

# **Taking Charge in a Crisis – Communicating Empathy and Leadership**

**Introduction:**

***Marilyn Sandifur, Spokesperson/Media PR Specialist  
Port of Oakland Case Study***

**Speaker:**

***Terry Abbott, Chairman  
Drive West Communications Houston, TX***

# Situation:

Occupy Oakland-proposed “Total West Coast Port Shutdown”



## Port Goals:

- *“Keep the Port Open” (Minimize operational impacts)*
- *Safety for all (No injuries)*
- *No damage*
- *No Security breaches*
- *Effective communications*

# Communications Strategy:

- *Pro-active*
- *Responsive*
- *Informative*
- *Safety-focused*
- *Educational*

## Key messages:

- *The Port is where the 99% work - over 73,000 jobs across the region*
- *Keep the Port Open*
- *Disruptions cost lost shifts, wages, and jobs*

# Port letter to community on the Port website

## Keep Our Port Open

### An Open Letter to Our Community from the Port of Oakland



**From dockworkers to engineers, truckers to office workers—the Port of Oakland is where the 99% work.** Together with our tenants and customers across aviation, maritime, and real estate, the Port of Oakland generates over 73,000 jobs in the region and is connected to more than 800,000 jobs across the country. This year, the Port has a *1,000 Jobs Plan* that is on track to create one thousand new, direct, port-related jobs in the region.

So does it make sense to shut down the Port of Oakland? *Again?* Occupy groups have called for a “total west coast ports shutdown” on December 12th.

Port of Oakland maritime operations were partially shut down on November 2nd. What did that accomplish? Lost work hours, lost shifts, and lost wages for workers and their families. The impact was not just one day; it is lasting. We have lost cargo and could continue to lose more, because these actions send a message that Oakland is not a place to do business.



**Shutting down the Port of Oakland is a bad idea.** Another shutdown will only make things worse—diverting cargo, tax revenue, and jobs to other communities. It will hurt working people and harm our community.

We understand the frustrations and issues at the heart of the Occupy movement. We are volunteer public servants appointed by local government representatives in one of the most progressive regions in this country. We take our public oath of office and fiduciary responsibility very seriously. That's why the Port works day-in and day-out to invest in our community, fix aging infrastructure, and bring more business and jobs to the region.

That's why we urgently call upon our partners in business, the community, government, faith organizations, and labor:

**Join us to keep the Port open, keep people working, keep tackling our shared challenges, and keep creating jobs!**



***Pamela Calloway, President, Board of Port Commissioners  
Gilda Gonzales, 1<sup>st</sup> Vice President, Board of Port Commissioners  
James Head, 2<sup>nd</sup> Vice President, Board of Port Commissioners***

Find out more: [www.keeptheportopen.org](http://www.keeptheportopen.org)



# Multilingual ads: Chinese, English, & Spanish Newspapers & Online

## Keep Our Port Open

An Open Letter to Our Community  
from the Port of Oakland

**From dockworkers to engineers, truckers to office workers—the Port of Oakland is where the 99% work.**

Together with our tenants and customers across aviation, maritime, and real estate, the Port of Oakland generates over 73,000 jobs in the region and is connected to more than 800,000 jobs across the country. This year, the Port has a *1,000 Jobs Plan* that is on track to create one thousand new, direct, port-related jobs in the region.

So does it make sense to shut down the Port of Oakland? *Again?* Occupy groups have called for a “total west coast ports shutdown” on December 12th.

Port of Oakland maritime operations were partially shut down



## Mantengamos Nuestro Puerto Abierto

Carta abierta del Puerto de Oakland  
dirigida a nuestra comunidad

**Desde trabajadores portuarios, ingenieros, conductores de camiones, hasta oficinistas – el Puerto de Oakland es donde trabajan personas que forman parte del 99% de la población.** Junto con nuestros inquilinos y clientes en el campo de la aviación, transporte marítimo y bienes raíces, el Puerto de Oakland genera más de 73,000 empleos en la región y está vinculado a más de 800,000 empleos en todo el país. Este año, el Puerto cuenta con un Plan de 1,000 empleos que marcha de acuerdo a lo proyectado para crear mil nuevos empleados, directos, relacionados con el puerto en la región.

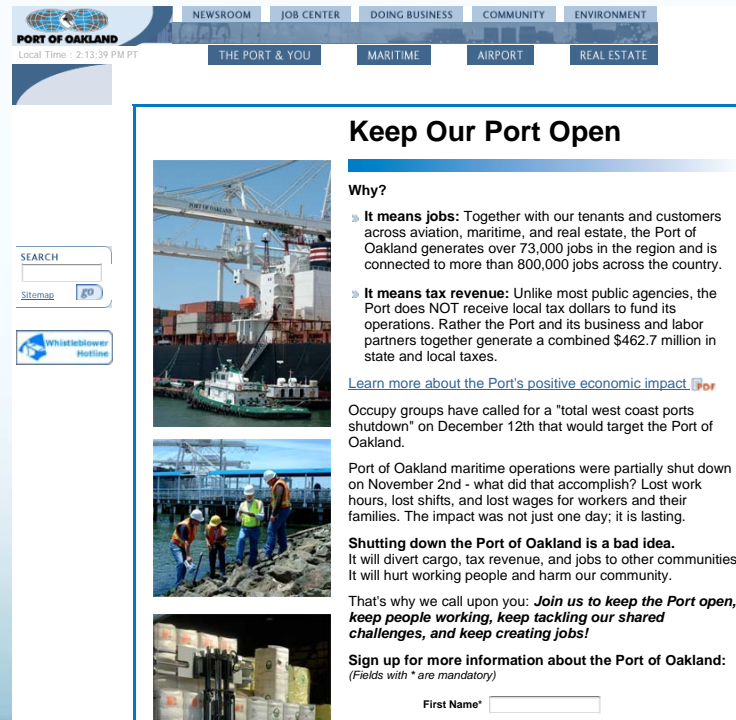
De manera que ¿tiene sentido cerrar el Puerto de Oakland? ¿Otra vez? Los grupos del movimiento Ocupa han convocado a un “cierre total de los puertos de la costa oeste del país” el 12 de diciembre.



The Port of Oakland - where the 99% work  
[www.keeptheportopen.org](http://www.keeptheportopen.org)



# Created special sign-up page on our website: [www.keeptheportopen.org](http://www.keeptheportopen.org)



The screenshot shows the Port of Oakland website's navigation menu with categories: NEWSROOM, JOB CENTER, DOING BUSINESS, COMMUNITY, ENVIRONMENT, THE PORT & YOU, MARITIME, AIRPORT, and REAL ESTATE. The local time is 2:13:39 PM PT. On the left sidebar, there is a search bar, a Sitemap link, and a What's New? link. The main content area features a large image of a port with a ship and a crane, and a smaller image of workers on a pier. The text on the page reads:

## Keep Our Port Open

**Why?**

- » **It means jobs:** Together with our tenants and customers across aviation, maritime, and real estate, the Port of Oakland generates over 73,000 jobs in the region and is connected to more than 800,000 jobs across the country.
- » **It means tax revenue:** Unlike most public agencies, the Port does NOT receive local tax dollars to fund its operations. Rather the Port and its business and labor partners together generate a combined \$462.7 million in state and local taxes.

[Learn more about the Port's positive economic impact.](#)

Occupancy groups have called for a "total west coast ports shutdown" on December 12th that would target the Port of Oakland.

Port of Oakland maritime operations were partially shut down on November 2nd - what did that accomplish? Lost work hours, lost shifts, and lost wages for workers and their families. The impact was not just one day; it is lasting.

**Shutting down the Port of Oakland is a bad idea.** It will divert cargo, tax revenue, and jobs to other communities. It will hurt working people and harm our community.

That's why we call upon you: **Join us to keep the Port open, keep people working, keep tackling our shared challenges, and keep creating jobs!**

**Sign up for more information about the Port of Oakland:**  
(Fields with \* are mandatory)

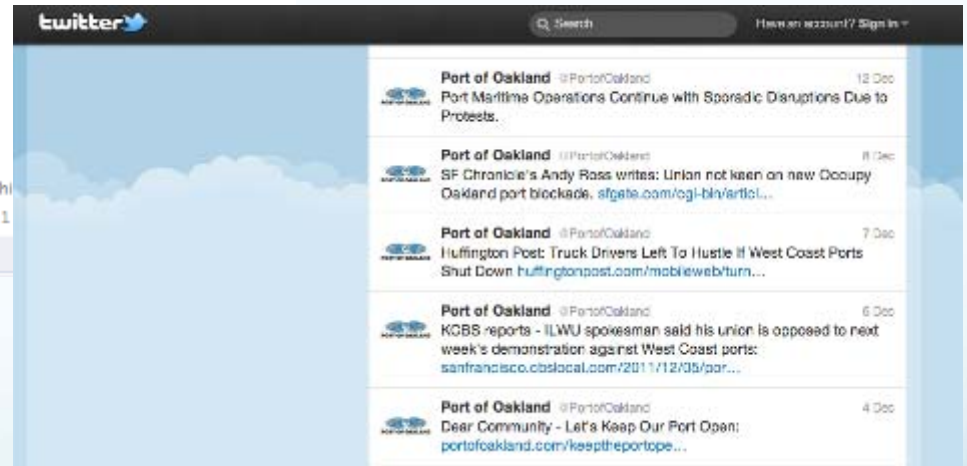
First Name\*



# Used Port's social media Twitter and Facebook



A screenshot of a Facebook post from the Port of Oakland. The post features the OAKI logo, a photograph of a port facility, and the text: "Dear Community - Let's Keep Our Port Open: http://portofoakland.com/keeptheportopen/". Below the post, it indicates "188 People Reached · 14 People Talking About This" and shows interaction options: "Like · Comment · Reshare · December 4, 2011". A comment bar at the bottom shows "7 people like this."



A screenshot of a Twitter feed for the Port of Oakland (@PortOfOakland). The feed shows five tweets with their respective dates and content:

- 12 Dec**: Port Maritime Operations Continue with Sporadic Disruptions Due to Protests.
- 8 Dec**: SF Chronicle's Andy Ross writes: Union not keen on new Occupy Oakland port blockade. [sfgate.com/cgi-bin/article...](http://sfgate.com/cgi-bin/article...)
- 7 Dec**: Huffington Post: Truck Drivers Left To Hustle If West Coast Ports Shut Down. [huffingtonpost.com/mobileweb/turn...](http://huffingtonpost.com/mobileweb/turn...)
- 6 Dec**: KCBS reports - ILWU spokesman said his union is opposed to next week's demonstration against West Coast ports. [sanfrancisco.cbslocal.com/2011/12/05/par...](http://sanfrancisco.cbslocal.com/2011/12/05/par...)
- 4 Dec**: Dear Community - Let's Keep Our Port Open: [portofoakland.com/keeptheportope...](http://portofoakland.com/keeptheportope...)

# Community and Government

From dockworkers to engineers,  
From truckers to office workers,

**the Port of Oakland is  
where the 99% work.**

Join us  
to keep people working  
and keep the Port open Dec. 12, 2011  
***www.keeptheportopen.org***

The Port of Oakland is a public agency and Port maritime operations were partially shut down on November 2, 2011.

What did that accomplish? – Lost work hours, lost shifts, and lost wages for workers and their families.

The shutdown also sent a message that Oakland is not a place to do business and create jobs.

Another Port shutdown will not help us tackle the economic challenges we all face.

Another Port shutdown will hurt working people here in Oakland, the Bay Area, and California.

Learn more at ***www.keeptheportopen.org***.



December 5, 2011

Dear Port of Oakland Community Member:

This is a message to all of our partners: Labor, workers, tenants, businesses, faith organizations, community-based organizations, community members, all levels of governments – all the members of the community that are interconnected with the Port of Oakland throughout the region.

**From dockworkers to engineers, truckers to office workers—the Port of Oakland is where the 99% work.** Together with our tenants and customers across aviation, maritime, and real estate, the Port of Oakland generates over 73,000 jobs in the region and is connected to more than 800,000 jobs across the country.

Port of Oakland maritime operations were partially shut down on November 2<sup>nd</sup> – **what did that accomplish?** Lost work hours, lost shifts, and lost wages for workers and their families. The impact was not just one day; it is lasting. We have lost cargo and could continue to lose more, because these actions sent a message that Oakland is not a place to do business. Occupy groups have now called for a “total west coast ports shutdown” on December 12<sup>th</sup>.

**Shutting down the Port of Oakland is a bad idea.** Another shutdown will only make things worse—diverting cargo, tax revenue, and jobs to other communities. It will hurt working people and harm our community.

We understand the frustrations and issues at the heart of the Occupy movement. We are public servants representing a local public agency in one of the most progressive regions in this country. We take our public oath of office and fiduciary responsibility very seriously. We work day-in and day-out to invest in our community, fix aging infrastructure, and bring more business and jobs to the region.

**That's why we are asking you to join us to keep the Port open, keep people working, keep tackling our shared challenges, and keep creating jobs!**

Join us at [www.keeptheportopen.org](http://www.keeptheportopen.org)

With Respect,

  
Oskar R. Benjamin  
Executive Director

  
Pamela Callaway  
President

  
Guili Gonzalez  
1<sup>st</sup> Vice President

  
James Head  
2<sup>nd</sup> Vice President

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## Day of:

- Website – timely updates
- Social Media
- Responded in person to local reporters at City's Emergency Ops Center
- Responded to reporters' phone inquiries from headquarters

**Keynote speaker:**

***Terry Abbott, Chairman  
Drive West Communications  
Houston, TX***