

Surviving a Crisis

Practical Strategies for Nonprofit Organizations



Compliments of:

Nonprofits' Insurance
Alliance of California

and

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Nonprofits' Insurance Alliance of California (NIAC) is a charitable risk pool governed by 501(c)(3) tax-exempt nonprofit organizations in California. NIAC is itself a 501(c)(3) tax-exempt nonprofit. NIAC currently insures more than 7,000 nonprofits in California.

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Beginning operations in 2001, the Alliance of Nonprofits for Insurance, Risk Retention Group (ANI) is modeled after, and is an affiliated organization to NIAC. ANI provides insurance to the charitable nonprofit community outside California. ANI is a 501(c)(3) tax-exempt nonprofit. At the writing of this booklet, ANI insures more than 3,000 nonprofits in 25 states and the District of Columbia.

Members of these two organizations purchase a variety of insurance coverages from NIAC and ANI including general liability, directors and officers liability, improper sexual conduct liability, commercial auto, and many others. Property and accident insurance coverages are available through arrangements with other insurance companies.

In addition to providing insurance coverages, both NIAC and ANI offer members a variety of free risk management and loss control services. These services include driver training, access to legal assistance, newsletters, and a video lending library, all provided free of charge to members.

Titles include:

- Arrive...Safe and Sound: Tips to help with your nonprofit's vehicle safety program
- Sound Advice for Functions and Events: Tips to help your nonprofit stage safer special events
- Nonprofit Directors and Officers: Key facts about legal liability and insurance
- What Nonprofit Managers Need to Know About Lawsuits
- Supervision of Children and Teens Never Includes Sex
- Managing Volunteers: Balancing Risk and Reward
- Surviving a Crisis: Practical Strategies for Nonprofit Organizations

If you would like to learn more about how NIAC or ANI can help you, you may call (800) 359-6422 or check out our website at www.insurancefor nonprofits.org



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Introduction

How to use this booklet

This booklet offers suggestions, in narrative form, for anticipating and surviving a crisis in narrative form, as well as checklists and worksheets which can be used for crisis management planning in your nonprofit. We encourage the reader to complete the forms and worksheets contained in the text as you go through it. As an alternative, you might consider asking members of your planning team to read the booklet all the way through once, and then convene to work together to complete the worksheets contained throughout.

Using either approach, we hope you will find the information and suggested planning steps and activities useful as you prepare your nonprofit to survive a crisis. What's a crisis? It's any event or circumstance that threatens the ability of your nonprofit to achieve its mission. A crisis may be short-lived, or stress your nonprofit for months at a time. A crisis may be foreseeable (and therefore preventable), or unavoidable. Some nonprofits operate for decades without facing a true crisis, while others find themselves repeatedly embroiled in situations that threaten the organization's viability. To a large extent, your vulnerability to a crisis stems from who you are and what you do. In some cases it may be directly related to the steps you have taken to insulate your nonprofit from avoidable emergencies.

It's important to keep in mind that the amount of time it takes to conduct effective crisis planning activities often depends on the size and complexity of the organization. In addition, there may be other factors that play a role in determining the approach to crisis planning and crisis management activities in your nonprofit, such as the nature of the services you provide (e.g., medical versus social services), the role of the board in your nonprofit, and your facilities (e.g., single office versus headquarters with branches or facilities throughout the community). This booklet is offered as a starting point on the topic of surviving a crisis. For smaller organizations this booklet will provide a true framework for tackling a wide range of planning activities. Larger organizations will need more extensive planning and the material may simply help get the ball rolling.

Please note: This booklet is designed to provide general information to help nonprofit managers better understand issues relating to crisis management. It does not provide legal advice of any kind.

This booklet was authored by Melanie L. Herman, Executive Director of the Nonprofit Risk Management Center, a nonprofit resource center serving nonprofits throughout the United States. The Center is located in Washington, DC. Check out their web site at www.nonprofitrisk.org.

Where do crises come from?

The sources, frequency and nature of crises in the nonprofit sector vary to a large extent based on issues ranging from location, clientele, staffing and funding, as well as the age and maturity of the nonprofit. For example:

- ✦ A small nonprofit that relies exclusively on individual donations may face a crisis when a local or regional disaster draws attention and resources to disaster relief agencies and away from traditional nonprofits;
- ✦ A mature youth-serving nonprofit may face a crisis when a local newspaper interviews the parent of a child bringing a suit against the nonprofit;
- ✦ A residential treatment facility may face a crisis when a violent outburst by a client results in serious injury to one or more staff and clients; and
- ✦ A soup kitchen may face a crisis when a fire at the warehouse next door damages the kitchen's roof and the facility is deemed uninhabitable by local public safety officials.

Planning is key to survival

An organization that faces a crisis without any preparation faces an uncertain future. Its ability to sustain support, programming and its reputation may be in doubt. While no nonprofit wants to find itself in these circumstances, many nonprofit executives quickly attribute the lack of a crisis management plan in their organization to “lack of time.” No truly effective nonprofit ever has enough time to do all that it wants to do. An effective nonprofit is an organization that capably juggles several “spheres” of activity in the air at once, such as its steadfast commitment to mission, desire to improve internal operating efficiencies and desire to seize opportunities while minimizing downsize risks, to name a few. These balls that every nonprofit should strive to keep in the air must include one devoted to strategic and other planning activities that will enable the nonprofit to grow into its future and survive occasional bumps and disruptions.

This booklet walks the reader through the process of planning to survive a crisis. Readers who complete the worksheets and checklists contained throughout the text will have the beginning components of a crisis management plan for their organization. We have organized the planning process around twelve key steps.

Identify types of crises your organization may face

One of the most important first steps to empowering your nonprofit to survive a crisis is to identify the events or circumstances that could cause a crisis. While various types of crises may be handled in a similar fashion by your organization, the more you know about the potential source of a crisis, the better able you will be to survive the unfolding events and get your nonprofit back up and running at full speed.

Step 1

Here's one approach to identifying the potential sources of crisis for your nonprofit.

1 *Consider what has happened to your organization in the past (scenario #1).*

Has your nonprofit faced a crisis in the recent or not so recent past? (If no, proceed to question #2.)

Yes (briefly describe the circumstances) _____

No

Were the lessons from this crisis absorbed in a way that you're confident you won't face that crisis again?

Yes No

If the crisis was brought on by something completely out of your control, like a hurricane, flood or community-wide event, are you in a better position today to get back to "normal" business in a timely fashion?

Yes No N/A – *the source of the crisis was within our control*
Could a similar crisis happen again? Yes No

What top three lessons did your nonprofit learn from this experience?

- a. _____
- b. _____
- c. _____

What changes in your planning, structure or operations have you made as a result of the crisis?

2 *Consider the types of crises that have affected similar organizations in your community. Consider nonprofits in your geographic area as well as organizations that offer similar services (scenario #2).*

If other nonprofits with which you're familiar have faced a crisis, how did these crises come about?

Has your nonprofit done anything to prepare to survive a similar crisis? If yes, what?

3 Consider the type of crisis that has never happened to your nonprofit or any others you know, but is still possible.

Think about the types of events and circumstances that could lead to a crisis in your nonprofit, even though these circumstances might be remote. What are these circumstances? It may help to think about:

↪ *Your relationships with other organizations* - Consider whether your nonprofit is overly dependent on any one organization. Can you envision a situation where that relationship might be terminated abruptly and with little or no warning? In an ideal world, your agency partners with numerous organizations, but wouldn't be thrown into a crisis if any one of them suddenly withdrew its support, went out of business, or was forced to close due to an act of God, nature or terrorism.

List a minimum of one crisis risk that stems from your relationships with others (scenario #3):

↪ *The importance of your nonprofit's reputation in the community* Consider potential crisis risks that could severely damage your reputation and make it impossible or extremely difficult to deliver services or fulfill your mission. What types of allegations — whether or not they are true — could wind up as headlines in your local newspaper?

List a minimum of one crisis risk that is related directly to your reputation (scenario #4):

↪ *The nature of your services and clientele* - Does the nature of your work, the client population you serve, or some other service-related circumstance suggest a likely source of a crisis? For example, domestic violence shelters must cope with violence — or the threat of violence — by the spouse of a client. From threatening telephone calls to the ominous presence of a client's spouse seated in a pick-up truck parked across the street from the shelter, a common threat facing a shelter is the risk of physical violence to a shelter staff member or client.

List a minimum of one crisis risk that stems from the nature of your services or the clientele you serve (scenario #5):

The crises in the making you've identified are your planning scenarios — tools for testing what you've done to prepare for a crisis. The way to use these scenarios is to take each in turn, and review what you've done under Steps 2-12 on the following pages. Ask: Would the work we have done be helpful in responding to the scenario? If not, why not? What additional preparation is necessary to adequately prepare the nonprofit to survive this type of crisis?

The work doesn't end after you have identified potential sources of a crisis and created crisis scenarios. In fact, the process is just beginning. In the pages that follow, we describe the additional steps to protecting your nonprofit from the crisis risks you face.

Step 2

Create a comprehensive directory of the organization's staff, board and key volunteers

Include home addresses, phone/fax/cellular/pager numbers, as well as emergency contact information. Distribute the list to a small group of key employees, making certain you instruct them about the importance of keeping this document in a safe place at home to protect the privacy of your staff. Never include unnecessary information on such a list, such as date of birth and social security number, as the loss of a document containing all of this information about one or more employees could create an unnecessary exposure. Also, copies of the document should be kept in a secure location in your offices. Update and redistribute the directory annually (perhaps the first business day in January or the first day of your fiscal year) or more often if you have a high turnover rate.

Choose a box below to indicate where your nonprofit stands with respect to this important crisis planning activity.

Completed: ___ / ___ / ___

Person responsible for maintaining: _____

Underway — scheduled completion date: ___ / ___ / ___

We need to do this by (date): ___ / ___ / ___

Staff member responsible: _____

Step 3

Maintain a backup of your computer file server, key databases, software and financial files

Update the backup at least weekly (although daily backups are preferable) and store a copy off site or on site in a fireproof safe. Don't forget to backup software as well as data. Many nonprofits have spent countless hours customizing off-the-shelf software packages and programs. In the event your technology is damaged beyond repair, you don't want to have to recreate these valuable, customized programs from scratch.

Choose a box below to indicate where your nonprofit stands with respect to this important crisis planning activity.

Completed: ___ / ___ / ___

Person responsible for supervising backup procedures and maintaining backup files: _____

Underway—scheduled completion date: ___ / ___ / ___

We need to do this by (date): ___ / ___ / ___

Staff member responsible: _____

Step 4

Conduct an inventory of your nonprofit's assets

Don't forget to include equipment, furniture, databases, records and anything else you need to fulfill your mission. Your inventory should include brand names, model numbers, location, purchase price, serial numbers, date of purchase and other key details necessary for insurance claims and replacement. Store a copy of the inventory on site (preferably in a fireproof safe) and off site.

- Equipment** - Do you have an up-to-date inventory of your equipment, in the event some or all of it is damaged or inaccessible and you need to acquire replacement items quickly? What equipment is vital to delivering services? If it were damaged, destroyed or inaccessible, what process would you use for borrowing, replacing, or restoring this equipment?
- Records** - Don't forget critical documents and other records when you're conducting your inventory. What documents/records does your organization maintain and where are they located? Are copies of crucial items stored off site?
- Software** - This category may include off-the-shelf as well as customized databases and programs your nonprofit relies on to deliver services. Do you have a record of license numbers and other information you'd need to supply if your systems are damaged beyond repair?

Choose a box below to indicate where your nonprofit stands with respect to this important crisis planning activity.

Completed: ___ / ___ / ___

Person responsible for conducting and maintaining inventory:

Underway — scheduled completion date: ___ / ___ / ___

We need to do this by (date): ___ / ___ / ___

Staff member responsible: _____

Step 5

Identify an attorney licensed in your state that you can call upon from time to time for advice and assistance

A nonprofit should look for an attorney/legal advisor who is both licensed in the state where the nonprofit operates and has substantive experience working with nonprofit organizations (preferably similar nonprofits, e.g., health groups, advocacy groups) plus expertise in the legal area where you're most likely to need help, e.g., employment practices, contracts, intellectual property. If not expertise, then access to a network of people (e.g., his or her colleagues in the firm) who are subject matter experts. Don't be surprised if you receive proposals offering pro bono or dramatically discounted legal services.

Completed: ___ / ___ / ___

Name and telephone number of attorney(s):

_____ - (____) ____ - _____

_____ - (____) ____ - _____

Recruitment of legal advisor underway—

scheduled completion date: ___ / ___ / ___

We need to do this by (date): ___ / ___ / ___

Staff member responsible: _____

Step 6

Formulate a crisis communications strategy

Before a crisis is at hand, you need to decide:

- WHO** will be speaking for your nonprofit, and who will be the backup spokesperson in the event your designee is unavailable or perhaps the subject of the crisis.
- HOW** you'll describe the mission of your nonprofit and your commitment to safety (this is especially true when a client injury is the cause of a crisis).
- WHAT** strategy you'll use to reach key personnel as well as concerned and vital constituencies. Will a printed press release suffice? Or will you need to contact people using pagers and wireless communications devices?
- WHO** will be involved in contacting key personnel and constituent organizations? For example, will your Director of Human Resources be tasked with contacting staff to let them know that the office has been sealed and the organization will be working out of temporary offices in the building across the street? Will the Director of Development be tasked with contacting the organization's foundation and corporate supporters to let them know that the nonprofit is executing its business continuity plan to make certain that as many clients as possible receive services during the weeks ahead (no doubt donors will be reading about your crisis in the paper)? Will the Director of Communications call the nonprofit's key media contacts to offer in-person interviews about the crisis? Does everyone know what they're expected to do?

Completed: ___ / ___ / ___

Name and telephone number of nonprofit's trained spokesperson:

_____ - (____) ____ - _____

Designation/training of spokesperson underway—

scheduled completion date: ___ / ___ / ___

We need to do this by (date): ___ / ___ / ___

Staff member responsible: _____

Step 7

Practice communicating during a crisis by drafting key crisis communications documents

Using one of the crisis scenarios identified under the first step, practice drafting two key crisis communications documents: the summary statement and Q&A factsheet. When a crisis hits you'll be ready to quickly finalize these key documents.

- ❑ **The Summary Statement** – The summary statement is a valuable piece of your crisis communications strategy. It allows you to communicate what you know quickly. The statement explains what happened, describes what your nonprofit is doing, and expresses how the organization feels. Craft the statement carefully keeping in mind that the media may extract from it one or two phrases that could appear out of context in print or on a website, or be incorporated into television or radio stories. Remember that it's always a good idea to review draft press releases on any topic associated with a crisis with your attorney before sending them out to your media contacts.

My Practice Summary Statement

Crisis Scenario # _____

- ❑ **Q & A Fact sheet** - A question and answer format covers what happened, who is responsible, provides an assessment of the danger of a situation, and describes in clear terms what the organization is doing about the situation. The information should be short and to-the-point. Avoid jargon or, if that is not possible, explain jargon in lay terms. Update the information as the crisis unfolds and new developments occur. The fact sheet should include the kinds of questions the organization has been asked to date and ones anticipated in the future. The fact sheet will be an important guide for your spokesperson, who should review it carefully. Sticking to the information on the fact sheet is the best way to ensure that your spokesperson is prepared to respond effectively and consistently to questions.

My Practice Q&A Fact Sheet

Crisis Scenario # _____



Fact Sheet

ABC Nonprofit
1445 Central Avenue
Pleasantville, IL 30000
P: (333) 222-0000

Contact: Joseph E. Brown

Q: *What is ABC Nonprofit?*

A: ABC Nonprofit, founded in 1945, is dedicated to providing residential and outpatient counseling and treatment for children ages 12-18 who are alcohol or drug dependent.

Q: *How many people does ABC Nonprofit service a year?*

A: ABC Nonprofit serves 36 residents and an additional 160 children on an outpatient basis.

Q: *Who funds ABC Nonprofit?*

A: ABC Nonprofit's principal funding source is a contract with Pleasantville County. ABC Nonprofit also solicits and receives individual donations from members of the community.

Q: *How does ABC Nonprofit ensure the safety of its clients and staff?*

A: ABC Nonprofit has adopted a wide range of measures to protect the safety of its clients and staff. Safety is the organization's number one priority. These measures range from rigorous screening, training and supervisory practices, to the use of facility safety and security equipment.

Q: *How did a client in ABC Nonprofit's care suffer a serious injury?*

A: On Monday, December 1st, a resident of ABC Nonprofit used a kitchen utensil that he took during the evening meal service as a weapon in an attack on another resident. A resident counselor who was conducting a regular check of the dormitories heard the attack in progress and was able to quickly remove the utensil from the resident's possession and subdue the resident. The counselor used a radio to summon help from other staff and request medical assistance for the victim. A team of staff members of ABC Nonprofit administered first aid before the county ambulance and team of paramedics arrived on site approximately 12 minutes after the attack was halted. We believe that our policy of conducting regular patrols of the dormitories, having staff with first aid training present at all times, and use of hand-held radios contributed to the ability to quickly halt the attack in progress and provide appropriate medical assistance. We are committed to providing a safe environment for our residents and outpatients as well as our staff.

Step 8

Prepare a media kit and draft a media contact strategy

Media Kit – A media kit provides background on your organization. Think of it as a two-minute education on the who, what, where, why and how of your nonprofit’s mission, governance, funding, clientele, staff and board members. Ideally, these materials have been written in electronic form and updated as the information changes. Thus, when a crisis strikes, all you need do is print them out.

Media Contact Strategy – Since your crisis may attract the attention of the media, you need to create a plan to keep the media informed of developments. This keeps your nonprofit in control — to the extent possible — of the flow of information about the crisis. Deadlines drive the media. If you’re dealing with two or three outlets (i.e., local radio, television and newspaper reporters), you can call and update them on an hourly basis, or as new information becomes available. If you’re dealing with more outlets or a story of national or international import, you can hold a news conference to which you invite interested parties. You arrange for your spokesperson to present at one time to all reporters with a Q&A session to follow. Major developments can be handled in follow-up briefings. These group presentations reduce the wear and tear on your spokesperson and experts, and all media outlets receive the same information at the same time. Ideally, you will have a media contact list prepared and updated on a regular basis. Consider speaking with your attorney to find out if he or she has any advice concerning your proposed media contact strategy.

Completed: ___ / ___ / ___

Person responsible for maintaining media kit/strategy:

_____ - (____) ____ - _____

Underway — scheduled completion date: ___ / ___ / ___

We need to do this by (date): ___ / ___ / ___

Staff member responsible: _____

Step 9

Review your insurance program

Many nonprofits make the mistake of assuming losses will be covered by insurance rather than taking time to compare crisis risks with the organization's insurance program. Your nonprofit's mission and services are too important for wrongful assumptions. Instead, consider the action steps below to make certain that your insurance program and crisis management plan are compatible.

- ✦ Review your crisis planning scenarios with your insurance broker. Discuss how and when your insurance coverage will respond in the event any of the scenarios materialize. Make certain you discuss the issue of business interruption/extra expense and whether your current insurance program provides coverage.
- ✦ With the crisis scenarios in mind, revisit the limits and deductibles for the coverage in your insurance program, to determine whether any changes are desirable.
- ✦ Prepare a summary (1-2 pages) of your insurance program that includes a concise list of coverages, brokers, carriers and reporting requirements for all of your policies. Store at least one copy of the summary off-site, to facilitate the prompt reporting of claims in the event your premises are inaccessible during a crisis.

Completed: ___ / ___ / ___

Person responsible for developing insurance summary:

_____ - (____) ____ - _____

Underway – scheduled completion date: ___ / ___ / ___

Step 10

Form a crisis response team

Your nonprofit will need a small team formed to coordinate the organization's response to a crisis. This will be your action team. This is the group that will lead the troops so the nonprofit will survive the crisis.

The composition of an organization's crisis response team will vary based on a wide range of factors, including:

The size of the organization – The number of paid and volunteer staff working for the organization. For example, in an organization with more than 50 staff, the crisis response team may include key department heads (include maintenance personnel or other structural advisers) plus the CEO. In an organization with fewer than 10 paid staff, the crisis response team may include two board members, two staff and two outside professional advisers.

The nature of the services provided by the organization – Every nonprofit should consider its operations and circumstances before naming the members of the crisis response team. The composition of a crisis response team at an environmental advocacy group will differ from the team created to respond to a crisis at a daycare center. In the former, the team may include an experienced lobbyist and an environmental scientist. In the latter, the team may include the organization's retained counsel, an expert on child abuse prevention or playground safety, and parents of enrolled children.

The likely sources/causes of crisis in the organization – The likely causes of a crisis identified in step one will be helpful in forming the team. Is the organization more likely to face a crisis stemming from allegations of client mistreatment or a crisis caused by loss of computer data? Review these risks carefully to see if they suggest areas of expertise and training that may be required during a crisis. Individuals with special talents or expertise should then be identified as necessary members of the crisis response team.

The organization's prior experience responding to a crisis – One certainty in any crisis situation is that when it's all over, one or more key lessons will have been learned. The type of people whose service will be required or highly valued may be among the lessons learned. The survivors of a crisis may acknowledge that emergency procedures or equipment are of little use when they haven't been tested.

Completed: ___ / ___ / ___

Names of Crisis Response Team Members:

_____	_____
_____	_____
_____	_____
_____	_____

Underway — scheduled completion date: ___ / ___ / ___

We need to do this by (date): ___ / ___ / ___

Staff member responsible: _____

Step 11

Document your plans

It is time to organize all of the documents that represent your crisis management planning activities and compile them in a Crisis Management Manual. The manual functions as a checklist of what to do when and whom to call when. Your nonprofit's manual should reflect the most likely scenarios they will have to face and suggest your strategy for handling those crises. Using the documents you've developed as you have gone through this booklet, you'll be able to create just such a reference for your nonprofit. We suggest you keep the format simple and easy to read; use plenty of short sentences and bulleted phrases. Use charts to show the flow of responsibilities and actions. This gives a visual quick reference of what the individual should do. Make certain that you identify backup locations/facilities as well as the service providers for those facilities in your crisis management manual.

Remember to include a list of organizations that provide peer support to your nonprofit, such as a coalition of nonprofits that offer similar or overlapping services. Staying in close touch with these peer groups during the year is valuable for a multitude of reasons, and their support during a crisis could be invaluable. But you need to know

Step 12

Before the details of the crisis have faded, it is important to take time to evaluate whether the tools and strategies that were developed in advance of the crisis were effective.

A checklist is provided on the following pages to use in evaluating your nonprofit's performance during a crisis.

Crisis Performance Checklist



Brief description of the crisis: _____

Was the nature or type of crisis you faced one that had been anticipated? Yes No

If no, can you identify any reasons why it was not anticipated?

Rate the effectiveness of the following communications tools and strategies with respect to the recent crisis:

	<i>Very Effective</i>	<i>Somewhat Effective</i>	<i>Ineffective (Attention Required)</i>
Key Personnel Contact List	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Media Documents (Summary Statement, Q&A Factsheet)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Media Contact List	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Media Contact Strategy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Notes: _____

Rate the effectiveness of various aspects of the Crisis Response Team with respect to the recent crisis:

	<i>Very Effective</i>	<i>Somewhat Effective</i>	<i>Ineffective (Attention Required)</i>
Composition of team	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ability to reach/summon	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Were there any critical skills or talents missing in the composition of the team? Yes No

Describe these skills and your strategy for adding these skills to the team for the future.

Missing skills and strategy: _____

Rate your effectiveness in keeping clients up-to-date:

Very Effective *Somewhat Effective* *Ineffective (Attention Required)*

What feedback did the nonprofit receive from clients concerning its handling of the crisis?

Checklist for Crisis Management Planning



Review the steps discussed in this booklet to determine if your nonprofit has done what it can to avoid an avoidable crisis and taken steps to prepare to survive any crisis.

	<i>Completed?</i>	<i>To Do</i>
Step 1 Identify types of crises your organization may face.	<input type="checkbox"/> Yes <input type="checkbox"/> No	by date:_____
Step 2 Create a comprehensive directory of the organization's staff, board and key volunteers.	<input type="checkbox"/> Yes <input type="checkbox"/> No	by date:_____
Step 3 Maintain a backup of computer file server, key databases, software and financial files.	<input type="checkbox"/> Yes <input type="checkbox"/> No	by date:_____
Step 4 Conduct an inventory of assets.	<input type="checkbox"/> Yes <input type="checkbox"/> No	by date:_____
Step 5 Identify an attorney licensed in your state who you can call upon from time to time for advice and assistance.	<input type="checkbox"/> Yes <input type="checkbox"/> No	by date:_____
Step 6 Formulate a crisis communications strategy.	<input type="checkbox"/> Yes <input type="checkbox"/> No	by date:_____
Step 7 Practice communicating during a crisis by drafting key crisis communications documents.	<input type="checkbox"/> Yes <input type="checkbox"/> No	by date:_____
Step 8 Prepare a media kit and draft a media contact strategy.	<input type="checkbox"/> Yes <input type="checkbox"/> No	by date:_____
Step 9 Review your insurance program.	<input type="checkbox"/> Yes <input type="checkbox"/> No	by date:_____
Step 10 Form a crisis response team.	<input type="checkbox"/> Yes <input type="checkbox"/> No	by date:_____
Step 11 Document your plans.	<input type="checkbox"/> Yes <input type="checkbox"/> No	by date:_____
Step 12 Review your performance	<input type="checkbox"/> Yes <input type="checkbox"/> No	by date:_____

Resources

“Crisis Definitions,” Institute for Crisis Management, 2000. www.crisisexperts.com/crisisdef_main.htm

“Crisis Preparedness Questions For Your Next Management Meeting,” Institute for Crisis Management, 2000.
www.crisisexperts.com/prepare.htm

Rudolph, Barbara, “Dealing with Crisis,” Excerpted from Business Platinum Ventures, Summer 2002 www.crisismanagement.com/ventures.htm

“The Essence of Crisis Management,” Institute for Crisis Management, 2000. www.crisisexperts.com/essence_main.htm

“A Crisis Management Plan: Are You Prepared?” By Bill Patterson, HMS Partners www.disaster-resource.com/cgi-bin/article_search.cgi?id=%2788%27

“Winning with the News Media,” by Clarence Jones, 2005 Edition, Crisis Management: Survival Often Hinges on What You Do and Say in the 1st Hours www.winning-newsmedia.com/crisis.htm

A website, “Earthquake Information: Reducing Hazards” is run by the U.S. Geological Survey and Geologic Division. U.S. Geological Survey is a bureau of the U.S. Department of the Interior. This website gives you information on recent earthquakes, as well as information on earthquake and hazard preparedness.

U.S. Geological Survey, MS 977
345 Middlefield Road
Menlo Park, CA 94025
Earthquake Information Hotline (415) 329-4085
www.usgs.gov

The Disaster Resource Guide is published annually and provides the reader the latest trends in crisis management and useful tips as well as companies that provide products and services for information technology recovery, contingency management planning and more.

www.disaster-resource.com

The RiskList Resource for Risk Managers has a variety of resources on risk management available on the Internet. Information is listed by category and these categories may help you determine what you have to consider.

<http://home.clara.net/rlowther/risklist.html>

The Federal Emergency Management Agency is a federal agency that is authorized and responsible for disaster relief, in cooperation with state/local agencies and nonprofit organizations. FEMA also provides various resources and tips to prevent or minimize damages that could be caused by a disaster.

Hotline for crisis counseling, 1-800-525-0321 (TTY 1-800-462-7585) www.fema.gov

The Center for Mental Health Services (CMHS) is under the U.S. Department of Health and Human Services and provides information and programs regarding mental health. The center’s Crisis Counseling Assistance and Training Program was launched by the “Disaster Relief Act Amendment of 1974” (PL 93-288). When established in 1979, FEMA became responsible for CCP and other federal disaster relief programs.

P.O. Box 42490, Washington, DC 20015
Phone: (800) 789-2647 (301) 443-9006(TDD), International Calls: (301) 443-1805, Fax: (301) 984-8796
www.mentalhealth.org

In addition to accepting blood donations, the American Red Cross is an international nonprofit organization actively involved in disaster response, biomedical services as well as health and safety services. ARC helps communities prepare, mitigate, respond and recover from a disaster. www.redcross.org

*You can search for the ARC chapter nearest you at www.redcross.org/where/where.html by entering a zip code.

The Salvation Army is an international nonprofit organization serving the United States and more than 100 countries abroad by providing social services as well as educational ones. In the USA, their disaster response services are well-recognized and trained. The SA helps the victims and community affected by a disaster by providing counseling, financial assistance, shelter, donated materials and so on.

USA National Headquarters, The Salvation Army, P. O. Box 269, Alexandria, VA 22313
Phone: (703) 684 5500,
Fax: (703) 684 3478
www.salvationarmyusa.org
www.salvationarmy.org