

---

**From:** Mike Heitmann  
**Sent:** Wednesday, March 18, 2020 2:55 PM  
**Subject:** COVID-19 Update 3-18-20  
**Attachments:** COVID-19 Event Response Plan REV 3-18-20.pdf; Crisis Response Plan.pdf

Good afternoon employee-owners:

Below is an update on our COVID-19 response. The first part is additional information, and the second part contains answers to the questions that have been submitted:

**ADDITIONAL INFORMATION:**

- Attached is our official **COVID-19 EVENT RESPONSE PLAN**. This plan can be submitted to Owners who are requesting Garney's plan to address this crisis. If you need to add jobsite specific requirements to this plan, please do so by adding an addendum or attachment to this plan.
- The above document refers to Garney's standard CRISIS RESPONSE PLAN, which is also attached in case an Owner requests this as well.
- In yesterday's email I answered a question stating that employee-owners, who have been sick, can return to work after being fever-free and symptom-free for 24 hours. This timeframe is being increased to 72 hours, per CDC recommendation.
- We are changing the language for the 10 additional days of Sick Leave to "**Paid Leave**". We feel this language is more aligned with how this time can be used by our employee-owners. Garney is allowing employee-owners to use this time to address personal impacts as a result of this crisis. These additional days will only be allowed to be used once. For example, if you use these days now, and then become sick in April, you will not be granted another 10 days paid leave and you may not be allowed to come to work due to the illness.
- The Equipment Council is recommending that disinfecting wipes or sprays be placed in the cabs of equipment and trucks so that frequently touched surfaces can be cleaned.
- The Spanish translation for booger is "moco".

**QUESTIONS SUBMITTED:**

1. **I am a Field Craft employee-owner. Due to the coronavirus, my daughter's daycare will be closing after tomorrow. They are saying as of now it will reopen in 2 weeks, but they are also advising to prepare for them to be shut down for a few months. They are also suggesting going into self-quarantine while waiting on test results from a teacher that has had contact with the daycare. What path forward should I take?**

ANSWER: If you are a field hourly employee-owner and you have been told you need to be quarantined due to potential exposure or have traveled to a high risk area, you need to notify your supervisor and email HR@garney.com with an explanation of why you should self-quarantine. You will be paid up to 10 days of Paid Leave during the quarantine period. In addition to this, you will be eligible for the 12-week, 2/3 pay benefit by providing evidence the daycare facility is closed due to the COVID-19 virus.

If you are an Office hourly or salaried employee-owner, discuss with your Supervisor about working from home during any necessary quarantine period.

2. **Are we allowing new employee-owners to get benefits in less than 90 days?**

ANSWER: The current eligibility period for healthcare and the Health Savings Account (HSA) is 90 days and is not impacted by the current Coronavirus.

- 3. An employee-owner was out sick yesterday. He came in today and indicated he had a fever yesterday, but he felt better today. We sent him home anyway, but we were all in the room with him for 30 minutes or so. Our normal policy is to call in if you're sick but come back to work when you feel better. What are we supposed to do at this time?**

ANSWER: Employee-owners can return to work after they have been symptom-free and fever-free for 72 hours.

We are powering through this one day at a time! Stay strong and support each other. As always, please continue submitting your questions to [covid19@garney.com](mailto:covid19@garney.com) – thank you.

**Mike Heitmann**

*Employee-Owner Since 1990*

**GARNEY CONSTRUCTION** *Advancing Water*



## COVID-19 EVENT RESPONSE PLAN

This plan details Garney's response to the COVID-19 outbreak. This plan provides specific details of the response under the guidelines of Garney's *Crisis Response Plan*.

### EVENT DESCRIPTION

The Center for Disease Control (CDC) and the World Health Organization (WHO) have declared an infectious disease pandemic as a result of the COVID-19 outbreak. A pandemic occurs when a new influenza virus emerges for which there is little or no immunity in the human population, begins to cause serious illness and then spreads worldwide easily from person-to-person.

This pandemic will most likely have a major effect on our company, other businesses worldwide, and our national economy. Employee-owners could be absent because they are sick, must care for sick family members or for children if schools and day-care centers are closed, or are afraid to come to work.

This pandemic may be an extended event, with possible multiple waves of outbreaks in the same geographic area; each outbreak could last 6 to 8 weeks and may occur over a year or more. It is unlikely that our employee-owners will be free from potential exposure to the COVID-19 virus.

### COMPANY RESPONSE

The primary objectives of Garney's response to this event are as follows:

- Protect employee-owners from contracting the COVID-19 virus in the workplace.
- Provide employees with additional financial and job security during this event.
- Develop procedures to minimize the impact to operations.

The following policies and procedures are being enacted:

#### WORKING ENVIRONMENTS:

- Salaried and Office-Hourly employee owners, who can perform their job from home, may work from home until notified otherwise. If you choose to do this, please inform your Supervisor. If you are unsure whether your job can be performed from home, please discuss with your Supervisor.
- When working at a Garney office or jobsite, please practice "social distancing" as best as you can. This consists of the following recommendations:
  - a) Avoid in-person meetings. Use online conferencing, email, or the phone when possible, even when people are in the same building.
  - b) Unavoidable in-person meetings should be short, in a large meeting room where people can site at least 3 feet apart.
  - c) Avoid shaking hands, hugs, or any physical contact.
  - d) Do not congregate in work rooms, break rooms, copier rooms, or other areas where people socialize. Keep 6 feet apart when possible.

- e) Bring lunch and eat at your desk or away from others.
- If you have flu-like symptoms (fever, dry cough, sore throat, sore muscles, stuffy/runny nose, headache), seek medical attention and do not report to work.
- All employee-owners must practice safe personal hygiene on their person and in their workspace. The following procedures are recommended:
  - a) **Good hygiene.** Wash hands thoroughly with soap and hot water frequently or by using alcohol-based/waterless hand hygiene products. Avoid touching your mouth, nose and eyes.
  - b) **Practice cough etiquette.** Cover your mouth with a tissue and cough into the tissue. If you don't have a tissue, cough or sneeze into your upper sleeve or elbow, not your hands. Stay clear of anybody who is coughing or sneezing.
  - c) **Appliance controls.** Do not use other person's telephones, keyboards, desks or appliances without first disinfecting the appliance or surface with an antiviral cleaning wipe/product.
  - d) **Flu shots.** Get your seasonal influenza vaccine, unless prevented to do so because of allergies or other health reasons.

**BUSINESS TRAVEL:**

- All non-essential business travel shall be cancelled until notice is provided that travel can resume.
- All company events, gatherings, and meetings greater than 10 people are cancelled until notice is provided that these events can resume.
- All quarterly shutdowns are cancelled. Quarterly financial information will continue to be distributed to the field. Hourly Field Craft quarterly incentive payments will continue to be electronically transmitted per the normal schedule.

**PERSONAL TRAVEL:**

- Garney is following the rules for travel outside of the United States as outlined by the CDC. The attached link provides the latest updates of countries impacted. Garney is requesting all employee owners to comply with these rules. <https://www.cdc.gov/coronavirus/2019-ncov/travelers/index.html>
- Travel to Level 3 (red) areas should be avoided, and a 14-day self-quarantine will be required. [Per the State Department](#), please reconsider traveling outside of the United States at this time.

**HUMAN RESOURCES & BENEFITS:**

- **ADDITIONAL PAID LEAVE** - All Salaried, Office Hourly and Hourly Field Craft employee owners will receive an additional 10 days (80 hours) of leave, to be called "Paid Leave", beyond our normal sick leave benefits as outlined in our employee policy manuals. For Salaried and Office Hourly employee-owners, these 10 additional days will be used prior to the normal sick leave benefits.
- **WAGES DURING EXTENDED LEAVE** - All Salaried, Office Hourly and Hourly Field Craft employee owners will receive at least two-thirds of their normal wages, up to twelve weeks, if they contract the COVID-19 virus, need to care for a family member who has the COVID-19 virus, or to care for a child whose school or daycare has closed due to the COVID-19 virus. Employee Owners should email [hr@garney.com](mailto:hr@garney.com) to initiate this process.

The above benefits run concurrently. Thus, up to 14 weeks of benefits are available if conditions are met. These benefits run parallel to Family and Medical Leave (FML). FML is a benefit to our employee-owners that allows you to take unpaid leave from your job for a period of time while guaranteeing your job will be available when you return.

These additional benefits will expire when the CDC states that the pandemic has ended. These benefits do not apply to union employee-owners due to their collective bargaining agreements. Employee-owners must be employed for 30 days before these benefits are available.

- **PER DIEM & ALLOWANCES** – Per diem, vehicle allowances, and cell phone allowances will continue to be paid regardless of whether an employee-owner is working from home or their office.

**JOBSITE PROTOCOLS**

- **POSTING** - Emails and communications from the Response Team regarding hygiene or other jobsite safety measures should be posted in central, conspicuous locations such as trailers, break areas, job boards and/or restroom locations.
- **CLIENT REQUIREMENTS** - If a client issues safety and/or hygiene requirements that are stricter or in addition to those set forth in this document, follow the stricter procedures.
- **WORKER EVALUATIONS** - Best efforts will be made to evaluate everyone onsite every day, through visual observations by our safety personnel or a designated person. This includes both field and field office workers and will be done as people enter the site, during safety meetings, stretch-and-flex sessions and while our personnel conduct daily jobsite safety walks.

Evaluations are to include the following:

- a) Persistent coughing
- b) Difficulty breathing or shortness of breath
- c) Chills or sweating
- d) Obvious nasal congestion

If any of these symptoms are observed, the individual may be asked a few questions to further understand the nature of these symptoms. If there is any concern that the observed person may have an illness, they will be instructed to leave the jobsite and advised to seek medical evaluation.

- **SITE ACTIVITIES / GATHERINGS** - All non-essential gatherings shall be suspended. This includes jobsite barbeques and other larger group meetings. Whenever practical, workers should maintain a distance of at least 6’ from each other when working with or having conversations with others. Breaks should be taken in smaller groups by setting up several break areas (when facilities are available) or staggering break times to reduce the size of people gathering at one time. Make phone calls to others in order to limit face-to-face interactions to the extent possible.
- **ADDITIONAL HYGIENE STATIONS** - To the extent possible, provide additional hand wash stations or hand sanitizer stations around the jobsite to make hand washing and sanitation more accessible.
- **ONLY ESSENTIAL PERSONNEL ONSITE** - Only employees essential to on-going site activities should work at the jobsite. All work that is non-essential to on-site activities should be performed remotely.

**EMAIL HOTLINE:**

- **Employee-owners with questions about the above requirements may email, or send a text message to [covid19@garney.com](mailto:covid19@garney.com) to get questions answered.** Questions can be submitted in English or Spanish.

The [Centers for Disease Control and Prevention](#) and the [World Health Organization](#) have the most updated information about how to protect yourself and your family. These sites are updated daily.

Employee-owners who believe they may have been exposed to the COVID-19 virus should contact Yvonne Waterman at [ywaterman@garney.com](mailto:ywaterman@garney.com).

The management of Garney has the right to change this plan, and the outlined benefits, at any time due to the rapidly changing environment surrounding this crisis, and additional recommendations from the CDC and WHO.

**This plan should be forwarded or printed for our Hourly Field Craft employee-owners who do not have a Garney email address.** This plan will be continually updated and redistributed to our employee-owners as updates are made.

**EMERGENCY CONTACTS**

NAME	TITLE
Yvonne Waterman	Director - Human Resources
Mike Heitmann	CEO
Scott Parrish	President
Mike Strong	General Counsel
Meggan Kruse	Vice President
Tony Kempf	Vice President



ADVANCING WATER

# CRISIS COMMUNICATIONS PLAN

A white line-art icon consisting of two speech bubbles. The bubble on the left is smaller and has three horizontal lines inside. The bubble on the right is larger and has four horizontal lines inside. Both bubbles have short lines radiating from their top and bottom edges, suggesting sound or emphasis.

MARCH 2019 // VERSION 3

PREPARED BY CROSSROADS COMMUNICATION

# TABLE OF CONTENTS

**3** General Guidelines for Crisis Management

**4** Garney Crisis Communications Team

**5** Specific Team Responsibilities

**6** Secondary Crisis Communications Team

**8** Crisis Management Procedures

**9** Field Team and Procedures

**10** Job Site News & Media Relations

**13** Field Crisis Contact Tree and Flow Map

**14** Dealing with the Media During a Crisis

**16** Emergency Response Checklist

**18** Social Media Policy and Expectations

## APPENDIX

**20** Crisis Team Procedure; Identified Crises and Message Templates

(To be used only by the Garney Crisis Communications Team)



# GENERAL GUIDELINES

## Intent of the Plan

THE PURPOSE OF THIS PLAN IS TO PROVIDE GUIDELINES FOR **APPROPRIATELY** AND **EFFECTIVELY** COMMUNICATING A CRISIS SITUATION THAT MAY OCCUR.

## Communication vs. Operations

**This is a communications plan, not an operational plan.** Garney Construction has already developed a robust emergency response plan that outlines the appropriate operational procedures should something occur in the field (see Page 16 for the Emergency Response Checklist). The purpose of the process and individuals herein is to ensure any plans made by decision-makers are communicated in a controlled manner.

## What is a Crisis?

A crisis is any occurrence that has the potential to impact the reputation of the company or attract media attention.

The intent of effective communication is never to immediately admit guilt/responsibility but to instead help move Garney Construction from the perceived role of villain to victim or hero.

# GARNEY CRISIS COMMUNICATIONS TEAM

Garney's Crisis Communications Team has been identified to lead the organization's response in the event of a crisis. This team is comprised of people both in corporate headquarters in Kansas City (phone number: 816.741.4600) and throughout the regional offices across the country.

In the event of a crisis, any of the following Garney Crisis Communications Team members should be notified and assembled **ASAP** to manage communications:

## **CRISIS TEAM CHAIR**

---

**Scott Parrish**  
President

## **CHIEF EXECUTIVE**

---

**Mike Heitmann**  
CEO

## **LEGAL**

---

**Mike Strong** General  
Counsel

## **SAFETY**

---

**Tony Kempf**  
Vice President

## **MEDIA SPOKESPERSON**

---

**Katie McKenzie**  
East Marketing Manager

## **MARKETING**

---

**Whitney Briggs**  
Marketing Manager

## **HR**

---

**Jeff Lacy**  
CFO

## **INSURANCE**

---

**Tom Roberts**  
Director of Financial Reporting

## **PROFIT CENTER OFFICER**

---

TBD by crisis

**Angela Kearney**  
Benefits Manager

In the event of a crisis, contact any member of the Crisis Communications Team by calling:  
**GARNEY CRISIS HOTLINE: 816.203.1088**

# SPECIFIC TEAM RESPONSIBILITIES

## **CRISIS TEAM CHAIR**

Responsible for assembling Garney's Crisis Communications Team, leading the discussion, and acting as the primary decision-maker for crisis situations. Provide the historical context, operational knowledge, and deep understanding of the company to every crisis response.

## **CHIEF EXECUTIVE**

Responsible for approving Garney's Crisis Communications Team decisions and notifying the Board of Directors, as appropriate.

## **SAFETY**

The safety of our employee-owners is the company's first priority. Provide that point-of-view in any crisis response.

## **MEDIA SPOKESPERSON**

Except for situations when the Chief Executive is needed to be the face of the response, the Media Spokesperson is responsible for managing media, disseminating communications externally and internally, and representing the company with media and the public.

## **MARKETING**

Responsible for choosing the appropriate medium for managing communication updates. The company website, phone, in-person, and social media could all be channels to consider given the extent of the crisis. Once a channel is chosen, direct all inquiries to that location for updates.

## **INSURANCE**

What is the financial impact of our crisis communication?

## **HR**

How will our crisis impact our employee-owners and will it require EAP coordination?

## **LEGAL**

How will our crisis response be received internally and what are the legal boundaries to our communication?

## **PROFIT CENTER OFFICER**

Should a crisis occur in the field, it is each Profit Center Officer's ultimate responsibility to notify a key member of Garney's Crisis Communications Team.

# SECONDARY CRISIS COMMUNICATIONS TEAM

The roles of everyone on the Secondary Crisis Communications Team could include any or all of the following, depending on the nature of the crisis:

- 1.** Ensure business continuity while the Garney Crisis Communications Team works through the crisis communication process.
- 2.** Manage internal communications from the Garney Crisis Communications Team to all Garney employee-owners, as appropriate.
- 3.** Ladder up to be a member of Garney's Crisis Communications Team if knowledge about an incident or a specific expertise is required.

# CRISIS MANAGEMENT PROCEDURES

- 1.** Crisis occurs; call 911 if needed and ensure everyone is safe.
  - 2.** Follow Garney operational procedures, (see Page 16 for the Emergency Response Checklist), but everyone in the company is under the mandate of notifying their respective Profit Center Officer and/or a member of Garney's Crisis Communications Team ASAP by calling the **Garney Crisis Hotline at 816.203.1088**. Remember, time is of the essence in a crisis situation. Connecting in-person or on the phone is preferred since **voicemails and/or emails don't always ensure immediate and effective communication** to Garney's Crisis Communications Team.
  - 3.** If anyone in the company (receptionist or otherwise) receives a call from a member of the media, the following statement can be given before routing the gathered information to a member of Garney's Crisis Communications Team:
- 4.** Field team mobilizes/assembles, as needed
  - 5.** Garney's Crisis Communication Team assembles in Kansas City
  - 6.** Team briefing from either field representative or Crisis Team Chair
  - 7.** Message creation
  - 8.** Notification to extended team and any appropriate parties
  - 9.** Message dissemination

*"Thank you for calling Garney Construction. I'm not a designated spokesperson for our company, but I'm happy to take your name, number and the nature of your inquiry to pass along to our company spokesperson."*

# PROFIT CENTER CONSIDERATIONS

THE FOLLOWING INFORMATION OUTLINES HOW EACH PROFIT CENTER SHOULD CONSIDER MANAGING THE **FLOW OF COMMUNICATIONS** TO GARNEY'S CRISIS COMMUNICATION TEAM.

Members for those teams, indicated by title and role, could include:

## PRIMARY TEAM

1. Profit Center Officer
2. Project Manager of the applicable job
3. Director, if applicable
4. Regional Operations Manager, if applicable

## SECONDARY TEAM

1. Regional Safety Manager
2. Superintendent
3. Applicable subcontractor representative

IDENTIFYING EACH PROFIT CENTER'S UNIQUE PRIMARY AND SECONDARY TEAM IS HIGHLY RECOMMENDED.

# JOB SITE NEWS & MEDIA RELATIONS SHEET

## THIS SECTION PRESENTS THE CONDUCT EXPECTED IN **HANDLING THE NEWS MEDIA.**

There are two primary situations in which your job site will be visited by news reporters or other media outlets:



### **CRISIS**

Events that have the potential to negatively affect Garney’s reputation. A serious accident or work stoppage of some type, for example, due to how people will perceive the company if media covers the event in a negative manner.



### **NON-CRISIS**

Public relations type events such as: groundbreakings, ribbon-cutting ceremonies, etc.

### **CRISIS SITUATION**

- 1.** Refer to the “Emergency Response Checklist” document for the order of steps to manage an emergency. This can be found on the Safety SharePoint site under Folder A – Corporate Safety Forms – Folder 17 – Emergency Response Checklist – Emergency Response Checklist – Rev. #.
- 2.** Immediately make contact with your respective Profit Center Officer and/or a member of Garney’s Crisis Communications Team and follow procedures outlined earlier.

**3.** Never immediately admit guilt or responsibility for any situation. While it's human nature to want to do so, you are under no obligation to speak.

**4.** Control the integrity of the job site. You may say to media:

*"No unauthorized personnel are allowed on site without an approved certificate of insurance on file and proper PPE."*

**5.** Do not discuss the situation with the media. Instead, refer them to the designated spokesperson:

*"Thank you for your question but I am not a designated spokesperson for Garney. Please call our media inquiries hotline at 816.759.3910."*

**6.** Restrict photography and tours until authorization is obtained from the Profit Center Officer. This only

pertains to media, not OSHA or other authorities that have legal jurisdiction.

**7.** Always treat the media in a courteous manner.

**8.** If caught off guard and you feel like you need to buy time with a comment, you may say:

*"I'm not prepared to answer any questions at this time. Please stay here in a safe area so we can do our job. I need to return back to the site but a spokesperson will be back in touch with an update. Thank you."*

**9.** Continue to maintain order and the site integrity until the appropriate Garney personnel arrive to handle any media needs.

**10.** After Garney senior management has determined work can resume, check the work area to confirm that all non-work personnel is clear before work resumes.

## **NON-CRISIS SITUATION**

**1.** Notify Garney's Marketing Team.

**2.** Perform a job site audit to ensure all safety and housekeeping is up to Garney's standards prior to any planned visit.

**3.** Treat the news media in a courteous manner and cooperate whenever possible to promote a positive reputation of Garney.



**4.** Answer questions honestly, but do not voice any negativity with regards to any of the project stakeholders (architects, engineers, owners, subcontractors, etc.).

**5.** Keep statements short and upbeat. For example:

*“The City had a great deal of foresight when they designed this plant and they’re eager to start using the additional two million gallons of capacity.”*

*“We’re grateful to have had such a great team to work with.”*

**6.** Consider the rule of threes – make three points and then stop talking.

**7.** Be comfortable with silence. Media frequently uses silence as a technique to get people to keep talking and to say what’s really on their mind (versus using their media training).

**8.** Always accompany news media on tours. Ensure proper PPE is used and make sure the job site is clean and safe.

**9.** It’s always acceptable to say you don’t know an answer. Feel free to say:

*“I don’t know the answer to that, but will find out and get back to you.”*

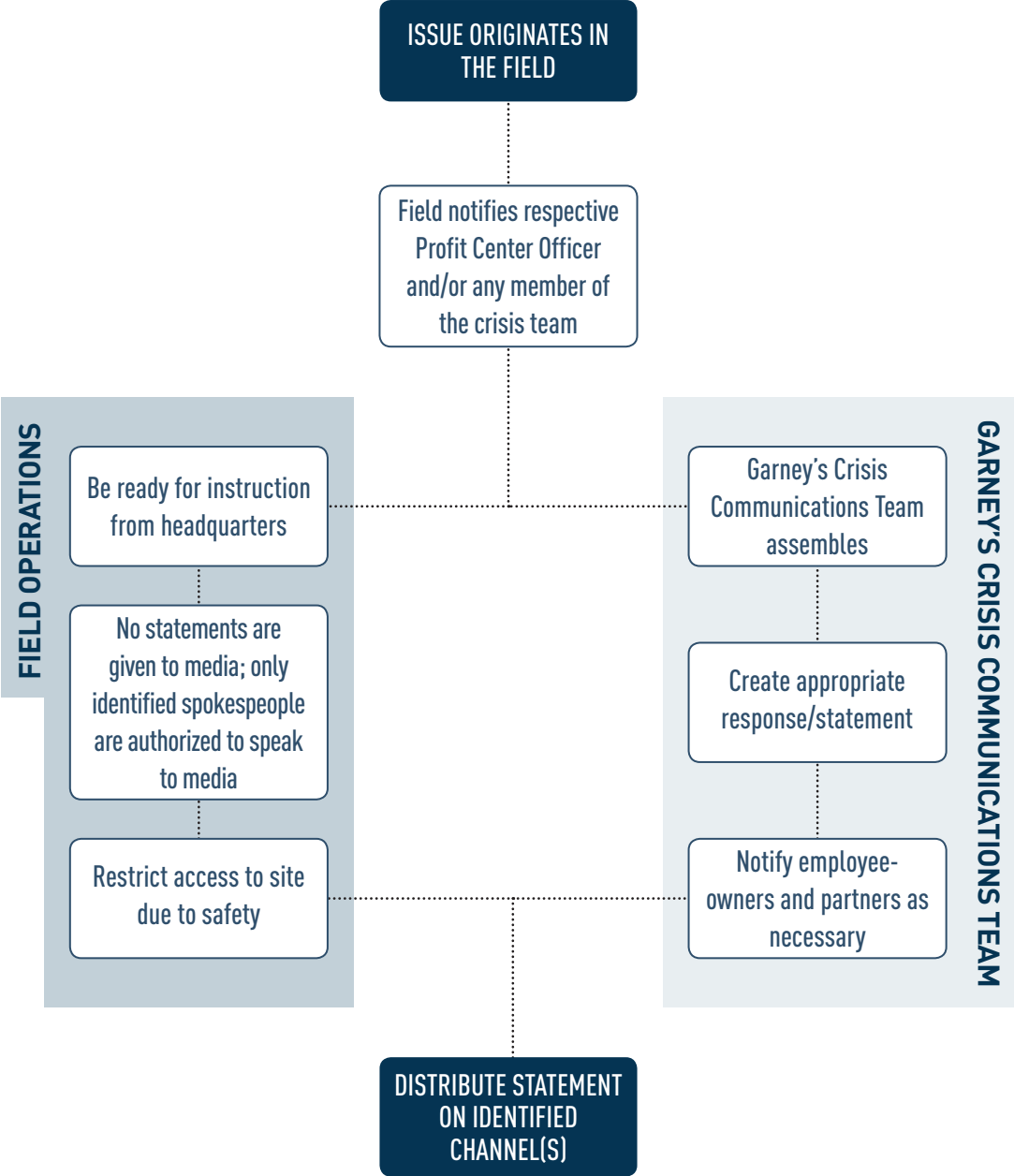
**10.** The media looks for sound bites, not technical information. To avoid being misquoted, launch a discussion about project challenges and how they’ve been overcome by the project team. To avoid backing yourself into a corner, only bring up challenges where the resolution was agreed upon by all stakeholders.

**11.** Confirm that all non-work personnel is clear of the work area before work resumes.

**12.** Town hall meetings are a common way to communicate with the community of upcoming impacts in the area as well as notifying them of any possible safety concerns. It’s imperative to involve the owner’s public relations representative at these meetings so that they can field questions and mitigate any public concerns.

**13.** In situations where a media outlet requests a picture from Garney, always get input from the Project Manager, Engineer, Owner, and the Garney Marketing Team before sending anything. Always ensure the photo casts Garney in a positive light with regards to safety and quality.

# FIELD CONTACT AND GARNEY'S CRISIS COMMUNICATIONS TEAM FLOW CHART



# DEALING WITH THE MEDIA DURING A CRISIS

**Only approved spokespeople may speak with the media.** If an employee-owner or subcontractor is contacted by the media, members of Garney's Crisis Communications Team should be notified immediately.

If any employee-owner finds themselves with a camera in their face, here are some helpful tips in dealing with media:

- 1.** Be courteous and accommodating to the media, while protecting the interests of Garney.
- 2.** Always tell the truth, but only release information approved by Garney's Crisis Communications Team.
- 3.** Never speculate; think about what you're going to say and only speak to that which you are fully qualified to answer.
- 4.** Remember, there is no such thing as "off the record."

## COMPANY MEDIA SPOKESPERSON TIPS

- 1.** Update information on a regular basis, and as often as new, verifiable information becomes available.
- 2.** Demonstrate concern, but don't make statements that can be construed as accepting blame.
- 3.** Work with governmental/regulatory agencies and other industry organizations as appropriate, in making announcements and releasing information.
- 4.** Don't minimize the problem or belittle public/governmental concern.
- 5.** Don't blame anyone for anything.

- 6.** Don't say "no comment." If you don't know, say so! If you're not authorized to discuss the subject, say so! If you must avoid comment do it with style! Say:

*"I can't respond to that, but I can connect you with the right person to answer your question."*

- 7.** Don't try to be promotional in communications with the media, but do always try to insert positives about Garney if the organization is mentioned.
- 8.** Never repeat an allegation in your response.
- 9.** Always challenge an inaccurate element of a question or a question that is based on an incorrect assumption.

- 10.** Take charge of any interview.
- 11.** Don't try to say too much too fast.
- 12.** Answer a question as briefly and positively as possible (substantiate or add to your answer afterward if you must).
- 13.** When you're finished with the answer you want to give, stop talking. Avoid the tendency to tell all.

# EMERGENCY RESPONSE CHECKLIST

1. Stop, think, assemble the Site Safety Management Team, and respond to the emergency
2. Determine the severity and call 911 or site specific emergency number if needed
3. Secure the site and post someone at the site access point/gate to restrict access, meet and direct emergency services
4. Contact any member of the Garney Crisis Communications Team (see Page 4) by calling the **Garney Crisis Hotline at 816.203.1088**, as well as your Profit Center Officer, and your Safety Manager
5. Determine if environmental hazards are present (i.e., gas, chemicals, etc.)
6. Determine if the site should be evacuated (if so, execute the Emergency Evacuation Plan for the site)
7. Assemble on-site Foreman and confirm all employee-owners are accounted for (subcontractors included)
8. Ensure telephone coverage for the site (no phone calls to off-site sources unless part of the emergency rescue plan)
9. Evaluate equipment needs to assist with rescue operations
10. Only move items that are necessary for rescue efforts (leave everything that could be evidence)
11. Initiate investigation, interview witnesses, and document the scene by photo and/or video
12. Hold a team meeting and develop a recovery strategy (inform everyone not to speak to any outside group)
13. Designate single point-of-contact in the field who will communicate with Garney Crisis Team
14. Determine if site-wide counseling is necessary for affected employee-owners
15. Contact third-party services if needed (i.e., engineers, abatement crews, insurance, etc.)
16. Notify the Owner of the project

## **MEDIA STATEMENT**

Do not discuss the situation with the media. Instead, refer them to the designated spokesperson: “

*Thank you for your question but I am not a designated spokesperson for Garney. Please call our media inquiries hotline at 816.759.3910.”*

## **IMPORTANT**

If caught off guard and you feel like you need to buy time with a comment, you may say:

*“I’m not prepared to answer any questions at this time. Please stay here in a safe area so we can do our job. I need to return back to the site but a spokesperson will be back in touch with an update. Thank you.”*

# SOCIAL MEDIA POLICY & EXPECTATIONS

- 1.** Social media should not be used by Garney or Garney subcontractors while at work.
- 2.** Any social media use by third parties at a project site where Garney has a presence should be reported to the Project Manager immediately.
- 3.** Work activities should never be documented on social media, unless with Marketing Team and Officer/ Director approval and direction.
- 4.** It is possible that the project owner will set up a website or social media platform to keep the public apprised of work details, schedule, and progress. Be vocal and have input on the photos that are placed on these sites so Garney can ensure that photos highlight Garney's exemplary safety and craftsmanship. Anything in question should be requested to not be used or removed from the site. In the event that Garney requests that a photo be removed or not used, offer a replacement photo that has been agreed upon by the project management team.

Garney's social media conduct expectations are as follows:

- 1.** To help social media be a positive experience for the entire Garney community, we ask that all social media users be respectful toward others by complying with the terms and policies of all social media platforms and avoid posting spam or comments that attack or discriminate against other users, contain expletives, include inflammatory religious content, or reference third party pages or websites. This type of content may be removed and if an individual repeatedly violates this policy, that user will be blocked from posting on company pages in the future.
- 2.** Garney claims no liability in any way connected to the use of or access to any company pages or any social open graph "Like" objects created by Garney.
- 3.** All trademarks used herein are the property of their respective owners.

**FAILURE TO ADHERE TO GARNEY'S SOCIAL MEDIA POLICY AND EXPECTATIONS CAN LEAD TO THE EMPLOYEE-OWNER BEING SUBJECT TO DISCIPLINARY ACTION.**