Crisis Management Plan



Waymo LLC
Created October 2024

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Introduction.

Waymo Family,

As a company we strive to be the world's most trusted driver by leading the forefront of innovative autonomous driving technology. This means safer roads, more travel accessibility, and sustainable operations in the community we operate in. We have been the industry leader since our conception as Google's Self-Driving Car Project and are determined to continue shaping the future of the transportation industry. We are not just creating a new way to travel; we are contributing to safer roads and sustainable transportation that meet the demands of the future.

We will inevitably face challenges as we continue pushing the boundaries of self-driving vehicles. These challenges will bring uncertainty, and during times of uncertainty, it is essential to have a strong and functional crisis plan. We want to stress the importance of understanding the following plan, as each individual plays a role in its implementation and performance. Remember, this plan is not a formality; it is essential for our success and the safety of our customers who trust our technology. This plan protects our customers, company, and employees and ensures we handle and recover from any challenges we may face. The plan outlines specific protocols and key personnel for responding to various potential crises that can and will arise. Waymo employees are expected to adhere to the plan's guidelines in order to support timely response and corrective action during crises. This plan ensures that we can protect what we have built together and continue to innovate for the future.

Every decision made during a crisis can impact safety, compliance, integrity, and image. It is essential to operate within the plan's boundaries when addressing a crisis as deviating from the plan may negatively impact Waymo and, more importantly, our customers. Each member of the Waymo family is essential to creating a seamless response to any crisis. Holding each other accountable and to high standards is what will ensure our longevity and ability to continue innovating. Please review the plan below to understand your individual responsibilities, as well as the collective goal. Reach out to your superior if you have any questions, we are here for you. When a crisis arises, we will address it head-on and emerge stronger.

Best regards,
Tekedra Mawakana and Dmitri Dolgov
Co-CEO's, Waymo

Acknowledgments

We, the undersigned, acknowledge the complete revision and understanding of the Waymo Crisis Management Plan. We give full authorization of this plan, and fully commit to its effective implementation in the event of a crisis.

By signing below, we confirm that:

1. We have read and understand the entirety of the Waymo Crisis Management Plan.
2. We understand our respective roles, responsibilities, and procedures outlined.
3. We are prepared to implement the response actions that this plan details.
4. We commit to respect and follow the guidelines established by this plan.

Name	Title	Signature	Date
Tekedra Mawakana	Co-CEO	_____	MM/DD/YYYY
Dmitri Dolgov	Co-CEO	_____	MM/DD/YYYY
Suzanne Philion	Head of Communications	_____	MM/DD/YYYY
Katherine Barna	Head of Public Relations	_____	MM/DD/YYYY
Tilia Gode	Head of Risk and Insurance	_____	MM/DD/YYYY
Rob Patrick	Manager of Emergency Response and Outreach	_____	MM/DD/YYYY
Becky Bucich	Chief People Officer	_____	MM/DD/YYYY
Elisa de Martel	Chief Financial Officer	_____	MM/DD/YYYY
Amar Mehta	Chief Legal Officer	_____	MM/DD/YYYY
Mauricio Peña	Chief Safety Officer	_____	MM/DD/YYYY
Daniel Chu	VP of Product	_____	MM/DD/YYYY
Satish Jeyachandran	VP of Engineering	_____	MM/DD/YYYY
Ryan McNamara	VP of Operations	_____	MM/DD/YYYY

Rehearsal Dates

Regular rehearsals are scheduled to ensure preparedness for any potential crisis. Frequency of rehearsals are dependent on perceived threat and likelihood. The schedule below outlines the planned dates for the most important and likely crises that may arise. Additional rehearsals will be conducted as needed.

Rehearsal Dates

CRISIS	Rehearsal Frequency	Rehearsal Dates
Mechanical Malfunction	Every 6 Months	June 10 and December 10
Intentional Physical Interference	Every 6 Months	May 20 and November 20
Technological Failure	Every 6 Months	July 15 and January 15
Pedestrian Accident	Every 6 Months	August 1 and February 1
Regulatory or Legal Challenges	Annual	March 12
App Issues	Annual	April 5

Purpose

The Crisis Management Plan (CMP) for Waymo serves as a structured framework for addressing unexpected events or emergencies that could negatively affect the company's operations, reputation, and safety standards. The CMP's purpose is to minimize operational disruptions, ensure safety, protect reputation and trust, ensure regulatory compliance, and outline business continuity measures. This is an essential tool given the high stakes involved in autonomous transportation. In a crisis, adherence to CMP measures (within good reason) and open and honest disclosure with the media shall be stressed.

Objectives

1. To prioritize the safety (physical and mental wellbeing) and success of our customers and employees before, during, and after a crisis.
2. To be seen in the media as a company that cares about its customers and employees.
3. To make certain that all communications are timely, accurate, and reflect Waymo's values and mission.
4. To identify key stakeholders and ensure they are considered before, during, and after a crisis and notified and communicated with appropriately.
5. To identify key legal bodies in order to ensure compliance with regulatory requirements and standards.
6. To provide relevant information and steps that will facilitate and streamline response during a crisis in order to mitigate damage, protect Waymo and its partners, and create a cohesive response.

Possible Crises

CRISIS	POSSIBILITY 0-5 (nearly impossible - high probability)	POTENTIAL DAMAGE 0-5 (no damage - devastating damage)
Mechanical Malfunction	5	4
Intentional Physical Interference	5	3
Technological Failure	5	5
Adverse Weather Conditions	3	4
Regulatory or Legal Challenges	4	4
Pedestrian Accident	5	4
Bankruptcy	1	4
Lawsuits	5	2
Workplace Violence	2	2
Negative Legislation	3	4
Strikes	1	3
Issues with Partner Companies (Uber)	3	2
Protest Demonstrations	1	2
Data loss/theft	2	2
Merger or Acquisition	1	1
App Issues	4	2

List of Key Publics

The following lists include all potential publics Waymo must communicate with in the event of a crisis. Note that notified publics will vary based on the context of each specific crisis.

Enabling Publics:

Executives	
Tekedra Mawakana	Co-CEO
Dmitri Dolgov	Co-CEO
Suzanne Philion	Head of Communications
Katherine Barna	Head of Public Relations
Tilia Gode	Head of Risk and Insurance
Rob Patrick	Manager of Emergency Response and Outreach
Becky Bucich	Chief People Officer
Elisa de Martel	Chief Financial officer
Amar Mehta	Chief Legal Officer
Mauricio Peña	Chief Safety Officer
Daniel Chu	VP of Product
Satish Jeyachandran	VP of Engineering
Ryan McNamara	VP of Operations
Shareholders & Investors	
Alphabet Inc.	CEO – Sundar Pichai
Andreessen Horowitz	Co-Founder – Ben Horowitz
	Co-Founder – Marc Andreessen
Fidelity Management & Research Company	CEO – Abigail Johnson
Silver Lake	Co-CEO – Egon Durban

	Co-CEO – Greg Mondre
Tiger Global Management	CEO – Chase Coleman
T. Rowe Price, Inc.	CEO – Robert W. Sharps
Temasek	CEO – Dilhan Pillay Sandrasegara
Mubadala Investment Company	CEO – Khaldoon Khalifa Al Mubarak
Perry Creek Capital	CEO – Adeel Ali Qalbani
Canada Pension Plan Investment Board	CEO – John Graham
Magna International	CEO – Seetarama Kotagiri

Functional Publics:

Employees	
Los Angeles, CA San Francisco, CA Austin, TX Phoenix, AZ	General & Administrative
	Operations & Supply Chain
	Hardware Engineering
	Software Engineering
	Product & Design
	Research
Vendors & Suppliers	
Jaguar Land Rover	CEO – Adrian Mardell
Hyundai Motor Company	CEO – Jaehoon Chang
Stellantis	CEO – Carlos Tavares
Mercedes-Benz Group AG	CEO – Ola Källenius
Volvo	CEO – Martin Lundstedt
Zeekr	CEO – Conghui An
Clients & Partners	
Uber Technologies	CEO – Dara Khosrowshahi

J.B Hunt Transport Services	CEO – Shelley Simpson
UPS	CEO – Carol B. Tomé
AutoNation	CEO – Michael Manley
Customers	
Los Angeles, CA	Waymo One Riders
San Francisco, CA	
Austin, TX	
Phoenix, AZ	

Normative Publics:

Industry Associations	
Automotive Industry Action Group (AIAG)	CEO – P. Matthew Pohlman
Consumer Technology Association (CTA)	CEO – Gary Shapiro
(United Spinal Association	CEO – Jim Weisman
Professional Organizations	
Institute of Electrical and Electronics Engineers (IEE)	CEO – Thomas M. Coughlin
Society of Automotive Engineers (SAE) International	Co-CEO – Carla Bailo
	Co-CEO – Greg Bradley
Trade Associations	
National Association of Manufacturers (NAM)	CEO – Jay Timmons
American Public Transportation Association (APTA)	CEO – Paul P. Skoutelas
Advocacy and Safety Groups	
Autonomous Vehicle Safety Consortium (AVSC)	Co-CEO – Greg Bradley
Vision Zero Network	Founder and Director – Leah Shahum

Competitors	
Tesla	CEO – Elon Musk
Cruise	CEO – Marc Whitten
Aurora	CEO – Chris Urmson
Zoox	CEO – Aicha Evans

Diffused Publics:

Media Outlets
National News
The New York Times
The Washington Post
The Wall Street Journal
USA Today
Fox News
ABC News
CBS News
NBC News
CNN
MSNBC
Technology and Automotive Publications
Wired
TechCrunch
The Verge
Automotive News
Car and Driver
Motor Trend

Business and Financial Media
Bloomberg
Forbes
Fortune
Business Insider
CNBC
Los Angeles Media Outlets
Los Angeles Times
KTLA 5 News
KABC-TV (ABC7)
KNX 1070 News Radio
LA Weekly
San Francisco Media Outlets
San Francisco Chronicle
KQED
The Mercury News
SFGate
Austin Media Outlets
Austin American-Statesman
KVUE
KXAN News
Austin Chronicle
Austin Business Journal
Phoenix Media Outlets
The Arizona Republic

KTAR News	
KPNX (12 News)	
Phoenix Business Journal	
ABC15 Arizona	
Public Safety Officials	
San Francisco Mayor's Office	Evan Marshall
Los Angeles Mayor's Office	Clara Reynolds
Phoenix Mayor’s Office	Julian Scott
Austin Mayor’s Office	Sophia Hayes
SFPD Liaison	Derek Whitman
LAPD Liaison	Isabelle Carson
APD Liaison	Noah Turner
Insurance Partner	Ava Richardson
Waymo Community Partners	
AAA Northern California, Nevada & Utah	
Ability360	
AbilityPath	
African American Community Service Agency	
African American Leadership Institute	
American Lung Association in California, Los Angeles	
Arizona Bicycle Coalition	
Arizona Council of the Blind	
Arizona Sustainability Alliance	
Austin Area Urban League	
Austin Asian American Film Festival	
Austin Creative Reuse	

Austin Urban Tech Movement HQ (AUTM HQ)
Avenidas
AZCEND
B'MAGIC
Bayview Hunters Point YMCA
Best Buddies Arizona
Best Buddies Central Texas
Best Buddies Los Angeles
Best Buddies SF
Bike MS
BikeLA
Blinded Veterans Association
Boys and Girls Clubs of Silicon Valley
Braille Institute
Breathe SoCal
California Council of the Blind
CALSTART
Chicanos Por La Causa
Chinatown Community Development Center
Coalition for Clean Air
Community Services Agency
Community Youth Center of San Francisco
Compass Family Services
Curry Senior Center
Daly City Partnership
Dress for Success Austin
DTLA Proud
Electric for All
Electrical Vehicle Charging Association
Epilepsy Foundation of Arizona

Epilepsy Foundation of Northern California
First Place AZ
Foundation for Blind Children
Foundation for Senior Living
Ghisallo Cycling Initiative
Governors Highway Safety Association
Grassroots Ecology
Heart of Los Angeles
Hundley Foundation
ICAN
Independent Living Center of Southern California
Independent Living Resource Center San Francisco
Integrated Community Collaborative
Kainos
Karsh Center
LA LGBT Center
Latinitas
LifeMoves
LightHouse for the Blind and Visually Impaired San Francisco
Los Angeles Cleantech Incubator
MADD Central Texas
MAS Cultura
Mo'Magic
Moonstar Charitable Organization
Mothers Against Drunk Driving
National Association of the Deaf
National Council for Independent Living
National Federation of the Blind
National MS Society
National Safety Council

National Sleep Foundation
Native American Connections
Northern California Spinal Cord Network
On Lok
ONE Community
One n Ten
Openhouse
Our Shared Kitchen
Paralyzed Veterans of America
Parking Reform Network
Peninsula Family Service
Phoenix Babes Who Walk
Phoenix Children's
Phoenix Community Alliance
Phoenix Spokes People
PHX East Valley Partnership
Redwood City Together
Safe Kids Worldwide
Safe Streets Austin
Samaritan House of San Mateo
San Francisco Bicycle Coalition
Second Harvest of Silicon Valley
Self-Help for the Elderly
Service Dogs, Inc.
SF LGBT Center
She Is Hope LA
Silicon Valley Education Foundation
Social Spin
St. Anthony's Foundation
Street Racing Kills

Streets Are For Everyone
Students Against Destructive Decisions
Students Run LA
Support for Families of Children with Disabilities
Tempe Bicycle Action Group
Texas School for the Blind and Visually Impaired
Texas Vision Zero
The Arc San Francisco
The Hispanic Foundation of Silicon Valley
The Richmond Neighborhood Center
The San Francisco Education Fund
The Women's Building
Thrive Alliance
United Cerebral Palsy
United Food Bank
United Spinal Association
United Way Bay Area
United Way for Greater Austin
Valley of the Sun United Way
Veloz
Vista Center for the Blind and Visually Impaired
World Blind Union
YWCA Golden Gate Silicon Valley
Zero Emission Transportation Association

Notifying Publics

Communication with Internal Publics

Waymo strives to be readily available in terms of communication by using a chain procedure (also known as a telephone tree). The “discoverer” of the crisis initiates this communication by contacting each and every relevant leader(s) of the company. First and foremost the CEO is brought into the fold in order to get an overview of the issue. Next, the head of the public relations team is contacted to see the potential fallout from the crisis and how they believe it should be handled externally. To get a more precise plan for the department in which the damage was done, the head of that particular part of the company must also be spoken to. If one or multiple of these leaders cannot be reached, the topic will be discussed with their direct subordinate in the interim. In doing this, Waymo can remain proactive and continue to work towards a solution. Additionally, email and text alerts will be pushed to relevant employees who may be of assistance during the crisis, as well as any relevant internal public. Lastly, an employee support hotline has been established to provide employees with the technical and emotional support they need during a crisis.

Communication with External Publics

When communicating with external publics, Waymo utilizes a specialized approach that caters to each target public in an appropriate manner consistent throughout all communications. When working with the news media, the company utilizes press releases to convey important key messages and to represent the company in a positive light. Waymo will ensure the company website is always up-to-date with current information and displays transparency about any issues involving the company in a proactive manner. Customer support hotlines have been established preemptively for those affected by company issues. A separate media hotline is established to handle media inquiries and keep customer support hotlines free. Finally, through social media Waymo creates posts to reach a wider audience and provide timely updates to ensure our relevant stakeholders are aware of the situation and know we are doing everything in our power to take corrective action.

Crisis Communications Team

The following chart lists the current crisis communications team. This team has been assembled in order to ensure Waymo communicates efficiently and effectively with relevant stakeholders during a crisis. When a situation arises, the crisis team will be activated, and decision-making power will be granted to the team to move the company through the incident.

Official Team:

Crisis Responsibility	Name	Email	Phone	Official Title
Team Leader	Suzanne Philion	@waymo.com	555-555-5555	Head of Communications
Coordination and Outreach Specialist	Rob Patrick	@waymo.com	555-555-5555	Manager of Emergency Response and Outreach
Media Relations	Katherine Barna	@waymo.com	555-555-5555	Head of Public Relations
Internal Communications	Becky Bucich	@waymo.com	555-555-5555	Chief People Officer
Risk Management and Compliance	Tilia Gode	@waymo.com	555-555-5555	Head of Risk and Insurance

Control Coordinator:

Crisis Responsibility	First Name	Email	Phone	Official Title
Control Coordinator	Jane Doe	@waymo.com	555-555-5555	Executive Assistant

Crisis Directory

Crisis Communications Team

Name	Position	Email	Business Phone	Cell Phone	Fax	Business Address	Home Address
Suzanne Philion	Head of Communications	@waymo.com	555-555-5555	444-444-4444	222-222-2222	1600 Amphitheatre Parkway, Mountain View, California, 94043	n/a
Rob Patrick	Manager of Emergency Response and Outreach	@waymo.com	555-555-5555	444-444-4444	222-222-2222	1600 Amphitheatre Parkway, Mountain View, California, 94043	n/a
Katherine Barna	Head of Public Relations	@waymo.com	555-555-5555	444-444-4444	222-222-2222	1600 Amphitheatre Parkway, Mountain View, California, 94043	n/a
Becky Bucich	Chief People Officer	@waymo.com	555-555-5555	444-444-4444	222-222-2222	1600 Amphitheatre Parkway, Mountain View, California, 94043	n/a
Tilia Gode	Head of Risk and Insurance	@waymo.com	555-555-5555	444-444-4444	222-222-2222	1600 Amphitheatre Parkway, Mountain View, California, 94043	n/a

CEO's

Name	Position	Email	Cell Phone	Home Phone
Tekedra Mawakana	co-CEO	@waymo.com	555-555-5555	333-333-3333
Dmitri Dolgov	co-CEO	@waymo.com	555-555-5555	333-333-3333

Executives

Name	Position	Email	Cell Phone	Home Phone
Elisa de Martel	Chief Financial	@waymo.com	555-555-5555	333-333-3333

	officer			
Amar Mehta	Chief Legal Officer	@waymo.com	555-555-5555	333-333-3333
Mauricio Peña	Chief Safety Officer	@waymo.com	555-555-5555	333-333-3333
Daniel Chu	VP of Product	@waymo.com	555-555-5555	333-333-3333
Satish Jeyachandran	VP of Engineering	@waymo.com	555-555-5555	333-333-3333
Ryan McNamara	VP of Operations	@waymo.com	555-555-5555	333-333-3333

Key Publics & Organizations

Organization	**Contact Name**	**Email**	**Phone**	**Address**
San Francisco Mayor's Office	Evan Marshall	@sf.gov	555-555-5555	1 Dr Carlton B Goodlett Pl #200, San Francisco, CA 94102
Los Angeles Mayor's Office	Clara Reynolds	@la.gov	555-555-5555	200 N Spring St #303, Los Angeles, CA 90012
Phoenix Mayor’s Office	Julian Scott	@phoenix.gov	555-555-5555	200 W Washington St, Phoenix, AZ 85003
Austin Mayor’s Office	Sophia Hayes	@austin.gov	555-555-5555	301 W 2nd St, Austin, TX 78701
SFPD Liaison	Derek Whitman	@sfpd.gov	555-555-5555	1245 3rd Street San Francisco, California 94158
LAPD Liaison	Isabelle Carson	@lapd.gov	555-555-5555	100 W 1st St, Los Angeles, CA 90012

APD Liaison	Noah Turner	@apd.gov	555-555-5555	715 E. 8th St., Austin, TX, 78701
Insurance Partner (Company Name)	Ava Richardson	@company.com	555-555-5555	303 Insurance Way, San Francisco, CA 94102

Media Spokesperson

Primary Spokesperson	Tekedra Mawakana	Co-CEO
1st Backup Spokesperson	Dmitri Dolgov	Co-CEO
2nd Backup Spokesperson	Katherine Barna	Head of Public Relations
3rd Backup Spokesperson	Becky Bucich	Chief People Officer

List of Emergency Personnel and Local Officials

Los Angeles, CA

Emergency Personnel & Local Officials

Los Angeles Police Department	877 - 275 - 5273
Fire Department	213 - 978 - 3800
Cedars-Sinai Medical Center	310 - 423 - 3277
UCLA Medical Center	310 - 825 - 9111
Health Department	213 - 240 - 8117
Department of Water and Power	800 - 342 - 5397
Southern California Gas Company	800 - 427 - 2200
Paramedics	911

Government Officials

Mayor Karen Bass	213 - 978 - 0600
Los Angeles County Board of Supervisors	213 - 974 - 1411
U.S Senator Dianne Feinstein	310 - 914 - 7300
U.S Senator Alex Padilla	310 - 231 - 4494

San Francisco, CA

Emergency Personnel & Local Officials

San Francisco Police Department	415 - 553 - 0123
Fire Department	415 - 558 - 3200
UCSF Medical Center	415 - 476 - 1000
Zuckerberg San Francisco General Hospital	628 - 206 - 8000
Health Department	415 - 554 - 2500
Pacific Gas and Electric Company	800 - 743 - 5000

San Francisco Public Utilities Commission	415 - 551 - 3000
Paramedics	911

Government Officials

Mayor London Breed	415 - 554 - 6141
SF County Board of Supervisors	415 - 554 - 5184
U.S Senator Dianne Feinstein	415 - 393 - 0707
U.S Senator Alex Padilla	415 - 981 - 9369

Austin, TX

Emergency Personnel & Local Officials

Austin Police Department	512 - 974 - 5000
Fire Department	512 - 974 - 0130
Dell Seton Medical Center	512 - 324 - 7000
St. David's Medical Center	512 - 476 - 7111
Health Department	512 - 972 - 5000
Austin Energy	512 - 494 - 9400
Texas Gas Service	800 - 700 - 2443
Paramedics	911

Government Officials

Mayor Kirk Watson	512 - 978 - 2100
Travis County Commissioners Court	512 - 854 - 4722
U.S Senator John Cornyn	512 - 469 - 6034
U.S Senator Ted Cruz	512 - 916 - 5834

Phoenix, AZ

Emergency Personnel & Local Officials

Phoenix Police Department	602 - 262 - 6151
Fire Department	602 - 262 - 6297
Banner – University Medical Center Phoenix	602 - 839 - 2000
St. Joseph's Hospital and Medical Center	602 - 406 - 3000
Health Department	602 - 506 - 6900
Arizona Public Service Electric Company	602 - 371 - 7171
Southwest Gas Corporation	877 - 860 - 6020
Paramedics	911

Government Officials

Mayor Kate Gallego	602 - 262 - 7111
Maricopa County Board of Supervisors	602 - 506 - 3415
U.S Senator Krysten Sinema	602 - 598 - 7327
U.S Senator Mark Kelly	602 - 671 - 7901

List of Key Media

National Media

Newspapers

The New York Times	212 - 556 - 1234
The Washington Post	202 - 334 - 6000
The Wall Street Journal	212 - 416 - 2000
USA Today	703 - 854 - 3400

TV Networks

CNN	404 - 827 - 1500
NBC News	212 - 664 - 4444
ABC News	212 - 456 - 7777
CBS News	212 - 975 - 4321
Fox News	212 - 301 - 3000

Trade Publications

Automotive News	313 - 446 - 6000
Wired	800 - 369 - 5053

Wire Services

Associated Press	212 - 621 - 1500
Reuters	646 - 223 - 4000
United Press International	202 - 898 - 8000

Los Angeles, CA

Newspapers

Los Angeles Times	213 - 237 - 5000
Los Angeles Daily News	818 - 713 - 3000

TV Networks

KTLA 5 (CW)	323 - 460 - 5500
KABC-TV (ABC)	818 - 863 - 7777

Radio

KNX 1070 Newsradio	323 - 900 - 2070
KFI AM 640	800 - 520 - 1534

San Francisco, CA

Newspapers

San Francisco Chronicle	415 - 777 - 1111
San Francisco Examiner	415 - 359 - 26000

TV Networks

KPIX-TV (CBS)	415 - 765 - 8601
KGO-TV (ABC)	415 - 954 - 7777

Radio

KCBS All News 106.9 FM and 740 AM	415 - 765 - 4000
KQED-FM	415 - 864 - 2000

Austin, TX

Newspapers

Austin American-Statesman	512 - 445 - 3500
The Austin Chronicle	512 - 454 - 5766

TV Networks

KXAN-TV (NBC)	512 - 476 - 3636
KVUE-TV (ABC)	512 - 459 - 6521

Radio

KUT 90.5 FM	512 - 471 - 1631
KLBJ News Radio 590 AM and 99.7 FM	512 - 832 - 4000

Phoenix, AZ

Newspapers

The Arizona Republic	602 - 444 - 8000
Phoenix New Times	602 - 271 - 0040

TV Networks

KPNX 12 News (NBC)	602 - 257 - 1212
KNXV ABC15 Arizona (ABC)	602 - 685 - 6351

Radio

KTAR News 92.3 FM	602 - 274 - 6200
KJZZ 91.5 FM (NPR)	480 - 834 - 5627

Spokespersons for Related Organizations

Organization	Contact Name	Email	Phone
San Francisco Mayor's Office	Olivia Thompson	@sf.gov	555-555-5555
Los Angeles Mayor's Office	Ethan Williams	@la.gov	555-555-5555
Phoenix Mayor's Office	Madison Clark	@phoenix.gov	555-555-5555
Austin Mayor's Office	Benjamin Evans	@austin.gov	555-555-5555
Los Angeles of Emergency Management	Grace Mitchell	@la.gov	555-555-5555
Austin Office of Emergency Management	Lucas Anderson	@austin.gov	555-555-5555
Phoenix Office of Emergency Management	Sophia Harris	@pheonix.gov	555-555-5555
SFPD Liaison	Jackson Lee	@sfpd.gov	555-555-5555
LAPD Liaison	Amelia Carter	@lapd.gov	555-555-5555
APD Liaison	Henry Collins	@apd.gov	555-555-5555
Phoenix Liaison	Lily Roberts	@phoenix.gov	555-555-5555
Insurance Partner (Company Name)	Michael Foster	@company.com	555-555-5555

Crisis Communications Control Center

Standard Headquarters: 1600 Amphitheatre Parkway, Mountain View, CA 94043

Alternative Sites: Google Building 46, 1565 Charleston Rd, Mountain View, CA 94043

Person Instrumental in Gaining Access to these sites: Mauricio Peña (Chief Safety Officer) | 555-555-555 | mpena@waymo.com

- Backup: Every department head has been trained and has on accessing this alternate site

Alternate Site Contact: John Doe | (650) 657-3424 | johndoe@google.com

Equipment and Supplies:

- Chairs and desks
- Whiteboards and flip charts
- Computers (and backup typewriters)
- Printers and copying machines
- Telephones and charging cables
- Battery-powered televisions and radios
- Maps of the plan or crisis area
- Walkie-Talkies
- Company letterhead, pens, pencils, whiteboard markers
- Paper copies of telephone directories, contact lists and media directories
- First-Aid Kits & medical supplies
- Cameras and film
- Extension Cords and generator power packs
- Non-perishable food and beverages (that account for various dietary restrictions)
- Paper copies of CMPs

Pre-Gathered Information

To best prepare for a crisis, it is important that Waymo has gathered critical documents and made them readily available in various company affiliated locations. One of these resources we make sure we have is safety records to show our reliable history to our customers, so they can be sure we are always working towards a safe product. Another document we have available are our quality control procedures, which ensure all of our products are up to not only the customers standards, but also our own. It is crucial to us as a company to put out the absolute best for our users. We also prepare annual reports for Waymo to give a transparent overview of our progress over the last year and any challenges we faced, as well as our plans for the future. This information allows us to stay ready for any issues that may arise.

Key Messages

1. At Waymo we emphasize the importance of safety, which we always put at the heart of every product we produce. We never take shortcuts or release anything that does not meet our incredibly high standards because the customers always come first.
2. Innovation is at the forefront of everything we do. We strive to constantly improve and are never settled with our current state. Creativity is always encouraged and we want to have a work environment where all of our employees feel comfortable sharing their ideas because collaboration leads to innovation. By never being satisfied with where we are, we are always looking to put out a better product for our users.
3. One of our company missions is to make the world a better place. We try our very best to be a sustainable company that is working to heal our broken world. Whether that is through actions or initiatives that reduce climate change, or providing aid to those affected by global crises, we believe in making a difference.

Website, Blogs and Social Media

- Waymo Website: https://waymo.com/
- Waymo Blog: https://waymo.com/blog/
- Waymo X (formerly Twitter): https://x.com/Waymo?mx=2
- Waymo Instagram: https://www.instagram.com/waymo/?hl=en
- Waymo Facebook: https://www.facebook.com/Waymo/
- Waymo YouTube: https://www.youtube.com/waymo

Trick Questions

1. **Avoid speculating:**
    a. “What do you think will happen…”
    b. “What would have happened if…”
    c. “If _____ would have been different, how would this have changed the outcome?”
2. **Avoid answering anything “off the record”**
3. **Avoid being “baited” into saying negative or unproductive statements:**
    a. “How many more incidents like this one have occurred that the public doesn't know about?”
    b. "Doesn't this incident prove that your vehicles are not as safe as human drivers?"
    c. "How many people need to be hurt or killed before you acknowledge that this technology is too dangerous?"
    d. "Why should the public believe this is an isolated incident when your competitors have not had similar issues?"
4. **Avoid assuring or promising future outcomes (or lack thereof):**
    a. “Can you assure this will never happen again?”
    b. “How can Waymo promise this won’t be an issue again?”

List of Prodomes

- Repeated issues with autonomous driving system (false positives/negatives in obstacle detection, mis-navigation, system crashes)
- Adverse or severe weather reports (snow, ice, hail)
- Natural disasters (fire, earthquakes, flooding, tornados, etc.)
    - Official warnings from local authorities
- Unusual employee behavior or dissatisfaction
    - Call outs/truancy
    - Low employee retention/high employee turnover
    - Negative verbal or written comments
    - Negative electronic communication
- Severe negative media coverage or public perception (viral videos or posts about mishaps or ethical dilemmas, rise in public debate over societal impacts)
- Sudden increase in legal complaints or lawsuits
- Unethical practices or corporate scandals
- Disruptions in supply chain or manufacturing delays
    - Geopolitical conflict
    - Labor disruptions
    - Material Shortage
    - Natural disasters
    - Global pandemics
- Issues plaguing similar companies

List of Related Internet URLs

https://www.dmv.ca.gov/portal/ (California Department of Motor Vehicles)

Data Available: updated legal rules for autonomous vehicles, emergency notifications

https://www.nhtsa.gov/ (National Highway Traffic Safety Administration)

Data Available: information about autonomous vehicle safety guidelines, regulations, on-going investigations, incident alerts

https://www.transportation.gov/ (U.S. Department of Transportation)

Data Available: transportation updates, incident reports, autonomous vehicle regulations, infrastructure problems

https://www.fcc.gov/ (Federal Communications Commission)

Data Available: problems with communication networks, updates on rules and infrastructure

https://www.cpsc.gov/ (Consumer Product Safety Commission)

Data Available: product recalls, safety with Waymo's technology

https://www.epa.gov/ (U.S. Environmental Protection Agency)

Data Available: environmental issues, regulations associated with the environment

Evaluation Forms

1. What was the biggest success in handling this crisis?
2. What were any mistakes or errors that were made?
3. What would you have done differently?
4. How did your supervisors and/or the management team perform and support employees during this experience?
5. What is the main area of concern you have for the company moving forward?
6. What were some obstacles that prevented you from executing the CMP (if any)?
7. What are some main takeaways from this experience?
8. Were Waymo's key messages effectively communicated?
9. How did the crisis affect the organization in the short term?
10. How has the crisis affected the organization in the long term?
11. Was the crisis management plan (CMP) utilized, and if so, how helpful was it? Please identify key areas that were utilized (if any).
12. Did the spokesperson perform their job correctly?
13. Do you feel you received adequate training on the CMP prior to the crisis? Please explain.
14. Did the physical crisis control room (or alternate site) facilitate crisis management responses appropriately?
15. Do you have any suggestions for the future?