	38' x 28'	1064	64	100	30	42	32	70	100
Auditorium	68' x 68'	4624	N/A	356	N/A	N/A	N/A	N/A	N/A
Ballroom A	94' x 57'	5358	300	600	84	106	89	400	600
A-Left	47' x 57'	2679	150	300	48	66	57	170	300
A-Right	47' x 57'	2679	150	300	48	66	57	170	300
Ballroom B	55' x 44'	2420	126	260	42	64	55	150	260
B-Left	22' x 44'	968	48	80	36	34	29	60	80
B-Right	33' x 44'	1452	80	140	36	46	35	100	140
Seminar Room	45' x 32'	1440	68	N/A	N/A	N/A	N/A	N/A	N/A

The Dixon Conference Center offers 22,000 square feet of meeting space.

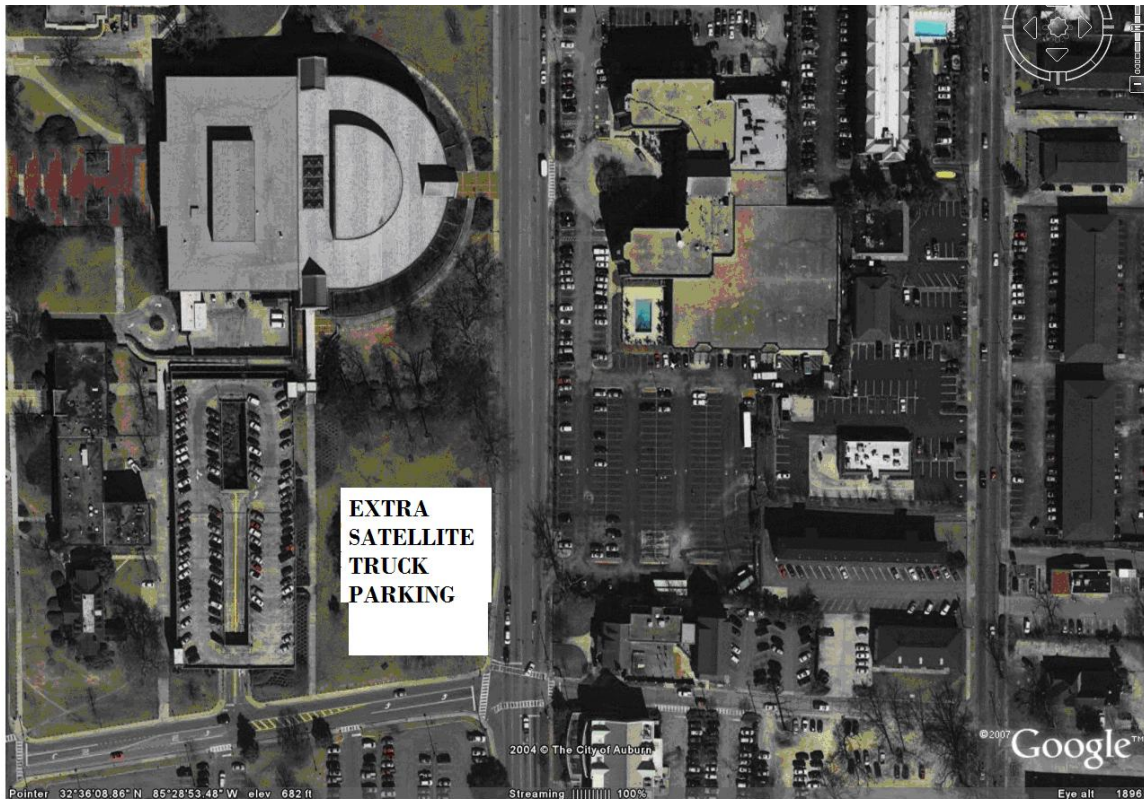
PARKING ISSUES ASSOCIATED WITH JIC ACTIVATION

Conference Center Parking Lot:

- May already be busy
- Should have security guard checking people in
- May allow for designated areas for satellite trucks
- Must have area designated for overflow

Overflow parking area for satellite trucks:

- Across from the conference center parking lot near the library
- Other designated areas with easy access to conference center



NOTE: Small balusters must be removed at curb.

The Beard-Eaves memorial Coliseum has two rooms located on the second floor that can be utilized for this purpose. These rooms currently have telephone and internet capability and are used by the media during and after basketball games. The size is not ideal for a large scale event, however, as a Plan B they are functional. There are also adjacent rooms that could be used for over flow.

Auburn Athletics has said that they will allow these rooms be used for such an event. There is no cost associated with the utilization of these rooms in the coliseum. In the event that Beard-Eaves Memorial Coliseum was to be vacated or demolished, an alternate Plan B will need to be prepared.

