

**BOARD OF CHILD CARE**



## **Crisis Messaging**

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# Speakers



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# Topic for Today

**Navigating through a crisis from the perspective of dealing with internal and external stakeholders**



# Today's Session and Follow-Ups

## During the Session

- Lesson's we've learned (often the hard way)
- Review of systems and procedures that we lean on
- Strategies we use when working with reporters
- Prevention work so when the crisis happens, not starting from square one
- Time for Q&A

## Resources

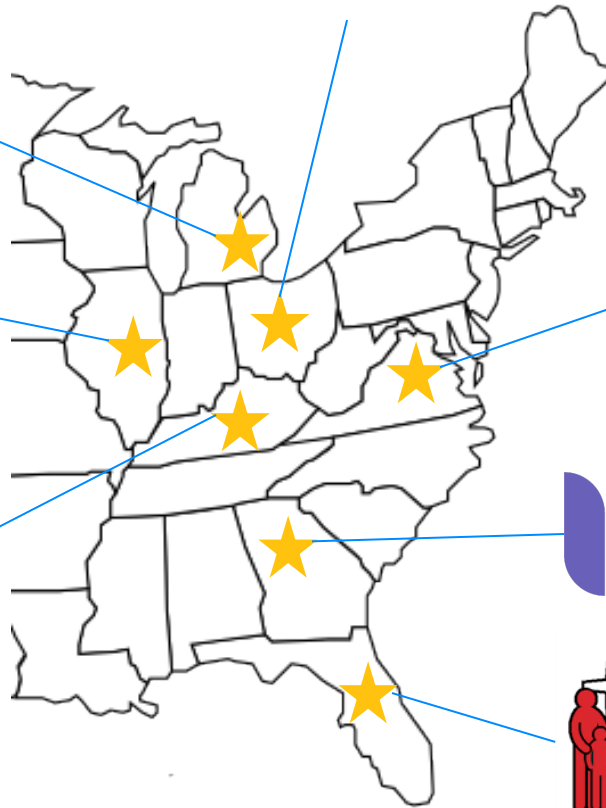
- "Person mostly in charge" (PMIC) manual
- "Active investigation" boilerplate press release
- Media plan we give to each campus
- This slide deck + additional slides and visuals we just don't have time to talk about today





**Enriching communities, one family at a time.**

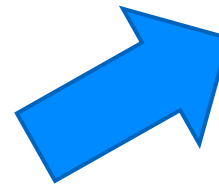
# Camino Nacional Partners



# What do we mean by “Crisis”

- Staff
- Clients
- Environmental

*Crisis can happen because something random or impulsive occurs*



*It can also be a series of events that, looking back on them, you feel like you could have seen the crisis coming*

# Setting the Stage - Real Examples

## **Camino Program Launch**

- 2013 - a case study in how NOT to open a program
- Generally – a lot of media attention on immigration and this program

## **Gas Main Break**

- No Exec. Team on campus
- Not something we had ever thought to practice or drill for

## **WV Event - 2022**

- Staff member arranged with two youth to meet off campus and begin a road trip together into VA
- Arrested a few hours later and charged with abduction. Youth returned safely to campus.

## **COVID**

- ...obviously





# Stakeholders and Teammates



# Look for Smoke

- External relationships that are ‘frosty’ at best
- Staff name(s) that keep coming up in grievances or SIR’s
- Conflicts of interest (Board and senior staff)
- Lack of 1:1 supervision notes
- High turnover – look at an org chart and circle everyone who has been there less than 18 months.



# Tabletop Drills

- Practice!
- Talk through worst-case scenarios:
  - What if I didn't have my work phone?
  - VPN not working?
  - “Christmas test” – would the plan work when most leaders are OOO?
  - Weekend?
  - CEO in Alaska?
- “Nuclear Football” of your PR Plan



# Train all incoming contact points



Reception



Executive Assistant



Board Members (onboarding / each event)



General Staff



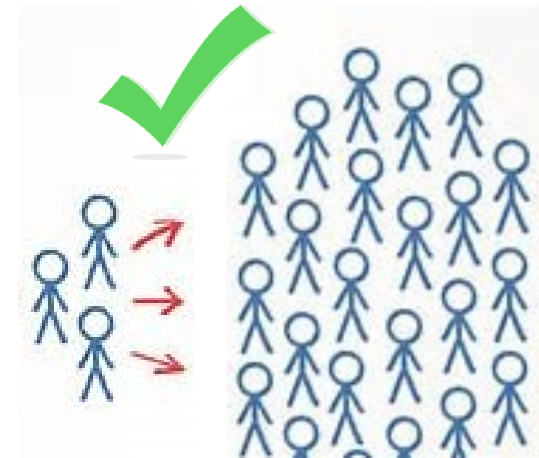
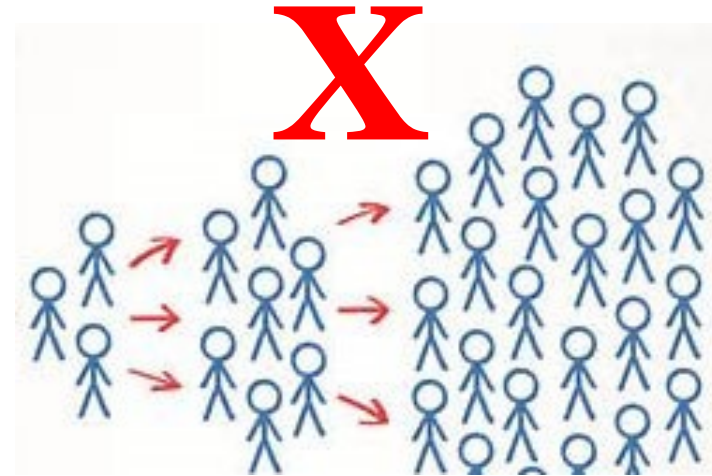
# “Person Mostly In Charge” (PMIC)

- Part of our succession planning if the President & CEO were unexpectedly OOO
  - ...or if the CEO is in fact the crisis (kidding!)
- Cell phone numbers for Board leadership + executive staff all in one place
  - Board engagement with Exec. Team
- If something was happening programmatically in Maryland, for example, that’s a terrible time for Nicole to ALSO be in charge of the rest of BCC.



# Strategies we use (internal)

- Huddles
  - Info straight from the source
  - Faster delegation
  - Defined invite list
- Rules
  - Whatever we send to All Staff, forwarded to Board automatically (exec assistant)
  - When we think it might hit media, send Board reminder of what to do (retrain, reinforce, calm)



# Strategies we use (internal)

- SharePoint / OneDrive
  - Live edits / multiple people
  - Time matters. You need to move faster than email attachments back and forth.
- Asana.com
  - Project and task management. Tasks pile up quickly!
  - Larger cultural shift to use but we certainly feel and see the ROI



# Our General Steps for Reporters

“Hi I’m calling to get a quote about <thing>”

*Thanks so much (confirm contact info / deadline)*

*“What questions do you have about <thing>?”*

Thanks. I’ll get working right away on a reply and will email you. Do you need any photos?





# Which article image would you prefer?

- A screen shot of your Google street view?
- A reporters iPhone picture of your front gate?
- A stock photo the reporter chose?
- A grainy headshot of your CEO (or you!)

or

- A professionally taken photo that shows your program or leader in the best light given the article's focus?



# Debrief - Make This SOP

- Creating templates and playbooks for next time (when we are calm and not stressed) is a huge part of our process.
- Organize all files into a folder you can find next time (“where was that press release we sent last year?”)
- We lean on Asana.com to do a lot of the template management for us
- Bring in EAP – survivor guilt is real



# Keeping it Privileged

- Talk to your attorney about this and invite them to do a training for your full leadership team.
- Lean into a lawyer's skillsets, but acknowledge when they may be out of their depth
- Train staff on “Reply” vs. “Reply all”
  - Once the legal team is NOT on an email, it's not privileged anymore.
  - Use a tag like [Legal] in the subject to make it clear



# Keeping it Privileged with an SME

- LA's story about our WV experience and having to find an expert
- Activating “privileged communication” is critical if you believe you are at risk for a lawsuit of consequence.
- This has been especially helpful and a protective force as we've learned how to utilize outside SMEs to debrief a critical incident.



# Assume Everything Written is Public

- Imagine your email:
  - Being read outloud, out of context, in court by someone who wants to make you sound a certain way
  - Being posted by a current (perhaps not so happy) employee to their social feed.

## *Strategy: Huddle vs. Writing it Down*

- It may be better to just reply saying “can we huddle on that quickly?” than typing everything you’re thinking into an email.



# Things we will send afterwards

- This presentation
- Our PMIC manual
- Talking point template
- Press release template regarding an active investigation
- Message we send our Board (mini training) if we think things will hit the media
- Letter we give staff to hand to media if they come onto campus
- Debrief rubric / questions we ponder



# Q & A

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# Additional Resources

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# Make it Happen (as a team)



## PLAN

The processes, steps, milestones, goals, and resources to get work done

## PURPOSE

Align the team to why the work matters and how it ladders to something bigger

## RESPONSIBILITY

Who's doing what and by when

## PROGRESS

Always understand how work is tracking towards the plan

