



2015 WEBINAR SERIES

August 15, 2015

INTERNAL AND EXTERNAL CRISIS COMMUNICATIONS

Upcoming Webinars

September 17
Human Resources Focus

November 10
Autonomous & Connected Vehicles

Upcoming Meetings

IBTTA 83rd Annual Meeting & Exhibition

August 30-September 2 | Dublin, Ireland

www.ibtta.org/dublin

IBTTA New Media, Communications & Human Resources Workshop

October 18-20 | Cleveland, OH

www.ibtta.org/cleveland

Professional Development Hours & Logistics for Today

- Professional Development certificate: email kdavis@ibtta.org
- Submit Questions via the Q&A Pod
- We'll be done by 2pm
- Slides and recorded audio will be on the website by close of business today. www.ibtta.org/webinars



Gloria Dittus
Chairman
Story Partners



Cherie Gibson
Senior Associate, Mid-Atlantic Region Office
PRR

CRISIS COMMUNICATIONS 101: TRANSPORTATION INDUSTRY

Gloria Story Dittus

OVERVIEW

- **The three phases of crisis communications**
 1. Before: *Preparation & Strategy*
 2. During: *Assessment & Response*
 3. After: *Evaluation, Recovery, Restoration*

BEFORE: PREPARATION

- Identify allies
 - Community leaders, local and state elected officials, toll road/highway users, or key constituencies (e.g. parent, commuter, or employer advocacy groups) who can put a local face on the issue
 - Engage your allies; develop a “Thought Drivers 1,000” list of influencers in the transportation sector to open lines of communication
- Put your team in place
 - Designate a spokesperson (internal or third party) who has media training and can relate to the community
 - Build a crisis team (could include legal, communications, HR, or CFO)
 - Establish a notification and approval process in the event of a crisis

BEFORE: STRATEGY

- Know your messaging
 - By their nature, crises are unpredictable and will change your approach or alter your communications, but having core messages established puts you ahead of the game
- Know the landscape
 - Journalists who cover transportation, stories, and quotes
 - Allies/competitors who've been in crisis scenarios before
- Scenario planning
 - Define what would constitute a crisis to prevent over- or under-reaction
 - Create a matrix of how to react to different types of crises, based on scale, timing, impact, internal/external, etc.

DURING: ASSESSMENT

- Assessment
 - Gather the facts & determine an appropriate, measured response
 - What happened? How do we know? Who is impacted? Should we be low profile (i.e. only respond to direct inquiries) or high profile (i.e. stay out front, visible, and proactive in your messaging)?
 - Notify
 - Based on the initial assessment, prioritize *who* needs to know (e.g. employers, consumers, lawmakers, media) and *what* information they need

DURING: RESPONSE

- Engage allies who can carry your message
 - Capitalize on third-party relationships to call, write, and email media and elected officials
 - As appropriate, place op-eds, LTEs, interviews, “Hill Drops”
- Establish continuous monitoring
 - Use the right digital tools for digital and print monitoring (e.g. Signal, Google alerts)
 - Based on monitoring, have a rapid response in place
- Control the message
 - Repeat the facts, correct misinformation immediately, be forthright and open
 - Set your digital footprint, with videos or online collateral that are “sticky” and encourage sharing
 - Deploy tools such geo-targeting to reach your audience with advertising in social media, consumer or trade publications, national news outlets, blogs, etc.

AFTER: EVALUATION, RECOVERY, RESTORATION

- Evaluation
 - Assess the impact made on the company, its relationships with community and stakeholders, its brand, and reputation
 - Continued media monitoring and what the political/public conversation is
 - Surveying employees, customers, etc.
- Recovery
 - Based on lessons learned, determine a plan for recovery
 - This includes an internal plan (employees) and external plan (media, community, stakeholders, consumers)
 - Build a case study that qualifies lessons learned and how to prevent similar scenarios in the future
- Restoration
 - Apply lessons learned toward a new image campaign
 - Continue to engage media on what you did right and what you will do right going forward
 - Adjust advertising and marketing messaging
 - Adjust talking points and collateral based on what worked and what didn't

Navigating the Waters of a Community Crisis

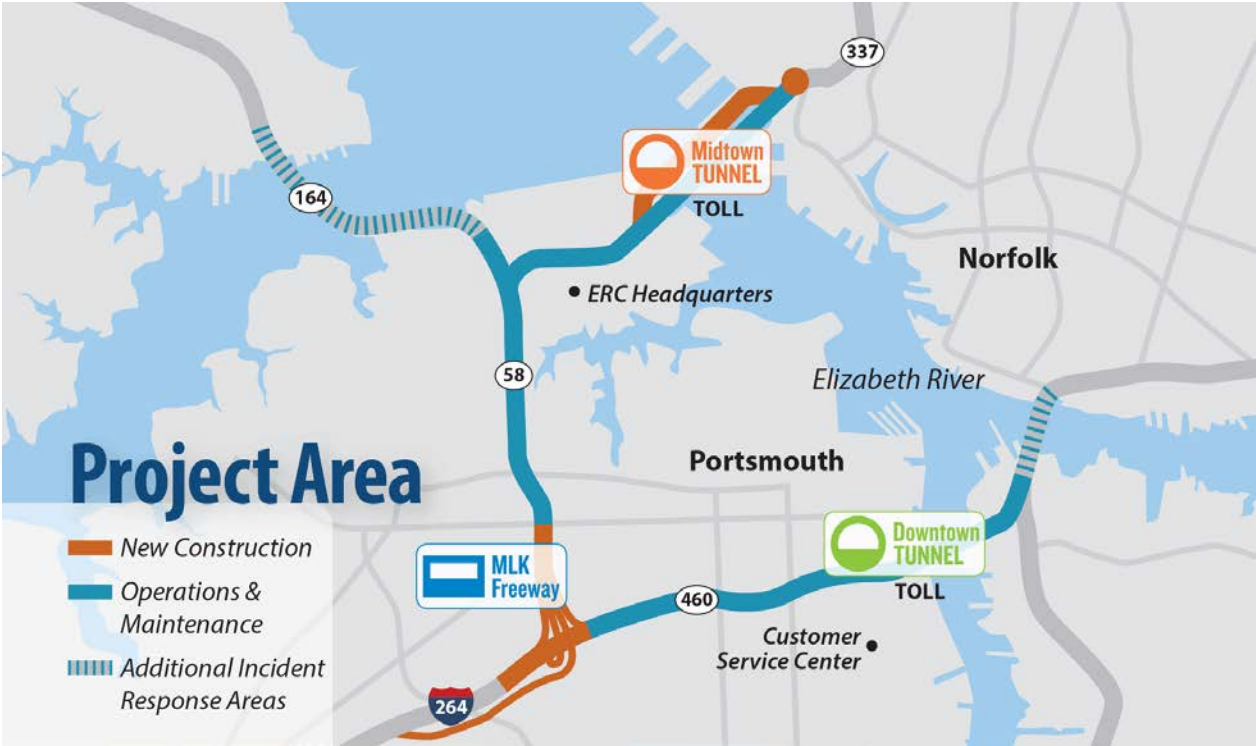


Cherie Gibson

August 5, 2015



Elizabeth River Tunnels Project



All-Electronic Tolling

After one year of tolling, Elizabeth River Crossings (ERC) has determined that it is necessary to develop communication processes surrounding all-electronic tolling (AET) operations issues at the Elizabeth River Tunnels (ERT).

Crises Communications AET Workshop

- Begin to develop a clear set of messages to address toll system failures, invoicing and mailing discrepancies, customer service delays and other toll-related issues that could become crises.
- Define and establish our Communications Plan in the event of an AET crisis.
- Create and refine AET communications messaging for stakeholders using potential scenarios:
 - ERC Board
 - ERC Financial Investors
 - Media
 - VDOT/Commonwealth
 - ERC Employees
 - Customer Service Center Staff
 - Public/Customers

Preparing for an AET Crisis

Crises can range from minor events to major catastrophes that could last for the course of a day or over several weeks.

- What are the attributes of a **Major (M)** and **minor (m)** crisis?
 - Level of customer impact
 - Public perception of event
 - Level of public impact
 - Level of financial impact
 - Impact on relationships with Commonwealth officials
 - Reputation impact to partners/ERC

AET Risk Assessment

- **Full or Partial System Failure:** The roadway all-electronic tolling system fails to register use of a certain type of vehicle; the AET sensors fail in a lane; the AET sensors fail to collect data.
- **Inaccurate Toll Collections:** The AET roadway system is calculating inaccurate charges for motorist use; the front office is not communicating effectively with the back office for proper Pay by Plate invoice processing.
- **System Breach of Privacy:** The Pay by Plate customer data is breached, lost or stolen.
- **Loss of AET Contractor Support:** ERT's AET tolling contractor is removed from Project; ERT Customer Service Center Support voids contract and refuses services.

AET Risk Assessment

- **Customer Service Center Delays/Issue:** The CSC experiences higher than normal call/walk in volume; emails are not answered within specified time; invoice/violation disputes are not resolved within specified time.
- **Mailing House Issues:** The mail house contracted to send Pay by Plate invoices or notices experiences a Quality Control issue impacting ERT customers.
- **Invoicing Discrepancies:** Customer uses the facility and is invoiced for a different amount; customer is billed for facility use one way with their E-ZPass and the return trip with Pay by Plate; customer was never billed for trip.

AET Risk Assessment

- **Physical Threat to CSC:** A USPS threat is mailed or brought into the CSC; there is an area-wide threat in the vicinity of the CSC location in Portsmouth.
- **Pay by Plate Website Functionality Issues:** Customers are not able to pay their invoices/notices online; errors in processing payments; website crash.
- **O&M Events Impacting Toll Operations:** Large scale operations or maintenance issue requires ERT to reroute traffic through toll gantry area without using the tunnel, resulting in potential charge discrepancies.

AET Risk Assessment

- **State Suspends Tolls:** VDOT orders ERT to lift tolls for specified duration, in accordance with Section 5.05 of the Comprehensive Agreement between VDOT and ERC, executed December 5, 2011.
- **VDOT Administration Issues “Letter of Warning”:** VDOT issues ERC a public “letter of warning” outlining areas of needed improvement in ERT’s toll collection processes.
- **Class Action Lawsuit:** Initiated as a response to administrative fee issues; customers believe ERT is incorrectly charging for use of the tunnels.

Questions for Each Crisis

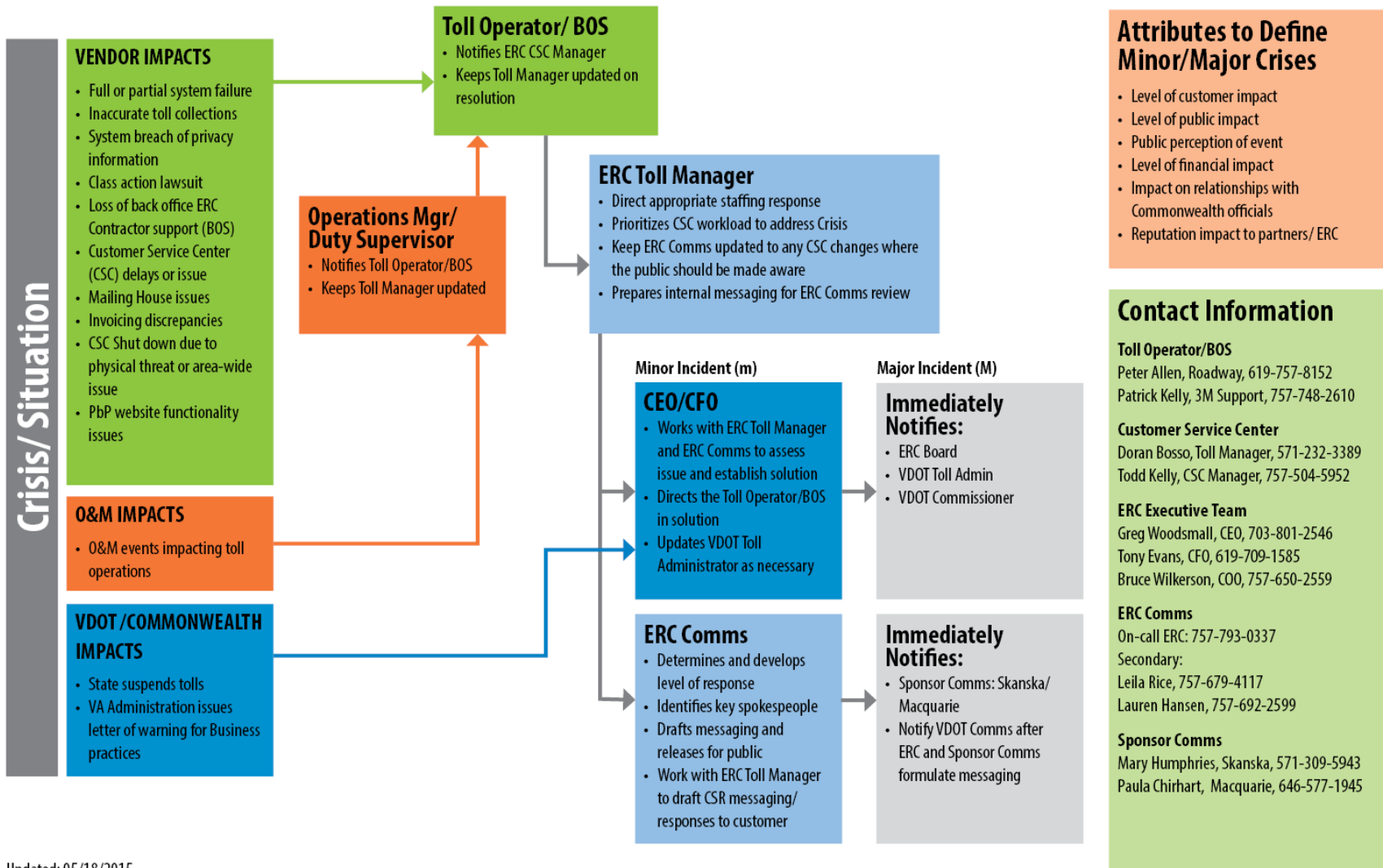
- What is the problem/issue?
- What is the level of impact (As defined by M/m)?
 - On finances
 - On customers
 - On ERC partners
- What is the current action plan?
- What is the short-term resolution (containment)?
- What is the key messaging for stakeholders?
- What are the root causes?
- What is the long-term solution or corrective action?
- What will prevent this in the future (reoccurrence)?

Identifying Key Stakeholders

With all crises, it is important to develop messaging that addresses the needs of ERC's key stakeholders:

- ERC Board
- ERC Financial Investors
- Media
- VDOT/Commonwealth
- Customer Service Center Staff
- ERC Employees
- Public/Customers

Tolling Emergency Protocol



Questions?