



Crisis Communications Plan

Table of Contents

Getting Prepared

Plan Overview	Page 2
Crisis Communications Plan and Process	Page 2
Five Principles of Crisis Management	Page 4
Communications Goals and Objectives	Page 4
Crisis Strategy Team	Page 5
Basic Rules for Crisis Communications	Page 5

Crisis Planning

Definition of a Crisis	Page 8
Crisis Designations	Page 8
Crisis Scenarios	Pages 8
Crisis Communications Command Center	Page 13

Media Relations Guidelines

General Principles	Page 13
Spokesperson Guidelines	Page 13

Post Crisis Evaluation and Deactivation

Post-Crisis Communications	Page 14
Deactivating Crisis Communications Team	Page 14

Appendix

1. Crisis Communications Information Flowchart
2. Communications Channels Grid
3. Pre-Approved Statements and Quotes

2017 Obliteride Crisis Communications Plan

Getting Prepared

Plan Overview

The Obliteride Crisis Communications Plan is a reference guide to assist the ride crisis executive team in gathering, assessing and routing information and to assist in decision-making with respect to handling a crisis during event weekend/the ride.

Crisis management is an ongoing process predicated on having a crisis plan in place and a crisis team prepared to execute the plan. The plan is written to help the team take control of the situation in a way that achieves quick resolution and minimizes negative impact on the ride and community.

CRISIS COMMUNICATIONS PLAN AND PROCESS

Following are steps to help manage communications in the event of a crisis during or related to Obliteride.

1. **Internal Planning and Pre-Preparation** – See Getting Prepared and Crisis Planning sections of this document.
2. **Core Crisis Communications (CCC) Team Assembly**– A subset of the Crisis Strategy Team will be assembled to manage the communications related to a crisis.
 - Mark Grantor, Crisis Manager
 - Mark Grantor, Primary Spokesperson
 - Andrea Gomes Morrison, Fred Hutch, Obliteride Director
 - Tori Quiles, Fred Hutch, Deputy Director – Donor Engagement
 - Amy Anderson, Media Relations/Secondary Spokesperson
 - Kerri Schneider, Media Relations/Secondary Spokesperson
 - Chris Aronhalt, Medalist/Event Operations
 - Lynann Bradbury, Vice President, Fred Hutch Communications & Marketing/Spokesperson
 - Kelly O'Brien, Fred Hutch, VP Philanthropy
 - Scott Kelly, Fred Hutch Security
3. **Notification** – Crisis Manager/Mark will notify CCC immediately of a crisis situation via cell phone or radio.
 - Crisis Manager provides all known details to CCC including recommendations for next steps.
 - PR team develops messaging, statement or press release as needed.
 - Crisis Manager and Obliteride Director review any statement to ensure accuracy.
 - Amy Anderson will alert the VP of Fred Hutch Communications via email or cell if we are sending something externally.
 - Primary Fred Hutch communications contact and will relay information to internal leadership as necessary and activate internal communications channels. (See communications grid.)
 - Media inquiries are to be referred to Amy Anderson
4. **Situational Assessment** – The CCC Team will assess the situation, determine facts and next steps, and begin communicating. The CCC Team will determine how the

response will be communicated based on level of crisis, public impact, broad public appeal.

5. **Going Public** – We will only proactively issue a public statement in the event of a fatality or an unforeseen “newsworthy” event. For all other crises, the Media/PR team will respond to media inquiries.

**** All ride logistics and operational statements will come from Obliteride PR. Fred Hutch communications will handle active shooter, fatalities, etc.**

- PR Team (Amy Anderson or Kerri Schneider) develops key messages, press release and/or statement; CCC Team will notify VP of Communications. If possible, legal review should be obtained before release.
 - VP of Philanthropy alerts key partners (e.g., Stuart Sloan) as necessary.
 - VP of Communications, alerts critical internal audiences, including President and Director, Dr. Gary Gilliland, Kelly O’Brien, key staff, board, security, etc. if needed. (Determine list with phone numbers in advance.)
 - PR Team begins media and other external audience outreach; send press release if appropriate.
 - PR Team posts statement on Obliteride Facebook and Twitter. Similar messages are communicated on the Obliteride blog via Samantha Happe.
 - Obliteride Project Coordinator changes message on main Obliteride voicemail, if appropriate.
 - PR Team sends mass text to participants as appropriate.
 - PR Team sends statement to FH communications liaison to send to the appropriate people to post on appropriate internal and external FH channels.
 - Evaluate message effectiveness as the situation progresses. Adjust as needed.
 - Keep key audiences updated with new and ongoing information as appropriate.
 - A media spokesperson from the Obliteride PR/Media team will be on call 24-hours a day and stay actively involved until the media are no longer interested.
 - Distribute post-crisis communications to key audiences.
6. **Communications Channels** – See grid that includes channels and owners: internal, external, web, blog, phone, voice mail, press release, on-site communications, email to participants, mass text to participants, Obliteride social media.
7. **Pre-Approved Communications** – Pre-approved statements and quotes from spokespeople on certain scenarios that we believe are most likely to happen and the ones that are most serious.

Crisis Communications Checklist:

The following will be prepared in advance of Obliteride to ensure we can communicate quickly and effectively should a crisis occur.

- ☐ **Media List** – Prepare and maintain an updated media list onsite with key contacts, including emails.
- ☐ **Message Points** – Prepare pre-approved statements and disseminate to spokespersons.
- ☐ **Communications Channels** – Refer to communications channels grid and determine appropriate channels (email, social, website, etc.)

- ❑ **Phone/Email List** – Develop and disseminate emergency list with cell phone numbers of key staff. Communication team members should keep this list with them at all times. Set up “911 Crisis Communications” group text in advance.
- ❑ **Group Text** – Set up emergency group text of crisis communications leads to activate the plan. Reps include: Steve Stadum, Kelly O’Brien, Lynann Bradbury, Mel Blakey, Sean Thurman, Andrea Gomes Morrison, Tori Quiles, Samantha Happe, Mark Grantor, Kerri Schneider, Amy Anderson, Scott Kelly.
- ❑ **Participant Text** – Set up system to send texts to participants in case of emergency, delays, weather, etc.
- ❑ **Onsite Media Area** – All reporters will be directed to meet PR team near Info booth at Gas Works.
- ❑ **Press Release** – Develop a crisis press release template before event. (due: mid July)
- ❑ **Crisis Planning Meeting** – Prior to beginning of ride, hold staff meeting to review crisis communications procedures, roles/responsibilities and scenarios. (Schedule for mid-July)
- ❑ **Crisis Media Training** – Prior to the event, run through scenarios and practice responses with crisis spokespeople. (Schedule for mid-July)
- ❑ **Crisis Strategy Team Meeting** – Run through scenarios and proper lines of communications with the core team listed in the flowchart. (schedule for after the All Staff meeting during event week)
- ❑ **Equipment** – Determine any additional equipment that might be necessary to effectively deal with a crisis situation (laptop, portable generators, etc.).
- ❑ **Remote Crisis Communication Centers** – Medalist will set up a backup site in case there is a need for dealing with a crisis situation away from the ride venue. Medalist has identified three locations that can be mobilized if necessary.
 - Seattle
 - Finish Line at Gas Works Park (RV)
 - Fred Hutch
 - Tacoma
 - Marriott meeting room

Five Principles of Crisis Management:

1. Act quickly
2. Follow the plan
3. Put public safety/interest first
4. Show responsibility/leadership/compassion
5. Take control

Communications Goals and Objectives:

- During a crisis, the first concern should be for the safety and welfare of all staff, cyclists, employees, volunteers, spectators and community members. To that end, the crisis communications team will provide the information necessary to allay the apprehension of these audiences and to reinforce the importance of safety.

- The crisis communications team also should take appropriate steps to keep riders, staff, volunteers, sponsors, government/civic officials and media contacts informed about the issue at hand.
- All communications during a crisis should be handled in a timely manner and guided by professionalism and transparency with the goal of helping the appropriate authorities to mitigate the crisis.

Basic Rules for Crisis Communications:

- Only designated spokespeople and PR/media relations staff are authorized to release information to the media and the public.
- Channel all media inquiries to the designated media team member, and alert all personnel to do the same without offering their own opinion or version of the issue/situation.
- Floor manager is the designated point of contact for feeding information to ride announcers.
- Establish a headquarters/designated point for the crisis communications team, as well as media on site to gather and receive pertinent information.
- Begin providing accurate information as quickly as it becomes available and is approved to be distributed.
- Although restricting media access will be difficult, the crisis communications team members will work with local authorities to activate security measures to protect areas and people involved in the crisis situation.
- Spectator and athlete/rider confidentiality is critical. No personal information regarding specific people involved in any crisis situation may be released at any time to media representatives. It will be the responsibility of the crisis communications team to contact the appropriate representatives to determine what information, if any, will be distributed to the public.
- No staff members should tweet, email or post information on the subject on either personal or professional channels.

Crisis Strategy Team:

A Crisis Strategy Team that includes a Core Crisis Communications (CCC) Team has been organized and is shown below. CCC members are indicated with an * in the chart below. The CCC team responsibilities include:

- identifying and confirming a crisis
- collecting all relevant facts and information about the circumstances creating the crisis
- assessing relevant facts
- developing objectives for minimizing/managing the crisis
- developing a plan of action in conjunction with public relations and legal counsel for internal and external communications to manage the crisis
- developing external and internal messages and executing communications plans
- designating a media information center
- documenting all critical conversations, decisions, details, media inquiries
- developing plans for recovering from the crisis, including media follow up and monitoring media coverage
- providing ongoing assessment of post-crisis situations and determining, as necessary, any additional communication to the news media and affected constituencies regarding the complete resolution of the crisis situation

Crisis Strategy Team—Roles and Responsibilities:

**Core Crisis Communications Team*

***Team members who are riding*

Name	Role	Cell Phone	Email	Role
*Mark Grantor	Crisis Manager/Spokesperson	206-448-5868	mark@obliteride.org	Serve as the first point of contact for crisis information; gather facts for strategy team; relay information to PR manager; serve as spokesperson
*Chris Aronhalt	Medalist Sports/Strategy Team	678-787-5878	chris.aronhalt@medalistsports.com	Discuss and determine crisis response, including decisions regarding ride delays or cancellation
*Amy Anderson (primary)	Crisis PR/Communications Strategy Team Lead	206-310-1965	amya@obliteride.org	Serve as communications liaison to Crisis Manager/Mark. Develop crisis communication strategy, draft messaging, field incoming media inquiries, communicate with media, share media statement/response with FH External Affairs and internal communications. Serve as spokesperson if necessary. Set up crisis media center if needed.
*Kerri Schneider** (back up)	Crisis PR/Communications Manager Strategy Team	206-288-3332	kerri@obliteride.org	Write press release template before Obliteride. Conduct media training for spokesperson before Obliteride. Assist with crisis strategy and statements; distribute statements

				and respond to media inquiries as appropriate.
Kelly O'Brien	Vice President, Philanthropy	206-667-5098 (office) 206-475-7013 (mobile)	Kelly@fredhutch.org	Review statements/press releases.
Lynann Bradbury	Fred Hutch liaisons for FH Communications	206-790-1395	ldb@fredhutch.org	Review statements/press releases; coordinate dissemination of messages via FH Communications channels and to FH leadership as appropriate.
Jonathon Rabinovitz (back up)		206.658.7612	jrabinov@fredhutch.org	
Claire Hudson	Fred Hutch media relations	206-919-8300	crhudson@fredhutch.org	Review draft statements prior to distribution; Field incoming media inquiries and route to Kerri Schneider and Amy Anderson. Issue statements and serve as spokesperson for active shooter, fatalities, etc.
Doug Shaeffer**	Fred Hutch legal counsel #1	206-399-5744	dshaeffe@fhcrc.org	Review draft statements prior to distribution; advise on legal matters
Linda Clarke	Fred Hutch legal counsel: #2	206-856-0700	lcclarke@fhcrc.org	In Doug's absence, review draft statements prior to distribution; advise on legal matters
Gerianne Sands	Fred Hutch legal counsel: #3	206-849-5104	gjsands@fhcrc.org	In Doug and Linda's absence, review draft statements prior to distribution; advise on legal matters
Lisa White	Chief Medical Coordinator	503-803-4993	lafmedics@comcast.net	Notify Mark and Chris of medical crisis situations and

				provide ongoing medical updates to Mark and Chris who will share with Core Team
Deanna Brewer	WSDOT #1 Traffic Operations/ Events Coordinator	360-705-7411	brewerd@wsdot.wa.gov	Notify Mark and Chris of highway/police crisis situations and provide ongoing updates to Mark and Chris who will share with Core Team
Tony Kilmer	WSDOT #2		KilmerT@wsdot.wa.gov	Notify Mark and Chris of highway/road situations and provide course/road updates to Mark and Chris who will share with Core Team
Sean Thurman	Technical Director	636-524-5573	sean.medalist@gmail.com	Notify Mark of course situations; join strategy team to determine response to course crisis situation; decide if and when team should gather at offsite crisis media center
*Tori Quiles	Deputy Director, Donor Engagement	206-250-3315	tquiles@fredhutch.org	Join strategy team to determine crisis situation response
*Andrea Gomes Morrison	Obliteride Director	206-355-4412	agmorris@fredhutch.org	Join strategy team to determine crisis situation response
Samantha Happe	Obliteride Project Manager	509-312-0065	samantha@obliteride.org	Join strategy team to determine crisis situation response; send participant emails and create blog posts
Sean Thurman	Ride Operations	636-524-5573	sean.medalist@gmail.com	Monitor participant needs, liaise with key course volunteers and SAG drivers in coordination with Andrew, distribute other internal communication

Mel Blakey	Ride Operations	404-788-4261	mel.blakey@medalistsports.com	Join strategy team to determine crisis situation response
Bob Bowman	Production Director	540-529-9151	bob.bowman@medalistsports.com	Notify Mark and Chris of festival/production area situations; join strategy team to determine response to festival/production area crisis situation
Sean Thurman	SAG radio communications	636-524-5573	sean.medalist@gmail.com	Relay to Mark necessary details of incidents and SAG transfers on ride course
Scott Kelly	Fred Hutch security	206-601-9442	skelly@fredhutch.org	Advise on issues on campus

Crisis Planning

Definition of Crisis:

- Any incident that requires marshaling personnel, equipment and/or materials to:
 - provide aid and comfort for the injured;
 - maintain safety of spectators, athletes and other participants, staff, media and others;
 - support or protect the image and reputation of the event and organization brand.
- Any occurrence that causes an event to be delayed, postponed, canceled or rescheduled to another time period or location.
- Any occurrence that increases the threat to the security of persons or property to the degree that an event cannot be safely conducted or those, which place personnel and/or property at obvious risk of physical harm or damage.

Crisis Designations:

Crisis categories will fall into three areas, each of which classifies the level and urgency of a crisis and how the Obliteride crisis communications team responds to the crisis.

- LEVEL 1** Minor incident or issue that can be handled on the ground
- LEVEL 2** Incident or issue that can be handled on the ground; could gain momentum and become a level 3 issue
- LEVEL 3** Highest priority

Crisis Scenarios:

The following scenarios and circumstances qualify as crisis situations. We should be prepared to deal with any of these potential crises. Others may occur that we have not anticipated. Preapproved messages are prepared for the scenarios in red below so we can respond quickly.

We will proactively communicate to participants when situations occur that impede the flow of the event such as extreme weather, road surfaces, shuttle delay, etc. The crisis team will determine when and how to distribute information in a timely manner.

If there is an injury on the course or onsite that requires medical attention, **the first person there should call 911**. This could be a staff member, volunteer, SAG driver, participant or passerby. Only **after** calling 911 should they notify the Crisis Manager.

We will only communicate proactively with media should a death or an unforeseen newsworthy event occur. The Core Crisis Communications Team will determine whether an event is “newsworthy.” All other scenarios will be responded to on a case by case basis.

**red highlighted text indicates that we have messaging prepared for this scenario.*

Crisis Situation	Description	Event Impact	Crisis Designation
LEVEL 1: Minor incident or issue that can be handled on the ground			
Weather conditions	Excessively high winds, torrential rains, lightning either in the immediate area or forecasted as potential based on existing atmospheric conditions, excessive heat or cold, reduced visibility.	May cause temporary event delay	Level 1
Ground surface failure	Unsuitable road conditions such as excessive water or road blockage.	May cause temporary event delay	Level 1
Food/water poisoning	Riders or spectators get moderately sick from contaminated food or water	May cause temporary event delay	Level 1
Party disruption	General public mad they can't attend kickoff party at Gas Works or Finish Line festival	May cause temporary event disruption or bad PR	Level 1
Loss of utilities	Power outages, water supply failure or contamination, inability to access communication systems that could impair the safe and orderly conduct of the event.	May cause temporary event delay	Level 1
Shuttle/parking issues	Participants can't get to start on time because of shuttle issues/Obliteride plan breakdown	May cause temporary event delay	Level 1
Transportation/SAG vehicle(s) problem	Accident or operational problems with transportation vehicles which causes delay of	May cause temporary event delay	Level 1

	participants being transferred to finish or rest stop in a timely manner.		
Breakdown in information flow	Failure of news, rider contact and information systems at rest stops or SAG vehicles along ride route.	Delay in information dissemination	Level 1
Riders over-consuming alcohol at a given event venue	Public situation with potential of detracting from rider experience or disrupting the scheduled flow of ride events at venues.	No event delay	Level 1
Controversial/negative information revealed about entertainment	Controversial/negative information revealed about headliner or other entertainment.	May have negative impression, no delay	Level 1
Crash (caused by riders)	Crash that is fairly common in the sport of cycling; created by one rider touching wheels with or bumping into another, or passing.	May cause temporary event delay	Level 1
Course routing inconsistency/signage mistake	Situations where the riders are routed incorrectly with on-course directional signage, resulting in misdirection.	Will need to re-route, re-sign. May cause delay in ride	Level 1
Unruly participants on route	Urinating on private property, flipping off drivers, yelling at pedestrians on trails, etc.	Public may go to media with negative message/story	Level 1
Public angry with disruption to neighborhood	Neighborhood disturbance – traffic, parking, noise.	Public may go to police or media with negative message/story	Level 1
Missing child/found child	Child gets lost or found at one of the event venues.	No event delay	Level 1
Theft or loss of property	Stolen bike or other.	No event delay	Level 1
Political demonstration	Protest or political demonstration takes place along the route or at a venue, potentially disrupts or detracts from ride event.	May cause temporary event delay	Level 1

Drug usage	Illegal drug usage at event venue or on course	No event delay; negative PR	Level 1
LEVEL 2: Incident or issue that can be handled on the ground; could gain momentum and become a level 3 issue			
Fred Hutch protest	Group protests Obliteride accusing FH of cruelty using animals in research. <i>(We have FH statement on file if needed.)</i>	May cause temporary event delay	Level 2
Drunk driving	Arrest or accident occurs due to drunk driving after leaving event venue.	No event delay; negative PR	Level 2
Staff member, spectator or participant criminal activity	Ride staff, spectator or participant is arrested/incarcerated.	May cause temporary event delay	Level 2
Staff member has media relations problem	Staff member says something inappropriate to media	May have negative message impact, no delay	Level 2
Crash (caused by ride element)	Crash that can be blamed on the ride organizers, such as an unmarked element on the road.	May cause temporary event delay	Level 2
Extreme weather	Excessively high winds, torrential rains/flooding, earthquake, volcano or other natural disaster occurs before or during event	Delay or cancellation of ride	Level 2
Secondary Incidents or Occurrences	Major accidents which might seriously impact movement of personnel and/or vehicles into and exiting from a particular event venue or rider staging (start/finish) location. Disorders or occurrences that might increase or exacerbate potential threat of injury to persons or damage to premises and property associated with the ride.	May cause event delay or cancellation	Level 2
LEVEL 3: Highest priority			
Rider, volunteer, bystander hit, seriously injured, killed	Ride participant or community member hit by a car on the route.	Delay or cancellation of ride	Level 3

Criminal Acts	Any situation where local law enforcement or facility security would require cessation or delay of proceedings to bring the situation under control. Such incidents may include armed robbery and assaults on participants.	May cause event delay or cancellation	Level 3
Fire, explosions, hazardous material spill or leakage	On premises or of potential to danger to participants and/or spectators on a ride route.	May cause temporary event delay or cancellation	Level 3
Staff, volunteer, spectator fatality	Staff member, volunteer or spectator is killed/dies along ride route or venue..	May cause temporary event delay or cancellation	Level 3
Rider fatality	Participating rider dies due to accident, natural causes or illness..	May cause temporary event delay or cancellation	Level 3
Bomb threats or actual bombing at event venue or on course	Phoned, verbal or written threats that would impact safety.	May cause temporary event delay or cancellation	Level 3
Violence/shooting	Violence, such as fight or shooting happens at event venue or on course.	May cause temporary event delay or cancellation	Level 3
Kidnapping	Child is kidnapped at an event venue or along course.	May cause temporary event delay	Level 3
Sexual assault	Rider or volunteer sexually assaulted at any of our venues or on route at rest stop.	No event delay; negative press	Level 3
Drowning	Drowning occurs at one of event venues or near course.	May cause temporary event delay	Level 3
Earthquake	Earthquake in the region causes disruption to event.	May cause temporary event delay or cancellation	Level 3
National tragedy	An act of terrorism or other national tragedy.	May cause temporary event delay or cancellation	Level 3
Mass shooting	Active shooter at event	May cause temporary event delay or cancellation	Level 3

Crisis Communications Command Center:

For most situations, the CCC will meet at the on-site Command Center. If determined to be necessary, the Obliteride crisis communications lead will activate Obliteride Command Center in the host staff hotel or nearby location secured from media and unauthorized personnel to support communications and information flow for team members, the media and crisis spokespersons. The command center staff will assist in communicating the crisis response plan and key messages to media and other audiences, will ensure communication lines are accessible and will supply feedback and insight from external audiences to continually refine and improve response plan initiatives. Specific responsibilities during a crisis will include:

- Assisting crisis spokesperson(s) with activating lines of communications
- Hosting a centralized phone number to provide an accessible, readily available information source to media and other key audiences
- Helping to manage information flow from team members to command center and crisis spokespersons
- Providing media response report and update of coverage/inquiries
- Handling administrative aspects of crisis response

Criteria for Establishing a Remote Crisis Communications Center:

The nature of the crisis will determine the location of the crisis media center. Safety of staff and media should be paramount in making this decision. Should the crisis communications team determine that an off-site crisis media center must be established, the Obliteride crisis communications lead will mobilize one or more of the identified Crisis Communication Centers: Finish Line at Gas Works Park and the Obliteride office at Fred Hutch.

Media Relations Guidelines

General Principles:

- Obliteride will not release information unless permitted under applicable law.
- Obliteride will not release the name of any victim until his/her family gives permission.
- Obliteride will never release the identity of a sexual assault victim.
- If asked, Obliteride will give the gender/ages of victims, if known.
- If asked, Obliteride will give information about what caused an accident/crash, as determined by authorities subject to approval by legal counsel.
- Obliteride will confirm a death only if person is pronounced dead at the scene during an Obliteride event. All other injury status reports will come from the hospital.

Spokesperson Guidelines:

The crisis PR team (Kerri Schneider and Amy Anderson) is responsible for briefing the spokesperson(s) before interviews. The designated Obliteride Spokesperson is responsible for all public comments related to ride logistics and operational issues. If spokesperson is unavailable, Obliteride PR and Media Relations team member(s) will speak with media, with prior consultation with the VP of Communications. Fred Hutch VP of Communications will handle shootings, fatalities, etc.

The spokesperson should be briefed for each individual interview and should have the following information:

- Date, time and location of interview
- Name of reporter
- Name of media outlet (newspaper, television or radio station)
- Past experience with reporter of his/her station or newspaper
- Subjects and issues to be covered by the reporter

- Obliteride's position on these issues (key messages)
- Issues to avoid

The spokesperson may find the following guidelines helpful for communicating with media:

- Avoid "No comment." If you don't have any information, say that you don't – but will try to find out and get back to the journalist.
- Avoid "off the record" statements. Answer as if you expect to see anything you say in print.
- Stress Obliteride's primary concern for the safety of cyclists, staff, sponsors, volunteers, spectators and other audiences.
- Make sure you understand the question.
- Respond honestly and provide facts only. Do not provide opinions or speculate.
- Protect the privacy of the victim. Any medical information comes from hospital. No conjecture.
- Never give out the identity of a fatality victim until immediate relatives have been notified and have authorized the release of the name [See general principles].
- When possible, responses should be proactive, responsive and action-oriented.
- Remember to use simple terms that outside audiences can understand.
- Stay calm. If you begin to feel nervous, take a deep breath and slow down.
- Never assign blame.
- Get to the point. Remember those key messages!
- Don't repeat negative questions.
- Avoid "never" or "always."

Post Crisis Evaluation and Deactivation

Post-Crisis Communications:

- Crisis Resolution – When the crisis has been officially resolved, an official announcement is made by the appointed spokesperson. In addition, ride headquarters, the press center or other communication outlet personnel will be informed of the conclusion.
- Media Follow up – Conduct proactive media calls to ensure that all interview requests have been managed, information has been received and questions answered regarding the crisis situation. This action item is critical in communicating to key audiences how the situation was handled and the specific efforts taken to prevent this type of crisis in the future
- Crisis Communications Team Evaluation – Conduct a team meeting to assess the management of the crisis, effective and ineffective action items, lessons learned and responsibilities for team members in preparing for a future crisis situation.
- Media Coverage Evaluation – Review media coverage to identify issues related to the crisis that may need clarification or further attention to help effectively reach targeted audiences.

Deactivating of Crisis Communications Team:

The following will meet to determine when the crisis communications team should be deactivated from a crisis situation. Deactivation will be considered only when it is evident that a complete resolution to all crisis-related issues has been achieved.

- Obliteride/Fred Hutch Executives
- Obliteride and Fred Hutch Public Relations/Media team
- Ride Director and Ride Operations team (Medalist Sports)