
ATA Fuel Farms Crisis Communications Project

David A. Fuscus
President, Xenophon Strategies, Inc.
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Crisis Communication Principles

- Engage
 - Help shape coverage
 - Establish your organization as authority
- Be Prepared
 - Have a tested plan in place
- React quickly
 - Press moves within minutes
- Must have systems in place

The New Media

- Fragmented media targeting specific demographics
- Mass audience reassemble during crisis
- Media hyper-competitive
 - Speed means expanded audience
 - Expanded audience means revenues
- Competition forces fast filings
- Not much information early on
- Mistakes/bad info. are common

Effects of the New Media

- Breakdown in news standards
- Instant news coverage
- Self-appointed “experts”
- High stakes for organizations
- Essential to engage quickly

U.S Fuel Consortia System

- 38 fuel consortia facilities
- Independent entities
 - Airline membership varies
- Operations subcontracted
- Relations with airports vary

System Problems

- Multiple organizations
- Efforts not coordinated
- No plans means no response
- Varying levels of experience
- Unable to engage media

ATA Takes Action

- ATA assessment of fuel farm crisis communications
 - Corporate and facility specific surveys
 - Site visits
 - Regulatory analysis
- Analyzed capabilities of largest contractors

ATA Key Findings

- No one had adequate crisis communications plans or staff
- No organization wants to be out front
 - Operators view themselves as tenants
 - Consortium not set up to handle press
 - Airlines do not want to be highlighted
- Common response: do nothing

ATA launches program

- Xenophon Strategies
 - Design
 - Implementation
 - 24/7 Support
- Pilot Program
 - One contractor, five airports
- Full implementation
 - Roll out to remaining facilities
 - Completed, June, 2004

Key Elements

- Primary goal – protect stakeholders
- Manage the media
 - Several spokespeople available (Consortium, Xenophon, Airport)
 - Heavy reliance on dark Web sites
- Brings together varied organizations
- Cost effective
- One standard across industry

Crisis Communications Plan

- Create structure/plan that guides participants through a crisis
 - Three-part crisis response organization:
 - Consortium Crisis Team
 - Headquarters Crisis Team
 - Facility Crisis Team
 - Step-by-step guides for participants

Consortium Crisis Team

- Team members
 - Consortium Chair
 - Consortium Lawyer
 - Consortium Communications, Xenophon
- Directs communications efforts
 - Overall strategy
 - Key messages
 - Key media activities
 - i.e. Public statements

Headquarters Crisis Team

- Basic crisis response plan
 - Structure allows M&O to make decisions
 - Plan provides for information flow, communications
 - Materials are comprehensive
 - Check lists ensure basic tasks are completed
- Key responsibilities
 - Contributes to media strategy
 - Collects situational information
 - Maintains liaison with consortium

Facility Crisis Team

- Facility role is simple - they are busy with disaster
- Primary information source to HQ and Consortium
- Gauges on-site media
- Directs on-site media to proper resources
 - Media facilities
 - Proper source for comment
 - Web site

Training and Drilling

- Training
- Drills
- Communications among entities
- Recurrent training/drills

Dark Websites

- Provide fast information
- Provides “one stop” shopping
- Targeted toward journalists
- Seek to influence stories with facts
- No “spin”

www.CurrentInformation.com

- Provides basic information to media
 - Fuel farms' ownership and operation
 - Jet fuel, safety systems, environmental regulations
 - Photos, maps and graphics
- Database driven
 - Custom software organizes and publishes information on demand
- Active within minutes

www.CurrentInformation.com

- Proprietary Xenophon product
- Centralized dark sites
- Inexpensive replication
 - Allows for multiple sites
- Traffic
 - Directing reporters
 - News room notification

Program Elements

- Integrated Crisis Comm. Plan
- Training – Drills
- Dark Websites
- Media monitoring
- 24/7 on-call support system

Program Participants

Anchorage

Cincinnati

Kansas City

Orange County

Portland, OR

Tampa

Washington DC

Buffalo

Ft. Lauderdale

Milwaukee

Orlando

Rochester, NY

Seattle

Burbank

Honolulu

Ontario, CA

Philadelphia

San Diego

Program Participants

Atlanta

Chicago

Ft. Myers, Fla.

Los Angeles

Oakland

Reno

Salt Lake City

Boston

Dallas

Houston

Memphis

Phoenix

San Francisco

Charlotte

Denver

Las Vegas

Minneapolis

Pittsburgh

St. Louis

Conclusion

- 38 facilities ready to engage
- Staff trained
- One standard of protection
- Improves overall crisis response
- Improves government communication

Contact Information

Xenophon Strategies, Inc.

10th Floor

1420 K Street, NW

Washington, DC 20005

202-289-4001

www.xenophonstrategies.com

David A. Fuscus, President

dfuscus@xenophonstrategies.com



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