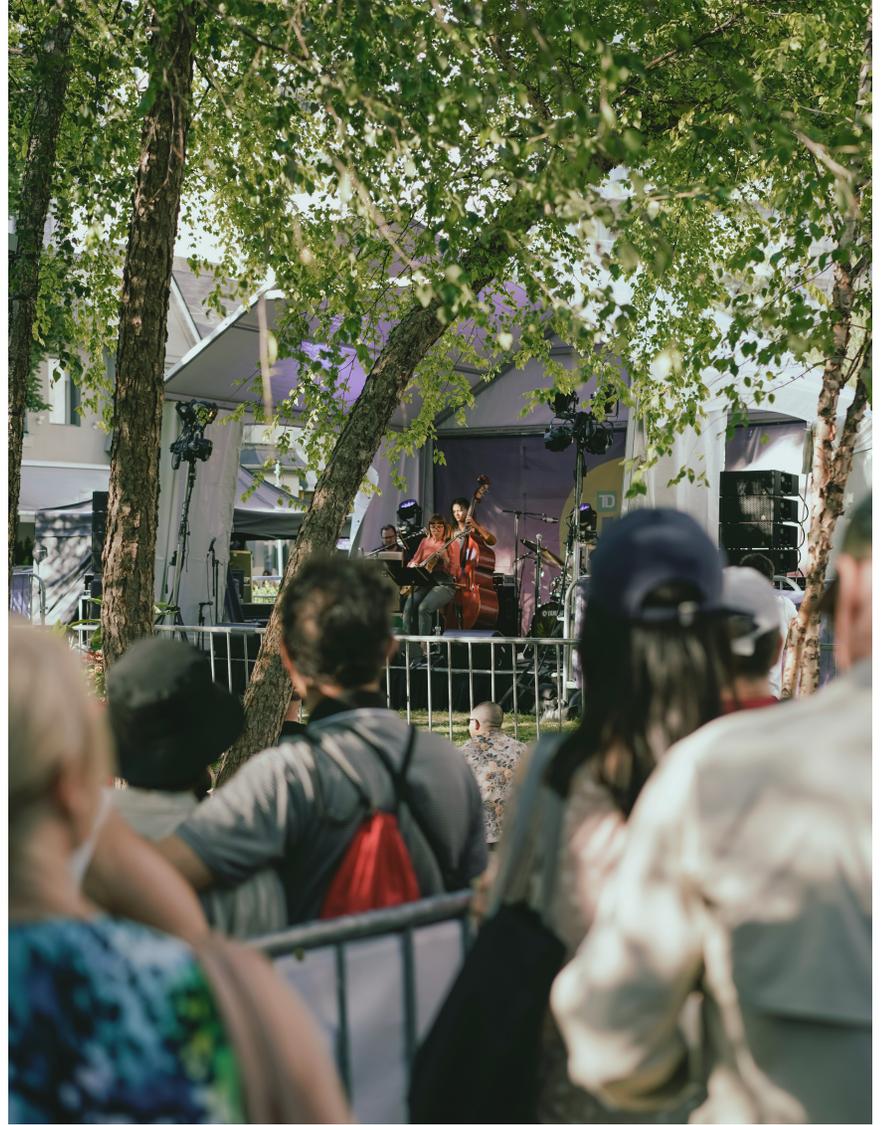


CASE-BY-CASE CRISIS COMMS

**Control what you can
in uncertain times**

HART STRATEGIES
COMMUNICATION FOR THE PUBLIC INTEREST



**CRISIS FORCES COMMONALITY
OF PURPOSE ON ONE ANOTHER.**

— MICHELLE DEAN, AUTHOR

CASE-BY-CASE CRISIS AGENDA



Assessment

Is this a crisis?



Starter kit

*Safety, finances
and reputation*



Expansion set

*Opportunities
and allyship*



Spotting

*Tracking,
understanding
and sharing*



Preparing

*Go-to practices
and tools*

ANNOUNCEMENT

You'll receive an overview for your team and starter plan that you can customize following today's webinar.

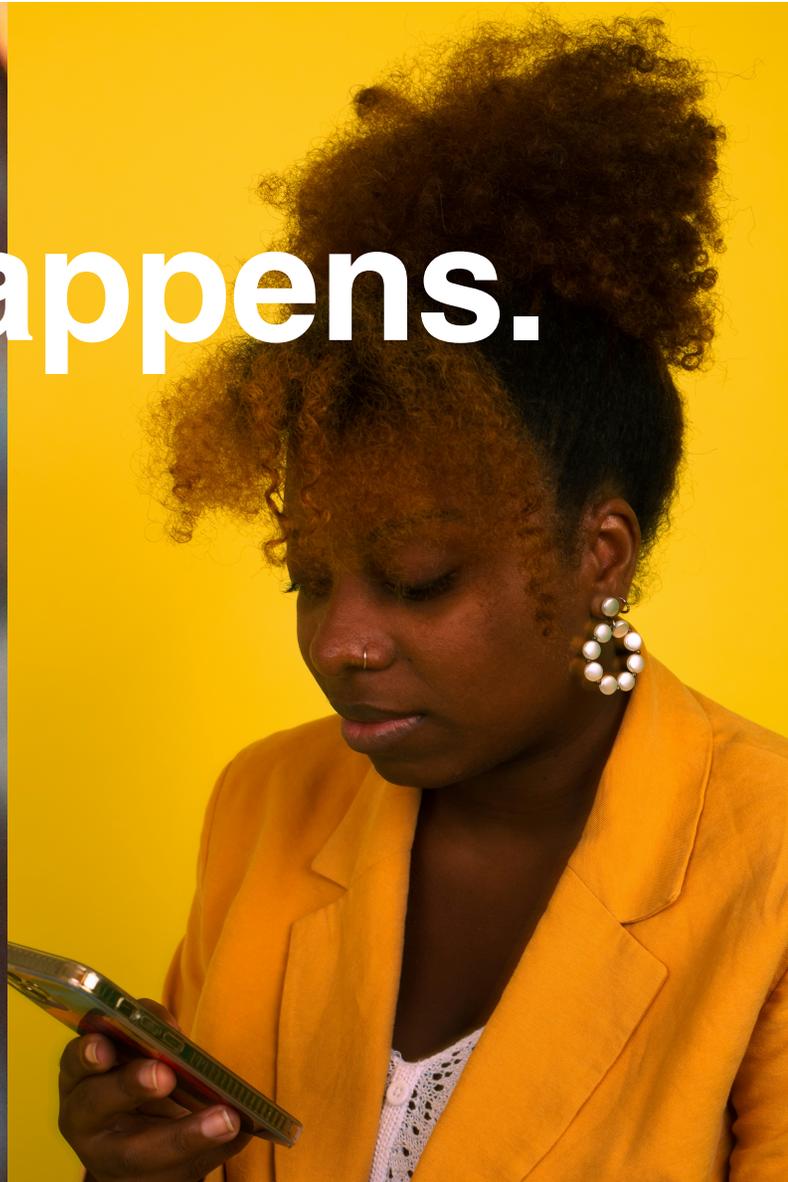
Sit back, listen to your peers in the field, prepare to share and consider how this work will take shape for you.

ASSESSMENT

Is this a crisis?



Something happens.



IS IT A CRISIS?

- Uncomfortable?
- Unexpected?
- Evolving quickly?
- Creating obstacles for doing your work?
- Impeding partners' work?
- Affecting your field and/or systems important to your work?

Maybe

Maybe

SHIFTS IN PERFORMANCE LINE-UP

I didn't get to see who I expected, and I'm upset about it!

Will you give me my money back since the line-up changed?

You have funding to bring live music to the community, but I don't agree with your choices. How can I weigh in?

Is the situation

- Just quickly evolving, uncomfortable/unexpected?
- Creating obstacles for doing your work?
- Impeding partners' work?
- Adversely affecting the field?

INJURY AT THE VENUE

I saw the person fall, and I'm worried that the venue doesn't take safety seriously.

I don't want the venue to change because of one person's bad behavior. What will you do?

That guy shouldn't have been sitting on the railing, but why didn't the venue have someone there telling him that?

Is the situation

- Just quickly evolving, uncomfortable/unexpected?
- Creating obstacles for doing your work?
- Impeding partners' work?
- Adversely affecting the field?

STARTER KIT

*Safety, finances
and reputation*



STARTER KIT

BEFORE

Safety

- Contacts → relationships
- Inspections → practices
- Information → cultural contract

Finances

- Experienced practitioners
- Regular reporting
- Demonstrated course-correction

Reputation

- Clear communications
- Community engagement
- Shared celebrations and corrections

DURING

Safety

- Activated relationships
- Activated practices
- Engaged community

Finances

- Exposed problems
- Prepared team
- Agency to address issues

Reputation

- Clear communications
- Third-party validators
- Scheduled updates

AFTER

Safety

- Resets with relationships
- Updated practices
- Intentional trust-building

Finances

- Potential staff adjustments
- Regular reporting
- Potential new practices

Reputation

- Clear communications
- Community engagement
- Shared celebrations and connections

SAFETY

A person at the entrance to your venue pulls out a gun in response to an argument with another person in the line. Staff at the entrance see this happen.

What happens next?

Remember: keeping people safe is priority #1.

- What have you done in advance to prepare for this situation?
- What practices/ approaches are you ready to activate during the crisis?
- How will you adjust and continue work after the crisis?

FINANCES

A funding update shows someone on staff paid a family for work to refinish a stage floor, and the cost is much higher than usual. You determine they intentionally overpaid their family member.

What happens next?

Note: The information is only internal right now.

- What have you done in advance to prepare for this situation?
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- How will you adjust and continue work after the crisis?

REPUTATION

A staff member, while introducing sharing some programming notes from the stage before a show, laughs and shrugs off a mention of an artist's they/their pronouns

What happens next?

Note: You learned about this when a reporter called you.

- What have you done in advance to prepare for this situation?
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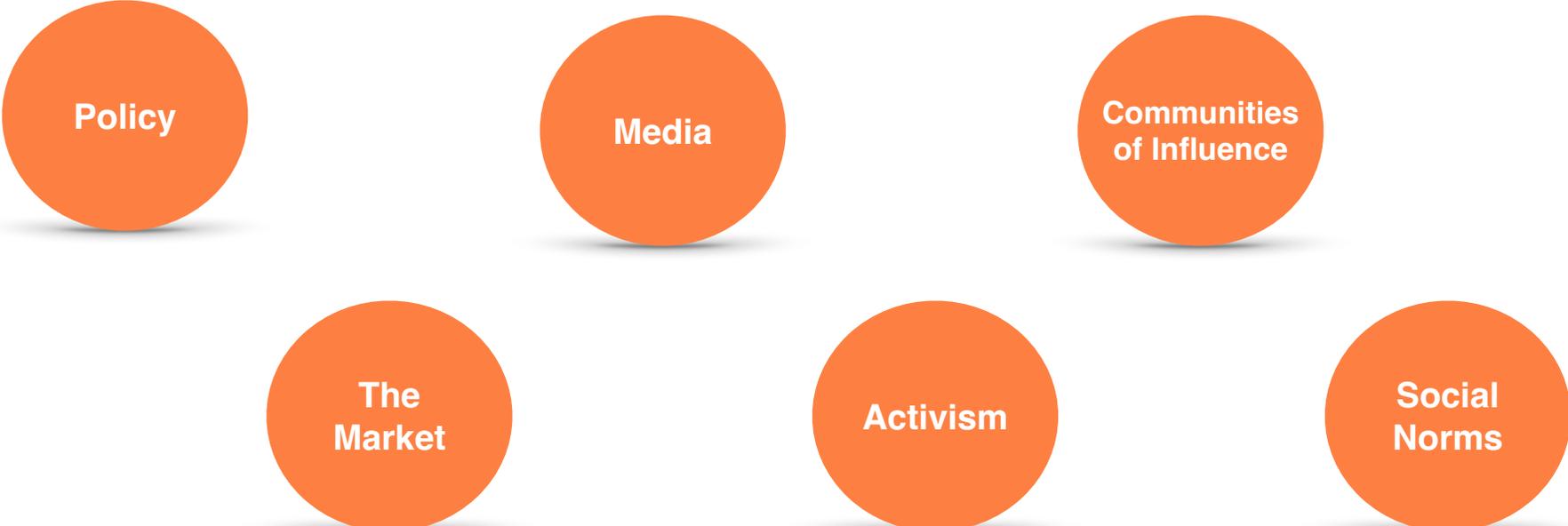
EXPANSION SET

*Opportunities
and allyship*



SPHERES OF INFLUENCE

Consider the spheres where crises may emerge — and where you may provide support, speak out or otherwise wield influence.



Policy

Media

**Communities
of Influence**

**The
Market**

Activism

**Social
Norms**

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While nearby neighbors seek limits to rideshare around a venue, a pedestrian is hit crossing to the current rideshare access point.

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Communities of Influence

Two musicians are sharing the news that a local museum underpaid them for concert performances.

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Social Norms

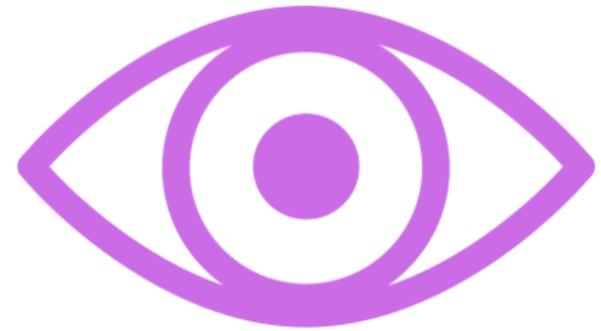
A school board questions connections between arts and other subjects and starts a community debate.

CASE-BY-CASE EXAMPLE

- How might you engage in these situations?
- How could engaging move your work forward?
- How could engaging provide opportunities for you to be a good partner for others?

SPOTTING

*Tracking, seeing
and sharing*



SPOTTING POTENTIAL CRISES

- News alerts
- Social media monitoring
- Network sharing

What practices do you have in place?

How do you share insights with your team?

How do you share insights with peers/partners?

PREPARING

*Go-to practices
and tools*



GETTING READY, FEELING READY

- Remember, contacts are helpful. Relationships are better.
- Identify the contacts you need for your team.
- Build that team to anticipate crises — and be ready to handle them when they emerge. Establish baseline messages and messengers for the crises you recognize you may face.

GETTING READY, FEELING READY

CASE-BY-CASE CRISIS COMMS: TEAM READINESS

Review this checklist with your board, leadership and anticipated core crisis team as you prepare.

ASSESSMENT

Assess the situations you've experienced and expect to experience. Identify situations that are surprising or uncomfortable but not crises. Begin crisis planning for situations that may affect health and safety, your organizational finances, and your organizational reputation (focusing on reputational threats that will create barriers for your ongoing or effective work).



STARTER KIT

Be prepared to face the most likely crisis situations to emerge: ones of safety, finances and reputation. Consider how you will take the following steps before, during and after the crisis.



Before

- **Safety:** Identify contacts and turn contacts into relationships. Ensure reviews and inspections are happening. Apply insights from reviews to daily practices. Consider information you're sharing with audiences. It's establishing a cultural contract.
- **Finance:** Engage experienced practitioners. Have and review regular reporting. Demonstrate the course-correction you're applying as you learn from audits and reports.
- **Reputation:** Establish clear and regular communications with your audiences. Identify community leaders/priority audiences for your information. Share information as transparently as possible and own mistakes you may make. Celebrate work alongside your priority audiences.

During

- **Safety:** Activate your crisis team and the messengers who have trusted relationships with priority audience members.
- **Finance:** Share details as appropriate, own the problem and identify how you will address it.
- **Reputation:** Establish clear and regular communications with your audiences. Identify community leaders/priority audiences for your information. Share information as transparently as possible and own mistakes you may make.

After

- **Safety:** Reset relationships with priority audiences. Update practices and share updates with priority audiences. Engage in intentional trust-building (community discussions, meetings, etc.).
- **Finance:** Make staff adjustments as needed. Identify approaches for regular reporting and information sharing.
- **Reputation:** Establish clear and regular communications with your audiences. Identify community leaders/priority audiences for your information. Engage in ongoing discussions, celebrations and connections.

Getting them will help you
engage and support peer
speed progress on a topic
relevant activities could emerge,
making.



They include news alerts,
who will be the point for



Implement a crisis plan for the
-By-Case Crisis Comms
use situations with varied



CASE-BY-CASE CRISIS COMMS: STARTER PLAN

Your team will customize this plan to be ready for likely crisis scenarios you may face.

CONTACT LIST

Identify the individuals who are part of your readiness team to address case-by-case crises.

- Name (communications point person), email address, mobile number
- Name (organizational leadership point person), email address, mobile number
- Name (health/safety point person), email address, mobile number
- Name (site/facility point person), email address, mobile number
- Name (legal point person), email address, mobile number
- Name (legal point person), email address, mobile number
- Name (additional point person), email address, mobile number
- Name (additional point person), email address, mobile number

Always use 911 for emergencies of health and safety. Also, rely on additional contacts you have established and keep their contact information at the ready.

- Name (police/safety), email address, mobile number
- Name (fire), email address, mobile number
- Name (healthcare), email address, mobile number

ADVANCE WORK

Review the checklist with your board, leadership and likely crisis-team members. Establish the relationships you'll need to be ready to address potential crises. Partners from your community stand ready to support you. Identify contacts at local fire, healthcare, policy and safety organizations. Reach out to them in advance and invite them to visit your site, consider potential crises and share their best practices for addressing any crises affecting health and safety.

Remember the most likely scenarios you may face will be ones of health and safety, finances or organizational reputation. Meet with your internal team to identify potential specific scenarios, such as a safety situation during a performance, natural disaster requiring evacuation, a health emergency, misuse of funds or inappropriate staff actions. Be sure your contact list includes individuals you need to engage for such situations and maintain contact with them to solidify working relationships you may need to activate during crises. Identify your likely crisis manager for each situation you may face and your public communicator who will provide updates to your organization's priority audiences (event participants, other community members, funders, etc.). Remember the most effective messenger may not be your organization's leader and work to identify a messenger who has earned the trust of the audiences you most need to reach and influence. The outline on the following page will guide your planning.

3 crisis.

stage, on health and safety.
establish your approach for ongoing

How does the situation affect:

Announcements. If you've addressed safety,
person or online.
led social media posts.

Can you get an help to make it happen.
outcome.

What should include:

15.

3 members to act to help you make

Something that's especially important when

and guidance.

1 your crisis plan.

Additional insight and to understand audience
messages with relevant information.
Key information) and important to keep

1 you need to reach. Continue activities
1 replace activities that fall to connect and

1 at the venue or resolution of a financial or

1 engage.

**STAY SAFE.
STAY FLUID.
STAY FOCUSED.**

Q&A

PLEASE STAY IN TOUCH

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HART STRATEGIES
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