



JAMES G. DAVIS CONSTRUCTION CORPORATION

NOVEMBER 2022 MEETING

MEETING AGENDA

- 7:00 – 7:20AM - ARRIVAL, FOOD DISTRIBUTION, AND MINGLING
- 7:20 - 7:30 AM – ATTENDEE INTRODUCTIONS
- 7:30 – 7:35AM – OPENING REMARKS (FRANK)
- 7:35 – 7:40AM – BRUCE’S REPORT (SIGN-UP INFO, CEUS, VIRTUAL MEETING EXPLANATION, JOB ANNOUNCEMENTS)
- 7:40 – 7:45AM – TREASURER’S REPORT (MARTIN)
- 7:45 – 7:50 -- SPONSOR – GARY ENGLEMAN (ATLANTIC SUPPLY) . – (JOSE)
- 7:50 – 8:45AM - INTRODUCTION OF SPEAKERS AND TOPIC DISCUSSION(ALEX)
- 8:45 – 8:55AM – RAFFLE AND 50/50 (ALEX AND MARTIN)
- 8:55 – 9:00AM – PREVIEW OF NEXT MEETING (ALEX)
- 9:00AM - ADJOURN

JAMES G. DAVIS CONSTRUCTION CORPORATION

INTRODUCTIONS

JAMES G. DAVIS CONSTRUCTION CORPORATION

3

SAFETY PROFESSIONAL OF THE YEAR

SELF-NOMINATIONS ARE ACCEPTED.

NOMINATORS MAY NOMINATE AS MANY CANDIDATES AS THEY WOULD LIKE.

THIS FORM MUST BE RECEIVED (NOT POST MARKED) BY APRIL 30TH.

THE NOMINEE MUST BE A MEMBER OF WMACSA IN THE PAST YEAR.

THE TIME PERIOD DESCRIBE IS THE NOMINEE'S WORK IN THE PAST **3 YEARS ONLY!**

EACH CRITERIA HAS A POINT VALUE ASSIGNED TO IT AND WILL BE SCORED ACCORDINGLY.

THE DECISION OF THE SELECTION COMMITTEE WILL BE FINAL.

NOMINEES CANNOT BE ON THE SELECTION COMMITTEE.

THERE WILL BE A BOARD MEMBER LIAISON FOR THE COMMITTEE. THIS DOES NOT EXCLUDE THEM FROM BEING NOMINATED.

THE AWARD WILL BE PRESENTED AT THE JUNE MEETING. MEMBERSHIP AND FREE MEETING ATTENDANCE WILL BE INCLUDED FOR THE FOLLOWING YEAR.

JAMES G. DAVIS CONSTRUCTION CORPORATION

4

NOVEMBER SPONSOR – GARY ENGLEMAN



Headquarters & Shipping Hub:
2500 Schuster Drive
Hyattsville Maryland 20781
Phone: 301-773-4700
(New Branch)

JAMES G. DAVIS CONSTRUCTION CORPORATION

5

SPEAKERS

JAMES G. DAVIS CONSTRUCTION CORPORATION



JASON KIBLER, CSP

JASON JOINED DAVIS IN 2014 AND IS PRESENTLY DIRECTOR – ENVIRONMENTAL, HEALTH + SAFETY. WITH A PASSION FOR KNOWLEDGE AND SKILL DEVELOPMENT, JASON WORKS TO IMPLEMENT, TEACH AND ENHANCE DAVIS' SAFETY EDUCATION PROGRAMS.



**PAUL SULLIVAN, CSP, CSHM, CHST,
OHST, CFPS, CEM, CFO**

PAUL HAS BEEN A SAFETY PROFESSIONAL FOR OVER 25 YEARS AND CURRENTLY HOLDS THE DIRECTOR OF SAFETY & HEALTH POSITION FOR THE JAMES MYERS COMPANY. HE ALSO IS SERVING AS AN ASSISTANT FIRE CHIEF, MEDICAL SERVICES OFFICER AND EMERGENCY MANAGER IN SUNNYSIDE WA. PAUL HAS OVER 35 YEARS OF EXPERIENCE IN THE FIRE AND EMERGENCY SERVICE ARENA.

6

JAMES G. DAVIS CONSTRUCTION CORPORATION

CRISIS MANAGEMENT

JASON KIBLERDIRECTOR – EHS
DAVIS CONSTRUCTION**PAUL SULLIVAN**DIRECTOR OF SAFETY AND HEALTH
JAMES MYERS COMPANY

SESSION AGENDA

1. Defining a “Crisis”
2. Case Studies
3. Stages of a Crisis
4. Crisis Preparation
5. Plan Development + Improvement
6. Responding to a Crisis
7. Crisis Investigation + Review
8. Crisis Management Training

WHAT IS A “CRISIS”?

JAMES G. DAVIS CONSTRUCTION CORPORATION

WHICH OF THE FOLLOWING IS A CRISIS?

- FLATTIRE
- DUI
- DIVORCE OR DISSOLUTION OF PARTNERSHIP
- DEATH OF A WORKER – SUSPECTED TO BE HEALTH RELATED
- EMAIL HACKING
- UNETHICAL BEHAVIOR
- WORK-RELATED FATALITY
- COVID 19
- ASBESTOS RELEASE



DEFINING A CRISIS

An event that can significantly impact a business by disruption of the function or threatens the organization.

**CRISIS MANAGEMENT****CASE STUDIES**



BP RESPONSE

- “I’d like my life back”
- “Minimal impact on the Gulf”
- Sympathy for the “small people” who lived along the coast
- \$50 million ad campaign talking about clean up efforts which had not yet occurred- 6 weeks after the incident
- Oil flowed for 87 days
- Failure to engage CM experts



Cyanide
Contaminated
Tylenol



J&J RESPONSE

- “How do we protect people?”
- “How do we save this product?”
- Formed CM Team
- Communicated the potential danger
- Removed the product
- Developed safe packaging
- Implemented 1-800 Hotline
- Held national press conferences
- Media campaign for triple safety packaging
- Used the “Forgiveness and Sympathy” “Remediation and Rectification” strategies

STAGES OF A CRISIS

JAMES G. DAVIS CONSTRUCTION CORPORATION

17

STAGES OF A CRISIS

WARNING

Warning signs may or may not be present

RISK ASSESSMENT

Key personnel assess present and future / potential impact

RESPONSE

Involves CM Team, impacted personnel, emergency responders, third party experts, media, etc.

MANAGEMENT

Implement plan for resolution, delegate actions, work toward resolution

RESOLUTION


Delegated actions are completed, begin return to normalcy

RECOVERY

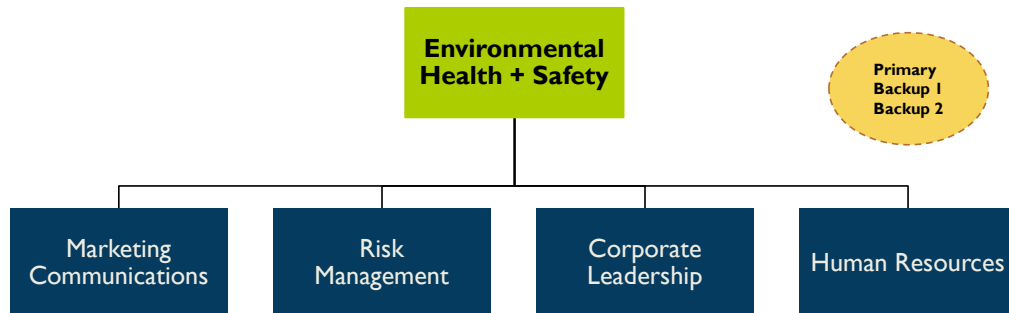
Resolution plans are underway, crisis response is analyzed + improved



CRISIS PREPARATION

A photograph of construction workers in a dark, industrial setting, possibly a tunnel or underground construction site. The workers are wearing hard hats and high-visibility vests. The scene is dimly lit, with some light coming from the background. A white rectangular box is overlaid on the image, containing text.

**Build a resilient strategy, process,
and Team that will ensure the
organization's continuity and
recovery in the face of a disruptive
event or major crisis.**

ASSEMBLING YOUR CRISIS MANAGEMENT TEAM (CMT)**CRISIS PREPARATION**

- Provide training + education
 - Crisis Management Team
 - Resource Groups
 - Field Employees
 - Workers
- Establish relationships with responders
- Compile information, resource contacts, etc.
- Ensure those responding have the written plan + PPE



LEADERSHIP IN A TIME OF CRISIS

Maintain a constant state of readiness
Plan for a wide range of contingencies
Define responsibilities
Focus planning on “routine” emergencies
(Predictable)
Have plans for novel events (COVID 19)
Be decisive- make decisions + reevaluate



CRISIS MANAGEMENT

PLAN DEVELOPMENT + IMPROVEMENT

JAMES G. DAVIS CONSTRUCTION CORPORATION

24



LESSON LEARNED

Potential SOE Failure at a DAVIS Project

- Revision of Call Tree
- Inclusion of Field Engineering
- Inclusion of Reality Capture
- Improved means of communication
- Development of Crisis Management App

Location	Incident Impact				Total
	Life Safety / People	Information Technology / Information Security	Business / Time Sensitive Activities at Risk	Reputation / Brand	
Localized Incident					
Regional Incident					
National Incident					
International Incident					

1: Minor impact | 2: Minimal impact | 3: Moderate impact | 4: Serious impact | 5: Catastrophic impact

DETERMINATION OF INCIDENT STATUS

- **Activation Criteria** determines when the plan should be activated
- Pre-determined **Incident Levels** quickly assess severity and impact
- **Incident Assessment** may be conducted by on person or a team of individuals

DEVELOPING A CRISIS MANAGEMENT PLAN

- Establish a guide based on the type of events relevant to your organization
- Establish defined and clear roles and responsibilities for your organization:
 - Owner of the plan (responsible for creating + maintaining the plan)
 - Accident Investigator(s)
 - Incident Commander
 - Incident Responder
 - Third Party Involvement
 - Media Control / Management



DEVELOPING A CRISIS MANAGEMENT PLAN

DAVIS CM RESPONSE:

- Event specific, but relevant actions bases on the scenario
 - Secure Life
 - Secure Site
 - Secure Community
 - Secure DAVIS
- Determine a designated media reporting location
- Poster (utilized to determine roles + as a training tool)
 - Posted on each project site



DAVIS CRISIS MANAGEMENT PLAN

DAVIS CRISIS MANAGEMENT PLAN

Version: 2022-2023

Approved: [Signature]

Reviewed: [Signature]

DAVIS CRISIS MANAGEMENT PLAN

Version: 2022-2023

Approved: [Signature]

Reviewed: [Signature]

DAVIS CRISIS MANAGEMENT PLAN

Version: 2022-2023

Approved: [Signature]

Reviewed: [Signature]

DAVIS CRISIS MANAGEMENT PLAN

Version: 2022-2023

Approved: [Signature]

Reviewed: [Signature]

DAVIS CRISIS MANAGEMENT PLAN

Version: 2022-2023

Approved: [Signature]

Reviewed: [Signature]

DAVIS CRISIS MANAGEMENT PLAN

Version: 2022-2023

Approved: [Signature]

Reviewed: [Signature]

FATALITY OR LIFE THREATENING INJURY TO WORKER(S)

SECURE LIFE

- Call 911 and follow the instructions of emergency personnel.
- Care for injured persons.
- If another DAVIS employee is available, ask him/her to travel to the hospital with the injured person. If not, a member of the Safety Team will be dispatched.
- In the event of a severe injury or fatality to a DAVIS employee, Safety / HR will designate an individual to notify the family.
- If a subcontractor employee is injured:
 - Notify the lead person on-site for the subcontractor.
 - Notify the subcontractor's safety representative.
 - Leave which subcontractor personnel will come onsite as be a part of the response team.

SECURE SITE

- Send designated personnel to the emergency. If no DAVIS personnel available, the Incident Commander should designate a Subcontractor Personnel to the site.
- Keep unauthorized personnel out of the jobsite.
- Determine whether to evacuate jobsite / keep working / stop work. If evacuation is necessary, assemble at the designated rally point defined in the jobsite emergency action plan.
- Notify Vice President of Safety - Dave Chandler (202) 573-1305, then notify the project Vice President.
- Do not move anything on-site unless someone is in risk.

SECURE COMMUNITY

- Emergency personnel will determine the need to evacuate neighboring properties.

SECURE DAVIS

- If approached by the media, do not answer any specific questions. Clearly state that a DAVIS representative will be providing an update momentarily, and refer all requests to the Safety / Marketing Communications Manager - Kara Anttila (202) 754-0072.
- Use communications to emergency responders and DAVIS team. **DO NOT** tell, text, photograph or communicate about the incident via social media or otherwise to anyone.



CRISIS MANAGEMENT PLAN 2022-2023

CRISIS MANAGEMENT PHONE TREE (INTERNAL)

This call tree is initiated by the VP-Safety, and to be followed moving downward. If a contact is not reached live via phone, pursue backup contacts and continue moving down the line until each department of the CMT has been reached.

SAFETY Primary: Dave Chandler 202-573-1205 Backup 1: Jason Kistler 202-507-2079 Backup 2: Rudy Montemrose 301-440-6092		
MARCOMM Primary: [Redacted] Backup 1: [Redacted] Backup 2: [Redacted]		
RISK MANAGEMENT Primary: [Redacted] Backup 1: [Redacted] Backup 2: [Redacted]	➡	LEGAL [Redacted]
EXECUTIVE Primary: [Redacted] Backup 1: [Redacted] Backup 2: [Redacted]	➡	CLT [Redacted]
HUMAN RESOURCES Primary: [Redacted] Backup 1: [Redacted] Backup 2: [Redacted]		
Reality Capture Primary: [Redacted] Backup 1: [Redacted]		

NOTIFICATION

- Establish your primary contact + communicate to all personnel
- Post this information in a conspicuous location
- Ensure all CM Team Members have this information with them always

CRISIS COMMUNICATION PLATFORMS

AlertMedia

Templates (message)

Search by name

- EDHS Emergency S...
- All Alerts
- Crisis Management
- Public Events
- (00) Threat - Active Shooter
- (00) Threat - Standby/Package
- (01) Weather - Flood
- (01) Weather - High Winds
- (01) Weather - QWSB-Haz
- (01) Weather - Hurricane
- (01) Weather - Severe Sto...
- (01) Weather - Winter We...
- (02) Hazard - Chemical Sp...
- (02) Hazard - Fire
- (02) Hazard - Gas Strike
- (02) Hazard - Structural F...
- (02) Other - Public Safety
- (02) Other - Public Deman...

- What type of notification is this?
 - Notification
 - Radio Confirmation
 - Survey
 - Conference Call
- How would you like to send?
 - Text
 - App
 - Voice
 - Email
 - Desktop
- What message do you want to send?

Switch to Advanced View
- Who do you want to send this to?

New First Group
- Is this for a new or existing event?

Create Event Automatically or Create Custom Event

Select an Existing Event

SHORT OPTIONS

Checklist event page (0)



COMMUNICATION PLATFORMS

Live Threats 3 Filters

Showing: 1 of 3 Threats

Online MD US - Police investigating Shooting View Details & Close

Police are investigating a shooting near a commercial area in the 700 block of Fairview Ave. according to a local source.

Impact: All

View Details (View on Map) Location

Oct 15, 2022 - 9:20 AM Mitigate

Planned Event - Washington DC US - Climate Demonstrations (01-12 October) View Details & Close

Mass demonstrations can be expected between 01-12 October due to a series of climate demonstrations hosted by the Disrupt Emergency activist group. Specific details of the "Disrupt Activism" have yet to be announced, but demonstrations will likely include.

Impact: All

View Details (View on Map) Location

Oct 05, 2022 - 11:00 AM Mitigate

FIRST HOUR CHECKLISTS

SAFETY

- **Received call from the Project Incident Commander** - Gather facts, who, what, when, where, why. Ensure steps are followed according to the crisis management poster
- **Travel to job-site, if necessary**
- **Contact experts** to assist or minimize loss by utilizing the emergency contact list at the end of this document
- **Initiate the call tree and identify CMT rally point location.** Location should have internet and phone access, seating for up to 12 people. Ideally on or near site.
- **Contact secondary and tertiary backups** from EHS Department and assign roles
- **Identify lead investigator** to determine root cause and contributing factors
- **Identify different agencies and highest ranking public official on scene** and introduce yourself
- **Identify/assign DAVIS representative** to the hospital if there are serious injuries and/or deaths. Assign EHS manager that speaks the same language as the injured or decedent's family
- **Relay all facts** from investigation to call tree
- **Prepare for media** questions utilizing MarComm's Do's/Don'ts and training questions

RESPONSE CHECKLISTS

- Develop checklists for each member of the CM Team
 - Keep hard copies in vehicles along with PPE + other tools
- Delegate Responsibilities
- Plan for future actions
- Utilize third party experts, when needed

33

EXTERNAL COMMUNICATION

MEDIA BEST PRACTICES: DO'S

ALL media outreach must be approved by MarComm before being delivered.

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 worker or a witness who just wants to be a reality TV star.

DO take control. If there is bad news, get ahead of the story, and release it yourself. Don't wait for someone to ask, which begs questions about why you didn't say so earlier.

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

DO think before answering. Taking some time before you respond is perfectly acceptable. You're in control, not the reporter. If you don't understand the question, ask the reporter to rephrase it.

DO emphasize the positive and communicate your corporate message. Emphasize the good safety measures taken, the minimal damage because of good teamwork by your employees, and the steps the company is taking to minimize the effect of the emergency on the community. Keep in mind the motto, "Safety is Our #1 Priority," and say it if you have the chance.

DO relate to reporters as professionals. You have a job to do. So do they. The best spokesperson understands that collaboration to help reporters with their story works far better than combat to satisfy the goals on both sides.

DO update the media often. Provide regular updates on the situation. You may not have new information but the updates convey openness and build credibility.

34

MEDIA BEST PRACTICES: DON'TS**ALL media outreach must be approved by MarComm before being delivered.**

DON'T be rushed. If a reporter asks questions before you have all the information, or before you're fully prepared with an answer, ask for a few minutes to gather details. Ask reporters about their deadline. Then reach back out to the reporter in the shortest possible time. And remember, if you say you'll be back in 30 minutes, be there -- even if only to say that you still don't have more information.

DON'T say "no comment."

If you don't know the answer to a question, tell the reporter you don't know, but will try to find out. Also, do not lie.

DON'T wear sunglasses when being interviewed. Unless your sight is medically impaired, eye contact is essential.

DON'T release names of persons killed or injured without notification of next of kin and approval by CMT.

DON'T talk about liability, damages or estimated costs, or information about insurance. Whatever you say may become part of a legal action. Don't talk about who is responsible; don't make any accusations; don't discuss coverage or settlement/reimbursement possibilities; and don't give out company, insurance carrier name, or individual names. If asked, it's OK to say, "Until we know what has happened, until we've gathered all the facts, it would be inappropriate to discuss that."

DON'T speculate or comment on rumors and hearsay. Don't be trapped into predicting the future.

DON'T say anything "off the record." The term "off the record" can be misunderstood or misinterpreted. If you don't want information used, don't say it. Assume a microphone or camera is always on.

EXTERNAL COMMUNICATION

- Ensure that all personnel know how to speak to media and can direct media to appropriate personnel
- Consider the use of a PR consultant + External legal counsel
 - PR is short term, legal is long term
 - Both PR and Legal should be involved in crafting responses
- Initial responses should be broad + brief

35

EXTERNAL COMMUNICATION

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. However, DAVIS has a strong safety record and I'll be happy to gather that information for you and provide it in our next update."

Have you received previous citations from OSHA?

Possible response (no): "We have not received any citations on this project, and also work in cooperation with Virginia OSHA regularly for consultation."

Possible response (yes): "We received XYZ citation on March Year. That issue has since been resolved, and is unrelated to the incident we are discussing today."

Have you contacted OSHA to investigate this incident?

Possible response (fatality): "Yes, we have contacted OSHA and are fully cooperating in their investigation."

Possible response (no fatalities): "We have not contacted OSHA at this time because the incident does not meet their reporting requirements."

Will you step up your safety measures as a result of this accident?

Possible response: "There is no higher priority than the safety of our employees and those who work on the site. DAVIS maintains a strong safety program that is enforced by a full time Safety Group. Obviously all of our procedures are in constant review to make sure every available safety measure is taken."

Can we come on-site and look around? Take pictures?

Possible response: "Our first priority is safety, and as such we cannot allow any visitors on the site at this time."

What have you done to secure the community from further damage?

Possible response: "We've contacted first responders and they are taking all necessary precautions to secure the community."

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: "Safety is our first priority. We would never compromise safety for schedule."

Can you share the names of those who were injured and/or killed?

Possible response: "At this time we want to be respectful of the families and direct employer of those injured, and I will not be providing any names."

Have there been any previous safety issues with XYZ Subcontractor?

Possible response (no): "There have not been any related safety issues with XYZ in the past. Safety is a priority for DAVIS and all of those working on our projects."

Possible response (yes): "Any safety issues with XYZ have already been addressed, and are unrelated to the incident we are discussing today. Safety is a priority for DAVIS and all of those working on our projects."

Can you tell us more about the injuries and/or fatalities?

Possible response: "At this time, we're conducting an internal investigation, working closely with emergency personnel and the families who have been affected. Until that is complete, certainly you can understand why it would be inappropriate for me to comment any further on this matter at this time."

36



SAMPLE MEDIA STATEMENT

The Fatality Statement

"At 8:45 today there was an accident at the XYZ site. We are deeply saddened to report that 20-year-old Joe Smith, who was a carpenter apprentice working for DAVIS Construction (or subcontractor) died. Mr. Smith suffered multiple injuries as a result of a fall. We are cooperating fully with investigators to find out exactly what happened. But right now, our thoughts are with Mr. Smith's family. We are still learning about the details of this tragedy. We will keep you advised of information as it becomes available."

MEDIA MONITORING

MEDIA MONITORING

All login and password information can be found in Password state.

Google Alerts (using davisbuilds@gmail.com account)

- If not already in place, set up Google Alerts to closely monitor the following:
 - Project Name (and all forms of that name/location)
 - Client Name (and all forms of their name)
 - Subcontractor Firm Name
 - Subcontractor Individual Name
 - DAVIS (and all forms of our name)
- This will best capture alerts across the internet which should include broadcast media and local news coverage

Social Media (using Hootsuite)

- Set up lists for the same information mentioned above to monitor on social channels

SOCIAL MEDIA BEST PRACTICES

All login and password information can be found in Password state.

Twitter (@DAVISBuilds)

- Use this account to release statements for the media and public. Link back to the DAVIS website if a full statement has been published there
- Do NOT mention the name(s) of companies involved or individual(s) injured
- Post frequent updates as necessary and available

Facebook

- Use this account to release statements for the media and public. Link back to the DAVIS website if a full statement has been released.
- Direct those interested in more information to Twitter for frequent updates

LinkedIn

- Do not comment on any posts from the account

Instagram (@DAVISBuilds)

- Do not comment on any posts from the account

CONTACT LISTS

EMERGENCY CONTACTS

SAFETY			
Attorney	Law Office of Adam Abrams	Adam Abrams	301-413-7498
Electric	Dominion Power	NA	866-368-4257
Electric	Pepco	NA	877-727-2663
Environmental Consultant	EDC, Inc.	John Deibel	703-934-5513
EPA	Fugro-IT	NA	215-814-3300
Fire/Water Damage	All Flood Tech	NA	703-364-2136
Fire/Water Damage	Rohm Companies	David Ehrlich	240-753-2903
Gas	Washington Gas	NA	703-750-1400
Gas	Columbia Gas	NA	800-543-8911
Industrial Hygiene	High Environmental Health and Safety	Lisa Babin	717-482-9930
Industrial Hygiene	Kynoch Environmental	Brent Kynoch	301-961-1833
Industrial Hygiene	Industrial Hygiene Solutions	James Capompoli	240-674-4477
Mold Remediation	ADCO Innovations	Perry Adams	410-394-8833
Mold Remediation	Marathon Services	Andrew Asadouni	240-555-7477
OSHA	Federal	NA	800-321-6742
OSHA	Maryland	NA	888-321-6674
OSHA	Virginia	NA	804-786-5865
Sanitary/Storm Sewer	DC	DC	202-613-1400
Sanitary/Storm Sewer	Maryland	PGMontgomery County	301-296-4300
Sanitary/Storm Sewer	Virginia	Alexandria County	703-746-4468
Sanitary/Storm Sewer	Virginia	Arlington County	703-228-4355
Sanitary/Storm Sewer	Virginia	Fairfax County	703-333-7211
Structural Engineer	KCE	Allie Kohlmeier	202-813-8633
Pool/Tank/Concrete/Cracks/etc.	Structural Technologies	Office Number	410-855-7000
Accident scanning	Chris Twilley	Cell	240-498-4523

HUMAN RESOURCES

Employee Assistance Program	Cigna EAP (DAVIS employees and covered dependents)	N/A	1-877-632-4327 www.cignabehavioralhealth.com EO: davis@amirhouston.com
Suicide Prevention	National Suicide Prevention Lifeline	N/A	800-273-8255
Suicide Prevention	Suicide Prevention Centers	Maryland	410-503-0629
Suicide Prevention	Suicide Prevention Centers	DC	202-671-3103
Suicide Prevention	Suicide Prevention Centers	VA	804-371-4805
Substance Abuse + Mental Health	Substance Abuse + Mental Health Services Administration	N/A	877-726-4727 www.samhsa.gov samhsa@samhsa.gov

MARCOMM

PR Consultant	Wanger Group	Liz Wanger	301-340-6831
Media - Print	Washington Business Journal	Doug Fruhmuth, Editor in Chief	703-258-0830
Media - Print	Washington Post	News Room	202-334-6200
Media - Print	Washington City Paper	News Room	202-450-6762
Media - TV Broadcast	WRC-TV NBC 4	News Room	202-883-4111
Media - TV Broadcast	WJLA-TV ABC 7	News Room	703-234-9333 rjones@wjla.com
Media - TV Broadcast	WTTG-TV Fox 5	News Room	202-895-3000 wtg5desk@fox5.com
Media - TV Broadcast	WUSA-TV CBS 9	News Room	202-895-5999 9desk@wusa9.com
Media - Radio Broadcast	WTOP	News Room	202-895-5000
Media - Online	BSHOW	Press Inquiries	202-293-0376 cortney@bshow.com

39

ADDITIONAL INFORMATION

It may be useful to have the following information at hand for media communication

Number of employees

Annual revenue

General description of organization

History of fatalities + OSHA citations

Contact Information

- Safety
- Risk
- Marketing + Communications
- Human Resources

40

RESPONDING TO A CRISIS

JAMES G. DAVIS CONSTRUCTION CORPORATION

41

What do we do now?
Is the worker still alive?
How long will it take me to get there?
Who is in charge before I arrive?
Who should I call?
Who should come to assist?
How do we take care of our people?
What if news media is there?
How do we clean up?
What about the family?
How did this happen?
How do I begin my investigation?
When will OSHA arrive?
Should we continue working?



EXECUTIVE BRIEFING

DEVELOP AN EXECUTIVE BRIEFING TO ASSIST IN COMMUNICATING A CLEAR AND CONCISE MESSAGE TO RELEVANT STAKEHOLDERS



High level overview of the situation

People
Facilities + Technology
Time Sensitive Processes
Reputation + Brand



Key Actions

What is occurring right now to manage the crisis



Communications

Report on present actions or discussion of strategy (Employees, Stakeholders, Media)



What is needed?

Decisions
Spokesperson
Materials + Equipment
Food
Relationship Management
Resource group efforts (Accounting, HR)

CRISIS RESPONSE

Declare the crisis and activate the plan

- If an event is as serious as once believed, stand down the CM Team

Immediately provide resources and staff

- It is easier to send people away than to mobilize them too late

Issue clear and consistent communication to staff

- "We are aware of this issue, we have assembled a team, we are investigating the situation, we'll get back to you with more information as soon as possible"

Delegate authority to those who have been tasked

Make decisions and move forward

- Complete information probably won't be available

Reassess and readjust when necessary

- Obtain feedback, evaluate performance- change or continue forward.

PROTECTING YOUR ORGANIZATION

- Credibility can be attacked if a crisis management plan is not followed or if steps in the plan are skipped
- Incident investigation + information collection must be thorough to stand up in court
- Errors in judgment will occur- strive to fill in gaps.
- Maintain a feedback loop to avoid continuing on the wrong path for too long.



AFTER INITIATING THE CRISIS MANAGEMENT PLAN

- Ensure scene safety
- Establish a CMT means of communication
- Communicate the CMT meeting point
- Communicate the media meeting point
- Prevent unauthorized access
- Eliminate unnecessary personnel
- Prevent photos and video recording
- Gather witnesses + translators
- Provide office space for those involved
- Contact reconstruction experts + additional resources
- Initiate communication with legal counsel



CRISIS INVESTIGATION + REVIEW

JAMES G. DAVIS CONSTRUCTION CORPORATION

47

CRISIS INVESTIGATION

- Must be competent in the work or situation + ability to determine facts
- Must have the correct personality and ability to manage the situation
- Must be able to communicate well
- When determining the Crisis Investigator, it is important to be confident that this individual would perform well in a litigation case
- Have access to third party contacts (electronic / hard copy)
 - External counsel + experts should be engaged when appropriate
 - This may occur days or weeks after an event, depending on the situation.
- Don't offer reports to other trades, OSHA, etc. (check with counsel + RM)



SCENE PRESERVATION

- Scene preservation should be a top priority when investigating a catastrophic incident
 - Those involved in a catastrophic incident may not be thinking clearly due to trauma
- When multiple parties are involved in an incident, it may be necessary for counsel to communicate that the scene must be preserved
- Keep evidence and documentation confidential
 - Consider maintaining a private record that only the “privileged group” has access to



ADVICE FOR CRAFT TRADES

- Don't assume that the GC will take care of everything
- You can not rely on the GCs experts, witness statements or incident report
 - If the GC hires an expert, consider bringing in your own
- Document and defend your position
- Conduct your own independent investigation
- Consider use of external PR + Legal
 - Likelihood of serious bodily injury or economic loss
- Engage your insurance carrier first and discuss next steps



POST-CRISIS REVIEW

- Upon the completion of a crisis:
 - Crisis Management Team Review Meeting
 - Determine improvement points with each activation of the CMP
 - Determine any ongoing communication needs with regulatory personnel, law enforcement, attorneys, third party investigation experts, etc.
 - Educate relevant employees on the litigation process including the deposition process and expectations



CRISIS MANAGEMENT

CRISIS MANAGEMENT TRAINING (CMT)

JAMES G. DAVIS CONSTRUCTION CORPORATION

52

CRISIS MANAGEMENT TRAINING (CMT)

DAVIS examples:

- EHS Manager trains the project team at the start of the project + annually
- Each project team determines the onsite Incident Commander + Responder
 - Incident Commander – overall responsibility for managing the crisis
 - Incident Responder – minimizes response time by directing emergency personnel
 - Provide some level of education to all personnel or direction immediately following a crisis

Media Response

- Train personnel on how to respond to specific media questions
 - Understand the DO's and DON'TS of how to respond (e.g. "I have no comment")

ADDITIONAL RESOURCES

- ISO 22399: Incident Preparedness + Operational Continuity
- ISO 20000: IT Service Management (maintaining IT Service)
- Incident Command System (ICS): Can be used by businesses to work with public agencies during emergencies
 - A team approach for managing a crisis
- *Crisis Management*- Regina Phelps
- Insurance Carriers





1. **Develop a Crisis Management Plan for your Organization**
2. **Determine the Personnel to Include on your CMT**
3. **Conduct Training of all Involved Personnel**
4. **Evaluate your Program's Effectiveness**
5. **Continuously Improve the Response of your CMT**

JAMES G. DAVIS CONSTRUCTION CORPORATION 



THANK YOU!



JAMES G. DAVIS CONSTRUCTION CORPORATION

RAFFLE – 50/50

MARTIN-ALEX

December Preview

Wednesday December 14, 2022

**Safety Leadership: Safety from the
Battlefield – Patrick Nelson**



December Preview

**Holiday Celebration
Toys for Tots**

December Preview

Holiday Celebration

Toys for Tots Collection – Bring a new Unwrapped toy(s) for Boys and/or Girls.

Silent Auction

Please bring a New Item, or offer a Service, Sports/Concert Tix to Donate with a value of no less than \$20. Please send a brief description of items with value to be donated to Christine D. Rodas by Thursday, December 1st.

"Basket of Cheer", Capitals Hockey Tix, New Jewelry, Fishing for Rock Fish on Chesapeake Bay, etc

100% of the Silent Auction Proceeds Collected will go



