

Civil Air Patrol



Communicating with Stakeholders During Emergency Events

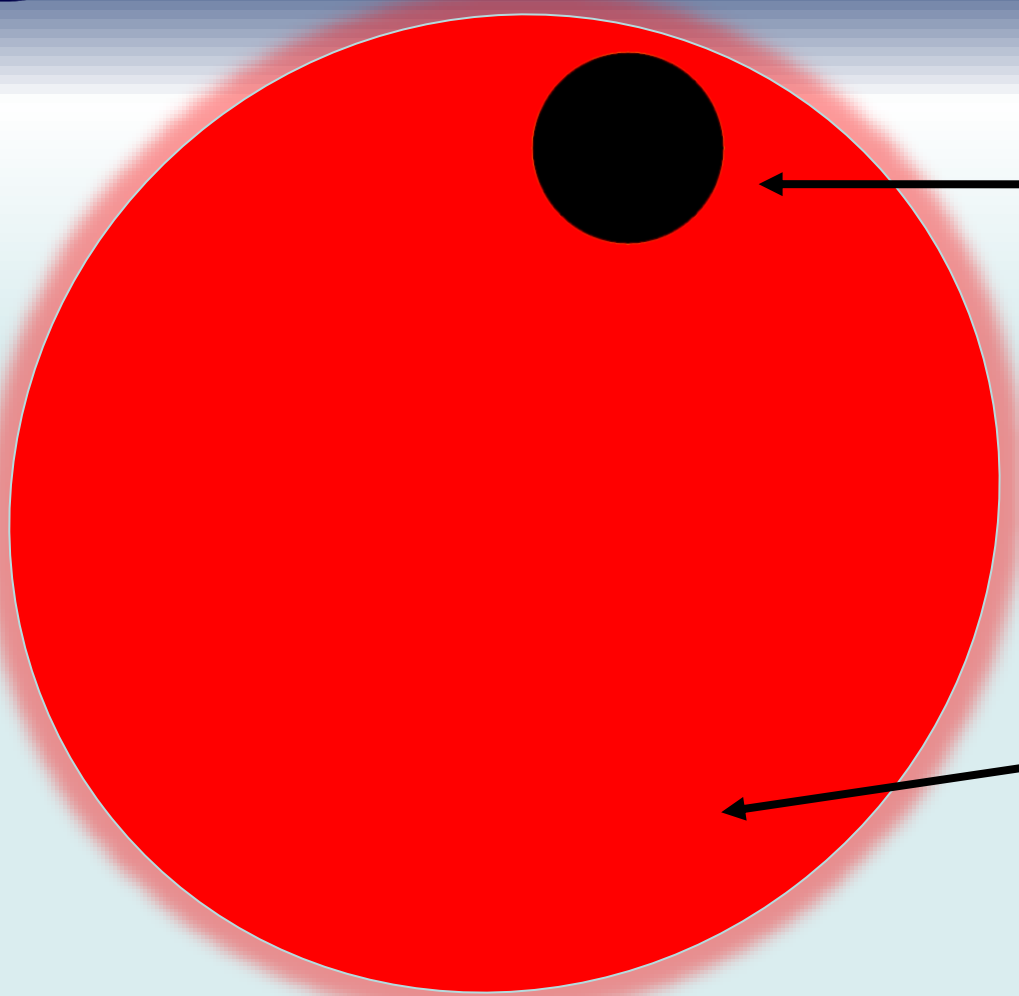
Tim O'Leary, CDR, USN (Ret.)
Director, Crisis Communications
Witt O'Brien's



Rule number one



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Incident

Crisis

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Public Engagement

You are someone's "They"

**You can become involved in an
asymmetric conflict with your critics**





We only get one chance to get the story right. If not, recovery is very hard, if not impossible. Stepping off on the wrong foot makes it very difficult to develop the narrative you want.





The Narrative

that order.

The Wizard of Oz. (8-10 p.m., TCM)
— Transported to a surreal landscape, a young girl kills the first person she meets and then teams up with three strangers to kill again.

Inquirer Television Writer Lee Winfrey



The Narrative

Mug shot of runaway girl who killed an elderly woman and stole her shoes, claiming it was an accident, 1939





Avoid Jargon and Overly Technical Explanations





Two-way communications





Commit to communicate





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Public Engagement

**All Politics are
Local**

All News is Local

**All Problems are
Local**

**All Solutions are
Local**



Understand the terrain





Draft Message Map

Stakeholder: Roman Senate and People (SPQR)

Question/concern: Caesar, how did it go in Gaul for you?

27 Words/ 3 messages/9 seconds

Key Message 1	Key Message 2	Key message 3
I came (Veni)	I saw (Vidi)	I conquered (Vici)
Supporting fact 1-1	Supporting fact 2-1	Supporting fact 3-1
The journey was long and hard	The enemy armies were large	We engaged them immediately
Supporting fact 1-2	Supporting fact 2-2	Supporting fact 3-2
We suffered heavy losses along the way	They were well armed and equipped	Our legions fought bravely
Supporting fact 1-3	Supporting fact 2-3	Supporting fact 3-3
Despite the difficulties, we arrived safely	They were well positioned	The enemy is defeated



Draft Message Map
 Stakeholder: General Public
 Question/concern: How contagious is smallpox?

Key Message 1	Key Message 2	Key message 3
Smallpox spreads slowly compared to the measles or flu	This allows time for us to trace contacts and vaccinate those people who have come in contact	Vaccination within 3 to 4 days of contact will generally prevent the disease
Supporting fact 1-1	Supporting fact 2-1	Supporting fact 3-1
People are only infectious when the rash appears and they are ill	The incubation period for the disease is 10-14 days	People who have never been vaccinated are the most important ones to vaccinate
Supporting fact 1-2	Supporting fact 2-2	Supporting fact 3-2
It requires hours of face to face contact	Resources for finding people are available	Adults who were vaccinated may still have some immunity to smallpox
Supporting fact 1-3	Supporting fact 2-3	Supporting fact 3-3
There are no asymptomatic carriers	Finding people who have been exposed and vaccinated them is the successful approach	Adequate vaccine is on hand and the supply is increasing



Guidelines for Using Message Maps

- Use one or all of the three key messages on the message map as a media sound bite.
- Present the sound bite in less than 9 seconds for television and less than 27 words for the print media.
 - When responding to specific questions from a reporter or stakeholder regarding a key message, present the supporting information from the message map in less than 9 seconds or 27 words.
 - If time allows, present the key messages and supporting information contained in a messages map using the “Triple T Model”:
 - (1) Tell people what you are going to tell them, i.e., key messages;
 - (2) Tell them more, i.e., supporting information;
 - (3) Tell people again what you told them, i.e., repeat key messages.



1. What is your name and title? 2. What are your job responsibilities? 3. What are your qualifications? 4. Can you tell us what happened? 5. When did it happen? 6. Where did it happen? 7. Who was harmed? 8. How many people were harmed? 9. Are those that were harmed getting help? 10. How certain are you about this information? 11. How are those who were harmed getting help? 12. Is the situation under control? 13. How certain are you that the situation is under control? 14. Is there any immediate danger? 15. What is being done in response to what happened? 16. Who is in charge? 17. What can we expect next? 18. What are you advising people to do? 19. How long will it be before the situation returns to normal? 20. What help has been requested or offered from others? 21. What responses have you received? 22. Can you be specific about the types of harm that occurred? 23. What are the names of those that were harmed? 24. Can we talk to them? 25. How much damage occurred? 26. What other damage may have occurred? 27. How certain are you about damages? 28. How much damage do you expect? 29. What are you doing now? 30. Who else is involved in the response? 31. Why did this happen? 32. What was the cause? 33. Did you have any forewarning that this might happen? 34. Why wasn't this prevented from happening? 35. What else can go wrong? 36. If you are not sure of the cause, what is your best guess? 37. Who caused this to happen? 38. Who is to blame? 39. Could this have been avoided? 40. Do you think those involved handled the situation well enough? 41. When did your response to this begin?

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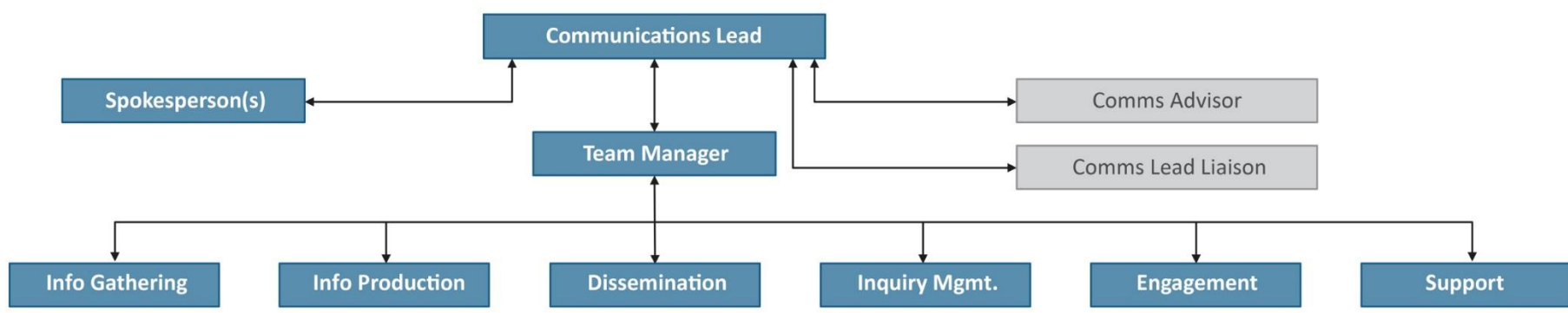


42. When were you notified that something had happened? 43. Who is conducting the investigation? 44. What are you going to do after the investigation? 45. What have you found out so far? 46. Why was more not done to prevent this from happening? 47. What is your personal opinion? 48. What are you telling your own family? 49. Are all those involved in agreement? 50. Are people over reacting? 51. Which laws are applicable? 52. Has anyone broken the law? 53. How certain are you about whether laws have been broken? 54. Has anyone made mistakes? 55. How certain are you that mistakes have not been made? 56. Have you told us everything you know? 57. What are you not telling us? 58. What effects will this have on the people involved? 59. What precautionary measures were taken? 60. Do you accept responsibility for what happened? 61. Has this ever happened before? 62. Can this happen elsewhere? 63. What is the worst case scenario? 64. What lessons were learned? 65. Were those lessons implemented? 66. What can be done to prevent this from happening again? 67. What would you like to say to those that have been harmed and to their families? 68. Is there any continuing danger? 69. Are people out of danger? Are people safe? 70. Will there be inconvenience to employees or to the public? 71. How much will all this cost? 72. Are you able and willing to pay the costs? 73. Who else will pay the costs? 74. When will we find out more? 75. What steps need to be taken to avoid a similar event? 76. Have these steps already been taken? If not, why not? 77. What does this all mean?

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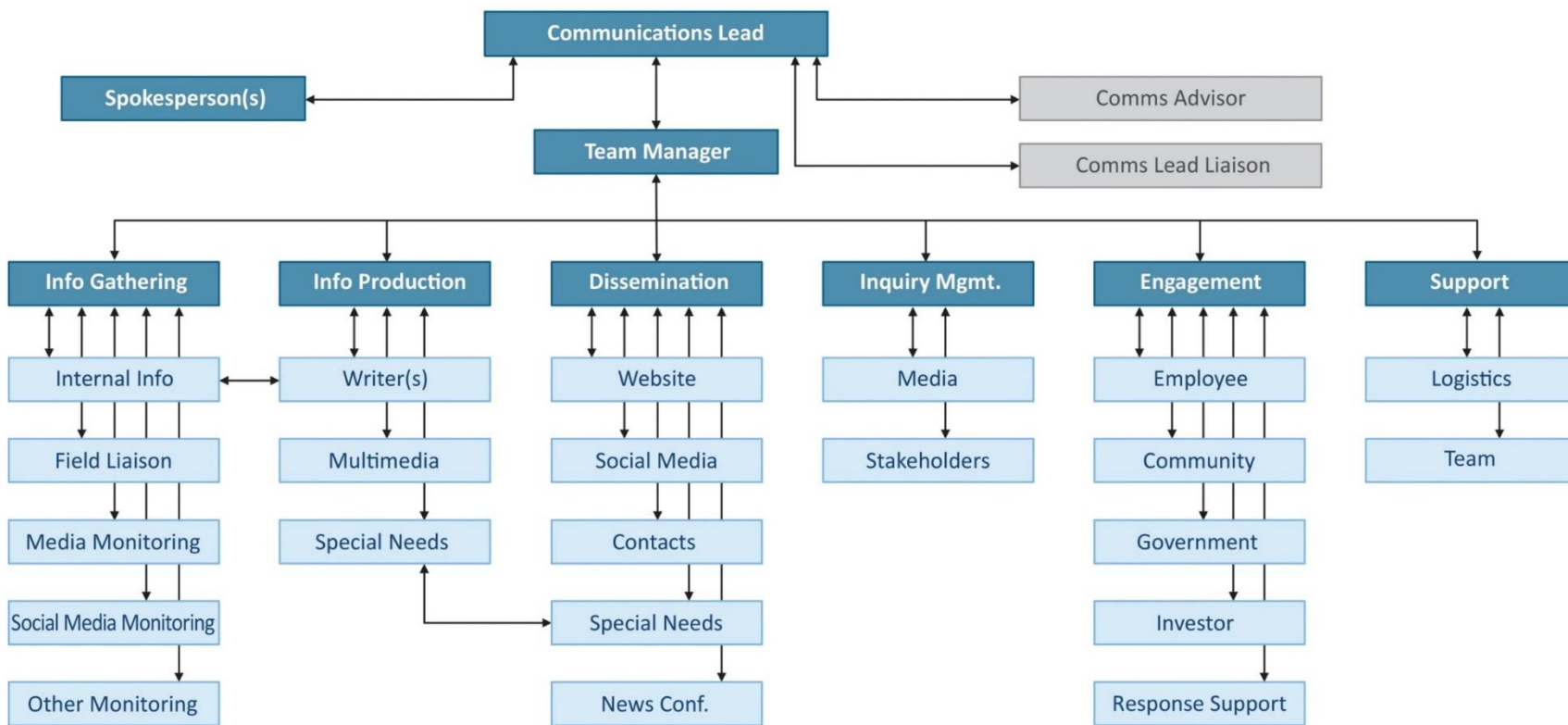


Standard Crisis Communications Team



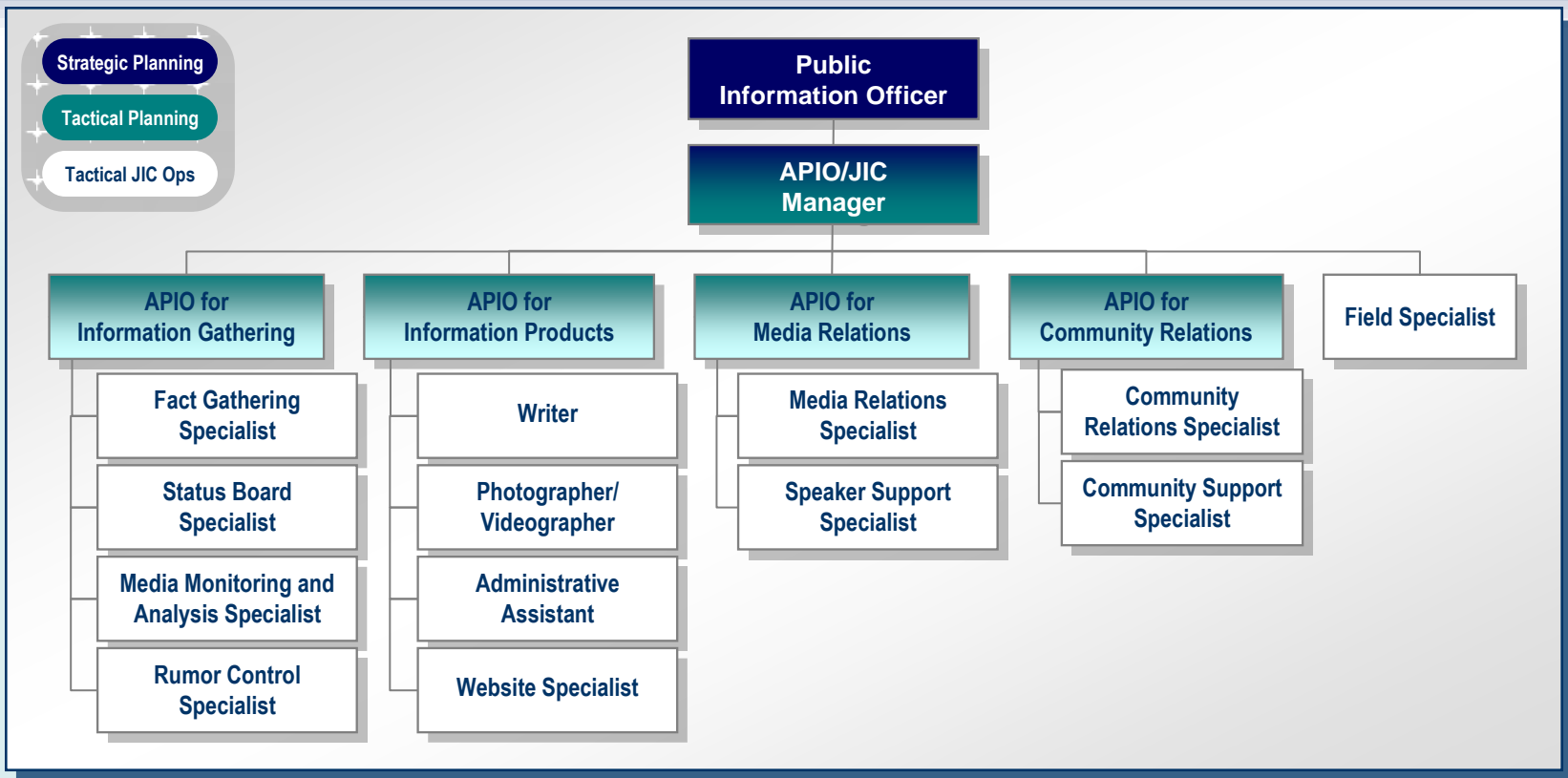


Expanded Crisis Communications Team



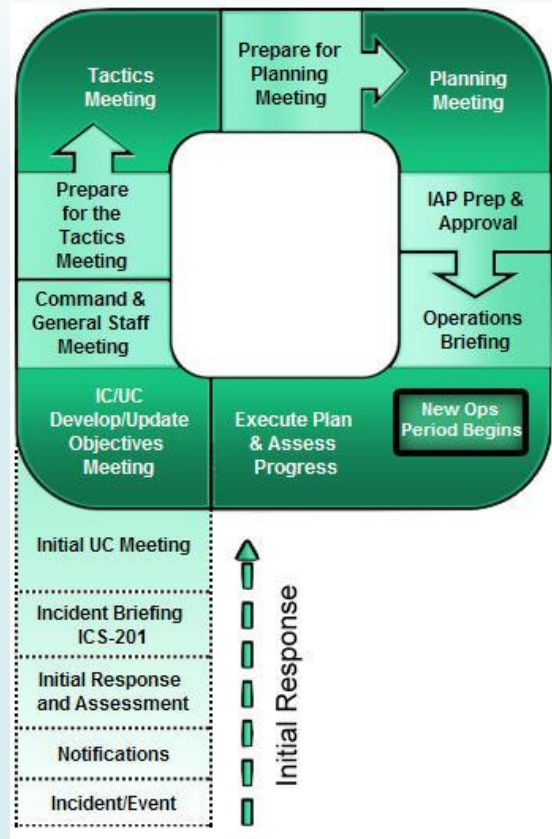


Basic JIC Organization





The Planning “P”



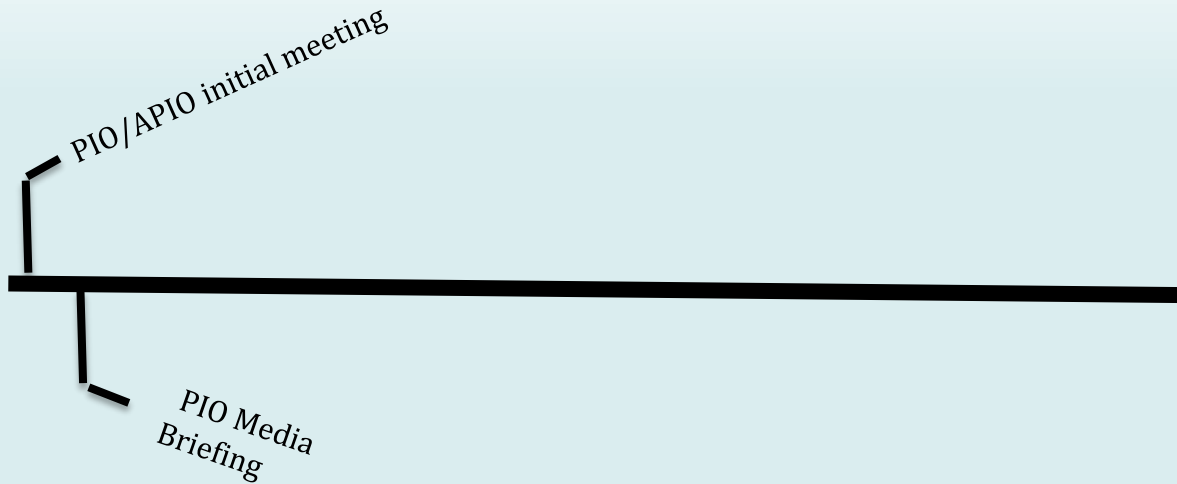


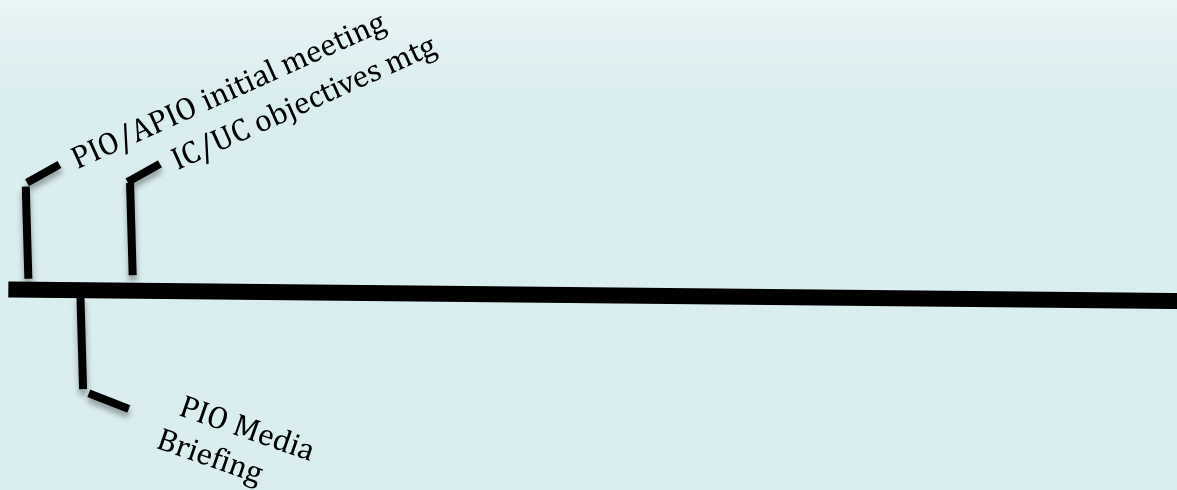
If it's not on the schedule, it doesn't get done

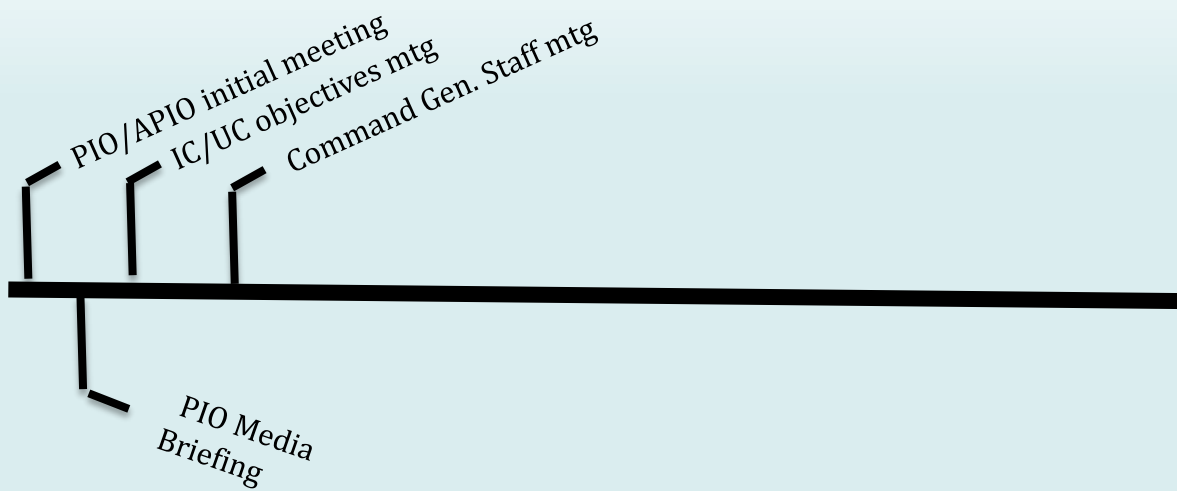
PIO/APIO initial meeting

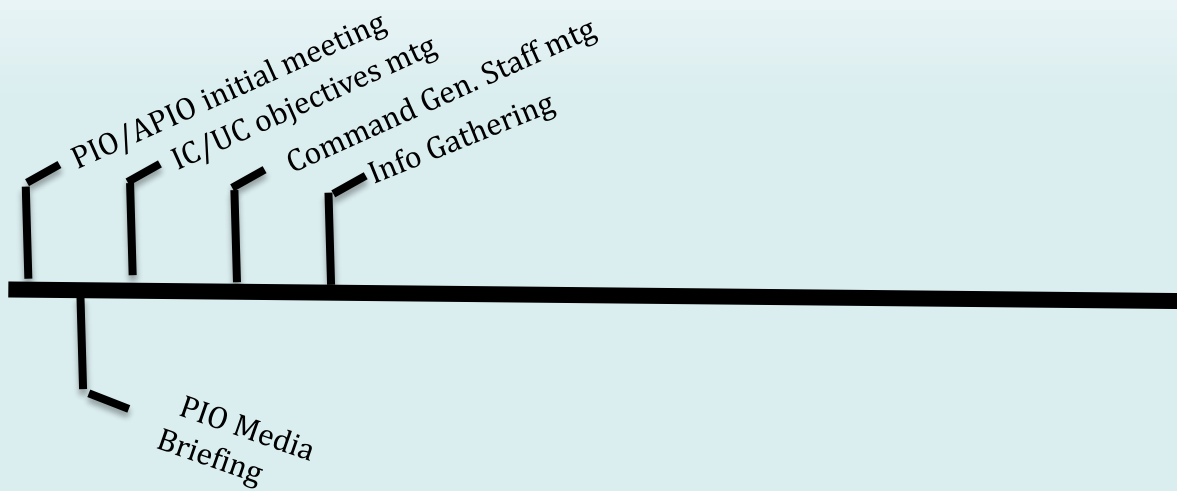


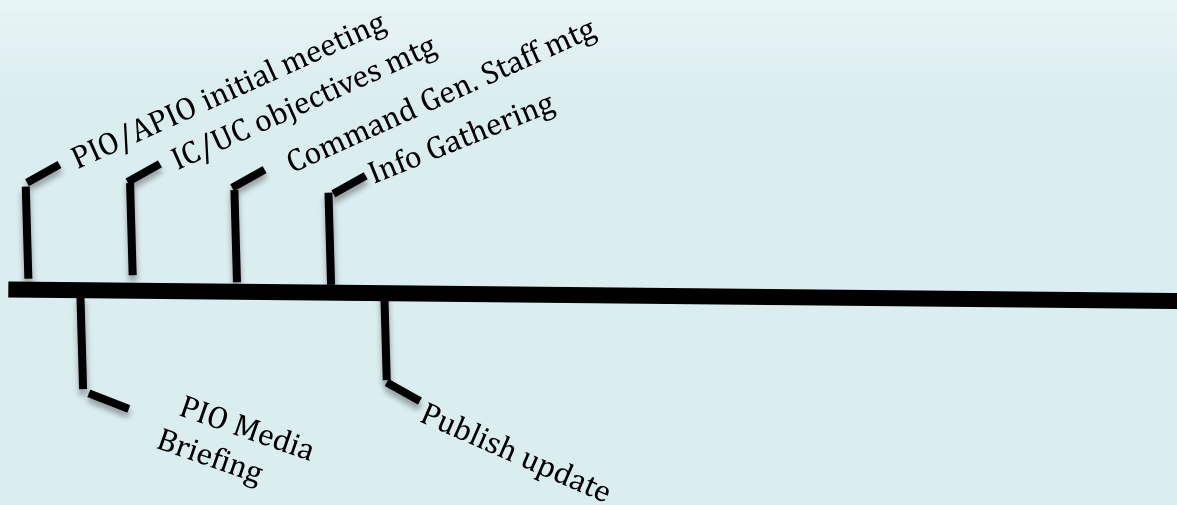
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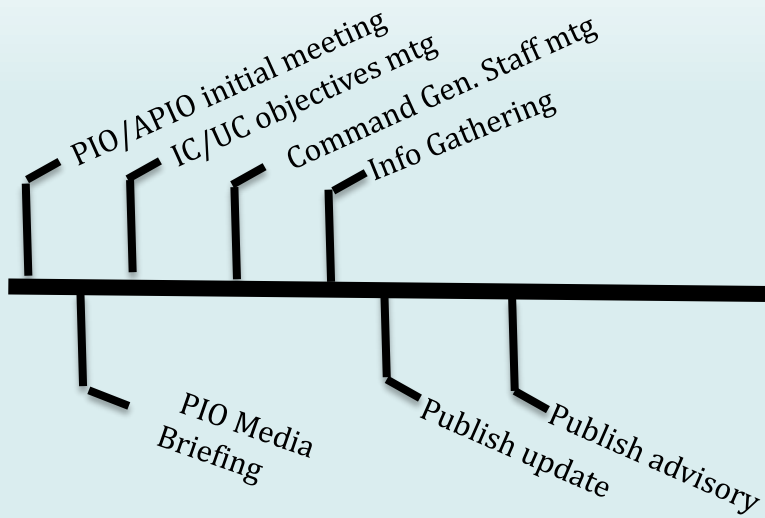


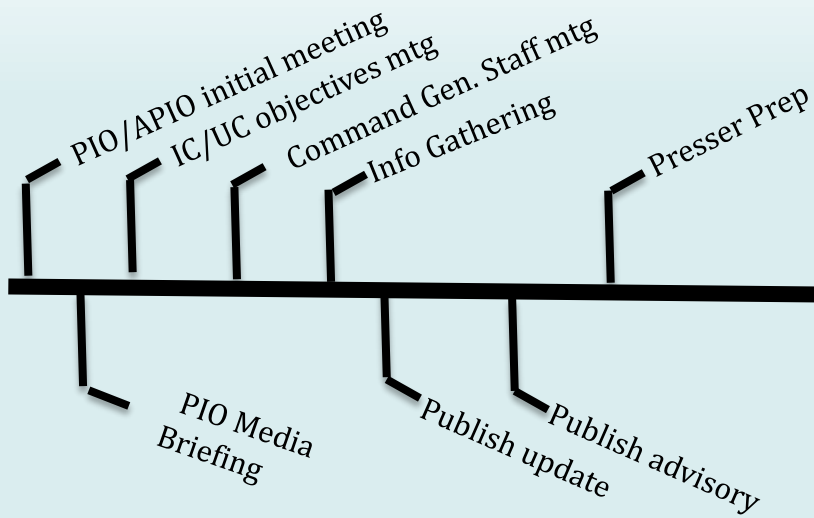


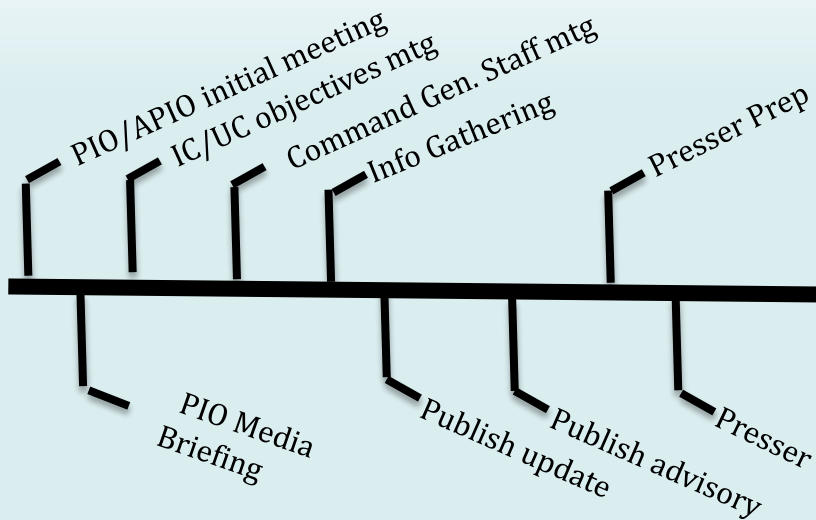


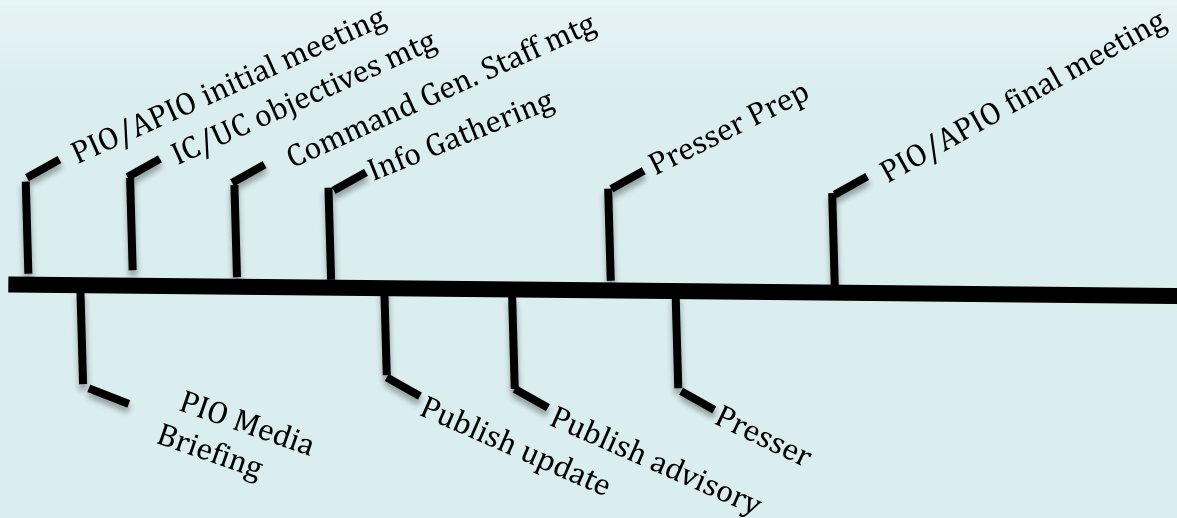














Questions?

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