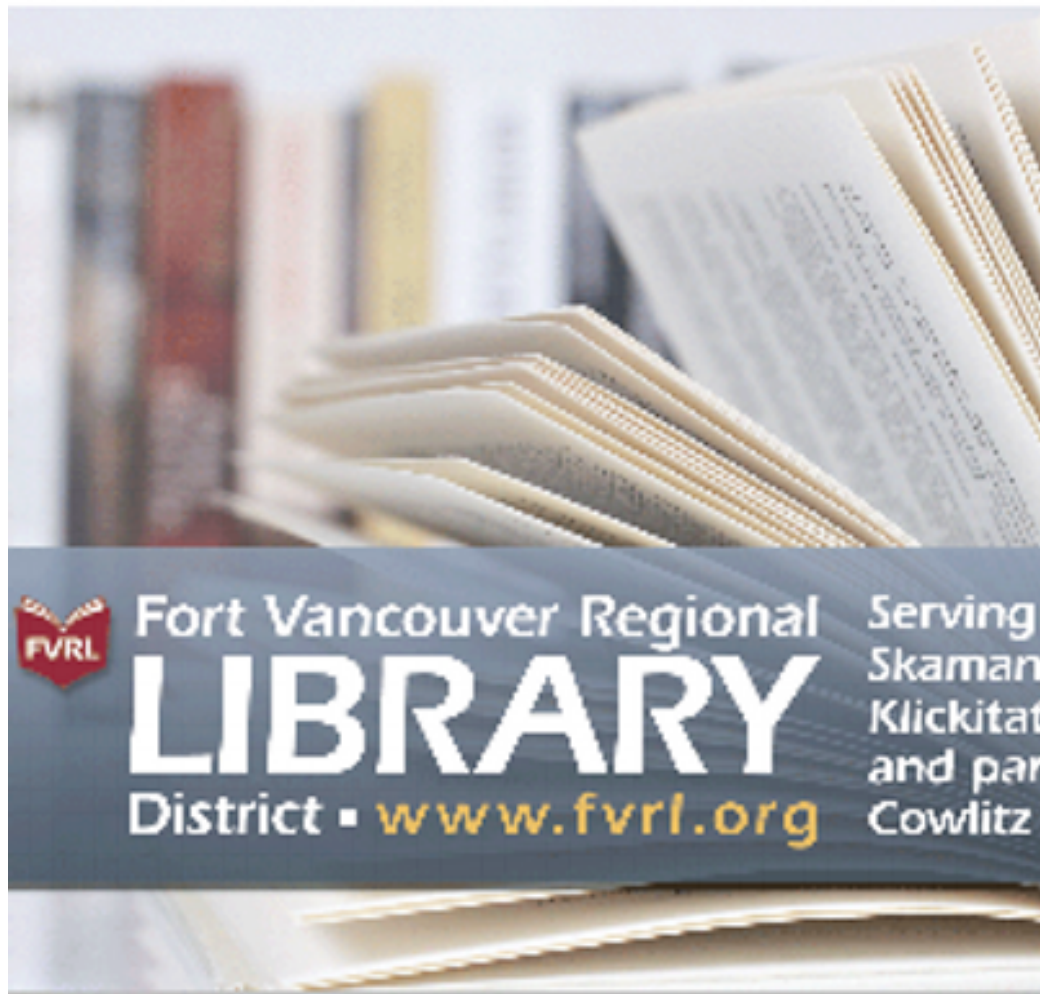


Crisis Communication Plan



FVRL/2015

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Introduction:

The Fort Vancouver Regional Library District (FVRL) Crisis Communication Plan (CCP) provides procedures for the coordination of communications both internally and externally in the event of a crisis or emergency situation. The CCP outlines the roles, responsibilities and protocol to guide the library district in communicating with the public, stakeholders, and our employees. This plan addresses unexpected events that can threaten the operations and/or the reputation of the library.

Guiding Principles:

FVRL strives for all communication to be accurate and inclusive. We will be accessible, attentive, engaged, engaging, compassionate, honest, and informative across all media platforms. “Be first, be right be credible” is our motto. In urgent situations, gathering and understanding the facts and implications of a crisis must follow a procedure that balances speed and transparency with information verification, and, with an understanding of the affecting human factors. This CCP endeavors to enable stakeholders and community members to make the best possible decisions for the well-being of all concerned in the event of a crisis.

Mission Statement: Fort Vancouver Regional Library District assists anyone and everyone in benefitting directly from the world's store of knowledge, information and technology, while fostering community and protecting freedom of information for all.

Vision Statement: To Bridge the Gap of Knowledge For Local Community and All the World's People

Values & principles:

Fort Vancouver Regional Library District provides a lifelong learning resource, outside the formal education system, that enables any individual to acquire the skills and knowledge necessary to participate in self-government; be productive; elevate economic stature; enhance humanity; and contribute to enjoyment of life.

In support of these values, Fort Vancouver Regional Library District:

- Serves the community as an unbiased source of information
- provides a public forum as a venue for the exchange of ideas
- Welcomes all members of its communities to use library resources, regardless of any person's age, education, ethnicity, language, income, or physical limitation
- Creates partnerships to understand and meet community needs

Organizational information: FVRL contains 13 Branch locations and 3 express locations. Vancouver Community Library is the downtown Vancouver Library and is an 83,000 square foot building. With 5 floors and approximately 70 employees, including Librarians, Senior Library Assistants, Public Service Assistants and security. 5th floor, fiction, Librarian's office. 4th, non-fiction, and 2 public meeting rooms, 3rd, children. 2nd

floor is where Circulation and the Automatic Materials Handler is located, as well as Telephone Information office, Circulation Manager, Operations Manager, Supervisors, Managing Librarian and Vancouver Community Librarian. There is also a staff lunch room. On the 1st floor there are 35 public access internet computers, a classroom, Teen Room, the Friends' bookstore, and a coffee shop.

Library Culture: Inclusive, friendly, professional, warm, and helpful. A place where the diversity of humanity is honored, and privacy and confidentiality is protected. The library is neutral. All employees maintain a neutral presentation and treat each other with the same respect and kindness offered to patrons.

Library Image: A public place, that is open and accessible to all. A safe place where staff are kind and attentive to each and every patron and their request for information. This consideration is extended to all employees. Ideas that inherently accompany the library image: The public library helps anybody get any information they need to become anything they want. The public library helps you access the world's store of knowledge and make it yours

Likely Threats to Library

Power Outage:

History of this type of occurrence is established, occurred recently, and may occur again. Building generator located in basement automatically starts up when power fails, operating basic lights for safely moving about the building.

- Primary Contact: Library Director. Work phone or private cell if necessary.
- Primary : PIC (Persons in Charge) personnel who carry out planned procedure for power outage. PIC and Supervisors move up the chain of command as needed.
- Secondary: Contact elevator company.
- Secondary: Contact Fire Department, if needed.
- Secondary: Contact Communications Director
- Tertiary: Media contacts if Communications Director determines necessity.

Procedure: PIC (Persons in Charge) personnel follow planned procedure for power outage. Contact elevator company and Fire Department. Contact Library Director. Block

elevator doors with orange cones, and signage, to prevent use, until power is fully and safely restored. PIC personnel tour the entire building with Security Guards, to ensure that all patrons and staff are safe and informed.

Message : Announcement over our PA system: “Please remain calm as we wait for power to be restored. The noise you hear is our generator, operating as back-up power, keeping the lights on. The generator provides basic power, and does not provide enough energy to light the building fully, or operate elevators, computers, or maintain online services. The doors will remain open if you wish to exit the building. We will let you know as soon as possible, when full energy is safely restored. Until then, please do not use the elevators. Use the stairs. Thank you for your cooperation, and we apologize for the inconvenience.”

Accidental Fall/Assault/Suicide Attempt:

Due to the vertical nature of the all concrete, 5-story, open structure of this 83,000 square foot building, an occurrence involving a potentially fatal fall must be considered.

Procedure: Call 911. Follow crisis procedure for bodily injury within the building. Follow instructions from emergency personnel and cordon off any vital areas with stanchions and cones.

Message: Discretion will be called for, an investigation may be required. For this reason, PIC personnel will work with authorities to determine what information is released to the

public, and whether or not the building must be closed. As soon as possible, recover and resume normal operations.

Armed/Dangerous Individual/Terrorist Threat:

As a public place, free and open to all, and associated with the US Government, the library may be the target or the setting of violence, or threat of violence.

Procedure: Call 911. PIC personnel follow published Crisis Communication Plan (CCP) for procedure to ensure safety of public and staff. Cooperate with authorities and follow safe procedure to evacuate. Close building, if necessary.

Message: Due to the nature of this type of occurrence, discretion will be called for. When appropriate, the Crisis Manager will release approved messages to media outlets. Resume normal operations as soon as possible.

Criminal Escaping Authority

The library is a public place open to all. Various offenders may enter at will and library personnel may not recognize them as fugitives.

Procedure: The library employs full time Security Guards who have the responsibility of monitoring the building during business hours, and to report any suspicious persons or behavior to PIC. Security Guards are informed of some persons wanted by authorities and known to frequent the building. Security Guards wear a Vocera device and cell phone on their person, and so may contact 911 or the DOC, from inside the building, or

on library grounds. PIC personnel will be kept informed by guards and work directly with appropriate authorities.

Message: When appropriate, Crisis Managers communicate to media that this was an unpredictable event and once protocol/proper steps are taken by authorities, the library is restored as a safe community place. Details of offender will be released to media if appropriate and approved by authorities. Resume or restore normal operations as soon as possible.

Kidnapping event:

The library is a public place, and open to all. Custodial adults are reminded with signage to keep an eye on their children at all times, and remain within arm's reach. However, all floors are open and accessible. A minor may be taken from library premises by a non custodial person.

Procedure: Call 911. Follow police instructions and procedure. PIC personnel follow CCP for a kidnapping event. Police, and Child Protective Services may be required and PIC personnel will follow their instructions.

Message: Crisis Manager communicates care and concern, and then minimizes organizational responsibility by communicating that this event was handled as

authorities decree, and that the library fully cooperates with authorities. Maintain or resume normal operations as soon as possible.

Cyber Incident:

A breach of our computer system holding private patron information through vandalism, hacking, or other compromise. The library information system is designed to protect our patron's privacy, and a minimum amount of patron information is kept within the system. Full time IT personnel monitor the system continuously. No identity theft information, such as social security numbers, are known.

Procedure: In-house IT, Systems Manager and Pic personnel follow CCP for hacking incident. Outside authorities are contacted, if indicated.

Message: Crisis manager minimizes organizational responsibility by communicating no intent to do harm and/or claiming inability to control the events that triggered the crisis. Communicate the nature of the limited information retained. As soon as possible, restore faith of patrons by communicating measures taken by IT to re-secure the system. Resume normal operations as soon as possible.

Acts of nature:

Natural disasters such as earthquakes or an extreme weather event that may require the building to be evacuated, or, utilized as a designated temporary relief shelter/shelter in place.

Procedure: Call 911. PIC personnel follow CCP for natural disaster. Contact Fire, Police, local Red Cross, national help organizations, as needed. Fully cooperate with these authorities. Follow safe evacuation procedures, or follow procedures for Shelter in Place, as indicated and detailed in CCP.

Message: Crisis managers first communicate concern for people, then, communicate that this was an act of nature, and remind stakeholders that the library is a victim of the crisis too. Connect with local media to release a pre-approved preliminary statement, adding that the library is working closely with authorities and will communicate all new information as it develops. Release any approved statements that give instructions for utilizing the library building as a temporary refuge, or shelter in place, and include information illustrating key structural elements that lend the building unique safety features. Resume normal operations as soon as possible.

Human Factors in

Likely Threats to Library

Power Outage:

People may exhibit fear, apathy, uncertainty, or be disoriented. Outrage may be a factor. Some people may not listen to the instructions of PIC personnel, Crisis Manager, or authorities, and attempt to use elevators when it is not yet safe. Guards and assigned personnel will physically block elevator usage on all floors if signage and cones are not

enough to deter. Crisis Manager will repeat simple, clear, credible messages on the PA system in a reassuring voice, at regular intervals, as needed. All staff interfacing with the public will offer similar information, reiterating the simple message, and communicating a calm and caring demeanor.

Accidental Fall/Assault/Suicide Attempt:

People may exhibit fear, shock, curiosity, or outrage. If there is blood present, some people might have a very strong reaction, for example, screaming, or perhaps even rushing to help, or other well-intended but inappropriate behavior. PIC personnel will offer whatever caring message is appropriate. PIC personnel will work with guards and authorities to retain a calm, controlled site. PIC personnel will politely communicate to all staff that respect for victim/s and their identity is to be maintained at all times, and no one is to speculate or discuss any aspect of the circumstance until further notice.

Armed/Dangerous Individual/Terrorist Threat:

People may exhibit fear, disorientation, curiosity, or simply panic and run for the exit if gun shots are heard. People may exhibit anger and outrage once they feel safe enough to do so. Some people may wish to help, and engage in inappropriate behavior, such as putting themselves in harm's way. Outside authorities will be in charge in this circumstance, and PIC personnel will cooperate and collaborate as necessary, to reassure and make certain that the public and all personnel are safe and following directions from authorities.

Criminal Escaping Authority

If the public or personnel witness a DOC Officer searching the building, however discreetly, people may become curious, excited, or fearful. If the offender is present and some altercation ensues, this may cause increased fear or perhaps outrage. Authorities keep PIC personnel apprised of level of danger, if any, and PIC will follow appropriate procedures, as directed.

Kidnapping event:

Where children are concerned, people may respond emotionally, and exhibit protectiveness that manifests as an insistent desire to know, a desire to help directly, fear for the child in question, their own child's safety, or even their own safety. People may also exhibit anger or outrage, and wish to assign blame. Pic personnel will calmly and discreetly thank people for their concerns and communicate that everything that can be done is being done. Privacy and security require that a minimum of information is to be communicated to bystanders, however much they may show concern.

Cyber Incident:

People may exhibit fear and outrage as they no longer feel their private information is secure. Some people may express anger or paranoia, and feel "targeted by the government." Crisis managers will be reassuring, and inform people of the limited

nature of the information we retain, as well as letting patrons and the general public know that we have a dedicated IT department that will be working around the clock to properly restore the system.

Acts of nature:

Depending on the type of event, people may exhibit fear, anger, disorientation, numbness, denial, despair, outrage, guilt, feelings of helplessness, hopelessness, frustration, or alternatively, elation and altruism. Some people may rush around, seeking their loved ones in a panic. Crisis Manager acknowledge the fears, delivers appropriate messages, gives hope, reassurance, and if indicated, gives people appropriate things to do. Reassure as appropriate, and resume normal operations as soon as possible.

Communication and Media

Protocol: In the event of a crisis, FVRL will stay engaged, steady, and available to all concerned parties. After determining the best mode of communication, (for example, social media if there is a power outage), our Communications Manager, Dana Hoffman (cell # xxx-xxxx) at the ready, the library will create and maintain equal opportunity, access, and openness toward all media. This includes a timely and demonstrated attentiveness to print media, broadcast, social media, our website, FaceBook and Instagram accounts. Dana Hoffman represents us, and will be the exclusive voice and

face of the library. The following questions will be answered, as fully as possible, to ensure that accurate information is made available to all stakeholders:

- 1) Is anyone hurt?
- 2) What is happening now
- 3) Are the hurt being helped? How?
- 4) Who is in charge?
- 5) Is the crisis contained?
- 6) What can we expect to happen?
- 7) What should people do, or not do?
- 8) Why did this happen?

Act of nature sample press release:

The library will balance speed and accuracy with regard to giving out as much verifiable information as possible, while communicating the necessity of any processes that must take place first. Media Fact Sheets, Backgrounders, FAQ's, Press Releases, and Press Statements will be furnished as needed. (Templates included). Media Events may be created, if required. We may create visuals, and furnish to media, as well as posting on website, or on social media, like Instagram, and FaceBook. (These are included in dark sites) The Crisis team will manage all information releases, and maintain a clear, concise, up to the second connectedness for all concerned. All personnel are to keep a professional "on the record" demeanor at all times.

Acts of nature:

Media outlets: TV- Local Portland stations and national affiliates. Local CVTV.

FOR IMMEDIATE RELEASE

Thursday, July 15, 2015
Ruby Rose 360 555-1212
rrose@fvrl.org

“BROKEN WATER MAIN CLOSSES LIBRARY”

Flooding from a broken water main caused by a t closure of the downtown library, at 901 C Street at 9:25 am this morning.

Water flooded an empty basement area. The library was evacuated without incident. Damage to materials has not yet been assessed.

Library Director Ann Brandwell said, “We feel fortunate to have such fast responders in both the fire department and the city. The water was turned off immediately, and everyone got out safely. We apologize to our patrons for this inconvenience. Please watch our Facebook page or Twitter feed for updates, which will be posted as they become available. We hope to get the library doors open again soon.”

Vancouver Community Library opened in July of 2011. Hours are M-TH 9-8 Fri-Sun 10-6

Radio stations; Local-K-BOO, NPR, others as indicated.

Print Media: The Columbian. The Oregonian. Daily Insider

Social Media: Instagram, FaceBook Sample press release:

Press Release Template: Headline. Date/ time, contact info.

Answer : Who What Where When Why How.

Sample message for social media (With appropriate visuals):

“Vancouver Community Library is closed until further notice. A downtown water main broke, flooding the empty basement. Everyone got out, including all staff, no damage to patrons or their belongings. We don’t yet know what the damage is to the building or equipment. We will keep you updated on that, and also when we can open again. We are sorry for this inconvenience and appreciate all the supportive messages!”

Sample stakeholder message (Posted on our website and via email broadcast):

“Vancouver Community Library closed until further notice. A downtown water main broke, flooding the empty basement. Everyone got out, including all staff, no damage to patrons or their belongings. We don’t yet know what the damage is to the building or equipment. We will keep you updated on that, and also when we can open again. We are sorry for this inconvenience.”

Other communications: Facts Sheet FAQ’s, Backgrounders, Press Statement, Press Event — as needed

Accidental Fall/Assault/Suicide Attempt:

Media outlets: TV- Local Portland stations and national affiliates. Local CVTV.

Radio stations; Local-K-BOO, NPR, others as indicated.

Print Media: The Columbian. The Oregonian. Daily Insider

Social Media: Instagram, FaceBook

Press Release Template: Headline. Date/ time, contact info.

Answer : Who What Where When Why How. Sample press release:

FOR IMMEDIATE RELEASE

Friday, July 16, 2015
Ruby Rose 360 555-1212
rrose@fvrl.org

“ FALL FROM LIBRARY STAIRS HOSPITALIZES
PATRON”

A 22 year old man fell from the stair landing on the second floor of the Vancouver Community Library on [day-exact time not needed in a press release] to the concrete floor below. The man, who sustained non-life threatening injuries, has been hospitalized.

Library Communications Director Dana Hoffman said, “We are so sorry that a patron was hurt today, and we are heartened to know that he is apparently resting comfortably after receiving necessary medical attention.”

Library personnel are cooperating with authorities, who are investigating to determine the cause of the incident.

Vancouver Community Library located at 901 C Street opened in July of 2011. Hours are M-TH

Sample message for social media :

“We are so sorry that our patron was hurt falling from our second -floor landing today. We understand he is resting comfortably after surgery for a broken ankle and a fractured elbow. We are cooperating with law enforcement authorities who are investigating the cause of the incident. So far, no hazards have been found and authorities have determined that the stair railing is intact. Thank you for all the supportive messages!”

Sample stakeholder message: Version of above, if needed.

Other communications: Facts Sheet FAQ's, Backgrounders, Press Statement, Press Event—as needed.

Armed/Dangerous Individual/Terrorist Threat:

Media outlets: TV- Local Portland stations and national affiliates. Local CVTV.

Radio stations; Local-K-BOO, NPR, others as indicated.

Print Media: The Columbian. The Oregonian. Daily Insider

Social Media: Instagram, FaceBook

Press Release Template: Headline. Date/ time, contact info.

Answer : Who What Where When Why How.

Sample Press Release:

FOR IMMEDIATE RELEASE

Saturday, July 17, 2015
Ruby Rose 360 555-1212
rrose@fvrl.org

“ MAN WITH AXE SUBDUED AT THE LIBRARY”

At 4:30 pm a man entered the Vancouver Community Library with a large axe. Guards informed the man that no weapons are allowed on library property. When the man became aggressive, library staff called 911 and officers disarmed the man as he was attempting to chop a chair. The man is now in police custody.

Library Communications Director Dana Hoffman said, “We are so sorry that this happened. These occurrences are rare, however that doesn’t make it less frightening. We want our patrons to feel safe and secure in the library. ”

The library is cooperating with authorities in their investigation.

Vancouver Community Library located at 901 C Street opened in July of 2011. Hours are M-TH 9-8 Fri-Sun 10-6

Sample message for social media: At 4:30 pm a man entered the Vancouver Community Library with a large axe. Guards informed the man that no weapons are allowed on library property and asked him to leave his axe outside. When the man refused to cooperate, brandishing his axe, 911 was called and officers disarmed the man as he was attempting to chop a chair. The man is now in police custody. We are so sorry this happened. We are a public building, free and open to everyone, but this is a

rare occurrence and we want you to feel safe at your public library. Thanks for all the supportive messages.

Sample stakeholder message - similar message using text from PR, and editing as appropriate for this group. Other communications: Facts Sheet FAQ's, Backgrounders, Press Statement, Press Event—as needed.

Cyber Incident:

Media outlets:TV- Local Portland stations and national affiliates. Local CVTV.

Radio stations; Local-K-BOO, NPR, others as indicated.

Print Media: The Columbian. The Oregonian. Daily Insider

Press Release Template: Headline. Date/ time, contact info.

Answer : Who What Where When Why How.

Social Media: Instagram, FaceBook. Sample Press Release:

FOR IMMEDIATE RELEASE

Monday, July 21, 2015
Ruby Rose 360 555-1212
rrose@fvrl.org

“ LIBRARY COMPUTER SYSTEM HACKED-
PATRON INFO MAY BE COMPROMISED”

At 4:30am the computer system serving the FVRL library system was hacked and the contained information compromised. {details to be confirmed for accuracy when known}

Library Communications Director Dana Hoffman states “We are so sorry that our patrons have had their accounts compromised. We want to assure all of our patrons that the library has limited personal information, and not the information needed for identity theft. Our Information technologies experts are working around the clock to restore the system to its normal and safe operation and we expect that to be very soon.”

The library is cooperating with authorities in their investigation. 23 of 39

Vancouver Community Library located at 901 C Street opened in July of 2011. Hours are M-TH

Criminal Escaping Authority

Media outlets:

Sample Press Release: Similar to the PR for armed individual, above, with specific information pertaining to that event and to the legal procedures ensuing from the circumstance.

Sample message for social media: Similar to the Social Media message for armed individual, above, edited for content.

Kidnapping event:

Media outlets: TV- Local Portland stations and national affiliates. Local CVTV.

Radio stations; Local-K-BOO, NPR, others as indicated.

Print Media: The Columbian. The Oregonian. Daily Insider

Social Media: Instagram, FaceBook. Sample Press Release:

FOR IMMEDIATE RELEASE

Tuesday, July 19, 2015
Ruby Rose 360 555-1212
rrose@fvrl.org

**“ CHILD SAFE AFTER KIDNAPPING ATTEMPT
IN LIBRARY”**

At 4:30 pm a man entered the Vancouver Community Library, and attempted to lure a child away. Guards were alerted when the child began screaming. The suspect ran away and the library guards chased him down, tackling him on the front lawn. Library staff called 911, and the suspect is now in police custody. The child was unharmed.

Library Communications Director Dana Hoffman states “We are horrified that this happened. The library belongs to the community, and we want all of our patrons to feel safe and secure in the library, especially children. ”

The library is cooperating with authorities conducting an investigation.

Vancouver Community Library located at 901 C Street opened in July of 2011. Hours are M-TH

FOR IMMEDIATE RELEASE

Friday, July 31, 2015
Ruby Rose 360 555-1212
rrose@fvrl.org

“POWER OUTAGE CLOSSES LIBRARY”

At 12:30 pm the Vancouver Community library as well as parts of downtown Vancouver and west side experienced a power outage .

The backup generator provided emergency lighting, but did not support the elevator or web for the public computers

Library Director Ann Brandwell states, “We are sorry for the inconvenience to our patrons, especially those that rely on the library for their online connection. The library will reopen as quickly as possible.”

Vancouver Community Library opened in July of 2011. Hours are M-TH 9-8 Fri-Sun 10-6

Power Outage:

Media outlets:TV- Local Portland stations and national affiliates. Local CVTV.

Radio stations; Local-K-BOO, NPR, others as indicated.

Print Media: The Columbian. The Oregonian. Daily Insider Social Media

Social Media: Instagram, FaceBook

Sample message for social media: We experienced a power outage and we are sending you this message via cell phones right now. We are closed until further notice. We will keep you updated. We apologize for this inconvenience and will update you as soon as we can.

Sample stakeholder message: When possible, a similar message via email.

Other communications: Facts Sheet FAQ's, Backgrounders, Press Statement, Press Event-if needed.

Questions to consider:

- Is anyone hurt?
- What is happening now
- Are the hurt being helped? How?
- Who is in charge?
- Is the crisis contained?
- What can we expect to happen?
- What should people do, or not do?
- Why did this happen?

Information Verification Process

Before any information is released to the public, it must be properly verified for facts and sent up the chain of command to either the Library Director and/or Communications Director. This includes social media messaging.

Library Social Media Plan

Social Media Objectives: Be first, be credible, be right, be engaged, be engaging.

Social Media Strategy: Create openness, invite conversation, include community, create connectedness.

Social Media Rationale: In a crisis, information is a commodity. It can be as vital as food, water, shelter. Social media provides speed, relevance and accuracy. It offers opportunities for service, achieving outcomes, and invites the community as a whole to share and develop ideas and methods for mitigation efforts and to assist in best practices for emergency management.

Social Media Methods:

- Be cognizant of information overload- keep messages honest, clear, direct, simple and short.
- Set goals: identify the audience and the benefits that will be derived from social media use and how risks will be mitigated.
- Set expectations and include some room for mistakes.
- Define an “online persona” for our social media presence that is professional, warm, helpful, smart, and friendly.
- Respond with priority and quickly, to those bearing risk.
- Align social media messaging to create consistency along all communication platforms (information given to print and broadcast media).
- Include links that guide users to primary information sources. Allow for full review of explanatory or background information, and history of postings on our social media sites.

- Respond to all concerns, answer all questions, including anything negative, or conflicting, in a timely manner. That is to say-ASAP!
- Stay engaged and update hourly, if not more often, and as new information comes in.
- Ensure legal language is included where needed. Make sure that promises are kept.
- Ensure that all staff are comfortable with social media technology and protocol. Utilize social media committee to support its use.
- Post with caution, aware how our words, images, and video may be interpreted.
- Develop simple metrics for evaluating the benefits, some qualitative and some quantitative.
- Establish practical and transparent reporting and analysis processes, and track progress to measure program success.
- Include our partners when/how best indicated. For example: schools, our stakeholders, emergency responders, and FlashAlert.net system.
- Integrate social media into website, operations, exercises, and plans. Continuously improve on its use in after-action reviews and improvement plans.

Social Media Persona: Cultivate and maintain a persona that is warm, helpful, smart, friendly, kind, and professional, while keeping a conversational tone. This persona and tone is consistent across all social media platforms, and is in keeping with our in-person and telephone-info persona. An example behavior is to acknowledge the emotions of human factors, with empathy and kindness, while not accepting blame or speculating on cause.

Social Media Tables:

PLATFORM	LEVELS OF USE	#HASHTAGS	Details/notes for objective levels
Facebook- https://www.facebook.com/fvrldistrict	Monitor: FB Staff Command: Create postings hourly or as needed Coordinate: Start conversation with all other social media accounts Cooperate: Direct engagement with all media Collaborate: Invite shared docs with all interested partners	#library crisis #library news #event moniker #FVRL	Listen for “Battle Rhythm” Inform Independent action Help shape We may tag, post, link or repost information that furthers shared goals.
Twitter- https://twitter.com/fvrl	Monitor: Twitter Staff Command: Create Tweets as needed Coordinate: Start conversation with all other social media accounts. Cooperate: Direct engagement with all media Collaborate: Invite shared docs with all other interested parties	#library crisis #library news #event moniker #FVRL	Listen for “Battle Rhythm” Inform Independent action Help shape We may tag, post, link or repost information that furthers shared goals.

PLATFORM	LEVELS OF USE	#HASHTAGS	Details/notes for objective levels
YouTube- https://www.youtube.com/user/FVRLvirtual	Monitor: All Social Media Staff, as needed Command: Trained staff create & post videos as needed. Coordinate: Start conversation with all other social media accounts. Cooperate: Direct engagement with all media Collaborate: Invite shared material with all interested parties	#library crisis #library news #event moniker #FVRL	Listen for “Battle Rhythm” Inform Independent action Help shape We may tag, post, link or repost information that furthers shared goals.

PLATFORM	LEVELS OF USE	#HASHTAGS	Details/notes for objective levels
https://instagram.com/fvrlibrary/	Monitor: All Social Media Staff, as needed Command: Trained staff create & post text/pics/videos as needed. Coordinate: Start conversation with all other social media accounts. Cooperate: Direct engagement with all media Collaborate: Invite shared material with all interested parties	#library crisis #library news #event moniker #FVRL	Listen for “Battle Rhythm” Inform Independent action Help shape We may tag, post, link or repost information that furthers shared goals.
		#library news #event moniker #FVRL	

Library Dark Sites

Objective: Be right, be first, be engaged, be engaging, be prepared

Strategy:

In the event of a crisis, the library will have dark sites at the ready. There will be pre-made, non-visible web pages or sites, activated when a crisis or emergency occurs. These will assist us in maintaining a positive and accurate perception of the library in the face of a crisis. Transparent actions will demonstrate that we are in control, and that we take our responsibilities seriously. We will provide timely and accurate information, updated continuously.

Method:

- Pages/sites will store written-in-advance information. Specific details of the event will be added immediately before the site is activated.
- Pages/sites will be easy to read, using white space, readable fonts, illustrative graphics and/or effective media.
- We will create a consistent look across all communications media for ease of use, familiarity, and recognizability.
- We will ensure effective cross-linking to and from our home page and the dark site, and social media channels.
- We will include separate URLs based on the most likely/obvious search terms, as needed.
- Pages/sites will contain pertinent facts and also links/hyperlinks to take our stakeholders directly to relevant information, news releases, FAQ sheet, and any special instructions for our stakeholders.
- Pages/sites will include statements from our Director, and, if indicated, background information.
- Pages/sites will include contact media website links or hyperlinks, as needed.
- We may also employ the use of RSS feeds and monitoring services.
- We will maintain strong internal communications via intranet, and staff email.

- We will be mindful of information overload.
- We will maintain a professional, warm and reassuring tone in all media, and this will be represented by all staff, at all times.

Act of nature/natural disaster:

- Home page will have news feed banner streaming across page 24/7, with constantly updated information.
- Home page will have links to additional pages, including:
- Home [Event] Page- a dedicated page created to directly cope with the crisis event. This page will link from our true home page, exist alongside, and include the elements listed below.
- In the event of extreme emergency, the dedicated dark site Home [Event] Page may temporarily replace our true home page.

Elements:

- Facts of crisis. What happened and the steps we are taking to return to normalcy.
- Instructions for those affected by crisis, what to do/not do.
- Statements from Library Director. Video, and/or audio recordings, and/or text with photograph, as indicated.
- Contact information, cell phone, and email addresses for the news media:
 - *The Columbian: email, contact phone*
 - *The Oregonian: email, contact phone*
 - *Daily Insider: email, contact phone*
 - *CVTV -Local TV: email, contact phone*
 - *K-BOO radio : email, contact phone*
- Contact information for members of the public or stakeholders affected by the crisis, as indicated.
- Contact information for our Director, Crisis Communication Manager, and any other authorized personnel approved for media relations.
- Twitter feed, Instagram, YouTube, Facebook, with appropriate hash tags. Messages updated and all social media continuously monitored by dedicated social media team.

- Regular and consistent fact-and action-based updates coordinated with all media.
- links to and/or contact info to dedicated rescue organizations:
 - *National/Local Red Cross contact info*
 - *National/Local emergency response workers contact info*
 - *Fire contact info*
 - *police contact info*
 - *Internal operations contacts; elevator repair and back-up generator contact info*
- links to any videos created.
- 24-hour toll-free number with updated recorded information.
- Timeline of actions and pending actions, as needed.
- Pre-approved prepared general statements published across all media.
- If library is designated as shelter, we will provide all information, maps, directions, instructions, etc, in coordination and cooperation with emergency workers.

Additional dark sites to be prepared:

- 1) Armed individual/terrorist
- 2) Cyber incident

Library Stakeholder Categories

Executive:

- Library Director: Work e-mail, Work Extension, Cell phone
- Communications Director: Work e-mail, Work Extension, Cell phone
- Vancouver Community Librarian: Work e-mail, Work Extension phone, Cell phone
- Librarian Supervisor: Work e-mail, Work Extension phone, Cell phone
- Operations Manager: Work e-mail, Work Extension phone, Cell phone
- IT Department: Manager Work e-mail, Work Extension phone, Cell phone
- Systems Manager: Work e-mail, Work Extension phone, Cell phone
- Supervisors: Work e-mail, Work Extension phone, Cell phone

Emergency Services:

- Police- phone
- Fire- phone

Labor Unions:

- AFSME Representative: Work e-mail, Work Extension phone, Cell phone
- WPEA Representative: Work e-mail, Work Extension phone, Cell phone
- Employees: Supervisors & Union (contact info as above) Intranet
- Patrons: Website, Social Media, phone lines, additional media through Communications Director

Headquarters:

- Facilities Director: Work e-mail, Work Extension, Cell phone

Library Board

- Chair: Work e-mail, Work Extension phone, Cell phone

Library Foundation

- Chair: Work e-mail, Work Extension phone, Cell phone

Friends of Library

- President- Personal email, Cell
- Volunteer Coordinator: Work email, Work Extension phone, cell phone

Social Services:

- DSHS- phone
- Child Protective Services- phone
- ESD 112: Director Work e-mail, Work Extension phone, Cell phone

Final Thoughts- After Crisis is Over

In getting Back to Normal after a crisis, there is 39inherent learning and preparing for the future. We hope that we were successful in protecting all affected stakeholders, and that we may be even better prepared for future events. Items for consideration following a crisis are as follows:

- Evaluate, Debrief, Care for affected staff-Shock and Trauma Resources
- Employee Recognition
- Employee Forum for Reaction to CCP Implementation; attitudes and Beliefs of employees to Current Crisis Occurrence Preparedness
- Summary and Documentation of Crisis Event

- Pre-approved Post-Messaging template
- Re-opening the building- procedures and Checklist

Crisis Prevention Check List- Applying what we learned for the future

- Role-play, Test Current Procedures-Drills with Timelines
- Pre-Prepared Statements for general media announcement with specific scenarios
- Emergency Preparedness:
- Training Selected Staff - Emergency Equipment-Fire Extinguishers, Generator, etc.
- Training Selected Staff- CPR Certification
- Training Selected Staff-Communications Liaisons
- Training All Staff- Situational Awareness:
- Recognizing Early Warning Signs and What to Do.
- Checklist for Building Maintenance and Preparedness
- Business Continuity Plan - Outline for operations of basic building functions required to stay open
- Operational Single Points of Failure-Identify and remedy
- First Aid kits- Replenished and dated
- Biological Hazard Kits- Replenished and dated
- Updated Contact Lists of all Key Crisis Team Personnel
- Updated Communication Plan- “Do This First!": Laminated copy for posting
- Suggestion Forms for all staff
- Emergency Supplies- List of items and locations-
- Protecting the collection- Procedures for dealing with fire, water damage, or contaminants

**Please note that although this is an FVRL CCP, with policies and procedures to include all branches, this document contains specific site information for the downtown Vancouver Community Library branch building. Each of the 13 locations and three express locations will contain appropriate documents pertaining to their site.