

CRISIS MANAGEMENT

CASE STUDIES

MICKEY MCINNISH

CASE 1

- YOUTUBE MOVIE PUBLISHED
- SHOWS EXECUTIVE DIRECTOR IN BAD LIGHT
- KICKS PEOPLE OUT OF HIS OFFICE
- PADLOCKS BUILDING GATES OF SCHOOL
- MOVIE OF HIS HOUSE, CAR, ETC.
- PUBLISHED TO BOARD, RESIDENTS, ETC

DISCUSSION

- SMALL VIDEO CAMERAS EVERYWHERE
- ALWAYS ASSUME YOU ARE BEING RECORDED
- HOW DO WE REACT?
- PUBLICITY
- LEGAL
- STAFF ISSUES

CASE 2

- SECTION 8 WAITING LIST TO OPEN
- 200 VOUCHERS AVAILABLE
- FIRST COME – FIRST SERVED?
- LINES FORM
- CROWD ACTIVITIES OVER NIGHT
- NATIONAL GUARD CALLED
- MEDIA (ALL OF THEM) PRESENT

SOLUTION

- FIRST RESPONSE?
- FOLLOW-UP RESPONSE
- GETTING IDEAS TO FIX THE PROBLEM
- KEEP PUBLIC INFORMED ON FIXES
- NOT THE NEGATIVE WAY: REFUSING TO TALK TO MEDIA, NOT RESPONDING, ETC

CASE 3

- WINDOW AIR CONDITIONERS REMOVED BY PHA DURING SUMMER
- FRONT PAGE STORY IN PAPER WITH PICTURES
- BLAMES EXECUTIVE DIRECTOR
- DISCRIMINATION BEING PRACTICED AGAINST PHA RESIDENTS

SOLUTION

- RESPONSE TO PRESS
- RESPONSE TO RESIDENTS
- REASONS: VIOLATION OF FIRE CODE, REAC INSPECTIONS COMING
- PRIOR NOTICE: SHOW NOTICES AND THE CHANGES TO APARTMENTS SO AC CAN BE USED

CASE 4

- STAFF HAS TO BE DOWNSIZED
- LAY OFFS PAPERS NOT GIVEN TO STAFF UNTIL 4:00 P.M. BECOMING EFFECTIVE IN 14 DAYS
- LAY OFF LETTER TO STAFF APPEARS WITH STAFF INTERVIEWS ON 5:00 NEWS
- BOARD OF COMMISSIONERS BECOME INVOLVED
- FAVORITISM ALLEGED

SOLUTION

- PROACTIVE APPROACH: MEETING WITH ALL STAFF
- EXPLAIN THE CIRCUMSTANCES WELL IN ADVANCE
- NOTIFY BOARD AND MAYBE PRESS IN ADVANCE TO EXPLAIN REASONS
- HAVE MONEY FIGURES READY
- MEET INDIVIDUALLY WITH AFFECTED STAFF

CASE 5

- DISCRIMINATION CHARGED AGAINST DIRECTOR BY TENANTS
- PRESS CONFERENCE CALLED BY TENANTS/ATTORNEY
- BOARD BECOMES INVOLVED
- WITCHHUNT STARTS
- NEWS REPORTS ON EVERY CHANNEL

SOLUTION

- RESPOND OR NOT?
- HOW TO RESPOND?
- WHO TO NOTIFY?
- HOW TO PROCEED WITH INVESTIGATION
- UPDATING THE STAFF, BOARD, MEDIA

CASE 6

- PHA DOES STUDY AND PLANS TO REPLACE OLD UNITS WITH NEW ONES
- MEETS WITH RESIDENTS, SHOWS PLANS, GIVES TIMETABLE
- NOTIFIES MEDIA, PRESS CONFERENCES, ETC.
- DECIDES TO BUILD NEW OFFICE BUILDING INSTEAD.
- PRESS AND ADVOCATES BECOME INVOLVED

SOLUTION

- WHY DECISION MADE?
- HOW DO WE PROCEED?

CASE 7

- FAIR HOUSING COMPLAINT FILED AGAINST HOUSING AUTHORITY
- REASONABLE ACCOMMODATION STUDY DONE BY HUD
- LONG REPORT OF VIOLATIONS
- REPORT SENT TO LOCAL PRESS
- PUBLISHED IN PAPER/TELEVISION

SOLUTION

- HOW FAR CAN WE GO TO EXPLAIN?
- HOW DO WE WORK WITH ATTORNEY?
- HOW DO WE ANSWER THE ALLEGATIONS?
- WHAT INFORMATION CAN WE GIVE THE PRESS?
- HOW DO WE MAINTAIN OUR CREDIBILITY?

CASE 8

- HUD REVIEW WITH NUMEROUS FINDINGS MAILED TO PHA, COMMISSIONERS, AND THE PRESS.
- PUBLISHED, MEDIA SHOWS UP FOR INTERVIEWS, TELEPHONE CALLS ON A REGULAR BASIS
- BOARD AND RESIDENTS BECOME INVOLVED WANTING ANSWERS

SOLUTION

- WHERE DO WE START?
- WHAT INFORMATION CAN WE GIVE?
- WHO DO WE BLAME?
- ARE THERE ANY LEGAL ISSUES TO PROTECT?
- HOW DO WE TELL STAFF TO RESPOND TO CALLS AND INQUIRIES?

CASE 9

- CHILD BURNED IN BATHTUB
- ATTORNEY CALLS PRESS CONFERENCE
- TENANTS START REPORTING ALL KINDS OF PROBLEMS TO MEDIA
- BOARD OF COMMISSIONERS ISSUES PRESS STATEMENT
- LAWSUIT FILED

SOLUTION

- LEGAL RESPONSE
- PUBLIC RELATIONS RESPONSE
- DATA TO BE GIVEN
- FUTURE RESPONSES
- WHEN WILL IT GO AWAY
- AVOIDING THIS IN THE FUTURE

CASE 10

- NEW BOARD MEMBER APPOINTED
- THREE CALL EXECUTIVE SESSION
- TELL DIRECTOR WHO HAS 2 YEARS LEFT ON CONTRACT SHE IS BEING FIRED
- TELLS DIRECTOR THEY NEED A MAN WITH NO MINOR CHILDREN
- TAPE RECORDING MADE

SOLUTION

- CONTRACT ISSUES
- PAYMENT ISSUES
- DISCRIMINATION ISSUES
- INSURANCE ISSUES
- HUD ISSUES

CASE 11

- DIRECTOR RETIRES
- SEARCH DONE BY OUTSIDE AGENCY
- BOARD INTERVIEWS
- QUESTIONS: HOW MUCH DO YOU MAKE? DO YOU PLAN TO HAVE CHILDREN?

SOLUTION

- KNOW THE PROCESS
- DON'T DISCRIMINATE
- THIRD PARTY?
- DON'T USE FACEBOOK
- GET GUIDANCE
- ASK SAME QUESTIONS
- WHAT DON'T YOU ASK?

AVOIDING PROBLEMS

- KEEP BOARD, STAFF, RESIDENTS INFORMED
- USE RESIDENT ADVISORY BOARDS
- SEE PUBLIC RELATIONS HELP WITH PERCEIVED ISSUES
- PLAN AHEAD
- ISSUE PRESS CONFERENCES

RESPONDING TO INQUIRIES

- WHO RESPONDS
- WHAT INFORMATION CAN YOU GIVE
- HOW DO WE RESPOND TO CRISIS