

Harry Meyering Center
Crisis Management Plan

Davis Reinsel, Florence Noholia,
Samantha Harbeck, and Sophia Warwick

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Table of Contents

3	Introduction
4	Acknowledgements
5	Crisis Inventory
6	Top Two Crises
7	Rehearsal Dates
8	Purpose and Objectives
9	List of Key Publics
10	Crisis Team
11	Crisis Directory
12	Media Spokesperson
13	List of Emergency Personnel
14	Social Media Plan
17	Press Release Sample
18	Press Release Sample Example
19	Key Messages
20	Website
21	Example Questions From the Media
22	List of Prodromes
23	List of Related URLs
25	Evaluation Form

Introduction

The social media crisis management plan (CMP) is important in order to keep a professional image online. If the account were to ever get hacked, have inappropriate content, fake bad reviews, etc., it can be harder to keep this professional image. This could lead to drops in sales, potential new clients reluctant to choose HMC, affect sponsorships and collaborations, etc. It is also important in containment and recovery when these crises happened. If not followed, the company will open itself up to these risks, and/or have trouble containing crises for which they are unprepared. Even the largest, seemingly most secure, companies have had issues with hacking, inappropriate content, and other social media crises. HMC has had warning signs, including inappropriate content appearing on their page and not feeling knowledgeable on how to deal with social media crises. They are currently in the process of forming an actual social media team, however they do not know what that will look like or what that team will specifically do. It is important for all companies of any size to protect their online image, including HMC.

Acknowledgements

We as a group would like to acknowledge the HMC for allowing us to do our project with their company.

Secondly, we would like to acknowledge Steven J. Turvold for his time in regards to meeting with us and helping provide us with relevant information about the HMC organization, and partners.

Lastly, we acknowledge Patricia English for her help in regards to providing us with information that is relevant to our project and guiding us through each step of the process.

I have read and understand the Crisis Communication Plan given to me and will implement it if a crisis should occur.

X _____

Steven J. Turvold, Operations Director

Date Signed

Crisis Inventory

During our interviews with Steve, numerous crises were discussed. There were a number of crises that we did not need to focus on as they already had a solid understanding of what needed to be done in those situations. For example, nearly all types of weather evacuation plans were developed because they were required to have those covered by law. Similarly, any type of food mishap or power generator failure would be fixed by having someone simply go out and buy replacements for whatever they needed. He did, however, say that in the event of a really bad blizzard, if people were to be shut in, they would not have a plan for that. We also went on to ask about ex-employees, and if they had a plan to deal with employees bad-mouthing or slandering the company. To this, he responded that they had no plan. He also brought up that he was worried about social media crises. We acknowledged this concern and decided we would elaborate on it. In our second interview, Steve expanded on the social media crises saying that one time, they had a problem with pornographic links being posted to their page. He also brought up the fact that he was worried about getting hacked, getting unfair negative reviews, and having disgruntled ex-employees retaliate through social media.

Top Two Crises

1. Social media
2. Employee slander

We decided to focus on social media since it can also incorporate ex-employee slander.

Overall, social media seemed to be what Steve was most interested in. Social media is also the one area that they have already had some problems (the pornographic links as mentioned before) that had no protocol on how to fix. It makes sense to learn from the past and focus on what has already caused HMC some problems.

Rehearsal Dates

Our team met three times to write the CCP and once to rehearse the presentation to HMC. Within these meetings we discussed the direction of the plan, how it should be implemented, and spent time physically writing the paper together. We rehearsed our final presentation on November 30. We first met with HMC on September 25 to discuss our goals for the CCP and what background information we should know in order to move forward with the project. We met once again on October 10 to discuss specific crises that the company has confronted in the past. We met a final time on November 13 to review the CCP draft with Steve Turvold and ask any final questions we had before the presentation. The presentation took place on December 4.

We suggest that the appropriate people within HMC (social media team, board of directors, and whoever else deem appropriate) review this CCP once per quarter. As a social media plan continues to be developed within the company, it is important to be up-to-date on what do in case of an emergency so that prompt responses may be performed. Updates to contact information should be done as soon as the current information changes.

Purpose and Objectives

The purpose of this CMP is to create a guide for HMC to follow in case of a social media crisis. This may include a bad review or post from a disgruntled employee or staff member, as well as upset clients or clients' families that try to badmouth HMC. This plan is to be used whenever HMC receives bad press in whatever form or platform that may be.

The objectives of the plan are as follows:

- To create a clean, organized CMP that can be used to quickly and efficiently repair any damage done to the reputation and image of HMC.
- Create a CMP that will be organized based on each social media platform and what appropriate responses would be for each.
- Create a CMP that will work for any type of bad publicity that HMC may receive.
- Have an accurate list of contact information for higher management to be able to contact to quickly issue a response from HMC to the public.
- Create sample press releases and key messages that are well thought out and prepared for use at any given time.

List of Key Publics

In time of a crisis, please contact the office at 507-387-8281.

For after hours, contact Steve Torvald at 507-217-0090 or Joel Chindvall at 507-382-4011.

Board of Directors:

- Dawn Campbell, President- Luther Memorial Home
- Richard Ringler, Treasurer- Anchor Bank

Leadership Team:

- Lori Weinberg- Executive Director
- Emily Britz- Program Director
- Judi Leibbrand- Program Director
- Tessa Huber- Health Services Manager
- Becky Utz- Dietary Manager
- Steven Gahm- Program Manager
- Abby Higginbotham- Program Manager
- Brittney Smith- Program Manager
- Jill Kinas- Program Manager
- Pauline Rose- Administrative Accountant
- Steven Turvold- Operations Director
- Rick Bernardy- Physical Plant Manager

Partners:

- LEEP
 - Leisure Education for Exceptional People, Inc. enriches lives through inclusive education, recreation and healthy living opportunities.
- Smiles
 - Smiles is a nonprofit organization committed to providing a wide array of services that assist individuals with disabilities to live independently, pursue meaningful goals, and enjoy the same opportunities and choices as all persons.
- The Arc Minnesota Southwest
 - The Arc is a nationwide organization made up of parents, volunteers and professionals working to enrich the lives of people with intellectual disabilities.

The Crisis Team

- Steven Turvold 507-271-0090
- Joel Chindvall 507-382-4011
- Kyle Archerd
- Rachelle Kor
- Kristine Dunham
- Michaela Jensen

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Crisis Directory

- Steven Turvold 507-217-0090
- Joel Chindvall: 507-382-4011.
- Lori Weinberg

In time of a crisis, please contact the office at 507-387-8281. 507-387-8281.

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Media Spokesperson

Steve Turvold 507-217-0090

Joel Chindvall 507-382-4011

List of Emergency Personnel

Mankato Police Department: 911 or 507-387-8700

Social Media Plan

1. Make sure all members of the crisis management team have a copy of the CMP readily available.
 - a. You never know when a crisis will happen.
2. Identify and delete inappropriate content immediately.
 - a. Review all social media pages daily, ensuring no content has been posted that was not intended.
 - b. Set up Google Alerts under the company name for top executives to get notifications for.
3. Contact crisis and social media teams (see lists above) to meet and start damage control.
4. After all have gathered, begin by identifying the source of the inappropriate content. If necessary, change passwords. If not, then start to identify the key publics. Who was affected and how did this content affect them?
 - a. Respond immediately.
 - i. If it is a post that will damage the company's reputation, make sure to block and delete the inappropriate act.
 - ii. If there is a meeting regarding the crisis, make sure to elaborate the main crisis and how the crisis might cause damage to the HMC reputation and its public.
5. Identify the magnitude of the crisis. How many people did the content reach and how did it affect the company? Can this be fixed with a status update or a private message

response, or is this on a larger scale and should be approached through a press conference?

- a. **Act quickly.**
 - i. If the crisis is based off of a inappropriate or undesirable post (Facebook status or Tweet) you will delete the content.
 - ii. If there are negative comments/news going around about HMC, monitor the situation. If there are more than 5 negative comments in 2 hours, put out a statement regarding the topic (see Key Messages).
6. Review CCP and identify the values that are wanted to be highlighted within the response. Keep one of the key messages in mind to build off of.
 - a. Let people have their say but DO NOT argue with them. Keep your responses and messages focused on your key messages and values.
7. Acknowledge the inappropriate content within the statement crafted but conclude with the values being highlighted. Discuss the action being taken and what measures will be done to ensure that a similar crisis will not occur.
8. Notify internally- let your employees know the situation as quickly as possible.
 - a. Make sure everyone at HMC knows what they should or should not be saying about the crisis.
 - b. Tell everyone what the next steps are so that, as an organization, it will be swiftly handled, discussed, and understood that it will not happen again.

9. Evaluate the crisis and steps taken by the social media team and crisis team to diminish the crisis. Then, discuss the steps that should be taken to prevent similar, future crises from happening.
 - a. Hold this debriefing session and discuss what went well, what did not, and modify the crisis plan as necessary.

Press Release Sample

Below is a general template of how to write a press release statement. The template should be altered to fit the needs of the unique crisis. Some crises do not require a press release. Thought and consideration should be put into whether the current crisis warrants a full press release.

Date _____

Contact _____ (Name/Phone #)

_____ (type of content) was posted on

_____ (social media site) on _____ (date/time of content

that was posted). Content was removed at _____ (date/time of

removal) by our social media team.

Further details will be released by _____ (Spokesperson) at a news

conference scheduled for _____ (date of news conference) at

_____ (location's address).

Press Release Sample Example

Here is an example of a potential press release revolving around a crisis that deals with threats and racial slurs.

Date: December 25, 2017

Contact: Steve Turvold, (123) 456-7890

Racist slurs and threats were posted on Facebook as a company status at 7:06 p.m. on December 24, 2017. Content was removed at 7:11 p.m. on December 24, 2017 by our social media team.

The Harry Meyering Center is determined to encourage dreams, focus on independence, and foster community connections. Additionally, we believe promoting self-directed lives is important, and thus want to give individuals the resources they need to do so. We believe that hurtful, racist, or homophobic messages are not proactive in society, and we condemn their use in any way, shape, or form.

Further details will be released by Steve Turvold at a news conference scheduled for December 30, 2017 at 2:00 p.m. at Harry Meyering Center.

Key Messages

Key messages are messages that should be incorporated into responses to crises. These messages are meant to promote HMC's values as well as protect HMC's brand reputation. It is important to know the key messages and use them as often as possible. These should be updated as often as necessary.

"We are committed to continue building meaningful experiences and fulfilled lives."

"HMC is determined to encourage dreams, focus on independence, and foster community connections."

"We believe promoting self-directed lives is important, only giving individuals the help they need to be successful and to realize their dreams."

"We design settings that ensure safety while creating an atmosphere that promotes learning and interaction."

"Our staff is trained to proactively work with issues of behavioral intervention and education, physical disabilities, health promotion and maintenance, speech and language development, deafness, blindness, aging and retirement and community integration."

Website

Websites allow for crises to be responded to directly. For example, a company can issue a statement to acknowledge the issue at hand. For more severe crises, websites may not be appropriate, or at least should not be the *only* way acknowledgement of a crisis happens. If a statement is given from the executive director (or another person of high status within the company), it may be appropriate to post a video of this statement, after this statement is given, to the website of the company. The website can also be used to exhibit the company's morals and values, thus putting the company in a better light. Additionally, the website can provide contact information, which can allow concerned parties to contact the business directly, thus giving the company a chance to redeem itself through strong customer service skills.

Example Questions from the Media

Listed here are potential examples of questions the media might ask. Responses to these types of questions should be thoroughly thought out. By generally knowing what types of answers will be given to various types of questions, there will be less risk in saying something that can be used against you or the company. It is important to not only brainstorm answers, but also more potential questions that may potentially be tricky to respond to.

1. What went wrong on your end for the crisis to occur?
2. Were any of your residents harmed by this?
3. How will you keep this type of crisis from reoccurring?
4. Do you not monitor your social media? How could something like this happen?
5. Have you had a declining rate of clients?
6. Does this incident represent the morals and values of HMC? Why should people choose to work with you and trust your business if this is what you stand for?

List of Prodromes

Listed below are warning signs that of potential crises. This list should be examined and added to frequently. Not only should HMC be evaluated for prodromes, but also similar organizations. By evaluating other organizations' crises, HMC is able to further identify possible prodromes that could lead to a crisis, and even how to detect and prevent said crisis from happening.

- Disgruntled Employees
- Stressful Environment at Work
- Password/Login Information Spread Outside of Social Media Team
- Unsatisfied Clients
- Pornographic Links
- Inappropriate Language

List of Related URLs

Listed below are links to have in order to quickly navigate to HMC sites or other sites related to HMC's partners resources. This list should be checked frequently to make sure links are still valid.

HMC:

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

Policy/Procedures:

<http://www.harrymeyercenter.org/assets/uploads/2017/07/HMCPolicyProcedureManual.pdf>

Facebook:

<https://www.facebook.com/harrymeyercenter/>

Twitter:

<https://twitter.com/HarryMeyercenter>

Pinterest:

<https://www.pinterest.com/HarryMeyercenter/>

Google Plus:

<https://plus.google.com/107199189627865366646>

Disability Services Division of the Minnesota Department of Human Services:

<https://mn.gov/dhs/people-we-serve/people-with-disabilities/services/home-community/>

ARRM

<http://www.arm.org/>

The Arc Minnesota

<http://thearcofminnesota.org/>

LEEP (Leisure Education for Exceptional People)

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

SMILES (Southern Minnesota Independent Living and Enterprise Services)

<http://smilescil.org/>

The Arc Minnesota Southwest

<http://www.arcminsw.org/>

Evaluation Form

1. What happened?
2. What events lead up to the crisis?
3. How quickly was the response to the crisis? Could this have been done in a more timely manner?
4. How was the crisis managed?
5. What was successful/unsuccessful?
6. In the future, how could a similar crisis be handled differently? How can it be prevented?
How can it be contained quicker? How should information be conveyed? Etc.
7. Was the Crisis Management Plan followed efficiently? Was it readily available to the crisis management team? Should the plan be altered for the future?

Appendices

Interview #1 with Steven Turvold 9/25/17

Question 1: Tell us about HMC and how it was founded.

Steve explained that HMC was founded in 1973 as a nonprofit for disabled adults. They consist of 17 homes across Mankato and North Mankato, serving around 150 people. They are currently merging with another nonprofit in Mankato. He suggested that if we wanted more information, to check out the history timeline on their website.

Question 2: What is Steve's role and involvement here at HMC?

He is the operations director and oversees everything. He is not necessarily at the houses or with clients, but does occasionally stop by to see what they are up to and say hi. Right now, he is extremely busy with the merger with the other nonprofit.

We then went on to briefly explaining ourselves, the class, and the project

Question 3: What does your current crisis management plan look like?

Steve did not seem to know much about their crisis management plan. He handed us a packet with various procedures, but stated that he hadn't looked at it much. He also handed us a binder that he said he found but thought it was extremely outdated.

Question 4: Is the packet outdated? Why do you see the binder as outdated?

He told us that he couldn't really say if it was outdated or not because he hadn't looked at it. Steve explained that some of the procedures were mandatory through law (such as fire, weather, etc.), but that everything else had not been updated in awhile. He also explained that the last time the plan had been updated, it had really just been reformatted while the content stayed the same.

Question 5: What specific issues at HMC do you see as needing attention?

When asked this question, Steve did not really know how to respond. He said that they had a majority of things covered, but wanted to help our group out in whatever we needed to do. He mentioned that they had backup generators and were also prepared to go out and buy food in the event of power outages and food going bad. We started to ask about sexual assault policies,

weather evacuations, and such, but he said they had all of that covered. He did bring up blizzard shut-ins, and said we could elaborate on that if we wanted to. We then asked him about angry ex-employees and whether or not they had a plan if they were to be bad-mouthed to the public. He said they had never thought of that problem, and said that it would most definitely be something they would be interested in.

Question 6: What social media platforms do you use?

Facebook, Twitter, and Pinterest. Most followers are employees.

Question 7: Have you had any crises in the past? What were they?

He didn't have much to say in response to this. He said once they had a weather thing but that it was taken care of swiftly.

Question 8: Any questions for us or anything else we can do for you?

Steve said he was set and looking forward to the project.

We finished by scheduling future meetings and explaining what we would be talking about what steps we would be taking next

Interview #2 with Steven Turvold 10/10/17

Question 1: Who is the person/people in your organization that would function as part of the crisis team when there's a social media crisis?

Steve- operational director and Joel- IT and administrator. Later this year, they are creating a social media team that would then be in control.

Question 2: What kinds of communication channels are used internally?

Mostly email, a messaging system, and there's always someone on-call that can be reached

Question 3: What kinds of communication channels are used externally?

Facebook mostly, twitter, and some pinterest.

Question 4: Can you talk about previous social media crises?

One time someone posted porn links on our Facebook page, so we deleted them as soon as possible and any posts now have to be approved by an admin. Steve is mostly worried about disgruntled ex-employees.

Question 5: Who would be your key publics?

Mostly the community, but also family members of residents and possible employees. Use the media for press releases but they publish it when they have room.

Question 6: What aspects of social media are you most worried about?

Getting hacked, disgruntled ex-employees, negative reviews

Interview # 3 (Meeting Structure), with Steven Turvold 11/13/17

1. Explaining what we have so far.
 - a. The crisis communication plan
 - b. Walked through each step and explained the significance of each step
2. Elaborating on few remaining questions.
 - a. Who will be the spokesperson? Who are the crisis team? Which numbers should we use as the emergency contacts?
 - b. Steve said he will email relevant information in the coming days
3. Is there anything else that Steve thinks we should work on?
 - a. Steve approved of what we had and liked the direction that project was heading.
He did not have any additional information or points that he wanted added.
4. Concluded with talking about what we will be moving forward with, our presentation date, and the needs for our presentation.