

Benjamin Kafferlin

# Damage Control

Communication Planning  
for Crisis Situations

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Context

# Crisis and You

## Damage Control

- Are you prepared to manage crisis situations? More specifically, do you know who will take point, what steps to take and what to say to stakeholders, staff, campers, and the media?

## When...

- Injuries
  - Senior staff, campers, etc.
- Property damages
  - Natural and unnatural
- Financial troubles
- Vandalism
- Parental concerns
- Other Crises
  - Active Shooter?

# Defining Crisis

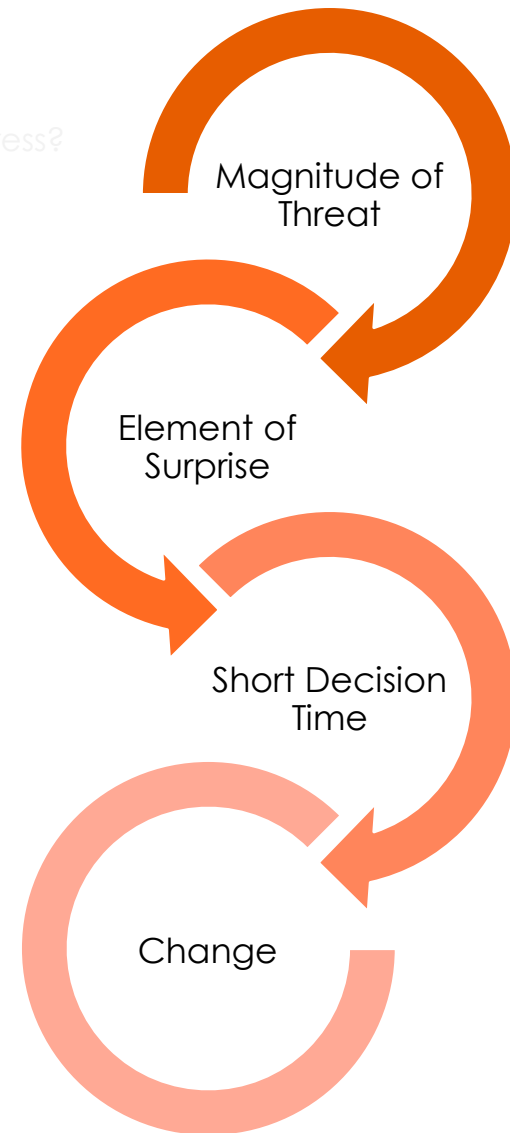
- Krinein (krisis):  
“Turning Point of Disease” (Greek “to judge,” medical)
- “Decisive Point” (17<sup>th</sup> century)
- Modern: “a time of intense difficulty, trouble, or danger”



# Defining Crisis

- **Crisis management** is the process by which an organization deals with a major event that threatens to harm the organization, its stakeholders, or the general public.
- Most important part of Public Relations; originates from 1980s.

Stress?



# Ben Kafferlin

- Communications Specialist for U.S. Sen. Rick Santorum
- Handle public relations for several other politicians and manufacturers, as well as Doorkeepers Christian Outreach



The logo for Kafferlin Strategies features a stylized orange 'K' inside a square frame on the left. To the right, the word 'KAFFERLIN' is written in a large, bold, dark blue sans-serif font. Below it, the word 'STRATEGIES' is written in a smaller, orange, spaced-out sans-serif font.

# KAFFERLIN STRATEGIES

- Communications and Strategic Planning Solutions
  - Public Relations
    - Can walk you through the following recommendations



# Importance

## What to Do

- Risk Assessment
- Emergency Preparedness
  - Crisis Management Plan

## Why

- Peace of mind
- Preparedness
- Liability

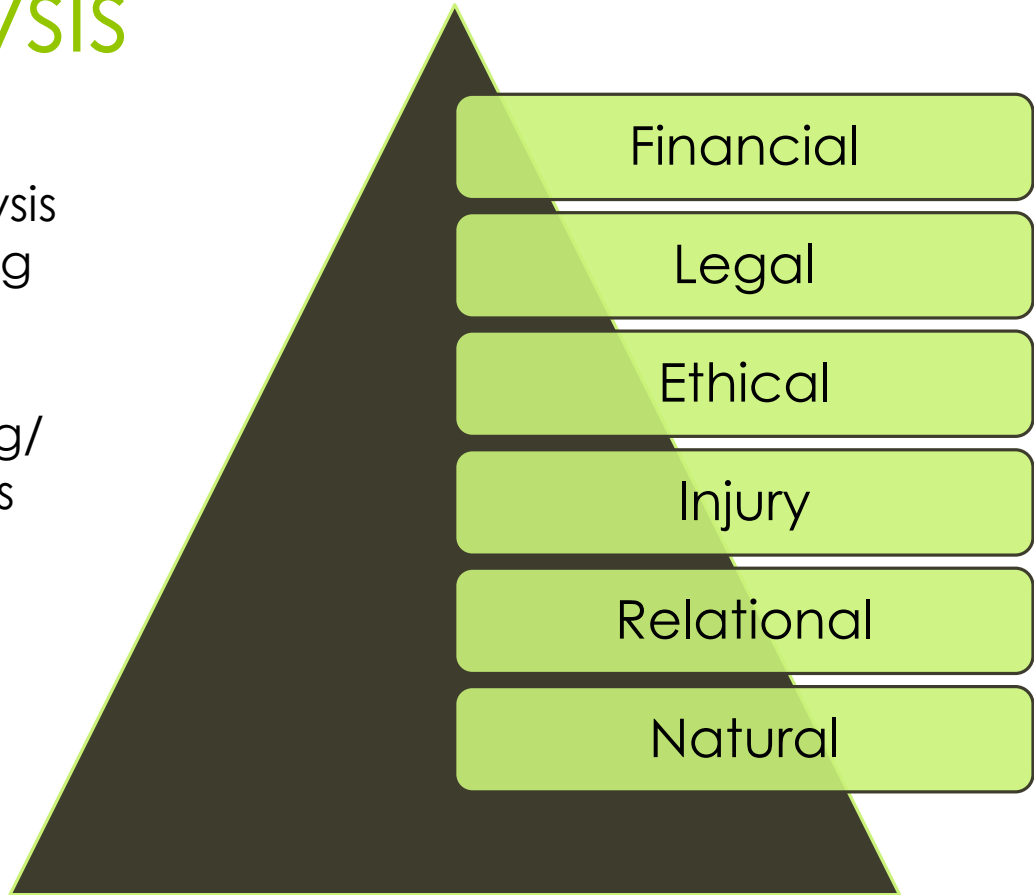


# Preventive Planning

Recommendations and resources for preparing to stave off and/or mitigate an emergency situation

# Risk Analysis

- Do Overall Analysis
- Divvy Up Planning to Deputies
- Ensure Media/Marketing/Communications



# Risk Assessment + Plan

## Assessment Components

- What is the scale/what are the implications of the crisis?
  - Who is effected?
  - How many are effected?
  - For varying levels of intensity, how long will recovery take?

## Planning Components

- Google outlines
- SWOT
- Risk Mitigating Milestones

# Planning

## WWWH

- Who
  - Who is good at communicating? Who can keep their cool? Who has the authority to communicate?
  - Who has the website login? Contacts with media?
  - Don't choose people who you're taking away from operations, e.g. camp nurse.
- What
  - Villain, Victim, Vindicator (3V)
  - Concern, Good Tone, do not blame
- How
- Priorities
- Means

## Preparedness, Prevention & Contingency Plan

- Have this all in a convenient place – and keep it small; in an emergency, you won't read a book.
- Media Plan w/ Media (and social media) policy; gives authority to some to speak on behalf of the organization, prohibits others
- Keep media logs
- Write likely verbage or form
- Stakeholder list
- Print copy, backups online
- Multiple people should have logins
- Run simulations
- Have KS do Risk Assessment / Gap Analysis
- SO URGENT nowadays w/ SM, immediate; that's' why messaging ahead

# Active Management

Recommendations and resources for implementing your plan in an emergency situation

# Redeem the Situation



## 2 Corinthians 13:11 (NIV)

- “Finally, brothers and sisters, rejoice! **Strive for full restoration, encourage one another, be of one mind, live in peace.** And the God of love and peace will be with you.”

“For hardship does not  
spring from the soil,  
Nor does trouble sprout  
from the ground.

Yet man is born to  
trouble as surely as  
sparks fly upward.

But if I were you, I would  
appeal to God; I would  
lay my cause before  
Him.

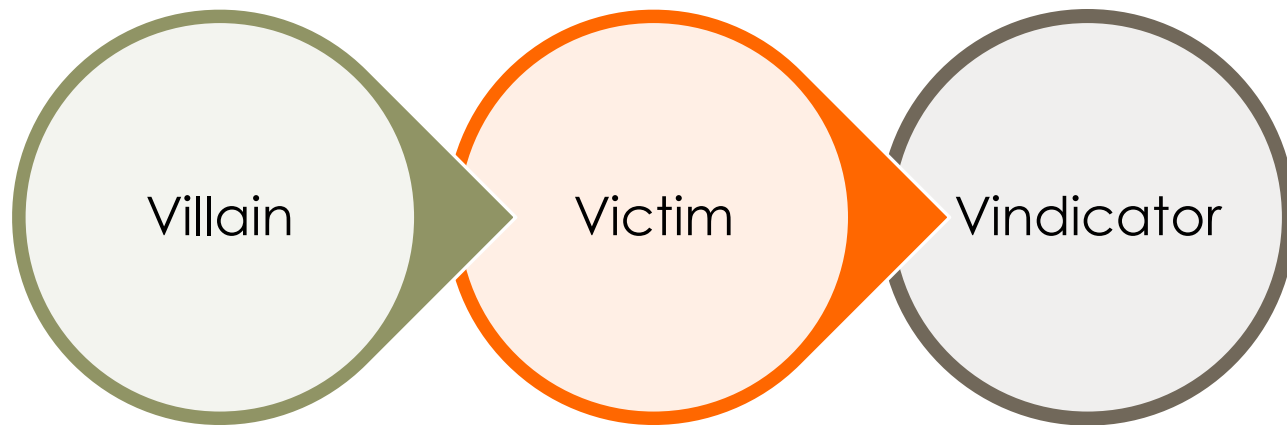
He performs wonders  
that cannot be  
fathomed, miracles that  
cannot be counted.”

## Step One

Job 5:6-9 (NIV)



## Step 2: Which are you?



## Step 3: Roles & Responsibilities

- Delegate specific job titles and tasks within that job
  - Crisis Manager (often Executive Director) located conveniently
  - Legal Counsel
  - Public Relations Counsel
  - Financial Counsel
  - Technical Experts
  - Additional Support/Special Skills
  - May need a separate team for internet management alone

# Step 4: Determine Stakeholders

- Identify how and with whom to communicate
  - Employees
  - Media
  - Public
  - Other external stakeholders

## Step 5: On-Site Headquarters

- Identify a crisis management center
  - A location, even within an establishment or office
- Establish a media information center
  - Individuals who the media should contact to gain information about the crisis
  - How and where those people can be reached



# A Shift to the Present

Executing Crisis Situations

# Rule 1

- Be quick to respond
  - Control
- Be completely honest

# Identify the Audience

- Who needs to hear your message?
  - Parents
  - Local communities
  - Staff/Employees
  - Campers
  - Sponsors
- Over what forms of media will the audience be addressed?
  - Different audiences may require different media

# Identify Important Information

- Define the problem at hand
- Identify which of your values relate to the issues
- Evaluate why/how the issue came to be
- Highly consider level of anonymity of those involved
- Identify what efforts are being made to combat the problem



# Writing and Delivering the Address

- Describe the problem
- Explain how/why the problem happened
- Reiterate values in light of the issue
- Liberally explain what efforts are being taken to fix the problem
  - Be prepared to answer questions in this area especially
- Topics of discussion may change from audience to audience

# Recovery

- Response time (the quicker the better)
- Acknowledge your past weaknesses
- Discuss and implement improvements
- Give evidence as to why your camp is now less at risk
- Integrate values

# On the Brighter Side

- The same basic practices apply to exciting, or good news
  - Who are the audiences?
  - How do I contact my audiences?
  - What do I say to my audiences?
  - Who's relaying this information?
  - Room for further improvement?

# Contact Information

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