PRESENTERS

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Detroit-Wayne Joint Building Authority

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Director
Media Relations & Marketing
Identity

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Director
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Identity
What is a crisis?
COMMON SCENARIOS

External Forces
- Security

Internal Conditions
- Environmental
- Tenant-based

Community-based
- i.e., Flint Water Crisis
Social Issues and Activism
Political Issues
Real-time Communications
Endless Connectivity
Tangible v. Intangible Impact
TANGIBLE IMPACT

- Operations
- Tenant Perception
- Sales
- Customers
INTANGIBLE IMPACT

- Reputation
- Loyalty
- Trust
Crafting the Plan
EMERGENCY PREPAREDNESS

Prepare
- Distribute the plan; drill the team

Respond
- Evacuate swiftly and safely, shelter in place

Recover
- First calls: Property Restoration Team, Owners, Family
- Recovery Team: Belfor Red Alert
PREPARE YOUR TEAM

Security Team
- Post orders

Staff
- Define individual responsibilities

Floor Wardens & Tenants
- Education and drill
- Quarterly Floor Warden meetings
- Annual evacuation
- Emergency Planning Taskforce
- Joint SWAT exercise
Audience Identification
YOUR KEY AUDIENCES

- Employees
- Tenants
- Customers
- Authorities
- Government
- General Public
- Individuals
- Media
Employees
APPROACH – EMPLOYEES

- Reaffirm: Employee safety comes first
- Swiftly provide accurate information
- Include media process
- Outline what the crisis *means*
- Communicate directly with client-facing employees
- **Anything** you put in writing could be seen by the public, media, etc.
TOOLS

- Intranet
- Email
- SMS Text Services
- In-person meetings
Tenants
APPROACH – TENANTS

- Reaffirm: Tenant safety is a top priority
- Establish life safety plan
- Highlight what you’re doing to resolve the crisis, define what countermeasures are being put in place and set clear deadlines for change.
TOOLS

- Public address
- Mass notification
- Leadership briefing / After Action reviews
- Media outreach
Media
APPROACH – MEDIA

- Accessibility and responsiveness
- Transparency
- Fact-based
- Short and sweet
- Never say “No Comment”
- Understand the legalities
TOOLS

- Digital channels
- Website/landing page
- Media statement
- Press release
- Talking points (if unavoidable)
General Public
When a crisis hits, start listening!
Respond through the platform on which the crisis is being discussed
Exhibit empathy and understanding
Address "what" the crisis means to the public
Correct misinformation, but be careful with trying to correct opinions
TOOLS

- Listening tools (Google Alerts, SaaS)
- Digital channels
- Website/landing page
- Media
Case Studies
Case Study 1

Olga’s Kitchen Bankruptcy
INCIDENT OVERVIEW

- **The crisis:** In 2015, Olga's Kitchen was faced with financial challenges, ultimately resulting in the chain filing for bankruptcy.

- **Our objective:** Minimize media coverage of various restaurant closures via proactive and strategic crisis communication planning. Monitor for employee, media and staff reactions to bankruptcy. Coordinate closure messaging with property managers/owners.
Amid bankruptcy, Olga's Kitchen leaves downtown Detroit

Olga's Kitchen abruptly shut the doors Friday on its downtown Detroit location

Olga's Kitchen closed its downtown Detroit location on Friday as the restaurant chain struggles to emerge from bankruptcy.

The Detroit Olga's was on the ground floor of the former Compuware building around Campus Martius, near the corner of Gratiot and Woodward. It opened in April 2012 and did most of its business at lunch hour.

Friday's closing reduces the number of Olga's locations in metro Detroit to 26. The Troy-based company filed for Chapter 11 bankruptcy in June.

"Closing the One Campus Martius location is a necessary next step for our company and the continued health of all of our operations as we look toward the future," Michael
THE TAKEAWAYS

- **The approach:** We designed the most effective response strategy as it pertained to navigating the sensitive nature of the receivership process and bankruptcy filing, helping to focus media coverage and digital conversations on the current success and bright future of Olga's Kitchen.

- **The coverage:** More than a dozen news stories and tens of thousands of social media conversations.
Case Study 2
Coleman A. Young Municipal Center
“Broken Arrow”
INCIDENT OVERVIEW

- **What should have happened:** Visitors are processed through X-ray machine
- **What happened:** On June 20, 2016, a man with a firearm breached security and took the Court Tower elevator to an unknown floor.
- **Why was there a difference?:** This was the result of a simple post order failure.
WHAT DID WE LEARN?

- Live the "Playbook"
- Communicate swiftly
- Don’t let anyone else tell your story (including the Chief of Police)
Case Study 3

Easton Town Center
Live Shooter Situation
It started with a love triangle...
INCIDENT TIMELINE

- 2:10 – Incident takes place
- 2:13 – Police on scene
- 2:20 – First tweet video posted (shopper)
- 2:27 – First media tweet of video
- 2:53 – Police gives all clear
- 3:45 – Press conference with Police
Tweeted 10 minutes after the incident
MEDIA OUTREACH IN LESS THAN 10 MINUTES
THE MEDIA IS SOCIAL
HOW PEOPLE REACTED
CONVERSATION ANALYSIS

Popular Easton Town Center shopping
Deputy Chief Thomas
felonious assault
Thomas Quinlan tells @wsyr6
Chief Thomas Quinlan
prohibits firearms
@CamThaMan
upstairs room
#10TV
Shooting
PINK store
Shooting at Easton
bad blood
Police say @10TV
part
fired was jailed
Woman shot
Victoria's Secret PINK
year old woman
Dispatch the women
Columbus Dispatch
unexpected encounter
CONVERSATION ANALYSIS
The real PR work begins after the incident.
Questions and Discussion
BOMA/Metro Detroit
MEMBER RESTORATION COMPANIES

Belfor
Property Restoration

Interstate

Blue Team
Restoration

ISC Services

Concraft

Garvis
Property Restoration

DriForce

Zolman
Restoration