



# Emergency Management Issues Special Interest Group Annual Meeting



## DEEPWATER HORIZON and the Future of Crisis Communication

Gerald Baron

Founder of PIER

Senior Advisor O'Brien's Response Management

May 2-5, 2011 Charleston Marriott • Charleston, South Carolina



**emi sig**

EMERGENCY MANAGEMENT ISSUES  
SPECIAL INTEREST GROUP

## Crisis communication in the era of public participation



# THE CROWD

It's their event. They are in control.

# The new era of public participation

## **Admiral Thad Allen:**

“We all have to understand that there will never again be a major event in this country that won’t involve public participation. And the public participation will happen whether it’s managed or not.”

Interview, Harvard Business Review, November, 2010.

# The crowd and the response

Situation awareness

Active involvement in response

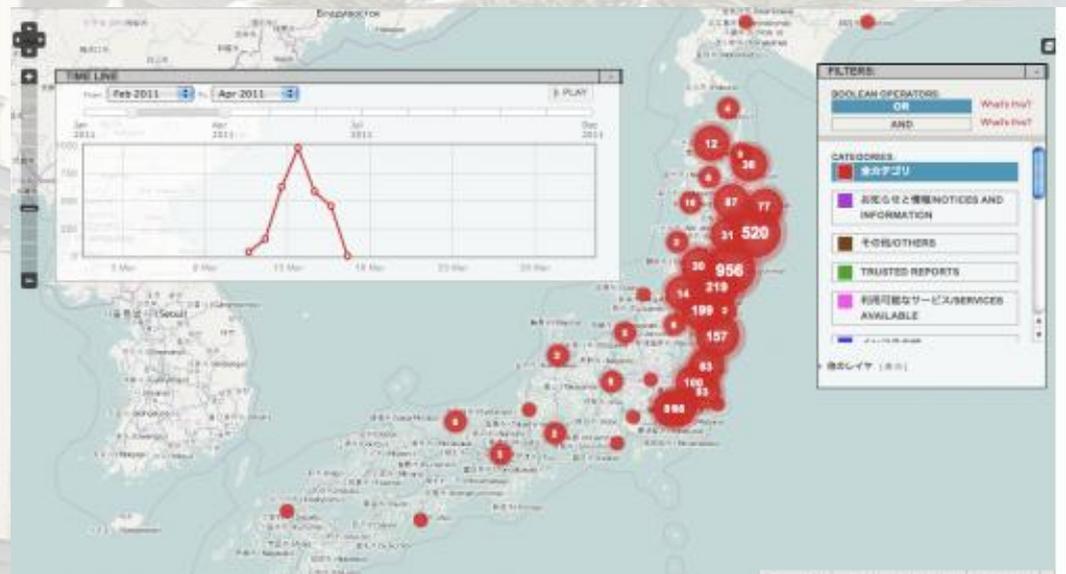
Crowd driven media reporting

Crowd event and response reporting

Google Crisis Response  
a google.org project

Jump to: [Person Finder](#) | [Transit status](#) | [Maps](#) | [News](#)

 RT @TheFireTracker2: #smem11 Factoid:: Over 500,000 users in Japan were added to Twitter in first 24hrs after the quake. All seeking time sensitive INFO  
• Emergencycomm, [+] Fri 25 Mar 07:33 via TweetDeck



Crisis mapping--Japan

# The “tweet” and “twitpic”



May 2–5, 2011 Charleston Marriott • Charleston, South Carolina

# The Spill

## DEEPWATER HORIZON RESPONSE

The Official Site of the Deepwater Horizon Unified Command

### Gulf of Mexico Oil Spill Response



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CONTACT: WILDLIFE (866) 557-1401 | OIL ON LAND / BOOM ISSUES (866) 448-5816 | TECH/SUGGESTIONS (281) 366-5511 | DAMAGE CLAIM (800) 440-0858

#### LATEST INFORMATION

##### EPA Administrator returns to Gulf to oversee ongoing response to Deepwater Horizon BP oil spill

WASHINGTON – U.S. Environmental Protection Agency Administrator Lisa P. Jackson, joined by Council on Environmental Quality Chair Nancy Sutley, is back in the Gulf Coast today to monitor EPA's on-the-ground response to the BP oil spill and speak with residents about efforts to mitigate the spill's impact on the region. [> Read More](#)

##### Secretary Salazar and Secretary Napolitano to Lead Bipartisan Senate Delegation to Louisiana to Inspect the Ongoing Response to the BP Oil Spill

WASHINGTON, D.C. — At the direction of the President, Secretary of the Interior Ken Salazar and Secretary of Homeland Security Janet Napolitano will visit Louisiana on Monday to inspect the ongoing response to the BP oil spill, accompanied by a bipartisan Senate delegation. [> Read More](#)



REPORT INCIDENTS

FILE A CLAIM

VOLUNTEER

OILED WILDLIFE

SUGGESTIONS



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# Social media from the get go

> Read More



> View More Photos | Flickr | CC Visual Imagery

#### Horizon Hotline:

- Environmental Hotline/Community Information – 866-448-5816
- Assistance Hotline/Boom Reports – 281-366-5511
- Vessels of Opportunity (boats) – 281-366-5511
- Wildlife Distress Hotline – 866-557-1401
- PEC Hotline (Specialty Volunteer Training) – 866-647-2338
- Claims Hotline – 800-440-0858
- Medical Support Hotline – 888-623-0287

#### National Incident Commander Letter to BP CEO

SIGN UP FOR  
SMS / TEXT  
ALERTS  
TEXT  
"NEWS@GULF"  
TO 84469

MORE INFORMATION

#### Find us on Facebook

Deepwater Horizon Response

Deepwater Horizon Response Surface water results collected 5/22-23 at 10 stations along Louisiana coast didn't detect chemicals associated with dispersants, tests are ongoing <http://ht.ly/1WhAs>



Coastal Water Sampling | EPA Response to BP Spill in the Gulf of Mexico | US EPA [ht.ly](http://ht.ly)

The water samples collected May 30 and 31, 2010 along the Gulf coast did not reveal elevated levels of chemicals usually found in oil. Surface

Deepwater Horizon Response has 32,501 fans



# Communication Management

Single platform to manage multiple communication functions

- Web content
- Info development
- Multi-mode distribution
- Interactive mgt
- Monitoring
- reporting

**Joint Information Center**  
**Deepwater Horizon Response - #2931** <Public>

[Home](#) [Inquiries](#) [Documents](#) [Contacts](#) [Conferencing](#) [Media Tools](#) [Reports](#)

<div style="background-color: #1a3d4d; color: white; padding: 2px; margin-bottom: 5px;">Add Inquiry ▼</div> <div style="background-color: #1a3d4d; color: white; padding: 2px;">New Document ▼</div>	<p><b>Welcome back, Gerald</b></p> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="padding: 5px;">Unread messages</td> <td style="text-align: right; padding: 5px;">135</td> </tr> <tr> <td style="padding: 5px;">New inquiries</td> <td style="text-align: right; padding: 5px;">176</td> </tr> <tr> <td style="padding: 5px;">Pending inquiries</td> <td style="text-align: right; padding: 5px;">1549</td> </tr> <tr> <td style="padding: 5px;">Documents in approval</td> <td style="text-align: right; padding: 5px;">0</td> </tr> <tr> <td style="padding: 5px;">Documents posted this week</td> <td style="text-align: right; padding: 5px;">259</td> </tr> <tr> <td style="padding: 5px;">New contacts this week</td> <td style="text-align: right; padding: 5px;">3923</td> </tr> <tr> <td style="padding: 5px;">Site hits this month</td> <td style="text-align: right; padding: 5px;">32,501,422</td> </tr> <tr> <td style="padding: 5px;">Site hits this year</td> <td style="text-align: right; padding: 5px;">36,509,796</td> </tr> <tr> <td style="padding: 5px;">Online users</td> <td style="text-align: right; padding: 5px;">20</td> </tr> </table>	Unread messages	135	New inquiries	176	Pending inquiries	1549	Documents in approval	0	Documents posted this week	259	New contacts this week	3923	Site hits this month	32,501,422	Site hits this year	36,509,796	Online users	20
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Edit Personal Info

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Message Center

Add Log Message

New Window

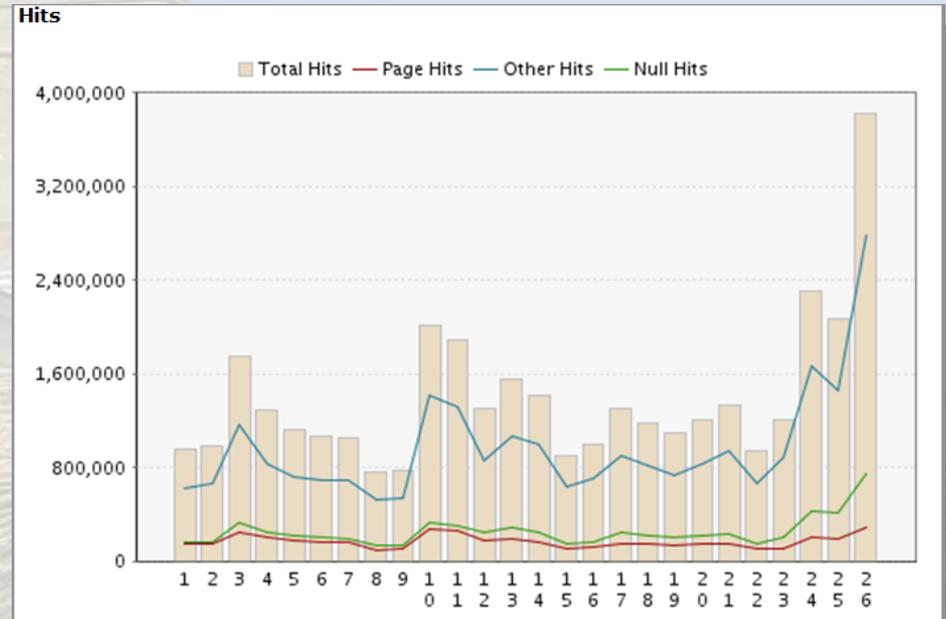
View Website

[Switch Sites](#)

# The web as focal point

- A few numbers

Inquiries received via site:  
68,000  
Inquiries responded to:  
65,000+  
Hits: 155million  
Unique visitors: 5 million+  
Mail List: 60,000+  
Approx Email Dist: approx  
200,000 per day (180+ days)  
30+m distributions  
More than 100 users--typically 45  
users per day at peak: virtual and  
JIC



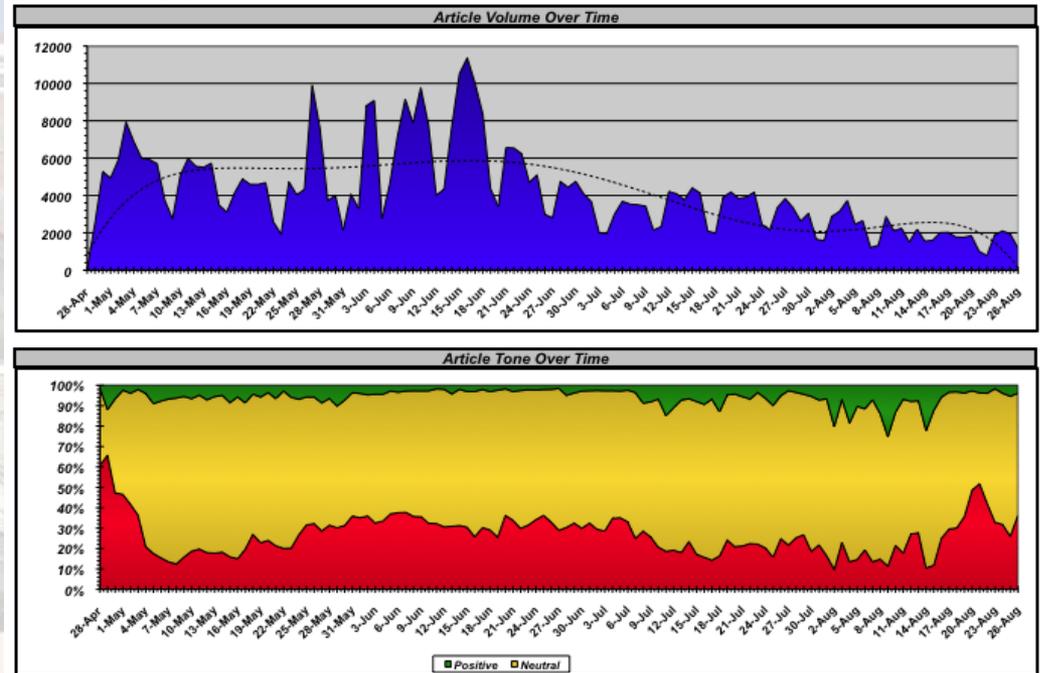
# Interactivity

- Web Inquiries
- JIC calls
- Social Media
- Response Suggestions
- Claims
- Gov Relations
- Community Relations

my concerns about our Indus...		
Your company is a bunch of cunts. A special fuck you to your CEO, one of the biggest losers ...	Community - General Public	D
Can you connect a rubber lined concrete pipe to the outflow pipe and have the stretch to the su...	Community - General Public	Rc
Dear Mr. Hayward, This is my response to you wanting your life back..... June 8, 201...	Community - General Public	Co
What happened to paying all legiment claims from this FUCKING MESS that you have caused and hav...	Community - General Public	RA
I will am wondering how i can apply for the oil clean up crew job. Ive had numerous years of ex...	Community - General Public	Ch
What the hell do you think you're doing, man????!! You are A: destroying beaches. B: Ruining ...	Community - General Public	Ar
Your response to the oil spill is a joke. Tell Tony that he should stop wineing about his life...	Community - General Public	Su
BP: Tony Hayward is a criminal. He must be fired from his position as CEO of BP, and put before...	Community - General Public	gi

# Media coverage

- Monitoring and reporting
- 500k + tracked
- Tonality

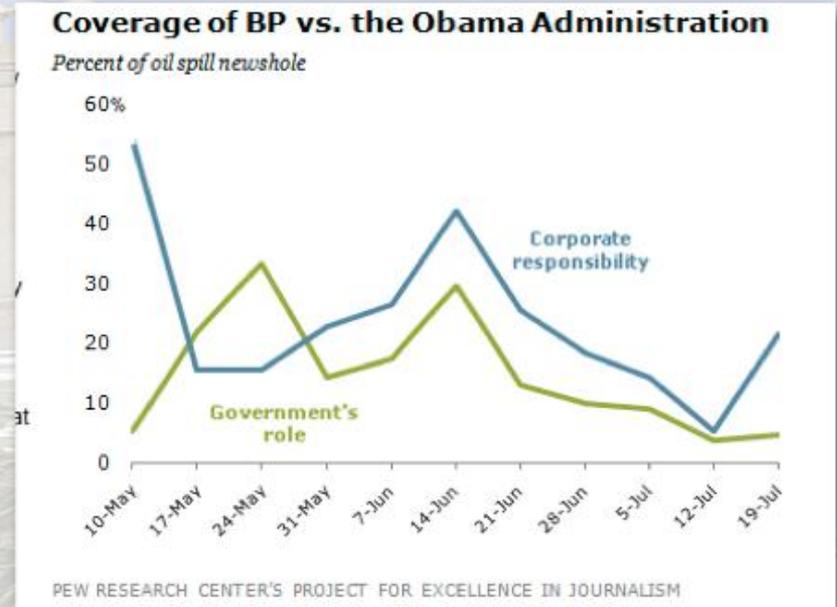


Financial Times: March 2011

US, there would have been a very different reaction. **BP** got many things disastrously wrong in the Gulf of Mexico last year, but one thing it managed well with was its online response.

# Media drives political response

- Media “blame game”
- Initial inoculation strategy
- Second strategy
- Media coverage



*Admiral Allen is a disgrace. He's done nothing. He should be fired. Billy Nungesser, Anderson Cooper's "expert"*

# NIMS PIO Confusion

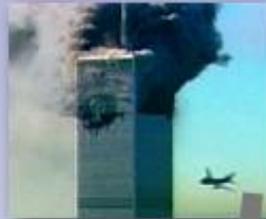
## Which national system?

National Contingency Plan (NCP)



Exxon Valdez - 1989

National Incident Management System (NIMS)

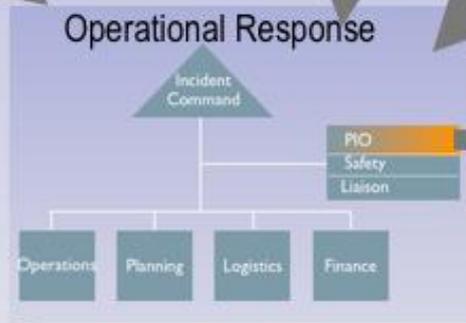


Sept 11, 2001

National Response Framework



Hurricane Katrina - 2005



Communication Response

Coast Guard

EPA

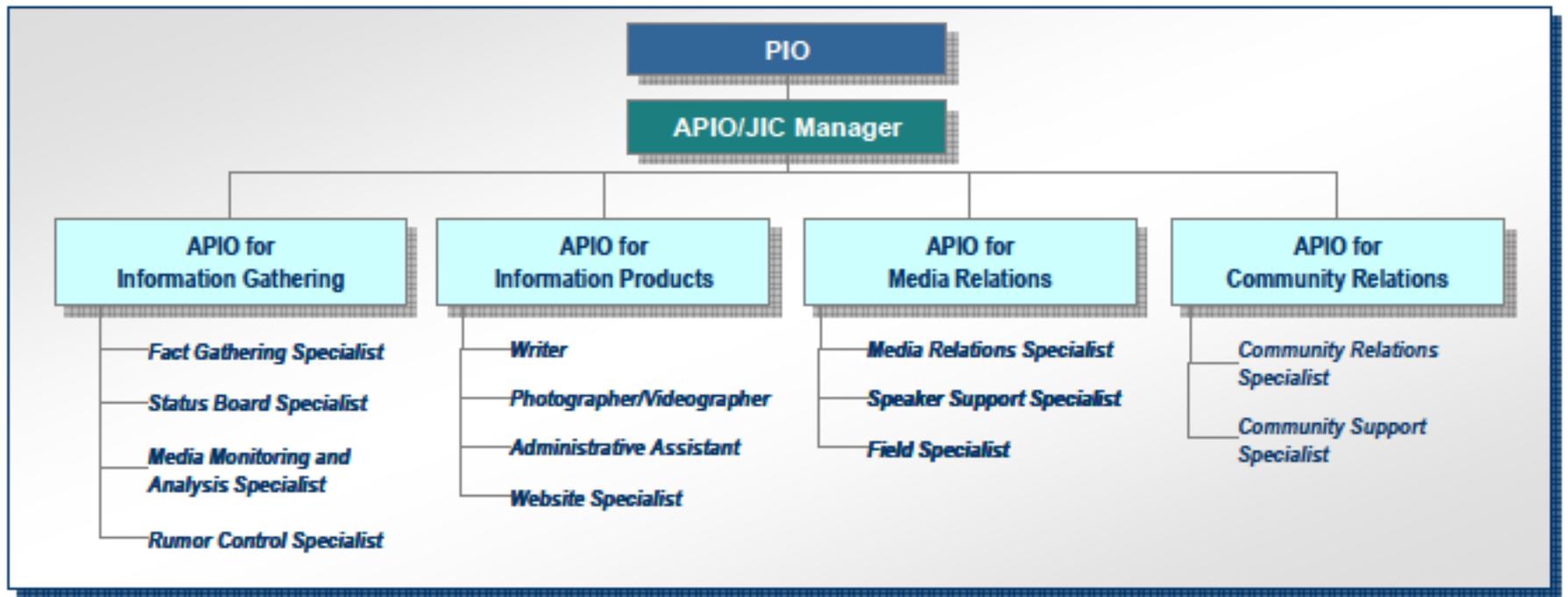
FEMA

DHS

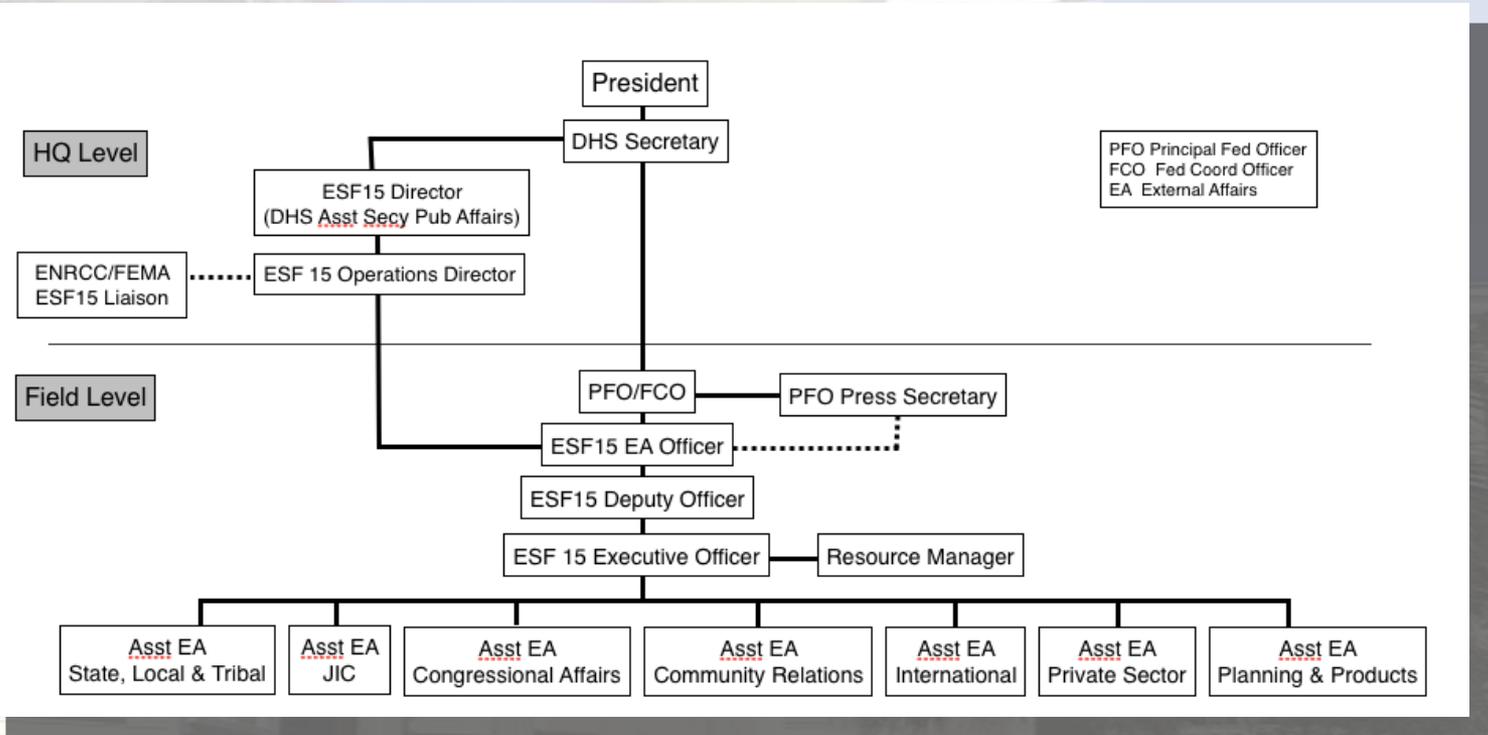
NRT JIC Model

ESF 15 External Affairs

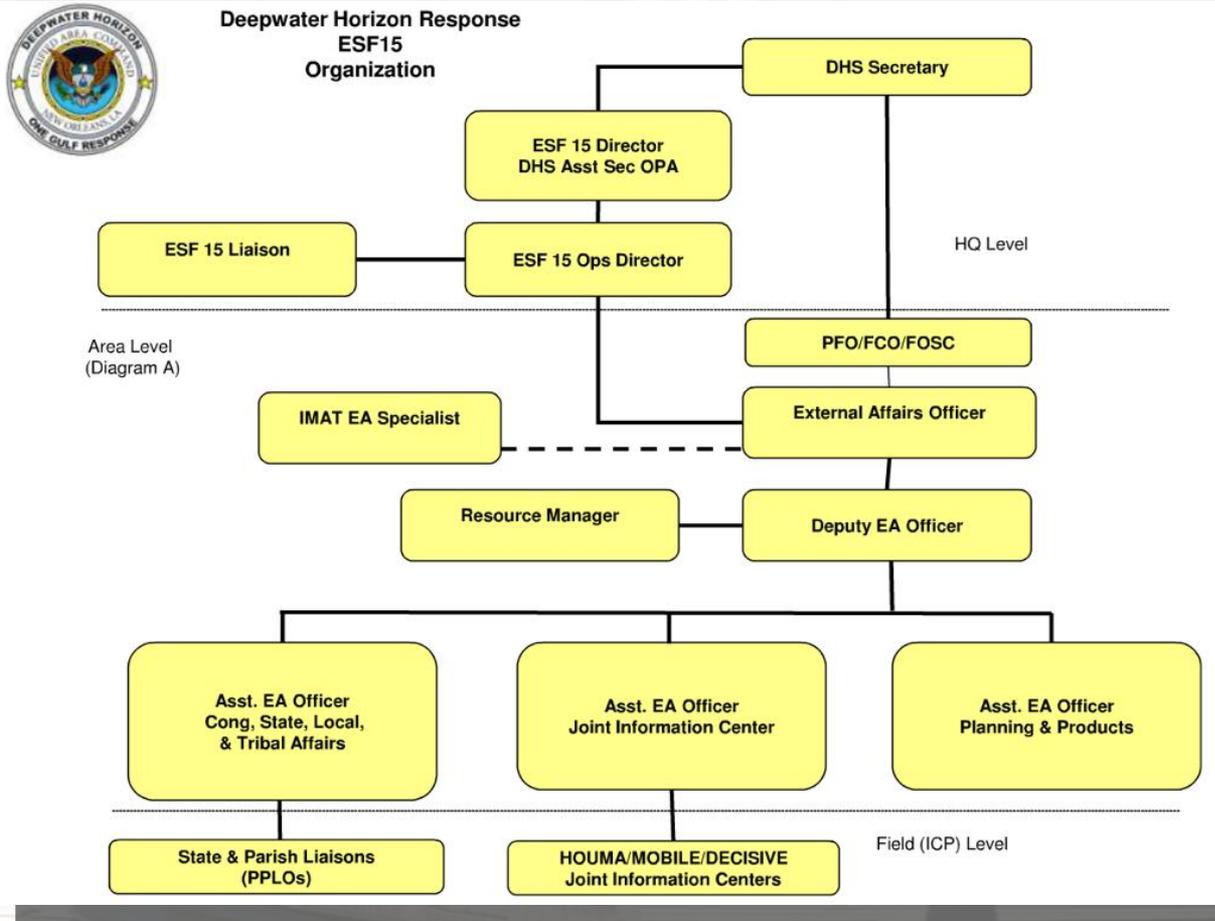
This....



# Or this....or.....



....This!



# Communications a very different game



# Conclusions

- In a major event with high public interest, WH will drive/control communications
- Media will inflame, outrage and blame
- Internet supports direct (unmediated) communication
- Technology (web, social media, live video, etc.) essential
- Interactivity with multiple audiences
- Media, elected officials, and public will influence response mgt
- Communicators provide the interface between an engaged public and official response

# Thank You!

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  - [www.Crisisblogger.com](http://www.Crisisblogger.com)

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