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Crisis Management Plan Template

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Table of Contents

1. Introduction	4
1.1 Plan Rationale.....	4
1.2 Definition.....	4
1.3 Purpose.....	4
1.4 Commitment.....	5
1.5 Scope and Constraints.....	5
1.6 Planning.....	5
1.7 Crisis Escalation Table.....	5
2. Crisis Management Structure	5
2.1 Direction and Control.....	5
2.2 Administration.....	6
2.3 CMT Training.....	6
2.4 The Crisis and Incident Management Teams.....	6
2.5 CMT Roles & Responsibilities.....	7
2.6 Primary CMT member Contact Numbers.....	7
2.7 Alternate CMT member Contact Numbers.....	8
2.8 Key External contacts.....	9
2.9 CMT Role Descriptions.....	9
2.10 Incident Management Team (IMT) Roles and Responsibilities.....	17
3. Crisis Management Procedures	19
3.1 Immediate Response Procedures.....	19
3.2 Initial crisis information flows – review graphic in Crisis Management Resources.....	20
4. Templates	21
Template I: Initial Situation Assessment.....	21
Template II: CMT Log.....	22
Template III: CMT Standing Meeting Agenda.....	23
Template IV: Response and Recovery Status Report.....	24

1. Introduction

1.1 Plan Rationale

This document constitutes the Crisis Management Plan (CMP) for _____. The CMP addresses emergencies and disasters, to safeguard lives and assets through the effective use of staffing and resources during a crisis. The CMP will be activated when a crisis or disruptive event (natural or man-made) affecting _____ reaches proportions that cannot be managed through routine protocols and procedures, and/or may cause harm to _____ personnel, assets or reputation.

1.2 Definition

A "crisis" is: *A significant event that severely affects regular project operations or threatens the lives and well-being of _____ personnel, assets, and reputation. A crisis, for the purposes of the CMP, can be understood as an event that overwhelms _____ existing processes.*

"_____ personnel" is defined per the _____ - Duty of Care statement as staff and associated personnel including all _____ personnel, board members, consultants, contractors, fellows, interns and volunteers or others working on behalf of _____ in any _____ location or on behalf of _____ in a non-_____ location.

Failure to respond to a crisis in a timely and effective manner may not only impact _____ personnel resources, and ability to execute project-related activities, but it could also negatively affect _____ reputation in the eyes of personnel and their dependents, partners, donors, and the media. As such, any response to a crisis has two goals:

1. Protecting, and responding to the needs of, _____ personnel and their dependents;
2. Protecting _____ interests and providing business and project continuity in a timely manner.

1.3 Purpose

_____ Crisis Management Plan, outlines the procedures that management will consider implementing during a crisis to protect the organization's personnel, assets, and reputation. To this end, the Plan is based on the following key principles:

- Timely and accurate assessment(s) to enable a balanced judgment by the Crisis Management Team (CMT)
- Clearly defined roles and responsibilities
- Reliable communications and reporting procedures
- Pre-planned administrative support
- Maintenance of the security of operations during an atmosphere of speculation and rumor

The CMP has the following purposes:

1. Protect the safety and security of _____ personnel and assets, and its reputation.
2. Establish a mutual understanding of the authority, responsibilities, functions, and operation of the CMT during a crisis.
3. Provide a basis for the conduct and coordination of crisis operations and the management of critical resources during a crisis.
4. Provide contingency plans for major potential crises that may affect _____ personnel, assets, or programs.
5. Identify _____ role in coordinating crisis operations with outside agencies.
6. Outline roles and responsibilities for the orderly continuation of critical _____ functions through coordination with _____ offices across the United States.

The Crisis Management Plan is a tool to accomplish the above-mentioned purposes while minimizing confusion and duplication of effort. In the case of a crisis affecting personnel and/or property associated with office locations and programs, the Crisis Management Plan works in coordination with the site-level Incident Management Plan to be in place for each _____ office.

1.4 Commitment

_____ is committed to supporting the welfare of its personnel. The Crisis Management Plan maximizes human survival and preservation of property, minimizes danger, and assures responsible communication with personnel, stakeholders, and the public. This Plan is intended to be flexible to accommodate contingencies of all types, magnitudes, and durations.

1.5 Scope and Constraints

This document establishes the Crisis Management Plan for _____ and assigns responsibilities for the development, implementation, and maintenance of the Plan. The CMP applies to all _____ business units and, as applicable, to _____ offices for which individual Incident Management Plans should be developed. This Plan is the basic framework for crisis preparedness.

The scope of this document covers life/safety of _____ personnel and physical assets during crises. Its focus is adapting and responding to a crisis affecting programs and personnel/facilities. HQ and the field are responsible for communicating business and program continuity needs.

1.6 Planning

The CMT conducts continuous planning to maximize human survival and minimize the risk of personal injury and property loss from emergencies. It cooperates with U.S. government agencies and other partner organizations charged with disaster control and takes the necessary prudent steps to assure continuity of operations and restoration of normal activities as quickly as possible.

1.7 Crisis Escalation Table

The Crisis Management Team will be activated based on the type and severity of an event as characterized by the criteria outlined in the Crisis Escalation Table. Events that do not meet the activation criteria may still involve select members of the CMT, but in a varied structure. The crisis escalation table summarizes three event levels (incident, emergency, and crisis) and the associated activation criteria and requisite management responsibility. Examples of archetypal events are provided. The table should be referenced to aid in determining the appropriate level of organizational response and involvement of the CMT.

2. _____ Crisis Management Structure

2.1 Direction and Control

- The Executive Vice President (*or insert other leadership as fits your context*) of _____ authorizes the activities of the CMT and is responsible to the President and CEO (*or insert other leadership as fits your context*). If s/he chooses, the Executive Vice President or other leadership may designate a CMT leader as the responsible party for a specific Crisis Management Team.
- ***As soon as a potential crisis is reported –the Executive Vice President (or insert other leadership as fits your context). Chief Operating Officer, the Chief Financial and Innovation Officer, and the Senior Director, Safety and Security (or insert focal point), will decide whether to activate a CMT and will identify who will be the CMT Leader for that specific crisis.*** Incumbent CMT members should report potential crises to one of the four-positions above as soon as a suspected or possible crisis is reported through their respective management structures. The CMT leader will be chosen based on a number of practical factors including but not limited to business continuity considerations, the scope of the crisis, location of the crisis, and availability of the proposed CMT Leader. If the incumbent CMT leader is absent, then the CMT Leader will be selected from the ELT.
- As soon as information about a potential or perceived crisis is received, the respective staff member should first and immediately inform the EVP, COO, CFIO, or Senior Director (*or insert focal point*) ***except in situations when the information about the potential crisis is already in the media, in which case the receiving staff member should first and immediately notify _____.*** See section 3.2: initial crisis information – reporting process.

- All CMT members may change during the course of the crisis. Slow moving crises are known to last months or years and during this period, it is expected that the CMT members will change.
- The CMT members each support the process by allocating resources, interfacing with staff, the media, and outside response entities. They determine the short- and long-term effects of the crisis and may order an evacuation or shutdown if necessary.

CMT members hold assigned roles and are expected to execute their responsibilities as listed in this CMP. CMT members are expected to fully read and understand their responsibilities laid out in this Crisis Management Plan, and confirm such with their signature.

2.2 Administration

It is important to maintain complete and accurate records and documentation of actions taken (e.g., who, what and when decisions were made, etc.) to ensure an efficient crisis response and recovery, as well as to effectively incorporate post-crisis lessons learned in future CMPs. Additionally, certain records may be required by insurance providers, which may prove invaluable in the case of legal action after an event.

2.3 CMT Training

Members of the CMT are expected to participate in regular scenario-based tabletop training to ensure they are well versed in their roles and responsibilities. The exercise also serves as a tool to find gaps in the CMP to make adjustments and updates where needed.

2.4 The Crisis and Incident Management Teams

The Crisis Management Team (CMT) provides strategic direction influencing the overall response and recovery effort during major crises or disruptive events affecting _____ personnel and projects. The CMT is composed of multiple roles, each with different responsibilities. However, not all roles may be required for all crises or disruptive events. The CMT Leader will identify which roles are most applicable to the crisis at hand.

The primary responsibilities of the CMT are to:

1. Protect the safety and well-being of affected _____ personnel
2. Coordinate all crisis management-specific internal and external resources
3. Guide _____ leadership in crisis management
4. Ensure that accurate and appropriate information is conveyed to both internal and external audiences
5. Provide support for _____ personnel and families affected by the event
6. Ensure project continuity during and after event resolution
7. Preserve the integrity of the organization and its personnel, assets, and activities

CMP implementation is divided between two teams:

- The Crisis Management Team, located within administrative management, and
- The Incident Management Team is located at field sites.



2.5 CMT Roles & Responsibilities

A Primary and an Alternate team member are identified for each CMT position. Managers or key personnel from relevant HIAS departments will fill these positions or that directly work in those areas or are familiar with challenges / hazards that become critical during a crisis.

Alternates ensure each relevant department is represented at all times. In the event of a crisis, the Primary or the Alternate should participate in the CMT meeting, whichever is available. Once the Primary becomes available, the Alternate will step aside unless they have been assigned a role requiring that they continue. Since the Alternate executes the responsibilities with the same authority for their specific position if the Primary is unavailable or late in responding to a crisis, Alternates must be kept apprised of the crisis in a timely manner to ensure continuity should they be called upon to participate in the CMT. Both Primary and Alternate CMT members are required to fully brief the other in advance of their handover.

Subsequent CMT meetings should equally be attended in the same manner. Depending on the severity and/or duration of the crisis, Alternates may be called in to take over for the Primary to allow for vacation, leave, R&R, or related.

2.6 Primary CMT member Contact Numbers

First Name	Last Name	Title	CMT Role	Cell Phone	Email
		Director	CMT Leader		
			CMT Leader		
			CMT Leader		
			Programs		
			Public Affairs		
			Legal		
			Finance		
			Safety and Security		
			Human Resources		
			IT		
			CMT Administration Support		

2.7 Alternate CMT member Contact Numbers

First Name	Last Name	Title	CMT Role	Cell Phone	Email
			Programs		
			Public Affairs		
			Public Affairs		
			Safety and Security		
			CMT Administration Support		
			Legal		
			Finance		
			Human Resources		
			IT		

CMT Role	Responsibilities	Primary	Alternate
CMT Leader	The CMT Leader is the _____ designee with authority over both the CMT and the IMT, and with ultimate responsibility for the decisions of the CMT. The CMT Leader leads all aspects of the crisis response, delegating the technical aspects of the response to other CMT members. The CMT controls all incident-related activities. 1. Communicates all relevant information to the _____. Responsible for immediately informing the _____ of the crisis, as well as providing periodic updates as the crisis evolves. 2. Runs the CMT meetings. Drives the overall decision-making process of the CMT. 3. Receives all critical information from CMT members. 4. Directs assessments of the overall impact of the event to the organization. 5. Establishes response strategy with the advice of CMT members. 6. Mobilizes Crisis Response Teams as required. 7. Approves procedures for organizational and staff relocation. 8. Makes operational shutdown decisions. 9. Determines CMT membership. 10. Allocates resources to deal with the event as necessary. 11. Participates in crisis response de-briefings. 12. Reviews and evaluates all crisis response plans based on the following 3 criteria: a. Necessity. b. Risk Mitigation Effectiveness. c. Acceptability of the Risk.		

CMT – Programs Lead	The _____ fulfills this role. In the absence of the SVP for Programs, a designee from the Programs Division fulfills this role. This position serves as an intermediary between the CMT and the IMT and is responsible for the programmatic aspects of the crisis. 1. Participates in the assessment of the overall impact of the event to the organization. 2. Establishes operational shutdown procedures with inputs from country office leadership. 3. Advises CMT Leader on country office shutdown. 4. Determines and keeps in place in-house and/or contractor support needed for damage assessment, recovery, and integrity. 5. Serves as the primary point for contact with government or non-government donors on contract, funding, expenses, and support issues; 6. Responsible for ensuring government/non-government donor approval is granted for financial outlays. 7. Develops a record of loss and damage, such as pictures and/or video, for insurance purposes. 8. Provides facilities for operational relocation in support of business continuity. 9. Maintains and provides maps of affected area(s)? (Site, building floor plans, etc.) 10. Provides inventory of site/country office equipment 11. Participates in crisis response de-briefings. 12. Ensures contracts are strictly followed. 13. Makes partners aware of HIAS decisions. 14. Assists the Finance staff in determining what an allowable cost is and how many funds are available.		
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Legal	The _____ fills this role. In the absence of the _____, a designee from _____ fulfills this role. Provides advice regarding all applicable U.S. and host-nation laws and legal questions connected with the incident and recovery operations. 1. Participates in the assessment of the overall impact of the event to the organization. 2. Acts as General Counsel to the CMT. 3. Coordinates with local legal counsel as needed 4. Provides a legal risk assessment associated with decisions. 5. Advises as to potential legal liability and obligations. 6. Reviews all public statements and press releases prior to their release. 7. Advises regarding recovery actions in order to minimize potential liabilities to staff, visitors, the public, governments, property owners, vendors, and beneficiaries. 8. Evaluates and defends claims, lawsuits, and other adverse actions. 9. Participates in crisis response de-briefings.		
Finance	The _____ fills this role. In the absence of the CFO, a designee from the Finance Department fulfills this role. Responsible for providing the financial support necessary to assist in response and recovery efforts related to the incident. 1. Participates in the assessment of the overall impact of the event on _____. 2. Determines essential financial operations. 3. Maintains systems for essential financial transaction processing and business functionality. 4. Determines shutdown/transfer procedures for financial operations. 5. Identifies actions to file insurance claims for loss or damage to _____ property, and loss or injury to a third party. 6. Identifies internal financial coordinators who will assemble cost information to file claim. 7. Participates in crisis response de-briefings.		

Public Affairs	The _____ fills this role. In the absence of _____, _____ fulfills this role. Of this team, the designated spokesperson should not participate in CMT meetings, but should be briefed at regular intervals by the CMT on the official position to be taken vis-à-vis the media. Participates in the assessment of the overall impact of the event to the organization. 1. Closely coordinates with the spokesperson for _____ during the crisis. 2. Assesses reputational vulnerabilities across _____ and develops an issues brief to help management forecast potential problems. 3. Creates exposure alert and response processes to reduce surprises. 4. Prepares answers to questions that are likely to be raised by the press and outside entities. 5. Plans for gathering and briefing press on/off-site as appropriate. 6. Establishes guidelines for media access to staff. 7. Develops press releases. 8. Maintains a list of television and radio stations, as well as print media. 9. Participates in crisis response de-briefings.		
Safety and Security	_____ fills this role. In the absence of _____ the _____ fulfills this role. Supports CMT activities, and provides guidance to the CMT Leader. 1. Maintains the HQ Crisis Management Plan and holds copies. 2. Provides immediate response to the crisis (i.e., advises on shut down, sends crisis communications, directs staff actions for shelter-in-place, etc.). 3. Makes an initial damage assessment and directs security response to prevent injury or property damage. 4. Coordinates with Crisis Response Team, U.S. Government, law enforcement. 5. Establishes initial contact with external crisis response consultant if warranted. Participates in the assessment of the overall impact of the event on _____. 6. Maintains operations for crisis communications (with support from IT). 7. Participates in crisis response de-briefings.		

Human Resources	The _____ fills this role. In the absence of _____, _____ fulfills this role. Manages payroll/benefits issues for the affected personnel(s) and serves as the central point of contact for the CMT. 1. Participates in the assessment of the overall impact of the event to the organization. 2. Maintains updated staff database. 3. Identifies actions to file insurance claims for liability from injury or death of staff. 4. Provides support to families, such as benefits, transportation, etc. 5. Assists families in making travel arrangements (as the security situation allows). 6. Establishes counseling assistance for staff and families at HQ and the country office. 7. Communicates staff policy issues to the CMT as appropriate. 8. Participates in crisis response de-briefings. 9. Coordinates insurance _____ points of contact.		
IT	The _____ fills this role. In the absence of the _____, a representative from _____ fulfills this role. 1. Creates and maintains internal crisis communications infrastructure including live updates. 2. Creating and maintaining a listserv for CMT members (primaries, alternates, and bespoke listservs that will be dependent on the present CMT). 3. Advises the CMT on the status of IT systems, communications, and related resources throughout the organization. 4. Ensures all systems are operational.		

CMT Administration Support	_____ fills this role. In the absence of the _____, the _____ fills this role. Responsible for maintaining complete and detailed records/logs of all crisis activities, i.e., meetings, decisions, directives, telephone calls, etc. Ensures that all equipment is available and operable with support from IT. 1. Serves as contact point and coordinator on behalf of the CMT. 2. Prepares agenda and minutes for CMT meetings. 3. Coordinates CMT meetings with CMT Leader. 4. Coordinates internal crisis communications with IT Department. 5. Participates in CMT briefings. 6. Supports the CMT Leader, Programs leadership, and Safety and Security Focal Point in adequately documenting decisions, ensuring documentation is complete at all levels and related to a particular crisis. Participates in crisis response de-briefings.		
External Consultant(s)	The subject matter expert that provides advice and guidance to HIAS for implementing crisis response procedures. The consultant recommends options and provides information the CMT needs to make decisions.		

2.10 Incident Management Team (IMT) Roles and Responsibilities

The Crisis Management Team will work in close coordination with field sites. The IMT at the site that has the authority and responsibility to manage the direct impact of crisis incidents, including responding to and containing events to limit impact on _____ personnel, assets, and reputation.

The IMT should be composed of the following functions:

IMT membership
▪ Director
▪ Human Resources Manager
▪ Security Focal Point
▪ Finance
▪ Operations/Logistics Manager
▪ IT
▪ Administrator
▪ Communications
▪ Any other staff (if any) as appropriate

With support from the CMT, Site Directors and security focal points should identify Primary and Alternate staff members who will become IMT members in the roles listed above. It is understood that some _____ sites may not have each of these positions available to respond during a crisis (for example a dedicated communications or IT officer). In these situations, CMT focal points will be tasked with supporting the site office with fulfilling the mentioned function in coordination with the respective Site Director.

IMT Role	Responsibilities
Site Director	The local _____ senior manager with authority over IMT and has the responsibility to activate the IMT. 1. Communicates all relevant information to the CMT. 2. Drives the overall decision-making process. 3. Receives all critical information from IMT members. 4. Directs assessments of the overall impact of the event to the organization.

	5. Works with CMT to establish response strategy, formulate operational, and support requirements with the advice of IMT members. 6. Mobilizes Incident Response Teams as required. 7. Advises CMT on procedures for organizational and staff relocation. 8. Advises CMT operational shutdown decisions. 9. Determines IMT membership. 10. Allocates resources to deal with the event as necessary. 11. Participates in crisis response de-briefings. 12. Reviews and evaluates all crisis response plans based on the following 3 criteria: a. Necessity. b. Risk Mitigation Effectiveness. c. Acceptability of the Risk.
Site Programs Lead	The site lead is familiar with the programs context and has knowledge of the specific project(s) that may have been affected. 1. Works closely with the Site Director. 2. Works with CMT to engage with host community. 3. Assesses impact to programs. 4. Assumes control of the day-to-day response and recovery activities.
Finance	Works with the CMT and is responsible for providing the local financial support necessary to assist in response and recovery efforts related to the incident. 1. Participates in the assessment of the overall impact of the event on _____. 2. Manages local banking and petty cash in order to assist in response and recovery efforts related to the incident. 3. Determines essential financial operations that must be maintained. 4. Maintains systems for essential financial transaction processing and business functionality. 5. Determines shutdown / transfer procedures for financial operations. 6. Identifies internal financial coordinators that will assemble cost information to file claim. 7. Participates in crisis response de-briefings.
Communications	Facilitates relationships with the media. The Communications Officer should not participate in IMT meetings, but should be briefed daily by the CMT Coordinator on the official position to be taken vis-à-vis the media. 1. Participates in the assessment of the overall impact of the event to the organization. 2. Assesses reputational vulnerabilities across _____ and develops an issues brief to help management forecast potential problems. 3. Creates exposure alert and response processes to reduce surprises. 4. Works with CMT Communications to prepare answers to questions that are likely to be raised by the press and outside entities. 5. Plans for gathering and briefing press on/off-site as appropriate. 6. Maintains a list of television and radio stations, as well as print media.
Security (and Logistics)	A focal point who supports IMT activities and provides guidance to the CMT.

	1. Maintains and holds copies of the site office Incident Management Plans. 2. Provides immediate response to the crisis (i.e., advises on shut down, evacuation, sends crisis communications, directs staff actions for shelter-in-place, etc.). 3. Makes an initial damage assessment and directs security response to prevent injury or property damage. 4. Coordinates with Safety and Security CMT focal point, as well as local/national authorities. 5. Participates in the assessment of the overall impact of the event on _____. 6. Maintains operations for crisis communications (with support from IT). 7. Participates in crisis response de-briefings.
Human Resources	Manages payroll/benefits issues for the affected personnel(s)
IT	Works and advises the CMT on the status of IT systems, communications, and related resources throughout the organization. Ensures all systems are operational.
Admin Support	Responsible for maintaining complete and detailed records/logs of all crisis activities, i.e., meetings, decisions, orders, telephone calls, etc. Ensures that all equipment is available and operable. Coordinates with CMT Administration Support.
External Consultant (Crisis Dependent)	The subject matter expert that provides advice and guidance to for implementing recovery plans. The consultant recommends options and provides information needed to make decisions.

1. Crisis Management Procedures

- The Safety and Security Focal Point and/or CMT Administration Support will issue an email and/or make telephone calls to the members of the CMT indicating that there is a crisis. This notice instructs the members of the CMT to meet at a predetermined location or to use a telephone call-in number.
- The CMT will convene in a meeting room upon being notified of a crisis. Should there be logistical constraints that prevent the CMT from meeting in person; the CMT will convene telephonically via a Zoom meeting call. If the Office is inaccessible for any reason, then the alternative CMT location will be determined by the CMT Leader.
- Each site should designate an Incident Management Team (IMT) work area. It will be necessary to ensure that the appropriate communications equipment and supplies related to crisis response activities are readily available.

3.1 Immediate Response Procedures

When CMT members are contacted by _____, CMT members should not discuss information about the incident externally with any other person apart from CMT members. Key questions will likely be:

1. Are there casualties? Who is caring for the victims?
2. Preliminary estimate of the damage done to _____ facilities?
3. Is there access to the area? Has the site been evacuated?
4. Are there communications with _____ personnel on the ground?
5. What is the status of office activity?
6. Who is leading the response in the office?
7. Who knows about this incident?

Consider:

1. How quickly is action required?
2. What help / support will be required?
3. What is needed for the CMT meeting?
4. Should a telephone bridge be initiated?
5. Upcoming schedule commitments and the need to modify plans.

To Do:

1. Start a diary of events.
2. Obtain the following incident details:
 - a. Nature or cause of incident.
 - b. Precise location, date and time.
 - c. Identity and contact details of any witnesses.
 - d. Current location of personnel (if applicable).
 - e. Nature and extent of injuries.
 - f. Name, contact details of doctor/hospital.
 - g. Is family aware of incident?
 - h. Any media knowledge or interest?
 - i. Are any law enforcement or other government authorities aware of the incident; if so, which ones? Are they investigating the incident?
 - j. In all serious incidents, such as extortion, cyber-crime, bomb threat, etc., obtain sufficient information to permit the CMT to make a preliminary assessment of the situation.
3. The primary and backup telephone contact details for the next two hours of the person providing this information.
4. Immediately consult with senior leadership to who will determine if the CMT should be activated.
5. Prepare short written report of incident for CMT.

3.2 Initial crisis information flows – [review graphic in Crisis Management Resources Folder](#)**4. Templates****Template I: Initial Situation Assessment**

Crisis or Disruptive Event Name	Current Date/Time	Report Submitted By (Name and Title)	Contact Information (Phone and E-mail)

Public Authority in Charge Who is the public authority in charge of the situation?	
Crisis Criteria Which of the following crisis criteria (triggers) are met or at risk of being met?	• Loss of life or severe injury to multiple personnel • Major loss of assets; asset loss in excess of USD 25,000 • Major loss of or destruction of office space, residence • or vehicles; long-term impact on operations expected • Loss of reputation among personnel or funders possible; damage to reputation possible
Personnel Well-Being Are all known personnel accounted for? Can we confirm personnel deaths/injuries because of the crisis or incident?	

Facility/Infrastructure Status Is a project location or are critical resources damaged and/or unavailable?	
Media Presence Is media present at the HQ, Country Office, or at a project location?	
Family Issues Because of the crisis or disruptive event, does the CMT need to consider any family support requirements?	
Escalation Risk Is there a risk that the event could escalate to something larger?	
Other Facts What do we know about the incident? What can we absolutely confirm? Facts should be kept very separate from assumptions.	
Assumptions What do we believe has contributed to the event?	
Objectives The CMT should agree on an overall objective, which will underpin all decisions and response options.	

Template II: CMT Log

The Crisis Management Team will maintain a log of all decisions, actions, and communications. This log will assist in shift transitions, lessons learned documentation, and Plan enhancement. Administrative Support is responsible for documenting activities, decisions, and communications, and submitting this form to the CMT Leader at the end of each shift.

Crisis or Disruptive Event Description

Date	Time	Decision / Action / Communication	Assigned To:

Template III: CMT Standing Meeting Agenda

Crisis/Disruptive Event Name:			Date and Time:	
CMT Members Present				
Response Objectives:	1. 2. 3.			
Phase of the Incident:	- Initial Response - Assessment - Recovery - Ongoing Operations			

1. Review situation assessment or status update
 - a. Revisit/remind participants of _____ response objectives for this incident
 - b. Discuss facts

- c. Discuss assumptions
 - d. Discuss security risk assessment (when warranted)
 - e. Summary of Incident Management Team requests
 - f. Review previous decisions and actions (as applicable)
 - g. Update on status staff accounting and safety
2. Discuss realized or anticipated impacts (see Page 8)
 3. Determine what situation-specific actions may need to take place, assign personnel, and establish a timeline for each action (review procedures beginning on Page 14)
 4. Discuss and reach consensus regarding the organization's response and recovery strategy
 5. Discuss and provide input to critical and non-critical business activities regarding organizational response and recovery priorities
 6. Review crisis communications efforts to date; identify upcoming, required communications to key stakeholders
 7. Confirm next meeting date and time

REMINDER: Update the affected IMT Leader(s) following each CMT discussion.

Template IV: Response and Recovery Status Report

Data and information for this report should be retrieved from the ongoing CMT log, which serves as a real-time log of date-stamped information received, actions, decisions, and assumptions.

Crisis or Disruptive Event Name	Current Date/Time	Report Submitted By (Name and Title)	Contact Information (Phone and E-mail)

Personnel Status Staff well-being and location confirmed. Who is missing, injured, or killed?	
Facilities Status List facility names and indicate if open, closed, degraded, and/or inaccessible.	
Consultant/Sub grantee Status List all consultant and sub grantee issues affecting project performance.	
Communications and IT Status List communications methods that are unavailable or degraded.	
Other Resources Status Describe other resources that are unavailable or degraded.	
Response Summary/Priorities Summarize key response and recovery activities.	
Open Requests/Needs Describe any open requests submitted to the Crisis Management Center that have yet to be fulfilled.	
Other Comments	