Crisis Management Plans
What Today’s Times Require
To earn CEUs for this session

In order to qualify for IACET CEUs, participants must:
1. Sign-in for attendance via onsite scanning.
2. Attend at least 95% of the session.
3. Complete the session evaluation.
4. Complete a brief online assessment with a score of 75% or greater.

Detailed instructions on how to login to the AGC Learning Center to complete the CEU process will be emailed to participants.

0.1 IACET CEUs | The Associated General Contractors of America (AGC) has been accredited as an Accredited Provider by The International Association for Continuing Education and Training (IACET). In obtaining this accreditation, AGC has demonstrated that it complies with the ANSI/IACET Standard which is recognized internationally as a standard of good practice. As a result of their Accredited Provider status, AGC is authorized to offer IACET CEUs for its programs that qualify under the ANSI/IACET Standard.
Speaker Disclosure

AGC event speakers may have proprietary interests, including but not limited to, exposure to the industry, increased consultation services, book sales and/or receipt of financial compensation/speaking fees.
Learning Objectives

By the end of this session, participants will be able to:

• Review JE Dunn’s crisis management journey.
• Examine the role of crisis and emergency response plans in meeting the ever-changing and dynamic threats to companies.
• Identify best practices related to crisis response.
• Discuss the importance of a clear internal communication strategy in any crisis situation.
Tyler Henson
JE Dunn | Senior Risk Management Director

Eric Zuhlke
JE Dunn | National Safety Director

David Disney
JE Dunn | Director of Public Affairs & Community Development
Today’s Topics

• JE Dunn and Crisis – 10 Years Ago
• Upgrade 1.0
• The Incidents
• Upgrade 2.0
• The Future
10+ Years Ago
The Incidents

• Oklahoma City
• Data Center Bomb Threats
• Understanding Mental Health & Projects
• Convention Hotel
• The KC Shooting
Upgrade 2.0
MEDIA MANAGEMENT

• “No comment” is never an appropriate response. If you are asked a question that you can’t respond to or are uncertain about, assure the media that you will seek out the answer and respond as soon as possible.
• Keep responses short and direct. Avoid over-informing.
• Never supply information “off-the-record.” You are always on the record.
• Remember: the right information is always better than fast information. Even when you feel pressured, if you are unsure about any response, offer to get back to the reporter with the right answer. The media will appreciate your commitment to providing solid information.

CRISIS MANAGEMENT TEAM MEMBERS

CEO
NATIONAL DCO

CHIEF LEGAL OFFICER
NATIONAL SAFETY DIRECTOR
CORPORATE RISK MANAGER

CORPORATE COMMUNICATIONS
Emily Gallagher (000)-000-0000

JOBSITE CRISIS RESPONSE PROTOCOL

SUPERINTENDENT & PROJECT TEAM:
• Notify EMS, local/onsite Safety Mgr. Project Executive
• Secure/freeze incident site & (if possible) make safe any hazards for response services and employees
• Isolate witnesses and begin taking statements

PROJECT EXECUTIVE:
• Inform Office Leader, DCO, & DFO

OFFICE LEADER:
• Inform Regional President
• Regional President, Office Leader, PX appoint incident spokeserson

REGIONAL PRESIDENT:
• Inform CEO (on his absence DCO/DFO)

CEO/CORPORATE EMERGENCY ACTION TEAM:
• Prepare messaging for employees, talking points, & statements for media

When above actions have been completed:
1. Follow investigation procedures as outlined in the Health & Safety Manual
2. Project Team & Safety Rep conduct witness interviews
3. PX/Project Leadership conducts onsite liaison with EMS & local authorities
4. Safety/PX oversee & guide investigation
5. If event involves owned/rented equipment, contact Logistics before equipment is moved or put back into service
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CRISIS EZ TEXT

Text Crisis Emergency Response Team at: 800 – 555 – 5555

JOBSITE CRISIS RESPONSE PROTOCOL

SUPERINTENDENT & PROJECT TEAMS:
- Call EMS
- Text Crisis E ZText
- Call local/onsite Safety Mgr., Project Executive
- Follow Site-Specific Emergency Response Plan
- Secure/Freeze site & (if possible) make safe any hazards for response services and employees
- Isolate witnesses and begin taking statements

CEO/CorPORATE EMERGENCY ACTION TEAM:
- Prepare messaging for employees, talking points, & statements for media

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Field Crisis Card Choice: EZ Texting
MEDIA MANAGEMENT

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CRISIS HOTLINE

CALL 800 – 555 – 5555

THIS NUMBER CONTACTS

• Your Regional President
• Your Office Leader
• The National Crisis Management Team

SUPERINTENDENT & PROJECT TEAMS:

• Call EMS
• Text Crisis EZText
• Call local/onsite Safety Mgr., Project Executive
• Follow Site-Specific Emergency Response Plan
• Secure/Freeze site & (if possible) make safe any hazards for response services and employees
• Isolate witnesses and begin taking statements

CEO/CORPORATE EMERGENCY ACTION TEAM:

• Prepare messaging for employees, talking points, & statements for media

When above actions have been completed:

1. Follow investigation procedures as outlined in the Health & Safety Manual
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4. Safety/PX oversee and guide investigation
5. If event involves owned/rented equipment, contact Logistics before equipment is moved or put back into service

FIELD CRISIS CARD CHOICE: MEDIA MANAGEMENT AND HOTLINE
CRISIS COMMUNICATIONS PROTOCOL
[SOUTH CENTRAL REGION]

This reference card establishes a protocol for managing and reporting a crisis at a J. Dune Construction Company job site or office site. It was created to ensure that critical crisis response procedures are followed and all key audiences, including the media, are communicated with quickly, accurately and as appropriate.

What is a crisis?
A crisis is any event that involves loss of life, serious injury or potential loss of life, an accident which causes serious damage or disruption of operations/services to the site and nearby communities. If in doubt about whether a situation qualifies as a crisis, immediately call your supervisor or Project Executive.

In the event of a union issue (walk-offs, picket line), trade partner issue, or stop work orders call Tom Whittaker

CRISIS RESPONSE PROTOCOL - JOB SITE

Superintendent & Project Teams:
• Notify IAMS, local/site Safety Manager, Project Executive
• Secure/resecure incident site and (if possible) make safe any hazards for response services and employees
• Isolate witnesses and begin taking statements

Project Executive:
• Inform Office Leader, DOC and DFO

Office Leader:
• Inform Regional President
• Regional President, Office Leader, and PE appoint incident spokesperson

Regional President:
• Inform CEO (in absence this falls to DOC/DFO)

CEO/Corporate Emergency Action Team:
• Prepare messaging for employees, taking points, and statements for media

COMMUNICATIONS (Corporate Communications, Greg Lorel or Tom Whittaker)
Appointed spokesperson, Office Leader, or Regional President will coordinate all media coverage and communications. If the spokesperson is not available and the situation demands immediate communication with the media (i.e. emergency personnel on the scene and/or OSHA-reportable), please review the following guidelines:

• Issue a short statement only, indicating that J. Dune is investigating the incident and will follow back with additional details. However, do your best to get in touch with corporate communications prior to release. Do not participate in a face-to-face or phone interview with the media.
• Remember that our first and most important priority is the safety and well-being of our employees, their families and other individuals affected by the situation. Reinforce this with the media in every communication.
• “No Comment” is never an appropriate response to a media inquiry. If you are asked a question that you can’t respond to or are uncertain about, assure the media that you will seek out the answer and respond as soon as possible.
• Keep responses to media short and direct. Avoid over-informing.
JOBSITE INCIDENT COMMUNICATION PROTOCOL

NOTIFICATIONS

Primary Leader at Incident Location
- Notify emergency services (as needed)
- Notify on-site Safety Coordinator

Regional Safety Director
- General Manager
- Office Leader
- Regional President (Regional DCO backup)
- Company President (DCO/DFO backup)

National Safety Director
- National Director of IPS (as needed)
- CEO
- DCO
- Chief Legal Officer
- Corporate Risk Manager
- Corporate Communications

ACTIONS

Enforce “NO TOUCH POLICY”
- Begin Investigation (as needed)

DLSC President if equipment is involved, moved or put back into service
- Begin Investigation (as needed)

Monitor and document all activities for investigation report
- Send out alert to employees (as needed)
- Handle all media coverage and statements

2020 AGC Construction Safety & Health Conference
### Crisis Management Team Members

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<th>Name</th>
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### Jobsite Crisis Response Protocol

**Superintendent & Project Teams:**
- Notify EHS, local/area Safety Mgr, Project Executive
- Secure/freeze incident site & (if possible) make safe any hazards for response services and employees
- Isolate witnesses and begin taking statements

**Project Executive:**
- Inform Office Leader, DCO, & DFO

**Office Leader:**
- Inform Regional President
- Regional President, Office Leader: PX appoint incident spokesperson

**Regional DCO:**
- Inform National DCO, National Safety Director

**Regional President:**
- Inform CEO

**CEO/Corporate Emergency Action Team:**
- Prepare messaging for employees, talking points, & statements for media

**When above actions have been completed:**
1. Follow investigation procedures as outlined in the Health & Safety Manual
2. Project Team & Safety Rep conduct witness interviews
3. PX/Project Leadership conducts onsite liaison with EHS & local authorities
4. Safety/PX exercise and guide investigation
5. If event involves奥林匹亚 equipment, contact Logistics before equipment is moved or put back into service
The Future
New Ideas & Considerations

- "Controlled Access" considerations & audits
- Group text & electronic resources
- Coordination with landlords, property managers & neighbors
- Company hours & access to the work environment
- Intersection of shootings, run-hide-fight, & concealed carry
- Updated training – employees & vendors
Open Discussion