



**DOYON**  
*Limited*

# CRISIS COMMUNICATION PLAN

FAIRBANKS & ANCHORAGE

COMMUNICATIONS DEPARTMENT  
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LEADER IN ALL WE DO

July 2022

# Table of Contents

- INTRODUCTION.....1
  - 100 Introductory Statement .....1
  - 101 Purpose of Crisis Communication Plan .....1
  - 102 Crisis Communication Team .....1
- SEVEN STEPS FOR CRISIS COMMUNICATIONS.....2
  - 200 Step 1: Verify the Crisis Situation .....2
  - 201 Step 2: Notification and Assignments.....2
  - 202 Step 3: Assess the Communication Crisis Level .....2
  - 203 Step 4: Logistics Planning.....3
  - 204 Step 5: Develop Messages .....4
  - 205: Step 6: Approve and Release Messages .....4
  - 206 Step 7: Monitor and Provide Feedback .....4
- CRISIS SITUATIONS.....4
- INTERACTING WITH THE MEDIA.....5
- ROLES AND RESPONSIBILITIES .....5
  - 301 Crisis Communication Team Leader .....5
  - 302 Crisis Communication Coordinator.....5
  - 303 Family Liaison.....6
  - 304 Subsidiary Communication Representative .....6
  - 305 Legal Counsel/Advisor .....6
  - 306 Spokesperson.....6
  - 307 Information Technology Coordinator .....6

## INTRODUCTION

### 100 Introductory Statement

Each crisis is unique, and Doyon is committed to responding by providing clear and accurate information as quickly as a crisis occurs. This **Crisis Communication Plan** guides communication response during and following an operational, emergency, natural disaster, or public relations crisis. Doyon will keep a copy of this plan in Anchorage and Fairbanks offices both electronically and in paper format, as a supplemental addendum to the Emergency Action plans.

It is the responsibility of the Crisis Communication Team Leader (Team Leader) to ensure that a copy of the plan is available to each Crisis Communications Team member (Team) and any key personnel for use in the event of a crisis. It is also the responsibility of the Team Leader to ensure that the plan is reviewed annually, is kept up-to-date, and that the team members have read the plan and understand its contents.

### 101 Purpose of Crisis Communication Plan

The purpose of Doyon's crisis communication plan is to provide guidance and easy-to-follow steps for preparation, management, and after-effects of a crisis.

Effective crisis prevention, identification, and communication relies heavily on education, training, professional judgment, and experience. In addition, the crisis communication team exists to:

- Reduce misinformation,
- Ensure an effective communication flow and process, and
- Ensure the timeliness of messaging and communication.

### 102 Crisis Communication Team

Members of the Crisis Communication Team (Team) are responsible for annual review of the crisis communication plan. This includes updates to address any concerns and working closely with the Doyon Safety Committee to educate and train staff.

Crisis Communication Team:

Name	Team Role
Aaron Schutt, President & CEO	
Sarah Obed, SVP External Affairs	Crisis Communication Team Leader
Julie Morman, SVP & COO	Subsidiary Communication Representative
Allen Todd, General Counsel	Legal Counsel/Advisor
Cheyenna Kuplack, Communications Manager	Crisis Communication Team Coordinator
Michelle Andon, HR Manager	Emergency Response Coordinator
Robin Renfroe, VP HR & Shareholder Services	Family Liaison
Galina Gandy, VP Information Technology	Information Technology Coordinator

## SEVEN STEPS FOR CRISIS COMMUNICATIONS

Communication before, during, and after a crisis is important – not only when working with the media, but also with employees, family members, Board members, shareholders, partners, and clients. The following is a seven-step approach to help guide Doyon’s crisis communication response and know what actions to take.

1. Verify the crisis
2. Notification and assignments
3. Assess the communication crisis level
4. Logistics planning
5. Develop messages
6. Approve and release messages
7. Monitor and provide feedback

### 200 Step 1: Verify the Crisis Situation

The first step is to determine what has happened by coordinating and immediately identify as many facts as possible:

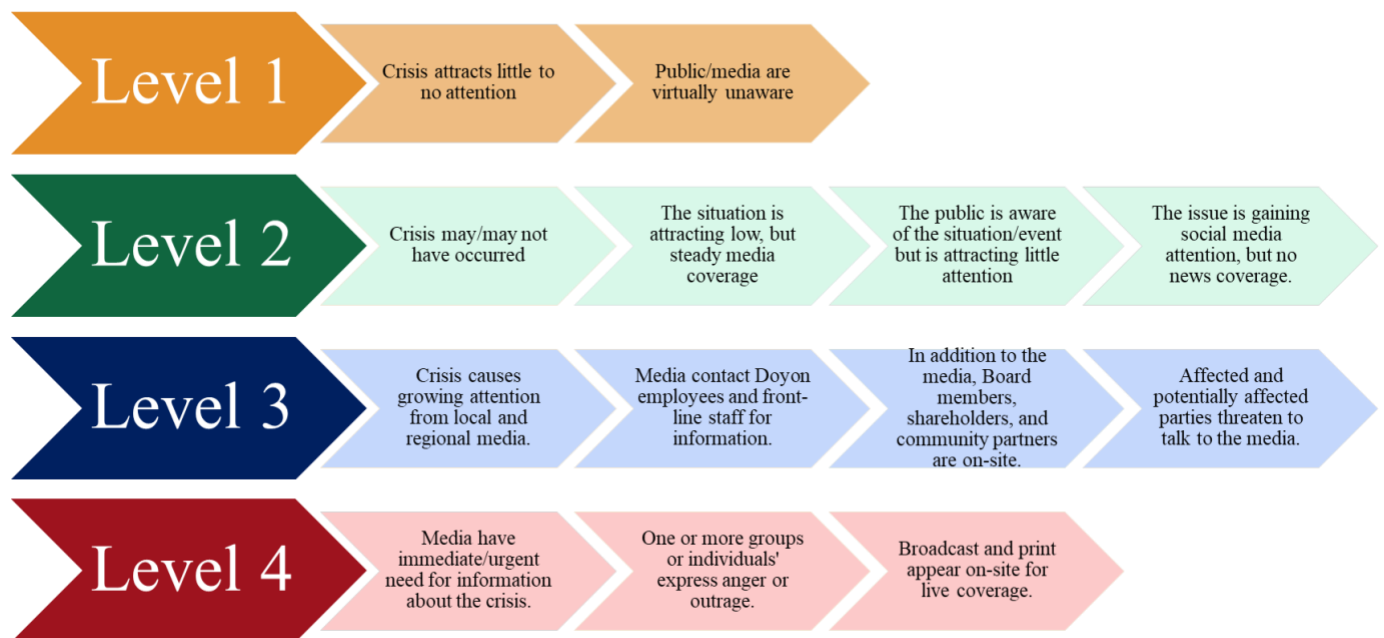
- What happened?
- Where did it happen?
- When did it happen?
- Who is involved?
- What is currently being done?
- What has already been done?
- How did it happen?

### 201 Step 2: Notification and Assignments

As soon as a crisis is identified, and it is determined that the crisis communication plan is needed, the Team Leader will be notified. A conference call will be coordinated to determine next steps and assign members with tasks.

### 202 Step 3: Assess the Communication Crisis Level

Doyon’s crisis communication plan identifies four increasingly serious levels of crisis. Level 1, for example, is a negative press relations issue which has no operation or emergency response. Level 4 is a crisis specific to Doyon, that requires media communications, an operational response, and reflects urgency in communications response.



## 203 Step 4: Logistics Planning

### Message management:

- Calendar regular internal communication updates.
- Identify key audience(s).
- Assign spokesperson for the duration of the crisis.

### Communication logistics, if needed:

- Establish a communications location for press and new media away from the crisis center.
- Establish a family and/or employee site away from the media and away from the crisis center.
- Establish a place for external VIP guests.
- Determine if additional cell phone capability is needed
  - For example, to enable rescue teams can communicate or if area has limited cell phone coverage.
- Determine if any additional technology is needed, including internet, microphones, or speaker systems, at all locations.
- Determine crisis site hours of operation and who will be staffing the site.

### Gather contact information, as needed:

- Identify contact information, cell phone numbers and home numbers of employees, board members, contractors, or other impacted personnel.
- Gather any additional contact information needed (e.g., home address, family contact information, next of kin, email address)
- Determine if social media tools are helpful (e.g., Facebook natural disaster check-in tool).

- Develop email distribution lists for government officials, press and news media outlets, and other interested parties.

#### 204 Step 5: Develop Messages

Once the crisis level and spokesperson has been determined, and information to be communicated has been confirmed, plan a response strategy for communicating critical information and responding to potential questions. During this step, the Team should:

- Develop a script for conveying key information.
- Develop a press release, if needed.
- Identify the best methods for delivery of key messages.
- Monitor crisis and update messages based on the crisis

A well-developed stand-by statement should have the following:

- Acknowledgement – open by stating awareness of the event.
- Empathy – if there are victims or potential victims, express empathy.
- Values – describe Doyon’s values that will inform the response to the crisis.
- Approach – describe ways that Doyon will handle the response to the crisis, including what has been done or what is under way.
- Procedure – outline procedural commitments you can make now.
- Partners – acknowledge collaboration with any partners
- Public authorities – commitment to follow guidance from public authorities. (e.g., firefighters, police, and/or other government agencies)

#### 205: Step 6: Approve and Release Messages

Once messages are developed, all messages should be reviewed and approved by the following individuals:

- Crisis Communication Team Leader
- Legal Counsel
- General Manager, if applicable
- President & CEO

Messages can be released through a variety of means and various time frames, depending on the crisis. However, all messages and channels should be coordinated with the Team Leader.

#### 206 Step 7: Monitor and Provide Feedback

During and after the crisis, the Team Leader will coordinate with the Team to review all crisis coverage on news media and social media, to identify media focus and patterns.

## CRISIS SITUATIONS

All emergency situations should be reported as soon as possible to Security, per the Emergency Action plan. If Security is unavailable, contact the Emergency Response Coordinator. If this is a life-threatening emergency, call emergency services at 9-911 immediately, then contact Security. With any emergency, employees should perform a quick survey of the area for danger to themselves or others *before* entering

the scene. Doyon has Emergency Action plans for the Anchorage and Fairbanks offices, and employees receive annual trainings on Emergency Action Plans.

## INTERACTING WITH THE MEDIA

The media greatly influence what people think about and the opinions they form during emergencies. In times of crisis, the public turns to the media — television, newspaper, websites, and radio — for information about what has happened, what they should do, and what will happen.

In emergencies, taking advantage of existing communication methods and channels is critical. Learn what appropriate channels are likely to be used and communicate the messages through these channels. Plan to achieve the best mix of:

- Media: print, television, radio, website, e-mail, social media
- Face-to-face forums: town hall meetings, public gatherings
- Community groups: outlets for special population groups.
- Social media

Be prepared to provide the media with:

- Information in a timely manner: Prevent information vacuums where speculation and rumor can grow and have a serious impact on the situation.
- Facts, sources, and relevant materials: Have easy-to-read materials with important information ready for distribution.
- Readily available points of contact: Identify people who can speak with the media directly and/or provide 24-hour contact information.

## ROLES AND RESPONSIBILITIES

### 301 Crisis Communication Team Leader

- Coordinates Doyon communication response.
- Coordinate with subsidiary.
- Oversees message development.
- Final approval on all publicly disseminated information.
- Arranges scheduled and emergency team meetings, works with senior management and advisors.
- Oversees broad and specific team functions.
- Ensures required resources are available for team member assigned duties.

### 302 Crisis Communication Coordinator

- Assists the Team Leader with prioritizing duties and handling inquiries.
- Fulfills all the duties and responsibilities of the Team Leader his/her absence.
- Works in close liaison with the spokesperson facilitator to ensure message accuracy.
- Assists with media relations.
- Provides up-to-date information on website and social media, if needed.
- Ensure logistics are implemented.

### 303 Family Liaison

- Establishes, coordinates, and initiates contact with family members to notify with updates and information as information becomes available.
- Family members should always be informed before the media.
- Coordinates a family liaison, clergy, and other special interest groups to assist in family needs.
- Liaison to Team and spokesperson about family concerns, etc.
- Handles logistical needs (food, lodging, professional services) of families.
- Works with coordination efforts of clergy and counseling partners.
- The Family Liaison team member should have appropriate training for working with affected family members. This should be a human resource professional and should not be the President/CEO or the spokesperson.

### 304 Subsidiary Communication Representative

- Keeps Team Leader, General Manager, and Team up to date on new developments.
- Dedicated to linking operational response to communications response.
- Responsible for identifying a field expert dependent on situation and available on call.

### 305 Legal Counsel/Advisor

- Legal advice on communications strategies.
- Legal advice on messaging to victim(s), family members, media, etc.
- Board communications/reporting.
- Board safety confirmed, *if needed*.

### 306 Spokesperson

- Works with Team to publicly issue statements to the media
- Serves as lead Doyon representative.
- The Spokesperson may be the President/CEO, senior management, general managers, Team Leader, Team coordinator, or subject matter experts depending on the situation.

### 307 Information Technology Coordinator

- Oversees and coordinates the technology needs for the situation, including:
  - Computers/Internet/E-mail
  - Phone Lines
  - Printers/Copiers
  - Fax machines
  - Microphone/speakers
- Coordinates/Assists with establishing the technology needs for the media and family sites