

CRITICAL INCIDENT AND CRISIS RISK MANAGEMENT FOR MUNICIPALITIES

Presented for Oklahoma Municipal Assurance Group
By Attorney Scott B. Wood

ABOUT THE PRESENTER

SCOTT B. WOOD

- Tulsa Police Department 1980 to 1984.
- University of Tulsa Law School 1984 to 1987.
- Practice focus on defense of civil rights cases against officers and municipalities since 1998.
- General Counsel for National Tactical Officers Association, 2004 to 2014.
- Force Science Certification, 2010. Force Science Faculty Member since 2015.
- Calibre Press Training presenter.
- Fraternal Order of Police Legal Defense Plan Attorney.
- Oklahoma Municipal Assurance Group Attorney since 1998.
- Representation of over 100 officers in officer involved shooting investigations across the State of Oklahoma.
- High profile cases involved representation of Tulsa Police Officer Betty Shelby and former Tulsa County Sheriff Stanley Glanz.

A CRISIS IS: A NEGATIVE EVENT OR SITUATION THAT IMPACTS OR THREATENS TO IMPACT

1. PEOPLE,
 2. THE ENVIRONMENT,
 3. BUSINESS OPERATIONS,
 4. THE ORGANIZATION'S REPUTATION,
- AND/OR
5. THE FINANCIAL STATUS OVER THE LONG TERM.

IT REQUIRES IMMEDIATE ATTENTION AND GUIDANCE FROM LEADERSHIP.

(MELISSA AGNES IN HER BOOK "CRISIS READY" 2018 MASCOT BOOKS.



RECOGNITION IS KEY.

- What potential crisis have you worried about:
- An officer involved shooting
- Employee misconduct that becomes public (embezzlement, other crimes, racial discrimination)
- The catastrophic failure of public works
- Take a second and jot yours down.

PLANNING IS KEY

- What have you done to plan for your imagined crisis?
- Do you know what your other department heads worry about in terms of their imagined crisis?



PUBLIC TRUST IS ALWAYS AN ABSOLUTE EXPECTATION OF LOCAL GOVERNMENT.

CITIZENS *EXPECT* AND *DESERVE*:

- TIMELY INFORMATION- EVEN IF THAT INFORMATION IS “WE’RE WORKING ON GETTING INFORMATION FOR YOU.”
- ACCURATE INFORMATION- SOMETIMES ACCURATE INFORMATION WILL TAKE SOME TIME. IF THAT IS THE CASE, SAY SO, BUT GIVE A TENTATIVE TIMELINE.
- TRANSPARENCY- The buzzword of this century so far.

TRANSPARENT

Definition of *transparent*

1a(1): having the property of transmitting light without appreciable scattering so that bodies lying beyond are seen clearly : PELLUCID

(2): allowing the passage of a specified form of radiation (such as X-rays or ultraviolet light)

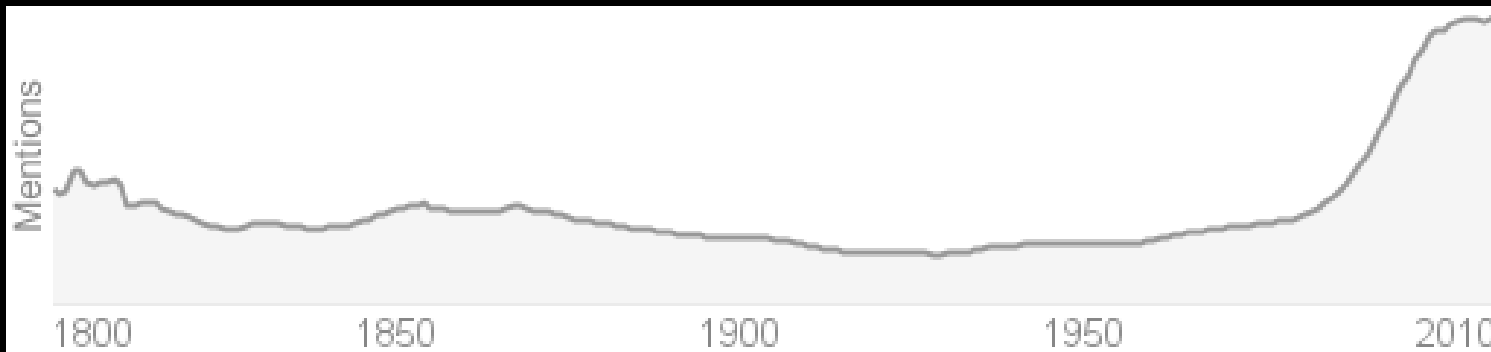
b: fine or sheer enough to be seen through : DIAPHANOUS

2a: free from pretense or deceit : FRANK

b: easily detected or seen through : OBVIOUS

c: readily understood

d: characterized by visibility or accessibility of information especially concerning business practices



TRANSPARENT DOES NOT MEAN:

- **Succumbing to demands** from the press or outside groups to get inside of an ongoing investigation.
- **Panicking and giving out partial or incorrect information** in the hopes that you will then be left alone.
- **Panicking and releasing a police recording** without context, whose narrative can be hijacked and falsified.
- **Making promises to the press or outside groups** about information you are not certain of at the time.
- Making one initial press release or statement about an incident, and then **“hunkering down.”**

SOME PROBLEMS NEED DETAILED EXPLANATION.
OTHERS SIMPLY CANNOT BE FIXED.



CHIEF MCMANUS FACES THE MUSIC, BUT DEFENDS TRAINING AND POLICY



**BROOKLYN CENTER, MN. OIS APRIL 11, 2021
THIS SHOOTING A FEW DAYS AGO IS AN EXCELLENT TRAINING
PLATFORM.**

- At approximately 1400 hours on April 11, 2021, veteran Officer Kim Potter and her rookie are involved in a traffic stop. A 20-year-old named Duante Wright is the driver.
- A records check indicates he has a misdemeanor warrant for his arrest. It appears Officer Potter has decided to let the rookie take the subject into custody. In the next few seconds, a number of tactical errors occur.
- Mr. Wright is able to get back into his car, get behind the wheel, and start to drive off. Officer Potter then gets into a position to the side of Mr. Wright and announces “Taser, Taser, Taser!” then fires one round from her service weapon as Mr. Wright drives away, traveling about a block and then crashes. He subsequently dies.

GRABBING AND SHOOTING A GUN INSTEAD OF A TASER IS NOT A NEW OCCURRENCE.

Date	Victim's name	City
2001	Steven Yount	Sacramento, CA
2002	Everado Torres*	Madera, CA
2002	Christopher Atak	Rochester, MN
2003	Frederick Henry	Somerset County, MD
2004	Theodore Wright	Mesa, AZ
2006	Unknown	Bremerton, WA
2008	Michael McCarty	Nicholasville, KY
2009	Oscar Grant*	Oakland, CA
2014	Eric Butts	Springfield, MO
2015	Eric Harris*	Tulsa, OK
2017	Jamel Jackson	Baldwin County, GA
2018	Ryan Smith	York County, PA
2018	Akira Lewis	Lawrence, KS
2019	Brian Riling	New Hope, PA
2019	Ashley Hall	Ladue, MO
2021	Daunte Wright*	Brooklyn Center, MN

BROOKLYN CENTER, MN. OIS APRIL 11, 2021



PBS NEWS HOUR

BROOKLYN CENTER, MN. OFFICER INVOLVED SHOOTING PRESS CONFERENCE APRIL 12, 2021



BROOKLYN CENTER, MN. OIS PRESS CONFERENCE EXCERPTS
ONE DAY FOLLOWING THE INCIDENT
MAYOR MIKE ELLIOTT



LATER IN THE CONFERENCE, THE MAYOR RESPONDS
TO A QUESTION AND SAYS HE IS IN FAVOR OF
“RELEASING THE OFFICER OF HER DUTIES.”



10 MINUTES LATER CHIEF TIM GANNON GETS BACK UP AND SAYS THE OFFICER IS ENTITLED TO DUE PROCESS, AND THE CROWD TURNS.



BY WEDNESDAY, APRIL 14, OFFICER KIM POTTER RESIGNS AND IS CHARGED WITH 2ND DEGREE MANSLAUGHTER, AND CHIEF GANNON HAS ALSO RESIGNED. IN SEPTEMBER OF 2021 THE CHARGE WAS AMENDED TO 1ST DEGREE MANSLAUGHTER.



KIM POTTER IS FOUND GUILTY OF MANSLAUGHTER IN THE DEATH OF DAUNTE WRIGHT

DECEMBER 23, 2021 3:58 PM ET



WHAT CAN WE LEARN?

- **YOU MUST PLAN AND PREPARE AHEAD OF TIME**
- The location and set up of the PC was poor.
- Not appearing all together and introduced at the same time gave the appearance of division.
- The diametrically expressed positions on termination of the officer between the Mayor and the Chief should not have happened.
- The Chief's demeanor indicates he is uncomfortable, and in conflict with his group.
- -The release of the video was in panic, and too early, imo.



LESSONS LEARNED FROM THE SHOOTING OF TERENCE CRUTCHER ON SEPTEMBER 16, 2016

- The shooting occurs on Friday, September 16, 2016. Officer Betty Shelby was the involved Tulsa Police Officer.
- The Tulsa Police helicopter, Police One, was nearby and was recording at the time Officer Shelby shot Terence Crutcher when he returned to his car after being ordered not to, and then reached into the partially opened driver's door window.
- A backing officer who arrived seconds before the shooting also captured the incident on his dash camera. TPD officers did not have body worn cameras at this time.

TULSA POLICE OFFICER INVOLVED SHOOTING ON SEPTEMBER 16, 2016; OFFICER BETTY SHELBY

00;00;02;05



DISPATCH RADIO TRAFFIC

CONFIDENTIAL MATERIAL DO NOT DISTRIBUTE

PANICKING AND RELEASING A POLICE RECORDING WITHOUT CONTEXT CAN ALLOW THE NARRATIVE CAN BE HIJACKED AND FALSIFIED.

“There is no way he could reach into the car because the window was up.”

Meanwhile in the police investigation file:



BLACK MAN SHOT BY TULSA POLICE HAD HANDS 'IN THE AIR,' SAYS PASTOR WHO REVIEWED VIDEO OF THE SHOOTING
BY DEREK HAWKINS SEPTEMBER 19, 2016 WASHINGTON POST

- **Rodney Goss**, a pastor at the Morning Star Baptist Church in north Tulsa, spoke to the [Tulsa World](#).
- Goss said **police let him review all three videos Sunday**, along with members of Crutcher's family, local activists and community leaders. The department is expected to release the videos to the public Monday.
- Footage from the scene **didn't show Crutcher reaching into the vehicle at all**, only walking toward it, Goss told the World.
- **"His hands were in the air from all views."** Goss said. "It was not apparent at any angle from any point that he lunged, came toward, aggressively attacked, or made any sudden movements that would have been considered a threat or life-threatening toward the officer."



RUNAWAY FALSE NARRATIVE

- Terence Crutcher's vehicle had broken down. (not true)
- Terence Crutcher complied with all of Officer Shelby's orders. (not true)
- Terence Crutcher had his hands in the air the entire time. (not true)
- The driver's door window was up, so it was impossible for Mr. Crutcher to reach into the vehicle. (not true)
- Mr. Crutcher was tasered, then shot. (not true)
- No one rendered aid to Terence Crutcher. (not true)

YOU WILL BE PERCEIVED TO BE TRANSPARENT IF YOU:

- **Provide timely updates**---even if there is not any new information to offer. If there's nothing new, say so, and advise what efforts are being made.
- If there is an outside investigation going on, such as the County Sheriff or OSBI, advise the detective or agent in charge of the investigation of any information you plan to release.
- If you get no information from the investigating agency, then balance that lack of information against the need to protect your agency or employee from falling victim to a false narrative. Sometimes you will need to step out in front. The following is an excellent example of a City stepping out in front of a crisis.



“MUSKOGEE MODEL”

Great example of crisis management in a high profile officer involved shooting.

-Occurred January 17, 2015, outside of a church just after a wedding.

BACKGROUND TO THE MUSKOGEE MODEL:

- Muskogee PD implemented their body worn camera program in November of 2014.
- On Saturday afternoon, January 17, 2015, Officer Chansey McMillin answered a call at a local church regarding an ex-boyfriend who had made threats toward a female who attended the wedding. The pastor called 911 for the female.
- Officer McMillin arrived and made contact with the suspect.

THIS IS A THREE MINUTE EXCERPT FROM OFFICER
MCMILLIN'S BWC.



AFTERMATH OF THE SHOOTING

- Muskogee requested the OSBI investigate the shooting.
- Officer McMillin returned to the police station and Deputy Chief Chad Farmer took possession of his camera and downloaded the recording for the OSBI. The command staff then reviewed the recording.
- I was contacted by Chief Eskridge for advice about his concerns over :
 - **1)** how the recording would be viewed by the public,
 - **2)** the white officer black suspect dynamic,
 - **3)** social media postings from witnesses who said they were at the church and indicating the suspect had dropped his cellphone, not a gun, and was unarmed and shot for simply running away.

CRISIS RECOGNITION & *POTENTIAL* CRISIS RECOGNITION

- Chief Eskridge recognized the potential the shooting had to become part of what has come to be referred to as “The Ferguson effect*.” He wanted a strategy to get ahead of false narratives.
- After I reviewed the video, I recognized the recording would be hard to interpret for non-police citizens, and if released to the public without explanation or context, the chance of a false narrative being developed would be high.
- In anticipation of requests for the recording, I advised him it would be reasonable to wait one week before releasing it.
- In the meantime, we could break the video down and analyze it and explain what was happening in a power point presentation which would be given in a press conference just before the recording was released. Chief Eskridge communicated with leaders and pastors of the black community and requested they have patience. He also answered any questions he could at that time.
- * Ferguson, Mo. Officer Darren Wilson shot Michael Brown in August of 2014.



MUSKOGEE POLICE CHIEF REX ESKRIDGE

In late 2014 Chief Eskridge and I discussed the Ferguson effect on several occasions, and we believed a proactive approach would be better.

Chief Eskridge then came up with a strategy to show the power point presentation to community leaders and pastors of all the churches in town. Chief Eskridge already knew them all, as he regularly attended services of the churches in town on a rotating basis.

Members of the City Council also attended the series of debriefings which started on January 22, 2015.



JANUARY 22, 2015 DEBRIEFINGS

Muskogee officers were shown the presentation.

Three other groups of community leaders, city councilors and others, including representatives from the US Attorney's office and the Muskogee County DA's office attended the debriefings.

Following each presentation there was a question and answer session, with Chief Eskridge, and Deputy Chiefs Chad Farmer and Johnny Teehee fielding the questions.

The power point and the recording was released to the press and public the next morning , January 23.

GOING THE EXTRA MILE

- Deputy Chief Teehee contacted Terence Walker's mother in Austin, Texas. She already knew of her son's death. Chief Teehee told her the investigation was being conducted by the OSBI, and explained the steps of the investigation. He also promised to keep her informed, and he called her everyday for the next few weeks.
- Mr. Walker's Godfather was an Austin Police Sergeant, and Chief Teehee briefed him also on the investigation.
- Mr. Walker's uncle, an attorney in Texas, also contacted the Department and Chief Teehee briefed him as well.
- The night before the Department started its debriefings on January 22nd, a link to the BWC recording was sent to the family so they would not have to see it for the first time on television or the internet.

NAACP RESPONDS TO MUSKOGEE OFFICER INVOLVED SHOOTING
KTUL TULSA JAN. 26

Tulsa's NAACP is speaking out after the Muskogee officer-involved fatal shooting. The president, Pleas Thompson says it is proof there is a 'shoot first, ask questions later' culture.

Thompson sat down with Channel 8 to view the raw video that Muskogee police released. He feels the officer could have avoided shooting, since Terrance Walker was seen running away.

THE SAME DAY I ADVISED CHIEF ESKRIDGE WE NEEDED TO REACH OUT TO MR. DOUGLAS. CHIEF SENT THE OKLAHOMA NAACP CHAPTER PRESIDENT THE FOLLOWING EMAIL:

Dear Mr. Douglas- By way of introduction, my name is Rex Eskridge, and I am the Chief of Police in Muskogee, Oklahoma. In following all of the news regarding the recent shooting, I noted you were quoted as saying you were going to come to Muskogee to make inquiry yourself about the facts and circumstances surrounding this shooting.

- If that is indeed true, I wanted to extend an invitation to you to come to the police station and visit me and my staff while you are in town. I would be happy to provide you with any information I have regarding this incident. As you know the OSBI is investigating the shooting and it is my understanding that their final written report will not be done for a number of weeks. And, as I am sure you are also aware, the OSBI will not release the report to anyone except the District Attorney and the Police Chief of the requesting agency, which in this case is me. While I cannot release a copy of the report to you by statute, I can, and will let you and anyone you designate on behalf of the NAACP, come to the station and review the entire report when it is in my possession.
- The City of Muskogee has taken a position of openness and transparency from the beginning of this investigation. Please let me know if I can be of service to you in any way as you seek information regarding this unfortunate incident.
- Best Regards,
- Chief of Police Rex Eskridge

THE SHOOTING AND THE MUSKOGEE APPROACH TO THE AFTERMATH APPEAR IN THE NATIONAL NEWS



VAST MAJORITY OF COVERAGE HIGHLY PRAISED HOW THE CITY OF MUSKOGEE RESPONDED

- *THE DAILY BEAST, NYC JAN. 24, 2015*
- *NO LIE*
- *The Wedding Day Cop Killing*
- **A recently issued body camera to a Muskogee, Okla., cop shows the value of openness, especially when guns are drawn.**
- *We should all be Okies from Muskogee.*
- From that small Oklahoma town comes an example for the entire country on how a police department should conduct itself, starting with equipping its officers with body cameras and following through with a promise to be as transparent as possible in the wake of a fatal cop involved shooting.
- The police department convened a meeting with Jones and various other pastors at the Rev. Martin Luther King, Jr. Community Center in Muskogee. The cops pledged to be as forthright as possible and over the following week showed the body camera video to Walkers' family as well as the pastors, inviting everybody to ask any questions they might have.

THE DAILY BEAST, NYC JAN . 24, 2015

- Anybody who doubts this account is free to study the video, which the Muskogee Police Department has released for all of us watch and study and judge for ourselves.
- “This may sound crazy from a little town in Oklahoma, but we’re trying to set an example for the nation,” Mahan said.
- **Sgt. Michael Mahan was Muskogee’s Public Information Officer in January of 2015.**



ON WEDNESDAY, JANUARY 28, MR. DOUGLAS AND SEVERAL OTHER REPRESENTATIVES OF THE OKLAHOMA NAACP CAME TO MUSKOGEE TO VIEW THE POWER POINT PRESENTATION AND ASK QUESTIONS.



JANUARY 28 MEETING WITH NAACP

- The meeting was attended by Chief Eskridge and his Deputy Chiefs, as well as a recognized use of force expert, Sgt. Jim Clark of the Tulsa Police Department, who had been involved in the review of the case since the day of the shooting.
- By the end of the presentation and following Q & A session, Mr. Douglas and his advisors seemed to be satisfied with the presentation but promised to follow up once the OSBI report was issued.

POLICE PUBLICATIONS AROUND THE COUNTRY BECAME AWARE OF THE MUSKOGEE MODEL AND SANG ITS PRAISES.

- **Force Science News #277:** <http://www.forcescience.org/fsnews/277.html>
- **How one city kept the peace after a white cop/black suspect OIS**
- Stripped to its bare bones, the incident had the ingredients of another racial firestorm: A white cop with a prior shooting on his record repeatedly fires at and kills a young black male, a former college football player, in full view of a crowd dispersing from a wedding at an African-American church on the Martin Luther King holiday weekend. In one newspaper's terse assessment: "kindling in need only of a match."
- Yet when these unfortunate circumstances recently befell Muskogee, OK, there were no protests by angry marchers, no demands for criminal prosecution of the police, no looting or burning, no related arrests.
- Instead, thanks to a police department's skillful performance in getting its "narrative" of the facts across to the public and maintaining calm in the critical days after the shooting, the fatal encounter and its aftermath became what one publication calls ***"an example for the entire country of how a police department should conduct itself."***

AVERTED CRISIS

- On February 23, 2015, Muskogee County District Attorney Orville Loge released a letter he prepared clearing Officer McMillin and finding the shooting legally justified.
- On January 17, 2017, the statute of limitations ran for bringing a lawsuit against the City of Muskogee and Officer McMillin. No lawsuit was ever filed.
- Since the shooting the Muskogee Model has been utilized on numerous other shootings involving OMAG insured agencies.
- The Model is also used now in most major police departments, including Boston PD and Los Angeles PD.

“MUSKOGEE MODEL” TAKEAWAYS

- Timely communication
- Accurate communication
- Honest communication
- Transparent in a *reasonable* time frame
- The activation of your plan begins today--form/solidify relations now
- Don't panic and abandon your plan
- Don't be afraid to ask for help

IN POLICE SHOOTINGS, GAUGE YOUR REMARKS BASED ON THE FACTS. SOME ARE TRAGEDIES, SOME ARE PREDICTABLE EVENTS. DON'T CONFUSE REGRET WITH AN ADMISSION. STAY ON MESSAGE. DON'T RAMBLE.



SOCIAL MEDIA TO COUNTER FALSE NARRATIVES

- MUSKOGEE MODEL APPLIED TO THE BETTY SHELBY SHOOTING:
- McMillin OIS video on youtube:
- <https://www.youtube.com/watch?v=nIzSGl0INxU>
-
- Muskogee model power point on McMillin ois:
- https://youtu.be/T_DbvUQRthw



ACTING QUICKLY TO DEFEND YOUR REPUTATION AND RESTORING THE PUBLIC'S TRUST

- [EXCLUSIVE: Warner town employees caught on tape calling MLK Day n-word day](#)
- By Leif M. Wright
- Monday, January 8, 2018, 12:18 PM
- **WARNING:** This story contains offensive language.
- Several town employees have allegedly been caught on tape this morning at the town hall in Warner making racial slurs about Martin Luther King Day, and the conversation was caught on tape.

SEVERAL DAYS AFTER THE HEADLINE I WAS CONTACTED BY TOWN MANAGER JOHNNY LEWIS



NAACP CALLS FOR INVESTIGATION AFTER RACIAL SLURS BY CITY EMPLOYEES IN WARNER

MONDAY, JANUARY 15TH 2018, 4:37 PM CST

PASTOR RODGER CUTLER- MUSKOGEE CHAPTER NAACP



MUSKOGEE ONLINE INTERNET PUBLICATION

- “The two employees involved have submitted their resignations,” one member read from a prepared statement.
- “I make a motion to appoint our town administrator, Johnny Lewis to investigate the allegations.
- The town council does not condone such behavior and it will be thoroughly investigated.”

CRISIS RISK

- A Crisis risk impacts:
 - People
 - The environment
 - Business operations
 - Reputation
 - Financial/legal impact
- In Warner, the crisis risk was the REPUTATION of the town and everyone who lives there.

WE IMMEDIATELY CRAFTED A STATEMENT DENOUNCING THE ACTS AND RELEASED IT ON SOCIAL MEDIA AND TO THE PRESS

- *“As an Oklahoman and American who abhors racism in any form, I was shocked and disgusted by the unacceptable discussion between now-former city employees regarding Dr. Martin Luther King, Jr. There is no excuse for such vile language, which is why the City of Warner’s formal policy states it is a violation when an employee, “Indulges in offensive conduct or uses offensive language towards the public or in public or towards the Town Officers.”*
- *The Town of Warner joins the Oklahoma NAACP officials in their concern over lingering racist sentiments. While we cannot police private discussions between individuals, we can enforce employee policy when we learn of violations, and our leadership can set an example of appropriate behavior.*
- *“As soon as we learned about the racist comments, we took immediate action and initiated an internal investigation into the breadth and depth of the sentiments, to ensure all city employees are treated with the regard Dr. King inspired and our city Code of Conduct defines.*
- *“The City of Warner is an Equal Opportunity Employer with policies, processes and leadership that prohibit discrimination and harassment of any kind. We are committed to the principles of equal opportunity for all individuals, and we strive to provide employees with a work environment that is free of discrimination.*
- *“We are examining whether a lapse in those policies, processes or leadership played a role in the recent incident. Once our internal investigation is completed, we look forward to meeting with NAACP officials and concerned residents about future steps.”*

IN AN INTERVIEW IN OKC, OKLAHOMA CHAPTER PRESIDENT ANTHONY DOUGLAS ISSUED A SERIES OF QUESTIONS HE WANTED ANSWERED. THEY WERE REASONABLE, SO WE IMMEDIATELY STARTED GATHERING THE INFORMATION.

- The Town of Warner immediately reached out to Pastor Cutler, who acted as an intermediary to the NCAAP state chapter president, Anthony Douglas. Pastor Cutler was advised we were going to provide answers to Mr. Douglas' questions.
- **The Town also extended an invitation for Mr. Douglas and Pastor Cutler to come to Warner for a sit down meeting to discuss the issues raised by this incident.**

NAACP QUESTIONS

- **Does the City of Warner receive or benefit from federal funding?**
- *Yes. It has a DOJ "COPS" grant for police pay, and several Department of Commerce grants for economic development and infrastructure support.*
- **Has the City of Warner applied for federal funding?**
- *Yes*
- **How many blacks are currently employed with the Warner? None. The Town has 9 full time positions and currently there are not any black employees. There was a black police officer who worked at Warner some years ago. There has not been a black applicant for at least the last 5 or 6 years.**
- **How many blacks have been arrested by Warner; and law enforcement practices within this city?**
- *In the past 5 years, from January of 2013 to present, there have been 154 total custodial arrests made by Warner officers. Of those, 6 were black.*

NAACP QUESTIONS

- **What are all the fee-basis services that Warner provide to the public?**
- *Water/Sewer (which includes trash collection).*
-
- **How many blacks have received cutoff notices or involuntary discontinued services from Warner?**
- *One black family in Warner has received numerous cutoff notices over the last couple of years. The Water Utility Department policy is to send a statement the last week of the month, and if the bill is not paid by the 10th of the following month, a late notice is sent advising service will be disconnected on the 25th.*
-
- **Has the Warner posted signage, prominently placed, at its place of business that informs any person of who they can contact when they feel their civil rights have been violated by the city, its officials or employees?**
- *It does not have such signage posted prominently.*

WARNER MOVED AHEAD

- “We have participated in other towns that have said they would offer diversity training, they don’t make it mandatory,” said Rev. Rodger Cutler, with the NAACP. “Require employees to go through that.”
- The town agrees change is the way only to move forward.

Roger Thomason, Mayor of Warner would like to see that change.

- “Some people are raised different than others and they need to understand that everybody has a different life and they need to understand each others lives,” Thomason said.

JANUARY 23 MEETING WITH NAACP



PUT YOUR TOOLBOX TOGETHER NOW

- WHO?-
- Who is on the response team in the event of a crisis?
- Who will be responsible for notifying the other team members of a crisis or potential crisis?
- Who is in charge of communicating messages to the team members?
- If something needs to be investigated, who will be tasked with doing it?
- Who is in charge of social media monitoring?
- Who is in charge of the posting of social media messages? Who is involved in clearing those messages for publication?
- Discuss and practice these things ahead of time.

WHO IS THE RIGHT MESSENGER?



Rank- but not necessarily. Plan for someone being gone because that is how it happens!

Reputation- Who already has the trust of the community?

Responsiveness- Again, the initial response and follow ups must be timely.

Rehearse- stumbling around in your comments will not project trust or leadership. There are techniques to help with this. Be yourself and be likeable. If you are not likeable, then get someone else.

*“TO BE PERSUASIVE WE MUST BE BELIEVABLE; TO BE BELIEVABLE WE MUST BE CREDIBLE; TO BE CREDIBLE WE MUST BE TRUTHFUL.”
---EDWARD R. MURROW*



PLANNING

“PLANS ARE OF LITTLE IMPORTANCE, BUT PLANNING IS ESSENTIAL.” --WINSTON CHURCHILL

- Plan, Practice, Share your ideas.
- Never send out a message, statement or social media post on behalf of the organization without running it past the team.
- Your focus of attention may have led you to miss something obvious.
- Never release a communication without assessing the potential risk.

ISSUE-MANAGE:

- Once a crisis begins, it can spawn other issues or even another crisis. Be on the look out for what may be coming or developing and act promptly. Stay ahead of the curve.
- Monitor social media posts. If the City or Department is getting “run over,” plan how you should re-act and combat run away narratives.

DON'T BE AFRAID TO ASK FOR HELP!!!

- OMAG is a great resource, so don't be afraid to use it!



THANK YOU FOR WHAT YOU DO!!!

Scott B. Wood

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