



CRISIS MANAGEMENT PLAN



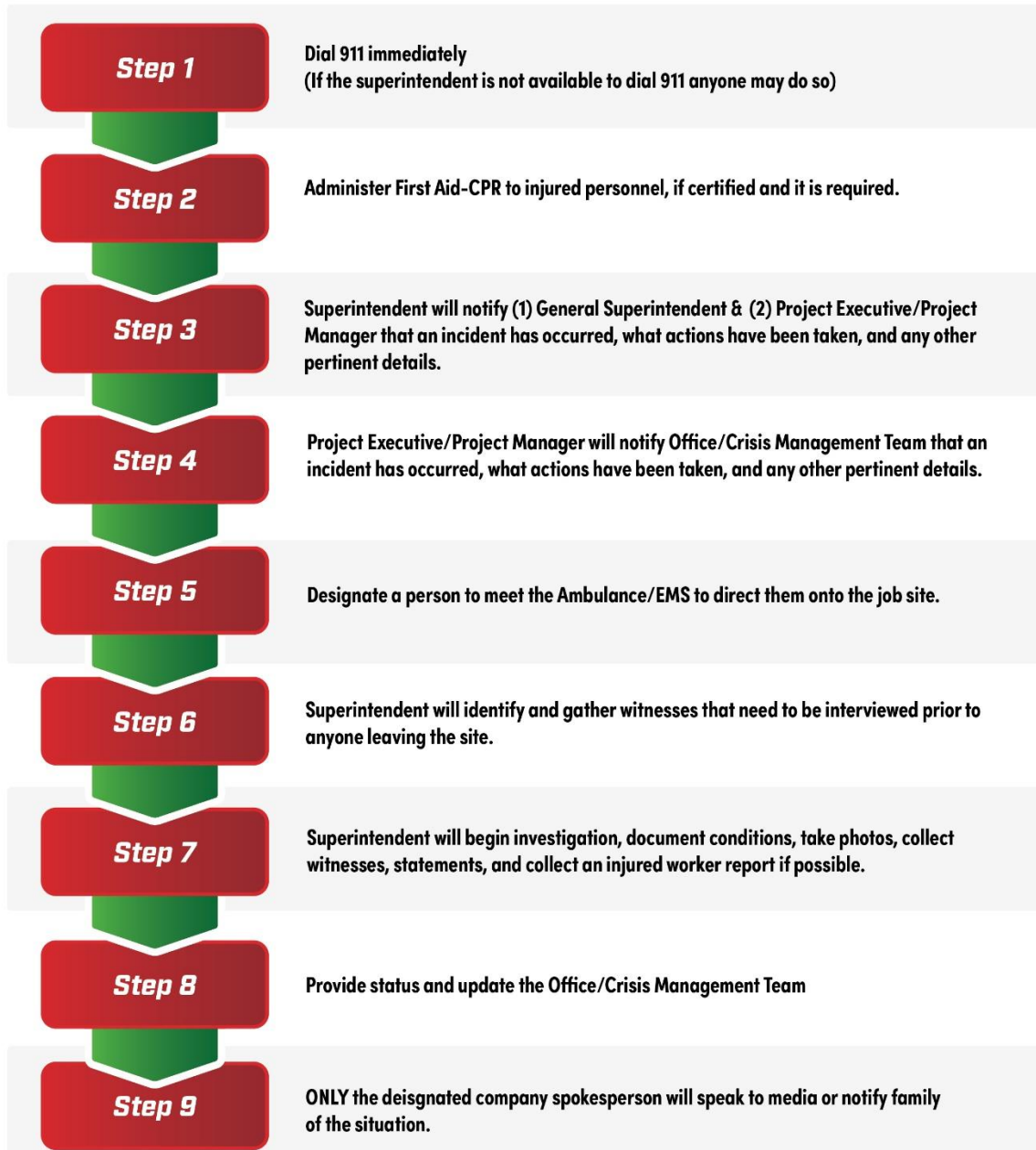
Crisis Management Plan

Jewett Construction Co. LLC



GENERAL EVENT RESPONSE

**THIS IS A STEP-BY-STEP WORKFLOW CHART TO BE FOLLOWED
IN THE EVENT OF A SERIOUS INJURY/FATALITY**



SEE BACK FOR CORPORATE CRISIS MANAGEMENT CONTACT LIST

Crisis Management Plan

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Section 1

Crisis Management – Mission Statement

Jewett Construction is committed to:

- Protecting our employees from injury
- Protecting our subcontractors from injury
- Protecting the public, pedestrians, and all individuals onsite or in proximity to construction activities
- Protecting our employees from loss of income due to crisis
- Protection of company property and resources
- The company’s ability to remain in business if faced with a crisis

This crisis management plan provides an outline for actions that should be taken to prepare and respond to a crisis. The plan outlines “best practices,” the action steps necessary, and the responsibility assigned for such actions in the event of a crisis. A crisis can be defined as an unplanned event, occurrence, or sequence that creates, or has the potential to create, an immediate threat to life, property, or normal business operations. This is most likely to occur on a jobsite, but may also occur at a business office or other locations related to the business.

Workplace accidents, natural disasters, financial manipulation, societal disruption, pollution and environmental issues are but a few examples of potential crisis situations. The reasons for focusing on these issues are to protect our employees, protect the public, to comply with government regulations, meet our moral and ethical responsibilities, and protect the company from possible liabilities and litigation. The consequences of not focusing on these issues can be serious, and in some cases catastrophic.

The plan is designed to provide direction to the Jewett staff and personnel to manage a crisis event as efficiently as possible. Staff must be familiar with the specifics of this plan and their responsibilities in order to minimize loss. Information needs to be communicated effectively and, most importantly, accurately. Timely and sound judgement will be essential to the success of this crisis management program.

Mock exercises will help train staff and prepare for a possible real event. Internal personnel and staff will be more comfortable with these crisis guidelines and therefore perform more efficiently under pressure if they have the opportunity to practice these procedures during normal business conditions.

The key to success with handling a crisis is through preparation, organization, and rehearsal. Once the plan is implemented it will be communicated, practiced, and revised as necessary to be effective when needed.


Signed _____
Gregory Stewart, President

Section 1

Crisis Management – Introduction

This crisis management plan provides an outline for actions that should be taken to prepare and respond to a crisis. The plan outlines “best practices,” the action steps necessary and the responsibility assigned for such actions. A crisis can be defined as an unplanned event, occurrence or sequence that creates or has the potential to create an immediate threat to life, property, or normal business operations. This is most likely to occur on a jobsite but may also occur at a business office or other locations related to our business.

Workplace accidents, natural disasters, financial manipulation, societal disruption, pollution and environmental issues are but a few examples of potential crisis situations. The reasons for focusing on these issues are a result of our commitment to protect our company from possible liabilities and litigation. The consequences of not focusing on these issues can be disastrous, and in some cases fatal to an organization’s existence.

This plan is designed to provide direction to key staff and personnel to manage the crisis event as effectively as possible. All staff must be familiar with the specifics of this plan and their responsibilities in order to minimize loss. Information needs to be communicated quickly and, most importantly, accurately.

Timely communication and sound judgement is essential to the success of any crisis management program. Workplace procedures and responsibilities to be addressed may include but not be limited to the following items:

- Securing the incident site
- Incident investigation and analysis
- Power/water/gas shutdown and control
- Traffic control/gate security
- Weather monitoring
- Employee communications and protection, emergency evaluation/headcounts
- Administer first aid/CPR
- Communication with local authorities – police/fire, etc.
- Critical, timely communication amongst key Jewett Personnel including Corporate Team Leader, Spokesperson, and Project Team

Other external parties may need to be consulted and include the following:

- Fire/police/ambulance services
- Project owner
- Special subcontractors (electrical, HVAC/plumbing, fire protection, etc.)
- Contractor’s Risk Management (CRM)

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- Adjacent buildings and facilities
- Highway departments
- Hospital/clinics/local medical facilities
- City/county departments
- Utility owners
- Insurance carrier(s)
- Security consultants
- Crisis councilors

The key to success with handling a crisis is through preparation, organization, and rehearsal. Once the plan is implemented it will be communicated, practiced, and revised as necessary to be effective when needed.

Section 2

Key Corporate Personnel Contact List

Role	Name	Contact Information
Team Leader	Greg Stewart, President	Office: 603-895-2412 ext. 22 Cell: 603-583-1927 gstewart@jewettconstruction.com
Backup for Team Leader	Alain LeBlanc, Vice President / Project Executive	Office: 603-895-2412 ext. 66 Cell: 603-244-8137 aleblanc@jewettconstruction.com
Backup for Team Leader	Damon Brown, General Superintendent	Office: 603-895-2412 Cell: 603-519-1459 dbrown@jewettconstruction.com
Corporate Spokesperson	Greg Stewart, President	Office: 603-895-2412 ext. 22 Cell: 603-583-1927 gstewart@jewettconstruction.com
Backup for Spokesperson	Alain LeBlanc, Vice President / Project Executive	Office: 603-895-2412 ext. 66 Cell: 603-244-8137 aleblanc@jewettconstruction.com
Human Resources	Lynn Palmer, Human Resources Manager	Office: 603-895-2412 ext. 13 Cell: 603-395-3989 hr@jewettconstruction.com
Marketing	Ryan Royce, Senior Marketing Manager	Office: 603-895-2412 ext.42 Cell: 603-519-1790 Marketing@jewettconstruction.com
Company President/CEO	Craig Jewett, Owner	Office: 603-895-2412 ext. 16 Cell: 603-396-3208 craig@jewettconstruction.com
Legal Counsel	Kenneth Rubinstein, Attorney	Office: 617-226-3868 Cell: 603-233-2545 krubinstein@preti.com
Insurance Construction Risk Partners (CRP)	Ryan Barr, Claims Consultant	Direct: 908-952-0282 Cell: 857-300-0713 Ryan.Barr@constructionriskpartners.com
Safety Consultant Contractor's Risk Management (CRM)	Shawn McCluskey or Brian Stevens	Office: 603-225-3335 besafe@crmusa.com
Safety Committee	See Page 29 for Committee Member Names	Office: 603-895-2412 safety@jewettconstruction.com

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Jewett Project Team Personnel Contact List (project specific)

Role	Name	Contact Information
Vice President of Operations	Alain LeBlanc	603-244-8138 aleblanc@jewettconstruction.com
Project Executive		
General Superintendent	Damon Brown	603-519-1459 dbrown@jewettconstruction.com
Superintendent		
Project Manager		
Assistant Project Manager / Project Engineer		
Assistant Superintendent / Field Engineer		
Project Coordinator	Claudia Rocca	603-895-2412 crocca@jewettconstruction.com

Section 2

Team Member Responsibilities

Team Leader

- Be the “point” person for the crisis team. Gather all necessary information and oversee the crisis
- Verify status of crisis. Notify upper management, project team, legal counsel and human resources, insurance company/broker, owner.
- Advise, maintain communications, and coordinate response with upper management
- Fill in and provide aid for team members as needed
- Assign team members additional responsibilities as needed
- Ensure that statements are approved by legal counsel
- Access need to inform surrounding areas that may be affected by the incident
- Work with administration personnel to effectively screen or route phone calls, update call sheets and log activity, make travel arrangements, monitor news reports, provide clerical support, etc.
- Depending upon nature of crisis, determine who will notify spouse/family members of injured, and whether done by phone or in person; determine other assistance or support needs
- Designate someone to stay with injured worker(s) at medical fatalities until family members arrive
- Determine the need for bilingual capabilities or other specific family concerns

Spokesperson

- Anticipate and prepare for media questions. If possible, role-play interview and practice with crisis team before going live
- Assemble necessary background and project information and literature
- Assume responsibility for all communications from corporation to the general public through the media
- Write, and get clearance for, all statements intended for the media
- Confirm that statements are approved by upper management
- Act as the company’s “one voice” to provide information to all outlets (media, officials, etc.)
- Advise the media of time and place for future updates
- Follow-up on additional media inquiries and requests Use of the crisis team to delegate responsibilities and data gathering

Upper Management Allocate time to stay on top of the crisis until conclusion

- Approve statements prior to release
- Participate in personally notifying employee’s spouse/family in the event of a fatality

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Senior On-Site Person

- Contact emergency services
- Provide immediate medical attention to injured
- Contact company headquarters. Contact crisis management team leader. Contact safety director and other management personnel as needed
-
- Delegate person to transport spouse/family of the injured to medical facility, if necessary
- Secure the scene. Initiate site control and determine if site needs to be shut down
- Make certain all employees are accounted for; post workers to restrict entry to site; implement emergency response plan to expedite emergency response vehicles entry and exit to site
- Establish a command center on site. Inform site personnel to direct requests for information from outside groups to you
- Act as temporary spokesperson, if necessary, until corporate spokesperson arrives
- Secure scene to preserve evidence for investigative purposes
- Notify owner/developer of the crisis situation
- Provide project information to crisis team

Safety Committee

- Gather name and contact information of injured and/or deceased
- Obtain phone numbers of spouse/family members
- Coordinate with team leader to determine notification procedures
- Debrief workers and witnesses to incident under the direction of the Spokes Person. If necessary, initiate post-accident drug/alcohol test (coordinate with legal counsel) Need process to implement this
- Notify OSHA as condition warrants (in the event of a fatality or three or more workers require hospitalization) Need specific criteria, leave nothing to chance
- Document the incident in writing and on film Delegate this to an identified person, secure all team members' documentation

Human Resources

- Provide crisis team with information on injured/deceased
- Provide direction for communications. Establish phone or online messaging for employees to access for additional information and updates
- Secure and offer post-traumatic counseling to employees if necessary
- Respond to all other employees' concerns
- Track all media coverage

Legal Counsel

- Review and approve communications to media
- Advise the crisis management team during the emergency

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Section 3

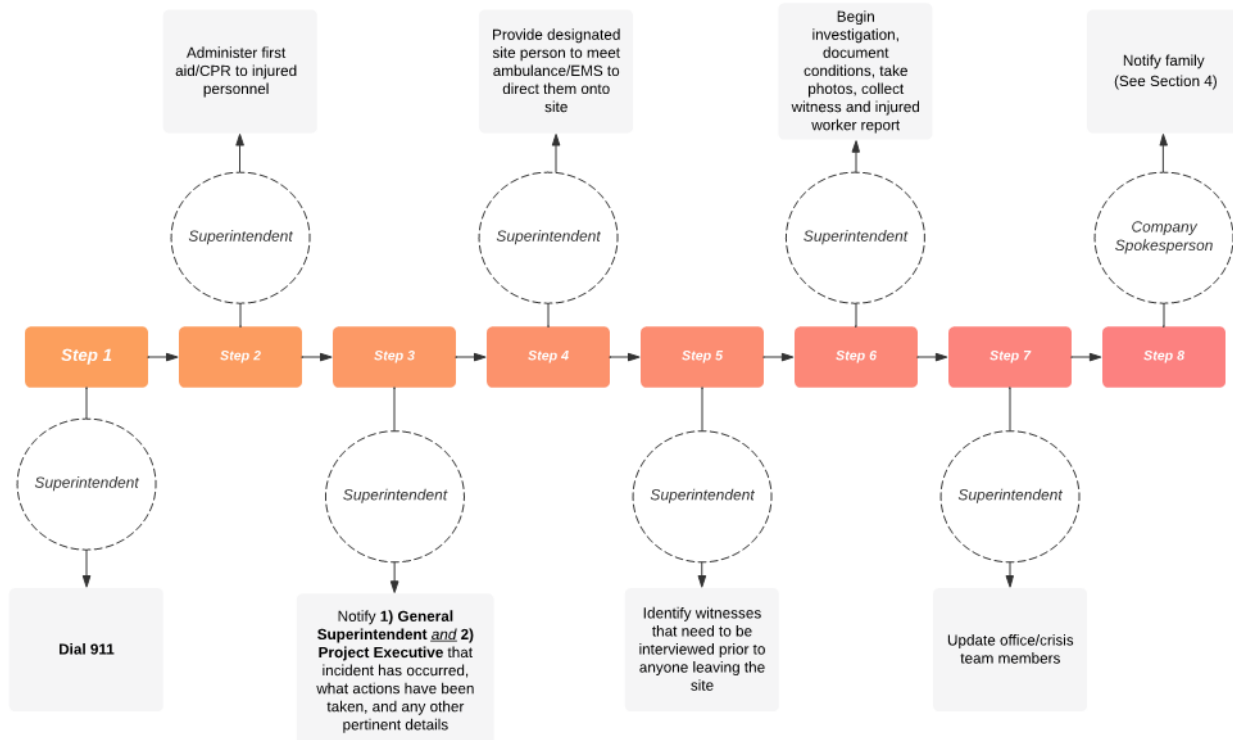
Specific Event Response

While the initial response for many types of crisis events may be the same, specific response plans are necessary to help organize and save time. While there may be many different contingencies to address, the following are some that would most likely be anticipated for Construction. [Note: Not all response actions may be identified in the following]

Serious Injury / Fatality

- Dial 911
- Administer first aid/CPR to injured personnel, if certified and required
- Notify office/crisis team members that incident has occurred, what actions have been taken, and any other pertinent details
- Provide designated site person to meet ambulance/EMS to direct them onto site
- Identify witnesses that need to be interviewed prior to anyone leaving the site
- Begin investigation, document conditions, take photos
- Update office/crisis team members
- Notify family (See Section 4)

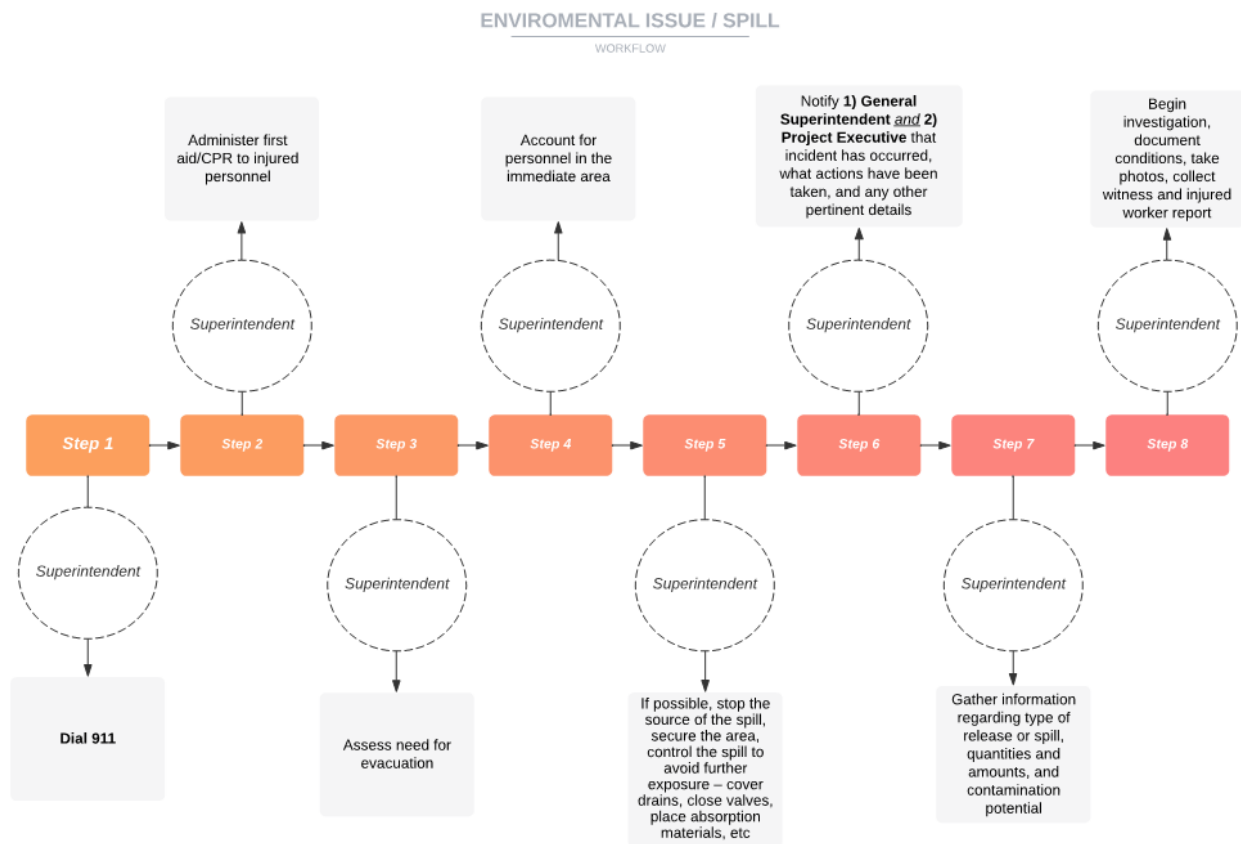
SERIOUS INJURY / FATALITY
WORKFLOW



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Environmental Issue/Spill

- Should release of material occur that has the potential to harm people, property, or the environment:
- Call 911
- Provide/administer first aid/CPR to injured, if certified and required
- Assess need for evacuation
- Account for personnel in the immediate area
- If possible, stop the source of the spill, secure the area, control the spill to avoid further exposure – cover drains, close valves, place absorption materials, etc
- Notify office/crisis team that incident has occurred
- Gather information regarding type of release or spill, quantities and amounts, and contamination potential
- Begin investigation, document conditions, take photos

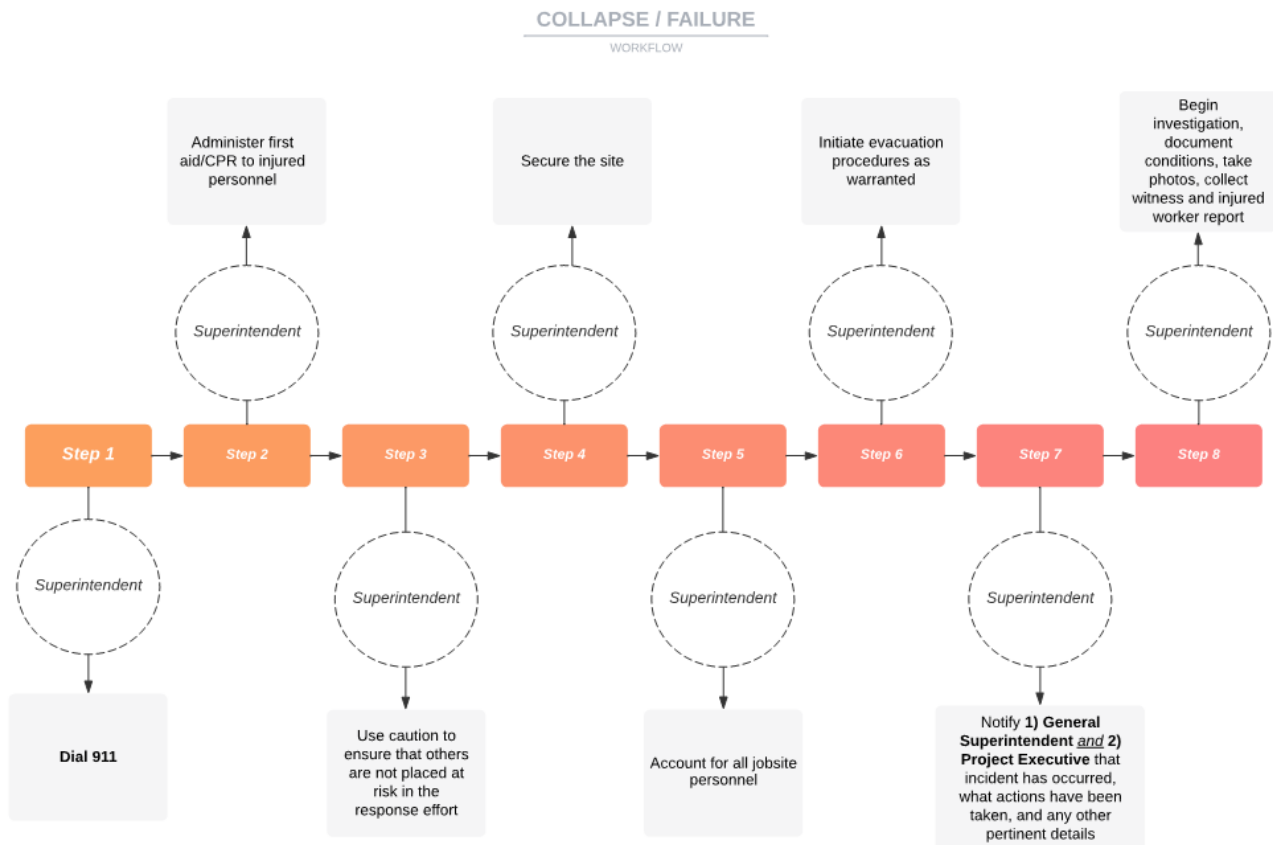


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Collapse/Failure

This may take on many forms, from partial wall to an entire structural failure, for a building or a trench or excavation.

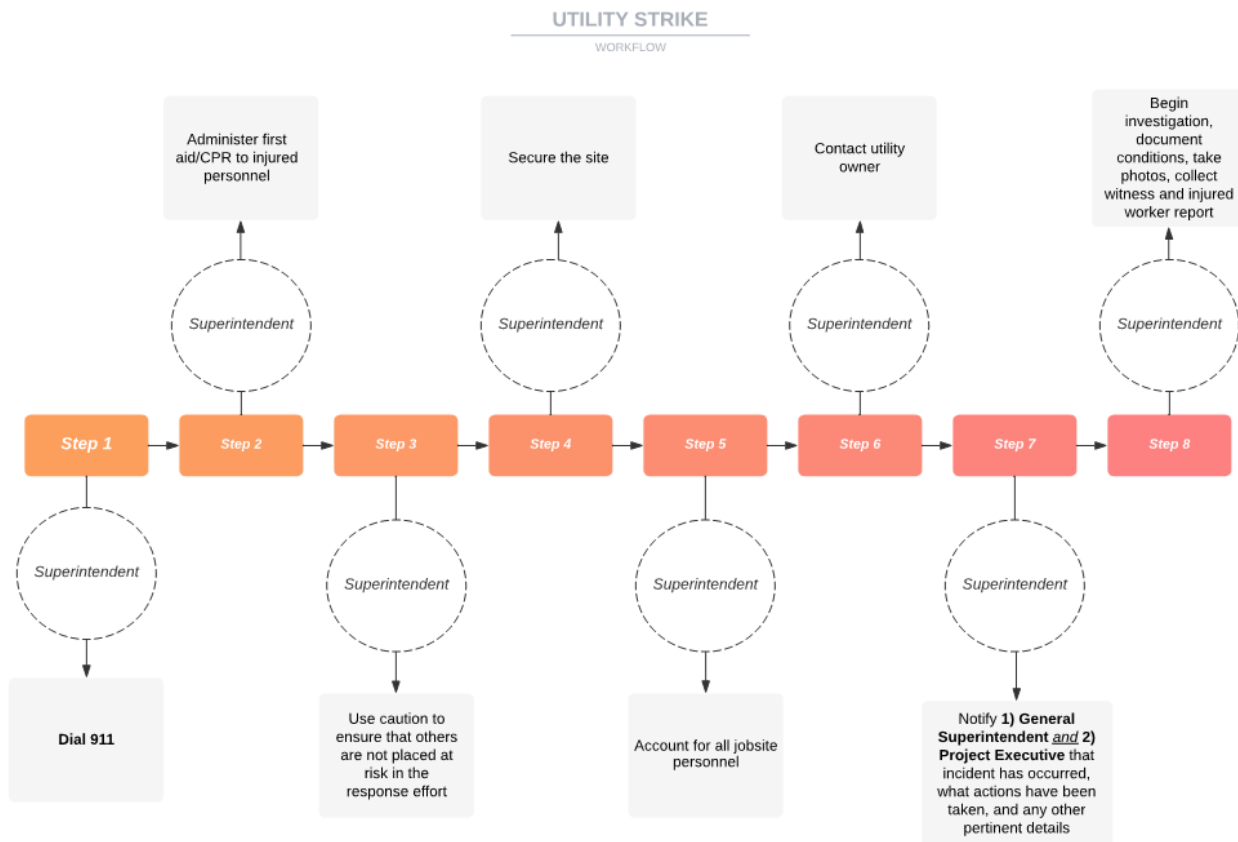
- Call 911
- Immediately render first aid to the injured
- Use caution to ensure that others are not placed at risk in the response effort
- Secure the site
- Account for all jobsite personnel (Use daily report/sign-in sheets . Establish a gathering location in the event of any type of evacuation, fire, etc.
- Initiate evacuation procedures as warranted
- Notify office/crisis team that incident has occurred



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Utility Strike

- Call 911
- Immediately render first aid to the injured
- Use caution to ensure that others are not placed at risk in the response effort
- Secure the site
- Account for all jobsite personnel Use daily report / sign-in sheet
- Contact utility owner
- Notify office/crisis team that incident has occurred, what actions have been taken, and any other pertinent details



Severe Weather/Natural Disaster

A severe weather exposure plan should be evaluated for the jobsite to determine effects and likelihood of damage from tornado, earthquake, hurricane, wind, flooding, or other severe weather conditions.

- Review specific plans with personnel and subcontractors for appropriate response to weather warnings
- Secure equipment and materials
- Backup computers, blueprints, permits, and other critical documents to main office
- Monitor weather conditions

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- Account for all personnel. Identify safe shelter areas within buildings where people should go

Terrorist Threat

Consideration should be made to assess exposure to potential acts of terrorism. A “high-profile” project or your proximity to high-risk buildings – government buildings, airports, religious institutions, densely populated buildings, sports arenas, local or national landmarks, power plants, and other “trophy” buildings or infrastructure – can increase your risk.

- Maintain site security. Conduct specific safety and security daily inspections
- Manage access of visitors
- Ensure you know what subcontractors are on site each day
- Inspect incoming materials and deliveries

Workplace Violence

- Call 911 to Contact the Authorities (if needed)
- Conduct interviews of allegations to determine details of the incident
- Question employees who were involved in the incident
- Assess the situation for ongoing threat or danger to others
- Remove the employee and contain the situation
- Contact law enforcement and take additional precautions if necessary

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Section 4
Notification Procedures

Use this form to list customers and other outside parties that should be notified of a disaster. Advise about the recovery efforts, locations and any changes or updates.

Customer Company	Contact Person	Phone
Project Owner		
Police		
Fire		
Ambulance / EMT		
Adjacent Buildings/Properties		
Highway Departments		
Occupational Health Facility		
Hospital/Clinic/Medical Facilities		
Insurance Agent/Carrier	CRP – Ryan Barr	908-952-0282
Crisis Counselor		
OSHA (Local)		
City/County Departments		
Public Works / Water		
Electric		
Gas		
Subcontractors/ Vendors/Suppliers		

Section 4

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In the event of an employee fatality:

There may come a time when you will have the unfortunate responsibility to notify a wife, husband, mother, father, son, or daughter of one of your workers of the death of their loved one. This is a very traumatic event, for both the family and you. The following are guidelines to help prepare:

Prior to any discussions involving the events of a fatality, consult our legal counsel for direction. Have your facts together. Obtain the full name, address, and social security number of the deceased. Get full name of next of kin, relationship to the deceased. Determine if family members are English-speaking or if an interpreter is necessary. Gather all information relative to the event and prepare for any and all questions.

Have a support system. You'll need support as well, so take a fellow employee, superintendent, co-worker friend, or minister. Assess the stability and health of the family members upon hearing this type of news.

Determine what you will say. There is no easy way to do this. Speak simply and directly. Listen and provide answers to any and all questions to the best of your ability. Be sympathetic. Be factual. Don't lie or make up answers if you are not certain.

1. The **President, Spokesperson**, or member of upper management, will inform the spouse in person of the accident. **A phone call is not acceptable.** Offer (and select) an employee to assist the family in any manner he/she can make calls or help handle arrangements.
2. The designated upper management personnel should remain at the home until other family members arrive
3. Provide as much comfort to the family as possible during this difficult time. If the victim's family is in need of money to cover expenses or require other assistance, you should consider offering to help it is within company policy
4. Contact should be maintained with a relative or close friend of the spouse throughout the time of the funeral to make sure everything is done

NOTE: If the injury involves a non-employee, also consult our legal counsel as soon as possible. The local authorities will need to be consulted and our legal counsel can provide advisement.

Section 4

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In the event of an employee injury:

1. Determine the extent and nature of the injuries
2. Find out immediately where the person is being taken
3. The **most senior person on site** (or whomever the Team Leader designates) will be responsible for contacting the family to explain that there has been an incident and that the employee has been injured
4. Make arrangements prior to, and advise the family that a vehicle is on the way to take them to the hospital/medical facility. Try to discourage them driving themselves
5. If necessary, an employee may go to the injured's home to lend assistance. When the designated employee arrives at the home, he/she should call the office for any new information and, depending upon the situation, offer to take the spouse to the medical facility (if a cab is not used), or assist with finding someone to watch children (if applicable)
6. The Team Leader will assign someone to stay in contact with the medical facility for updates on the injured worker's condition

NOTE: If the injury involves a non-employee, the local authorities should be consulted as to notification procedures. Contact our legal counsel as soon as possible for direction.

Section 5

Media Management

How a disaster unfolds: what to expect

Although each crisis is unique, there often is a common pattern to the media's response in the aftermath of any tragedy that affects whole communities. The type of information sought by the media as the trauma unfolds often follows the following pattern:

0-12 hours: In the immediate aftermath of a crisis the media is scrambling to get information to answer the question "What happened?" The media attempts to piece together a story, based on eyewitness accounts, monitoring police radios, and, in many cases, grabbing anyone to talk about what happened. In the worst-case scenario, the media has monitored the police radio frequency and arrives at the scene of the crisis before the police or rescue workers, thus obtaining unrestricted access to the crime or disaster scene.

12-24 hours: As the crisis unfolds, the next question the media seeks an answer to is "Who? Who are the victims?" there is often a struggle over timing of the release of the names of injured or killed victims as the authorities try to notify the surviving family members. No one is immune from the media's search for identifying information about the victim. The media will seek this information from a variety of sources, including hospitals, the police, rescue workers, families, neighbors, schools, passenger lists, co-workers – or through encampments at the crisis scene – all in an effort to identify who has the information about the crisis and its victims.

24-36 hours: The next question the media tries to answer is the question of "Why? Why did this tragedy happen?" It is a normal reaction on the part of many people, including victims, survivors and community members, to try to understand what happened by finding someone or something to blame. Everyone has their own version of who is to blame and the media feeds into this hysteria by speculating on who or what may have caused the crisis well before the actual facts of the situation emerge. In cases of a serious accident there will almost always be questions of the contractor's safety program, job planning, and the training of the injured.

36-72 hours: At this point during the crisis the media continues to speculate on what happened and why, and in addition, often begins to evaluate the rescue efforts as to whether they were effective and timely. Often, this occurs even as the rescue or cleanup operations continue. Ensuring privacy for victims as they are released from the hospital, return to work, or begin to make arrangements for funerals or memorial services is critical at this time.

72 Hours – Forward: The details of what happened at the crisis site is now old news, and the news story that is current concerns the funeral services of the deceased. In addition, the crisis story is now old news. In order to continue coverage, the media often try to put a "spin" on a story to keep it in the news. The media looks for twists, or a new angle by which to present the same information. Issues concerning the lifestyle, social and religious pursuits of the victim, stories about victims who have suffered through misfortunes as well as previous doubts about the employer being blamed for contributing to the crisis now all surface.

Section 5

Media Communications

REMINDER: ONLY THE CORPORATE SPOKESPERSON, BACKUP SPOKESPERSON, OR PRESIDENT ARE PERMITTED TO SPEAK ON BEHALF OF THE COMPANY TO THE MEDIA UNLESS OTHERWISE AUTHORIZED.

Simple and naïve as it may sound, the best approach with news media is to tell the truth and tell it as quickly as the facts are known. Successful organizations take the lead in delivering information, even when the subject is unpleasant.

Some events will mean interacting with the news media. It's a good idea to set the tone for ongoing relationships with the media by being as open and honest as possible from the beginning. Journalists often suspect that persons who are evasive, difficult to reach, or offer only "no comment" may be covering something up. Confronted with a spokesperson who refuses to cooperate, some journalists may employ aggressive methods to obtain the information they seek. Some may use other, possibly less responsible, sources for their information. Therefore, your organization's goal should be to control the public message by delivering adequate information in a timely manner.

Stick to the facts. Sometimes journalists tend to draw a conclusion that makes more of a situation and their complete understanding may take time. Stick to the facts of each case and be careful not to try to interpret its meaning unless there is enough information to do so. If, for whatever reason, your organization released incorrect information, correct it through official channels as soon as possible. Often, the least damaging way to deal with mistakes is to simply own up to them.

The spokespeople will work closely with the crisis team and management personnel. The spokespeople will be the only ones authorized to disseminate information to the media. It is important to "speak with one voice" and not provide conflicting statements from multiple sources. (Refer to Section 2 for spokespeople contact information)

Best practices when dealing with the media

The most important communications strategy in a crisis, particularly in the first few hours, is to be open with the public by being available to the news media. Perception is often reality to the public, and the media creates the perception following a crisis. For those who would even think of implementing a "no comment" philosophy with the media, please consider the following: The trade journal *PR News* cites a survey that says 65 percent of the public perceives "no comment" as an admission of guilt.

Do:

- **Make sure reporters know who the spokesperson is.** The company spokesperson should be the only one authorized to disseminate information to the outside world. It is important to "speak with one voice" and not provide conflicting statements from multiple sources

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- **Tell the truth.** Never lie. It will come back to “bite” you. Reporters will be encouraged to dig into your story, check into company background and expose every detail they can find
- **Provide accurate information.** Verify information and ensure accuracy before providing to the media. Once this information is released, it’s impossible to retract
- **Condense your information.** The media works with short clips and “sound bites.” They will take long-winded explanations and shorten to fit their timelines. Keep your comments short and to the point
- **Emphasize the positive.** Turn negatives into positives – “damage and injuries were minimized due to quick actions of management on site.” Stress your company safety record/history and your cooperation with local authorities
- **Stay away from liability issues.** Don’t talk about who may be responsible. Don’t make accusations or place blame
- **Use understandable language.** Avoid industry jargon that the public may not understand
- **Use visual analogies when possible.** The building process and equipment used can be difficult to explain in words. Use visuals if you can – “A picture is worth a thousand words”
- **Correct incorrect or misleading information.** Within the first few hours of a crisis, there may be rumors and other erroneous information flying around. Correct this as quickly as possible
- **Be willing to say “I don’t know.”** When asked a question you don’t know the answer, say so, then offer to find out and provide the answer at a later time
- **Be prepared.** Prepare in advance and have a response to all potential questions. Be aware of questions that might violate confidentiality or hinder the investigation
- **Insist that reporters respect the privacy rights** of the investigative personnel, authorities, and others on the jobsite

Don’t:

- **Say “no comment.”** No comment implies guilt or that you are hiding something
- **Say anything “off the record.”** Don’t say it if you don’t want it used. Always remember that anything you say can be used by the media
- **Wait for the story to go away.** Reporters have a job to do. If you don’t cooperate, they may go to others to get their story and you will lose all control of how the story will be told and how your company may be portrayed
- **Try to cover-up.** The truth will ultimately come out. Do your best to turn negatives into positives
- **Ad-lib.** Be prepared for the tough questions that will be coming. Don’t be caught off-guard
- **Speculate or try to predict the future.** You can only answer to the facts
- **Chew gum/have anything in your mouth.** You want your speech to be clear and concise
- **Wear sunglasses.** Hiding your eyes gives off a negative feeling and the perception to others that you are hiding something

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Tips for the spokesperson

- **Be prepared.** Understand all that has happened and why the media is at your jobsite. Be prepared to discuss in detail the facts of the situation
- **Develop a few key messages.** Write these down on note cards and refer to them during the interview. These should be brief and to the point. Place emphasis on the positives as much as you can
- **Decide how much time the interview will take.** Set some ground rules before you get started. This will make it easier to end the interview, which might run on aimlessly if no limits are set beforehand
- **Simplify your statements.** Be brief and direct. Most reporters will only have limited knowledge of your work and limited time to prepare the story. The more you simplify it for them, the more likely that the story will be accurate, informative, and that you won't be taken out of context
- **Avoid industry jargon or technical language.** You must be understandable to everyone
- **If you don't know the answer, say so.** It's OK to tell a reporter you don't know the answer to the question. Offer to find out and get back to them. Don't make up an answer that may turn out to be incorrect
- **Always be professional and polite.** Anything you say and do can be quoted and used by the reporter. Keep calm. Don't forget that you are always "on the record"
- **Speak slowly.** Everyone tends to speak faster than normal when they are excited, stressed and/or under pressure. Practice speaking slowly in order to prepare for when the camera is on
- **Remember that you are the face of the organization.** Always assume the camera is rolling. Never speak "off the record." Relax only after the reporters have left
- **If a question is offensive, don't repeat it, not even to deny it.** Reporter's questions are seldom quoted. Your responses will be. If a question or comment contains incorrect "facts," don't let them pass. Challenge and correct immediately
- **Remember your appearance.** If you are doing a TV interview, remember to dress professionally; speak confidently; maintain good posture; don't wear bright colors or large noisy jewelry that will distract viewers

Expected Questions

- What happened?
- Where did it happen?
- How did this happen?
- When did it happen (day/date, time)?
- Who did it happen to?
- What is the current situation (as verified by facts)?
- How many, and who, were injured/killed?
- How much damage was done?

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- What's the potential for additional damage or danger?
- Who was/is responsible?
- What went wrong/What caused this to happen?
- What is the status of the investigation/who is conducting?
- When will more information be available and who will provide it?
- Has this happened before?

On-Camera Suggestions

- Relax. Take the attitude that the reporter can ask you any question. Don't appear to be upset or caught off-guard by any questions. Think of responses that provide a positive way to answer
- Speak informally. Use everyday language
- Give your attention and look directly to the reporter or to others in the audience, when responding or listening to questions. Minimize distractions from the cameras, microphones, and other media personnel as much as you can
- Be aware of, and avoid, any actions or personal mannerisms that would indicate nervousness, stress or guilt. Do not cover your face, wear sunglasses, avoid making eye contact, etc.
- Answer questions openly, honestly, and candidly. Keep your answers short and understandable
- When you have finished your answer, stop talking. Don't ramble. Avoid feeling the need to continue talking to fill silence. Politely ask if there are any other question(s) and/or complete the interview
- Don't use expansive gestures on camera. Keep your hands in front of your chest when gesturing

Sample statements following a crisis

1. We have recently been notified that a INCIDENT TYPE at LOCATION involving WHO occurred today at TIME. The incident is being investigated and more information will be shared at a later time.

2. At approximately TIME, there was a/an INCIDENT TYPE at LOCATION that is currently being investigated. We are working to determine DAMAGES. At this time, we have confirmed NOTE INFO THAT IS CERTAIN. The safety and well-being of our team members, vendors, and community are our first priority. As more information is available, we will provide updates via METHOD INFO WILL BE SHARED.

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3. We are shocked and saddened by the loss of life/injuries/damage caused and are doing everything we can to help the victim(s). Our thoughts are with him/her/them and his/her/their families and loved ones
4. We have launched our own internal investigation while also cooperating fully with (name of the investigating authorities)
5. What we know so far.... (provide basic facts, but leave details to the investigating authority). The cause of the incident is not known at this time. The investigation is progressing, and we are working closely with the local authorities
6. Our primary focus right now is on helping the victim(s)
7. It is our policy to cooperate with the news media to the maximum extent possible. However, at this time is it not possible to permit access to the incident location because (whichever is true, or both) it is not stable nor is it safe for non-emergency personnel as providing access to the site at this time may compromise ongoing investigations
8. *(If subcontractor is involved, then:)* We ask our subcontractors to do everything possible, as we do, in compliance with safety regulations and guidelines, including site incident prevention. *(or, if true, then:)* We require our subcontractors to follow the same safety compliance regulations and guidelines as the organization mandates

Handling aggressive media tactics

- Be prepared by knowing all the important facts and details
- Turn negative questions around by giving positive responses
- Try to slow yourself down give yourself time to think before responding pause for a few seconds before answering or restate the question in your own words
- Respond to a series of rapid-fire questions by picking on that best relates to the point you wish to make
- Maintain your position of authority by making eye contact and using positive body language
- Don't let a reporter interrupt. If a question is posed while you are making a statement, wait until the reporter is silent and complete your original thought
- Always stay in control. Keep calm and be confident with your statements

Responding to sensitive information

- **Cause of the incident?** Let the officials release this information
- **Specific damage estimates?** Dependent upon the type of crisis, this information would usually not be available, and you would only be speculating
- **Reciting events as they occurred.** Avoid initial explanations until all witnesses have been debriefed and all facts are gathered regarding the incident
- **Project shutdown/construction delays?** Fully assess the damage and verify information before making any statement. This information may not be readily available and once you would only be speculating
- **Who or what is at fault?** Avoid comments that place blame or point fingers. This information will only be released late on, once the investigation is complete

Section 6

Company Specific Information

1. Company background/descriptions

Name of Firm

Jewett Construction Co. LLC

Year of Establishment

1972

Mailing Address

25 Spaulding Rd
Unit 17-2
Fremont, NH 03044

Company History

Fremont, NH-based Jewett Construction Co. LLC is a well-organized and well-financed design-build/construction management firm with a reputation for a no-nonsense, client-based approach to building. We provide new construction and renovation services for projects ranging in size from \$1,000,000 to \$25,000,000 in the commercial, industrial, retail and institutional markets throughout New England. A second generation, family-owned business, we're small enough to offer professional, personalized service, yet large and financially strong enough to provide top of the line construction services.

2022 marked our 50th year doing what we do best—providing award-winning, high quality building construction. Our portfolio has grown exponentially and includes many highly successful design/build and construction management projects led by our professional project management staff and field personnel with unparalleled levels of experience. Every project is completed with safety at the forefront. Our 4EverSafe© slogan reminds everyone that Jewett's priority is safety on the jobsites

Jewett's management team takes a personal interest in every project regardless of scope, and works hard to ensure our subcontractors and vendors do the same. We take a creative approach to problem solving and pride ourselves on our performance in the key areas of quality, timeliness and budget control—always with an emphasis on safety. Our extremely pro-active safety program has earned us a safety MOD rating of 0.79 that remains an outstanding example in today's construction industry.

2. Project information

Address:

Client:

Superintendent:

3. Past crisis situations

n/a

4. Safety history and management commitment

Construction safety is an absolute priority at Jewett Construction — a company determined to provide all employees, subcontractors, clients and the general public with the safest worksite possible.

Our 4EverSafe™ Construction Safety Program is based on the Occupational Health and Safety Act (OSHA) Four-Point Program and supplemented with additional layers of safeguards and observation to better ensure the safety of all who visit our worksites.

The Four-Point Program

1. Management Commitment and Employee Involvement

Jewett Construction management and employees are both committed to and involved in the construction safety program. Our experienced management team leads the way by setting policy, assigning and supporting responsibility and involving employees in the process to guarantee a well-informed team.

2. Worksite Analysis

On-site staff and superintendents actively engage in continuous vigilant daily analysis and reporting of the worksite to identify, abate and eliminate potential hazards.

3. Hazard Prevention and Control

All employees and subcontractors on our worksites are required to know and comply with all safety rules established by OSHA and the Federal, State and Local Governments, and defined within Jewett's established 4EverSafe safety program to prevent and control hazards on all Jewett-occupied worksites.

4. Training for Employees, Supervisors and Managers

Managers, supervisors and employees are trained to understand, control and prevent worksite hazards. Jewett Construction ensures all employees are trained on the specific topics,

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equipment and materials pertaining to their daily duties as determined by the established OSHA standards.

Our company Safety Policy is a compiled manual covering a broad range of topics—everything from Accident Reporting and Hazard Communications, to Fire Prevention and Daily Reports. The policy is kept on worksites at all times and is reviewed/signed by staff annually to ensure effectiveness.

Additionally, while Jewett Construction conducts an ongoing review process that includes routine self-inspections, daily reporting, an established safety committee and more, we are also contracted with Contractors Risk Management, Inc. — a third party safety inspection service that conducts weekly inspections of our job sites and reports directly to our Safety Officer.

Emergency Response

All businesses – no matter how small – need a plan for responding to emergencies that might disrupt their ability to operate. Management is never put more strongly to the test than in a crisis situation. In the ever-changing, dynamic world of construction, a crisis can occur at any time. In order to handle the situation as effectively as possible, a plan needs to be in place BEFORE the crisis occurs. The plan should be reviewed, practiced, and updated regularly. As a portion of the overall plan, emergency procedures and response should be assessed. There will be a number of items that need to be addressed during an emergency. The following identifies some of the immediate on-site items that should be planned in advance:

- Develop building floor plans, site plans of buildings and grounds, street maps, and other plans or maps that would be useful during an emergency
- Maintain current notification lists or call trees for emergency response team(s)/services
- Maintain contact information for local authorities (fire/police/hospitals/medical services/ambulances). Assess response times, service capabilities and limitations
- Assess specialized equipment needs. Maintain a resource list that identifies the source, location, and availability of earthmoving equipment, dump trucks, fuel, etc., to support emergency and recovery operations
- Develop evacuation procedures and protocols
- Develop and maintain procedures for communications with employees, subcontractors, and others on site (as well as potentially other jobsites, divisions, and/or corporate location) to provide information and updates on the situation
- Set up emergency stations for screening casualties, administering first aid, arranging transportation to medical facilities, conducting roll calls, and identifying missing persons
- Provide assistance as needed to support trained medical and emergency response personnel
- Use personnel or security services to
 - Control traffic
 - Protect critical resources
 - Protect property in damaged areas

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Employee Assistance

Many organizations often develop detailed plans for crisis response and business continuity. Great attention is paid to “mission critical” business considerations such as security of records and data, maintenance of production and distribution infrastructures, and other factors vital to protecting and preserving the “business of the business” from escalating damage and disruption. Most companies seem to acknowledge human impacts in the workforce will be important and must be addressed and company plans generally reflect this. The responsibility to respond to those needs is typically delegated to Human Resources (HR), though often without the same critical attention to risk and hazard analysis, impact projection, and detailed planning afforded the most quantitative aspects of business performance. This can leave the HR manager with huge responsibilities, but without plans and resources immediately at hand to deal with the difficult and unfolding event. No organization can afford not to be ready to deal with the employee impacts of a workplace crisis event.

The vast majority of company plans center around a solid concept. The use of the organization’s Employee Assistance Program (EAP) is to provide guidance and assistance in addressing employee crisis needs. **See attached copy of the EAP flier at the end of this document. This is offered through Guardian and available to all current employees at Jewett.** There are few things more important to the survival of any company than maintaining a motivated workforce. EAPs indeed form the nucleus for crisis response, but the rapidly developing field of crisis response has gone far beyond the once simple basic of debriefing sessions. Astute businesses are now looking increasingly to ensure that their EAP provider brings a specialty partnership to bear on their workplace crisis needs to address the entire range of needs and expectations that will unfold as the event evolves.

R3 is a leading provider of Critical Incident Response services, providing post-crisis assistance to the workplace. They have extensive experience serving the construction industry. R3 provides employers with on-site telephonic, and web-enabled assistance to aid employee recovery and return to work following catastrophic accidents, employee death, natural disasters, workplace violence, and other tragic events.

Travelers has repeatedly worked with R3, leveraging their resources and expertise to facilitate recovery and return to work of employees following critical incidents. You can learn more about R3 at <https://r3c.com/>. Please see the attached copy of the R3 flier at the end of this document for additional information.

Immediate nationwide consultation and support are available 24/7 at: 888-736-0911

Crisis management for Jewett Construction

Jewett Safety Committee Contact List

Name	Title	Contact Infor
Greg Stewart	President	Office: 603-895-2412 ext. 22 Cell: 603-583-1927 gstewart@jewettconstruction.com
Alain LeBlanc	Vice President / Project Executive	Office: 603-895-2412 ext. 66 Cell: 603-244-8137 aleblanc@jewettconstruction.com
Jon Warner	Project Executive	Office: 603-895-2412 ext. 31 Cell: 603-793-7008 jwarner@jewetconstruction.com
Nick Jewett	Estimator	Office: 603-895-2412 ext. 12 Cell: 603-370-0594 njewett@jewettconstruction.com
Damon Brown	General Superintendent	Office: 603-895-2412 Cell: 603-519-1459 dbrown@jewettconstruction.com
Molly Messina	Estimator	Office: 603-895-2412 ext. 40 Cell: 603-519-1449 mmessina@jewettconstruction.com
Lynn Palmer	Human Resources Manager	Office: 603-895-2412 ext. 13 Cell: 603-395-3989 hr@jewettconstruction.com
Ryan Royce	Senior Marketing Manager	Office: 603-895-2412 Cell: 603-519-1790 marketing@jewettconstruction.com

Safety is everyone's responsibility.



WWW.JEWETTCONSTRUCTION.COM
