Thank Aaron Ellis. And audience  Or...why make the same mistake ONCE?
Marine incidents...crisis plans...EOC plans...tabletop drills...full deployment drills...crisis media training...OH...and actual crises oil spills, explosions, labor, nat disasters
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
Crises are cyclical. Nothing new under the sun

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

“When 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

KAMER consulting group
“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
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
Oakland and Radical Tradition

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

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
Occupy Oakland: The Encampment

- Fall 2011.
- Goals of Occupy directly at odds with goals of City leadership.
- Disaffected liberals vs anarchists.
Chaos in city administration. Top advisors resigned. Port needed to show stable leadership.
Occupy Strikes Back

November 2
GENERAL STRIKE

To the streets!
Shut down Oakland!
Blockade everything!
General Strike!
Anti-Capitalist March

Nov 2nd

Decolonize Oakland
We are the 99%
Economic Justice
We stand united
November 2, 2011
General Strike
No work = no school =
Occupy everywhere

KAMER consulting group
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

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, coordinate 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)
Protecting the Port - Reputation

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

From shippers to carriers, truckers to office workers—
the Port of Oakland is where the jobs are. Together we’re building
a strong and successful future. Port Oakland generates over $10B in
income, supports more than 200,000 jobs in the region, and com-bines the
best of both worlds: sizable trade and world-class quality.

But it doesn’t take much to close down the Port of Oakland. A single group
handed out the so-called “jobs shutdown” on December 16.

Port of Oakland operations were severely impacted, but shut down on December
3rd and for about a month after that. Jobs and wages for workers and their families
were impacted for months. The Port worked hard and long to get
the Port open again, and you helped us get there.

Shutting down the Port of Oakland is a bad idea, not only for Oakland,
but for the entire region. Operations are critical to not only the Port
but to our entire economy.

We understand the frustration and pain at the heart of the decision. We
were at the forefront of public service and are proud of the work we
did. We take our responsibility to our community seriously.

Together, we can make the Port of Oakland better. Let’s work together
towards making it a better place.

Join us in keeping the Port open, keep the Port working, keep building our
shared challenges, and keep creating jobs!

Pamela Culloway, President, Board of Port Commissioners
Glenda Gonzales, 1st Vice President, Board of Port Commissioners
James Hood, 2nd Vice President, Board of Port Commissioners

Find out more: www.KEEPthePORTopen.org

PORT OF OAKLAND
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?
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
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 fingerling automakers for urban traffic congestion.

Editorial, Los Angeles Times
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
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
Thank You!

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