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Effective Communications Through Business Upheavals

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American Association of Port Authorities

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Thank Aaron Ellis. And audience Or...why make the same mistake ONCE?

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Marine incidents...crisis plans...EOC plans...tabletop drills....full deployment drills...crisis media training...OH...and actual crises oil spills, explosions, labor, nat disasters

Key Takeaways *(or, I should just stop here)*

- Lead. Don't manage.
- Have a crisis plan. Know the plan.
Adapt the plan.
- Your crisis has already happened.
- Hurry up. Slow down.
- People are people.

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management=crises are inevitable; leadership = crises are ownable...and that there are winners and losers in every one....ON LAST POINT, human brain's affinity for bad news, distrust

Chinese Army Unit Is Seen as Tied to Hacking Against U.S.

“While Comment Crew has drained terabytes of data from companies like Coca-Cola, increasingly its focus is on companies involved in the critical infrastructure of the United States — its electrical power grid, gas lines and waterworks. According to the security researchers, one target was a company with remote access to more than 60 percent of oil and gas pipelines in North America.” NYT,

2/18/13
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Crises are cyclical. Nothing new under the sun



“Character is like a tree and reputation like its shadow. The shadow is what we think of it; the tree is the real thing.”

—Abraham Lincoln

“The brains of humans and other animals contain a mechanism that is designed to give priority to bad news. No comparably rapid mechanism for recognizing good news has been detected.”

- Daniel Kahneman

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Key Crisis Objectives

- Protect life, property, and the environment
- Operate safely
- Do nothing to intensify or spread crisis
- Make decisions quickly
- Responsible, trustworthy and caring
- Authoritative, reliable source of accurate information
- Remember internal audiences
- Reinforce core values
- Steps being taken to mitigate the situation and prevent a reoccurrence

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Oakland and Radical Tradition

- Birthplace of the Black Panthers
- Long history of tension between citizens and police
- Currently undergoing gentrification and urban renewal



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Raiders, As, Warriors

Occupy Oakland: Spurred by Recent Controversy

- Police misconduct leading to federal oversight (Oakland "Riders")
- Oscar Grant murder
- Abrupt departure of new police chief
- Newly elected ex-activist mayor
- Leadership vacuum



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Occupy Oakland: The Encampment

- Fall 2011.
- Goals of Occupy directly at odds with goals of City leadership.
- Disaffected liberals vs anarchists.



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Removing the Encampment

- October 25 overnight raid destroys camp
- Mayor out of town
- Raid resulted in mass violent protest, with injuries
- Public sentiment increased for protestors / "99%"



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Chaos in city administration. Top advisors resigned. Port needed to show stable leadership.

Occupy Strikes Back



**DECOLONIZE OAKLAND
WE ARE THE WE DEMAND
99% ECONOMIC JUSTICE
WE STAND UNITED
NOVEMBER 2, 2011
GENERAL STRIKE
NO WORK • NO SCHOOL
OCCUPY EVERYWHERE**



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November 2, 2011

- “Day of Action”
 - Shutting down banks and financial centers
 - Protesting recent police brutality
 - Standing up for workers’ rights
 - March from the City Hall encampment to the Port of Oakland

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Port OAK walking distance from downtown

General Strike – Gaining Momentum

- Support of mainstream liberal activists (organized labor, students, community based orgs, religious groups, city electeds, general public)
- Social and traditional media – widespread reporting, Occupy had amassed a huge online following (Twitter, Facebook, Livestreaming, etc.)

Why the Port of Oakland?

- Viewed by Occupy as a symbol of the power of the 1%
- “Wall Street on the Water”
- In a City with few economic engines, the Port was a visible, tangible and accessible target
- Move was explained as an action of solidarity with striking workers elsewhere

Protecting the Port - Operational

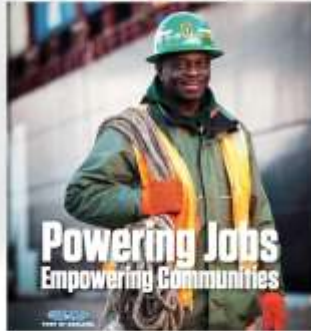
- Port EOC activation
- Participate in Oakland City EOC, oordinate regularly with City and Security personnel
- Coordinate with tenants and partners
- Outreach to labor unions
- Outreach to key political leaders, news outlets

Protecting the Port - Reputation

- Launch “Keep Our Port Open” Campaign
 - Emphasize Port as job-sustaining community asset, not profitable playground for 1%ers
 - Open Letter to the Community
 - Microsite on Port website
 - Advertisements in local papers
 - Outreach to CBOs
 - Media relations (both with Port corporate staff and among the workers who were out of work as a result of shutdown attempts)

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Protecting the Port - Reputation



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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 partners and customers across Oakland, Marinette, and Alameda counties, the Port of Oakland generates over 15,000 jobs in the region, and a combined income of over \$100,000 jobs across the country. Through the Port, we have a 2,000 jobs that is critical to create and thousands of new direct and indirect jobs in the region.

So does it make sense to shut down the Port of Oakland? Agreed. County groups have called for a "total and coast ports shutdown" on December 1st.

Port of Oakland operations are not partially shut down on November 30th and other critical activities? Last week, 100,000 jobs, and last night, 100,000 workers and their families. The impact was not just on the day it is today. We have lost jobs and would 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—shutting cargo for revenue and jobs to other communities. It will hurt working people and harm our community.

We understand the frustration and issues at the Port of the County Movement. We are your best public partner to support for local government representatives in one of the most progressive regions in this country. We take our public role of office and fiduciary responsibility very seriously. That's why the Port works day in and day out to meet its local community. We agree with you and bring more business and jobs to the region.



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

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

Patricia Calloway, President, Board of Port Commissioners
Giselle Gonzalez, 1st Vice President, Board of Port Commissioners
James Head, 2nd Vice President, Board of Port Commissioners

Find out more: www.keepthoportopen.org



General Strike – The Day Arrives

- Port Communication Tactics
 - Activate EOC
 - Establish safety as primary objective, can co-exist with free speech
 - Regular status updates to the public via all communication channels (press conferences, texts messages, email updates, Gov Delivery, social media, news releases)

General Strike – March on the Port

Sunset march. 30,000 revelers in festive mood converge on Port, which Port officials had declared “effectively shut down”.

Arranged with labor?



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General Strike – March on the Port

- Thousands of global media stories about the General Strike and Port shutdown.
- Key Victories:
 - Port march mainly a peaceful event, no loss of life, no injuries, few arrests
 - Skepticism on why the Port would be a target
 - Opened up messaging opportunities concerning Port and JOBS

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Clear cut victory? More like arm wrestling

A Month Later: Occupy 2



- Port in better position to respond, develop messaging
- Time to generate positive sentiment for workers who were forced out of their shifts from Nov action
- Public support for Occupy waning Destructive “Black Bloc” tactics (smashing windows, graffiti, etc.) and turned to support for Port workers

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Occupy Came Around Again

"But for a second time, Occupy demonstrators have targeted West Coast ports. A total media misfire. Ports are not banks. They provide jobs to minorities, and independent contractors. The demonstrations alienated union dock workers and teamsters delivering containers, and muddled their primary message. Worse, the demonstrations closed the West Coast's leading job-generating export, the port of Oakland."

Arthur Bruzzone, The Huffington Post

Occupy Came Around Again

Occupy's second act: Blaming ports or shippers for the changes wrought by an increasingly global economy is sort of like fingering automakers for urban traffic congestion.

Editorial, Los Angeles Times

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Occupy Came Around Again

*"Growing public sentiment against local Occupy protesters should serve as a wake-up call to the faceless, nameless group. And the group's **misguided decisions to target public operations instead of the corporate marauders** who benefited from the federal government's failure to hold the people's interest in trust are still confounding to many Americans.*

*If there is a second phase of operations, when Occupy protesters actually decide to occupy the offices of the corporate and financial institutions that benefited from our misery, maybe their message will wake America's masses. Unfortunately, **all Monday's action did was take bread off the table of working people**, and that's nothing to be proud of."*

Chip Johnson, San Francisco Chronicle

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Thank You!

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