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## Communication & Collaboration in Times of Crisis





## Every message opportunity is a reputation opportunity.

To showcase an institution's character, its commitment to its promise and its values.

#### Misinformation & Mistrust



# We live in a 'speed of thumbs' world

#### AMERICANS ARE STRONGLY CONCERNED ABOUT POTENTIAL TRAVEL CRISES



I would be concerned about traveling to a place where there's been an act of terrorism or a shooting recently.



I feel more concerned for my safety and security when I travel now than I did five years ago.



Safety and security concerns (e.g., terrorism, shootings) make me less willing to travel.



I feel more concerned for my health and well-being when I travel now than I did five years ago.



There is not enough flexibility when booking travel to account for unforeseen events like natural disasters, extreme weather and safety and security threats.



Health concerns (e.g., Zika virus, flu/disease outbreaks) make me less willing to travel.



I worry more now than I did five years ago about getting stranded because of things weather disasters and security threats.



The politics of a travel destination affects my decision to go there (e.g. bathroom bills, sanctuary cities, etc.).



Natural disasters and extreme weather events make me less willing to travel.

Source: U.S Travel State of American Vacation 2018



WILDFIRES BURNING HAWAII

💡 KIHEI, HI



1,000 COVID-19 DEATHS EVERY DAY

BREAKING NEWS U.S. AVERAGES 1,000 DEATHS EVERY DAY THIS MONTH

22



#### Types of Crisis



Natural Disaster



System Failure



Accident



Cyber Attack



Public Health Concern



n Acts of Violence



Misbehavior / Malfeasance



Protest

#### Crisis or Issue?



**CRISIS AHEAD** 

#### By the time you hear the thunder, it's too late to build the ark.

#### Key Areas to Address



Identify your team

Anticipate the bad

Develop a plan

Prepare messages

Review, practice and refine

## Identify Your Team



#### Define Your Roles (CMT)

- Leadership
- Operations / Facilities
- Legal / HR
- Communications / IT
- Public Safety

#### Who Else?



Law enforcement

City / County leadership

Who are Key Partners?

Hospital / Health Centers

Utility providers

Public Land Management Agencies

□ Major facility operators

□ ?

## Anticipate the Bad

Photo by Kelly Sikkema on Unsplash

#### Vulnerability Assessment



#### Vulnerability Assessment



□ What could happen?

□ Where could it happen?

□ Who/what could be the cause?

□ What is outside of your control?

□ What are you most concerned about?

## Develop a Plan

#### Elements of a Crisis Plan



Process & Protocols

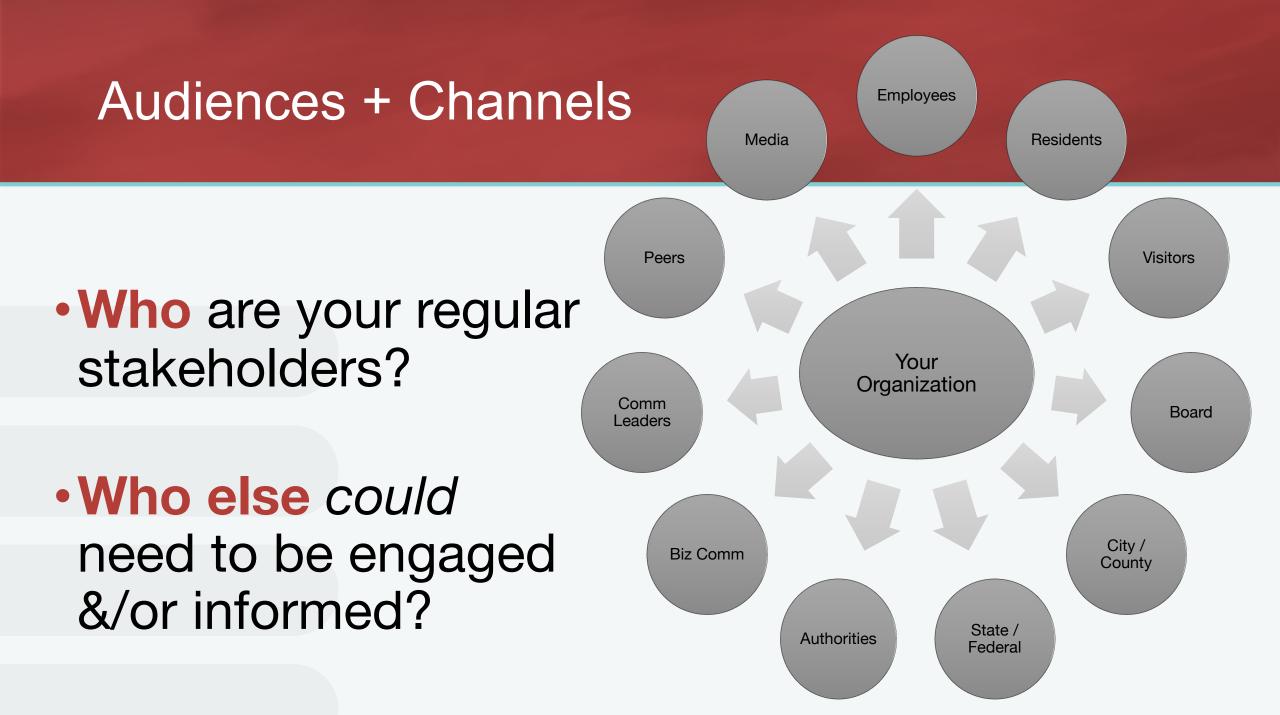
□ Key Audiences

Communication Channels

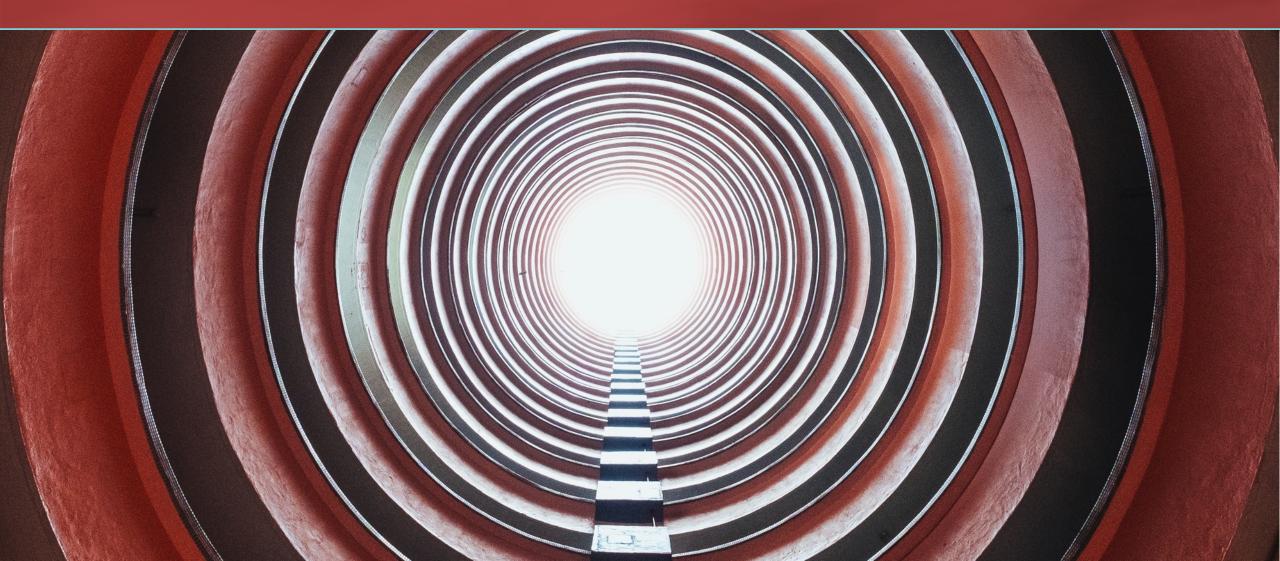
Partner Contact Information

**Crisis Scenarios** 

Messages & Holding Statements



#### Circles Over Silos



#### Audiences + Channels



#### What is Missing?



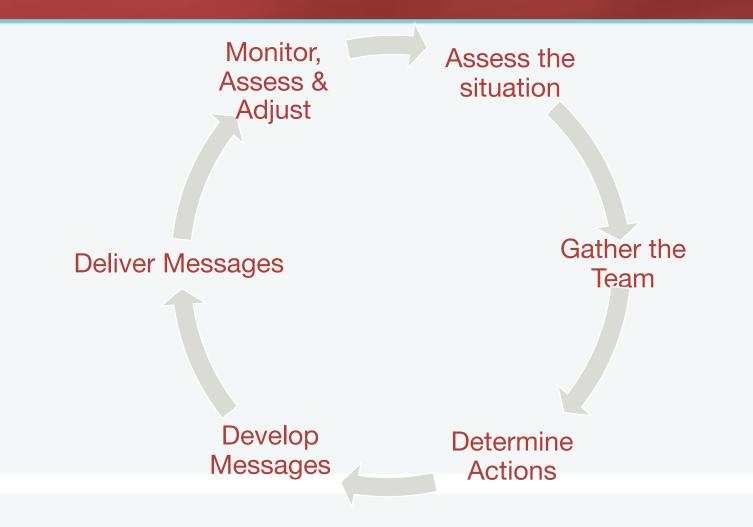
#### Potentially Pause & Pull













#### Defer to the authorities

#### Amplify official statements

Share accurate information

## Craft Messages





Your 'boilerplate' overview
Your mission &/or values
Holding statements

## What you want to say

## What they care about

#### What They Care About



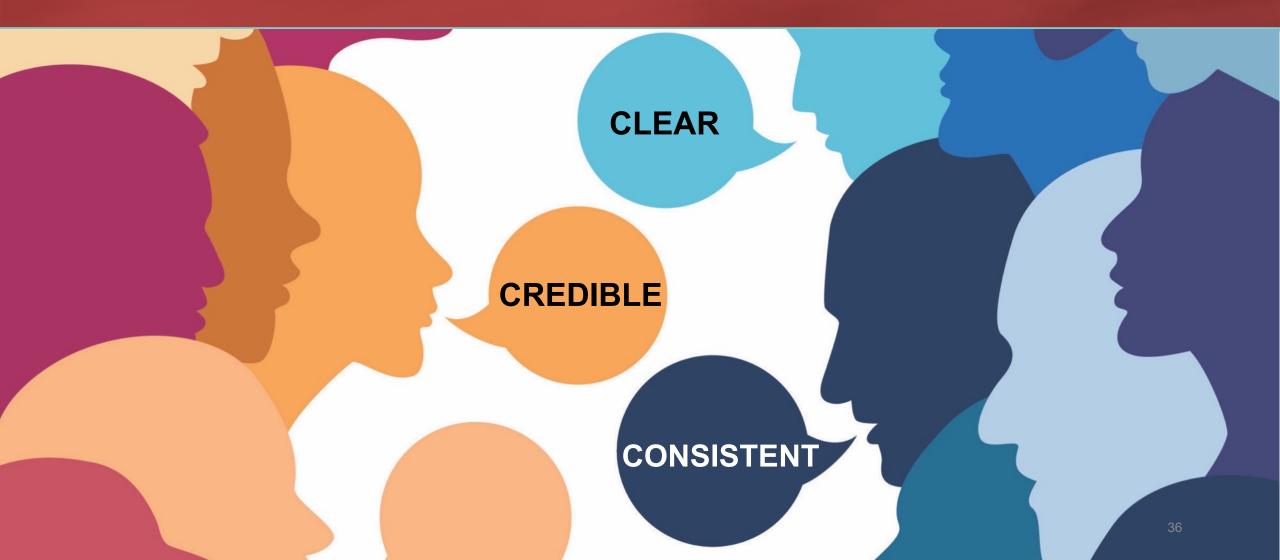
- How did this happen?
- Am I in danger?
- How does it impact me? My family? My vacation? My business?
- How do I know it won't happen again?
- Can I trust you?
- What happens next?



#### Get Prepped

- What do you know?
- What can you share?
- What questions can you expect?
- What key messages do you want to communicate?

#### Message Delivery



## Always remember the human impact



#### Next Steps



Identify your CMT

Begin assessing vulnerabilities

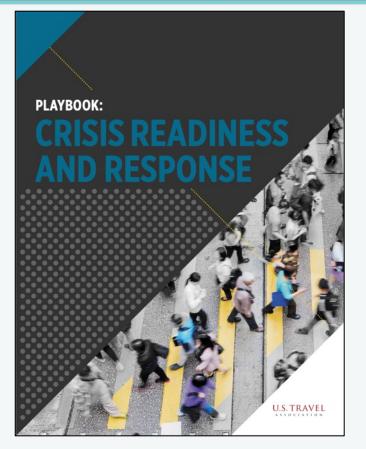
Engage with your partners



Review what's in the news



#### Resources



**Google "Playbook: Crisis Readiness and Response"** 



www.ready.gov/business/emergency-plans/

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