

911 What's Your EMERGENCY

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What is a Crisis?

- An emotionally charged significant event or radical change
- An unstable or crucial time of affairs in which a decisive change is impending
- A situation with the distinct possibility of a highly undesirable outcome
- A situation that has reached a critical phase

Is it an incident
or a **crisis**?

Are you ready?

In a crisis situation, you will react as you are organized and trained.

Knowing what to do can be the difference between chaos and calm, or even life and death.

H1N1 Influenza Planning – NOW!

■ Planning Checklist

- Planning & Coordination
- Continuity of Student Learning & Core Operations
- Infection Control Policies & Procedures
- Communication Planning

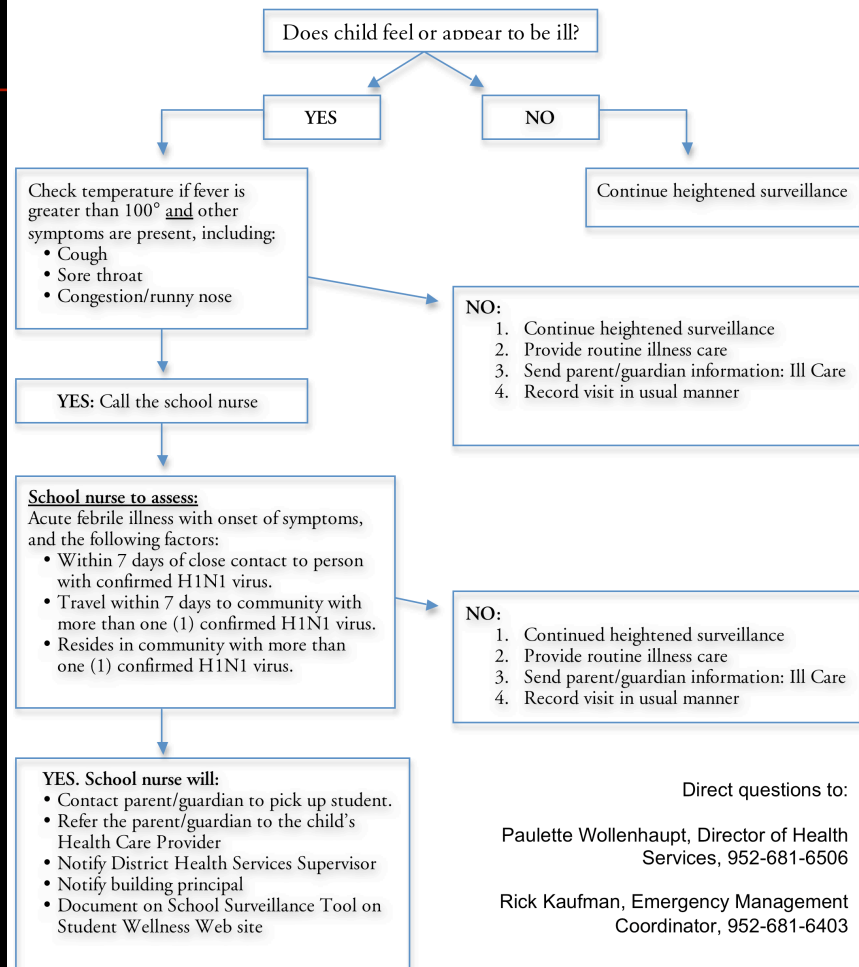
■ Debrief & coordinate with public health

■ Staff training BEFORE school starts

H1N1 Influenza Planning

- Student Assessment Guidelines
- Surveillance Tool
- Daily, Weekly Flu Census
- Action Steps

Bloomington Public Schools H1N1 Influenza Student Assessment Guidelines



Influenza Surveillance Tool

Bloomington Public Schools Influenza Surveillance Tool

School Name: _____

Reporter Name: _____

Date Report: _____

Phone: _____

[illegible]

An effective crisis leader must act deliberately, quickly, and effectively with honesty, high moral values and ethical standards.

Crisis leadership is more about who you are than what you know. No learned crisis leadership skill will overcome a lack of character, ethics or integrity.

Crisis Management Realities

- Prompt action reduces collateral damage
- Prompt action reduces length of crisis & moves situation closer to resolution
- Focus on response, not sources of threat
- Impossible to detail every conceivable crisis
- Important decisions must be made before crisis ever occurs (structure, process, leadership)

Crisis Management Realities

- Decisions based on site, location & unique set of circumstances that occur during crisis
- *Cardiac assessment*; intuition plays key roles
- Tend to victims' needs immediately
- Be prepared ... bad stuff happens
- Continuous process requiring annual review

Crisis Management Realities

In the first hour of a crisis:

- **Denial:** *"This could not have happened."*
- **Anger:** *"How could this have happened?"
"How could somebody do that?"*
- **Panic:** *"Oh, &%#* (crap)!"*
- **Anxiety:** *"What have I gotten myself into?"*
- **Fear:** *"I want my mommy!"*
- **Resolve:** *"Bring it on." "Let's do it."*

Elements of Crisis Management

■ Policy and Leadership

- Provides foundation, framework for action

■ Emergency/Crisis Management Plan

- Provides structure, mechanisms for operational response

■ School Crisis Response Plan

- Building plan operates within framework of district-level plan
- Provides roles, responsibilities for staff
- Coordinated response to more frequently occurring incidents

Elements of Crisis Management

■ Crisis Response Teams

- School, district response personnel

■ Communication

- Foundation of any crisis planning, implementation, management and recovery effort

■ Training

- Preparation and knowing what to do is crucial
- Creates culture of vigilance, readiness

Plan must include responses to:

- School-based scenarios
 - threat, accidental death, lockdown, etc.
- District-wide scenarios
 - natural disaster, business interruption, etc.
- New or emerging scenarios
 - pandemic, terrorist attack, sex offender, etc.

Emergency plan must address:

- **Prevention & Intervention (mitigation)**
 - steps to reduce or eliminate risk to life and property
 - school safety and security audits
- **Preparedness**
 - process of planning a rapid, coordinated response
- **Response**
 - action steps to take during a crisis
- **Recovery**
 - restoring the learning environment quickly; must include mental health recovery

Emergency plan must address:

- The Golden Hour

- take the lead; delay equals denial

- Waves of Response

- police/medical
- media
- parents
- “looky loo’s” & gawkers; super-heroes; cottage industry types

- First 24 hours

- Duration of Crisis

The Key Questions

- What can or will we be able to handle?
- Which roles can be delegated to volunteers?
- Who will do what?
- Where will we get help?

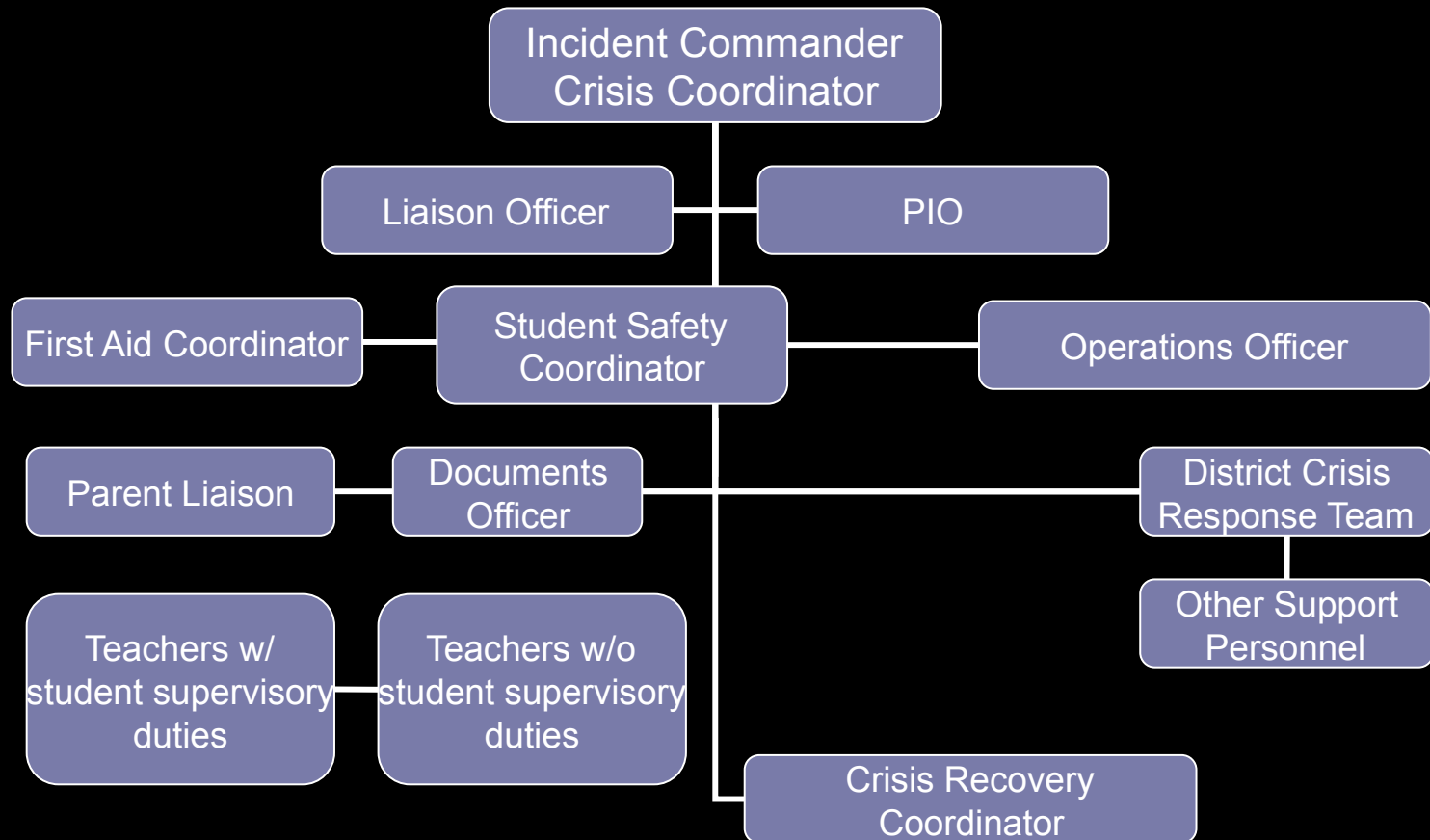
Crisis Management Infrastructure

- Incident Command (ICS)
- Communication or Crisis Command Center
- Roles and Responsibilities
 - Who's organizing who? (parents, media, etc.)
 - Who is spokesperson? (super, communications, principal)
 - Volunteers? (you can't do it alone)
- Equipment and Food
- Media Area

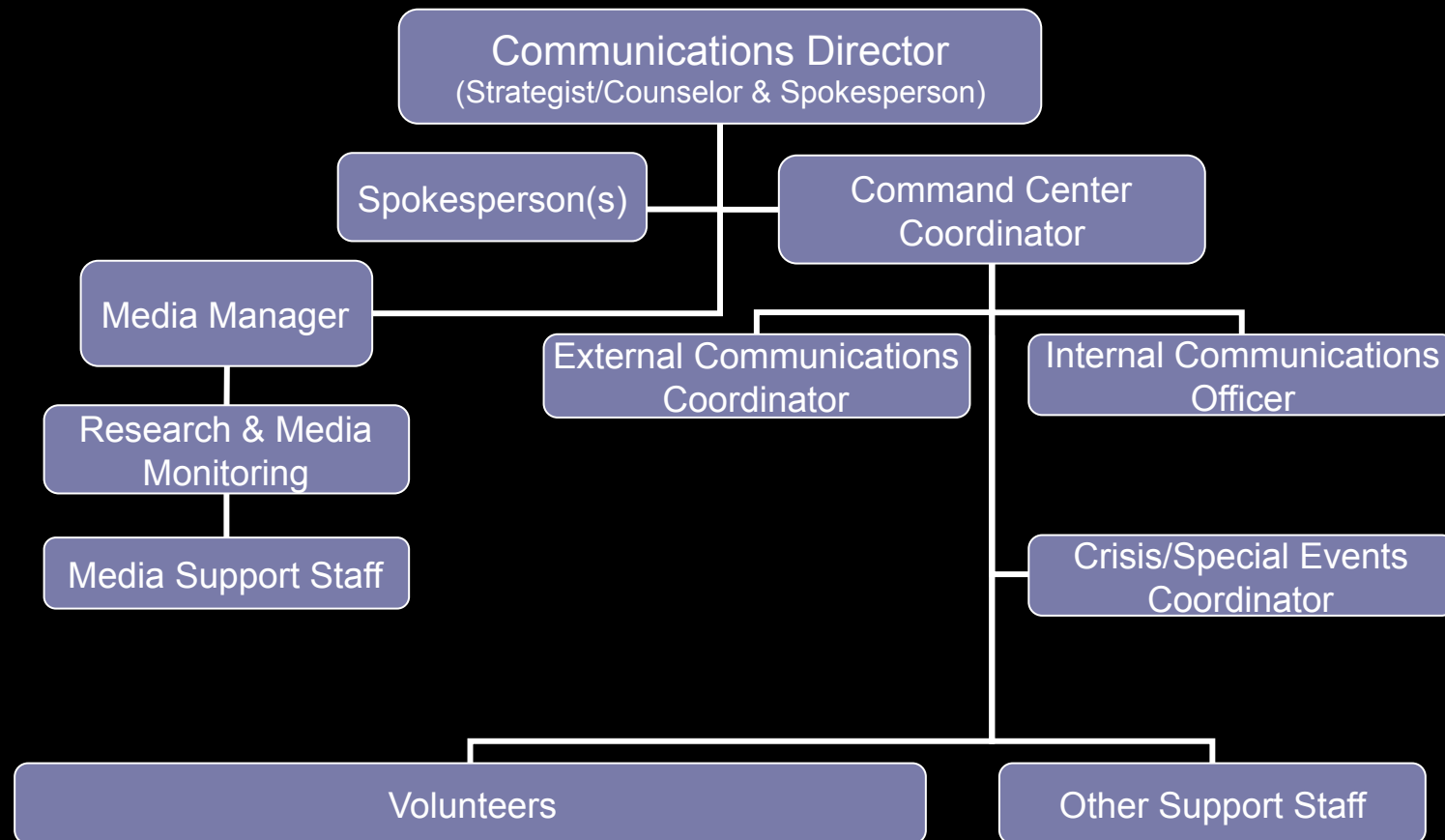
Incident Command System

- Establishes common organizational structure, operating procedures
- Places one person in charge of decision-making; creates chain of command
- Provides for quick, effective performance
- Establishes reasonable span of control
- Coordination, transition of responsibility

Incident Command System



Communication Command System



The best time to let students,
staff and families know what
to do in an **emergency** is
before it happens.

Communication ...

... is the foundation of any crisis planning, implementation, management, and recovery effort.

Crisis Communication Focus

- Establish command, functions
- Communicate internally first, then public
- Anticipate and meet needs of media
- Ensure key messages are understandable, honest and consistent
- Manage perception of competence & reality

Crisis Communication Focus

- Plan to collect, verify information
- Correct inaccurate, misleading info fast; delay creates new crisis, puts organization on defensive & wastes time
- Stay in contact with victims families
- Plan for *Murphy's Law*
- Debrief daily or nightly

Communicating in a Crisis

Target Key Audiences

- School & District Leadership
- Crisis Response Agencies
- Staff/Faculty (site first, then others)
- Opinion Leaders (faith, government, civic, business)
- Parents, Students, Community
- Legal Counsel

Communicating in a Crisis

- Speed of Communication
 - First impressions are lasting impressions
- Factual content of the message
 - Get it right, repeat it, share with others
- Trust and credibility
 - Crucial to sustain support during, after crisis
 - Elements: empathy & caring; competence & expertise; honesty & openness; commitment & dedication

The NEW Communication

- Email broadcasts
- Text or Voice Messaging
- Web sites
- Rapid Alert Notification Systems
- Hotlines/Emergency Voice Bulletin Boards
- Social Media Networks
 - Blogs & IMs
 - MySpace, Facebook, Twitter, others?

Media Relations

- Strategy 1: Help heal; return to normalcy
- Strategy 2: Stay on message; one clear voice
- Media is fastest way to communicate broadly
- Media Triage (no favoritism; focus on local first)
- Brief daily; never say, “no comment”
- Respond to all reasonable media requests
- Develop guidelines for access to students, staff
- Set ground rules for interviews, coverage

Common Mistakes of Crisis Management

- Putting news media ahead of employees
 - Employees want, deserve news FIRST
- Lack of comprehensive media strategy
 - Who is spokesperson(s)? What are the key messages?
- Ignoring the “Window of Opportunity”
 - Vital to address issues; once “window” closes it becomes difficult to change perceptions
- No clearly assigned roles
 - Lack of clarity guarantees confusion; know leaders, doers

Common Mistakes of Crisis Management

- Limit communication due to litigation fears
 - Litigation usually follows adversity
- No crisis plan
 - Believing a crisis can't happen is ignorant, arrogant
 - Can result in crippling damage to an organization
- Untested crisis plan
 - Single most important mistake; also if developed in isolation

What have we learned?

- A Leadership Test

- Response defines the organization; be credible

- A Communication Test

- How strong is your communication program?

- A Professional Test

- How will you emerge as a key advisor?

Complete Crisis Communication & Management Manual

- NSPRA published manual in 1993
- Updated, revised in 2001 (wake of Columbine tragedy)
- 2009 and beyond
 - New threats facing schools (H1N1; terrorists, sexting)
 - Emerging methods & strategies
 - New ways to communicate
- Reminder to review, revise response
- Tool for training among school & staff

Complete Crisis Communication & Management Training

- Half- and Full Day Workshops
- Table-top Scenarios
- School Security Audits
- Media Relations & Communications
- Nationally Recognized Expert
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