



AGC
THE CONSTRUCTION
ASSOCIATION



**CONSTRUCTION
SAFETY & HEALTH
CONFERENCE**

January 15-17, 2020

Crisis Management Plans

What Today's Times Require

2020 Construction Safety & Health Conference

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



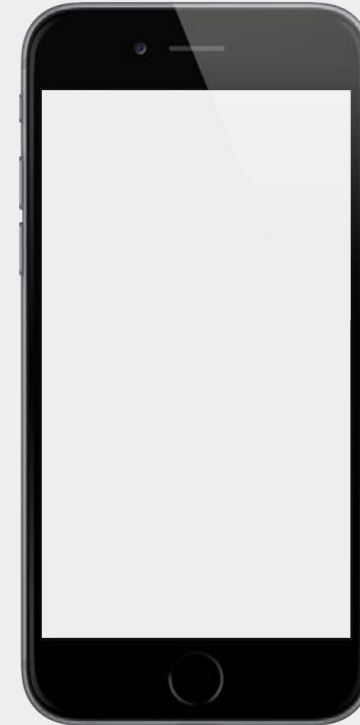
Upgrade 1.0



The Incidents

- Oklahoma City
- Data Center Bomb Threats
- Understanding Mental Health & Projects
- Convention Hotel
- The KC Shooting

Upgrade 2.0





CRISIS MANAGEMENT TEAM MEMBERS

OFFICE	REGIONAL	CORPORATE
CHRIS PECK Dallas Office Leader O: 000.000.0000 C: 000.000.0000	GREG LOREI SC Regional President Spokesperson O: 000.000.0000 C: 000.000.0000	GORDON LANSFORD Chief Executive Officer O: 000.000.0000 C: 000.000.0000
CHRIS SZELIGA Austin Office Leader O: 000.000.0000 C: 000.000.0000	MARC HUTSON SC Dir of Construction Ops Alternate Spokesperson O: 000.000.0000 C: 000.000.0000	BOB JACQUINOT Natl Dir of Const Ops O: 000.000.0000 C: 000.000.0000
JASON BISHOP OKC Office Leader O: 000.000.0000 C: 000.000.0000	MITCH LAYTON Director of Field Ops O: 000.000.0000 C: 000.000.0000	TIM DUNN Chairman of the Board O: 000.000.0000 C: 000.000.0000
PATRICK DENNIS Houston Office Leader O: 000.000.0000 C: 000.000.0000	JAMES ROBLES Regional Safety Director O: 000.000.0000 C: 000.000.0000	RODD MERCAHNT Chief Strategy & Client Experience Officer O: 000.000.0000 C: 000.000.0000
	JASON MARTIN Regional General Counsel O: 000.000.0000 C: 000.000.0000	TOM WHITTAKER Chief Legal Officer O: 000.000.0000 C: 000.000.0000
		EMILY GALLAGHER Communications Director O: 000.000.0000 C: 000.000.0000
		PATRICK LEIS Natl Logistics Ops Director O: 000.000.0000 C: 000.000.0000



JOBSITE CRISIS RESPONSE PROTOCOL

Superintendent & Project Teams: *simultaneous actions*

- 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 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 EMS & local authorities
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

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 TEAMS: *simultaneous actions*

- 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 spokesperson

REGIONAL PRESIDENT:

- Inform CEO (in his absence DCO/DFO)

CEO/CORPORATE EMERGENCY ACTION TEAM:

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CRISIS EZ TEXT

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



JOBSITE CRISIS RESPONSE PROTOCOL

SUPERINTENDENT & PROJECT TEAMS: • simultaneous actions

- 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

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Field Crisis Card Choice: EZ Texting

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CRISIS HOTLINE

CALL 800 – 555 – 5555

THIS NUMBER CONTACTS

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



JOBSITE CRISIS RESPONSE PROTOCOL

SUPERINTENDENT & PROJECT TEAMS: • simultaneous actions

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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 JE Dunn 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 community. 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 – JOBSITE

Superintendent & Project Teams:

- Notify EMS, local/onsite Safety Manager, Project Executive
- Secure/freeze 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, DCO and DFO

Office Leader:

- Inform Regional President
- Regional President, Office Leader, and PX appoint incident spokesperson

Regional President:

- Inform CEO (in his absence this falls to DCO/DFO)

CEO/Corporate Emergency Action Team:

- Prepare messaging for employees, talking points, and statements for media

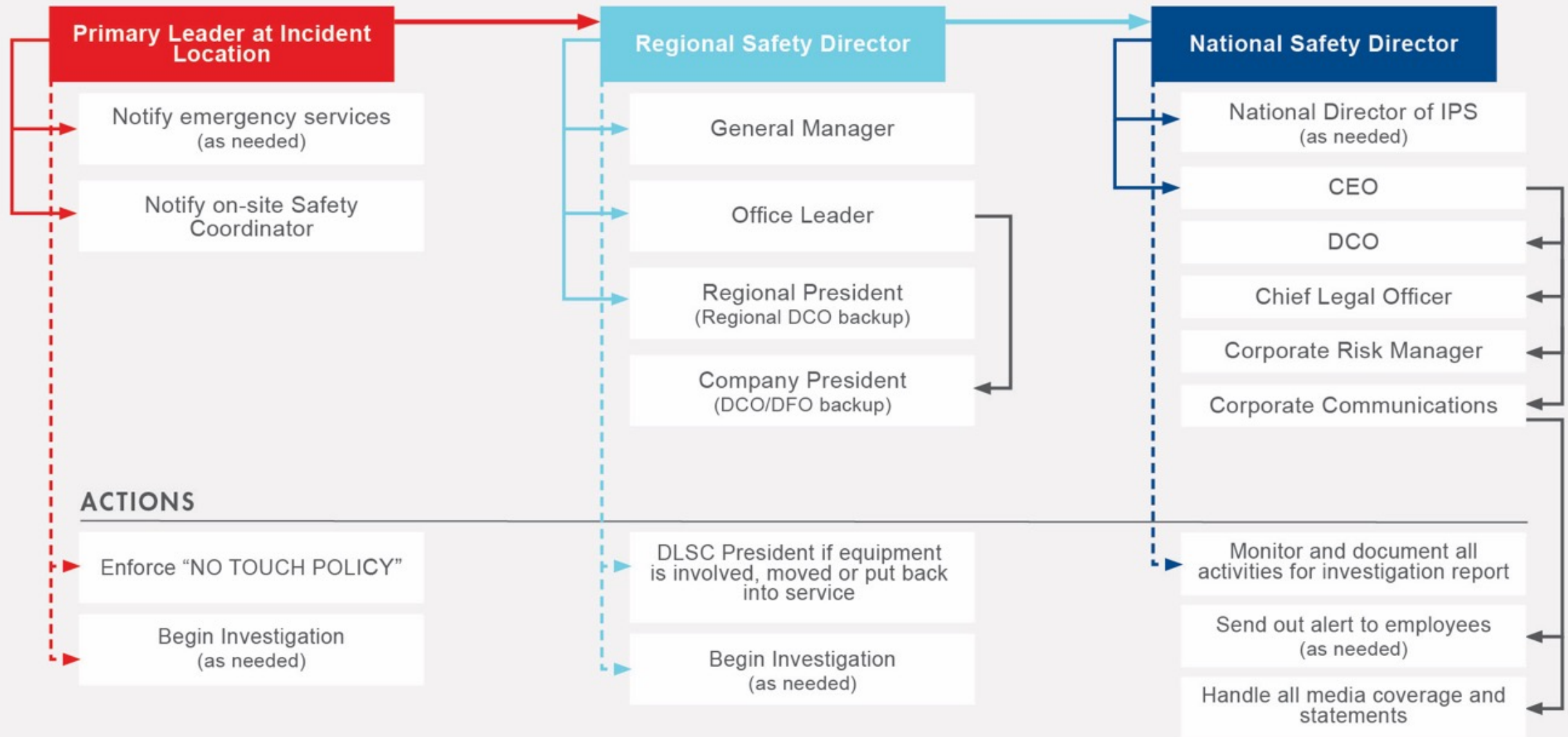
COMMUNICATIONS (Corporate Communications, Greg Lorei or Tom Whittaker)

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 JE Dunn 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



CRISIS MANAGEMENT TEAM MEMBERS

Name
Title
Office Number
Cell Number

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Title
Office Number
Cell Number

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Office Number
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JOBSITE CRISIS RESPONSE PROTOCOL

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

Regional DCO:

- Inform National DCO, National Safety Director

Regional President:

- Inform CEO

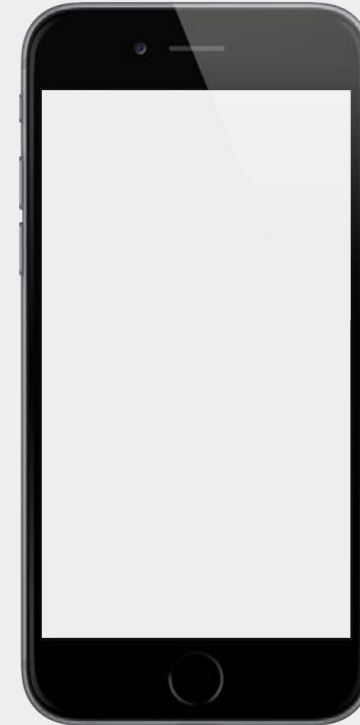
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The Future



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