



Crisis Communications Plan: *Natural Disasters*

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University of Arkansas

Office of Emergency Management

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<https://safety.uark.edu/emergency-preparedness/>

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Note: *This plan goes through ongoing changes based on the results of actual events, post-exercise drills and activities, and input from units and departments tasked in this plan. The UofA will review this plan on an annual basis, on or around the first of May, but will also make incremental changes, modifications, and adjustments as conditions warrant. The most up-to-date version of this plan will be instantly available to all UofA and partner responders 24/7.*

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1. Introduction:

Natural disasters can happen suddenly and without notice, potentially leaving University operations and University support services overwhelmed in the aftermath. During a crisis, the University requires processes that address the needs of emergency response operations and recovery management. The University of Arkansas (UofA) has established emergency response procedures that provide guidelines for the management of the immediate actions and operations required to respond to a natural disaster. The overall priorities of the University during a disaster are the protection of lives, valuable research, property, the community and the environment. The overall objective is to respond to emergency conditions and manage the process of restoring University academic and research programs and services. This document represents the Campus

Crisis Management Plan, which encompasses the facilities, services and administration of the UofA campus(es).

2. Purpose of this Plan:

This plan provides the management structure, key responsibilities, emergency assignments, and general procedures to follow during and immediately after an emergency. The University has established this plan to address the immediate requirements for a major disaster or emergency in which normal operations are interrupted and special measures must be taken to:

- Protect and preserve human life, health and well-being
- Minimize damage to the natural environment
- Minimize loss, damage or disruption to the University's facilities, resources and Operations
- Manage immediate communications and information regarding emergency response operations and campus safety
- Provide essential services and operations

Note: This plan does not replace safety procedures put into place by the University. This plan purely details the procedures for response operations through crisis management as an emergency occurs.

3. Planning Assumptions: When a crisis occurs, there is a commonly accepted set of assumed operational conditions that lay a foundation for establishing emergency procedures. The standard practice is to base planning assumptions around the worst case scenario.

- *Critical Lifeline Utilities:* the interruption of utilities including water delivery, electrical power, natural gas, ground and cellular communications, radio systems, and information systems.
- *Infrastructure:* major roads, overpasses, bridges and local streets may be damaged. Therefore, supplies may not be able to be delivered such as water, food, or emergency care. Buildings and structures, including homes, may be damaged.
- *Loss of life:* Natural disasters can cause damage, injuries, displacement, or potential death. People may become confined to the University or trapped due to the collapse of University buildings and/or infrastructure.

4. Plan Objectives:



Figure 1

The four stages of a crisis are listed above in Figure 1 as follows: Preparation, Response, Stabilization, and Recovery. Detailed below are the University's objectives for each crisis stage as a crisis occurs.

4A. Preparation:

While natural disasters are impossible to predict, we aim to take all precautions to be safe if and when a natural disaster occurs. This will include a detailed plan for the students to follow incase there is a weather emergency. Good relations between the University, police and media will allow us to quickly get information to the public and allow us to disseminate that information to faculty and students as needed in an efficient way. In addition, it is critical to

make sure all weather sirens and shelters are working correctly to avoid any human error if a natural disaster strikes.

4B. Response:

Immediate steps to take after a natural disaster strikes.

For all natural disasters that occur we must first convene a rapid response team consisting of site leadership, human resources, corporate communications and any applicable subject matter experts to assess the situation. We will immediately begin to monitor social media for conversations about the incident at least twice per day and consider if a response is necessary as information becomes available. Next we will determine what internal and external communications are needed, if any, to address the situation with key stakeholders. Then we will prepare to release any information and determine a schedule for communications updates until the issue is resolved, and business has returned to normal.

In cases of a more serious incident, more steps will be added to the plan. This will include implementing real-time social media monitoring and response until conversations about the incident die down. We will also determine if there is a need, and whether it is feasible, to convene in a crisis war-room or on-the-ground command center to speed up the decision making process and to coordinate management.

4C. Stabilization:

1. Assessment of safety risks and their mitigation: Conduct a thorough analysis of the impacted areas to spot and address safety risks. This could entail environmental studies, utilities checks, and structural inspections.
2. Search and rescue: Initiate search and rescue activities in conjunction with emergency agencies if there are people missing or trapped.
3. Establish temporary housing and support services for those who have been displaced, offering needs like food, water, clothing, and medical care.
4. Restoring vital services should be prioritized in order to meet the needs of the impacted population. Examples of these services include power, water, and communication infrastructure.

4D. Recovery:

In the recovery phase, the goal is to reconstruct and return things to normal following the event. Important actions could be:

1. Identifying the extent of the damage to the university's facilities, research tools, and resources. Document the damage. Recording the size of the losses for insurance and compensation validation.

2. Rebuilding and repair: Create a plan for the renovation, reconstruction, and repair of damaged facilities, making sure it complies with safety regulations.
3. Allocating resources and financing recovery: Find the resources that are available and get more money or support for the healing process. Working with insurance companies, governmental organizations, and community collaborations can be necessary for this.
4. Providing affected persons with psychological support services, including students, instructors, and staff.

5. Organization's policies toward its publics:

The university's current policy regarding weather emergencies is as follows:

Here are the steps to take in a weather emergency:

- Listen to the campus emergency siren for instructions.
- Be prepared to shelter in place until otherwise notified by emergency personnel.
- During thunderstorms, do NOT handle electrified equipment.
- During tornadoes or strong straight-line winds:
 - Seek shelter in an interior hallway or a lower floor. Every campus building has a floor plan with evacuation routes and shelter locations posted on each floor.
 - Get under sturdy furniture if possible.
 - Assist persons with disabilities, if possible.
- Monitor weather information on local TV, their mobile apps, or social media:
 - KFSM — Cable Channel 5 or www.5newsonline.com Facebook, Twitter @5newsonline
 - KHOG — Cable Channel 7 or www.4029tv.com Facebook, Twitter @4029news
 - KFTA — Cable Channel 8 or www.nwahomepage.com Facebook, Twitter @weatherdan
 - KNSA — Cable Channel 9 or www.nwahomepage.com Facebook, Twitter @weatherdan

If you can shelter indoors:

- **Stay** indoors; do not exit buildings or use elevators. You could be trapped in them if power is lost. Locate an interior room.
- Go directly to an enclosed, windowless area in the center of the building; corners or building support columns are best. Avoid the middle of interior walls.
- **Stay** away from all windows and large glass objects.
- **Crouch down** and cover your head. Interior stairwells are usually good places to take shelter, and if not crowded, allow you to get to a lower level quickly.

- **Avoid** being underneath heavier objects such as lights, wall hangings and other items, which may fall.
- **Remain inside** until the tornado has passed or you are cleared to leave.
- **Do not use matches or lighters**, in case of leaking natural gas pipes or nearby fuel tanks.
- Help direct people with special needs to a safe place, if necessary.

If outdoors:

- **Move** away from trees, buildings, walls, and power lines.
- **Seek** the lowest possible ground, i.e. a ditch or trench, and lie flat.
 - Note: Never enter an open trench where a cave-in or flooding may be possible.
- **Stay away** from power lines and puddles with wires in them, they may be “live.”
- **Do not use matches or lighters** in case of leaking gas pipes or fuel tanks.
- **Remain** in position until noise and high winds have stopped.
- **Do not** enter any building that is deemed or looks unsafe.
- UAPD will provide instructions for immediate actions through the campus warning siren or other available means.

6. Mission & value

Mission statement: “The University of Arkansas is determined to build a better world by providing transformational opportunities and skills, promoting an inclusive and diverse culture, nurturing creativity, and solving problems through research and discovery, all in service to Arkansas.”

Values: curiosity, creativity, character, our shared humanity

In the event of a natural disaster the university will hold true to their mission statement and values by putting the university community first and making decisions that will allow for the quickest possible recovery in order to be able to resume teaching students and employing faculty.

7. Identifying the crisis communication team

Effective crisis management depends on identifying the crisis communication team. People with experience in public relations, communication, and emergency management should be on the team. Important factors include:

- Choosing team members from the university's public relations office, emergency managers, and subject matter specialists.

- Establishing distinct roles and duties for each team member.
- Ensuring that team members are accessible and available in a crisis.
- Arranging for the team's training and drills in readiness.
- Collaborating with important parties like the necessary university departments and regional emergency management organizations.
- Taking into account outside assistance from communication specialists or consultants.
- Examining and assessing the team's performance on a regular basis to foster ongoing development.

The university can create a strong crisis communication team by following these instructions to coordinate communication efforts before, during, and after a natural disaster.

7A. Media spokesperson:

The media spokespersons for any natural disaster involving the university should be the chief communication officer, as well as the chancellor. The chancellor helps show support and the seriousness of the event while the chief communications officer will be in direct contact with the crisis communications team and will be able to provide the public with accurate information based on the information available at any given time.

7B. List of emergency personnel and local officials:

Fayetteville Police: (479) 587-3555 or 911

University Police: (479) 575-2222

Fire officials: (479) 575-8365

Hospital: (479) 463-1000

The health department: (479) 521-8181

Mayor: (479) 575-8330

Governor: (501) 682-23245

City Council member Sonia Harvey: (479) 409- 5064

UofA Department of Communication: (479) 575-3046

Pat Walker Health Center: (479) 575-4451

Facilities Management: (479) 575-5050

Arkansas National Voluntary Organizations Active in Disaster (VOAD): (501) 416-3801

UAPD Community Outreach, Involvement, and Public Information: (479) 575-2311

7C. List of key media:

During a natural disaster, take into account the following when establishing a list of important media contacts and spokespersons for associated organizations:

- Local news sources: Newspapers, radio stations, and television stations in the area.
- National news sources include contacts at newspapers, networks, and online news sources.
- Student journalists from on-campus newspapers, radio stations, television stations, and websites.
- Influential people on social media who can distribute news and information are known as social media influencers.
- Agency representatives from local and regional emergency management organizations.
- Contact information for the mayors, city council members, and county commissioners of local governments.
- Speaking representatives from community service, research, or nonprofit groups are partner organizations.
- relevant federal agencies contact governmental organizations that deal with public health, transportation, environmental preservation, or disaster management.
- Professors and subject-matter experts: Sophisticated people who can offer perceptions and analyses on the effects of the natural disaster.

To guarantee efficient information sharing during and after a natural catastrophe, keep an up-to-date and accurate list and maintain regular connection with these people.

7D. Spokespersons for related organizations:

During a natural disaster, take the following into consideration while compiling a list of spokespersons for associated organizations:

- Nonprofit organizations: Representatives of regional or international nonprofits engaged in community assistance or disaster relief.
- Environmental agencies: Public relations representatives for businesses involved in preserving and protecting the environment.
- Contacts from local or regional public health departments are public health agencies.
- Utility businesses: Public relations representatives for corporations that supply vital services including gas, water, and electricity.
- Transportation authorities: Contacts from organizations in charge of managing roads and public transportation.
- Community service organizations: Local group representatives providing resources and support.
- Research institutions: Academic spokespeople offering their professional opinions on the disaster.
- Contacts from pertinent government offices or emergency management organizations.

8. Crisis communication control center

In response to a crisis, the University of Arkansas should establish an emergency response team, including representatives from key departments such as public relations, communications, security, and facilities management, etc. These positions will work together to ensure that the crisis communications plan is activated immediately after the natural disaster occurs on or near campus. They should all be working together at a designated spot on campus that has not been damaged by the natural disaster, but close enough for easy accessibility. The control center should have access to generators if the power goes out and should be the home base when dealing with the crisis. Only appointed positions from the crisis communications team should have all access to information, avoiding data leaks from outside sources that may confuse the public during the crises.

8A. Equipment and supplies

Besides the crisis communications plan for the university, they should also have equipment and supplies to prepare for such disasters. The university would suffer without planning and preparation in advance. The University of Arkansas should have these supplies stocked on campus in different locations in case a disaster was to wipe out some of the supplies.

- Emergency communication equipment: Two-way radios, satellite phones, RazAlerts, and the SafeZone App, an emergency notifications system that sends alerts to students, staff and faculty.
- Emergency power sources: Portable generators, batteries, and solar-powered charging stations can provide power in the event of a power outage during the crisis.
- First Aid supplies: Bandages, gauze, and disinfectant, etc. These supplies should always be stocked and ready in the event of a disaster.
- Emergency shelter supplies: Supplies on hand to set up emergency shelters, such as cots, blankets, pillows, and hygiene kits.
- Food and water: Non-perishable food and water on hand that can last up to several days in the event of an emergency.
- Cleanup and recovery supplies: Shovels, brooms, gloves, tarps, and trash bags should be stocked in the event of natural disaster.
- Personal protective equipment: Gloves, goggles, face masks should be provided to protect against hazardous airborne debris, mold and disease.

9. Pre gathered information:

Campus Map:



Campus Emergency Information:

Emergency Information

Medical Emergency

CALL 911

- Provide name, specific location, type of emergency
- Grab closest AED/First Aid Kit
- Stay on the phone for instructions
- Move victim only if danger is imminent
- Have someone meet first responders outside to assist in arrival

Active Threat

AVOID | DENY | DEFEND™

- Avoid.** Get out of the building if you can, using the nearest exit. Get far away. Call 911
- Deny.** Hide in the room, if escape is not possible. Turn off lights. Block doors and windows. Silence phones
- Defend.** Fight as a last resort. Use books, chairs, or anything you can find to distract and subdue the assailant
- Remain in place until authorities advise. Follow their instructions

Fire/Evacuation

REMAIN CALM

- Activate nearest fire alarm
- Proceed to closest exit
- Call 911 to give pertinent information
- Use stairs, not elevators
- Assist persons with disabilities
- Once outside, move away from building
- Account for all individuals
- Re-enter area only when authorized by emergency personnel

Tornado/Weather

SEEK SHELTER

- Monitor local weather
- Get to the lowest part of the building (1st & 2nd floors are best)
- Do not pull fire alarm
- Stay away from windows and move to interior rooms/ hallways

Power

REMAIN CALM

- Contact UAPD at 479-575-2222
- Follow the directions of emergency responders
- If possible, unplug computers and other equipment
- Notify UAPD if individuals are trapped in elevators
- Do not light candles or other flames

BUILDING INFORMATION

The Role and Benefit of Including Emotional and Spiritual Care During the Phases of Disasters

Mitigate

Role - Educate responders and religious leaders about improving emotional and spiritual resilience, including strengthening interpersonal relationships, fostering wellness in spirit, mind, and body, finding purpose, and seeking help when needed. Demonstrate what can be done for the community in all phases.

Benefit - Help bring community leaders together before disasters and other traumatic events occur. This process not only provides education, but also helps create connections that can help dramatically in the rebuilding process after an emergency.

Prepare

Role - Identify and include emotional and spiritual care leaders to be a part of emergency response trainings and exercises. Arrange meetings about emotional and spiritual preparedness, understanding protocols, the incident command system, and other important functions.

Benefit - These trainings help ensure preparedness for smooth and productive emergency processes, helping those who need it most.

Respond

Role - Work with community leaders and apply what we have learned in the mitigation and preparedness phases. Provide spiritual and psychological first aid and, where indicated, refer to specialized care. Build trust with responders and survivors that bridge our services to future events.

Benefit - Community leaders and members work together to apply what they have learned in mitigation and preparedness trainings. Leaders, responders, and communities succeed in providing care and support for one another.

Recover

Role - Be present and instrumental in the recovery process by helping with problem solving, promoting positive activities, helping others to manage reactions, and promoting helpful thinking. Help to strengthen and rebuild social connections.

Benefit - Survivors and responders will receive quality recovery support. The community will see and experience the value of emotional and spiritual care. Their experiences and stories will accentuate the importance of these crucial forms of care. Lessons learned through these



Tips for Communicating during a Disaster



TRUST

Recognize that you are a trusted source to those in your community



CLEAR & CONCISE

Ensure your communication is easy to understand



RELATABLE

Use language your audience understands



COORDINATE

Time your messaging in relation to messaging of other agencies



SPEED

Give your audience a chance by providing early and targeted advance notice of important information



OUTREACH

Be proactive with communications, don't make the target population come to you



TARGET

Use the right channels (FB, Twitter, Email, What's App) for messaging rather than using broad mass communication



LOCAL

Engage with community leaders and grassroots organizations to spread awareness



IN-PERSON

Live events are an effective way to meet people where they are



TRY NEW IDEAS

Communications are continually evolving, be open to new ways and new platforms to connect with your target population

www.nvoad.org | info@nvoad.org

phases will help us improve the ongoing inclusion of emotional and spiritual care in the mitigation, preparation, response, and recovery phases.

Reference: NVOAD's "Light our way" publication. (https://www.nvoad.org/wp-content/uploads/light_our_way_2018_final-published-copy.pdf)

The National Voluntary Organizations Active in Disaster is a non-profit organization that coordinates and supports efforts of voluntary organizations during times of disaster. Their mission is to bring together various voluntary organizations to foster more effective preparation, response, and recovery efforts in disasters. They work closely with federal, state, and local government agencies, giving voluntary organizations a voice in disaster planning and response.

There has been a 135% increase in natural disasters over the last 40 years in the state of Arkansas. Given this statistic, it is important to prepare and plan ahead, to help save lives and funding.

10. Key messages:

During a crisis such as a natural disaster, communicating plays a vital role for spreading information to its publics such as students, faculty, and staff. It is important to use consistent messaging during a crisis when releasing information to the public. This will maintain credibility and build the trust of anyone on campus. If contradictory messaging is published and given to the public, it can create confusion, chaos, and distrust. Consistent messaging also ensures clarity for

its publics, helping prevent misunderstanding during a crisis. This will also help the University of Arkansas maintain a positive brand image, which would be damaged if different messages were being sent out. Communicating consistently is also vital when trying to effectively communicate to the right people, at the right time and in the right way. If messaging during a crisis is confusing, it will cause panic and a negative perception of the brand image.

Overall, consistent messaging is critical during a crisis like a natural disaster because it helps maintain trust, brand image, ensures clarity, effective communication and avoids panic in an already high stress scenario.

11. Websites

11A. Social Media

The University of Arkansas

<https://www.instagram.com/uarkansas/>

<https://www.facebook.com/UofArkansas>

<https://twitter.com/uarkansas>

<https://www.youtube.com/user/UniversityArkansas>

City of Fayetteville

[Facebook](#)

[Instagram](#)

[Twitter](#)

[YouTube](#)

[LinkedIn](#)

Fayetteville Police Department

[Facebook](#)

[Instagram](#)

[Twitter](#)

Fayetteville Fire Department

[Facebook](#)

[Instagram](#)

Twitter

Arkansas National Voluntary Organizations Active in Disaster (VOAD)

<https://www.facebook.com/ArkansasVOAD/>

<https://twitter.com/ARVOAD>

11B. Trick questions & media interview questions:

Key messages for the media:

- We are actively implementing our back-up plans to ensure our students and faculty experience minimal disruptions while we manage this situation
- We apologize for any inconvenience and disruption in service this incident may cause and appreciate your patience during this time
- Our thoughts are with all those affected
- Our priority is to ensure our students and faculty members are all accounted for and taken care of during this challenging time
- For more information and to learn how to help the people at the University please visit (website, social media links, toll-free phone number, etc.)

Potential Questions:

Listed below are a set of potential questions that the media may ask. In the event that a crisis does occur, it is imperative to be able to respond accurately and professionally to the questions listed.

- 1) How will this incident affect current and future University operations?
- 2) Has anyone been injured or killed during this incident?
- 3) Has there been significant damage to university property during this incident?
- 4) Have all students and staff been safely accounted for? Is there anyone missing?
- 5) What warning were you able to give staff and students of the incoming storms?
 - a) Why did you or did you not suspend classes if a threat of potential extreme weather was set to affect campus?
- 6) Do students who live on campus practice for these incidents?

Trick questions:

When responding to the media and portraying our key messages we must be careful to not speculate. We must stick to only the facts that we know to be true. If the natural

disaster is catastrophic we must be careful to avoid questions that will cause panic among the public as well as the families of our students and faculty.

11C. List of related internet URLs

<https://safety.uark.edu/emergency-preparedness/emergency-procedures/index.php#weather-emergency>
<https://communication.uark.edu/>
<https://uapd.uark.edu/about-us/contact-us.php>
<https://uapd.uark.edu/about-us/emergencymanagement/index.php>
<https://safety.uark.edu/>
<https://safety.uark.edu/emergency-preparedness/emergency-notification-system/>
<https://www.weather.gov/stormready/ar-sr>
<https://www.nvoad.org/wp-content/uploads/Disaster-Emotional-Care-and-Disaster-Spiritual-Care-Webinar-Series.pdf>
<https://www.nvoad.org/wp-content/uploads/The-Role-and-Benefit-of-Including-Emotional-and-Spiritual-Care-During-the-Phases-of-Disasters.pdf>
https://urec.uark.edu/about-urec/facility-hours/urec_inclement_weather_hours.php
<https://dineoncampus.com/razorbacks/inclement-weather>
<https://union.uark.edu/building-information/weather.php>
<https://sites.google.com/prod/view/arvoad>
https://www.nvoad.org/resources-center/?slg=all_resources&mdf_cat=-1&page_mdf=40769edf70328f5e3ca860b1490a742d
<https://www.fayetteville-ar.gov/3212/Social-Media>
<https://news.uark.edu/articles/9584/disaster-preparedness>
<https://www.nwahomepage.com/news/featured-stories/report-natural-disasters-on-the-rise-in-arkansas/>

12. List of prodromes

The state of Arkansas is prone to several natural disasters, including tornadoes, flooding, severe thunderstorms, winter storms, earthquakes as well as landslides. These types of disasters don't always give warning signs and storms may develop quickly, giving less time for preparation on

campus. However, as a campus we can take the time to recognize certain characteristics of our environment to better prepare for natural disasters on campus.

- Tornadoes: A dark sky, rotating wall-like cloud formation, hail, heavy rain, high winds, roaring or rumbling sounds, sudden stillness, and debris or dust swirling cloud on the ground.
- Flooding: Heavy rainfall, thunderstorms, rapidly rising water levels in rivers, streams or creeks, and unusually high-water flow or rapid currents.
- Severe thunderstorms: Dark storm clouds, lighting, thunder, hail, strong winds, and heavy rain that can result in flash flooding.
- Winter storms: Freezing rain or sleet, snowfall, excessively cold temperatures below freezing, icy road conditions, and black ice.
- Earthquakes: Shaking, rumbling, swelling or movement of the ground, and cracks or fractures in foundations or the ground.
- Landslides: Heavy rainfall, rapid snowmelt, settling of the ground, sudden changes in water drainage patterns, new or widening cracks in the ground or foundation, and falling rocks or debris.

It's important to mention that prodromes are not always present before a natural disaster, and they are not always a definitive sign that a disaster will occur. It's ideal to monitor weather reports and to follow evacuation orders or safety instructions issued by local authorities to stay safe in the event of a natural disaster.

11. Evaluation form

Threat level: Green

- Minor or no threat to brand reputation, employee well-being and/or financial well-being
 1. Convene a rapid response team to assess the situation
 2. Monitor social media for conversations about the incident at least once a day
 3. Determine internal and external communications if needed and address the situation with key stakeholders
 4. Prepare and disseminate agreed-upon communications
 5. Determine a schedule for communication updates until the issue is resolved and campus returns to normal

Potential Communications Materials:

- Talking points for targeted audiences by appropriate spokesperson
- Standby statement for local news media

Threat level: Yellow

- Mild to moderate threat to brand reputation, employee well-being and/or financial well-being
 - Possible short-term business impacts
1. Convene a rapid response team to assess the situation
 2. Determine issues to restore campus so normal activities can continue on campus
 3. Monitor social media for conversations about the incident at least twice a day; respond as information becomes available
 4. Determine internal and external communications if needed and address the situation with key stakeholders
 5. Prepare and disseminate agreed-upon communications
 6. Determine a schedule for communication updates until the issue is resolved, and campus returns to normal

Potential Communications Materials:

- Talking points for targeted audiences by appropriate spokesperson
- Student, faculty and staff notification by email or phone
- Standby statement for local news media
- Standby statement for website and social media channels

Threat level: Orange

- Potentially severe threat to brand reputation, employee well-being and/or financial well-being
 - Possible loss of business in short-term
 - Possible long-term business or reputation impacts
1. Convene a rapid response team to assess the situation
 2. Determine the need for a crisis war-room or on-the-ground command center to expedite decision making
 3. Determine issues to restore campus so normal activities can continue on campus
 4. Monitor social media for conversations about the incident and respond as information becomes available until the incident tapers off
 5. Determine internal and external communications and address the situation with key stakeholders
 6. Prepare and disseminate agreed-upon communications
 7. Determine a schedule for communication updates until the issue is resolved, and campus returns to normal

Potential Communications Materials:

- Talking points for targeted audiences by appropriate spokesperson
- Student, faculty and staff notification by email or phone
- Standby statement for local news media
- Standby statement for website and social media channels

Threat level: Red

- Severe or imminent threat to brand reputation, employee well-being and/or financial well-being
 - Material loss of business
 - Long-term impacts
1. Convene a rapid response team to assess the situation
 2. Determine the need for a crisis war-room or on-the-ground command center to expedite decision making
 3. Determine issues to restore campus so normal activities can continue on campus
 4. Activate a campus call center or emergency hotline
 5. Monitor social media for conversations about the incident and respond as information becomes available until the incident tapers off
 6. Determine internal and external communications and address the situation with key stakeholders
 7. Prepare and disseminate agreed-upon communications
 8. Determine a schedule for communication updates until the issue is resolved and campus returns to normal

Potential Communications Materials:

- Talking points for targeted audiences by appropriate spokesperson, including call centers
- Automated message for call center
- Student, faculty and staff notification by email or phone
- Standby statement for local news media
- Standby statement for website and social media channels
- Communications encouraging students, faculty and staff to assist their affected peers

THREAT-LEVEL ESCALATION: GREEN TO YELLOW	YES	NO
Was there a natural or man-made disaster?		
Were any employees injured?		
If anyone was injured, did they require at least, but not more than, basic first aid or routine medical attention?		
Was there more than minimal damage to any Flowserve property (buildings, inventory, etc.)?		
Were any employees displaced for more than a temporary period of time?		
* If answer is YES to all of these questions -- the situation is at YELLOW		
* If answer is NO to at least one of these questions -- the situation is at GREEN		
THREAT-LEVEL ESCALATION: YELLOW TO ORANGE	YES	NO
Were multiple employees injured as a result of the natural disaster?		
Were any of your executives injured?		
Is there a continued threat to employee safety (ie. do people remain in danger?)		
Will affected employees be unable to perform their job functions for at least a week?		
Will services be disrupted to customers for at least a week?		
Did any Flowserve facilities sustain moderate to severe damage that could disrupt operations for a week or more?		
Are a low to moderate number of external parties (customers, partners, investors, regulators, news media, social media, etc.) inquiring about the incident?		
* If answer is YES to two or more of these questions -- the situation should automatically be escalated to ORANGE		
* If answer is YES to one or fewer of these questions -- the situation should remain at YELLOW until/unless circumstances change to warrant an increase to ORANGE		
THREAT-LEVEL ESCALATION: ORANGE TO RED	YES	NO
Did any employees sustain severe or life-threatening injuries as a result of the disaster?		
Were there any fatalities?		
Will affected employees be unable to perform their job functions for more than a week?		
Will services be disrupted to customers for more than a week?		
Did any Flowserve facilities sustain severe damage that is likely to disrupt operations for a week or more?		
Are you receiving a lot of inquiries about the incident from external parties (customers, partners, investors, regulators, news media, social media, etc.)?		
* If answer is YES to one or more of these questions -- the situation should automatically be escalated to RED		
* If answer is NO to any of these questions -- the situation should remain at ORANGE until/unless circumstances change to warrant an increase to RED		

Acknowledgments

We would like to thank all those involved in the crisis communication plan: the response team, the recovery team, first responders, and more for their continued efforts in making the University of Arkansas the safest it can be. While we hope to never have to put this plan into action, we understand that being prepared for these types of situations will undoubtedly help us if anything were to ever occur. Go Hogs!