



ADVANCING WATER



CRISIS COMMUNICATIONS PLAN

MARCH 2019 // VERSION 3

PREPARED BY CROSSROADS COMMUNICATION

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Procedure;
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(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.”

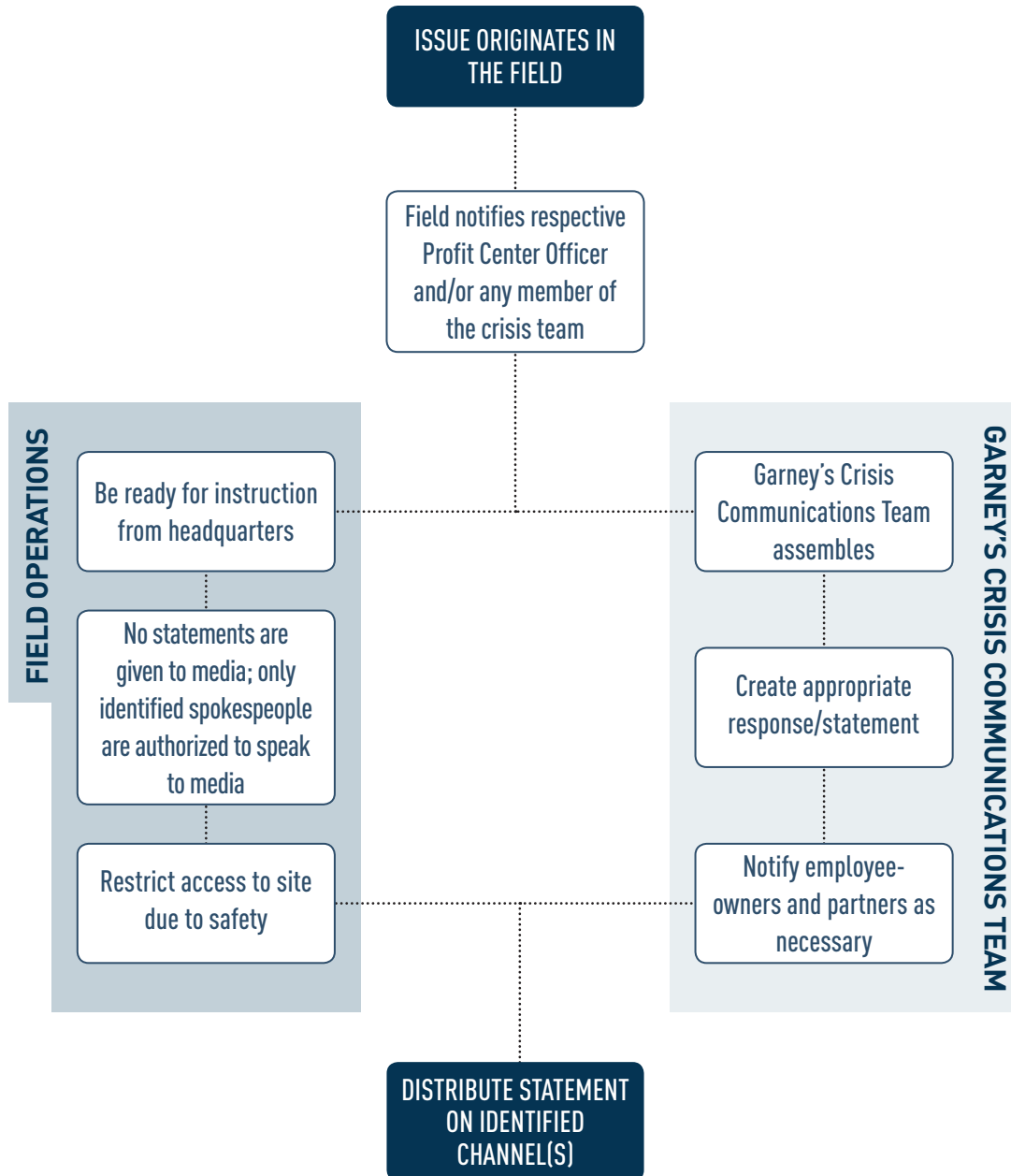
10. The media looks for sound bites, not technical information. To avoid being misquoted, launch a discussion about project challenges and how they’ve been overcome by the project team. To avoid backing yourself into a corner, only bring up challenges where the resolution was agreed upon by all stakeholders.

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.