

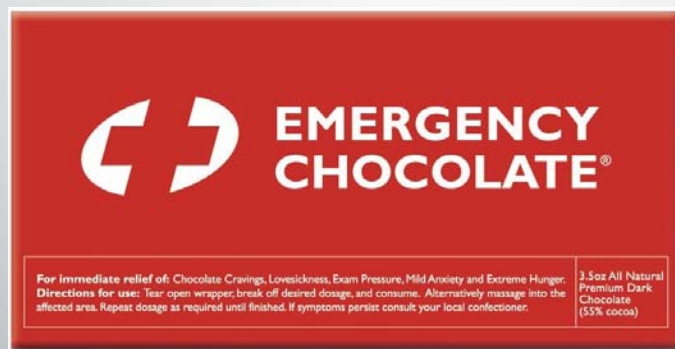
You Know you are a Crisis Manager if...



2017 Red Cross
Disaster Preparedness Academy

ANTHONY MILLICAN
SHERRY COLGAN STONE
Chula Vista Elementary School District

...You Have Some of These.



...You Can Juggle!



...you believe that



And you have...

- Strategies for working with school leadership, parents, students and other stakeholders.
- Tools to use guidelines for communication while dealing with a crisis or perceived crisis.

And...

- Lesson learned from past events.

Effective Home-School Communication

EFFECTIVE COMMUNICATION

- Many problems in emergency management can be tied to a breakdown in communication.



Emergency Operations

- Priority is Protection of Lives.
- Incident Command System used.
- Emergency Response Team members pre-assigned and trained to specific duties performed during emergencies.



7

Emergency Operations Center

EFFECTIVE COMMUNICATION

What is it?

- **Command**
 - PIO
 - Liaison
 - Safety
- **Operations**
- **Planning**
- **Logistics**
- **Finance and Administration**

EOC Public Information Officer

EFFECTIVE COMMUNICATION

Who says what when??

- Works closely with EOC Director, Command staff
- Monitors traditional media/social media.
- Develops media coordination plan.
- Reviews, revises communications.

From: <6drpgf+663coljd0a7n0@guerrillamail.com>

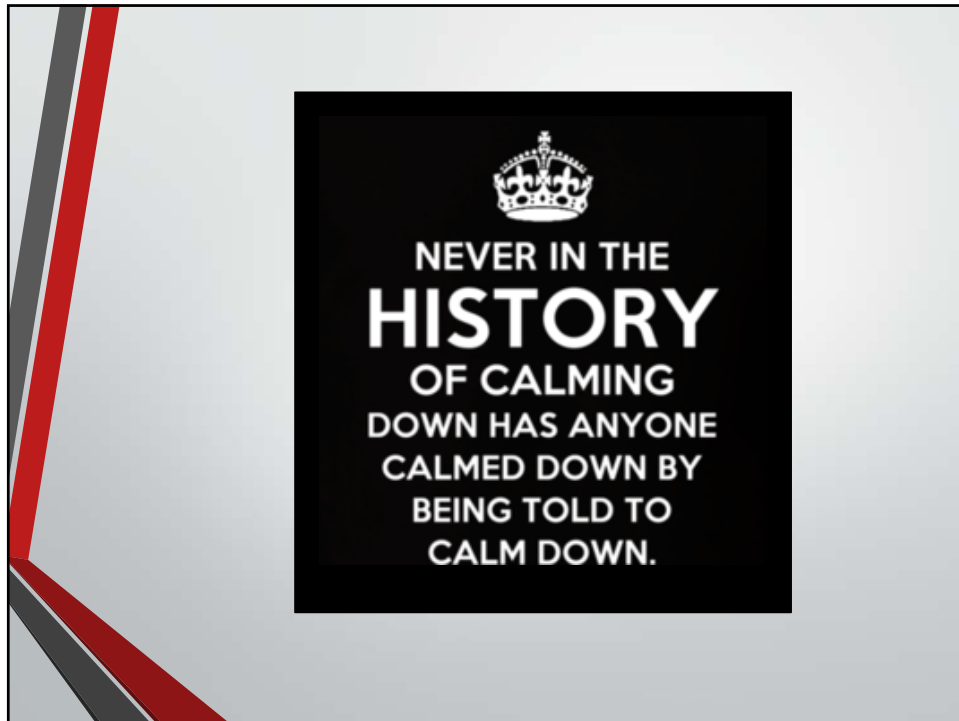
Date: February 6, 2017 at 4:38:58 PM PST

To: |

Subject: You've Been Warned (Antifa)

THIS IS WAYNE HUJABBAACKBAR WITH ANTIFA WE ARE GOING TO BOMB YOUR SCHOOL TOMORROW MORNING AROUND 3AM WE HAVE PEOPLE ON THE WAY TO PLANT BOMBS THERE IN THE NEXT FEW HOURS IT WILL NOT LIKELY KILL ANYONE AS LONG AS PAPERBOY GOT THE ORDERS RIGHT FOR 7 HOUR TIMED BOMBS, IF NOT, YOU MAY HAVE A SCHOOL OF DEAD KIDS SOMETIME THIS WEEK. WE ARE DOING THIS AS A RESULT OF DONALD TRUMP WINNING THE ELECTION AND WE WILL KEEP DOING THIS TO AMERICA, MOST NOTABLY SCHOOLS, AS LONG AS HE IS DEPORTING OUR PEOPLE. THE MORE PEOPLE HE DEPORTS, THE BIGGER OUR BOMBS WILL GET. NOTIFIED AND WARNED BY: ANTIFA.

Sent using Guerrillamail.com



Goal

- Communicate facts as quickly and accurately as possible, updating regularly to ensure safety of stakeholders and staff, and continued operation of essential services.

Who first?

- **Internal audiences** who are directly affected, i.e. as students (age appropriate messaging), staff.
- Next are parents, **Board members**, community leaders, the media.
- Superintendent or designee contacts **Board** to provide critical information and updates as needed.

Leadership Team

EFFECTIVE COMMUNICATION

How?

- Group messaging, conference calling system.
- Input from law enforcement, public and mental health, etc.
- Designated individuals review and revise any communications.

Leadership Team



- Consider sending someone from the district office to the school site to assist.
- Check with colleagues at other institutions.

Leadership Team



- PIO or Designee: Search of media and social media.

Assess



- Determine the severity of the incident and response necessary.
- Confirm facts.
- Determine course of action and other preventative measures.

Assess



- Determine which authorities must or should be consulted.
- Determine if legal counsel is needed.

Assess



- Identify rumors and rapidly determine effective ways to deal with them.

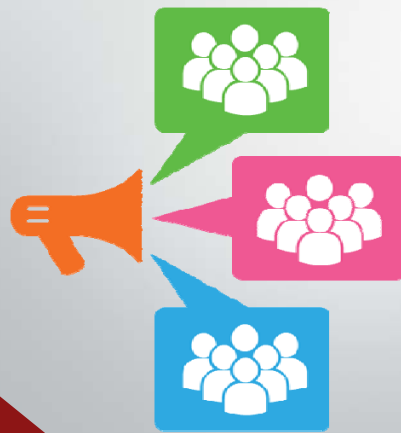
“If you don’t give me information, I will give you a rumor.’ And rumors will spread faster than information.”

Assess



- Determine if a Mental Health Professional needs to conduct a threat assessment.
- Should a conference call be held with Principals/APs/ Designees?

Informing Staff



- Determine if specific messages need to be created for certain employee groups.
- Remind staff of procedures if contacted by media.

Informing Staff



Outline plan for future communications and include this information in initial message.

- When will staff receive more information?
- Who is acting as the staff Point of Contact (POC)?

Verbal Communication



- Develop a written statement for the receptionists to provide to others.
- Decide if appropriate to change staff members' ongoing voice messages.

Informing Staff



- Determine whether schools need to limit other communications.
- Notify employees of counseling availability, if needed.

Tracking Info

Sent: Monday, September 18, 2017 8:22 AM
To: Millican, Anthony
Subject: SDNews Inquiry - Greg Rodgers Elementary Principal

Anthony,

What happened at Greg Rodgers? The parents are going to burn the city down. Scroll down to see the emails we received.

Why was Erika Taylor removed as principal?
 Why weren't parents notified of a change?
 What is Ms. Taylor doing now?

Joe
[View Email](#)

[Internal Comment](#) [Close Dialogue](#)

Timeline: ☒ Customer Communications ☒ Internal Comments ☒ Log

Sep 20 at 2:14pm
 Anthony Millican
 - Set customer type to: Media
 - Set email to: joe.millican@sdnews.com
 - Set name to: Little, Joe
 - Added tags: News Media, Principals

Sep 20 at 2:13pm
 Set interest area to: [Communications](#)

Sep 19 at 12:03pm
 - Added action: Email by Anthony.Millican@sdnews.org on Tue, Sep 19
 - Updated dialogue status: marked as 'In Progress'

Sep 19 at 12:03pm
 Dialogue #200446 received

- Document everything.
- Create a status board even if the EOC is not activated. It will help organize the event.

Verbal Communication



- Develop site-specific Q&A.
- Determine whether fact sheets or other informational materials need be distributed.

Parent Leaders



Effective Home-School Communication

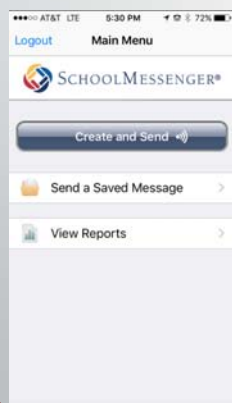
- Think like a parent: What do they want to know?
- Parent leaders can help promote correct information.
- Which parents or groups of parents should be involved?

Notifying Stakeholders



- Select a template or create a message.
- Send the selected message through all communication modalities to reach the target audience.

Notifying Stakeholders



- Use social media. Assign staff to monitor traditional media and social media.
- Confirm ALL emergency communications are completed.
- Continue prepping team members.

Media Relations



- If info has not been made public yet, determine if there is a benefit to contacting the media to give them access to the information and feed correct information.

Media Relations



- Develop press releases in conjunction with outside agencies and translators.
- Keep track of media calls and requests
- Respond to the news media quickly and fairly.

Media Relations



- Control the flow of information.
- Hold regularly scheduled news conferences.
- Use one spokesperson.

Media Relations



- Limit message to 3 key points
- Repeat question and rephrase if needed
- Resist filling in 'dead space' during Q&A
- Bridge back to message track

Remember



- **EVERYTHING** is on the record
- Avoid "You didn't hear it from me, but..."
- Keep in mind the camera is always on, the microphone is always on.

Victims



- Ensure that victims and their families are briefed with new developments before the press is briefed.
- Work to ensure privacy of victims.

Post-Incident Notifying Stakeholders

- Host a Debrief/After Action Report meeting and designate an individual to draft the After Action Report.
- List additional personnel and/or resources recognized to be relevant to the process.
- Hold a Brown Bag and/or public meeting.

Effective Home-School Communication

CONNECT WITH YOUR FUSION CENTER

Joint Regional Intelligence Center

<https://www.jric.org/>

- Los Angeles
- Riverside
- San Bernardino
- Santa Barbara
- San Luis Obispo
- Ventura

Orange County Intelligence and Assessment Center

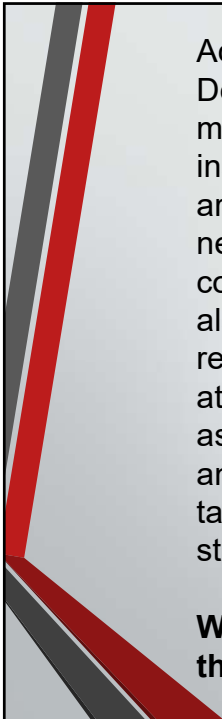
<https://ociac.ca.gov/>

San Diego Law Enforcement Coordination Center

<https://sd-lecc.org>

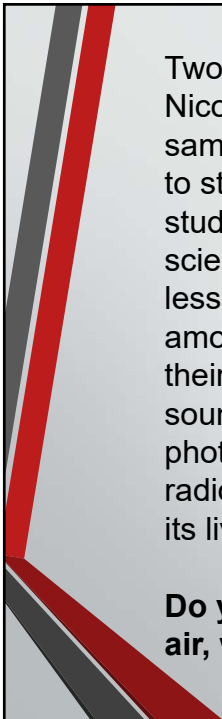
- Imperial
- San Diego

SCENARIOS



Acting on the complaint of a parent, the Police Department has arrested one of your faculty members who is alleged to have had an inappropriate relationship with a student. An article about the arrest appears in the local newspaper. Additional students have since come forward to say the faculty member had also “hit on” them and/or also had inappropriate relationships. Some students allege “everyone” at the school knew about it. Reporters are asking whether you or other staff members had any knowledge and, if so, why no action was taken? Parents are asking to transfer their students to other schools.

What do you tell the reporters, the parents, the students and the faculty members?



Two faculty at your school decided to show the Nicolas Berg beheading video to students on the same day. One of the teachers presented the video to students in her photography class, the other to students in her political science class. The political science teacher developed a standards-based lesson plan that incorporated the video as one among several activities. Both teachers had warned their classes ahead of time that the images and sounds would be disturbing. One of the photography students left the class in tears. KPBS radio has asked you to discuss the matter as part of its live morning talk show.

Do you accept or decline? If you agree to go on air, what talking points will you prepare?



Thank you!





CONTACT INFORMATION
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