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A crisis is defined as any incident that can focus negative attention on a company and have an adverse effect on its overall financial condition, its relationships with its audiences, and/or its reputation within the marketplace. The purpose of a crisis management plan is to provide a systematic approach to managing a crisis in an organized fashion, without causing a major disruption to normal activities.

A crisis management plan is designed to maintain the company's credibility and positive image with all of its identified audiences in the face of adversity.

Our customers, employees, management, financial supporters, industry peers and others, should all feel we were well-organized and handled the emergency in a professional manner. We need to be able to respond very quickly to any type of situation because crises do not pause to allow us to think through the problem.

I. HOW THIS PLAN IS ORGANIZED

Our plan is organized for immediate use in the event of an emergency. The first five sections will be used during the critical first few hours. The remainder of the plan will provide support throughout the duration of the crisis. Below is a description of what each section includes:

II. SECTION and DESCRIPTION

FIRST HOUR RESPONSE CHECKLIST - Areas to be covered immediately upon notification of a crisis.

CONTACTS - People to be called immediately in the event of an emergency. Also included are names and numbers for "other" contacts such as office personnel, insurance, legal, governmental agencies, and an emergency procedures card.

INJURY / FATALITY - Procedures for: a) serious injury or fatality, b) family notification for injury/fatality.

BOMB THREATS / WORKPLACE VIOLENCE / FEMA NATURAL DISASTERS - Procedures for what to do in the event of bomb threat or workplace violence issue. Also included are recommendations on what to do in the event of a flood, hurricane, tornado, or earthquake.

MEDIA - Pointers on how to work with reporters should they arrive.

COMMUNITY RELATIONS - Advice on working with the community when there is opposition to a project. This document includes guidance on things to say...and not to say.

SAFETY - Detailed information on our company's safety record.

PAST CRISES - Detailed information on all past emergency situations (in the event the media refers to them).

COMPANY BACKGROUND - An overview of our company.

SUBCONTRACTOR EMERGENCY - Instructions on who does what.

FOREIGN LANGUAGE EXPERTISE - List of employees with foreign language expertise.

TEAM RESPONSIBILITIES - Details of each team member's responsibilities.

POST EMERGENCY EVALUATION - What to do after the initial crisis is over.

APPENDICES - Supporting Documentation

III. CRISIS AUDIT

Natural Disaster

- Lightning
- Earthquake
- Extended Severe Cold / Heat
- Extreme Snow / Ice Conditions
- Flood / Drought
- Hurricane / Tornado / Tsunamis

Operations

- Accident Involving a Company Vehicle
- Bomb Threat
- Construction Delay
- Cost Over-Run
- Data / Telecommunications Failure / Loss of Critical Data
- Design Error / Issue
- Sabotage by Extremist Environment Group
- Explosion
- Fire
- Major Utility Failure
- Neighborhood / Community Group Opposition to a Project
- Structural / Subsidence Collapse

Environmental Accidents/Liabilities

- Groundwater Contamination
- Air Quality Problem
- Gas Leak
- Long-Term Exposure of Toxic Chemicals to the Community
- Release of Toxic Chemicals into the Air or Waterways

Employee Safety and Health

- Chronic Safety Problem
- Exposure to Carcinogens
- Injury / Fatality of an Employee or Non-Employee
- Personal Injury Suit
- Regulatory Citations

Labor Relations

- Negotiations
- Organizing Drive
- Unfair Labor Practices
- Violent Strike / Work Stoppage

Management Issues

- Bankruptcy
- Contractual Dispute with Client Resulting in Litigation
- Death of Owner or Key Employee
- Employee Raiding by a Competitor
- Loss of Key Customer
- Crisis in the Same Industry
- Someone Else's Crisis on your Property (Guilt by Association)
- Kidnap, Ransom, Extortion
- Hostile Takeover Attempt
- Key Employee Starts Competing Company
- Management Succession
- Merger / Acquisition
- Murder
- Negative Publicity Due to Rumors
- Negative Publicity Relating to Political Contributions
- Reorganization / Downsizing
- Serious Cash Flow Problems
- Sudden Market Shift
- Suicide
- Terrorism

Employee/Management Misconduct

- Bribery / Kickbacks
- Disgruntled Employee
- Executive Misconduct / Fraud / Embezzlement
- Lawsuits from Discrimination / Sexual / Racial Harassment
- Murder
- Price Fixing
- Sabotage
- Scandal Involving Top Management
- Slander
- Suicide
- Theft / Vandalism
- Workplace Violence

Government Affairs

- Legislation and/or Regulations that could affect business

IV. FIRST HOUR RESPONSE CHECKLIST

STEP ONE – SENIOR PERSON ON-SITE

___ Contact Emergency Services
___ Contact the VP/Director of Loss Control
___ Initiate site control and determine if the site should be shut down.
___ Make certain that all employees are accounted for.
___ Do not move anything that could be classified as evidence. (**See Appendix A**)
___ Ensure telephone coverage at the site.
___ Inform Site Personnel to Direct requests for information from outside groups to you.
___ Notify the Crisis Management Team Leader
___ Post workers to restrict entry to the site (**See Appendix B**).
___ Establish a command center.
___ Select a temporary spokesperson with the assistance of the team leader (**see Media section for sample buytime statements**). Always address cause (unknown/under investigation), concern (for the injured/involved), status (site shut down?).
___ Notify the owner/developer of the project.

STEP TWO - TEAM LEADER

___ Determine what happened, when/where it happened, and who is involved.
___ Verify the current status of the site (shut down?).
___ Determine whether you and/or spokesperson are needed on site.
___ Notify GALLANT BUILDERS management
___ Advise the corporate team administrator and receptionist how to route calls.
___ Identify potential spin-off crises.
___ Notify corporate legal counsel and human resources
___ Notify insurance broker/company

STEP THREE – VP/DIRECTOR, LOSS CONTROL

___ Gather number/names of injured and/or fatalities and obtain phone number(s) of the spouse(s)/family(ies). Contact the team leader to determine who should notify the spouse(s)/family(ies).
___ Debrief workers who witnessed the accident.
___ If necessary, initiate a post-accident drug/alcohol test (check with legal counsel).
___ If appropriate, notify the applicable governmental agency.
___ Initiate a third party investigation team to work in tandem w/ authorities (**See Appendix C**)
___ Designate someone to stay with the injured worker(s) at the hospital until family members arrive.
___ Document the incident in writing and on film.

STEP FOUR - TEAM LEADER

___ If there is an employee injury/fatality, determine who will notify spouse(s)/family(ies). A fatality may require a personal visit (Injury/Fatality section).
___ If the injury/fatality is a subcontractor's employee, it is the subs responsibility to notify the spouse/family.
___ If a non-employee is hurt/killed, allow the authorities to make the notification and contact your insurance broker/company
___ Inform any surrounding areas that may be affected by the incident.

___ Instruct employees at the accident site to contact their families to let them know they are OK.

STEP FIVE - SPOKESPERSON

___ Write, and get clearance for, all statements and releases.
___ Designate someone to screen your calls from the news media.
___ Complete the media log sheets (**Media section**).
___ Anticipate media questions. If possible, role play a media interview with a colleague before going live.
___ Assemble necessary background information and literature.
___ If you elect to give the media a tour, make certain that the area is safe and that they are escorted by a company representative. Issue safety equipment and require a hold-harmless agreement be signed, if necessary.
___ Instruct reporters on your safety procedures before going on-site. If they violate any of the procedures, you have the right to ask them to leave.
___ Advise reporters of a time and place for future updates.
___ Follow-up on additional media inquiries.

STEP SIX - TEAM LEADER/HUMAN RESOURCES

___ Identify the audiences that need to be contacted for update purposes.
___ Gather details on past negative issues which the media may refer to (**Past Crises section**).
___ Fax/e-mail/voice mail all employees and job sites to notify them of the incident and tell them to whom they should direct media/general information calls. Provide on-going updates.
___ Establish an emergency message mailbox for employees to access if office operations have been impacted.
___ Track all media coverage via a monitoring service and the Internet.
___ Secure and offer critical-incident stress counseling for employees who witnessed the accident (if deemed necessary).

V. CONTACTS IN THE EVENT OF AN EMERGENCY

Gallant Builders

CRISIS MANAGEMENT TEAM

Partner – Adam Wheeless	Cell: 713-855-8959
Partner – Derik Lundy	Cell: 713-907-2787
Brian Kyne – Safety Director	Cell: 713-906-6764

VI. CRISIS PROCEDURES

IN THE EVENT OF A SERIOUS EMPLOYEE INJURY

1. Determine the extent and nature of the injuries.

2. Find out immediately where the person is being taken.

3. **The senior person on-site and the team leader** determines the most appropriate person to call the spouse/family. That individual explains that there has been an accident and that the employee has been injured, but does not discuss the severity of the injuries. If the spouse/family asks about the severity of the injuries, the response should be: "We can't be certain of the extent of the injuries until we hear from a doctor."

   Advise the family that a cab is arriving momentarily to take them to the medical facility. Discourage anyone from driving themselves unless someone absolutely insists.

4. If necessary, send an employee to the injured employee's house to lend assistance. This help may include offering a ride to the hospital (if a cab was not used), or finding someone to watch the children (if applicable).

5. The team leader assigns someone to stay in contact with the hospital to monitor the injured person's condition.

   NOTE: If the injury involves a non-employee, the authorities should be consulted about notification procedures. Contact your insurance company and legal counsel as soon as possible.

VII. IN THE EVENT OF AN EMPLOYEE FATALITY

1. **A Member Of The Company's Upper-Management Team** makes a "best effort" to inform the spouse/family in person of the accident. If it is not possible to make a face-to-face notification, a member of clergy or a police officer may be a possible candidate. The goal is to notify the spouse/family quickly...a phone call is a last resort because of its impersonal nature. (See the following pages for more detail.)

NOTE: Upper management may decide to treat the notification in the same manner as an injury situation (as described on the previous page) in order to get the spouse/family to the medical facility as quickly as possible. Once the spouse/family arrives at the medical facility, the attending physician can deliver the news. A member of the company's upper-management team should be attendance to provide support.

2. The designated company representative remains at the employee's home until other family members arrive or for as long as he or she can.

3. The media may attempt to contact a family member. You cannot prevent them from talking to the media. It is their right to speak to the media if they wish.

4. Determine whether the employee's family is in need of money to cover small expenses. If so, it may be appropriate to provide assistance in this area. The few dollars spent will come back in goodwill.

5. Maintain contact with a relative or close friend of the spouse or family to ensure that funeral arrangements and related items are being handled. The family may wish to visit the site prior to, or immediately following, the funeral. The company should make arrangements for this visit to occur.

NOTE: If the fatality involves a non-employee, the authorities should be consulted about notification procedures. Contact your insurance company and legal counsel as soon as possible.

FATALITY NOTIFICATION

In the event of an employee fatality, you may be called upon to notify the spouse or family member. This is a traumatic event for both the relative and you. Here are some guidelines to help with this process.

Do Your Homework. Obtain the full name, address and social security number of the deceased. Next, get the full name of the next of kin, the relationship (wife, brother, mother, etc.) and determine if the family members are English speaking. Find out if the family member has any health problems that could be exacerbated upon notification. If so, bring a health-care professional along with you. Gather all information relative to the case so you can provide an explanation.

Determine Where You Will Meet. Will the contact be at home, work, or school? If it is outside of the home, arrange with the relative's employer or school for a private place to meet. Verify that you are talking to the correct person, for example "Are you Sandy Johnson's sister?"

Do Not Go Alone. Take a fellow employee, friend of the deceased, member of the clergy, or police or fire official to support you.

Decide In Advance What You Will Say. There is no easy way to say that someone has died, so do not even try.

Speak Simply And Directly. Using terms like "mortally wounded" only confuses people. While it is not necessary to be blunt or cold, at some point it is necessary to say "dead" or "died." Example: "Mrs. Jones, there was a very bad accident this morning at the project. Charlie was moving a ladder and fell over a guardrail. The paramedics did everything they could, but he died instantly."

Do Not Lie. If you tell a mother that her son died with her name on his lips but she later learns his death was immediate, there is a conflict. It may not be necessary to offer all of the details. Example: If the spouse asks, "Did he suffer much?" an appropriate answer might be, "I don't think so."

Be Prepared For Emotions. There will be shock, denial, grief, numbness, and anger. These emotional reactions will be directed at the deceased, at you, and at the medical staff. Let the relative vent these feelings. Use common sense and do what seems appropriate at this time. Some people will appreciate a touch of a hand; others will not.

Decide What Not To Say. By not preparing what to say, you may end up saying things that you will later regret. Example: In an effort to offer words of comfort, do not say, "He's with God now," or "You're young and will find someone else." Instead, say, "I'm so sorry this has happened to you" or "What can I do to help you right now?"

Always Listen. The formula is 90% listening and 10% talking. If the relative needs to go to the hospital or funeral home, you may offer to drive or get a cab. If there are children involved, help arrange for a sitter or have a friend to look after them. When appropriate, offer assistance in getting in touch with the life insurance company, social security, and so forth.

When It Is Over. You have gone through an extremely stressful event. Take care of yourself now. Use your critical incident stress counselor to review the difficult process you went through. No one ever gets comfortable with this part of the job.

VIII. CRISIS PROCEDURES FOR A BOMB THREAT

NOTE: If you receive a bomb threat and contact your local police department, they will dispatch only one uniformed officer because of the high number of bomb threats received by police departments throughout the United States. The only exception is if you find a suspicious object then a bomb squad will be dispatched.

It is the policy of Gallant Builders that no Gallant employee or trade contractor employee will be allowed to participate in a bomb search.

Upon evaluation, should it be determined that evacuation is warranted, the prearranged emergency warning system shall be sounded and the project site evacuated in an orderly manner in accordance with emergency evacuation procedures.

The Project Manager may direct their employees to return to their workstations only after a search of the building has been completed by law enforcement personnel or qualified representatives of the client and one hour after the indicated bomb threat time has passed.

BOMB THREAT

Bomb threats can be made by pranksters, political terrorists, cranks, criminal extortionists, disgruntled employees or even an employee looking for a few hours off work. The threat can arrive over the telephone, in the mail, or as a written message. **All threats must be taken seriously**. If the threat comes on a piece of paper, do not handle it any more than necessary and use gloves, a handkerchief, tongs, etc. to avoid ruining fingerprints.

IX. CRISIS PROCEDURES IN THE EVENT OF A PHONE THREAT

1. Keep the caller on the line for as long as possible. If possible, ask the following questions:
   - When will the bomb go off?
   - Where is the bomb located?
   - What type of bomb is it?
   - How is the bomb activated?
   - Why are you doing this?

2. Take note of the following:
   - Time of call?
   - Exact words of caller?
   - Male or female?
   - Accent?
   - Familiar voice?
   - Background noises?
   - Did the caller seem to be familiar with the building or location?

3. Immediately notify the senior person on site or the team leader who will determine whether or not to evacuate the premises.
4. Immediately notify the local police and cooperate fully with their instructions
5. Do not allow anyone except authorized personnel to enter the job site. All visitors should be escorted from the job site but remain available for questioning.
6. The team leader should determine if media attention is likely. If so, the corporate spokesperson should be dispatched to assist in this area.
7. Notify the project owner/developer.

X. WORKPLACE VIOLENCE PROCEDURES

NOTE: A violent workplace incident would be considered a crisis and the crisis management procedures outlined in this manual should be put in place.

WORKPLACE VIOLENCE THREAT

According to OSHA's 1998 Census of Fatal Injuries, homicide is the nation's second leading cause of occupational fatalities, just behind workplace accidents. While the great majority of these incidents occur in situations where

employees have contact with the public, no workplace -- including construction sites – is immune to workplace violence. **Take all threats of workplace violence very seriously.**

CRISIS PROCEDURES WHEN WORKPLACE VIOLENCE IS THREATENED

The following checklist has been developed to help you to reduce the risk that a violent incident will occur once a threat has been reported. This is not intended to replace your company policy, but rather to be used as a supplement to help you respond quickly to threats of violence.

STEP ONE - VERIFY INFORMATION

____ Conduct a brief preliminary interview of the employee(s) who reported the allegation to determine as much of the following information as possible:
____What was the threat?
____Who made the threat?
____When was the threat made?
____Could it have been a joke?
____Who or what was the threat directed at?
____Why was the threat made?
____Were there any other witnesses?
____Does the employee want their identity known to the person who is accused of making or behaving in a threatening manner?
____ Verify the information through further interviews with witnesses or a site visit.

STEP TWO - ACCESS RISK

____ Determine whether there is imminent danger to employees and/or the site.
____ Determine if the threatening employee is still on-site.

STEP THREE - CONTAIN SITUATION

___ If confronted by a potential aggressor, lower your voice, speak slowly and clearly. Minimize your gestures and avoid getting into an argument.
____ If possible, remove the employee from the workplace until the situation has been resolved. (Company policy will determine the enforcement of punitive employment measures. Some companies may hold hearings to determine the fate of the employees, while others may have a zero tolerance policy, which calls for immediate termination.)
____ Determine whether to contact local law enforcement authorities.
____ Decide whether additional security precautions are necessary to protect employees and/or property.

STEP FOUR - CONDUCT A THOROUGH INVESTIGATION

____ Conduct a thorough investigation by re-interviewing all witnesses to the threat.
____ Make arrangements to interview the alleged threatening employee.

____ Decide which personnel should be present to interview the alleged threatening employee.
____ Determine where to hold the interview and whether security precautions should be taken.
____ Decide whether to reveal the name of the employee who reported the threatening remarks or behavior.
____ Present allegations to the employee.

STEP FIVE - MONITOR AND REASSESS SITUATION

____ Monitor the situation to determine whether there is a continued risk to employees and/or the site.
____ Decide whether to continue to maintain extra security precautions.
____ Decide whether to consult local law enforcement authorities.
____ Provide counseling support for employees who were impacted by threatening behavior or remarks.

XI. NATURAL DISASTER PROCEDURES

NATURAL DISASTERS

Every year, natural disasters such as tornadoes, hurricanes, floods, and earthquakes strike, causing unimaginable suffering and loss. Unlike other types of crises, natural disasters are not preventable. There are, however, ways to plan for and mitigate the effects of natural disasters that will help protect against serious injury or loss of life and property.

The following are some common-sense steps, recommended by the Federal Emergency Management Administration (FEMA), to plan for a natural disaster.

STEP ONE: ASSESSING YOUR RISK FOR NATURAL DISASTERS

___ Determine whether your company or its projects are located in an area that is at high risk of a natural disaster. The community's local emergency management or the local American Red Cross will be able to provide this information to you, if you are unsure.

STEP TWO: DEVELOPING DISASTER RESPONSE PROCEDURES

___ Contact the local emergency management office or local American Red Cross chapter for a copy of the community evacuation plan. This plan should include information on the safest routes to shelters and away from the area. Note that if you are located in a flash flood area, your company should have several alternative routes.
___ Invite local public and private emergency response agencies to your company or site to see where the turn-off switches are for specific items such as water and electricity.
___ Designate an employee (or more than one person, if necessary) to monitor weather conditions. If necessary, this employee should also make arrangements to:

- Check emergency supplies and fuel company vehicles;
- Secure buildings by closing and boarding up windows. Remove outside antennas.

___ Develop an emergency communication plan. Ensure that all employees know:

- What the emergency evacuation signal sounds like (this could be a bullhorn, a siren, even a paging system);
- Where exit routes are located;
- Where to go in the event of a natural disaster and what to do after a natural disaster has occurred (i.e., someone should be appointed to do a head count of all employees).

___ Have the following disaster supplies on hand:

- Flashlights and extra batteries.
- Portable, battery-operated radio and extra batteries.
- First aid kit and manual.
- Emergency food and water and non-electric can opener.

STEP THREE: UNDERSTANDING SPECIFIC NATURAL DISASTERS

The following information is drawn from FEMA and applies to the most common natural disasters. This information is meant to provide you with general guidelines but should be supplemented with employee education and training. Gallant Builders has established the following procedures for preparing for a hurricane.

HURRICANES

From past experience, we have found that our greatest mistake in preparing for an expected storm was not starting soon enough. We also found that only about two-thirds of the work force shows up on the last day or two prior to a storm, and on the last day almost everyone leaves at noon to prepare their homes or prepare to leave the area. We urge each job to start preparing for a storm soon enough to be completed by Thursday evening, if a storm is expected on the weekend, and a day ahead of time on any other day of the week, so that last day can be used for a final check only.

1. Update and prepare an emergency phone list showing home phone numbers of our foremen and trade contractor's supervisors. Ask our foremen and trade contractors' supervisors to get phone numbers of all of their employees they might need in an emergency.
2. Broom clean entire project, inside and out, and remove trash from job site.
3. Make sure all perimeter cables are equipped with hog wire to prevent materials from being blown out of the building. Check security of cable attachment (use u-clips, not wire).
4. Secure all loose materials, duct, sheet rock, decking, insulation, roofing paper, metal tool boxes, plywood, etc. Band with metal straps and/or secure to columns or floors. Chain all tool boxes on casters to a column.
5. Remove all loose gravel from roof or store in 55 gallon drums secured to the structure.
6. Obtain extra plywood to cover windows and other openings.
7. Anticipate equipment you might need after the storm and order it (pumps, #9 tie wire, rope, tarps, hose, power cords, Visqueen and generators). These items will not be available after a storm.
8. Make sure all trucks and equipment are full of fuel; fill all safety cans on the job.
9. Fill all water kegs the day before the storm. Potable water may not be available for several days after the storm.
10. Lower all motor/crawler crane booms to the ground; all buckets and blades. Let tower cranes weathervane. Check tower crane supporting system. Check security of counterweight wedges and clamps
11. Make sure all office trailers and barricades are secured to the ground.
12. With job camera, take several photos of each side of the structure and building site. This will aid in documenting damages after the storm and show precautions we have taken to prevent damage.
13. Lay all ladders on the deck. Remove all boards from scaffold if not secured, and tie all rolling scaffolds to a column.
14. Fully charge all job radios. The superintendents may want their foremen to take their radios home in case phones are out after the storm.
15. Have the progress photographer take pictures of construction jobs of other contractors' jobs across the street from your job. These photographs might show materials that might be blown from the other job, damaging windows or other property. Without the photographs, we might be blamed for this damage.
16. Bring any heavy equipment out of an excavation, bayou, or any other low area and store on high ground in case of flooding. We also should bring any compressors or welding machines out of low areas.
17. When first warnings are received, stop shipments of materials and equipment to the jobsite so that you will not have something else to secure for the storm.

18. Store expensive materials and equipment inside the building and in a protected area, if at all possible, and not outside the building where something might fall on it.
19. Require the subs to secure loose materials with #9 wire, band iron, 5/18" rope or better, since they have a tendency to use small gauge wire and lighter rope.
20. If the full force of a hurricane is expected, lower the counterweight on personnel hoist as well as the cage to the ground prior to the storm. This should probably be the last thing done before leaving the jobsite. The counterweight hoist lines must be securely clamped to the tower.
21. Provide food and water for the crew riding out the hurricane on a job (canned foods and other nonperishable items).
22. Immediately after a storm, have your job engineer or another responsible supervisor send a "damage report" to the loss prevention department so that they might report the loss to the builder's risk carrier. Send in a report even if there is no damage.
23. Check with your guard service and have them put guard(s) on your job at the beginning of the storm who is (are) willing to stay on the job during the storm if their shift replacement can't get to the job because of the weather.
24. Check with the electrical supervisor and decide at what stage of the storm the temporary and/or permanent power should be shut down.
25. If high water will flood your basement, you may want to order sandbags for all entrances.

TORNADOES

Ensure that employees understand the difference between a "tornado watch" and a tornado warning." A watch is when conditions could lead to a tornado, whereas a warning is issued if a tornado has been sighted or indicated by weather radar.

Designate an area in the building where all employees can go in the event of a tornado threat. If the room is not large enough to fit all employees, designate more than one room.

Tornado danger signs:

- An approaching cloud of debris can mark the location of a tornado even if a funnel is not visible.
- Before a tornado hits, the wind may die down and the air may become very still.
- Tornadoes generally occur near the trailing edge of a thunderstorm. It is not uncommon to see clear, sunlit skies behind a tornado.

If you are inside:

- When a tornado warning is issued, take shelter in a building with a strong foundation. Many construction sites use mobile homes as project centers. These are particularly vulnerable during a tornado since they overturn easily even if precautions have been taken to tie down the unit.
- If possible, go to the basement or an inside hallway at the lowest level of the building. Avoid places with wide-span roofs such as auditoriums, cafeterias, large hallways, or shopping malls.
- Take shelter under a piece of sturdy furniture such as a workbench or heavy table or desk and hold on to it.
- Use arms to protect head and neck.
- If you are outdoors:
- If shelter is not available or there is no time to get indoors, lie in a ditch or low-lying area or crouch near a strong building. Be aware that there is a potential for flooding in ditches, however.

If you are in a car:

- Never try to out-drive a tornado in a car or truck. Tornadoes can change direction quickly and can lift up a

car or truck and toss it through the air.
- Get out of the car immediately and take shelter in a nearby building or lie in a ditch or low-lying area away from the vehicle.

FLOODS

If you are indoors:

- Turn on battery-operated radio or television to get the latest emergency information.
- Get your pre-assembled emergency supplies.
- If told to leave, do so immediately.

If you are outdoors:
- Climb to high ground and stay there.
- Avoid walking through any floodwaters. If it is moving swiftly, even water several inches deep can sweep you off your feet.

If you are in a car:
- If you come to a flooded area, turn around and go another way. Do not attempt to move a car that has stalled. Instead abandon the vehicle immediately and climb to higher ground. Many deaths have resulted from attempts to move stalled vehicles.

EARTHQUAKES

Unlike tornadoes, hurricanes, and floods, earthquakes strike suddenly, violently and without warning. FEMA recommends that individuals located in an area that is prone to earthquakes understand what to do should an earthquake strike.

Before:
- Fasten shelves securely to walls and brace overhead light fixtures.
- Place large or heavy objects on lower shelves and hang heavy items such as pictures and mirrors away chairs, couches, and anywhere people sit.
- Identify safe places in each room: under sturdy furniture such as a heavy desk or table; against an inside wall; away from where glass could shatter around windows, mirrors, pictures, or where heavy bookcases or other heavy furniture could fall over.
- Locate safe places outdoors: in the open, away from buildings, trees, telephone and electrical lines, overpasses, or elevated expressways.

If you are indoors:
- Stay inside. The most dangerous thing to do during the shaking of an earthquake is to try to leave the building because objects can fall on you.

If you are outdoors:
- Move into the open, away from buildings, street lights, and utility wires.
- Once in the open, stay there until the shaking stops.

If you are in a moving vehicle:
- Stop quickly and stay in the vehicle. Move to a clear area away from buildings, trees, overpasses, or utility

wires.

- Once the shaking has stopped, proceed with caution. Avoid bridges or ramps that might have been damaged by the quake. Be prepared for aftershocks. Although smaller than the main shock, aftershocks cause additional damage and may bring weakened structures down.

MEDIA LIST

Gallant Builders
Television
Newspaper
Radio

XII. DO'S AND DON'TS OF WORKING WITH THE NEWS MEDIA

- **DO** talk. Saying little is better than saying nothing. Explaining why you can't talk is better than stonewalling. If you want your side of the story told, you must tell it. If you don't, reporters will get a version elsewhere...perhaps from a disgruntled employee that was laid off last week, or a worker who has just witnessed his best friend getting hurt or killed.

- **DO** tell the truth. Reporters will find it out anyway so be honest and accurate when giving information. This doesn't mean you have to give every detail, but be truthful. If you don't know the answer... say so! It's not a crime to say "I don't know" or "I'm not absolutely certain about that"...as long as you follow it up with "but I'll find out and get right back with you."

- **DO** respond quickly. If you don't, the wrong story may be told and that is tough to erase.

- **DO** emphasize the positive and communicate your corporate message. Remember to emphasize the good safety measures taken, the minimal damage because of good team-work by your employees, and the steps the company is taking to minimize the effect of the emergency on the community.

- **DO** stay away from liability issues. Don't talk about who is responsible, don't make any accusations, and don't give out company or individual names. Whatever you say may become part of a legal issue, so be as general as possible.

- **DO** take control. If there is bad news, release it yourself before a reporter digs it up and tells the world.

- **DO** create visual analogies. The old saw "a picture is worth 1,000 words" applies here. Examples are powerful as well, e.g. "The affected area covers 40,000 s.f., which is the approximate size of a football field."

- **DO** condense your information. Remember, the average soundbite is 7.3 seconds. Try to keep your response to no more than three sentences. The first sentence should be your direct response and the next one to two sentences will support/explain your response.

- **DO** make sure your information is accurate. It should come from a reliable source and you should understand the details thoroughly.

- **DO** make sure the reporters know who the spokesperson is. The corporate spokesperson should be the only person authorized to disseminate information to the outside world. It is very important that you "speak with one voice." Keep in mind that no information should be released without being approved by upper management and legal counsel.

- **DON'T** say "no comment". This statement implies guilt. If you don't know the answer to a question, tell the reporter you don't know, but will try to find out. If the question may lead to an embarrassing answer, give as much information as you can in as positive light as possible. If you make a mistake, admit it. Avoid excuses. Explain how you're planning to make things right.

- **DON'T** be trapped into predicting the future... NEVER speculate!

- **DON'T** say anything "off the record." If you don't want it used, don't say it.

- **DON'T** wear sunglasses when being interviewed. You'll be perceived as being "shifty" and hiding something.

- **DON'T** discuss damages or estimated costs.

- **DON'T** discuss any facts relating to insurance, such as amounts and terms of coverage, name of carrier, possibilities of settlements or reimbursements.

- **DO** think before answering. Taking some time before you respond is perfectly acceptable. You're in control of your response...not the reporter. Don't allow them to rush you. If you don't understand the question, ask the reporter to rephrase it.

XIII. GETTING READY FOR THE INTERVIEW

BUY-TIME STATEMENT

If the accident has just happened, you won't have any verifiable information to release to the news media. However, the media will expect someone to say something. Avoid the urge to stonewall the media while you're gathering facts. Instead, deliver what is called a "buy time" statement. This acknowledges the situation but doesn't really divulge any information. It would go something like this:

"My name is Dan Adams and I'm the Project Manager for Gallant Builders. At approximately (time) we experienced a (description). No one has been hurt and no one is in danger. We are cooperating fully with the investigation being conducted by _____ as well as conducting an investigation of our own to determine exactly what happened. We have requested assistance from (police, fire, etc.) and our company spokesperson (name) is en route. This is all I can confirm at this time. I'm sure you understand we're very busy trying to deal with the situation and gather as much information as possible. Please remain in this safety area and either (spokesperson) or I will be back in 30 minutes with any additional information that can be verified. You can count on the reporters pestering you for additional information, but you are not in a position to answer questions at this juncture. If a reporter starts asking you questions, simply say "That's all I can confirm at this time. I'm sure you understand that we need to deal with the emergency at hand and gather some verifiable information for you. Thanks for your patience."

Remember, if you say you'll be back in 30 minutes, be there! Even if it's only to say that you still don't have any facts. You can usually get away with giving two "buy time" statements in the first few hours of a crisis. After that, you better have something to say.

DETAILED STATEMENT

As you receive information that has been verified by a trusted source, you'll need to live up to your promise of delivering that information to the news media. Always get your statements approved by upper management, and legal counsel if possible, before release. Here are some examples.

Example...Detailed Statement

"My name is _____. I'm (position) _____with Gallant Builders. At approximately (time)_____, one of our workers accidentally hit an underground electric cable, disrupting service to _____. At this point, we have contacted the utility company, whose crews are on their way to repair the line. We don't know how extensive the damage is, but I'm sure the utility people will be able to provide you with those details once they review the situation."

"The location of the line break is approximately _____."

"Because our employees adhered to our strict safety policies, no one was injured and there was no further damage to the area."

"At this point, that's all the information I have. Our corporate spokesperson is on the way to provide you with further details, but right now all I ask is that you stay in this area, away from where the line break occurred, so emergency personnel and utility employees will be able to work on the line. We'll keep you posted on any further information."

Example...Injury Statement (Never release the name until the next of kin have been notified.)

"Joe Smith, 20, of San Francisco, California was injured Tuesday morning at 8:45 a.m. on the XYZ construction site in San Francisco. Smith, who is a carpenter apprentice for Gallant Builders suffered multiple injuries as a result of the 30 foot fall. He is reported in critical condition at University Hospital in San Francisco. Right now, our focus is on Mr. Smith, his family, and cooperating fully with the investigation to find out exactly what happened. We will keep you advised of any further developments."

Example...Fatality Statement

"We are deeply saddened to report that Joe Smith, 20, of San Francisco died as a result of an accident that occurred Tuesday morning on the XYZ construction site in San Francisco. Smith, who was a carpenter apprentice for Gallant Builders, suffered multiple injuries as a result of a 30 foot fall. Our focus right now is on the family and friends of Mr. Smith as well as on the investigation of the accident."

GET READY FOR QUESTIONS

Here are some questions that might arise. Also included are some possible responses.

What caused this accident?
Possible response: "The cause of the accident is not known at this time. A thorough investigation is currently underway and we will be better able to answer those questions when the investigation is completed."

How many, and who, were injured/killed?
Possible response: "At this time we can confirm _____. I'm sure you'll understand that we cannot release any names until the families have been notified."

What is the estimated damage in dollars?
Possible response: "That information will not be available until the extent of the damage has been determined. We will be happy to share that information with you as soon as it becomes available."

Have you had any accidents in the past? What's your safety record?
Possible response: "Right now, all of our resources are committed to the investigation. I'll be happy to gather that information and deliver it in our next update." (However, if you have a strong safety record, mention it.)

"Will you step up your safety measures as a result of this accident?
Possible response: "Gallant Builders has had, and will continue to have, a strong safety program that is enforced by a full time safety director. There is no higher priority than the safety of our employees and those who work on the site."

Can we come on site to take pictures?
Possible response: "Once the site has been secured, access will be determined by _____. We'll keep you informed of our progress."

I understand that this project is behind schedule. Do you think this accident was caused by pushing your workers too hard to make-up for lost time?
Possible response: "Let me be very clear in saying that Gallant Builders would never compromise safety for schedule."

HANDLING HOSTILE MEDIA
On occasion, you will run into a "pushy" reporter. The following points will help you keep your calm.

- Be prepared by knowing all of the important facts and details.
- Turn negative questions around by giving positive responses.
- Give yourself time to think by pausing for one or two seconds before responding…or restate the question in your own words.
- Respond to a series of "rapid-fire" questions by picking one which best relates to the point you wish to make.
- Maintain your position of authority by making eye contact and using positive body language.
- Don't let a reporter interrupt. If a question is posed while you are making a statement, wait until the reporter is silent, then complete your thought and continue with any other points you intend to make.
- Always keep your cool and be unemotional, but confident.

XIV. GUIDELINES FOR THE SPOKESPERSON

- Establish your company as the source for information with the news media at the outset of a crisis. If you

fail to do this, reporters will find "other sources" who will be more than willing to talk to them. Always advise reporters on the time and location of the next update.

- Develop your agenda prior to any interview. In other words, determine what your communication goal is and then have a firm grounding in your facts and focus on what you can say – not on what you cannot say. Remember, you control your side of the story but you must be prepared or you will be perceived as unorganized and confused.

- Be accessible to reporters – even if there is no new information to report. If you do not have an answer to the reporter's question, say so and then explain why. Perhaps it is information that you can gather and get back to them within a short period of time, or maybe it is information that you will not know until the investigation is complete. No matter what the circumstance, do not be afraid to say, "I don't know, but then follow that up with, "but I will find out and get back to you by (time)."

- Reporters may use a technique called rapid fire questioning, where many questions are being thrown at you in succession. This can be very unnerving for even the most savvy spokespeople. Should this occur, simply say "I will be happy to answer all of your questions. Let me start with…." Then, pick the question you wish to answer and go from there. As we discussed earlier in this chapter, your answer will be remembered by the reporters' readers, viewers, and/or listeners, more than the question itself.

- Use examples, anecdotes, or visuals whenever possible. The news media is a highly visual medium and reporters will most likely use any examples that you can provide. This would include photographs, drawings, charts or graphs. For example, if you experienced a spill that covered 40,000 square feet, you might say, "The affected area is 40,000 square feet, which is the approximate size of a football field." This allows readers/viewers/listeners the ability to grasp the size and scope of an area in a quickly recognizable format. Once again, the focus is on communicating your message quickly and succinctly.

- Be aware of a reporter giving you the silent treatment. Here is an example: John Smith has just finished delivering an answer to a reporter's question. The reporter looks at John, keeps the microphone at John's mouth, and says absolutely nothing. What will John do? I'll tell you what he will do. He will do what any of us would do and that is to fall into the abyss. That microphone will become a verbal vacuum cleaner and suck every wrong word out of John's body. This is why reporters have been using this technique for decades. It works! It works with live interviews and telephone interviews. Here is a tip that will help you through this uncomfortable time. When you are finished with your answer, stop talking – no matter what. If the reporter starts whistling the Jeopardy tune, simply say, "What is your next question?"

- Develop a fact sheet that includes pertinent information relative to your company and the crisis at-hand. The fact sheet can serve as a support for your spokesperson as well as a handout for the reporters.

- A reporter has control over the editorial content of your story – not you. A reporter's job is to ask questions and develop story. Your job is to anticipate those questions and respond in the most honest and favorable way possible.

- Never let your guard down and always assume that the microphone is hot and the camera is rolling. The only time you can relax is when you see the skid marks of the reporter's car leaving your facility – but not until then!

- It is perfectly acceptable to tape record your interview, as long as you notify the reporter that you are doing just that. Recording your interview will serve two purpose; 1) it will put the reporter on notice that you have a record of what is being said which may increase the likelihood of your statements being used accurately, and 2) you can use it as a learning tool to help you with future interviews.

- Seek media training for your spokesperson. Working with the news media during a crisis is show time – not on-the-job training. If a spokesperson is not prepared for the pressure, a slip up will occur and a company cannot un-ring the bell.

- There is an old saw that says "never argue with anyone who buys ink by the barrel." The moral of this saw is to never argue with a reporter because you will never win the fight and you will surely lose the battle. A reporter's provoking questions probably will not be used, but your angry, hostile reply will certainly make for great copy. Instead, stick to your key points and mantra.

- Never repeat a negative question. For example; if you have an accident that resulted in a fatality, a reporter might try to trick you with the question, "Do you always kill people on your projects?" Do not repeat the negative and reply with, "No, we do not always kill people on our projects." The implication is that you only kill people on a few of your jobs.

- If a reporter's question contains incorrect information or facts, do not be afraid to challenge the reporter and correct the information immediately. If you do not take care of misinformation, it will continue to haunt you throughout the crisis and beyond.

- Never, ever, ever, say "no comment." Period. It is analogous to saying, "I am so guilty that I can't even stand myself!" There will be times, however, when information is sensitive, or the situation is in litigation and it would be inappropriate to say anything. But, please, take the sting out of those two words and explain why you cannot comment. An example might be, "The situation is in litigation and it would not be appropriate for me to say anything at this time."

- Avoid the use of industry jargon and speak in common everyday English that John Q. Public can understand.

- Return a reporter's phone calls quickly and pay attention to their deadline. If you do not contact them prior to their deadline, you might read or hear, "the company had no comment" or "the company could not be reached for comment." Call them back even if you do not have any new information.

- Always be willing to learn from other spokespeople. When a crisis breaks in your local area, follow it through to its conclusion and study the techniques used by the spokesperson. You may pick up some great tips as well as areas to avoid. The media is powerful and can manipulate public opinion. The result is public opinion can, and has, shut down many companies who did not respect this power. Just watch or read the news on any given day for a confirmation of this fact.

SAMPLE NEWS RELEASE

XYZ Construction Company
123 Jasmine Street
Anywhere, USA

FOR IMMEDIATE RELEASE **CONTACT: John Smith**
(Date) (Phone)

WHAT	What happened?
WHEN	When did it happen (day/time)?
WHERE	Where did it happen?
WHO	To whom did it happen and who was involved?
WHY	Why did it occur?
HOW	What caused it to happen?
CLOSE	If human life was involved or the public was inconvenienced, express compassion/concern and then state the current status of the crisis.

# # #

SAMPLE STATEMENT RELEASE

XYZ Construction Company
123 Jasmine Street
Anywhere, USA

FOR IMMEDIATE RELEASE **CONTACT: John Smith**
(Date) (Phone)

Miami, FL...XYZ Construction Company experienced an accident at 3:30 p.m. yesterday afternoon at the (name of the project). A cooling tower was being lifted by a crane to the roof of the building when it broke loose at the eighth floor. We do not know the cause of the failure and are sorry to report that the accident resulted in three employees being injured. The status of the injured employees is as follows:

- Juan Lopez is a laborer for ABC Mechanical Company and was released from the hospital last night. Juan has a broken leg and is expected to return to work within a few weeks.
- Ron King is also a laborer for ABC Mechanical Company and is in fair condition at University Hospital. Ron has two broken ribs and a sprained ankle and is expected to make a full recovery.
- Larry Lynn is a carpenter apprentice for XYZ Construction Company and remains in critical condition with a skull fracture. Larry is also at University Hospital.

We are staying in very close contact with the workers, their doctors, and the families because their recovery is our primary concern. We will keep you updated about their progress.

Also, we are very concerned about determining the cause of this accident. We are working diligently with the authorities to determine the cause of the failure and will leave no stone unturned until a resolution has been reached. We have called in an additional investigation team to make certain that all of the facts are known.

The site has been secured, debris has been removed, and we will reopen the project for work effective at 6:00 a.m. tomorrow. We will continue to update the media as verifiable information becomes available.

XV. PREPARING FOR A NEWS CONFERENCE

A news conference is typically held for only an important announcement that needs to be disseminated immediately to a wide range of media. This might include a crisis on a project that's highly visible and may affect the surrounding business and/or residential community.

The news conference needs to be carefully staged and conducted by upper management as it offers an opportunity to establish the company's position. A press kit (background materials) is very important. This kit would include site drawings, renderings, technical information, graphs/charts, company background, project fact sheet, and any other relevant information.

A successful news conference is determined by the company's preparation. This is no time to "wing-it." Anticipate questions and formulate the appropriate answers to position your company in the most favorable light possible.

GETTING READY

1. Decide who the spokespersons will be, what they'll discuss, how long they'll talk, and how questions will be handled. Record the entire briefing. Information will be limited to verified facts only.

2. Anticipate questions and practice answers. Focus on two or three key points.

3. Select a location…the site, your office, a nearby hotel, etc. Determine your room setup. TV cameras should be placed at the rear of the room, so views are not blocked. Late reporters will not be allowed to disrupt the presenter by placing their mic at the podium.

4. Invite the media to the conference, specifying the subject, time and location.

5. Distribute press kits.

CONFERENCE FORMAT

- Identify yourself, introduce the team including any technical advisors.
- Describe the conference format and schedule.
- If appropriate, express the company's sadness/shock/dismay versus getting into a defensive posture.
- Describe the current status and corrective actions being performed.
- Acknowledge any investigations taking place and their status.
- Emphasize the company's commitment to safety.
- Open for Q&A. Request that they identify themselves and the media outlet they represent.
- Announce the time of the next update and who their contact will be.
- Conclude at the announced time.
- Make certain that follow-up takes place with questions you were unable to answer during the briefing.

IN SUMMARY

1. Set your agenda.
2. Lead with your most important point first.
3. Repeat your 3-4 key points ad-nauseam.
4. Give examples to illustrate your message.
5. Be brief.

XVI. MEDIA LOG SHEET

DATE/TIME OF CALL _____

PUBLICATION/STATION _____

REPORTER _____

REPORTER'S DEADLINE _____

PHONE NUMBER _____EMAIL_____

DATE/TIME CALL RET'D _____

OUR RESPONSE _____

_____

_____

_____

_____

_____

_____

FOLLOW-UP PROMISED _____

XVII. COMMUNITY RELATIONS

"Never doubt that a small group of thoughtful and committed citizens can change the world. Indeed, it's the only thing that ever has."

Margaret Meade

A solid communications program, between a company and the surrounding community, is vitally important to the success of a project. Part and parcel of pre-job planning is being aware of the impact a project can have on the public. This impact could include dust, noise, smell, litter, lights, traffic, and general safety and security issues.

The following tips are offered to promote a proactive relationship at a public meeting or any other gathering.

COME PREPARED

Understand the issues and concerns prior to the meeting. Your lack of preparation will be apparent very quickly. Prepare visuals to support your key points and make them large enough for easy viewing. Anticipate all of the potential questions that could arise and role-play your response with a colleague. Rehearsal cannot be overemphasized.

RESEARCH YOUR AUDIENCE

Rapport can be built simply by doing some homework on your audience, e.g. how long have they lived in the area and what are their key concerns? This research can tear down the "us versus them" wall and allow for a healthier dialogue. It also allows you to communicate on their level.

ILLUSTRATE YOUR COMPANY'S INVOLVEMENT

Communicate the different ways your company supports the community, such as, the number of local residents your company employs, organizations and community efforts your employees are involved with, your contribution of the local tax base, and so forth.

COLLABORATE

Seek the support of credible sources to support your effort.

LISTEN/ ISOLATE THE TROUBLEMAKERS

Community meetings can get out of control because of sensitive and emotional issues. It's important to remain calm and politely listen to the concerns being expressed. No doubt there will be some people who would like to share their many grievances. If someone starts to dominate the forum, calmly acknowledge that you have heard their concerns and that you would like to talk with them, one-on-one, after the meeting to reach a resolution. At that point, quickly ask for another question from the other side of the room. If an individual's behavior becomes excessive, you may need to have a security guard exert their authority.

RESPOND

When the opposition has run its course, verbally restate two to three points that were made -- preferably the points you are prepared to address. This step will communicate that you were listening to their concerns and that you are prepared to address them. Be open and honest and do not be afraid to say "I don't know." However, also follow-up with, "But I will find out and get back to you by (time). Do not expect to be trusted, but state your side of the story with confidence. If you have made a mistake, own up to it and state what you are going to do to fix it. The more you dance around a subject with vagueness, the more trouble you will create.

LIVE UP TO YOUR PROMISES

If you say you're going to do something, make certain that it is accomplished in the stated time frame. If you promise to keep the group apprised of your progress, start a data base and mail a letter or newsletter at timely intervals.

XVIII. SAFETY

Gallant Builders

Gallant Builders is very proud of its proactive approach to the health and safety of our workers. We have a well-established and comprehensive safety and health program which is distributed and administered on all of our projects.

All levels of our management team are committed to a safe workplace. Weekly safety meetings are required at each jobsite and attendance is mandatory. We also request the senior employees from all of our subcontractors attend or that they hold their own meetings.

Safety banners and posters are used to communicate achievements and raise safety awareness at all levels. Gallant Builders meets or exceeds all local, regional, and national safety and health requirements.

SUBCONTRACTOR EMERGENCY

1. If the emergency was caused by a subcontractor, it becomes Gallant Builders' responsibility to initiate its crisis management plan.

2. 2.All subcontractors must be notified that they are to contact Gallant Builders' most senior person on-site in the event of any emergency.

3. Notification to the family and/or spouse of injury/fatality is the responsibility of the subcontractor's management team. If the subcontractor's management team cannot be located, Gallant Builders' management team will make the notification in a timely manner.

4. Refer to the Project Data Sheet for a list of the major subcontractors.

FOREIGN LANGUAGE EXPERTISE

In the event of an injury or fatality, the spouse/family must be contacted as quickly as possible. If English is not their primary language, you'll need someone to communicate for you.

Please list any employees with foreign language expertise. If you come up short, contact a language school in your area, or call the AT&T language line (a subscription service) at 1-800-752-0093, extension 346.

Language Employee Office# Home#

XIX. TEAM MEMBERS' RESPONSIBILITIES

TEAM LEADER

- Center point for all crisis communications.
- Assign team members and their responsibilities.
- Determine who will notify the spouse/family of injured/fatal.
- Notify the owner of the project.
- Advise and coordinate decisions with upper management.
- Fill in for other team members, if needed.

SPOKESPERSON

- Responsible for all communications from the corporation to the general public (through the media).
- Develop communication strategy and plan media response.
- Maintain media information log sheets.

SENIOR PERSON ON-SITE

- Take control of the site and delegate action.
- Coordinate emergency services.
- Contact the team leader and relay all information relating to the crisis.
- Act as temporary spokesperson until the corporate spokesperson arrives.

PROJECT MANAGER

- Secure the area as quickly as possible.
- Notify the necessary authorities.
- Interview witnesses.
- Document the incident in both writing and film (if appropriate).
- Liaison with the medical facilities.
- Provide information to the team leader and spokesperson.
- Be aware of the need for bi-lingual capabilities.
- Provide project information to the team leader and spokesperson.
- Manage the jobsite during the emergency.

TEAM ADMINISTRATOR

- Provides support to the crisis team, e.g., screening phone calls, making travel arrangements, clerical support, and assisting the family in the event of an injury or fatality.
- Responsible for reviewing and updating the crisis management plan quarterly.

HUMAN RESOURCES

- Provides the team leader with information on the injured/victim(s).
- Handles all insurance matters.
- Supports communications to all employees.
- Locate critical incidence stress assistance if necessary.

LEGAL COUNSEL

- Review the crisis management plan and make additions, corrections, and recommendations.
- Is advised of all decisions during an emergency.

POST-CRISIS EVALUATION

This evaluation should completed by all members of the crisis-management team with one week after the outset of the crisis. The goal of effective crisis management is to learn from experience and apply that knowledge to strengthen the existing crisis-management plan and team.

Your name _____Date _____

Your role on the team _____

Were you notified in a timely manner? If not, how can the notification system be improved?

On a scale of 1 (poor) to 10 (excellent), how would you rate the way our company managed the incident?

What were our weaknesses?

What are your recommendations for improvement?

What were our strengths?

Should any changes be made to the crisis-management team?

Do any members of the crisis-management team need additional training? If so, what type of training should be conducted?

Does the crisis-management plan need to be improved or revised?
If so, what recommendations would you make?

On a scale of 1 (poor) to 10 (excellent), how well did we communicate with our employees?
If your score was below a 7, what improvements would you recommend?

On a scale of 1 (poor) to 10 (excellent), how well did we communicate with all of our audiences?
If your score was below a 7, what improvements would you recommend?

If there was media coverage, was it reported in a balanced fashion?
If not, what needs to be done to set the record straight with the media and/or our audiences?

Did our spokesperson(s) communicate our key message(s) effectively?
What recommendations would you make for our spokesperson should another crisis occur?
Which of our audiences were affected by this crisis?
How do we re-establish positive contact with them?
Who should be thanked for their assistance and what form should that take?
What suggestions would you make to prevent a reoccurrence of this incident?
Any other suggestions?

Appendix A
Preservation of Evidence

Evidence should not be moved or altered in any way. If evidence is destroyed due to the company's failure to secure the site, this could play a role in determining the liability of parties if a lawsuit arises. Steps should be taken to lock up, guard, or photograph any items of crucial evidence. Depending upon the circumstances, it may be helpful to videotape investigations to provide the company with a record of the evidence and procedures used in the investigation.

Appendix B
Securing the Site

When an accident or other crisis situation occurs, access to the site must be limited to those who are directly affected or involved in the situation. The site must be secured for the following reasons:

- To eliminate chaos caused by having too many people on the site.
- To keep a record of all individuals on the site and those admitted to the site.
- To help ensure that evidence is preserved
- To protect the safety of others on the site if unsafe conditions continue to exist.

Clearly, some parties, such as emergency workers must have complete access to the site. Others, including your company's insurance carrier, and federal and state agencies, such as the Occupational Safety and Health Administration (OSHA) will also require access to the site. If possible, legal counsel should tour the site with federal and state authorities while they conduct their investigations.

Keep in mind that it is possible that attorneys representing the injured and the company's customer may arrive at the site almost as quickly as the company's own attorneys.

Appendix C
Instigating a Third-Party Investigation -- Securing the Facts

Although federal and state authorities will launch an investigation of the accident, most companies will also launch a third party investigation of the accident. This typically calls for the involvement of outside professionals including but not limited to design professionals, construction professionals, safety experts, a photographer, and attorneys.

Phone numbers for these contacts can be found in your Plan's Emergency Contacts sections.
The following are procedures that should be followed to protect information that is gathered during a third party investigation.

- It is preferable to have attorneys obtain facts or conduct the investigation. This is because attorneys have certain legal advantages, known as the attorney-client privilege and the work product doctrine, which protect the initial investigation information.
- If, however, an employee other than counsel is used to obtain facts or conduct the investigation, they must operate under clear, written instructions from the attorneys.
- All communications should be delivered directly to counsel and should be marked "Confidential/Legal."

A separate, segregated file should be maintained for all communications regarding the investigation and access to this file should be limited.