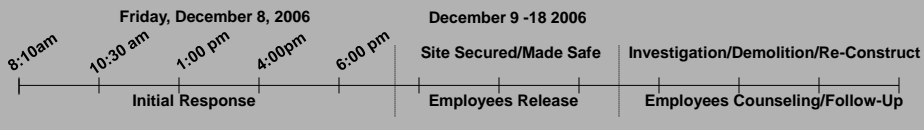
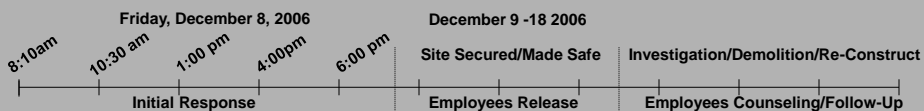


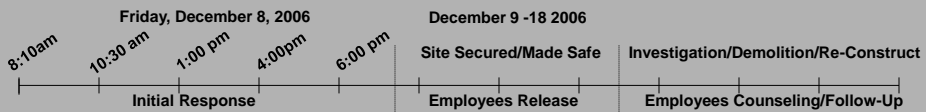


1. a sudden, urgent, usually unexpected occurrence or occasion requiring immediate action.
2. a state, especially of need for help or relief, created by some unexpected event: a weather



- 1. a stage in a sequence of events at [which](#) the trend of all future events, especially for better or for worse, is determined; turning point.
- 2. a condition of instability or danger, as in social, economic, political, or international affairs, leading to a decisive change.
- 3. a dramatic emotional or circumstantial upheaval in a person's life.
- 4. Medicine/Medical . a. the point in the course of a serious disease at which a decisive change occurs, leading either to recovery or to death.
- b. the change itself.

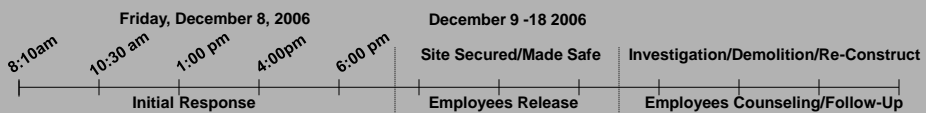




Waterview Project

- Site Plan image goes here

- General project overview
- Crisis Management Plan





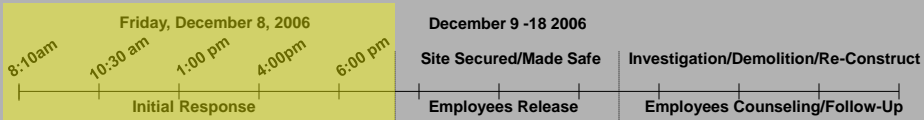
Managing the Message

PM Conference: October 11th, 2007

Setting:

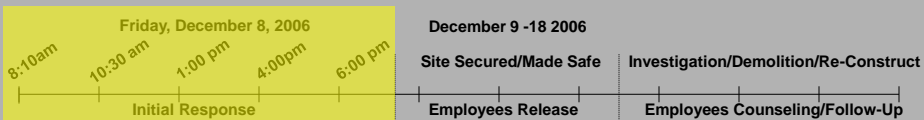


- Friday December 8, 2006
8:10am
- Topping Out Party Scheduled
- Bitter Cold and Wind
- Mile from the Pentagon
- 3rd Pour of 4 on the Roof
- Pour started at 6:30am



Managing the Message

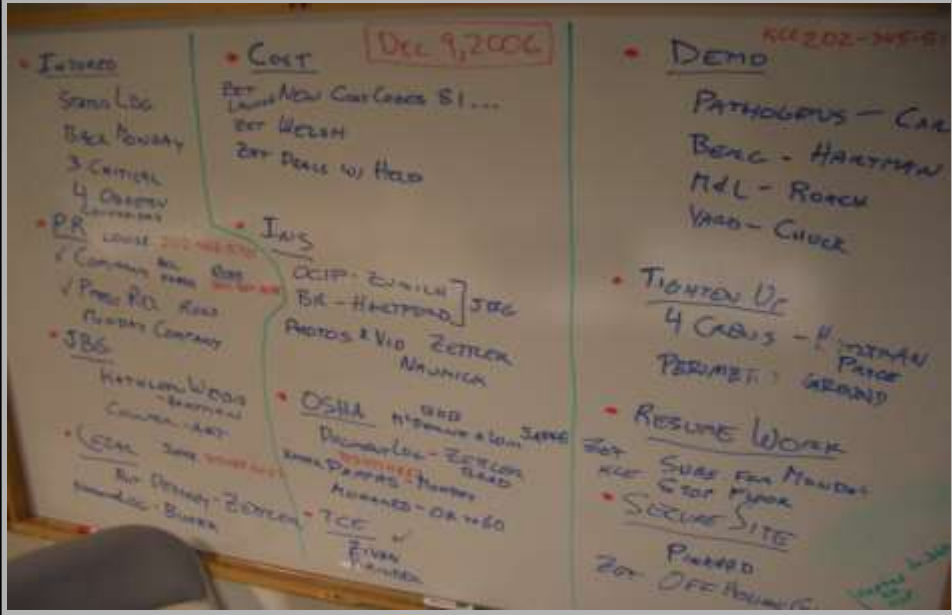
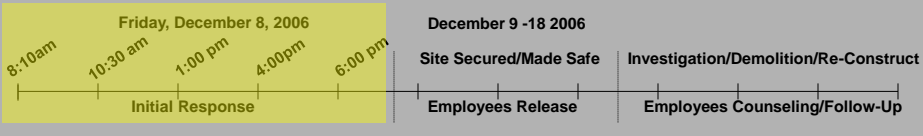
PM Conference: October 11th, 2007





Immediate Response Plan:

1. Execute Project Emergency Plan (8:10am)
2. Site Controlled
3. Support of Rescue Personnel/Triage Location
4. Emergency Response Liaison (8:15am)
5. Dispatch of "Hospital Teams" (8:45am)
6. Structural Engineer of Record (9am)
7. Clark's Structural Engineer (9am)
8. Head Count of Workers (9:15am)
9. Media Relations Consultant (10:00am)
10. Last Worker Removed (10:30am)





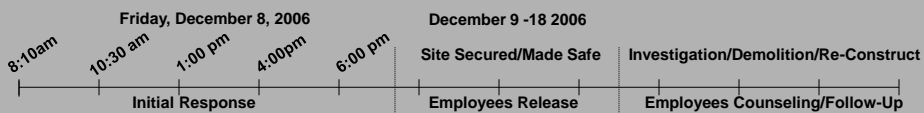
Project Response: *Make Safe and Demo Plan*

1. Review of Entire Building
2. Coordination of Investigators
3. Analysis of Conditions – Propane
4. Management of Equipment and Resources



Coordination w/ Fire & Rescue:

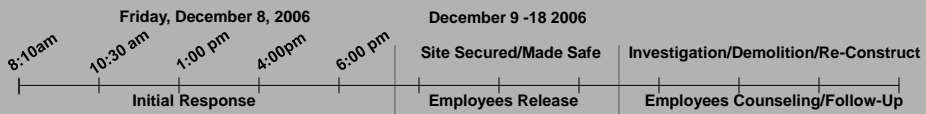
- Access to Emergency Operations
 - 13th floor and then 18th floor
 - Mini Triage
- Scene Management
 - Coordination with LEAD Fire & Rescue
- Mini Triage
- Access to the Scene
- Program Management
 - Triage in Adjacent Building
- On Site Mobile Command Center (Clark Designee)
- Communication





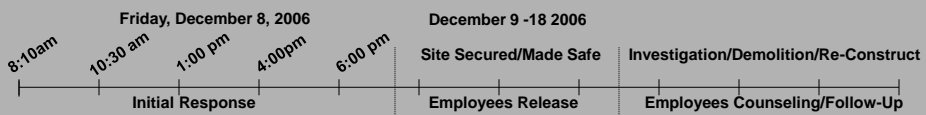
Coordination
with Base
Team

Site
Plan



Coordination with Subcontractors:

- Emergency Evacuation
- Head Count





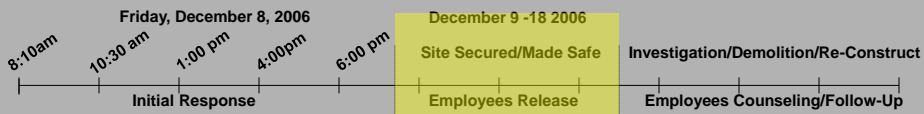
Managing the Message

PM Conference: October 11th, 2007



Employee Response:

1. Hospital Teams
2. Family and Doctor Meetings
3. EAP For the Worker's On Site
4. Managing the Cases

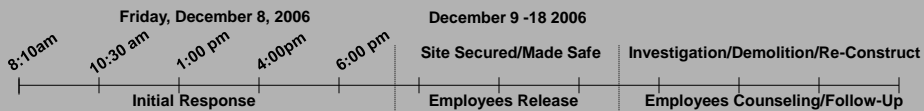


Managing the Message

PM Conference: October 11th, 2007

Preparation & Interface w/ VOSH

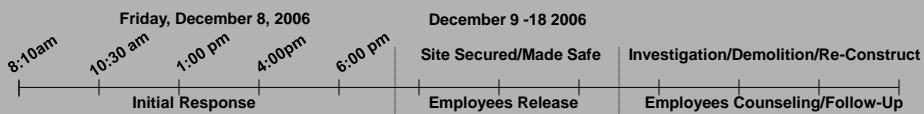
Safety was the lead in managing VOSH



Interface w/ client

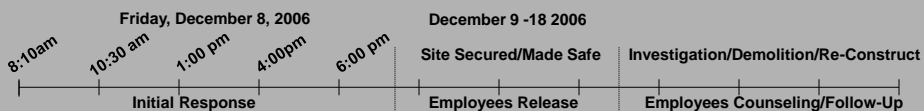
JBG and tenant in office/hotel

- 1) Client back seat, we took lead
- 2) As information developed, gave client info at same time or prior so kept in loop as communicated to the public.



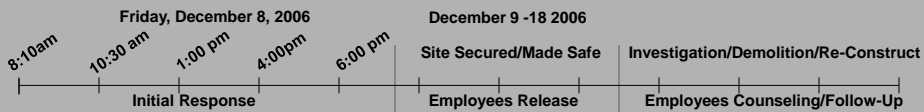
Interface w/ legal counsel and risk management

- 1) Simultaneous tracks with legal and risk, reviewing contract, policies, restrictions,
- 2) Identifying specific terminologies so tied with policies
- 3) Insurance company tour / framework of costs established (ease burden on adjuster; paperwork in synch)
- 4) 72 hour estimate (hard and soft costs) to adjuster; requested 50% funding on hard costs, BR carrier paid
- 5) Coupling emotional event with financial decisions; delegate responsibility
- 6) 2-pronged approach: getting job back on track, managing event



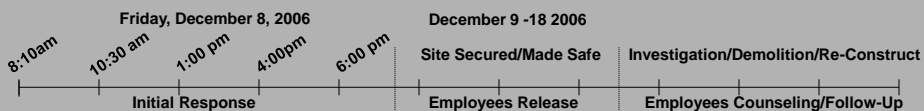
Manage subs

1. Combine with plan to minimize impact (next slide)
2. Reworking recovery plan
3. Rebuilding, get back on floors affected (dynamic process through Dec/Jan)



Plan to minimize impact

Same as managing subs, combine with other slide

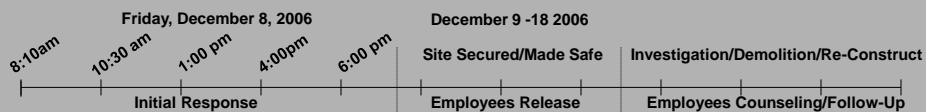


Regional perspective

Unannounced dry-runs

Interaction w/ local subs, local fire & rescue, get their buy-in

Training of new Clark personnel (know your resources, the EAP)



Communication & Media Relations Response:

- Breaking news reports begin at approximately 10am
- Notification plan implemented
- Sidewalk news conference by Fire & Rescue at 11am
- Updates from safety and operations
- Preparation of statements to the media, employees initiated

Communication Response (Continued):

- Clark spokesperson prepares for news conference
- Sidewalk news conference at noon by Fire & Rescue, Clark
- Ongoing communication w/ owner, other stakeholders
- Media inquiries & follow up continue until evening broadcasts at 6pm
- Monitor media coverage over the weekend
- Update to employees on Sunday evening

Communication Response:

Do what is right for the Company:

- Strategic business objectives
- Protect Clark's reputation
- Protect the Clark brand
- A strong reputation & brand help gain a competitive edge

Communications Strategy:

- Understand how the media does its job – the story will be told with or without you
- Respond as a team
- All audiences are not created equal
- Key Message Points: Shape the message to get your story told
- The messenger is part of the message: confidence & credibility
- Preparation & Practice

Project Team Action Plan:

- Training
- Periodic review of policies & procedures
- Designate assignments & back up
- Keep "call list" and safety info current
- Keep job's fact-sheet and key players' info. current (handout template)
- Reference Clark's bio sheet (handout)
- Messages for the Media card (handout)
- Example of a good emergency action plan (handout (print from Clarknet))
- Print this slide (handout)
- Designate spokesperson
- Dialogue with owner
- Dialogue with major subs
- Dialogue with fire/rescue/police/local officials
- Conduct mock drill
- Consult w/ communications professional (202-468-5721) 24/7



Lessons Learned:

1. Communication
2. Have a Plan
3. Identify Support Early
4. Utilize Community Support
5. Do What is Right for the Employees



Clark Construction Group, LLC

MESSAGES FOR THE MEDIA

1. Our first concern is for the injured individual, safety of all other individuals and the public.
2. Clark is getting the situation under control.
3. The incident is under investigation and Clark is cooperating with the proper authorities.
4. As soon as we have more information, we'll make it available.
5. Clark has an excellent safety record. We want to investigate what happened.
6. As a responsible corporate citizen, we're concerned about our community.



Clark Construction Group, LLC Policies/Procedures for Job Site Accidents

(Emergency Hotline 301-325-3991)

Checklist

- ✓ Call 911 if anyone is injured. Administer First Aid, CPR.
- ✓ Secure the site to avoid further damage or injuries.
- ✓ Notify the Project Executive, Safety Department and Risk Manager.
- ✓ Remind the Project Executive to notify the Regional Executive and Chief Administrative Officer.
- ✓ Keep someone posted at the jobsite trailer's telephone at all times.
- ✓ Take photographs; write down names and addresses of witnesses.
- ✓ Designate authorized spokesperson. Remind all employees to refer reporters to the spokesperson only.
- ✓ Assist media while keeping them out of the way of emergency operations.

OVER