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Planned Parenthood
Medical Center Violence Crisis Communications Plan
By Max Weiss

Revised 8/4/2018

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Statement to Employees

Being a high-profile organization that provides health care to millions of men and women every year comes with its positives and negatives. We are respected and trusted by millions of Americans, but some do not accept the work we do to advance the cause of women's health care and provide safe and legal medical procedures regarding terminating a pregnancy. Thus, we are a target for those seeking to restrict a woman's right to choose.

We take every step possible to prevent any sort of violence at our medical centers. From double locked doors to security guards, to people assisting patients in entering a protested center, there are policies in place to ensure your safety and the safety of our patients.

We regularly coordinate with local and federal law enforcement officers regarding threats and any related incidents that could reasonably occur at one of our centers. We follow a simple policy, if you see something, say something. Nothing is too little for you to tell your boss or regional director.

You are a critical link in preventing crises from happening. By following Planned Parenthood's policies and procedures, being vigilant and aware of your surroundings, and by maintaining a safe, clean, and professional work environment, we can all work together to minimize the likelihood of violence at our places of work.

However, no matter how many steps we take or how many times we remain vigilant and prepared, not every event can be stopped and there is always a chance, albeit a slim chance, that someone who seeks to do us harm, is able to cause harm in our community. Thus, if violence at a center occurs, we will be prepared and ready to act to make sure that the situation is quickly resolved, and everyone gets out safe.

Planned Parenthood cannot function without you, and your work is critical to the millions of men and women who seek out our healthcare services every year.

Sincerely,

Cecile Richards
President

Naomi Aberly
Chair of the Board of Directors

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Acknowledgment of Crisis Plan

By signing this statement, I verify that I have read this plan and am prepared to put into effect if the crisis were to occur.

Cecile Richards
President

Naomi Aberly
Chair of the Board of Directors

Melvin Galloway
Executive Vice-President and Chief
Operating Officer

Vickie Barrow-Klein
Chief Financial Officer

Danette Hill
Chief Human Resources Officer

Kim Custer
Executive VP of Health Care

Debra Alligood White
Senior VP and General Counsel

Purpose and Objectives

PURPOSE

If an act of violence were to occur at our centers, the first steps are to ensure that damage to life and property is minimized. The safety of our patients and staff are the top priority during an act of violence. This plan is intended to inform our patients, our supporters, and our staff of the events that occurred, how Planned Parenthood is reacting, and how to restore confidence that our centers are safe, and most importantly, that our mission to provide quality healthcare remains undeterred.

OBJECTIVES

1. Ensure the safety of everyone involved and prioritize safety over everything else.
2. Initiate the crisis plan within 30 minutes of notification of the incident.
3. Inform all Planned Parenthood medical centers within 1 hour of the incident.
4. Issue statement to the media within 2 hours of the incident with initial assessment and notification of violence
5. Issue a more detailed statement with conditions and any casualties within 4 hours
6. Provide additional security at all Planned Parenthood centers using local police resources within 2 hours for the following two business days, or as security is needed.
7. Provide updates to the media on casualties and conditions every 8 hours until no longer applicable.
8. Avoid directly attacking Republicans or anti-choice proponents.
9. Within 5 business days, review the events to figure out what occurred and how it happened despite protocols and policies.
10. Maintain honest and frank communication with the media and do not attempt to sugarcoat events or details.

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Newspaper and Television Contacts

National Newspapers

Washington Post	1301 K St NW, Washington, DC 20071	202.334.6000
New York Times	242 W 41st St, New York, NY 10036	646-951-4771
Politico	1000 Wilson Blvd, 8th Floor Arlington, VA, 22209	703.647.7999
Bloomberg News	731 Lexington Avenue, New York City, New York, 10022	DC: 202 624 1800 NYC: 212 318 2300 Additional Bureaus: https://www.bloomberg.com/company/news-bureaus/
BuzzFeed	111 E. 18th Street 13th Floor New York, NY 10003	646-379-1975
Tribune Services	435 N Michigan Ave Chicago, IL 60611	312-222-3232

Key Regional Print Media

Northeast US	Boston Globe	1, Exchange Place, Boston, MA 02109	EIC: 617-929-3059
	Manchester Union Leader	100 William Loeb Dr, Manchester, NH 03109	(603) 668-4321
	Portland Press-Herald	295 Gannett Dr, South Portland, ME 04106	(207) 791-6650
	Hartford Courant	285 Broad St, Hartford, CT 06457	(860) 241-6200
	The Providence Journal	75 Fountain St, Providence, RI 02902	(401) 277-7600
Mid-Atlantic	Philadelphia Inquirer	801 Market St, Philadelphia, PA 19107	(215) 222-2765
	Pittsburgh Post-Gazette	358 N Shore Dr, Pittsburgh, PA 15212	(800) 228-6397
	Baltimore Sun	300 E Cromwell St, Baltimore, MD 21230	(410) 347-0891

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	Richmond Times-Dispatch	300 E Franklin St, Richmond, VA 23219	(804) 649-6000
Southeast	Miami Herald	3511 NW 91st Ave, Doral, FL 33172	(305) 350-2111
	Tampa Bay Times	490 1st Ave S, St. Petersburg, FL 33701	(800) 333-7505
	Alabama Media Group	1731 1st Ave N, Birmingham, AL 35203	(205) 325-4444
	Atlanta Journal Constitution	223 Perimeter Center Pkwy NE, Dunwoody, GA 30346.	(404) 526-5151
	Charlotte Observer	333 E Trade St, Charlotte, NC 28202	(704) 372-3021
South Central	Dallas Morning News	3900 W Plano Pkwy, Plano, TX 75075	(972) 964-4200
	The Oklahoman	100 W Main St #100, Oklahoma City, OK 73102	(405) 475-3311
	Houston Chronicle	4747 Southwest Fwy, Houston, TX 77027	(713) 362-7211
	Arkansas Democrat-Gazette	121 E Capitol Ave, Little Rock, AR 72201	(501) 378-3400
South West	Arizona Republic	200 E Van Buren St, Phoenix, AZ 85004	(602) 444-8000
	Albuquerque Journal	7777 Jefferson St NE, Albuquerque, NM 87109	(505) 823-3800
	Las Vegas Review-Journal	1111 W Bonanza Rd, Las Vegas, NV 89106	(702) 383-0211
	Los Angeles Times	2300 E Imperial Hwy, El Segundo, CA 90245	(213) 237-5000
North West	Sacramento Bee	2100 Q St, Sacramento, CA 95816	(916) 321-1000
	San Francisco Chronicle	901 Mission St, San Francisco, CA 94103	(415) 777-1111
	Seattle Times	19200 120th Ave NE, Bothell, WA 98011	(425) 489-7000
	The Oregonian	1500 SW 1st Ave, Portland, OR 97201	(503) 221-8327
Midwest	Milwaukee Journal Sentinel	333 W State St, Milwaukee, WI 53203	(414) 224-2000
	St. Louis Post-Dispatch	900 N Tucker Blvd, St. Louis, MO 63101	(314) 340-8000
	Minneapolis Star Tribune	650 3rd Ave S #1300, Minneapolis, MN 55488	(612) 673-4000

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	Kansas City Star	1729 Grand Blvd, Kansas City, MO 64108	(816) 234-4013
Great Plains	Omaha World-Herald	1314 Douglas St, Omaha, NE 68102	(402) 444-1000
	Denver Post	5990 Washington St, Denver, CO 80216	(303) 832-3232
	Salt Lake Tribune	90 400 W #700, Salt Lake City, UT 84101	(801) 257-8742
	Sioux Falls Argus Leader	200 S Minnesota Ave, Sioux Falls, SD 57104	(605) 610-0792

Newsires

Associated Press	200 Liberty Street New York, NY 10281	DC: (202) 641-9000 NYC: (212) 621-1500 Additional Bureaus: https://www.ap.org/bureaus
Reuters	Thomson Reuters 3 Times Square New York, NY 10036 USA	General: 646 223 4000 Additional US Bureaus: https://bit.ly/2mWJa6W

TV and Radio Stations

CNN	1 CNN Center, Atlanta, GA 30303	404.827.1500
NBC	30 Rockefeller Plaza, New York City, New York, 10111	646-858-9310
Fox News	1211 6th Ave, New York, NY 10036	888-369-4762
CBS News	524 West 57th St. New York, NY 10019	(212) 975-3247
NPR	1111 North Capitol Street, NE, Washington, DC 20002	(202) 513-2000

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Crisis Communications Team

Title	Employee	Phone Number	Email
Crisis Comm. Mgr. Duties: Lead direction of team and approval of all quotes and outward facing material, including releases, talking points, and interview requests.	Communications Director, Max Weiss		
Deputy Crisis Comm. Mgr. Duties: Assist Crisis Comm. Mgr. in any related needs. Be 2 nd in the chain of command. All releases and outward facing material, apart from quotes and interview requests, must also be approved in a chain via this person.	Director, Public Engagement Alencia Johnson		
Crisis Control Room Coord. Duties: Oversee scheduling of spokespersons and coordinate logistics of interviews and office activities.	Executive Vice-President and Chief Operating Officer Melvin Galloway		
Spokesperson 1 Duties: Primary on the record spokesperson for national media TV interviews.	Planned Parenthood President Cecile Richards		
Spokesperson 2 Duties: Secondary on the record spokesperson for TV news, primary spokesperson for print media.	Board of Directors Chair Naomi Aberly		
Field Spokesperson Duties: Brief media at the location of the incident and coordinate on-scene press.	TBD depending on location-coordinate with law enforcement spokesperson for information.		
Media Contact Duties: Manage requests line and rank priorities for the manager to respond to and	TBD		

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work closely with Control Room coordinator to schedule interviews with media.			
Expert Duties: Provide general consulting to all staff regarding crisis communications responses and an additional voice in the room to ensure on message communication.	TBD- Outside Consultant		
Legal Counsel Duties: Approve all materials that are flagged by the crisis manager for needing legal review. Work closely with spokespersons to ensure on the record statements are not putting Planned Parenthood in a perilous legal position.	Senior VP and General Counsel Debra Alligood White		

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Pre-Gathered Information

- List of all healthcare centers nationwide
- Contact information for all health centers and state federation directors
- Up to date information on threats towards centers
- Photos and bios of spokespeople
- Interview studio located in office building capable of TV interviews
- Pre-written initial release.
- Background materials relating to Planned Parenthood's history, any past violence at our centers, and quotes from anti-choice advocates inciting violence at our centers.
- Contact information for police, fire, and EMT departments in all towns with a Planned Parenthood

Glossary of Commonly Used Terms

Anti-Choice: Commonly referred to as “pro-life”, anti-choice is now the preferred term to describe those opposed to the act of abortion. Typically, from a political standpoint, Republicans are much more likely to identify as “pro-life” than Democrats. Polling also shows that 48% of Americans identify as “pro-life.”¹

Pro-Choice: Those that are pro-choice believe that a woman’s right to an abortion is a choice between her and her doctor and should be minimally regulated. 48 % of Americans hold this position and it is more common among Democrats than Republicans.²

Roe v. Wade: In *Roe v. Wade*, the Supreme Court found that a woman’s right to make her own decisions about her pregnancy deserves the highest level of constitutional protection. The court also recognized that the right to privacy is not absolute and that a state has valid interests in safeguarding the maternal health and protecting potential life. A state may – but is not required to – prohibit abortion after viability, except when it is necessary to protect a woman’s life or health.³

Abortion: An abortion is a procedure to terminate a pregnancy. The procedure is either performed via an In-Clinic Abortion, where a doctor, nurse, or other health care provider uses suction to remove the pregnancy from the uterus or via a pill, that causes the uterus to expel the pregnancy in a manner similar to having a miscarriage.⁴

Hyde Amendment: The Hyde Amendment has blocked federal funding for abortion services since 1976. This amendment means a woman on Medicaid cannot receive an abortion using Medicaid even if the woman, and her doctor, agree that abortion is the right choice for her.

¹ Abortion: <https://news.gallup.com/poll/1576/abortion.aspx>

² Ibid.

³ ROE V. WADE: ITS HISTORY AND IMPACT:

https://www.plannedparenthoodaction.org/uploads/filer_public/c6/59/c65961ce-447c-48e1-b315-79bfac151e42/abortion_roe_history.pdf

⁴ Abortion: <https://www.plannedparenthood.org/learn/abortion>

Useful Internet Sources

<https://www.plannedparenthood.org/>

- Planned Parenthood Website
 - Contains all info on
 - Locations
 - Senior Staff
 - History
 - Medical information

<https://www.fbi.gov/>

- FBI (Federal Bureau of Investigation)
 - Useful for contacting for investigation or potential threats to centers.
 - All threats should be sent to them.

<https://www.nrlc.org/site/>

- National Right to Life
 - The largest anti-choice group in America.
 - Check for pressroom on violence following attacks

<https://twitter.com/realDonaldTrump>

- President Trump's Twitter Page
 - Information on any potential incitements
 - Watch for after attack. If he is to comment, likely to be from this account.

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News Release

FOR IMMEDIATE RELEASE

Month Day, Year

CONTACT:

press@plannedparenthood.org

Planned Parenthood Statement on (Bombing/Violence/Shooting) in (city, state)

WASHINGTON – Planned Parenthood Federation of America is aware of the (bombing/violence/shooting) in (City, state) and is releasing the following initial statement.

“Our hearts go out to all of our patients and staff at the (CITY, TOWN) Planned Parenthood facility who are now victims of senseless violence,” **said Planned Parenthood President Cecile Richards.** “We take the safety of our patients and staff seriously and it continues to be our top priority. While we are still working to figure out additional details, we will be taking immediate measures to ensure the safety of all Planned Parenthood centers nationwide.”

ON BACKGROUND

(May attribute information to “a Planned Parenthood official”)

Planned Parenthood’s priority following this act of violence will be to ensure the safety and security of all our centers. All centers will be notified shortly of increased security personnel at all Planned Parenthood medical centers nationwide. This will consist of local police and in some cases private security. Operations of Planned Parenthood medical centers will not cease and will continue as usual with the additional security in place. Planned Parenthood will continue to update interested parties on the status of our (CITY, TOWN) center with any casualties, loss of property and other relevant information as it becomes available to us.

PRESS INFORMATION

The next briefing, barring changes, will be at (TIME + 4 hours) at (LOCATION). A conference call patch in and video feed will also be available. Releases with urgent information will be disseminated to all of you as it becomes available. If you have information needing urgent confirmation, please contact us at the email listed above and, as always, be wary of social media reports from unverified sources in the wake of an attack and please work to confirm it with Planned Parenthood officials.

Spokesperson Talking Points

Abortion

- Abortion is a constitutionally protected medical procedure and the ability to obtain one legally and safely should be upheld.
- Planned Parenthood is a pro-choice organization.
- Less than 3% of all Planned Parenthood activities are abortion-related.
- No federal funding is ever used for abortion services.

Violence

- Violence is never acceptable.
- Those who seek to do us harm are, simply put, domestic terrorists.
- Planned Parenthood has had violent attacks in the past and our resolve to continue our services will remain strong.
- Planned Parenthood centers have seen violence as recently as 2015.

Politics

- The anti-choice rhetoric from some politicians certainly does not help prevent this sort of violence.
- It's crucial that politicians and leaders unequivocally condemn this act of violence, regardless of position on abortion.
- Choice is not a Democrat or a Republican issue, but one that enjoys broad bi-partisan support.
- People can donate to protect the right to choose in the face of attacks on it at plannedparenthoodaction.org

SPECIFIC RESPONSES TO LIKELY QUESTIONS

- Motives of Violence: "It would be unwise to speculate given the information we currently have"
- President Trump: "We're more focused on the safety of our patients and staff than what the President thinks."
- If Republicans are to blame: "Now is not the time for politics. Right now, we're focused on the safety of our patients and staff."
- How did this happen in the first place: "We're still working to gather all the information and will brief you as it becomes available."
- Was there any warning: "We're still working to obtain that information, we'll brief you as it becomes available, but we're focused on making sure everyone is safe."

IF YOU DON'T KNOW THE ANSWER, IT IS OK TO SAY, "I will get back to you on that."