

# Creating A Crisis Communications Plan That Works

An Infopeople Webinar
March 27, 2019
Presented by Kim Crowder

# Kim Crowder

#### Director, Communications, The Indianapolis Public Library

- Been in this role for almost three years.
- Launched the department after a Communications
   Department being nonexistent for more that five years.
- Has worked with Oprah Winfrey and for two Fortune 500 companies.
- Published journalist in The Houston Chronicle.
- Sings and salsa dances regularly.
- Has done presentations at the annual American Library
   Association conference, for InfoPeople, Linking Indy
   Women, and Indiana State Library.
- Trips and/or falls more often than willing to admit.







### Crisis Communications Plans Are A Must

Because Anything Can Happen...And It Will



# Prepare NOW For What Could Happen Later!

Prepare NOW for what could happen later! Prepare NOW for what could happen later!

# In Crisis Communications, Your Response Helps Shape The Narrative

# In A Crisis, Your Top Three Goals Should Be To:

1. Guide the narrative back to a place of normalcy

2. Protect your brand

3. Be transparent



# What You MUST Do During A Crisis

BE READY: Have a plan in place ahead of the crisis.

GET IN THE MUD: Be easy to reach and ready to work.

BE HONEST: Remember when we talked about transparency?

BE NIMBLE AND BE QUICK: Share clear, factual messages as quickly as possible.

# Thinking Ahead

How To Get Ready For Anything

01

02

03

04

1

Develop relationships early, and be clear about roles

**1** 

Think through your list and analyze

•

Practice makes perfect

Know your channels of communication

# Write It Before Crisis Hits: How Columbus Metropolitan Library Does It

#### EMPLOYEE HANDBOOK

#### SOCIAL MEDIA

**Board Policy:** 

REVIEW DATE: 02/22/2018 DATE APPROVED: 02/22/2018 REPLACING POLICY EFFECTIVE: 07/01/2009

The Library has a centralized Social Media presence managed by Marketing. The Library expects all employees to remain cognizant of the Library's brand and image when participating in public social media communities. Employees representing the interests of the Library as part of their job duties are expected to adhere to all Library conduct expectations. Employees are expected to use good judgment and common sense when engaging in personal use of social media platforms.

Administrative Procedures:

REVIEW DATE: 02/22/2018 DATE APPROVED: 02/22/2018 REPLACING PROCEDURE EFFECTIVE: 07/01/2

- A. Employees should not implicitly or explicitly represent their statements in social media as official Library policy or position. Employees are permitted to associate themselves with the Library while using social media, provided that they clearly identify posted content as personal and purely their own. The Library will not assume responsibility or liability for any personally posted content.
- B. Employee statements that may be construed as unlawfully threatening, harassing, discriminatory, or defamatory in the non-social media environment are equally restricted in the online social media environment. These incidents will be subject to review and consideration under all other applicable Library policies and existing laws, and potential discipline up to and including termination will be based on content and severity.
- C. Employees are prohibited from falsely establishing an online presence and representing it as an official or Library-sponsored entity or Library-affiliated individual. Employees are also prohibited from publishing and/or publicizing Library images prior to official publication date (i.e., posting photographs of a new branch before it opens).
- D. The Library's confidentiality policies extend to social media.
- E. Employees are expected to respect copyrights, trademarks, and other intellectual property rights while engaged in social media.



SOCIAL MEDIA - P. 1 OF 2

#### **EMPLOYEE HANDBOOK**

#### OFFICIAL STATEMENTS / COMMUNICATIONS WITH THE MEDIA

**Board Policy:** 

**DATE APPROVED: 02/22/2018** EFFECTIVE DATE: 04/01/2018 REPLACING POLICY EFFECTIVE: 12/11/2014

The Library communicates openly and freely with the public via all forms of media, including print, broadcast, and digital. Library trustees and staff who are contacted by any media outlet for comment on any Library business are asked to forward the inquiry to Marketing and should not make any statements on behalf of the Library. Official statements and responses are facilitated by Marketing in coordination with the Chief Executive Officer and as necessary, the Board of Trustees' President in order to create coordinated and consistent communication.

#### Administrative Procedure:

**REVIEW DATE: 02/22/2018** DATE APPROVED: 02/22/2018 EFFECTIVE DATE: 04/01/2018 REPLACING PROCEDURE EFFECTIVE: 12/11/2014

#### Related Policies/Forms:

- Social Media
- Communications
- Confidentiality of Employee Data

COLUMBUS METROPOLITAN LIBRARY OFFICIAL STATEMENTS / COMMUNICATIONS WITH THE MEDIA - P. 1 of 1

# The Big Rocks

Our Approach To Crisis Communications For Drag Queen Story Time













# A Little About Our City Indy



#### **INDIANAPOLIS**

Indianapolis is the 12<sup>th</sup> largest city in the United States

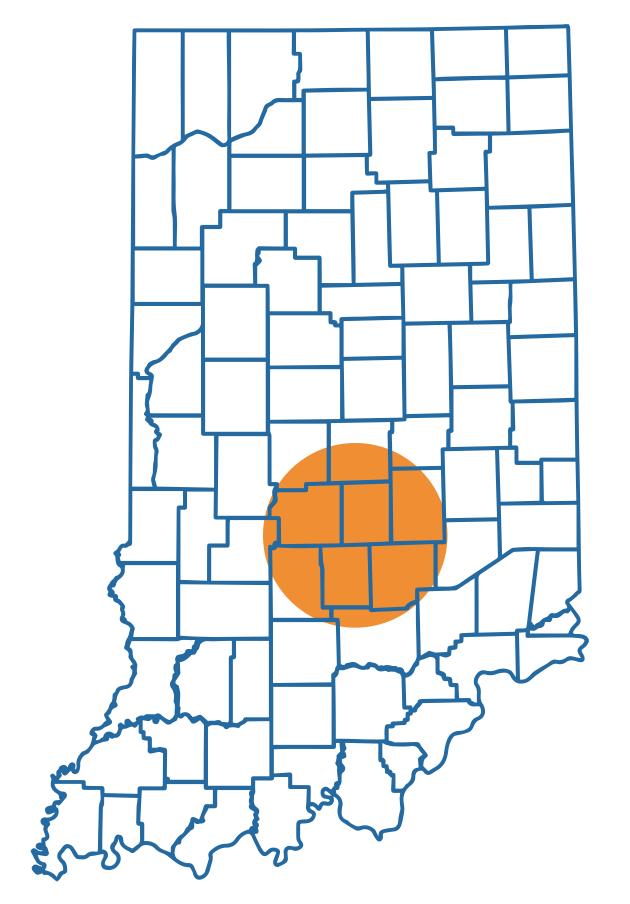
Indianapolis is the 25<sup>th</sup> largest media market in the United States

Indianapolis is the third most populous city in the Midwest with a population of almost 873,000

Indianapolis is the most populous city in the state of Indiana



# Marion County Population Stats 2017



85.7% Have A High School Diploma Or Higher



Indianapolis Boasts 91% Of Marion County's Population



29% Of Residents Have A Bachelor's Degree Or Higher





## Who We Are

Tidbits about the Indianapolis Public Library System

01

02

03

04



#### Programs Held By IndyPL Each Month

IndyPL offers a variety of programs across branches, at Central Library, and throughout the community. This number is an average per month.

1,200

**=1** 

#### Locations

We are actively building and relocating to better serve Marion County residents to be completed in 2020.

24



#### Overall Circulation in 2017

Includes books, DVDs, eResources, CDs, and audiobooks

14,435,169

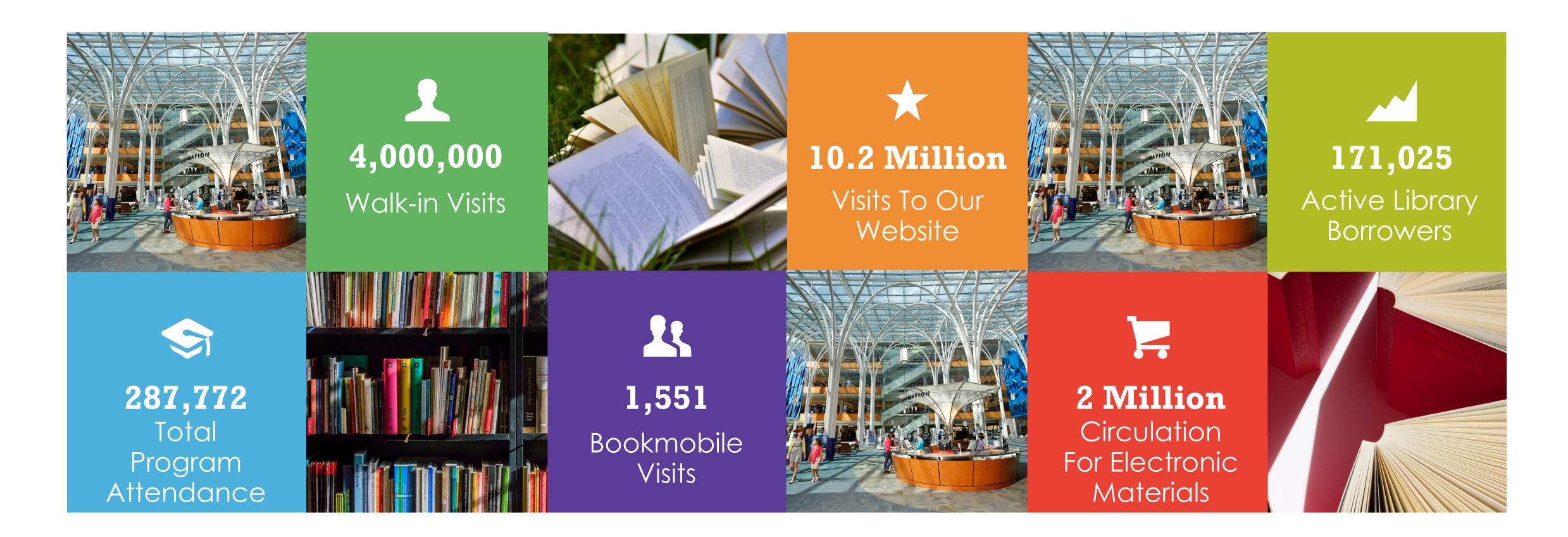
#### 401,525 Cardholders

Almost half of the Library's service population, with more than 40,000 being new in 2017

45%

# More Quick Facts

2017 Annual Stats





## Social Media Promotions

A Major Crisis Communications Tool









# #IndyLibrary

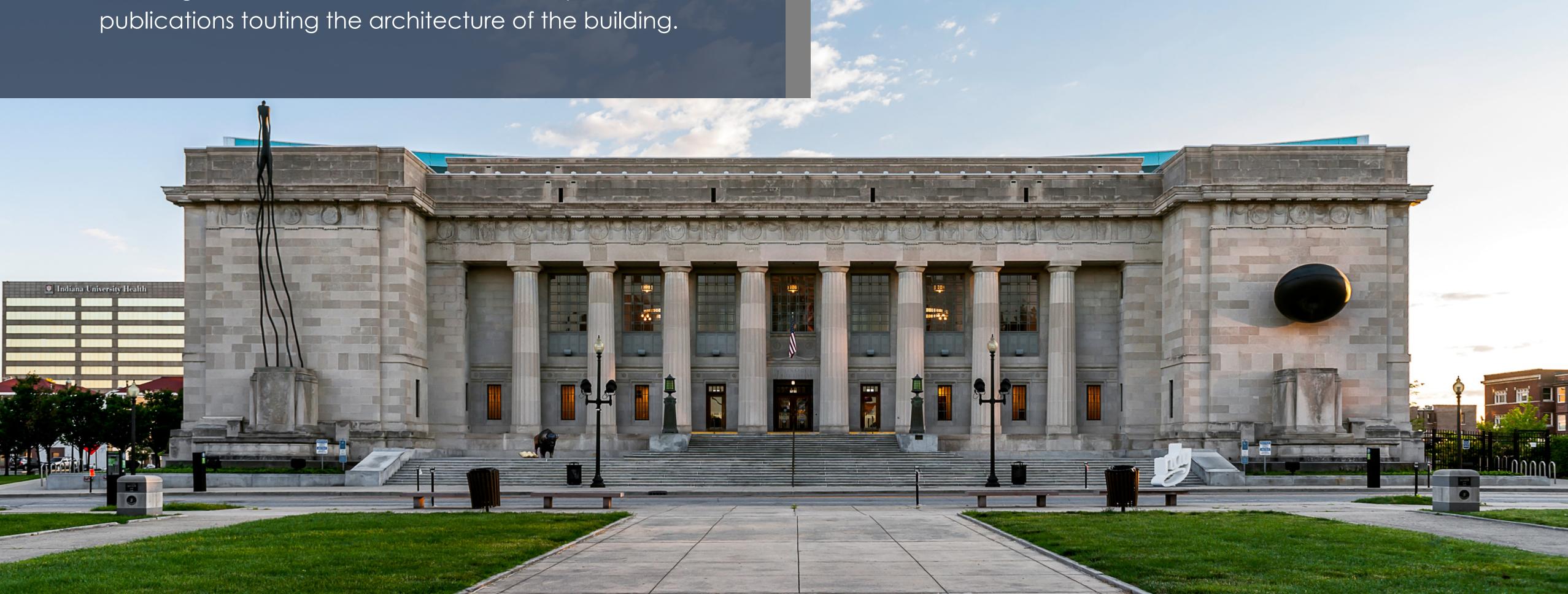
We ask patrons to use this hashtag to talk about programs and their attendance, as well as the Library and concerns regarding the Library overall. We want to track engagement and to get images of those that attended events.





Indianapolis Public Library

Located in the heart of the city in downtown Indy, our flagship library is a major hub for events, media coverage, and has been featured in many publications touting the architecture of the building.



Nan dihlak in

"We are all different, which is great because we are all unique. Without diversity life would be very boring."

**Catherine Pulsifer** 





#### **Our Commitment To Inclusiveness**

All Library services are available to residents of the Library district without regard to race, color, religion, national origin, sex, age, physical or mental disability, pregnancy, sexual orientation or gender identity.

# Preparing For Drag Queen Story Time

#### Research and Brainstorming

Our team took a look at other Library systems who had already had an event.

We viewed news coverage of those events.

Our Digital Marketing Specialist surveyed social media surrounding the events within other systems.

We questioned our core values and who we are as a Library system to create messaging.



Drag Queen Story Time

Green Screen Theater, Learning Curve
Central Library
Friday, June 9th at 11 AM

Join the Indy Bag Ladies for Drag Queen Story Time in celebration of **Indianapolis Pride Week**. Dress up as your favorite fairy tale character and hear great adventure stories read by one of the Indy Bag Ladies.

See you there!

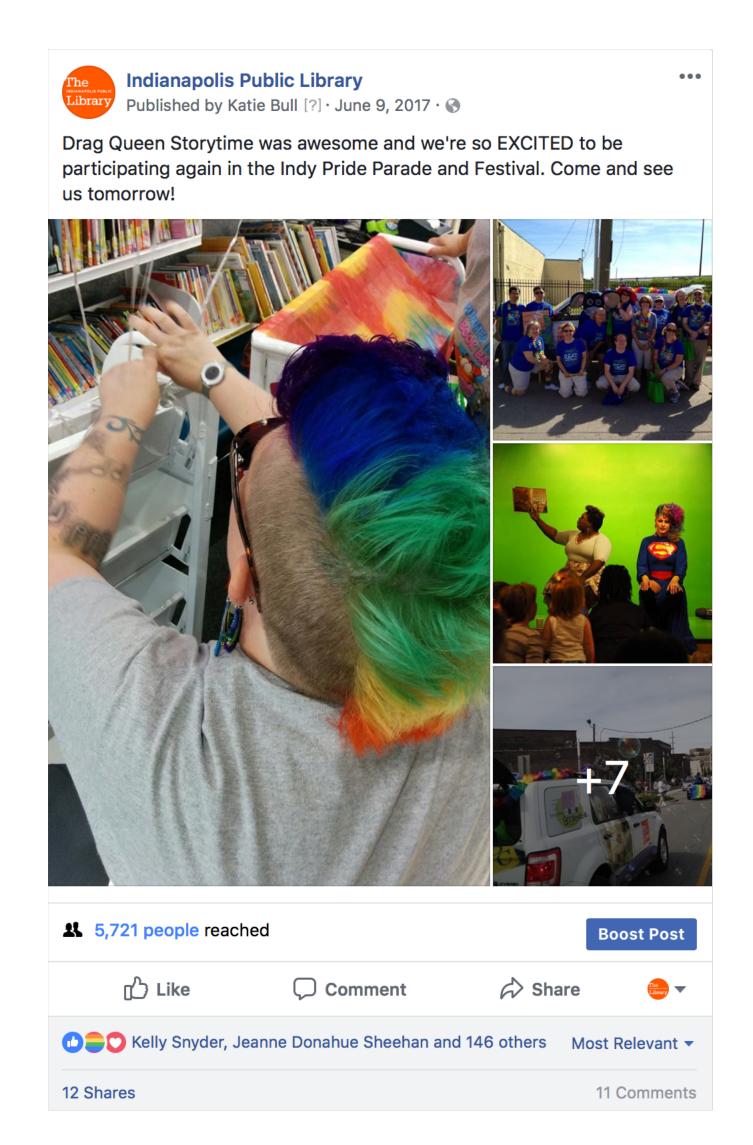


Director, Communications ran point, knowing that the topic is delicate, so that we could truly own the narrative and messaging.



### The First Event

#### Regular Post On All Social Media Outlets



# #DragQueenStoryTime

The public response was overwhelmingly positive with very little opposing feedback.



# Preparing For Drag Queen Story Time

The Optics, Before & After



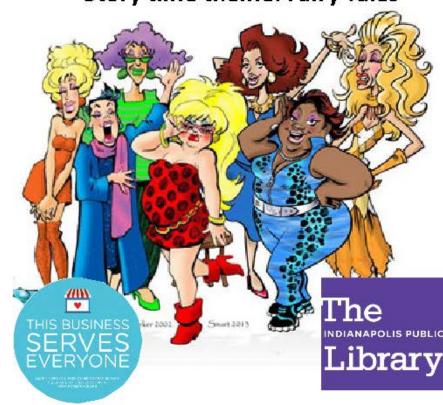
#### **Drag Queen Story Time**

**Green Screen Theater, Learning Curve** 

@ Central Library

Friday, June 9th at 11AM

**Story time theme: Fairy Tales** 





# Drag Queen Story Time

Green Screen Theater, Learning Curve
Central Library
Friday, June 8, 11 AM to noon

Join us for Drag Queen Story Time in celebration of **Indianapolis Pride Week**.

Dress up as your favorite superhero character and hear great adventure stories read by Boy Gorge and Ryne Stone.

See you there!





#### Public Messaging

As an organization, we are committed to serving all throughout Marion County. This is an event that libraries across the country have been hosting and only one of more than 1,200 that we, on average, host each month. Our desire to serve all in Marion County, no matter race, cultural background, sexual orientation, socioeconomic class or any personal identifier is why we host events such as this one. Those that want to attend will, and those who do not, will not come. Choice of attendance is applicable for all events that we offer. We also open our doors to those who would like to rent space and host events of their own that they themselves promote. As a Library, we serve all and will continue to do so on a daily basis.

The

Library

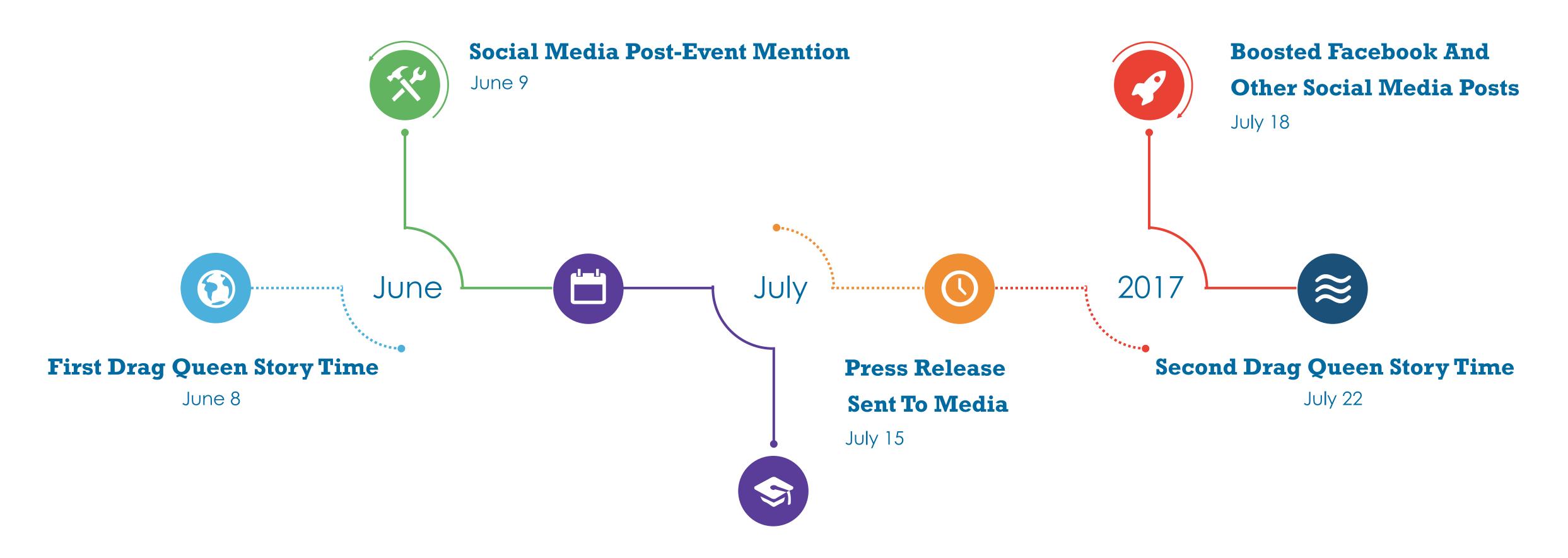


#### Internal Messaging

- IndyPL's desire to serve all in Marion County, no matter race, cultural background, sexual orientation, socioeconomic class or any personal identifier, is why we host events such as this one.
- IndyPL understands that some events it offers are not for everyone and understands some patrons may not wish to participate or fully agree. Choice of attendance, of course, is applicable for all events we offer.
- This program is only one of more than 1,200 that IndyPL, on average, hosts each month.
- This is an event that libraries across the country have been hosting. As a matter of fact, there will be a session on how to plan Drag Queen Story Times during the upcoming American Library Association conference.

### Drag Queen Story Time Timeline

Public Relations And Social Media





### Pay For Play Promotions

#### Boosted Post On Facebook

To insure attendance, we decided to boost the second event to reach more of the selected target audience.

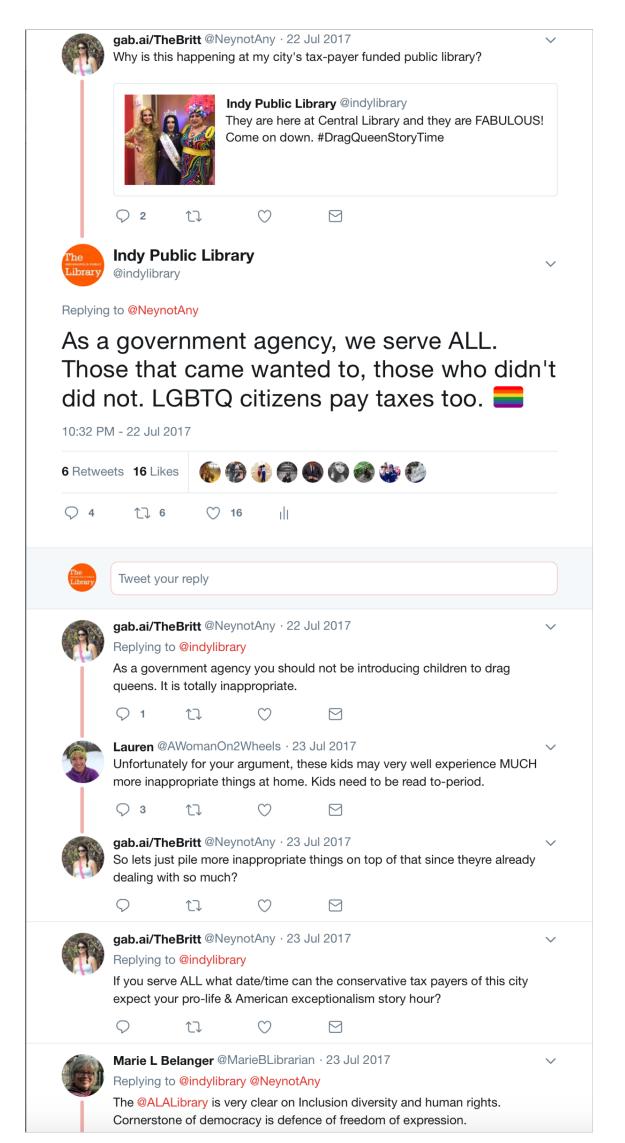


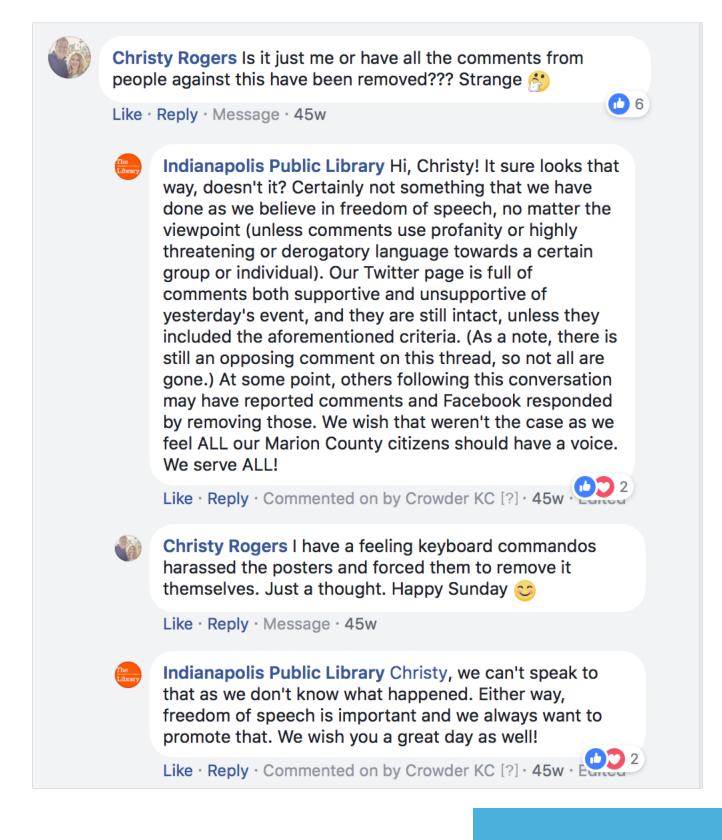


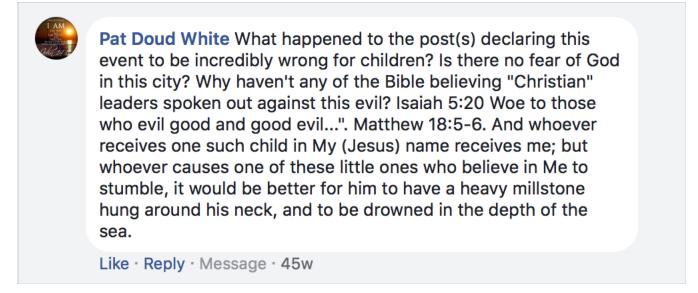


# Social Media Gone Rogue

#### Our Messaging When Patrons Began Addressing Us And Each Other Regarding Differing Opinions









We kept inclusivity at the forefront and did not discuss politics, personal preferences, nor religious beliefs as those were not reasons we hosted the program.



# Sliding In Our DIVIs

#### Patrons Who Felt More Comfortable Dialoguing Via DMs Have And We Make Sure To Respond

I wanted to send a note saying thank you to the library for the drag queen story time the other day. I was quoted in the Star article and featured in the photos. Since then it has gone national and my words have been twisted by some journalists. I applaud this library for promoting inclusion and learning about all walks of life. My daughter and I had a wonderful time and will gladly not only attend, but promote any future story hours that you put on. I know you have faced some heat over this, know that there are MANY who applaud you and thank you for giving us a way to teach our children about the many different kinds of human beings who make up this world we live in.

Thanks for messaging us. We try to be as responsive as possible. We'll get back to you soon. In the meantime, visit us at http://www.indypl.org/.

Thank you so much Heather. We appreciated your comments and are so glad that you came and had an amazing time at Drag Queen Story Time. We love being able to serve all of our patrons and provide a wide variety of programs. It is our honor and responsibility to do so. Thanks for the kind words and we'll pass them along to the people who worked so hard on this. Much love!

I wanted to send a word of support and encouragement for the Queen story time. As there was an opinion piece published yesterday on foxnews, I thought it inportant to send some love your way. Keep up teaching and opening minds. Our state needs that so very badly! Here is a link if you haven't seen it.

http://www.foxnews.com/opinion/2017/ 07/25/draq-queen-storytime-for-kidsat-library-what-in-name-captainkangaroo-is-going-on.html



Drag Queen Storytime for kids at the library -- What...

Welcome to the 21st century, America -- where childhoo...



oxnews.com

Thanks for messaging us. We try to be as responsive as possible. We'll get back to you soon. In the meantime, visit us at <a href="http://www.indypl.org/">http://www.indypl.org/</a>.

We've seen it. We appreciate your support. We're proud of the programs we offer and the opportunities that we provide for people of all ages and backgrounds. Thanks so much for messaging us!



Hi!! I am looking through the downtown events and there is an event called Drag Queen Storytime for preschoolers. Is this correct??? I really hope this is a mistake.

Thanks for messaging us. We try to be as responsive as possible. We'll get back to you soon. In the meantime, visit us at <a href="http://www.indypl.org/">http://www.indypl.org/</a>.

Jun. 8, 11:00AM

Little learners ages birth - 5 years old and their families are invited to come together in the Baby Zone of the Learning Curve for stories, songs and rhymes. All are welcome to stay after to play!

#### Drag Queen Storytime

Jun. 8, 11:00AM-, 12:00PM

Preschool children and adults are invited for a superheroes-themed story time presented by the Indy Bag Ladies, an organization that conducts public and charitable events in support of HIV research. Those attending are encouraged to dress up as their favorite superhero and listen to ageappropriate adventure stories.

Summer Showtime: The Incredibles

Jun. 8, 1:30PM

Children of all ages and families are invited for a

showing of the film "The Ineredibles" (DC)



Hi, Amber! Yes, this is correct. We've hosted several events in the same vein in the past as well and had large attendance from those who chose to come. We do understand that all events that we offer are not for everyone and also understand the desire not to participate or fully agree. We appreciate your question and would love to see you at any event that you feel best suits you and your family!

Sent by Crowder KC [?]

Hi! Thanks for such a fast and kind response. While I understand that not every program suits me, I do believe the public, government-owned library should steer away from politically charged classes for a variety of reasons.

I'd love to voice my concerns to the right person. Is there someone specific I should contact?? Thanks for all you guys do. We enjoy the library very much!

MAY 30TH, 10:54AM

Sure, John Helling, Director, Public Services, is your person. He may be reached by email at jhelling@indypl.org. He is aware you will be reaching out and is looking forward to hearing from you. Have a great rest of your day, and we appreciate your feedback, Amber!





## Social Media Post-Event

indylibrary Back by popular demand: Drag

#librarylove #library #loveindy #thisisindypl

#read #reading #indy #librariesofinstagram

Queen Story Time! Families, join us Saturday, July 22nd at 11am at Central Library for superhero themed stories! Wear

your best costume! See you there!

#igersindy #kidslit #bookstagram #readersofig #booklove #dragqueen

#indypride #swipeleft

ashleefujawa 🛡

Add a comment...

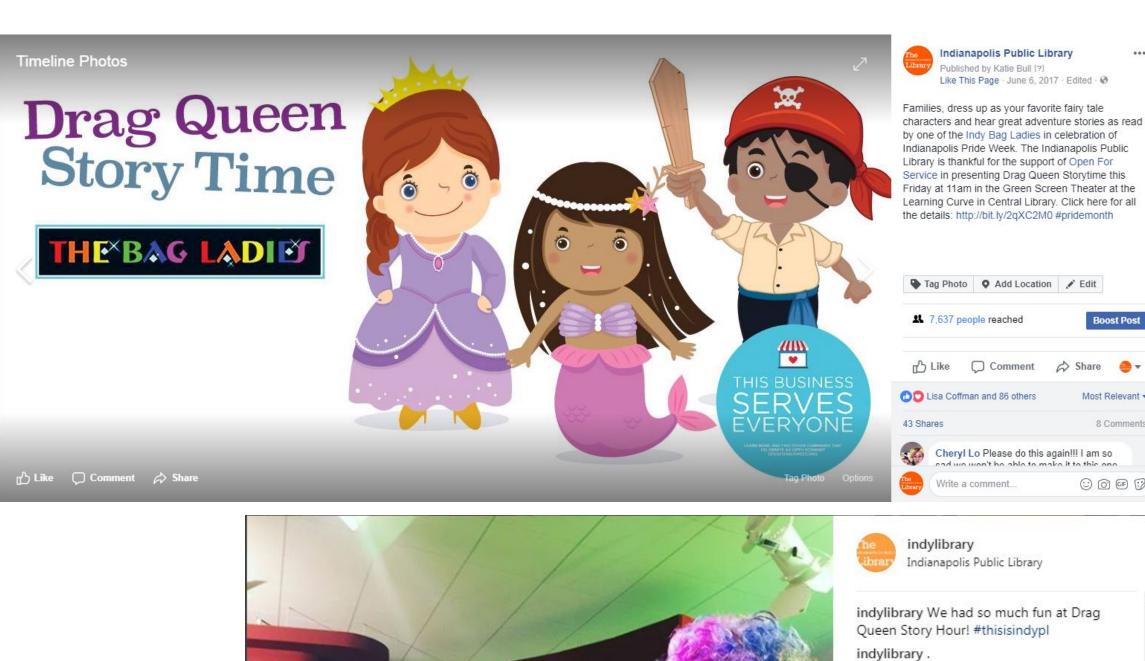
**86 likes**JULY 19, 2017

#midwestiscooltoo #midwestisthebest

serrabruce\_author Amazing!! Sorry we

#### Our Messaging And Images Post-Event









### When The Emails Poured In

Emails Sent To Our CEO And Emails From Unhappy Foundation Board Members

The first post did not spark the attention of the second as we chose to boost the second social media post to an audience beyond our followers as well as create media coverage opportunities.

As some of you may have heard, the Library has been receiving media attention for a Drag Queen Story Hour that was held at Central Library this past weekend. In case you have questions or are asked questions by others, here is some information you might find helpful:

#### Links to Coverage

- http://www.indystar.com/story/entertainment/arts/2017/07/22/indy-library-story-hour-dragqueens/495268001/
- http://www.wibc.com/blogs/tony-katz/tony-katz-today/indy-public-library-hosts-drag-queenstorytime
- https://www.facebook.com/indypl/ (scroll down to the entry on July 18)
- https://twitter.com/indylibrary (scroll down to July 22)

#### Library's Statement

As an organization, we are committed to serving all throughout Marion County. This is an event that libraries across the country have been hosting and only one of more than 1,200 that we, on average, host each month. Our desire to serve all in Marion County, no matter race, cultural background, sexual preference, socioeconomic class or any personal identifier is why we host events such as this one. For those that wanted to attend, they did, and for those who did not, they didn't come. Choice of attendance, of course, is applicable for all events that we offer. We also open our doors to those who would like to rent space and host events of their own that they themselves promote. As a Library, we serve all and will continue to do that on a daily basis.

I am happy to have a conversation with anyone who would like to discuss this further. Thanks again for your generous support of the Library Foundation!

#### Roberta

Roberta Knickerbocker Jaggers
President
phone (317) 275-4863
rjaggers@indyplfoundation.org



THE INDIANAPOLIS PUBLIC LIBRARY FOUNDATION www.indyplfoundation.org

### Media Mania

The Story About The Second Event Received Both Local And National Coverage

#### **Local Media**

- Indy Public Library Hosts Drag Queen Storytime WIBC
- The Drop For July 27 IndyStar
- At This Indy Story Hour, Drag Queens Read To Kids IndyStar
- <u>Drag Queen Story Time Welcomes All Superheroes At</u>
   <u>The Central Library</u> IndyStar
- Indy Bag Ladies Host Drag Queen Story Time At Central Library – IndyStar

Indy Public Library Hosts Drag Queen Storytime – Fox59

#### **National Media**

- Drag Queen Storytime For Kids At The Library What In The Name Of Captain Kangaroo Is Going On? – Fox News
- At This Library Story Hour, Drag Queens Read To Kids –
   USA Today Network

We had TV appearances, print write-ups, and radio news coverage for this event.





### Media Mania

#### The Story Received Both Local And National Coverage





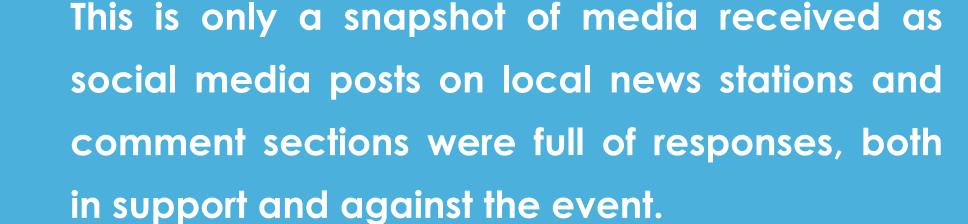
Ida Kay I would just like to point out here. This day was full of nothing but love. This day was full of nothing but happiness. This day was full of education about what the ten rules of being a superhero are. This day was full of explaining the difference between what a kitten, kitten princess, and super kitten princess are. I truly hope that everyone one day can open up their hearts, minds, and souls to the idea that we all just want the same things for kids - happiness. And however parents choose to bring that happiness to their kids is not up to anyone else BUT the parents. These parents chose to bring their kids here and from asking most of the parents - it was the kids decision. They wanted to come and have stories read to them. Regardless of who was reading it. This day was full of fun. I again want to thank the Indianapolis Public Library, and IndyStar for allowing us to bring happiness to kids. I truly can not wait until the next story time, because it will be bigger and better than ever. Follow the Indianapolis Public Library on facebook to get updates as to when the next one will be!

And remember, regardless of your views, choices, or opinions. You always have a place to vent or discuss with me.

XOXO

Like · Reply · 45w · Edited









## Why We Chose Not To Be Silent

Supporting All Patrons Rights By Speaking Up

Our decision to have dialogue with patrons, staff members and those who mentioned the program was intentional. We responded to both those pro- and opposed to the event.



### Messages We Received That Were Anti-Event

We wanted to be clear, that no matter your stance, the Library is a safe space for ALL

#### Our Voice, Our Message

We felt it important that both sides were able to share their views **respectfully.** Those who were not respectful were removed from the conversation. We also felt it important not to be silent as that would've communicated a lack of support to our LGBTQ+ friends, which is unacceptable.



We Pay Taxes. 01
LGBTQ+ citizens pay taxes
as well.



Libraries Shouldn't Be Political. 02

This isn't a political issue, and is based on our Commitment to Inclusiveness statement.



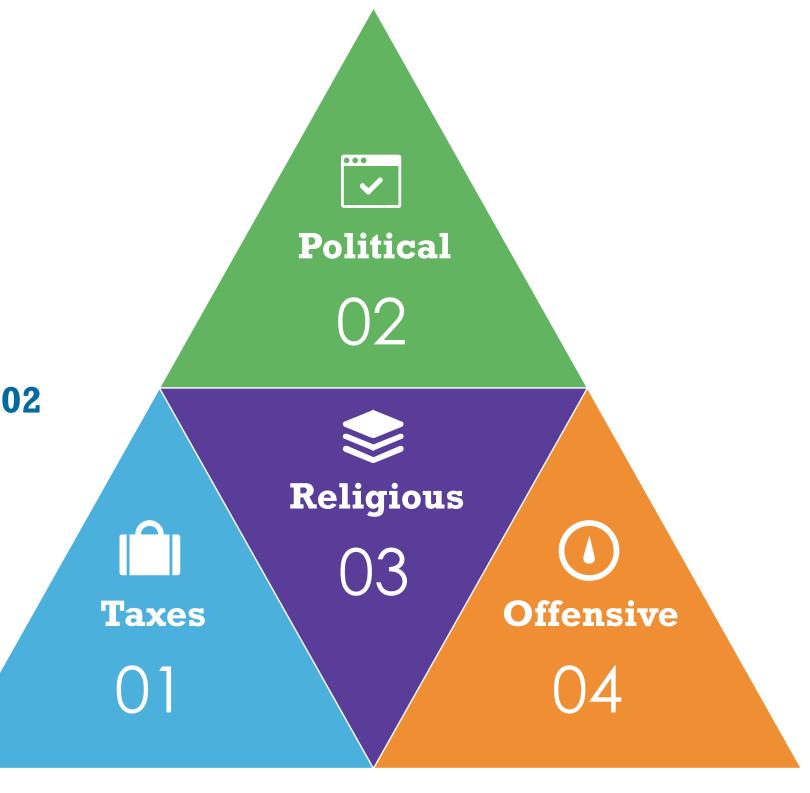
This Is Anti-Religious. 03

We do not program religious events and do not consider sexual orientation a religious issue.



The Event Is Offensive. 04

We host more than 1,200 each month, and attendance to all events are optional.

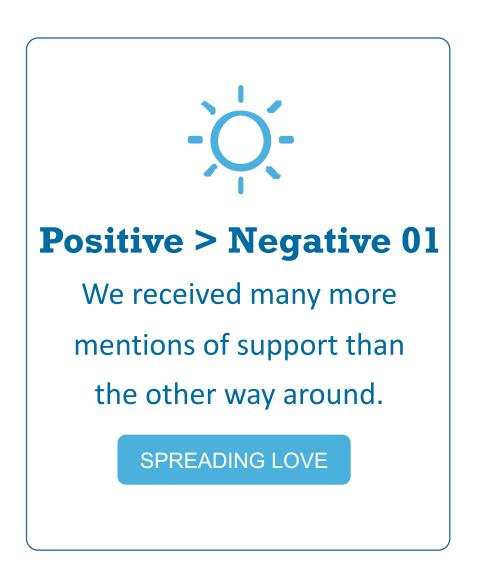


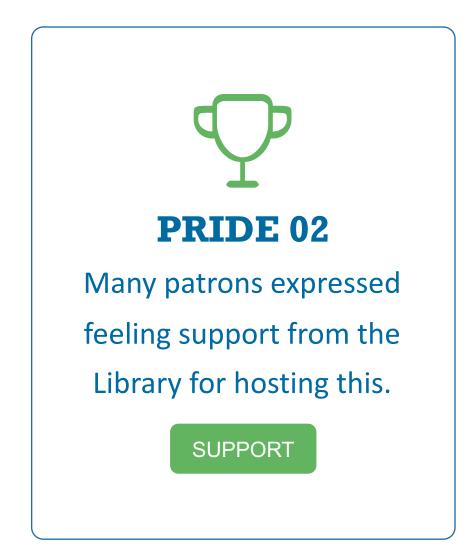


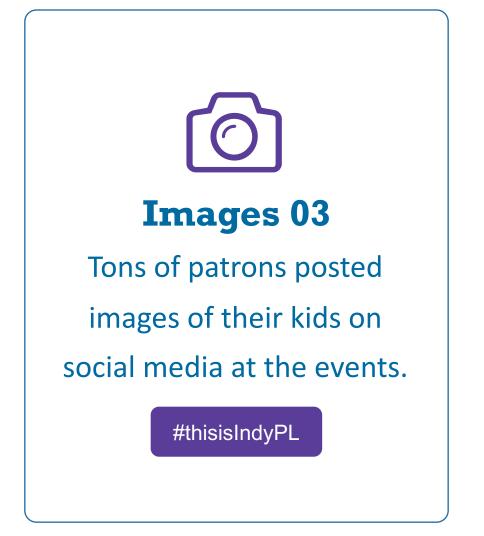
#### 33

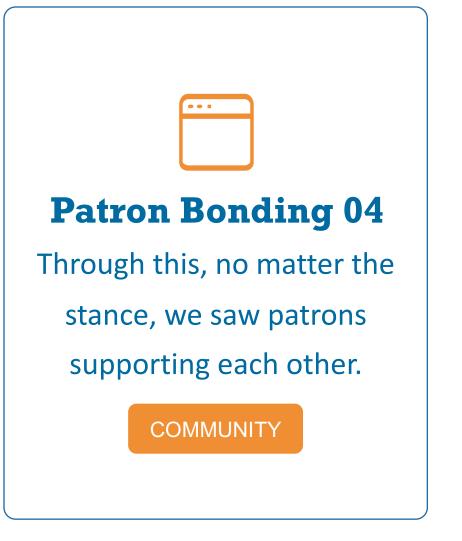
### Messages We Received That Were Pro-Event

We were overwhelmed by the positive responses









#### We Hosted Another Event In 2018

We did get responses from a few who were disgruntled, but we found most are in continued support. This is becoming a tradition during PRIDE Month that we plan to repeat as this program highlights our increasing desire to be a safe space for ALL. We now have a LGBTQ+ Support Committee, and staff, along with our Bookmobile, have represented the Library in the Indy PRIDE Parade for years.



### Our Top Four Tips For Crisis Communications

#### Thinking Ahead

#### Be Transparent. 01

◆ Be honest with staff and the public about the issues around the crisis.

01





02

#### Stick To Your Core Values. 02

- ◆ Do not waiver from this in your communications and practices.
- ◆ If you lose your way or make a mistake, say so.

#### Respond Quickly And Often. 03

- ◆ Use social media as an immediate tool to respond to concerns.
- ◆ Contact stakeholders immediately through email and in person.

03





04

#### Plan Ahead. 04

- ◆ Have a fully functional crisis communications plan ready.
- ◆ Anticipate all scenarios for any programs that may cause unrest.



# We Serve ALL

At the end of the day, this is our overarching statement, core beliefs and values.



