



Crisis Management Team Charter

Purpose

The purpose of the crisis management team is to

- Minimize, respond, and if possible, avoid a crisis;
- When a crisis hits, allow community-based organization (CBO) to recover as quickly as possible with minimal negative repercussions.

Team Members

Leadership and other roles critical to internal and external response.

Goals

- Ensure the CBO is prepared to successfully respond in crisis
- Minimize impact on staff and clients by responding quickly and efficiently
- Protect CBO's stability (of funding, service delivery, community impact, etc.)

Responsibilities

Planning

- Review and maintain playbook
- Review and implement annual training plans
- Ensure continuity with staff turnover
- Regularly scan landscape (internal and external)

Response

- Identify crisis impact and action required
- Activate response plan
- Communicate to internal and external stakeholders
- Assess crisis impact and response overtime, adjusting as needed

Post-Crisis

- Capture learnings; debrief and document
- Determine ongoing service/policy adjustments
- Utilize learnings to strengthen CBO's impact, reputation and relationships



Crisis Management Team Charter

Deliverables/Frequency

Monthly

- Standing meeting agenda topic
- Landscape scan pulse check
- Updates from working groups
- Status from last crisis & impact analysis
- Documentation/process updates from lessons learned
- Looking ahead – Determine upcoming priorities for team, including quarterly work session agendas

Quarterly

- Working sessions

Annually

- Implement agency training activities
- Report on the work plan from the year prior
- Set a work plan for the year



PEOPLE

- **What is the anticipated impact on people?**
 - Does this crisis impact our clients?
 - How broadly? Is there a specific location/community?
 - What kind of impact? What are the similarities/differences across locations/communities?
 - Are there any safety concerns?
 - Can our clients effectively communicate with us? Can we effectively communicate with them?
 - How long do we anticipate this impact will last? Do we anticipate it will change over time?
 - Do we anticipate more clients will be dependent on us for basic needs that previously weren't? Any commonalities in these clients?
 - What immediate support/ basic needs do our clients need?
 - Does this crisis impact our employees or volunteers?
 - Who? Limited to a specific program/service/jurisdiction?
 - Are there any safety concerns?
 - How long do we anticipate this impact will last?
 - What immediate support do our employees/volunteers need?
 - Technology, financial, materials, mental/emotional support?
 - What are the immediate communications for clients and employees?
 - Who are we talking to? What channels are available? Who will develop messaging? Who needs to approve? Who communicates?
- **What other resources/agencies are responding to this crisis? Have we connected with them?**
 - What resources or support might we need from other agencies?
 - Are these other agencies familiar with us and do we have a point of contact (POC)?



Crisis Readiness Agency Questions

SERVICE

- **What is the anticipated impact on service delivery?**
 - Any service disruptions?
 - Does the modality of the service delivery need to change?
 - What is needed to continue to provide services?
 - What skills or resources may be beneficial?
 - Does the focus of our interventions need to change due to the crisis?
 - Are new (unfunded) services needed?
 - Do current funders (contracts/grants), vendors or community partners need to be notified? Immediately or in the following weeks?
- **Is staff redeployment indicated?**
 - Are there identified crisis response trained staff to be pulled?
 - How does redeployment affect our current services?
 - What training is needed?
- **What policies and SOPs need to be enacted or updated?**
 - Is training needed? Who can do the training?
- **How quickly can the change be implemented?**
 - Do we have the skills on the team to implement the changes/training?
 - What capacity do we have to activate the changes/trainings?
- **What is the timeline and stages of response for each of the services needed?**
- **Does this crisis impact any of our future program plans?**
 - Immediate, long term?

HR

- What benefits do we need to add or modify?
 - Financial (e.g., bonus pay, gas subsidy), Resources (e.g., mental health support), Workplace (e.g., flexible hours, job structure, location)
- Compensation changes:
 - Are there any open roles that staff could take to earn more compensation? (e.g., split roles, temporary assignments)?
 - Does redeployment affect compensation?
- What is the impact on culture/morale?
 - How can we increase morale or enact positive cultural change if need be?



TECHNOLOGY

- **Do we have the technology our staff/volunteers need to serve the community throughout this crisis?**
 - Are there better technologies we need to consider?
 - Do we need to purchase new software, hardware or licenses?
 - What if there is no internet? What is the back up?
- **Do any of our systems capacities need to increase to meet the demand of the crisis?**
- **On the backend, what do we need to create to support?**
 - Do we need to create phone numbers/shared accounts, etc. for the crisis team?
 - Do we have the digital forms and content that we need to respond to the crisis?

FINANCIAL/CONTRACT

- **What funding is available to support these changes/training?**
 - Does this impact a government contract or a fundraised resource?
 - Is there any working capital or reserve funding available?
- **Cashflow management**
 - Are there any rents that could be abated or paused?
 - Any invoice due dates that could be adjusted?
 - Any advances that can be taken?
 - Do we need to activate a line of credit?
 - Are there any services that can be temporarily paused or canceled early?
- **Government/Policy Intervention**
 - Is it possible to cancel due to “Act of God” or a declared state of emergency?
 - Are there any government grant or loan opportunities available?
- **What funding might we lose if we don’t fulfill a contracted service?**
- **Are there any reporting deadlines that could be adjusted?**



COMMUNICATIONS/DEVELOPMENT

- **What are the immediate updated client program needs (services, events, drives)?**
 - What needs to be created, paused, stopped?
 - Where do we share those needs and solutions (internal and external)?
 - What external and internal channels do we use to disseminate messages that are specific to this team's work? (e.g., fundraising, coordinating volunteers, in-kind donations, agency communications, etc.)
 - What do external audiences (e.g., referral partners, community partners, funders) need to know?
 - What mechanisms are in place to get feedback from program staff responding on the ground and how do we leverage?
 - What new volunteer opportunities can be created to meet volunteer supply surge?
- **How do we communicate crisis & resolution to the public?**
 - What are the implications of the crisis now and in the future?
 - Might this harm CBO in the short or long term?
 - How transparent should we be?
 - What is the why behind organization-wide decisions?
 - What do our donors need to know, and when, in order to create the opportunity for them to respond?
- **How does this crisis impact fundraising?**
 - Do we need a new appeal to mitigate the crisis?
- **Medium/Long-term considerations**
 - What are the ongoing fundraising needs and how do we communicate updates?
 - What are the program/agency communication needs?
 - What are the needs of our partners/funders/volunteers?



ACTION

- **Response plan activation:** Are we ready to deploy? Have we practiced our response recently? Is everything current and updated? Are comms plans in place?
- **Communications plan activation:** What are our ongoing plans for communicating? What channels, frequency, audiences? Who will be the “voice” behind the comms?

SUPPLEMENTAL

- **What are the long-term implications of the crisis for the organization?**
 - Brand
 - People
 - Service delivery
 - Fundraising/Financial
 - Technology
- **What lessons can we learn from this crisis to improve our preparedness for future events?**
- **What SOPs can be updated based on this crisis and our response?**
- **How can we use this crisis as an opportunity to strengthen our community and connections?**
 - Thought leadership
 - Story capture for marketing
 - Case studies

STEERING COMMITTEE

- **Who decides what resources to utilize and when?**
- **Who is responsible for the decision tree and approvals?**
- **Who is responsible for the comms plan and message development?**
- **Who else needs to be brought into the conversation (beyond the current committee)?**