

# Crisis Management, Crisis Communications and Social Media



# Issues a Treasurer Might Face

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Accusation of Fiscal Misconduct

Budget Cuts

Data Loss

Data Breach

Discrimination Complaints

Embezzlement

Fiscal Mismanagement

Fraud

Improper Use of Email

Investments Gone Bad

Layoffs

Property Tax Complaints

Records Tampering

Theft in Office

Sexual Misconduct

Inappropriate Use of Social Media

Whistleblowers



# It Does Happen ... How would you handle this?

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## [Treasurer's scandal may hurt Dems](#)

Published: October 13, 2010 - 2:30 AM

By Akron Beacon Journal Staff

Kathy Antoniotti

## [Lancaster \[Nebraska\] County treasurer faces 5 felonies, accused of illegally selling vehicles and filing false tax returns](#)

By Joe Duggan / World-Herald Bureau

Aug 28, 2017

## [Blame game waged in county treasurer corruption scandal](#)

By Matthew RinkPosted Apr 3, 2009 at 12:01 AMUpdated Apr 3, 2009 at 3:02 AM

## [Treasurer scandal a 'painful learning experience'](#)

[David DeMille](#), ddemille@thespectrum.comPublished 5:53 p.m. ET April 27, 2016 | Updated 7:15 p.m. ET April 27, 2016

## [Adams County treasurer resigns amid scandal](#)

Adams County commissioners have accepted the resignation of longtime County Treasurer (name omitted), who left the post amid a tax evasion scandal.

## [Harrison County official \[Treasurer\] quits amid scandal](#)

Harrison County commissioners were jarred by the news that indictments for theft and theft in office were returned against longtime county Treasurer (name omitted). Both charges are felonies.



# Ambush Video Here

# Crisis Communications – Is Your Office Prepared?

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- > When the media turns their cameras on you
- > Who we are
- > What we do



# Legal controversies today are tried in the Court of Public Opinion – as often as in the Court of Law.



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# The Damage Control Playbook – For Government Agencies

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Rule #1: Tell the truth

Rule #2: Tell it first

Rule #3: Tell it all

Rule #4: Tell it fast

Rule #5: The Media Filters

Rule #6: Fundamental role of reporters is  
not to inform or educate



# Is Your Office Up to Date in How it Communicates?

## New Communication Tools – With New Risks

Where you've always met stakeholders:

- > Your government offices
- > Public meetings, town halls
- > Traditional media
  - » newspapers, TV, radio



Where stakeholders also are now:

- > Official government websites
- > Social Media
  - » Facebook
  - » Twitter
  - » Instagram
  - » YouTube
  - » Snapchat





# Social Media



# Why Social Media Matters

- Because that's where the news is.



**Brandon Wolf**  
@bjoewolf

 Follow



Omg. Shooting at pulse. We hid in the bathroom. And we can't find our friends.

RETWEETS

261

LIKES

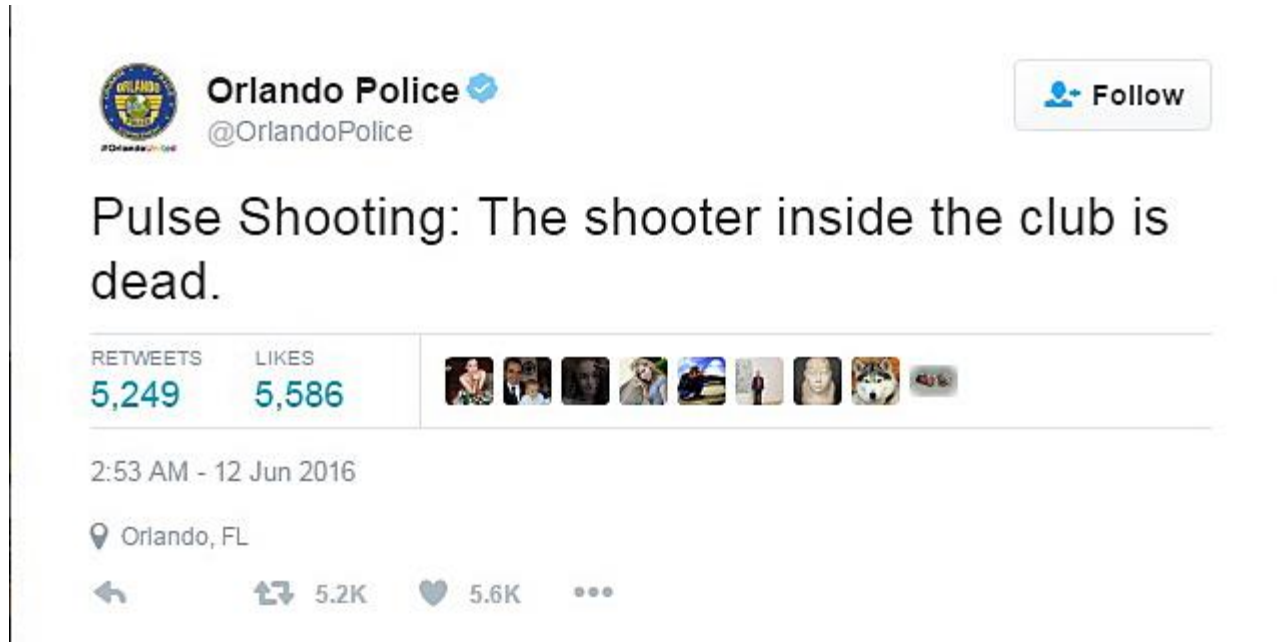
342



2:17 AM - 12 Jun 2016



# It's Where Government Agencies Are!



# It's Where the President Lives...



[Donald J. Trump](#) Verified account [@realDonaldTrump](#) Aug 27

Major rescue operations underway!

**18,272 replies****15,579 retweets****84,772 likes**



[Donald J. Trump](#) Verified account [@realDonaldTrump](#) Aug 27

Going to a Cabinet Meeting (tele-conference) at 11:00 A.M. on [#Harvey](#). Even experts have said they've never seen one like this!

**16,124 replies****11,065 retweets****54,943 likes**



[Donald J. Trump](#) Verified account [@realDonaldTrump](#) Aug 27

We are in the NAFTA (worst trade deal ever made) renegotiation process with Mexico & Canada. Both being very difficult, may have to terminate?

**27,182 replies****19,211 retweets****82,764 likes**



[Donald J. Trump](#) Verified account [@realDonaldTrump](#) Aug 27

With Mexico being one of the highest crime Nations in the world, we must have THE WALL. Mexico will pay for it through reimbursement/other.

**57,452 replies****26,933 retweets****103,498 likes**



[Donald J. Trump](#) Verified account [@realDonaldTrump](#) Aug 27

More

Wow - Now experts are calling [#Harvey](#) a once in 500 year flood! We have an all out effort going, and going well!



## .... And His Son

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- > Donald Trump, Jr. also drops brand bombs on Twitter
- > Trump Jr. posted image of a bowl of Skittles and the tweet, “If I had a bowl of skittles and I told you just three would kill you. Would you take a handful? That’s our Syrian refugee problem.”
- > Skittles maker Mars responded factually and sincerely:





- > 310 million monthly active users
- > 500 million tweets per day – 6,000 per second.
- > 6-in-10 Twitter users get news there. (Pew – 2016)
- > 54 percent of Twitter news consumers went there looking for it (highest of popular social media; FB only 38 percent)
- > Journalists make up 24.6 percent of verified accounts. 
- > 60% of consumers expect brands to respond to a Twitter query within the hour.



# facebook

- > Largest social network
- > 1.13 billion daily active users worldwide, including 67 percent of U.S. adults
- > Two-thirds of users get news on the site (Pew – 2016)
- > How we tell friends about stuff: 81 percent of all content shared in U.S. is shared on Facebook.
- > Great for distributing & receiving info during a crisis - if your following is established.



# Before the Crisis: Be Social

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- Know where your stakeholders live
- Establish terms of use
- Establish social media guidelines
- Build a following, promote interaction
- Post a variety of content regularly





# Anticipate Issues Will Arise

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- Prepare for lightning-quick turnaround
  - ✓ Establish internal systems to get content posted quickly
  - ✓ Make sure that Digital reports directly to Mayor and/or his Cabinet
  - ✓ Bust your silos so that the law department works closely with Communications
  - ✓ Don't hesitate to ask your Administration (Mayor, Trustee, Executive) to practice crisis drills and media training to prepare for conventional media response.

\*Source: Richard Levick <https://goo.gl/zPVpil>



# Then Handle the Issues

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- Transparent
- Responsive
- Speed
- Words + Action
- Professional – and human



# A Crisis In The Making

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# A Crisis Averted

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We've deleted the rogue tweet but rest assured the Red Cross is sober and we've confiscated the keys.

about 11 hours ago via ÜberTwitter

Retweeted by 86 people

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**RedCross**  
American Red Cross





# Social Media Best Practices

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- Monitor and be prepared to respond
- Don't let mistakes live on
- Don't arm wrestle with trolls
- Pause before hitting “delete”
- Go offline to get back on track
- Know who's running the site
- Remember your audience



# The Damage Control Playbook

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# The 3 V's

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**Villain**

**Victim**

**Vindicator**



# What happens when you ARE the Villain?

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# I'm Sorry – Said Correctly

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- Candor
- Remorse
- Commitment to change
- Sincerity
- Reflection of organization's values





# Sorryworks.net

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- Not admission of liability; effort to empathize with wronged party.
- Effective apologies address the recipients' feelings. They don't prove a point.
- Vow to find out what went wrong
- Promise to fix it
- Promise customer service assistance
- Do NOT prematurely admit fault or assign blame
- Do NOT use weasel words: "Well, I'm sorry people were offended." "Well, I'm sorry people feel that way."



# Crisis Management & Crisis Communications



## Crisis Management Today Newsletter

Twice a month, best practices for crisis managers.  
For a *gratis* subscription, send your email address to  
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Litigation Communications Support



Crisis Management Today  
November 1, 2016

CRISIS COMMUNICATIONS | CRISIS MANAGEMENT | LITIGATION COMMUNICATIONS | MEDIA TRAINING

### In The Headlines

On the Ground in Cleveland  
During the Republican  
Convention

In a video produced by the Ohio Department of  
Public Safety, here's what Cleveland looked like  
from ground level during the recent Republican  
National Convention.



Social Media Monitoring by  
Government Agencies – A Fine  
Line Between Privacy & Public  
Safety



# Newhart Video Here