

# CREATING A CRISIS RESPONSE PLAN FOR YOUR CAMP

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# What you'll hike away with

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Understanding how issues + crises impact your industry and your specific role

A framework for a crisis response plan that can be implemented in your current team



A photograph of a campfire at night. The fire is burning brightly in the center, with a large pile of sticks and logs at its base. Sparks are flying upwards from the fire, creating a trail of light against the dark night sky. The background is dark, with some distant lights visible on the left side.

# ISSUES + CRISES 101

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THE BASICS



ONLY

35%

OF BUSINESSES HAD A RELEVANT CRISIS PLAN IN  
PLACE BEFORE THE COVID-19 PANDEMIC HIT





**69%**

OF BUSINESS LEADERS AND  
MANAGERS SAY THEY HAVE  
EXPERIENCED AT LEAST ONE  
CRISIS SITUATION IN THE  
LAST 5 YEARS, WITH THE  
AVERAGE BEING 3 CRISES

**34%**

OF BUSINESSES SAY THEY  
COULD BE DOING MORE TO  
PROACTIVELY IDENTIFY  
ISSUES AND CRISES BEFORE  
THEY OCCUR



# Crises In The News

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## Better.com CEO fires 900 employees over Zoom

By Ramishah Maruf, CNN Business

DURHAM COUNTY NEWS

**Rats, leaky pipes, and damaged ceilings: Durham public housing residents demand DHA address issues in their apartments**

## *Federal Rental Assistance Is Running Out, With Tenants Still in Need*

An announcement from the Treasury Department on Friday revealed that there was less money available for renters than some states had hoped.

## Recent Public Housing Fires Are a Wake-Up Call for Reform



## ISSUES

The last employee to leave the office doesn't follow closing procedures, leaving office and resident data vulnerable

Consistent employee turnover in the leasing office leading to frustrated residents

Resident consistently raising concerns internally about property issues

## CRISES

Disgruntled former employee or resident publicly airing grievances

Shooting or other violent incident at a property is part of an investigative report

Viral social media video showcasing poor conditions at a property

A property fire is covered in the news



# The impact of issues + crises

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Issues offer opportunity to correct a situation internally before it becomes a full-blown crisis.

Crisis situations can impact an organization's credibility and can lead to loss of revenue, negative sentiment from the public, and even legal action.





## CAN A CRISIS BE PREVENTED?

80% of crises can be avoided by diligent, timely issues response.

The remaining 20% can be attributed to human error - a badly handled issue that could have been prevented.

The important piece of the crisis puzzle is to have a plan in place.



A close-up, low-angle shot of a campfire at night. The fire is bright and intense, with a large plume of white smoke rising from the center. Numerous sparks and embers are being carried upwards by the wind, creating a dynamic and somewhat chaotic scene. The background is dark, suggesting a night sky or a dense forest. The overall mood is one of warmth and survival.

# **BUILDING A RESPONSE PLAN**

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STEP-BY-STEP



# THE VALUE OF A CRISIS + ISSUES RESPONSE PLAN

## 1. DEFINED ACCOUNTABILITY

*Who is responsible for bringing the bug spray and the tent?*

By clearly outlining who is "on first," teams are able to handle issues + crises more efficiently.

## 2. A CLEAR PLAN OF ACTION

*Once you get to the camp, what happens first - pitching a tent or gathering firewood?*

Clear next steps ensure everyone is rowing the canoe in the same direction.

## 3. FASTER ISSUE RESOLUTION

*Oh no! The the camp fire is creeping closer to the tent!*

By identifying the issue when it's big enough to see and small enough to solve can help ensure that nothing valuable catches fire.





# The Elements of a Plan

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**A team of first  
responders**



**Clear  
accountabilities**



**A step-by-step process**



# Step 1: Select Your Team

## WHAT MAKES A GOOD RESPONSE TEAM?

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WHO ARE YOUR TEAM LEADS?

IF THE MEDIA WERE TO PICK UP THE PHONE, WHO WOULD THEY CALL?

WHO DIRECTLY INTERFACES WITH RESIDENTS WHO NEEDS TO KNOW THE RESPONSE PLAN?



# Define Accountabilities

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YOU'VE IDENTIFIED YOUR RESPONSE TEAM - WHO HANDLES WHAT?

Consider the roles people already have and how that fits within your crisis response.

DO THESE ACCOUNTABILITIES FALL WITHIN YOUR TEAM'S GWC?

If your legal counsel doesn't have the capacity to handle an issue or crisis, how can you reallocate their existing accountabilities to make space?

DO GAPS EXIST, AND IS ADDITIONAL TRAINING NEEDED?



# Establish a process



## STEP 1

Assess the situation.

*Is the tent on fire? Let's manage that.*

## STEP 2

Notify and activate appropriate members of your team.

*Who puts out the fire?*

## STEP 3

Create a plan for managing the situation - both internally and externally.

*Put the fire out. Who builds a new shelter?*



# Establish a process



## STEP 4

Execute the plan.

*Put your campers to work.*

## STEP 5

Have a post-crisis analysis with everyone involved.

*How can we avoid tent fires moving forward?*

## STEP 6

Document the crisis and make sure to share with your team.

*Create a plan for campers to take with them on the next trip to avoid fires.*



# The Importance of Post-Crisis Analysis

## ANALYZE + IMPROVE

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Based on how residents, media, internal team members, etc. respond to your crisis plan and communications, a post-crisis analysis can help you communicate more effectively for the next issue that comes up.





# Practice: Building Your Plan

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## SAMPLE SCENARIO

A resident who had reported a stalker was attacked at night on your property coming home from work.

You're awakened by your evening security patrol to help manage police on-site. When you arrive, you're met by a group of residents who are concerned about what happened after seeing police and first responders in the parking lot. They want to know what you're going to do about resident safety moving forward.

What do you do?



# Step 1: Select Your Team

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WHO IS PULLING SECURITY FOOTAGE?

WHO IS THE LIAISON WITH THE POLICE ON BEHALF OF THE PROPERTY?

WHO IS SERVING AS MEDIA SPOKESPERSON?

WHO IS ANSWERING THE PHONE IN THE LEASING OFFICE?



# Establish a process



## STEP 1

Assess the situation.

*Connect with all staff, security and police on-site. Gather all pertinent information.*

## STEP 2

Notify and activate appropriate members of your team.

*Share what you've learned from first responders. Have them start building a response plan.*

## STEP 3

Create a plan for managing the situation - both internally and externally.

*Determine what success looks like and build a plan that gets you there.*



# Establish a process



## STEP 4

Execute the plan.

*Work with local police, speak with your residents, draft a statement for news media - cover all your bases and do it in a timely manner.*

## STEP 5

Have a post-crisis analysis with everyone involved.


*What could we have done differently to prevent the incident?  
Is there anything we could communicate better?*

## STEP 6

Document the crisis and make sure to share with your team.

*Ensure your entire team knows what to do next time and set them up for success by saving templates.*



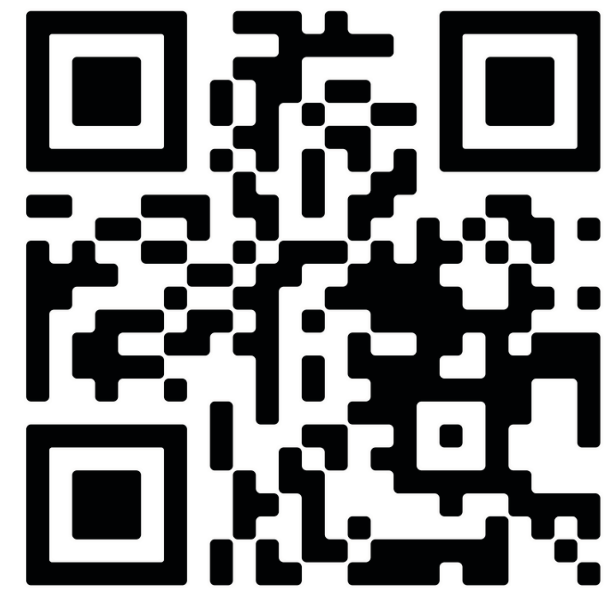
A photograph of a campfire at night, with a semi-transparent white rectangular box overlaid in the center. The box contains the text 'Q+A' in a bold, dark font, with a short horizontal line centered below it. The background shows the fire's glow, dark logs, and a dark sky with some sparks or light trails.

**Q+A**

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