



[FARM NAME]

# CRISIS COMMUNICATIONS PLAN

[MONTH/DAY/YEAR]



# TABLE OF CONTENTS

<b>Introduction</b> _____	<b>3</b>	<b>Tools for Effective Crisis Response</b> ____	<b>49</b>
What is a Crisis? _____	2	1. Vulnerabilities Worksheet _____	49
Crisis Triggers _____	3	2. Instructions for Frontline Staff & Sample Holding Script _____	51
Pre-Crisis Planning _____	4	3. Samples and Templates _____	51
<b>Five Steps to Crisis Response</b> _____	<b>5</b>	a. <i>Farm-Site Crisis Reporting Checklist</i> _____	52
1. Assemble the Team _____	6	b. <i>Farm-Site Supervisor Reporting Worksheet</i> _	53
<i>Crisis Team Roster</i> _____	6	c. <i>Crisis Response Team Activation Checklist</i> __	55
<i>Roles and Responsibilities</i> _____	8	d. <i>Crisis Response Media Relations Checklist</i> __	55
2. Gather Information _____	13	e. <i>Issue Resolution Checklist</i> _____	55
<i>Situation Analysis</i> _____	13	f. <i>First-Hour Checklist Sample Grid</i> _____	56
3. Assess and Decide _____	14	g. <i>Key Audience Outreach Log</i> _____	57
<i>Crisis Intensity</i> _____	14	h. <i>Key Audience Call-Back Log</i> _____	58
4. Prepare to Communicate _____	15	i. <i>Media Contact Log</i> _____	59
<i>Suggested Contact Lists</i> _____	15	4. Sample Holding Statement _____	60
5. Communicate _____	16		
<b><i>Immediate Steps – Within the First Hour</i></b> ____	<b>16</b>		
<i>Information-Gathering Checklist</i> _____	17		
<i>Within First Three Hours Checklist</i> _____	21		
<i>Within First 24 Hours Checklist</i> _____	24		
<i>Within First 48 Hours Checklist</i> _____	26		
<i>Following Week</i> _____	28		
<i>Individual Team Member Checklist</i> _____	29		
<i>Follow Up</i> _____	47		
<i>Staying Prepared</i> _____	48		



[FARM NAME]

**CRISIS COMMUNICATIONS PLAN**

# INTRODUCTION

*A farm-level crisis communication plan is a working document designed to help pork producers prepare for and respond to situations that impact the ability to operate their farm.*

*While crisis-causing situations will vary, producers must have the capability to respond effectively. This plan will encourage producers to prepare for crises, understand the steps to be taken in response and to call in the industry support resources available to them. This plan has been designed as a framework pork producers can use to gather information that will be needed in the event of a crisis, an assessment of vulnerabilities and outline of roles and responsibilities necessary to carry out an effective crisis response. Not all crisis situations can be outlined in a plan such as this. Rather, the intent is to provide a tool for preparing pork producers to respond to any situation which may arise in the course of business.*

## WHAT IS A CRISIS?

A crisis is any incident or event that interrupts the normal flow of business or threatens your ability to operate and has the potential to damage the brands of the customers to whom you sell your pigs. Not all situations are crises and not all crises are equal.

When a crisis occurs on your farm, it is essential that you:

- Demonstrate your willingness to cooperate with officials, key audiences and industry support;
- Provide timely, accurate, and credible information regarding the situation;
- Communicate accurately and effectively to all target audiences;
- Are prepared to verify the training provided to farm workers in the event of animal well-being issues or environmental incidents;
- Act quickly and appropriately in response to the media;
- Protect the name and reputation of your farm, and the brands of your customers; and
- Maintain employee, producer, customer and industry confidence.

[FARM NAME]

**CRISIS COMMUNICATIONS PLAN****CRISIS TRIGGERS****POTENTIAL CRISIS SITUATIONS**

The situations that result in crises may vary, but they will most likely fall within a few distinct areas of concern including:

- 1. Animal welfare issues:** Potential of activities to pressure companies to ban production practices based on emotion rather than science.
- 2. Air or water quality concerns:** Potential for regulation of emissions from pork production or potential for water quality issues due to manure application or spills.
- 3. Natural disasters:** Potential environmental impact of tornado, hurricane, floods, etc.
- 4. Emerging foreign animal diseases (FADs):** Potential of foreign animal disease to disrupt production and consumer demand.
- 5. Human health:** Human health issues among employees or neighbors that could result in exposure to risk for the farm.
- 6. Community relations:** Pressure from communities with regard to odor, animal well-being or regulatory issues.



[FARM NAME]

## CRISIS COMMUNICATIONS PLAN

### PRE-CRISIS PLANNING

Much of the work that is needed for effective response must take place before a crisis situation occurs. Several exercises should be completed immediately and, preferably, should be conducted with the guidance of an outside expert who can provide a fresh perspective on your best options for response: Crisis team contact information: Review and update all crisis team contact information on a quarterly basis. Make wallet cards containing important contact information for distribution to crisis team.

**Spokesperson identification and training:** Determine the appropriate spokesperson(s) for your farm and provide spokesperson training to these individuals. Include a back-up spokesperson in the event that the primary person is unavailable. Because the designated spokesperson will have specific training, others in the organization will be less likely to volunteer information or take on the role without proper preparation.

**Key messages and statements:** Based on the vulnerabilities identified, develop a basic statement and key messages that can be filled in with specifics when an incident occurs. Include these documents in the appendices of the crisis plan and review each quarter for potential updates.

**Social media policy:** Create a social media and digital communications policy for employees to refrain from exposing the company to additional risk by engaging in social media or providing inappropriate information via email.

**Frontline response messages:** Develop scripted responses for those responsible for answering phone calls or email messages during the crisis period.

**Website:** Develop a plan for updating the company website with timely, appropriate information for the media and key audiences.

**Training:** In preparation for a potential crisis, schedule training for all members of the core crisis team and work with third-party experts to develop messaging and skills for effective response.

**Enlist Assistance:** Identify the persons who should be notified in the event of a crisis and notify them that you are developing a crisis communications plan. Ask who they should communicate with during a crisis and get contact information to include in your plan documents.

[FARM NAME]

## CRISIS COMMUNICATIONS PLAN

# FIVE STEPS TO CRISIS RESPONSE

**1. Assemble the team:** No matter who is first notified of a potential crisis situation, assembly of the team should begin with a call to the designated crisis response leader or his or her alternate. (See team contact information.)

**2. Gather information:** Collect as much information as possible and compile the facts in a briefing document. Use the Crisis Information Sheet as a tool for gathering information.

**3. Assess and decide:** The intensity of the crisis dictates the response in terms of urgency, level of employee involvement and extensiveness of response. Determine the severity of the crisis categorizing it based on the crisis intensity ranking system.

**4. Prepare to communicate:** Decide what communication is needed with every key audience.

**5. Communicate:** Once the information is collected and assessed, communications must begin. Use the Step-by-Step Crisis Event Checklist as a tool for communicating with appropriate persons.



[FARM NAME]

**CRISIS COMMUNICATIONS PLAN****1. ASSEMBLE THE TEAM****Command Center Location:**

[FARM CONFERENCE ROOM]

**Core Team Roster**

The Core Team Roster lists those in your organization and in the industry you should contact immediately should a crisis arise. This list should be completed as part of your crisis response preparation and reviewed quarterly for personnel updates.

<b>Name</b>	<b>Contact Info</b>	<b>Alternate</b>	<b>Contact Info</b>	<b>Responsibility</b>
Name Name Crisis Team Leader	<b>O:</b> 000-000-0000 <b>C:</b> 000-000-0000 <b>H:</b> 000-000-0000	Name Name Name Coordinator	<b>O:</b> 000-000-0000 <b>C:</b> 000-000-0000 <b>H:</b> 000-000-0000	Crisis Response Coordinator
Name Name Crisis Team Leader	<b>O:</b> 000-000-0000 <b>C:</b> 000-000-0000 <b>H:</b> 000-000-0000	Name Name Name Coordinator	<b>O:</b> 000-000-0000 <b>C:</b> 000-000-0000 <b>H:</b> 000-000-0000	Leadership
Name Name Crisis Team Leader	<b>O:</b> 000-000-0000 <b>C:</b> 000-000-0000 <b>H:</b> 000-000-0000	Name Name Name Coordinator	<b>O:</b> 000-000-0000 <b>C:</b> 000-000-0000 <b>H:</b> 000-000-0000	Media Relations
Name Name Crisis Team Leader	<b>O:</b> 000-000-0000 <b>C:</b> 000-000-0000 <b>H:</b> 000-000-0000	Name Name Name Coordinator	<b>O:</b> 000-000-0000 <b>C:</b> 000-000-0000 <b>H:</b> 000-000-0000	Employee Communications
Name Name Crisis Team Leader	<b>O:</b> 000-000-0000 <b>C:</b> 000-000-0000 <b>H:</b> 000-000-0000	Name Name Name Coordinator	<b>O:</b> 000-000-0000 <b>C:</b> 000-000-0000 <b>H:</b> 000-000-0000	Investor Communications
Name Name Crisis Team Leader	<b>O:</b> 000-000-0000 <b>C:</b> 000-000-0000 <b>H:</b> 000-000-0000	Name Name Name Coordinator	<b>O:</b> 000-000-0000 <b>C:</b> 000-000-0000 <b>H:</b> 000-000-0000	Veterinary Services
Name Name Crisis Team Leader	<b>O:</b> 000-000-0000 <b>C:</b> 000-000-0000 <b>H:</b> 000-000-0000	Name Name Name Coordinator	<b>O:</b> 000-000-0000 <b>C:</b> 000-000-0000 <b>H:</b> 000-000-0000	Community Relations

[FARM NAME]

**CRISIS COMMUNICATIONS PLAN**

<b>Name</b>	<b>Contact Info</b>	<b>Alternate</b>	<b>Contact Info</b>	<b>Responsibility</b>
Name Name Name Crisis Team Leader	<b>O:</b> 000-000-0000 <b>C:</b> 000-000-0000 <b>H:</b> 000-000-0000	Name Name Name Crisis Team Leader	<b>O:</b> 000-000-0000 <b>C:</b> 000-000-0000 <b>H:</b> 000-000-0000	Crisis Response Coordinators
Name Name Name Crisis Team Leader	<b>O:</b> 000-000-0000 <b>C:</b> 000-000-0000 <b>H:</b> 000-000-0000	Name Name Name Crisis Team Leader	<b>O:</b> 000-000-0000 <b>C:</b> 000-000-0000 <b>H:</b> 000-000-0000	Crisis Response Coordinators
Name Name Name Crisis Team Leader	<b>O:</b> 000-000-0000 <b>C:</b> 000-000-0000 <b>H:</b> 000-000-0000	Name Name Name Crisis Team Leader	<b>O:</b> 000-000-0000 <b>C:</b> 000-000-0000 <b>H:</b> 000-000-0000	Crisis Response Coordinators
Name Name Name Crisis Team Leader	<b>O:</b> 000-000-0000 <b>C:</b> 000-000-0000 <b>H:</b> 000-000-0000	Name Name Name Crisis Team Leader	<b>O:</b> 000-000-0000 <b>C:</b> 000-000-0000 <b>H:</b> 000-000-0000	Crisis Response Coordinators
Name Name Name Crisis Team Leader	<b>O:</b> 000-000-0000 <b>C:</b> 000-000-0000 <b>H:</b> 000-000-0000	Name Name Name Crisis Team Leader	<b>O:</b> 000-000-0000 <b>C:</b> 000-000-0000 <b>H:</b> 000-000-0000	Crisis Response Coordinators
Name Name Name Crisis Team Leader	<b>O:</b> 000-000-0000 <b>C:</b> 000-000-0000	Name Name Name Crisis Team Leader	<b>O:</b> 000-000-0000 <b>C:</b> 000-000-0000 <b>H:</b> 000-000-0000	Crisis Response Coordinators
Name Name Name Crisis Team Leader	<b>O:</b> 000-000-0000 <b>C:</b> 000-000-0000	Name Name Name Crisis Team Leader	<b>O:</b> 000-000-0000 <b>C:</b> 000-000-0000 <b>H:</b> 000-000-0000	Crisis Response Coordinators
Name Name Name Crisis Team Leader	<b>O:</b> 000-000-0000 <b>C:</b> 000-000-0000 <b>H:</b> 000-000-0000	Name Name Name Crisis Team Leader	<b>O:</b> 000-000-0000 <b>C:</b> 000-000-0000 <b>H:</b> 000-000-0000	Crisis Response Coordinators



[FARM NAME]

**CRISIS COMMUNICATIONS PLAN**

**ROLES AND RESPONSIBILITIES**

**Crisis response coordinator:**

NAME NAME (lead),	<b>O:</b> 000-000-0000	NAME NAME (alternate)	<b>O:</b> 000-000-0000
	<b>C:</b> 000-000-0000		<b>C:</b> 000-000-0000
	<b>H:</b> 000-000-0000		<b>H:</b> 000-000-0000

The crisis response coordinator is responsible for activating the crisis response plan, managing the [FARM NAME]’s overall crisis communications effort and directing the post event analysis and review.

The crisis response coordinator must be familiar with all aspects of the [FARM NAME], crisis communications plan and overall crisis response procedures. The coordinator must have both the judgment and experience necessary to manage the crisis, as well as the authority to obtain additional resources and support as needed.

**Leadership:**

NAME NAME (lead),	<b>O:</b> 000-000-0000	NAME NAME (alternate)	<b>O:</b> 000-000-0000
	<b>C:</b> 000-000-0000		<b>C:</b> 000-000-0000
	<b>H:</b> 000-000-0000		<b>H:</b> 000-000-0000

In a crisis situation, leadership is needed to help determine overall strategy, generate buy-in and support from leading stakeholders and, if necessary, address the media. Leadership may also be called upon to inform employees and/or members of difficult situations.



[FARM NAME]

**CRISIS COMMUNICATIONS PLAN****Media Relations:**

NAME NAME (lead),	<b>O:</b> 000-000-0000	NAME NAME (alternate)	<b>O:</b> 000-000-0000
	<b>C:</b> 000-000-0000		<b>C:</b> 000-000-0000
	<b>H:</b> 000-000-0000		<b>H:</b> 000-000-0000

The media relations specialist is responsible for the drafting, approval and distribution of statements, news releases and other material related to the situation, based upon the key messages developed by the core team. The media relations liaison manages interview requests and inquiries. At times, this individual may serve as a spokesperson but, more often, will set up interviews with the appropriate spokesperson.

The media relations coordinator should also designate an employee or work with a third party to handle media monitoring. This individual is responsible for monitoring the media in real time, arranging for the collection and archiving of media coverage, alerting the crisis communications response team to unusual coverage, and organizing and disseminating a summary of coverage to the core team.

**Employee/Internal Communication:**

[HR Director] (lead),	<b>O:</b> 000-000-0000	[HR Staff] (alternate)	<b>O:</b> 000-000-0000
	<b>C:</b> 000-000-0000		<b>C:</b> 000-000-0000
	<b>H:</b> 000-000-0000		<b>H:</b> 000-000-0000

The employee communications coordinator is responsible for alerting employees of urgent information they need to continue business functions in a crisis situation. The coordinator will use existing communication channels as well as any dedicated channels developed for crisis communications. The goal of employee communications is to reduce the risk of negative reactions and discourage employee interaction with persons outside the organization with regard to the crisis situation, especially with regard to social media and email communications.

[FARM NAME]

**CRISIS COMMUNICATIONS PLAN****Customer/Stakeholder Communication:**

[Farm Leadership] (lead),	<b>O:</b> 000-000-0000	[Farm Leadership] (alternate)	<b>O:</b> 000-000-0000
	<b>C:</b> 000-000-0000		<b>C:</b> 000-000-0000
	<b>H:</b> 000-000-0000		<b>H:</b> 000-000-0000

The customer communications coordinator is responsible for notifying packer/processor and other processing stakeholders of a crisis and for providing updates as the crisis team works through the situation.

**Veterinary Services:**

NAME NAME, DVM (lead),	<b>O:</b> 000-000-0000	NAME NAME, DVM (alternate)	<b>O:</b> 000-000-0000
	<b>C:</b> 000-000-0000		<b>C:</b> 000-000-0000
	<b>H:</b> 000-000-0000		<b>H:</b> 000-000-0000

The Veterinary Services coordinator should be the lead veterinarian on staff or veterinary consultant employed by the farm. This role assists in assessing any animal well-being issues and advising management on animal health issues connected to the situation. May serve as a topic expert spokesperson for the media.

**Community Relations:**

NAME NAME (lead),	<b>O:</b> 000-000-0000	NAME NAME (alternate)	<b>O:</b> 000-000-0000
	<b>C:</b> 000-000-0000		<b>C:</b> 000-000-0000
	<b>H:</b> 000-000-0000		<b>H:</b> 000-000-0000

The community relations coordinator manages inquiries from neighbors and communities potentially impacted by the crisis situation and coordinates communication with community-based audiences as needed.



[FARM NAME]

**CRISIS COMMUNICATIONS PLAN****Legal Counsel:**

NAME NAME (lead),	<b>O:</b> 000-000-0000	NAME NAME (alternate)	<b>O:</b> 000-000-0000
	<b>C:</b> 000-000-0000		<b>C:</b> 000-000-0000
	<b>H:</b> 000-000-0000		<b>H:</b> 000-000-0000

Legal counsel should be informed of the situation by the farm owner or a senior member of management. Depending on crisis level, may participate in crisis team meetings or be consulted on specifics about the crisis response and recovery.

**Online Coordinator:**

NAME NAME (lead),	<b>O:</b> 000-000-0000	NAME NAME (alternate)	<b>O:</b> 000-000-0000
	<b>C:</b> 000-000-0000		<b>C:</b> 000-000-0000
	<b>H:</b> 000-000-0000		<b>H:</b> 000-000-0000

The online coordinator is responsible for coordinating any updates to the company website and for ensuring online media requests are communicated to the team leader. The online coordinator is also responsible for analyzing and reporting web traffic generated by the crisis situation, including the week afterward.

**Social Media Coordinator:**

NAME NAME (lead),	<b>O:</b> 000-000-0000	NAME NAME (alternate)	<b>O:</b> 000-000-0000
	<b>C:</b> 000-000-0000		<b>C:</b> 000-000-0000
	<b>H:</b> 000-000-0000		<b>H:</b> 000-000-0000

Social media has quickly become a key tool for crisis communication and response. Due to the immediate nature of social media, response and monitoring in this area requires constant attention. The social media coordinator is responsible for implementing the overall crisis strategy in the social media space, launching and/or updating a microsite (if needed), communicating via social media platforms and monitoring the conversation for comments that require a response.

[FARM NAME]

**CRISIS COMMUNICATIONS PLAN****Administration and Logistics:**

NAME NAME (lead),	<b>O:</b> 000-000-0000	NAME NAME (alternate)	<b>O:</b> 000-000-0000
	<b>C:</b> 000-000-0000		<b>C:</b> 000-000-0000
	<b>H:</b> 000-000-0000		<b>H:</b> 000-000-0000

Depending upon the nature of the situation, there may be a need for meeting space, news conference space or other arrangements. The administration and logistics coordinator is responsible for securing meeting space, scheduling travel and keeping the core team supplied with the tools and support needed for effective crisis management.

**Pork Industry Support**

The National Pork Board, the National Pork Producers Council and your state pork producers association all have experienced professionals ready to assist pork producers in crisis situations. While these organizations are available to help producers respond to the situation, they also represent the entire pork industry and, in some circumstances, may not be able to address issues involving an individual producer's interest. It is recommended that producers enlist a trusted third party crisis communications consultant upon whom they can rely for response and support in farm-specific issues.

**National Pork Board Contact:**

Cindy Cunningham, Assistant Vice President of Communications, 515-223-2643 (office) or 515-210-1263 (cell)

**National Pork Producers Council:**

Dallas Hockman, Vice President of Industry Relations, 515-278-8012 (office) or 515-554-6059 (cell)



[FARM NAME]

**CRISIS COMMUNICATIONS PLAN****2. GATHER INFORMATION****SITUATION ANALYSIS**

Should the crisis level indicate the involvement of industry resources, they will need information about the situation to be of the greatest assistance to you. Below are some questions you can expect from these professionals as they help you assess the situation.

**What do you know for sure?**

- *What have you been told about the situation?*
- *What are the details about your farm?*
- *What is the ownership of the farm?*
- *Do you have communications professionals on staff or a relationship with a public relations consultant? Have they been contacted?*

**What do you believe to be the situation?**

- *Are outside organizations such as activist groups involved?*
- *Do you expect an undercover video to be released?*
- *Do you have any reason to suspect that the allegations are true?*
- *Have there been any suspicious situations over the past six months?*
- *Have you had any similar allegations leveled against the farm in the past?*

**What is your potential exposure?**

- *Are you aware of any employees with a history of animal abuse or a criminal record involving abuse or neglect?*
- *Have all of your employees with direct animal care been trained in Pork Quality Assurance® Plus (PQA Plus®) and, for those involved in transportation, Transportation Quality Assurance® (TQA<sup>SM</sup>)?*
- *Is the training documented and where do the records reside?*

**Who is aware of the situation?**

- *Has your ownership and staff been notified of the situation and reminded that the information should be kept confidential?*
- *Is law enforcement involved?*
- *Have you been contacted by any news media? If yes, how have you responded?*
- *What is your relationship with local news media?*
- *Does your company have a website or social media accounts that should be monitored?*
- *Who are your processors/retailers and have they been notified?*

[FARM NAME]

**CRISIS COMMUNICATIONS PLAN****3. ASSESS AND DECIDE****CRISIS INTENSITY**

Within these scenarios, a crisis situation can develop over time and pass in and out of attention of the general public or erupt suddenly, capturing and holding the public's attention and creating a sense of urgency. The intensity of the crisis dictates the response in terms of urgency, level of employee involvement, and extensiveness of response. To help the crisis team categorize crisis intensity and respond appropriately, the following severity ranking system will be used:

**Red Level:** Serious threat to human health or the ability of the farm to continue to operate.

**Orange Level:** Potential threat to human or animal health.  
Threatens long-term customer relationships and/or current production practices.

**Yellow Level:** Minimal threat to human or animal health.  
Threatens short-term customer relationships and/or current production practices.

**Green Level:** No threat to human or animal health with minimal risk of long-lasting influence on the ability to operate.

**QUESTIONS TO ASK IN DETERMINING CRISIS SEVERITY:**

- 1) Has there been a death, serious illness, or injury?
- 2) Does the situation require immediate notification of other industry stakeholders, such as the National Pork Board, National Pork Producer Council or your state pork producers association?
- 3) Does the situation require notification of external authorities or agencies?
- 4) Does the situation require immediate administrative or operations action, such as quarantine or changes to policies?
- 5) Is there a serious threat to human health?
- 6) Is animal well-being involved?
- 7) Is there a serious and immediate threat to pork production practices?
- 8) Have there been inquiries from the media?
- 9) Is the situation potentially serious enough to overwhelm your ability to respond? Are additional resources necessary?

[FARM NAME]

**CRISIS COMMUNICATIONS PLAN****4. PREPARE TO COMMUNICATE**

Decisions must be made about whether to communicate and, if so, what to say to important audiences, how to reach them and when to inform them. Each crisis team member should maintain an easily accessed up-to-date contact list of the key people within their area of communication responsibility.

***SUGGESTED CONTACT LISTS***

- Employees
- Board members
- Key customers
- Local, regional and trade media
- Bloggers/social media influencers
- Third-party resources
  - o Media relations
  - o Animal well-being experts
  - o Industry resources
- Law enforcement
- Community influencers
- Adjacent neighbors





[FARM NAME]

**CRISIS COMMUNICATIONS PLAN****5. COMMUNICATE**

Timely response is critical in a crisis situation. To help guide the crisis response, each step is framed in a general timeline. While this timeframe may not always be met, this format organizes the response priorities. Social media and electronic communications intensify the need for speedy response to the situation. However, statements and key messages should be carefully prepared and approved by the core team leaders to ensure the communication will not cause additional complications.

The response steps outlined below are also referenced in the crisis response divided by audience. This allows all members of the core crisis and implementation teams to view how activities work together while also focusing specifically on the audience they are serving.

## **WITHIN THE 1<sup>ST</sup> HOUR**

### **IMMEDIATE STEPS – WITHIN THE FIRST HOUR**

#### **Leadership**

- Assemble with the core crisis team to assess the situation.
- Confirm strategy.
- Identify stakeholders.

#### **Media Relations/Customer Communications**

- Locate and review updated media list.
- Confirm strategy to communicate with key customers

#### **Media Monitor Lead**

- Activate mechanism for monitoring and ensure all relevant coverage is captured.



[FARM NAME]

**CRISIS COMMUNICATIONS PLAN**

# WITHIN THE 1<sup>ST</sup> HOUR

## INFORMATION GATHERING CHECKLIST

This checklist will assist you in taking the necessary immediate steps to initiate crisis response.

- **Initiate Emergency Response Plan**
- **Ensure Safety of People and Animals**
- **Contact Law Enforcement Agencies**
- **Enlist Industry Support**

**National Pork Board:**

Cindy Cunningham, AVP Communications  
 O: 515-223-2643  
 C: 515-210-1263

Mike Wegner, VP Communications  
 O: 515-223-2638  
 C: 515-991-5523

**National Pork Producers Council:**

Dallas Hockman, VP Industry Relations  
 O: 515-278-8012  
 C: 515-554-6059

- **Contact Your Veterinarian**

Name: \_\_\_\_\_

Cell: \_\_\_\_\_

Home: \_\_\_\_\_

Alternate: \_\_\_\_\_

Cell: \_\_\_\_\_

Home: \_\_\_\_\_



# WITHIN THE 1<sup>ST</sup> HOUR

- **Initiate Internal Calling Tree**

Team Leader: \_\_\_\_\_

Cell: \_\_\_\_\_

Home: \_\_\_\_\_

Alternate: \_\_\_\_\_

Cell: \_\_\_\_\_

Home: \_\_\_\_\_

- **Contact People You Do Business With**

Attorney: \_\_\_\_\_

Lender: \_\_\_\_\_

Key Vendors: \_\_\_\_\_

Packer or point of market: \_\_\_\_\_

Other: \_\_\_\_\_

Other: \_\_\_\_\_

Other: \_\_\_\_\_



[FARM NAME]

**CRISIS COMMUNICATIONS PLAN****WITHIN THE 1<sup>ST</sup> HOUR**

- **Prepare for Media**

Inform reception staff to expect media calls, record the name of the media outlet, reporter's name, call-back number and email address, then route them to the designated spokesperson.

*(DO NOT PROVIDE THE SPOKESPERSON'S PHONE NUMBER TO MEDIA.)*

Spokesperson: \_\_\_\_\_

Phone: \_\_\_\_\_

Cell: \_\_\_\_\_

Home: \_\_\_\_\_

- **Plan for Unannounced Media**

Prepare staff to question anyone trying to gain admittance, identify and intercept media.

Let them know you will make a comment when the situation has been assessed.

- **Enlist Public Relations Assistance**

Because industry representatives will sometimes have to focus on the impact of the incident on the industry as a whole, you will benefit from having public relations expertise that is dedicated to your specific operation.

- **Prepare Family and Staff for What to Expect**

Explain the situation, let them know they may get questions for a few days and provide key messages they can use to respond. Make them aware that the situation may be difficult for a little while but you will get through it.



# *WITHIN THE 1<sup>ST</sup> HOUR*

- **Farm-Specific Details** Use this space to enter information specific to your operation for quick reference.



# WITHIN THE FIRST 3 HOURS

## WITHIN THE FIRST THREE HOURS

### **Overall Response**

- Develop official talking points to serve as a basis for all communications with audiences.
- Determine the potential need for a third-party spokesperson.
- Distribute talking points to spokespersons, media relations liaisons and internal communication coordinator.
- If crisis is level red or orange, or if the situation has potential legal ramifications, submit talking points for review by legal counsel.

### **Media Relations**

- Prepare spokesperson and refresh media response training with spokesperson.
- Prepare media materials for key audiences, ranked by priority given the severity and details of the situation.
- Secure leadership approvals on media materials and determine the most appropriate timing for distribution.
- Coordinate with media monitoring team and refine messages based on coverage.
- Anticipate questions that may arise and research, write and approve answers.

### **Customer Communications**

- Prepare reports for key customers, processors or retailers to which you products are marketed.
- Work with crisis coordinator to develop official talking points; if necessary, tweak to make customer-focused.
- Work with the crisis response coordinator and leadership to develop and document a plan and timeline for how the situation will be addressed and resolved.
- Communicate your official talking points and response plan to key customers, processors or retailers to which your products are marketed.



# WITHIN THE FIRST 3 HOURS

## ***Website and Social Media***

- Monitor social media for activity.
- Post approved statement on website.
- Distribute key messages via Twitter and Facebook.
- Re-tweet messages as appropriate.
- Create links, as appropriate, from farm website to industry resource sites.
- Determine need for paid search, develop keywords and execute if needed.

## ***Internal Communications***

- Distribute employee update with instructions on how to answer questions from the public, vendors, customers and the media.
- Provide employees with official news release and talking points as soon as available.
- Provide news release via email and/or fax to officers or board of directors.  
Follow up with personal phone calls by leadership.

## ***Media Monitor Lead***

- Keep crisis team aware of coverage, frequency and key points.
- Activate media folder for stories from internal sources.



# WITHIN THE FIRST 3 HOURS

## ***Information Technology***

- Provide support, as needed, regarding use of WebEx, email and other technology needs.

## ***Administration/Logistics***

- Receive update from crisis team on intended overall crisis strategy.
- Help locate needed team members.
- Coordinate/engage back-up staffing, logistics as needed.





# WITHIN THE FIRST 24 HOURS

## WITHIN FIRST 24 HOURS

### ***Crisis Coordinator***

- Solidify a reporting and planning mechanism as the crisis moves forward.
- Establish regular times for the core crisis team to convene for strategy discussions, followed by tactical action-oriented meetings with all individuals with specific crisis responsibilities. If the crisis is a red or an orange level, consider offering the opportunity for a large internal audience to participate in the tactical session as “listen-only.”
- Continue reviewing and approving official statements, messages and communications.
- Analyze/anticipate the next wave of crisis triggers.
- Track all contacts through key audience contact logs.

### ***Leadership***

- Update leaders/key stakeholders.
- Arrange conference call with production managers and animal care workers.
- Continue working with industry support organizations.

### ***Media Relations***

- If news conference is warranted, set time and make arrangements to share information and answer questions.
- Track all media calls with the media contact log and media tracking grid.



# WITHIN THE FIRST 24 HOURS

## ***Customer Communications***

- Discuss and determine the potential need for outreach and follow-up with key customers.
- Track all contacts through key audience contact logs.

## ***Social Media***

- Determine need for updates to social media platforms
- Work with the media monitoring coordinator to set up a system to report social media activity.
- Initiate pre-determined social media strategy, including the following elements:
  - o Identification of potential “friends” and “foes” online
  - o Initiating conversation with pre-established online relationships
  - o Leveraging current social media use, such as Twitter, to share messages and information
  - o Response to misinformation and supporting comments in the social media landscape

## ***Internal Communications***

- Provide the situation report to employees.
- If feasible, provide a brief verbal update to employees not directly involved in the crisis planning.  
Inform of opportunity to “listen-only” to daily implementation call.

## ***Media Monitor Lead***

- Issue “Day One Report” outlining coverage to crisis team.



# WITHIN THE FIRST 48 HOURS

## WITHIN FIRST 48 HOURS

### **General Response**

- Meet regularly to assess management communications and provide ongoing reports that include comments and questions received from the media and other key audiences.

### **Media Relations**

- Review all media coverage to determine how the company's information is coming across; update messages accordingly.
- Call individual reporters directly if they print or air incorrect information. Offer to e-mail or fax them the correct information.
- Always document the call with the facts in writing – it helps prevent further errors. If the misinformation is lodged on a website or with a news service like AP or Reuters, be certain to request that their record is corrected to ensure accuracy of archives.
- Issue news releases or statements to report progress and new developments.
- Anticipate reporters' interest and questions, updating FAQ document.
- Brief media following the situation on a regular basis by phone, email or fax.
- Assess the need for a more formal news briefing, or conference call, as the situation warrants.

### **Customer Communications**

- Email with personal follow-up calls to key customers.

# WITHIN THE FIRST 48 HOURS

## ***Social Media***

- Review all social media coverage to determine how the company's information is coming across.
- Identify potential new triggers or areas of interest based on social media chatter.
- Post updates on the microsite and through other platforms to provide new information or developments.
- Anticipate new interest and questions, referring to and updating FAQ document.
- Continue communication of new messages through all social media channels.
- Identify key influencers talking about the issue and begin direct conversation and updates on new information.

## ***Internal Communications***

- Provide revised situation reports for employees and other internal audiences.

## ***Media Monitor Lead***

- Issue daily reports
- Analyze media coverage and identify trends.
- Communicate with response coordination team and suggest adjusting strategy based on coverage.
- Determine need for on-going tracking.



# WITHIN THE WEEK THAT FOLLOWS

## IN THE WEEK THAT FOLLOWS

### **Leadership**

- Determine strategy to return to business as usual.

### **Media Relations**

- Review media coverage every day. Evaluate content for up-to-date information and any misinformation that needs to be corrected.
- Compile report of media coverage and share with appropriate groups.
- Follow-up with reporters covering the story when there are new developments.
- After the situation is resolved, develop and suggest several ideas to key reporters as follow-up stories.

### **Customer Communications**

- Maintain frequent communications with key customer audiences and provide progress updates on the how the situation is being addressed.

### **Social Media**

- Review social media coverage and evaluate content, responding as needed.
- Continue communications as new information becomes available
- Identify potential for proactive steps (meetings, tours, etc.) with highly influential online sources who become involved in discussion to help better position industry in future issues.

### **Media Monitor Lead**

- Analyze coverage to determine areas of improvement for future issues.
- Issue daily reports as needed.



[FARM NAME]

**CRISIS COMMUNICATIONS PLAN**

**CRISIS RESPONSE COORDINATOR**

**TEAM MEMBER CHECKLISTS**

**Crisis Response Coordinator:**

Name	Name	<b>O:</b> 000-000-0000
Crisis Team Leader		<b>C:</b> 000-000-0000
		<b>H:</b> 000-000-0000

**OR**

Name	Name	Name	<b>O:</b> 000-000-0000
Coordinator			<b>C:</b> 000-000-0000
			<b>H:</b> 000-000-0000

The crisis response coordinators are responsible for:

- Activating the crisis response plan
- Managing the [FARM NAME]'s overall crisis communications effort
- Directing the post-event analysis and review



[FARM NAME]

**CRISIS COMMUNICATIONS PLAN**

**CRISIS RESPONSE COORDINATOR**

*Upon completion of the task, fill in blanks with initials and local time.*

**Within the First Hour:**

\_\_\_\_\_/\_\_\_\_\_/\_\_\_\_\_ Notify core crisis team.

\_\_\_\_\_/\_\_\_\_\_/\_\_\_\_\_ Assign individuals to gather information.

\_\_\_\_\_/\_\_\_\_\_/\_\_\_\_\_ Assemble and facilitate core crisis team meeting. Distribute the following:

- Crisis information worksheet
- Details of any contact with audiences to date
- Audience engagement grid
- Other information valuable to assessing the crisis

\_\_\_\_\_/\_\_\_\_\_/\_\_\_\_\_ Initiate communications with with industry resources to update on status and develop plan for either coordinated response or frequent updates.

\_\_\_\_\_/\_\_\_\_\_/\_\_\_\_\_ Coordinate with front-line employees on procedures for handling incoming calls related to the situation and remind all employees of importance of referring questions to the crisis team.

**Within the First Three Hours:**

\_\_\_\_\_/\_\_\_\_\_/\_\_\_\_\_ Develop official talking points to serve as basis for all communications.

\_\_\_\_\_/\_\_\_\_\_/\_\_\_\_\_ Determine need for third-party spokespeople.

\_\_\_\_\_/\_\_\_\_\_/\_\_\_\_\_ Have talking points reviewed by legal counsel, as needed.

\_\_\_\_\_/\_\_\_\_\_/\_\_\_\_\_ Distribute and review talking points with crisis team.

\_\_\_\_\_/\_\_\_\_\_/\_\_\_\_\_ Activate online crisis communications log to begin tracking media calls, customer communications, etc.



[FARM NAME]

**CRISIS COMMUNICATIONS PLAN****CRISIS RESPONSE COORDINATOR*****Within the First 24 Hours:***

- \_\_\_\_\_/\_\_\_\_\_ Solidify a reporting and planning mechanism as the crisis moves forward.
- \_\_\_\_\_/\_\_\_\_\_ Establish regular times for strategy discussions, followed by tactical, action-oriented meetings.  
If labeled at the red or orange level, consider offering the opportunity for a large internal audience to participate in the tactical session as “listen only.”
- \_\_\_\_\_/\_\_\_\_\_ On an ongoing basis, review and approve official statements, messages and communications.
- \_\_\_\_\_/\_\_\_\_\_ Analyze/anticipate next wave of crisis triggers.
- \_\_\_\_\_/\_\_\_\_\_ Track all contacts through key audience contact logs.





[FARM NAME]

**CRISIS COMMUNICATIONS PLAN****LEADERSHIP****Leadership:**

Name Name	<b>O:</b> 000-000-0000
Crisis Team Leader	<b>C:</b> 000-000-0000
	<b>H:</b> 000-000-0000

**OR**

Name Name Name	<b>O:</b> 000-000-0000
Coordinator	<b>C:</b> 000-000-0000
	<b>H:</b> 000-000-0000

Leadership is responsible for:

- Helping to determine overall strategy
- Generating buy-in and support from leading stakeholders
- Addressing the media, if necessary
- Informing key stakeholders of the situation
- Engaging legal team as needed



[FARM NAME]

**CRISIS COMMUNICATIONS PLAN****LEADERSHIP**

**Upon completion of the task, fill in blanks with initials and local time.**

***Within the First Hour:***

- \_\_\_\_\_/\_\_\_\_\_ Assemble with the crisis team to assess the situation.
- \_\_\_\_\_/\_\_\_\_\_ If a(an) orange/red level is identified, escalate to leadership team to review strategy.
- \_\_\_\_\_/\_\_\_\_\_ Confirm strategy.
- \_\_\_\_\_/\_\_\_\_\_ Identify relevant stakeholders.

***Within the First Three Hours:***

- \_\_\_\_\_/\_\_\_\_\_ If red, inform board of directors or other key stakeholders.

***Within the First 24 Hours:***

- \_\_\_\_\_/\_\_\_\_\_ Update leaders/key stakeholders.
- \_\_\_\_\_/\_\_\_\_\_ Provide approved updates and information go key audiences, including a news conference, if warranted.
- \_\_\_\_\_/\_\_\_\_\_ Arrange conference call with employees/growers.
- \_\_\_\_\_/\_\_\_\_\_ Determine need to notify other commodity organizations.
- \_\_\_\_\_/\_\_\_\_\_ Track all contacts through key audience contact logs.

***In the Week that Follows:***

- \_\_\_\_\_/\_\_\_\_\_ Determine strategy to return business as usual.



[FARM NAME]

**CRISIS COMMUNICATIONS PLAN****MEDIA RELATIONS****Media Relations:**

Name Name	<b>O:</b> 000-000-0000
Crisis Team Leader	<b>C:</b> 000-000-0000
	<b>H:</b> 000-000-0000

**OR**

Name Name Name	<b>O:</b> 000-000-0000
Coordinator	<b>C:</b> 000-000-0000
	<b>H:</b> 000-000-0000

The media relations specialist is responsible for:

- Drafting, approving and distributing statements, news releases and other materials related to the situation based on key messages developed by the core team
- Managing interview requests and inquiries from all media
- Acting as spokesperson, if appropriate
- Preparing spokespeople for interviews
- Handling requests for on-farm interviews and interviews with leadership
- Coordinating with media monitoring activity



[FARM NAME]

**CRISIS COMMUNICATIONS PLAN****MEDIA RELATIONS**

***Upon completion of the task, fill in blanks with initials and local time.***

***Within the First Hour:***

- \_\_\_\_\_/\_\_\_\_\_/\_\_\_\_\_ Meet with the core crisis team to assess the situation.
- \_\_\_\_\_/\_\_\_\_\_/\_\_\_\_\_ Locate and review updated media list.
- \_\_\_\_\_/\_\_\_\_\_/\_\_\_\_\_ Confirm strategy and coordinate with social media and media monitoring teams.

***Within the First Three Hours:***

- \_\_\_\_\_/\_\_\_\_\_/\_\_\_\_\_ Work with crisis coordinator to develop official talking points.
- \_\_\_\_\_/\_\_\_\_\_/\_\_\_\_\_ Prepare internal spokesperson and place on stand-by for media requests.
- \_\_\_\_\_/\_\_\_\_\_/\_\_\_\_\_ Prepare for possibility of on-farm coverage.
- \_\_\_\_\_/\_\_\_\_\_/\_\_\_\_\_ Train all authorize spokespersons for the crisis using the key messages and anticipated questions from the media.
- \_\_\_\_\_/\_\_\_\_\_/\_\_\_\_\_ Begin preparing media materials for key audiences, ranked by priority given the severity and details of the situation.
- \_\_\_\_\_/\_\_\_\_\_/\_\_\_\_\_ Approve news release/talking points and determine most appropriate timing for distribution.
- \_\_\_\_\_/\_\_\_\_\_/\_\_\_\_\_ Coordinate with media monitoring team.
- \_\_\_\_\_/\_\_\_\_\_/\_\_\_\_\_ Begin dynamic FAQ document to track and anticipate questions from all audiences. Anticipate questions that may arise, so answers can be researched, written and approved.

***Within the First 24 Hours:***

- \_\_\_\_\_/\_\_\_\_\_/\_\_\_\_\_ If warranted, set time and make arrangements for news conference to share information and answer questions.
- \_\_\_\_\_/\_\_\_\_\_/\_\_\_\_\_ Track all media calls with the media contact log.

[FARM NAME]

**CRISIS COMMUNICATIONS PLAN****MEDIA RELATIONS*****Within the First 48 Hours:***

- \_\_\_\_\_/\_\_\_\_\_  
 \_\_\_\_\_/\_\_\_\_\_ Review all media coverage to determine how the organization's information is coming across.
- \_\_\_\_\_/\_\_\_\_\_  
 \_\_\_\_\_/\_\_\_\_\_ Call individual reporters directly if they print or air incorrect information and offer to email or fax them the correct information. Document the call with the facts in writing.
- \_\_\_\_\_/\_\_\_\_\_  
 \_\_\_\_\_/\_\_\_\_\_ Issue additional news releases or statements to report progress, new developments.
- \_\_\_\_\_/\_\_\_\_\_  
 \_\_\_\_\_/\_\_\_\_\_ Anticipate reporters' interest and questions, and continue updating FAQ document.
- \_\_\_\_\_/\_\_\_\_\_  
 \_\_\_\_\_/\_\_\_\_\_ Assess the need for a more formal news briefing or conference calls.

***In the Weeks that Follow:***

- \_\_\_\_\_/\_\_\_\_\_  
 \_\_\_\_\_/\_\_\_\_\_ Review media coverage daily. Evaluate content for accuracy and correct any misinformation.
- \_\_\_\_\_/\_\_\_\_\_  
 \_\_\_\_\_/\_\_\_\_\_ Compile report of media coverage and share with appropriate groups.
- \_\_\_\_\_/\_\_\_\_\_  
 \_\_\_\_\_/\_\_\_\_\_ Follow up with reporters when there are new developments.
- \_\_\_\_\_/\_\_\_\_\_  
 \_\_\_\_\_/\_\_\_\_\_ After issue is resolved, develop and suggest several ideas to key reporters as follow-up stories.



[FARM NAME]

**CRISIS COMMUNICATIONS PLAN****CUSTOMER COMMUNICATIONS****Customer Communications:**

Name Name	<b>O:</b> 000-000-0000
Crisis Team Leader	<b>C:</b> 000-000-0000
	<b>H:</b> 000-000-0000

**OR**

Name Name Name	<b>O:</b> 000-000-0000
Coordinator	<b>C:</b> 000-000-0000
	<b>H:</b> 000-000-0000

The customer outreach coordinator is responsible for:

- Communications specifically directed to processors, retail and or/foodservice brands, if appropriate
- Customer-specific messaging
- Ongoing updates and reporting to key customer audiences



[FARM NAME]

**CRISIS COMMUNICATIONS PLAN****CUSTOMER COMMUNICATIONS**

Upon completion of the task, fill in blanks with initials and local time.

**Within the First Hour:**

\_\_\_\_\_/\_\_\_\_\_/\_\_\_\_\_ Assemble with the team to assess the situation.

\_\_\_\_\_/\_\_\_\_\_/\_\_\_\_\_ Confirm customer communication strategy.

**Within the First Three Hours:**

\_\_\_\_\_/\_\_\_\_\_/\_\_\_\_\_ Work with crisis coordinator to develop official talking points; if necessary, tweak to make customer-focused.

**Within the First 24 Hours:**

\_\_\_\_\_/\_\_\_\_\_/\_\_\_\_\_ Track all contacts through key audience contact logs.

**Within the First 48 Hours:**

\_\_\_\_\_/\_\_\_\_\_/\_\_\_\_\_ Email personal follow-ups to customers and customer stakeholders.

**In the Weeks that Follow:**

\_\_\_\_\_/\_\_\_\_\_/\_\_\_\_\_ Maintain frequent communications with customers and provide progress updates on how the situation is being addressed.



[FARM NAME]

**CRISIS COMMUNICATIONS PLAN****SOCIAL MEDIA****Social Media:**Name Name Name  
Crisis Team Leader**O:** 000-000-0000**C:** 000-000-0000**H:** 000-000-0000**OR**Name Name Name  
Crisis Team Leader**O:** 000-000-0000**C:** 000-000-0000**H:** 000-000-0000

The social media coordinator is responsible for:

- Implementing the overall crisis strategy in the social media space
- Updating website and/or launching microsite if warranted
- Communicating via social media platforms and monitoring the conversation for comments that require a response





[FARM NAME]

**CRISIS COMMUNICATIONS PLAN****SOCIAL MEDIA**

*Upon completion of the task, fill in blanks with initials and local time.*

***Within the First Hour:***

\_\_\_\_\_/\_\_\_\_\_/\_\_\_\_\_ Meet with core crisis team to assess the situation.

***Within the First Three Hours:***

\_\_\_\_\_/\_\_\_\_\_/\_\_\_\_\_ Connect with media relations and domestic marketing coordinators to discuss key messages.

\_\_\_\_\_/\_\_\_\_\_/\_\_\_\_\_ Update farm website or microsite.

\_\_\_\_\_/\_\_\_\_\_/\_\_\_\_\_ Distribute key messages through social media platforms.

\_\_\_\_\_/\_\_\_\_\_/\_\_\_\_\_ Re-tweet messages as warranted.

\_\_\_\_\_/\_\_\_\_\_/\_\_\_\_\_ Monitor social media and report areas of concern to core team.

***Within the First 24 Hours:***

\_\_\_\_\_/\_\_\_\_\_/\_\_\_\_\_ Determine need for updates to website and social media platforms.

\_\_\_\_\_/\_\_\_\_\_/\_\_\_\_\_ Outline schedule for frequent web and social media updates.

\_\_\_\_\_/\_\_\_\_\_/\_\_\_\_\_ Work with media monitoring coordinator to set up a system to report social media activity.

\_\_\_\_\_/\_\_\_\_\_/\_\_\_\_\_ Initiate social media strategy, including the identification of potential online “friends” and “foes”.

\_\_\_\_\_/\_\_\_\_\_/\_\_\_\_\_ Track all contacts through key audience contact logs.



[FARM NAME]

**CRISIS COMMUNICATIONS PLAN****SOCIAL MEDIA*****Within the First 48 Hours:***

- \_\_\_\_\_/\_\_\_\_ Review all social media coverage to determine how the organization's information is coming across.
- \_\_\_\_\_/\_\_\_\_ Identify potential new triggers or areas of interest based on social media chatter.
- \_\_\_\_\_/\_\_\_\_ Continue communication of new messages through all social media channels.
- \_\_\_\_\_/\_\_\_\_ Identify key influencers talking about the issue, begin direct conversations and provide updates with new information.

***In the Weeks that Follow:***

- \_\_\_\_\_/\_\_\_\_ Review social media coverage and evaluate content for accuracy, responding as needed.
- \_\_\_\_\_/\_\_\_\_ Continue communications as new information becomes available.



[FARM NAME]

## CRISIS COMMUNICATIONS PLAN

## INTERNAL COMMUNICATIONS

### Internal Communications:

**O:** 000-000-0000  
**C:** 000-000-0000  
**H:** 000-000-0000

**OR**

**O:** 000-000-0000  
**C:** 000-000-0000  
**H:** 000-000-0000

The internal communications coordinator is responsible for the following:

- Providing an updated situation report to employees
- Responding to specific questions that may arise



[FARM NAME]

**CRISIS COMMUNICATIONS PLAN****INTERNAL COMMUNICATIONS**

**Upon completion of the task, fill in blanks with initials and local time.**

***Within the First Three Hours:***

- \_\_\_\_\_/\_\_\_\_\_  
Forward standby statement to staff with a brief situation update. Remind staff of protocol for handling media inquiries and information requests.
- \_\_\_\_\_/\_\_\_\_\_  
Provide employees with official press release and talking points as soon as available.
- \_\_\_\_\_/\_\_\_\_\_  
Work with leadership to arrange conference call with key stakeholders to cover detailed explanation of the situation.
- \_\_\_\_\_/\_\_\_\_\_  
As soon as available, provide press release via e-mail and/or fax to officers and board of directors. Follow-up with personal phone calls by leadership.

***Within the First 24 Hours:***

- \_\_\_\_\_/\_\_\_\_\_  
Provide situation report to crisis team.
- \_\_\_\_\_/\_\_\_\_\_  
If feasible, provide brief verbal update to employees not directly involved in the crisis planning.
- \_\_\_\_\_/\_\_\_\_\_  
Track all contacts through key audience contact logs.

***Within the First 48 Hours and the Weeks that Follow:***

- \_\_\_\_\_/\_\_\_\_\_  
Provide revised situation reports for employees and stakeholders.



[FARM NAME]

**CRISIS COMMUNICATIONS PLAN****MEDIA MONITOR LEAD****Media Monitor Lead:****O:** 000-000-0000**C:** 000-000-0000**H:** 000-000-0000**OR****O:** 000-000-0000**C:** 000-000-0000**H:** 000-000-0000

The Media Monitor Lead is responsible for:

- Monitoring all media coverage, as it happens
- Arranging for collection of all coverage, online and off-line
- Alerting team to any coverage that is unusual
- Organizing and disseminating a summary of the coverage to appropriate staff
- Determining shifts in strategy based on coverage



[FARM NAME]

**CRISIS COMMUNICATIONS PLAN****MEDIA MONITOR LEAD**

*Upon completion of the task, fill in blanks with initials and local time.*

***Within the First Hour:***

\_\_\_\_\_/\_\_\_\_\_/\_\_\_\_\_ Meet with core crisis team to assess the situation.

\_\_\_\_\_/\_\_\_\_\_/\_\_\_\_\_ Activate mechanism for monitoring and capture all relevant coverage.

***Within the First Three Hours:***

\_\_\_\_\_/\_\_\_\_\_/\_\_\_\_\_ Keep core crisis team aware of coverage, frequency and key points.

\_\_\_\_\_/\_\_\_\_\_/\_\_\_\_\_ Set up media folder for stories from internal sources.

***Within the First 24 Hours:***

\_\_\_\_\_/\_\_\_\_\_/\_\_\_\_\_ Issue “Day One Report” outlining all coverage to core crisis team and appropriate staff.

\_\_\_\_\_/\_\_\_\_\_/\_\_\_\_\_ Track all contacts through key audience contact logs.

***Within the First 48 Hours:***

\_\_\_\_\_/\_\_\_\_\_/\_\_\_\_\_ Issue daily reports.

\_\_\_\_\_/\_\_\_\_\_/\_\_\_\_\_ Analyze media coverage and identify trends.

\_\_\_\_\_/\_\_\_\_\_/\_\_\_\_\_ Communicate with response coordination team and suggest adjusting strategy based on coverage.

\_\_\_\_\_/\_\_\_\_\_/\_\_\_\_\_ Determine need for on-going coverage.

***In the Weeks that Follow:***

\_\_\_\_\_/\_\_\_\_\_/\_\_\_\_\_ Analyze coverage to determine areas of improvement for future issues.

\_\_\_\_\_/\_\_\_\_\_/\_\_\_\_\_ Issue daily reports as needed.

[FARM NAME]

**CRISIS COMMUNICATIONS PLAN**

**ADMINISTRATIVE/LOGISTICS**

**Administrative/Logistics:**

**O:** 000-000-0000  
**C:** 000-000-0000  
**H:** 000-000-0000

**OR**

**O:** 000-000-0000  
**C:** 000-000-0000  
**H:** 000-000-0000

The administrative coordinator is responsible for:

- Making meeting arrangements
- Organizing travel
- Making conference rooms available to the crisis team indefinitely
- Generally assisting with crisis response activities

**Upon completion of the task, fill in blanks with initials and local time.**

**Within the First Three Hours:**

- \_\_\_\_\_/\_\_\_\_\_ Receive update from crisis team on intended overall crisis strategy.
- \_\_\_\_\_/\_\_\_\_\_ Help locate needed team members.
- \_\_\_\_\_/\_\_\_\_\_ Coordinate/engage back-up staffing, if needed.

**Within the First 24 Hours:**

- \_\_\_\_\_/\_\_\_\_\_ Schedule team meeting room for the next five business days, if needed.
- \_\_\_\_\_/\_\_\_\_\_ Organize travel for crisis team and make meeting arrangements.
- \_\_\_\_\_/\_\_\_\_\_ Determine any food needs for crisis team and make arrangements.

[FARM NAME]

**CRISIS COMMUNICATIONS PLAN****FOLLOW-UP****DEBRIEF AND CRITIQUE**

After the crisis has subsided, the team should meet in a timely manner to analyze how the crisis was handled and determine what steps are needed to complete all follow-up activities. The critique should include an assessment of media coverage and surveys of key audiences contacted during the course of the situation.

The team should meet to compile its assessment, using these questions as a guide:

- o What lessons were learned from this situation?
- o How could communications be handled better?
- o Do emergency procedures need to be modified?
- o What actions or resources are needed to respond more quickly or more effectively?
- o What steps can be taken to prevent a similar crisis in the future?
- o What feedback did we get from our key audiences?
- o Do we understand how these audiences' views of the farm may have changed during the course of this situation?
- o If those changed attitudes are for the worse, what steps can we take to repair our reputation?

Also review and critique media coverage of the crisis.

**THANK THOSE WHO PROVIDED ASSISTANCE**

These may include employees, third-party consultants and trade associations. In the event of a catastrophic crisis, these may include emergency responders, utilities, hospital administrators, the media and social service agencies, as appropriate.



[FARM NAME]

**CRISIS COMMUNICATIONS PLAN****STAYING PREPARED**

Although the previous crisis is over, it is important to remain prepared. Following are key action items to ensure you are ready should another crisis occur:

- o Conduct a “lessons learned” meeting with all relevant team members to discuss what worked and how the next crisis can go even more smoothly. Communicate details about any new policy and/or procedures such as media policy, roles and responsibilities, etc.
- o Update the following lists quarterly, or as needed based on employee on-boarding process to ensure employee turnover is accurately reflected.
  - Media lists
  - Outside audience email list
  - Industry contact list
  - Alternative meeting locations
- o It is important for all team members to have the most current information and training moving forward. Make sure everyone is up-to-speed by conducting crisis drills and spokesperson training.
- o Keep basic materials in multiple locations that are easily accessible to all crisis team members including printed versions and electronic files in homes and offices. Materials should include:
  - Contact lists
  - First-hour checklist
  - Crisis information worksheet
- o Provide Crisis Response Situation Analysis and Urgent Response Checklist to all crisis team members and contacts outlining the pre-crisis steps. Encourage individuals to keep these in an easily accessible place for quick referral in the event of a crisis.

[FARM NAME]

**CRISIS COMMUNICATIONS PLAN**

# TOOLS FOR EFFECTIVE CRISIS RESPONSE

[FARM NAME]

## VULNERABILITIES EVALUATION WORKSHEET

Although the previous crisis is over, it is important to remain prepared. This worksheet provides some key questions and list of potential areas of vulnerability that producers can use to think about their operation's exposure to risk.

A table-top exercise in which crisis team members discuss areas of risk and the potential severity of a crisis will help the team better understand the scope of risk and be prepared to respond in the event of an actual emergency.

### Vulnerability Evaluation Key Questions

These questions will help identify and remediate existing areas of vulnerability and, should a crisis occur, provide a base of knowledge that will enable an appropriate and timely response.

Use these questions to evaluate the Priority Areas of Risk listed below.

- a. How does this situation place our farm at risk?
- b. How could a crisis in this area impact our ability to operate?
- c. What steps can we take to remediate the situation?
- d. What do we need to do to respond in the event of a crisis involving this situation?



[FARM NAME]

## CRISIS COMMUNICATIONS PLAN

### Priority Areas of Risk for [FARM NAME]

Animal Welfare Issues

Transportation/Animal Handling/Accidents

Culls/Euthanasia

Animal/Employee Abuse

Employee Injury or Death

Natural Disasters

[Farm-Specific Issues]



[FARM NAME]

## CRISIS COMMUNICATIONS PLAN

### INSTRUCTIONS FOR FRONTLINE COMMUNICATORS

Frontline communicators are those persons who will be taking company phone calls and emails through the crisis. When answering calls during a crisis situation, ensure you have the most recent talking points and external information to share with callers. As calls are received, please follow these steps to ensure that we fully understand who is calling, the nature of their questions and what needs to be done.

- **Respond** politely to callers using supplied talking points. Inform them that phone conversations are being recorded for documentation purposes.
- **Respond** to emails in a timely manner using approved response language.
- **Log** phone conversations and email traffic on crisis contact report.
- **Forward** interview requests from media and other communications needing urgent response to crisis team leader.
- **Report** any threats against persons or property to the crisis team leader/alternate.

### SAMPLE PHONE SCRIPT/AUTOMATED RESPONSE MESSAGE

Thank you for calling [FARM NAME].

If you are calling for more information about <insert description of situation>, we are gathering details and working with the appropriate officials to assess the situation.

For regularly updated information, please visit [www.\[farmwebsite\].com](http://www.[farmwebsite].com)

or wait on the line to leave a recorded message. We will respond as soon as possible.

If you are calling on another matter, please stay on the line for operator assistance.



[FARM NAME]

**CRISIS COMMUNICATIONS PLAN****FARM SITE CRISIS REPORTING CHECKLIST****Immediate Crisis Response**

- Initiate Emergency Response Plan
- Ensure safety of people and animals
- Notify Response Team

[PRIMARY FARM CONTACT] – [XXX-XXX-XXXX] Cell  
[XXX-XXX-XXXX] Office  
[XXX-XXX-XXXX] Home

*If unavailable, call:*

[ALTERNATE FARM CONTACT] – [XXX-XXX-XXXX] Cell  
[XXX-XXX-XXXX] Office  
[XXX-XXX-XXXX] Home

- Review guidelines on responding to media/community inquiries
- Record requests for information and contact information for team leader response



[FARM NAME]

**CRISIS COMMUNICATIONS PLAN****FARM SITE SUPERVISOR CRISIS REPORTING WORKSHEET**

**In the event of an incident, secure the area and make sure all people and animals are as safe as possible without risking personal injury.**

**On-Site Supervisor Reporting Instructions:** Please answer these questions to the best of your ability to provide complete and accurate information to the Crisis Response Team.

What is the **nature of the incident**?

Were any **employees** involved? Provide names and how they were involved.

Has there been any **bodily injury**? If yes, describe any known injuries.

Have any **animals** been harmed or compromised? If yes, how many and what is the nature of the injury/compromise?

Has there been **property damage**? If yes, list buildings or property damaged and suspected cause of damage.



[FARM NAME]

**CRISIS COMMUNICATIONS PLAN**

Has there been **trespassing, recording or other illegal actions** by persons not authorized to be present on farm?  
If yes, list names and/or descriptions of any people or vehicles witnessed.

Has the **Emergency Response Plan** been activated? If yes, describe steps taken.

Is there any **additional risk** to persons or property? If yes, describe.

Is **law enforcement or the media** on the scene? If yes, list those present.

**Additional Notes:**



[FARM NAME]

**CRISIS COMMUNICATIONS PLAN****CRISIS RESPONSE TEAM ACTIVATION****Upon receiving the call that an incident has occurred, the team leader should:**

- Draft a short synopsis of the incident using the information provided by the reporting supervisor
- Initiate Crisis Response Calling Tree
- Provide synopsis to Crisis Response Team Members
- Contact appropriate local authorities

**CRISIS RESPONSE MEDIA RELATIONS CHECKLIST**

- Contact state and national industry groups for support
- Prepare to respond to calls from media/community
- Review Issue Response Statement Guidelines
- Gather requests for response from Farm Site Reporting Supervisor
- Record contact information for all media/neighbor/community calls
- Work with industry resources to draft response
- Return media calls using prepared statement
- Notify industry resource personnel of interview outcomes/concerns

**ISSUE RESOLUTION**

- Work with industry communications team to prepare final comments
- Perform follow-up calls to media/community
- Record requests for further follow-up at later date
- File records and notes for future reference



[FARM NAME]

**CRISIS COMMUNICATIONS PLAN**

**FIRST-HOUR CHECKLIST (SAMPLE)**

Action Item	Completion Status	Responsible Team Member
Make internal notifications. Assign individuals to gather information.		
Assemble crisis response team. - Attempt an in-person team meeting for crisis levels red or orange. - Schedule in-person or conference call meeting for crisis levels yellow or green.		
Initiate communications with industry resources to inform them of situation. Determine next steps and schedule updates.		
Create initial statement using language from holding statements. Unless the situation is completely understood, only address the farm's intention to gather the facts.		
Seek statement approvals from key leadership and, if possible, have statement reviewed by legal counsel.		
Initiate internal communication and outline procedure for handling incoming calls related to the situation. Notify all employees of policy for handling such calls, especially the front-line employees.		



[FARM NAME]

## CRISIS COMMUNICATIONS PLAN

### KEY AUDIENCE OUTREACH LOG

Date: \_\_\_\_\_ Your Name: \_\_\_\_\_

Name: \_\_\_\_\_

Organization: \_\_\_\_\_

Office #: \_\_\_\_\_ Cell #: \_\_\_\_\_

Other #: \_\_\_\_\_ Fax #: \_\_\_\_\_

E-mail: \_\_\_\_\_

Preferred method of contact for response: \_\_\_\_\_

Contact comments:

Issues for follow-up:

Other details/issues:



[FARM NAME]

**CRISIS COMMUNICATIONS PLAN**

**KEY AUDIENCE CALL-BACK LOG**

Contact: \_\_\_\_\_

Name of responder: \_\_\_\_\_

Date of response: \_\_\_\_\_ Time of response: \_\_\_\_\_

Response type:    Email                    Telephone                    Text                    In-Person

Resolution:        Reached                    No answer                    Left message                    Busy

Actions taken:

Additional follow-up needed:    Yes    No

Items for follow-up:



[FARM NAME]

# CRISIS COMMUNICATIONS PLAN

## MEDIA CONTACT LOG

Date: \_\_\_\_\_ Time: \_\_\_\_\_

Your Name: \_\_\_\_\_

Publication/Station: \_\_\_\_\_

Reporter: \_\_\_\_\_

Office #: \_\_\_\_\_ Cell #: \_\_\_\_\_ Other #: \_\_\_\_\_ Fax #: \_\_\_\_\_

Email: \_\_\_\_\_

Request:

Deadline for response: \_\_\_\_\_ Type of response requested:    Email    Phone

### Call-Back Log

Date: \_\_\_\_\_ Time: \_\_\_\_\_

Responder: \_\_\_\_\_

Actions:

Follow-Up Requested:    Yes    No



[FARM NAME]

**CRISIS COMMUNICATIONS PLAN****SAMPLE HOLDING STATEMENT**

A holding statement is a generic statement which should be drafted ahead of time with details filled in when a crisis occurs. The statement should follow your normal corporate communications style and be worded so it reassures key audiences that you are on top of the crisis and they can trust that everything will be resolved quickly.

[Farm-specific holding statements to be developed by producer's communications staff or consultant.]

**Example:**

**XYZ Farms has been informed of a possible [animal well-being] incident at one of our barns. Our [animal well-being] team is investigating the incident and, with the assistance of third-party auditors, will report our findings when complete. We will provide updates as information becomes available. Please visit [www.xyzfarms.com](http://www.xyzfarms.com) for the most up-to-date reports.**