

When Bad Things Happen: Anticipating and Managing the Crisis



Group Review: Define the Crisis

- Your experience, challenges?
- Anything current or coming up?
- What things might go wrong?
- How does the media impact the crisis?
- What challenges worry you?
- Differences between incident v. issue crisis?

Today's Content

- 1 Principles of Crisis Communications
- 2 Consistent Planning Approach
- 3 Local Case Study

Does This Agency Have a Crisis?

- ❑ How many of you hold retreats?
- ❑ See how this story is made worse
- ❑ Would you vote for their bond measure, donate to foundation?



Principles of Crisis Response

Principles of Crisis Response

- Generate confidence and trust
 - Support ongoing decisions
 - Support in a crisis
 - Support when voting
- Must act quickly, strategically
 - Right spokesperson, messages, strategy, tactics, training
- Empathy - acknowledge the problem

Use Empathy to Connect



Manchester Bombing



*SB County OEM Director:
Another Evacuation Order*

Principles of Crisis Response

- Your stakeholders' right to know
 - Why did this happen?
 - Could it happen again?
 - What will change?
- Tell the truth
 - It will come out...guaranteed!
 - Assume everything you say/do/write is public

Issue Crisis v. Incident

- Issue - Initiate
 - Should have been on your radar
 - Take courage to initiate response
 - Timeliness really important
 - Message, Q&A always initial steps
- Incident - React
 - Still requires strategic response
 - Messages always important
 - Even more pressure to use many ways to reach diverse audiences

Signs You Have a Crisis

Keep your radar on, calibrated:

- Call from public/reporter
- Your peers in other regions have screwed up
- Email from your “network” w/heads up
- Staff “hopes” no one asks
- Answers do not respond to questions
- Can be project, issue, staff action, mistake
- Lack of preparedness
- For public agencies: public records requests

Anticipate the Need for Messaging, Planning

- Determine now what to do
- Discuss in your staff meetings
- Speak out with volunteers, social agency partners
- Discuss how to make it part of your culture

Crisis Planning 101

- Conduct research
 - Who are your audiences
 - What are your resources
- Pick a few scenarios: visualize impacts
- Define your “business continuity”
 - How will you continue to function
 - What are your needs?
- Communications planning
 - Resources: volunteers, systems, roles
 - Write holding statements now

Consistent Communications Approach Each Time

Always Do These... Every Time

- The mind of a reporter
- Audience, Messages, Tactics!
 - Identify audiences
 - Prepare key messages
 - Prepare Q&A
 - Tactics to reach each audience
- Present game plan to management
- Prepare materials, implement, gauge

Audiences: Be Creative

- Consider everyone you need to reach
 - Those most affected
 - Your board, volunteers, partner entities, employees!
 - Opinion leaders
 - Business operators
 - Seniors
 - Donors
 - Service clubs
 - Area elected, appointed leaders

Research What Audiences Think

- Very challenging before, during crisis
- Media coverage review
- Social media “tone”
- Informal research
- Discussion at service, business groups
- Don't overweight calls, letters, emails

Back to Messeng



Suzanne's Post



Tom Fayram
That is Floyd, a Maintenance Leader on our South Coast Flood Control Crew. They called someone to find out where it belonged and then put it back. A small thing perhaps in the greater scheme, but so happy these guys value these things that are important.

1w **Like** Reply



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Timothy Kirshtner
Also, Jim McClintock was there to help replace the bench where he wanted his



News Feed

Requests

Notifications

More

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Key Messages: What You Say

- What you want listeners/readers to think after the story
- Keep it simple: 3 to 4 maximum
- Your point of view
- Not optional!



Key Messages: How to Create

- What do you stand for?
- What does the public need to know about the crisis?
- Support each message with:
 - Actions, your response, results, beliefs
- What is your purpose?
 - Bring action?
 - Inform?
 - Motivate people to volunteer or give?
 - Generate or rebuild confidence?

Las Vegas Shooting



- ❑ Wasn't a Q&A
- ❑ She had messages
- ❑ Brought to life with details, examples
- ❑ Anticipated questions

Tactics

- How you deliver your messages
 - Usual tools
 - Need extraordinary ones, too
 - Media relations
 - Consider small group sessions
 - Face-to-face: best way to gain credibility
 - Social media
 - Visuals are vital - visual story telling
- Be creative!
- Mass media still has the biggest reach

TV News Viewership Hugs; Soars During a Crisis

- LA's 7 broadcast stations
 - Regularly around 4.5 million
- During Dec 2017 wildfires
 - Viewership ▲ 23.1% = all time slots
 - Mornings ▲ 24% = ages 25-54
 - Evening (5:30-6:30 pm) ▲ 63% (25-54)
 - But ▲ 2% = 11-11:30 pm) (25-54)
- Compare to social media #s
 - 67% get some news from social media
 - Still sourced from traditional media

Case Study: Bucket Brigade

- Generate awareness
- Lots of communications tools
- Messaging was clear
- Visuals
- Relentless



BBC: Interview Setting Matters



Honest Communication



[@shakatron](#) BART was built to transport far fewer people, and much of our system has reached the end of its useful life. This is our reality.

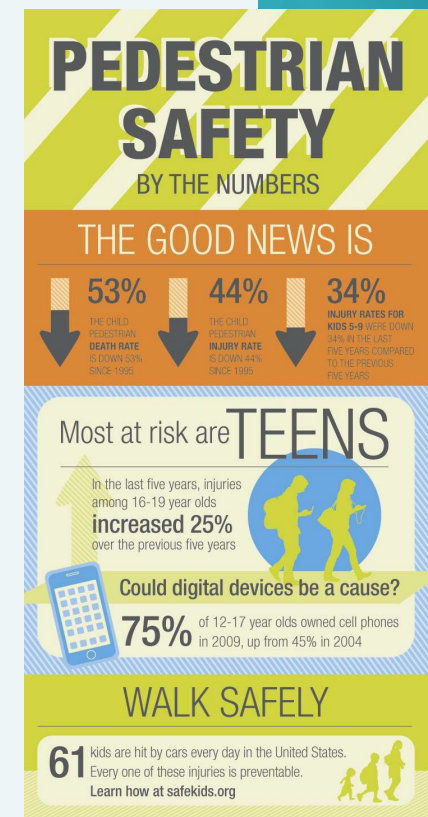
RETWEETS
992

LIKES
1,354



Visual Storytelling

- We get 5x more info than in 1986
 - 80% more willing to read if color
- Programs like Canva, Visme.co, Easel.ly, Infogr.am, Dipity



Jeff Bullas

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How to Make a Crisis Worse

- “Why talk to the media” mentality
- Shoot from the hip
- PIO reporting relationship
- Delay to respond
- Failure to anticipate, plan, prepare
- Who talks to the media
- No spokesperson training, prep
- Unauthorized, unprepared, undaunted
- Communications staff not involved

All Saints-by-the-Sea Case Study

- Became an island on 1/9
 - Cars began arriving, then those rescued
 - Medical triage site
 - Hundreds evacuated by second date
- No access to office, files, systems
 - Only clergy, tenants, neighbors on site
 - Their task: help victims
- What does “Resilience” look like?
 - Care for 400 families?
 - Staff, volunteers set “business continuity” priorities
 - Word of mouth, media, social media, website, e-mail newsletters

We Did What Regularly Do

- Helped those in need
- Prayer, conducted worship services
- Trinity, home church in Carpinteria
- Relied on volunteers
- One-month: healing service
- Communion for workers each Sunday
- Communicated, shared our stories
- Asked for donations to help others

Local, National Attention

Church Montec Month A

By LANCE OROZCO



THE
Episcopal News

WWW.EPISCOPALNEWS.COM SERVING THE SIX-COUNTY DIOCESE OF LOS ANGELES

LENT 2018



A time
for prayer
and action

One

302

arks a month
hern Santa
ounty was hit
ous flooding,
two missing.
tu first aid
onal gathering.





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