

EHLERS | MUELLER COMMUNICATIONS

COMMUNICATING IN A CRISIS

Local Governments

2.16.24



MUELLER COMMUNICATIONS

NICE TO MEET YOU



Our teams are **custom-built to serve each client**, ensuring the right mix of skills, personalities and background knowledge to get the job done. We strive to be an extension of your team, fitting in seamlessly to support your communication strategies and brainstorming out-of-the-box ways to achieve your goals.

What makes us unique is our deep bench strength. **Someone will always be available to you to answer a question or respond to a request, 24/7, 365 days a year.**





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CLIENT DIRECTOR



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SENIOR CREATIVE MANAGER



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SENIOR MANAGER



KRISTA RUEHMER

CLIENT MANAGER



CHELSEA CROSS

MEDIA CONSULTANT



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WEBSITE & SEO MANAGER



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DIGITAL CAMPAIGN MANAGER



DEANN OLSON

SENIOR DIGITAL CAMPAIGN ANALYST



LAUREN GEORGE

SENIOR ASSOCIATE



JEREMY TREUDEN

SENIOR CREATIVE ASSOCIATE



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ASSOCIATE



AKASH PUNNOOSE

DIGITAL CAMPAIGN ANALYST



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ASSOCIATE



HALLIE HATCH

MANAGER OF PEOPLE & PROFESSIONAL SERVICES



VERONICA POPE

MUELLER CONCIERGE



AMELIA VENEGAS

OFFICE ADMINISTRATOR



GINNY CZARNECKI

EXECUTIVE ASSISTANT



KIRSTEN MUELLER

ADMINISTRATIVE SERVICES ASSISTANT

MEET TEAM MUELLER

Our deep bench of big picture thinkers, detail-oriented doers and creative problem solvers are **the best in the business.**



STRATEGY

AT THE CENTER OF ALL WE DO

Everyone has a story to tell and challenges to overcome. Whether you have good news to promote or a challenging situation to manage, we have the right team to be your strategic partners.

At Mueller Communications, there is no “one size fits all.” We tailor our approach to each individual client, circumstance and initiative, leveraging decades of experience in public relations, marketing, website development and creative design.

At Mueller Communications, we take a 360° approach to communications to ensure the **right message** is delivered to the **right audience** at the **right time**.



OUR SERVICES

PUBLIC RELATIONS

The most valuable reputation builder is not what you say about yourself, but what others say about you. What are they saying? Are you listening? It's time to drive the narrative.

- Communications Audit
- Messaging & Content
- Crisis Communications & Reputation Management
- Media Relations
- Spokesperson Training
- Events
- Influencer Targeting
- Thought Leadership
- Public Affairs & Community Engagement
- Employee Engagement & Change Management

MARKETING

Cut through the noise with innovative tactics that effectively target and connect with your niche audience, taking them on a carefully crafted journey that drives action and return on investment.

- Marketing Strategy & Plan Creation
- Branding
- Message & Collateral Development
- Content Marketing
- Programmatic Display, CTV, Digital Video & Audio
- Search Engine Management (SEM)
- Search Engine Optimization (SEO)
- Social Media
- Email & Marketing Automation
- Influencer Marketing
- B2B Marketing
- Traditional Media

CREATIVE

You're only as good as you look until they meet you. Once you have a compelling story, let our in-house creative team help you tell it in a visually compelling way.

- Visual Branding
- Website Design
- Online Creative
- Print & Collateral Creative
- Experiential Creative
- Product/Package Design
- Video & Photography

WEBSITES

At Mueller, we work to build websites that meet your unique needs, whether you're seeking to generate leads for your business, sell a product, or familiarize an audience with your brand and story, your online presence is critical to the mission of your organization.

- Storytelling Website
- Lead Generation Website
- Ecommerce Website



MUELLER COMMUNICATIONS OUR CLIENTS

Mueller Communications provides high-level communications strategy and support to a wide range of organizations across Wisconsin. Below is a sampling of representative Mueller clients:



WORKSHOP

POLL TIME

Have you been involved in a crisis situation?

- Does your municipality have a crisis communications plan?
- Have you undergone training to “test drive” your crisis communications plan?



We want this to be a dialogue. Please ask questions as we go!

Resources available at muellercommunications.com/league



**The importance
of planning**



**What to do when a
crisis hits**



**Lessons
learned: case
studies**

AGENDA



IMPORTANCE OF PLANNING



FOLLOWING OUR MEDIA PROTOCOL

Media inquiries must be responded to in a way that is clear, concise, accurate and timely to help ensure the media reports accurate information and offers a balanced view of the issue.

What to do if you are approached by the media:

- Ask for the names and affiliations of the individual
- Say: "I am sorry, the person you should speak with is not available at this time. Please give me your name and number and the appropriate person will get back to you promptly."
- Report the contact to the appropriate spokesperson

Download a sample media protocol at muellercommunications.com/league



A media protocol is not meant to stifle an employee's right to speak to the media, but is **designed to ensure that comments made to the media are timely and accurate.**



HOW TO ADDRESS

SOCIAL MEDIA

KEY CONSIDERATIONS

- How are you monitoring social media mentions?
- Do you have a protocol in place for when and how to respond?
- Who has control of your platforms?
- Are you taking simple steps to protect your accounts from hijacking?



CRISIS COMMUNICATIONS PLAN

CRISIS SEVERITY

Crisis severity is tied to the “lead time” you will have in preparing your response and the likelihood that a member of the media will show up on site.

LEVEL 1: MOST SEVERE Workplace homicide, accidental workplace death, serious injury, violence

LEVEL 2: SEVERE Major damage, building accident, weather disaster

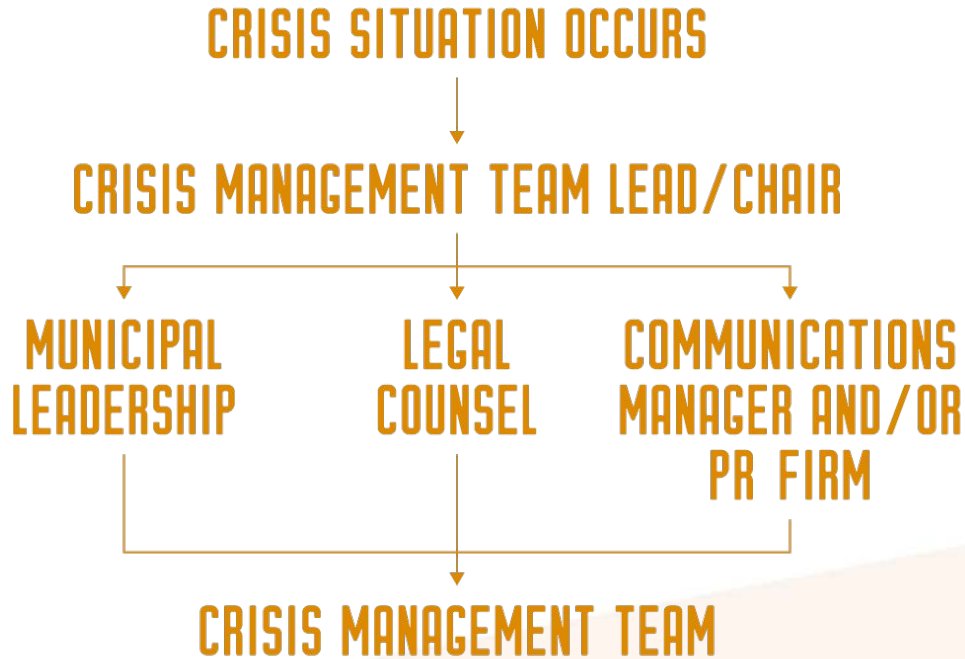
LEVEL 3: MODERATE Breach of confidential information, personal / sexual assault allegations, major burglary

LEVEL 4: MINOR Delay in delivery of services / products, leave of absence, loss of equipment



CRISIS COMMUNICATIONS PLAN

CONTACT TREE



CRISIS COMMUNICATIONS PLAN

CRISIS CHECKLIST



CRISIS CHECKLIST

The following crisis communications checklist is applicable for Crisis Levels 1-2, except as otherwise noted. For Crisis Levels 3-4, contact the CMT chairperson, who will provide further direction on activities.

FIRST 10 MINUTES

- Call Emergency Response and enact Disaster preparedness procedures (if applicable)
- Secure site, employees, performers, audience and community members
- Alert CEO/Spokesperson
- Assemble CMT
- Assess situation and level of impact
- Notify switchboard/operator(s) to direct media calls to Mueller Communications
- CMT begins collecting information for initial standby statement

FIRST 30 MINUTES

PLAN AHEAD

Work ahead to develop a checklist of tasks to complete in the first moments of a crisis.



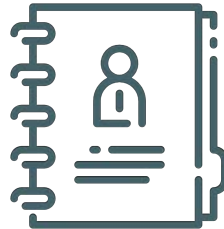
CRISIS COMMUNICATIONS PLAN

KEY PLANNING TOOLS

Crisis severity is tied to the “lead time” you will have in preparing your response and the likelihood that a member of the media will show up on site.



**TEMPLATE
COMMUNICATIONS
MATERIALS**



**STAKEHOLDER
CONTACT
INFORMATION**



**ACCOUNT
INFORMATION**



WHEN A CRISIS HITS



CRISIS COMMUNICATIONS

WHAT TO EXPECT



Uncertainty is high; information in high demand



"Facts" may change rapidly



Resources pulled from day-to-day operations



Stakeholder trust is threatened



CRISIS COMMUNICATIONS

GUIDING PRINCIPLES

It takes 20 years to build a reputation and five minutes to ruin it. If you think about that, you'll do things differently. - Warren Buffett

Put people first

Show empathy and compassion

Respond quickly and accurately

Be as transparent as possible

Become the trusted source of information – let all audiences hear from you first

When appropriate, follow the authorities' lead



Surviving the first hours of a crisis or high publicity incident sets the tone

Handling a situation insensitively or not at all can escalate visibility, costs or damage

How you handle a crisis has a residual effect on every aspect of your reputation – now and in the future. When poorly handled, crises can destroy reputations.

Outsiders, not you, will control the perceptions of how you handled the situation

CRISIS COMMUNICATIONS

LEADERSHIP MATTERS



CRISIS COMMUNICATIONS RESPONSE

KEEP AUDIENCES IN MIND

There are many stakeholders / audiences to consider when developing a communications approach in a crisis.

- 1. ELECTED OFFICIALS**
- 2. EMPLOYEES**
- 3. MEMBERS OF THE PUBLIC**
- 4. MEDIA**
- 5. INTERESTED COMMUNITY ORGANIZATIONS / ADVOCATES / ASSOCIATIONS**



DOs



Show concern

Speak with one voice

Take charge quickly

Be open and responsive

Stick to the facts

Share important information in simple, declarative sentences

Keep your cool

Correct mistakes

Address the perception

Clearly state actions being taken

Say “no comment”

Speculate, predict or answer hypothetical questions

Give long, rambling answers

Lose your temper

Get into a debate

Say anything “off the record”

Evade, cover up or block access to other sources of information

Try to answer a question you don't know the answer

Assume anything

DON'Ts



EMPLOYEE & PUBLIC

EXPECTATIONS

It takes 20 years to build a reputation and five minutes to ruin it. If you think about that, you'll do things differently.

– Warren Buffett

- 1. DON'T FORGET ABOUT EMPLOYEES**
- 2. RESPOND RATHER THAN REACT**
- 3. TAKE ADVANTAGE OF ALL COMMUNICATION CHANNELS**
- 4. VISIBILITY AND RESPONSIVENESS**
- 5. IDENTIFY ACTION YOU'RE TAKING**



THE NEW REALITY

THE CHANGING MEDIA

JOURNALISTS ARE OVERWHELMED & OVERWORKED

Globally, **33%** of
journalists publish
7+ articles a week.

Source: Cision's 2019 Global State of the Media Report

JOURNALISTS ARE MAKING METRICS- BASED DECISIONS

65% agree that the
availability of audience
metrics like views and
engagement has changed
the way journalists
evaluate their stories.



CASE STUDIES



ISSUE: ENVIRONMENTAL

The City of Oshkosh discovered a neighborhood built adjacent to and on top of a former landfill may have explosive levels of methane gas building up.

The City knew they could *technically* resolve the problem, but was concerned about the communication necessary to obtain quick permission to inspect private property.

Concerned about triggering panic among property owners and tenants of the neighborhood, the municipality partnered with Mueller Communications.



THE APPROACH

THE GOAL: An intentional, in-person and high-touch approach that insured neighbors were quickly informed with consistent information.

Neighborhood canvassing

- Door-to-door outreach
- Comprehensive leave-behind materials including FAQs

Immediate access to Fire Department to test Methane levels

- Installation of detection system OR expedited to address methane levels

Standby media materials for use upon inquiry



CASE STUDY | CITY OF OSHKOSH

THE RESULTS

**WITHIN 1 WEEK,
CANVASSING TEAMS
MADE CONTACT WITH
ALL PROPERTY OWNERS**

**QUICK ACTION WAS TAKEN
TO TEST, AND IF
NECESSARY, MITIGATE
AND METHANE LEVELS**

NO MEDIA ATTENTION



ISSUE: EMBEZZLEMENT

After discovering a long-time employee had been using a City-issued credit card to purchase personal items, the City of Oshkosh knew it needed a communications strategy to proactively address the issue, highlight the steps taken to remedy the issue and reassure the public that the issue was isolated, and that proper precautions were in place to ensure it did not happen again.



THE APPROACH

THE GOAL: Be proactive, open and honest. Illustrate commitment of leadership to ensure it doesn't happen again.

Create alerts to monitor media and community dialogue

Identify stakeholders and develop an outreach timeline and necessary materials / messaging

- Elected officials
 - Provide them with information to share with constituents
- Employees

Conduct proactive outreach to local media



CASE STUDY | CITY OF OSHKOSH

THE RESULTS

**THE CITY CAME ACROSS AS
PROACTIVE, TRANSPARENT,
WILLING AND ABLE TO
ADDRESS THE ISSUE**

**IT WAS A SHORT MEDIA
CYCLE ISSUE**

**IT WAS NOT A MAJOR
COMMUNITY ISSUE**



ISSUE: POLICE BRUTALITY

HYPOTHETICAL ISSUE:

Following the murder of George Floyd by a police officer, a member of the local police department takes to social media to post his thoughts on the matter. His statement is insensitive and leads many to question his bias and beliefs related to police brutality – especially against people of color.



SAMPLE APPROACH

ASSESS whether the statements are “protected” under the First Amendment

COLLECT background information on the individual

- Is there a history of excessive force? Has the individual been disciplined in the past for related issues?

TRACK social and traditional media coverage

- Flag issues / questions / concerns raised in the community and determine how to address them

BE PREPARED to communicate

- Within the Police Department
- With elected officials (and in turn, their constituents)
- With the media



SAMPLE STATEMENT

Make clear the Department's view of the use of excessive force that led to George Floyd's death: **Condemn it as unacceptable.**

Explain **immediate action** taken by the Department when learning of the social media post – and the findings: We launched an internal investigation, the results of which found that...

Explain the Officer's **legal right** to express his opinion while off-duty and with his personal social media account.

Make clear **what would happen if an officer acted in a biased or racist manner while representing the City**

Present the Department's **commitment to the community** and to addressing the issue of structural racism.



SAMPLE STATEMENT

“As a Department, we condemn the excessive force that led to George Floyd’s death and consider it action unacceptable by anyone, but particularly officers who have sworn an oath to serve and protect.

Officer Smith’s response on social media to this video was both grossly insensitive and uninformed. Upon learning of his comments, we immediately took action. The Department initiated an investigation, in consultation with the City’s Human Resources Department and General Counsel, to determine whether the comments represented a violation of Department policy as well as whether Officer Smith had a history of excessive use of force and/or any biased behavior toward people of color.

The investigation determined that ... [Conclusory statement, based on findings of investigation]

While Officer Smith’s statement was incorrect, insensitive and inconsistent with the standard of behavior we expect from all of our officers, it was made off-duty and with his personal social media account. A thorough review by our legal counsel and the Department’s Human Resources staff determined that it is within Officer Smith’s rights to express this opinion and the Department does not have the right to punish or discipline him for it.

As always, we take any allegation or suspicion of wrongdoing by a member of the Department extremely seriously. The Department does not condone excessive or inappropriate use of force, and will not tolerate its officers or employees acting in a biased or racist manner while representing the City. Doing so would result in immediate investigation and, pending results, termination of employment.

As a country, a community and a Department, we know we can do better to directly address the structural racism that has impacted our society for generations. Our commitment is to repair and strengthen our relationships throughout our community - especially communities of color - as we fulfill our mission to serve and protect.

If you have any concerns about police conduct, I encourage you to reach out to the Department or the Police and Fire Commission.”

MUELLER COMMUNICATIONS

QUESTIONS?

USE THE Q&A FUNCTION TO SUBMIT QUESTIONS

LEARN MORE AT:

www.muellercommunications.com/league



Your Presenters



Kayla Thorpe
Senior Financial Specialist
kthorpe@ehlers-inc.com
(262) 796-6197



James Madlom
Chief Executive Officer
Mueller Communications
jmadlom@muellercommunications.com

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APPENDIX



WORKING WITH THE MEDIA



- 1. BE PREPARED**
- 2. DON'T REPEAT NEGATIVES**
- 3. BE CLEAR, CONCISE, HONEST**
- 4. FORGET "NO COMMENT"**
- 5. AVOID "OFF THE RECORD"**
- 6. LISTEN TO QUESTIONS**
- 7. SUPPORT YOUR MESSAGE**
- 8. WORK WITH REPORTER**
- 9. MAKE SURE SETTING IS APPROPRIATE**
- 10. APPEARANCE COUNTS**

TOP 10 TIPS



SETTING THE AGENDA

REVIEW YOUR KEY MESSAGES PRIOR TO INTERVIEW

THINK ABOUT THE FOLLOWING WHEN REVIEWING YOUR MESSAGES:

- What quote or headline would you like to see?
- What is your 7-second sound bite?
- What is the bottom line message you want to deliver
- What keywords / statements summarize your perspective?



Before you talk to a reporter, establish your agenda

Talk in plain terms; don't use legalistic or technical language

Front-load strong points

Utilize bridging and transition skills

Make it relevant to the listener

Finally, deliver the sound bite

MAXIMIZING QUOTABILITY



Succinct

Delivered with passion

Lacks jargon

Vivid example that paints a picture

Analogies, stories and metaphors

A GOOD QUOTE



Buries the key message / conclusion

Stays high-level and abstract

Is longer than 30 seconds

Uses jargon and technical language

Talks about the process without being prompted

Doesn't paint any visual pictures

Lacks energy and passion

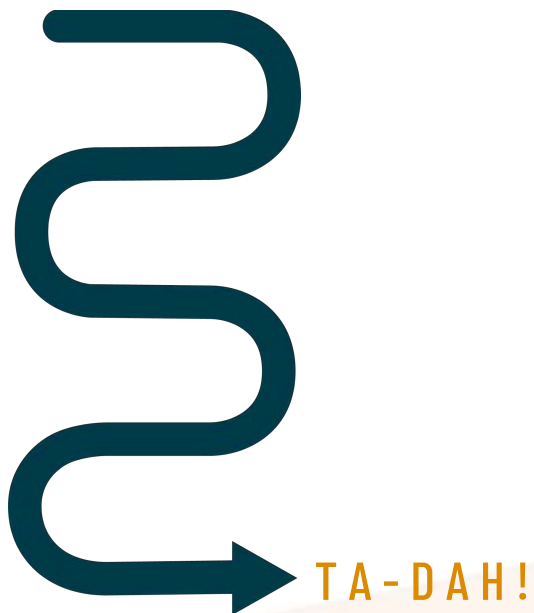
Leaves the reporter asking, "who cares?"

A BAD QUOTE



IDEAL ANSWER

PEOPLE OFTEN TELL STORIES WITH
A SLOW BUILD AND A BIG FINISH



MEDIA HEADLINES REVEAL THE
BIG IDEA AND THEN FILL IN DETAILS



BRIDGING

(I DON'T REALLY WANT TO GO THERE)

EXAMPLES:

Let me put that question in perspective...

That's an interesting question, but the real issue is...



EXAMPLES:

I'm glad you asked that question, because...

What's most important for you to remember is...

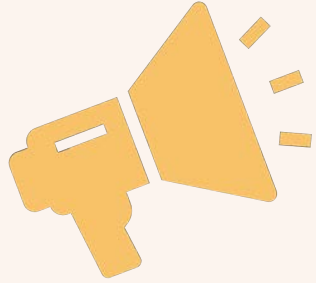
(HERE IT COMES!)



FLAGGING



Constitutional Considerations



FIRST AMENDMENT

A public employee does not relinquish their First Amendment Rights to comment on matters of public interest by virtue of government employment.



DUE PROCESS

Protecting the rights of persons who may be accused to a fair trial.



PRIVACY INTERESTS

Protecting reasonable expectations of privacy, including victim rights.

THE STATE OF THE MEDIA

WHAT WAS THE BIGGEST CHALLENGE FOR JOURNALISM IN THE LAST 12 MONTHS?



27% ▼

Maintaining credibility

AS A TRUSTED NEWS SOURCE /
COMBATING ACCUSATIONS OF
"FAKE NEWS"

20% ▲

Lack of staffing

AND RESOURCES

20% ▲

Declining advertising

AND CIRCULATION REVENUES

19% ▲

Rise of social networks

AND INFLUENCERS BYPASSING
TRADITIONAL MEDIA

11%

Blurring lines

BETWEEN EDITORIAL AND ADVERTISING

Ensuring content is accurate is a
top priority among journalists
and their organizations.

WHERE DOES TRUSTWORTHY INFORMATION COME FROM?

NEWSWIRES 27%
AP, Bloomberg, PR Newswire

INDUSTRY EXPERTS 23%

PRESS RELEASES 20%



THE STATE OF THE MEDIA

WHAT WAS THE BIGGEST CHALLENGE AS A JOURNALIST IN THE LAST 12 MONTHS?



38%
Keeping up
AMID DOWNSIZING AND REDUCED RESOURCES

22%
Balancing reporting
ON IMPORTANT TOPICS AGAINST PRESSURE
TO DRIVE BUSINESS

13%
Battling misinformation

MAINTAINING ACCURACY

"Actual fake news..when stories are published without identified, credible sources."

PERCEPTION AS A TRUSTED NEWS SOURCE

"Liability issues, like if another news publisher publishes something with inaccurate facts and we use that, we are also liable."

RISE OF AI AND CHATGPT

ONGOING INDUSTRY LAYOFFS



TRUST &

PUBLIC PERCEPTION

TRUST IN NATIONAL NEWS MEDIA HAS DIMINISHED.

50% believe national news organizations intend to mislead, misinform or persuade the public to adopt a particular point of view through their reporting.

52% disagreed that disseminators of national news "care about the best interests of their readers, viewers and listeners."

Fortune, February 2023

POLITICS · DISINFORMATION

Trust in media is so low that half of Americans now believe that news organizations deliberately mislead them

BY DAVID BAUDER AND THE ASSOCIATED PRESS

February 15, 2023 at 1:13 PM CST

On a scale of 0 to 10, survey response indicate rank trust in the media is

4.4



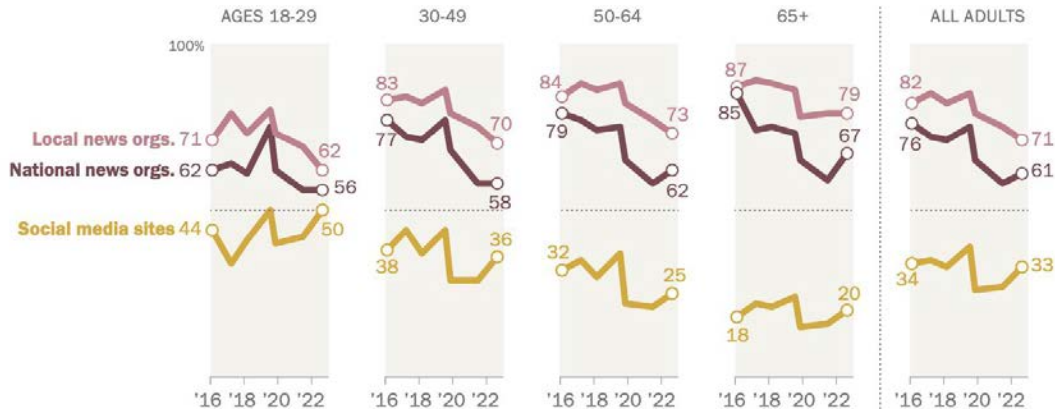
CHANGING

MEDIA LANDSCAPE

LOCAL NEWS RANKS HIGHEST FOR TRUST.

Those
UNDER 30
TRUST SOCIAL MEDIA
nearly as much as national news.

% of U.S. adults who say they have **some or a lot of trust** in the information they get from ...



Note: In 2016, trust of information from social media was only asked of and based on internet-using U.S. adults. In the question on trust in the information from social media sites, the examples used have changed over time; for more detail on the specific wording, see the topline. Source: Survey of U.S. adults conducted July 18-Aug. 21, 2022. For dates of other surveys, see the topline.

PEW RESEARCH CENTER

PEW Research, October 2022



CHANGING

MEDIA LANDSCAPE

WHICH DO YOU TRUST MORE - TRADITIONAL MEDIA OR SOCIAL MEDIA?

BOTH/EQUAL

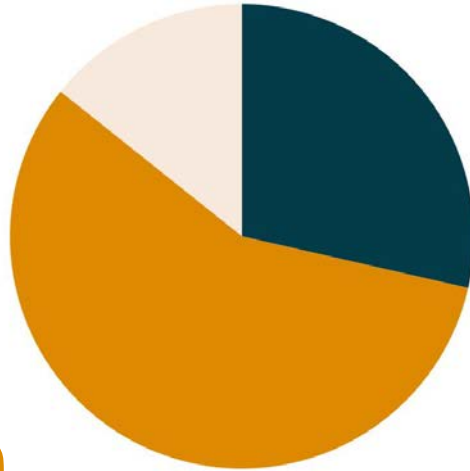
14%

NEITHER

29%

TRADITIONAL

57%



CHANGING (SOCIAL) MEDIA LANDSCAPE

MISINFORMATION spreads faster than the truth.

- False news reaches people **6x faster** than the truth (MIT 2018)
- Falsehoods are **70% more likely to be retweeted** than the truth (MIT 2018)

INFLUENCERS AND ONLINE COMMUNITIES shape how people form opinions and get questions answered.

- **37 percent of consumers** trust social media influencers over brands (2022)
- Gen Z and Millennials are **2x more likely** than Boomers to trust influencers
- **80 percent of job seekers** that read reviews say their perception of a company improves after seeing an employer respond to a review. (2019)

**Social media
sparks further
concerns of**

TRUST

ACCURACY

**WHAT IS A
RELIABLE SOURCE
OF INFORMATION**



STATE OF THE MEDIA



Broad population impact

Local relevance

Emotional connection

Topic is timely

Selling papers and driving ratings

5 w's: who, what, when, where, why

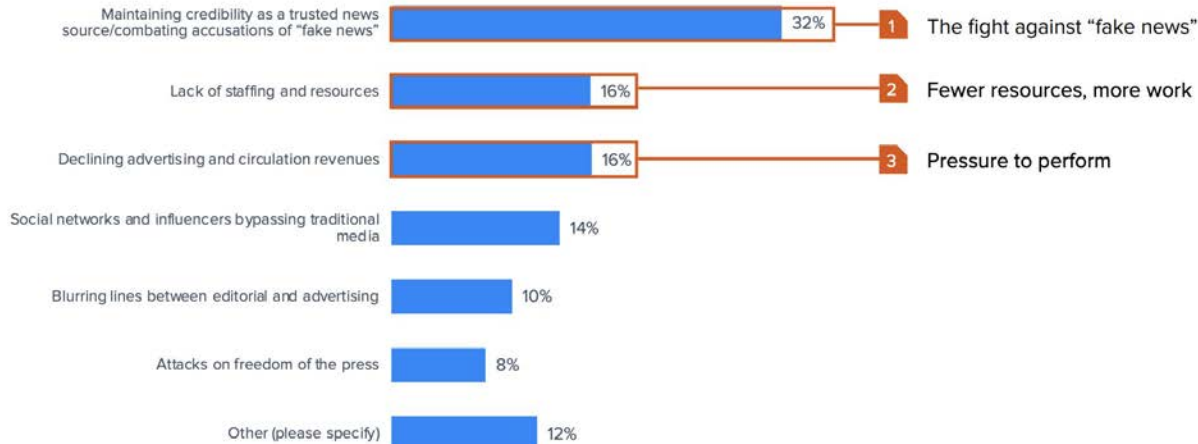
WHAT MAKES NEWS



THE STATE OF THE MEDIA

OBSTACLES FACING JOURNALISTS

What do you believe was the biggest challenge for journalism in the last 12 months?



STATS:

FIGHTING "FAKE NEWS"

61% of journalists say the public has lost trust in the media over the past year

FEWER RESOURCES

30% of journalists file 10+ stories a week

PRESSURE TO PERFORM

Advertising dollars are dwindling, making clicks and audience relevance even more crucial



THE STATE OF THE MEDIA

UNCERTAIN ECONOMY & DECLINING AD REVENUE

EDITORIAL LAYOFFS, CUTS AND HIRING FREEZES:

CNN and **Gannett** laid off hundreds in early December

BuzzFeed let go 12% of workforce

NPR announced near total hiring freeze as part of cost-cutting measures

Associated Press is offering early retirement to 200 staffers

Washington Post cuts award-winning Sunday magazine

MEDIA

LAYOFFS AND HIRING FREEZES: MEDIA
INDUSTRY ENDS 2022 WITH BAD NEWS FOR
JOURNALISTS

Concern as US media hit with wave of layoffs amid rise of disinformation

Wider economic uncertainty is behind cuts at companies including CNN, BuzzFeed and Gannett, executives say

REMAINING JOURNALISTS ARE OFTEN:

Overwhelmed

Overworked

Rushed

Inexperienced in their
“beat” or subject area



THE IMPLICATIONS

THE MUELLER TEAM HAS SEEN IT FIRST HAND:

BROKEN EMBARGOS:

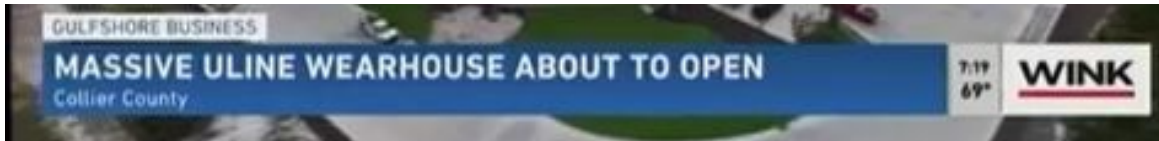
- Information released 24 hours early by one of four outlets that received the embargo.

CORRECTION REQUESTS:

- Inaccurate information reported because the reporter misread the press release and pulled data from old press releases.

INADEQUATE TIME TO RESPOND TO QUESTIONS:

- Reporter emailed for comment at 8:40pm before airing her story on the 10pm broadcast.



WHY?

Lean staff is stretched thin, resulting in a lack of time and attention to detail.

Reporters are too rushed to proofread, fact check for accuracy, or follow best practices.

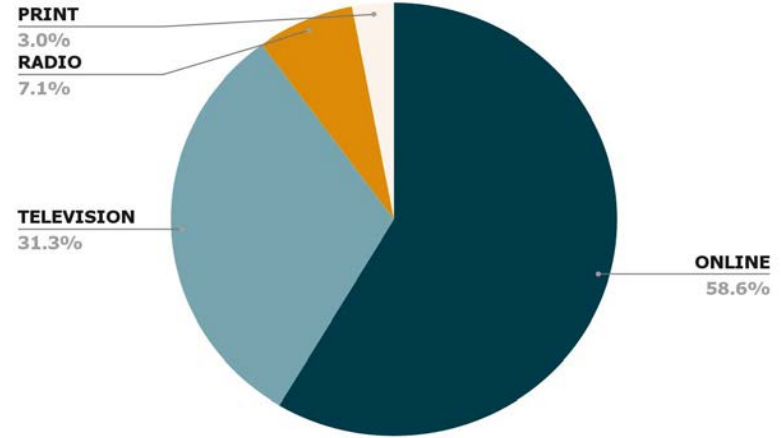
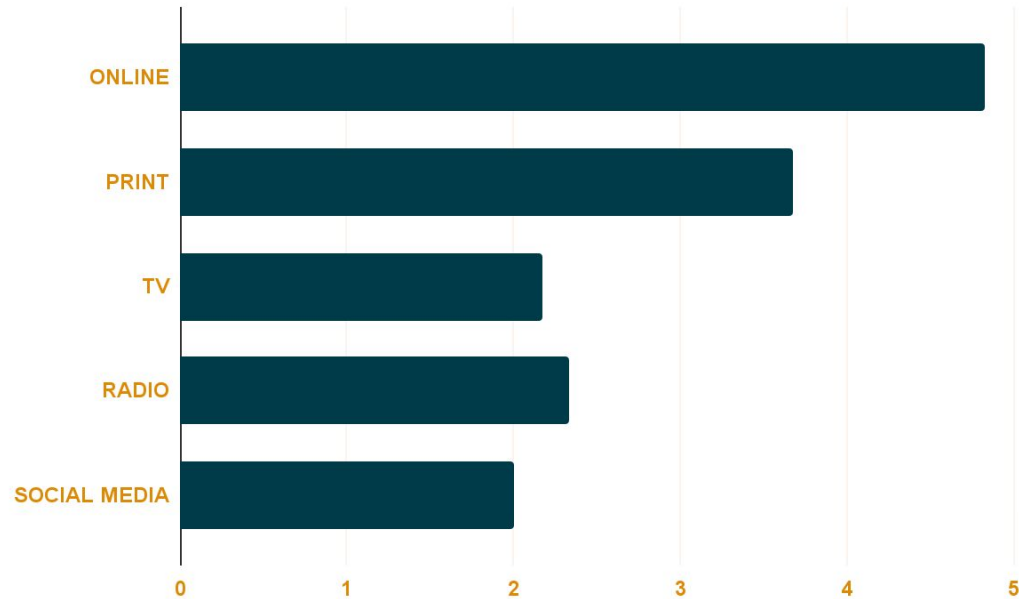
SO WHAT?

PR and marketing teams are stepping up to fill the void, make corrections and keep media accountable.



SURVEY SAID...

HOW YOU GET NEWS



TRUST &

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50% believe national news organizations intend to mislead, misinform or persuade the public to adopt a particular point of view through their reporting.

52% disagreed that disseminators of national news "care about the best interests of their readers, viewers and listeners."

Fortune, February 2023

POLITICS · DISINFORMATION

Trust in media is so low that half of Americans now believe that news organizations deliberately mislead them

BY DAVID BAUDER AND THE ASSOCIATED PRESS

February 15, 2023 at 1:13 PM CST

On a scale of 0 to 100, survey response indicate rank trust in the media is

36



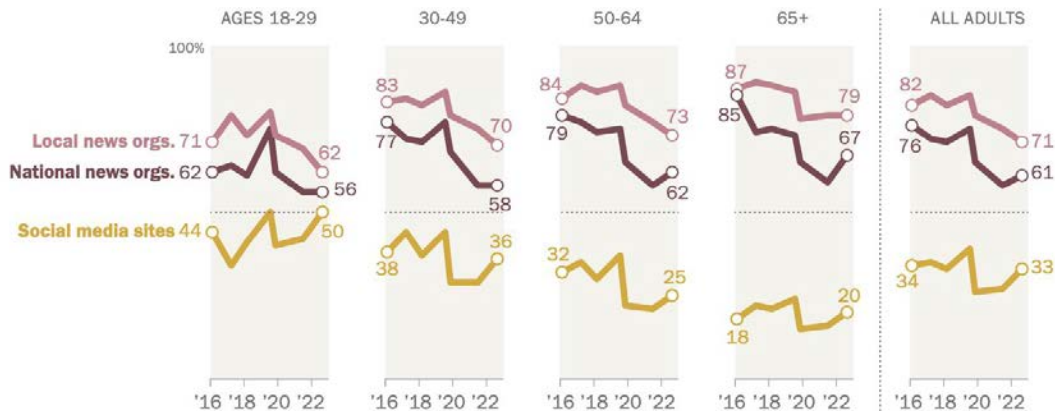
CHANGING

MEDIA LANDSCAPE

LOCAL NEWS RANKS HIGHEST FOR TRUST.

Those
UNDER 30
TRUST SOCIAL MEDIA
nearly as much as national news.

% of U.S. adults who say they have **some or a lot of trust** in the information they get from ...

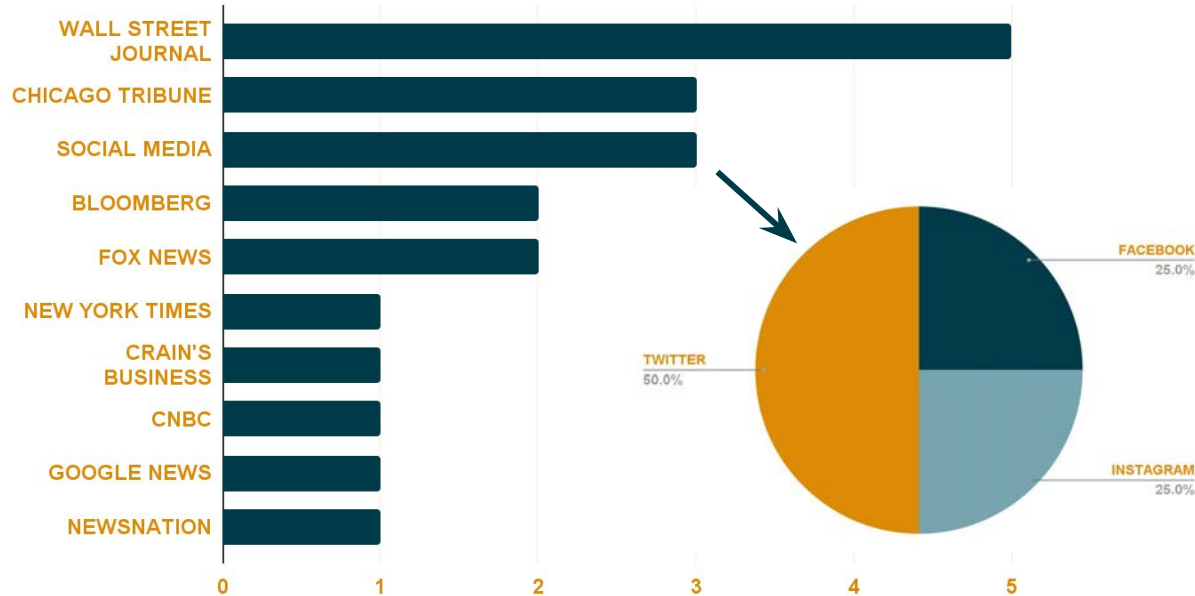


Note: In 2016, trust of information from social media was only asked of and based on internet-using U.S. adults. In the question on trust in the information from social media sites, the examples used have changed over time; for more detail on the specific wording, see the topline. Source: Survey of U.S. adults conducted July 18-Aug. 21, 2022. For dates of other surveys, see the topline.



SURVEY SAID...

WHERE YOU GET NEWS



PODCASTS

The Daily

Up First

What's News (WSJ)



CHANGING (SOCIAL) MEDIA LANDSCAPE

INFORMATION OVERLOAD has resulted from the rapid news cycle, availability of information at your fingertips (in your pocket) and increased number of news sources.

→ **61% say it's hard to stay informed** ([Fortune, 2023](#))

MISINFORMATION spreads faster than the truth.

→ **False news reaches people 6x faster than the truth** ([MIT 2018](#))

→ **Falsehoods are 70% more likely to be retweeted than the truth** ([MIT 2018](#))

INFLUENCERS AND ONLINE COMMUNITIES shape how people form opinions and get questions answered.

→ **37 percent of consumers trust social media influencers over brands** ([2022](#))

→ **Gen Z and Millennials are 2x more likely than Boomers to trust influencers**

→ **80 percent of job seekers that read reviews say their perception of a company improves after seeing an employer respond to a review.** (2019)

5 OF 6

of survey responses indicated

SOCIAL MEDIA

MAKES THEM

MORE UNEASY

than traditional media because of:

DISINFORMATION

BIASED COMMENTARY

ECHO CHAMBER

DON'T KNOW/TRUST

AUTHORS/PUBLISHERS



**STRIKING THE
CAREFUL BALANCE**

PRIVILEGE AND PR

- Preservation of Privileged Communications should be considered as part of strategy
 - PR draft Communications can reveal highly sensitive and candid assessments of legal risks
 - PR executives are not employees and thus preservation of privilege is more difficult
 - Consider engaging through legal counsel
- Work product for legal work v. managing the effects of legal risks or other business functions
- Who communicates and how are communications managed?



PUBLIC RECORDS

- Establish processes for managing public records requests
- Make your life easiest:
 - Keep a log for requests
 - Get clarity from requesters
 - Charge fees
 - Coordinate responses for similar requests
 - Publish records responses on the Department website
- Waivers of 19.356 rights of employees and local officeholders