



CRISIS COMMUNICATIONS PLAN
CAROLINA POWER

PREPARED BY MUELLER COMMUNICATIONS, LLC

FALL 2019

Plan available online at www.muellercommunications.com/ppc-partners

TABLE OF CONTENTS

***If you are experiencing a crisis, activate the crisis management phone tree (p. 8) then turn to p. 11 to begin compiling crisis materials**

Introduction	1
Statement of purpose	2
Crisis plan introduction & usage guide	3
Crisis Management Team	4
CMT roles & responsibilities	6
Team roster/phone tree	8
Determining Crisis Severity	9
Potential crisis scenarios, by level of severity	10
Crisis Materials	11
Crisis checklist	12
Incident information fact sheet	15
Key audiences & communications material	18
Media protocol	19
Call log	21
Social media protocol	22
Crisis Review & Evaluation	23
Annual crisis review form	24
Post-crisis evaluation form	27
Appendix	28
Contact lists	29
<i>i. Greer</i>	30
<i>ii. Irmo</i>	34
<i>iii. Charleston</i>	38
<i>iv. North Augusto</i>	42
Template media statements	46
<i>i. Employee injury or fatality</i>	47
<i>ii. On-site fire/explosion/gas leak</i>	48
<i>iii. Natural disaster</i>	49
Media resources & guidelines	50
<i>i. Communications guide</i>	51
<i>ii. Ten crisis communications tips</i>	53
<i>iii. Top tips for working with the media</i>	54
<i>iv. Dealing with the media in a crisis</i>	56
<i>v. Key media questions</i>	57
<i>vi. Key government questions</i>	61



INTRODUCTION






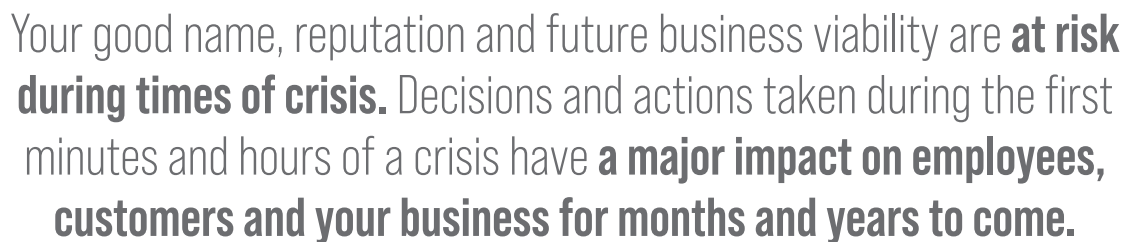
STATEMENT OF PURPOSE

Effective, immediate and comprehensive communication is vital to every business. Online media has created a monumental change in how fast news and information travels and social media has allowed anyone with a smartphone to act as a “journalist.”

In times of crisis, a business is faced with the challenge of sending its messages quickly – almost instantly – without compromising accuracy and credibility.



Your good name, reputation and future business viability are **at risk during times of crisis**. Decisions and actions taken during the first minutes and hours of a crisis have **a major impact on employees, customers and your business for months and years to come**.



One way to drive accurate, timely and honest communication is by planning ahead and being as prepared as possible by developing crisis communications strategies. To that end, PPC Partners has established the following Crisis Management Plan. It is a guide to assist the Crisis Management Team in evaluating situations, determining the level of severity, and acting quickly in the event of a crisis.

Given the nature of your business, PPC Partners companies face a variety of potential “crisis” situations. This plan explores scenarios, groups them into categories based on severity, and provides guidance and template materials to equip PPC Partners leadership with the tools to communicate in an efficient and credible way.



CRISIS PLAN INTRODUCTION & USAGE GUIDE

Enclosed you will find your company's crisis communications plan.

The nine steps listed below are a guideline for the Crisis Management Team.

1. A copy of the crisis team job description will be provided to each assigned crisis team member. All members of the Crisis Management Team should read and familiarize themselves with their crisis team job description.
2. After reviewing the plan, please route it to your staff for their review. If there is a staff change, the new staff member should review and familiarize him or herself with the crisis plan.
3. The crisis plan should be kept on the work site. A link for the electronic version of the crisis plan is available [here](#) in case the plan is destroyed at the office.
4. A copy of the crisis phone call tree should be posted on the wall near the telephone in the receptionist area.
5. Each Crisis Management Team member will have access to a copy of the employee telephone contact numbers.
6. Hold a periodical crisis team meeting to discuss the role(s) of each member and how they work together. Crisis team members should have annual tabletop exercises to learn and understand their assigned role(s).
7. The crisis plan should be reviewed and updated annually, or as often as needed. This ensures that all names, contact numbers and information are up-to-date.
8. Assemble a crisis binder as soon as you receive the plan. Please keep the crisis binder in an easily accessible location/area. Recommended locations for the crisis plan are either in the Branch Manager's office or COO's administrative assistant's office for corporate locations.



CRISIS MANAGEMENT TEAM





CRISIS MANAGEMENT TEAM (CMT)

The CMT is responsible for addressing the communications response related to any PPC Partners member company's crisis situation. The CMT may be composed of the following individuals:

- Jim Ditter, PPC Partners, CEO
- The lead executive from the impacted organization
 - Rick Parra, Pieper Electric, President and COO
 - Danny Gibson, MetroPower, President and COO
 - Ken Phelps, MP Systems, President and COO
 - Chris Moore, CarolinaPower, President and COO
- Another lead from the impacted organization
 - Edwin Garcia, PPC Partners, Chief People Officer
 - Dave Scritsmier, PieperPower, VP Construction
 - Steve Pacl, MetroPower, Vice President
 - Mike Tillman, MP Systems, Branch Supervisor
 - Travis Oswald, CarolinaPower, Branch Manager
- James Madlom, Mueller Communications

As needed or as appropriate, additional members may be appointed to the CMT on a case-by-case basis. The names and telephone numbers of the CMT members are listed on page 8 of this plan. At least two of the CMT members will be available 24 hours a day.



CMT ROLES & RESPONSIBILITIES

CRISIS MANAGEMENT TEAM CHAIRPERSON:

The CMT Chair will be available 24/7. The next executive in line will be contacted to serve as CMT chairperson in the event the lead executive is unavailable. The CMT chairperson has the following responsibilities:

1. Assess the situation and activate the Crisis Management Team;
2. Work with the Crisis Management Team to coordinate and execute operations in a constructive and safe manner;
3. Brief upper level management (ULM) and managers;
4. Communicate the situation to internal audiences;
5. Serve as the liaison when responding to local, state or federal authorities;
6. Activate and oversee on-campus and off-campus resources;
7. Ensure briefings are prepared and presented in a timely manner during and following the incident;
8. Coordinate, under the direction of legal counsel, all record keeping relating to the situation; and
9. Perform an annual crisis review.

CRISIS MANAGEMENT TEAM SPOKESPERSON:

The lead executive of the impacted company is designated as spokesperson, and the next executive in line will serve as the back-up spokesperson if the lead executive is unavailable. If the situation requires a different spokesperson, they will be appointed. The spokesperson has the following responsibilities:

1. Prepare and manage all the internal and external communications relating to the situation, including designation of a spokesperson and preparation and release of official comments, responses and statements;
2. Work with the creative and IT teams to add appropriate communications to the company website;
3. Determine with CMT who is to serve as liaison to the news media, employees and other constituents/audiences; and
4. Secure and coordinate external communications resources as needed to respond to the situation.



CMT ROLES AND RESPONSIBILITIES (CONTINUED)

THE CMT HAS THE FOLLOWING PRIMARY RESPONSIBILITIES:

In the event of an emergency situation, the Chairperson will activate and oversee the Crisis Management Team. The Crisis Management Team will be responsible for coordinating emergency response activities on behalf of the company:

1. Direct the communications response to the situation;
2. Ensure that all appropriate communications measures relating to the situation have been considered, evaluated and implemented;
3. Maintain close contact with those in charge of operational matters (isolation of the situation and quick resumption of normal operations);
4. Assist with drafting of external communications relating to the situation, including preparation of official comments, responses and statements; and
5. Perform an evaluation following the situation resolution.

If a situation occurs that requires a crisis communications consultant, the Chairperson or designee will contact Mueller Communications:

JAMES MADLOM

Mueller Communications
1749 North Prospect Ave. Milwaukee, WI 53202
Office: (414) 390-5500 - 24/7 availability
Cell: (414) 364-6103 - 24/7 availability
JMadlom@MuellerCommunications.com

TEAM ROSTER & PHONE TREE

The expectation is that all the people listed on the flowchart are to be contacted within 30 minutes of the event. NOTE: If you are unable to reach an individual listed, move on to the next individual listed.

INSURANCE LISTINGS

Willis of Minnesota

(877) 945-7378

c/o 26 Centruy Blvd. PO Box 305191
Nashville, TN 37230

Zurich

Gen | Auto | Emp | WC

XL Catlin

Excess

Liberty Mutual

Excess

Chubb

Excess | Cyber

★ Jim Ditter

CEO | PPC PARTNERS

o: [262] 879-8462
c: [414] 758-1501
h: [262] 794-0469

jim.ditter@ppcpartnersinc.com

Edwin Garcia

CHIEF PEOPLE OFFICER | PPC PARTNERS

o: [770] 670-2982
c: [404] 661-2868

edwin.garcia@metropower.com

Mueller Communications

o: [414] 390-5500 - available 24/7

★ CMT Chairperson

Rick Parra

PRESIDENT & COO | PIEPERPOWER

o: [262] 879-8498
c: [414] 788-4132
h: [920] 474-7557

rick.parra@pieperpower.com

Ken Phelps

PRESIDENT & COO | MP SYSTEMS

o: [262] 879-8499
c: [414] 788-0262

ken.phelps@mp-systemsinc.com

Danny Gibson

PRESIDENT & COO | METROPOWER

o: [478] 345-8354
c: [478] 731-9711
h: [478] 477-3014

danny.gibson@metropower.com

Chris Moore

PRESIDENT & COO | CAROLINAPOWER

o: [864] 848-4454
c: [864] 901-5111
h: [864] 962-1004

chris.moore@carolinapower.com

Dave Scritsmier

VP OF CONSTRUCTION | PIEPERPOWER

o: [262] 879-8308
c: [414] 788-1816
h: [262] 251-0264

david.scritsmier@pieperpower.com

Mike Tillman

BRANCH SUPERVISOR | MP SYSTEMS

o: [262] 879-8267
c: [414] 335-0592
h: [414] 688-5256

mike.tillman@mp-systemsinc.com

Steve Pacl

VICE PRESIDENT | METROPOWER

o: [770] 448-1076
c: [414] 788-1498

steve.pacl@metropower.com

Travis Oswald

BRANCH MANAGER | CAROLINAPOWER

o: [864] 848-4454
c: [864] 320-6904

travis.oswald@carolinapower.com

Todd Cook

SAFETY MANAGER | PIEPERPOWER

o: [262] 879-8423
c: [414] 788-4403
h: [262] 391-4592

todd.cook@pieperpower.com

Kyle Corkery

SAFETY MANAGER | MP SYSTEMS

o: [262] 879-8200
c: [414] 313-9758

kyle.corkery@mp-systemsinc.com

Troy DeLee

SAFETY MANAGER | METROPOWER

o: [473] 731-3728
h: [478] 822-0207

troy.delee@metropower.com

Tony Morris

SAFETY MANAGER | CAROLINAPOWER

o: [864] 505-9893
h: [864] 646-8282

tony.morris@metropower.com

Sharon Gonzalez

HR MANAGER | PIEPERPOWER

o: [262] 879-8487
h: [262] 233-0656

sharon.gonzalez@pieperpower.com

Shelly Haas

HR MANAGER | MP SYSTEMS

o: [262] 879-8269
c: [414] 345-7230

shelly.haas@mp-systemsinc.com

Laura Robinson

HR MANAGER | METROPOWER

o: [262] 438-2675
c: [229] 886-8185
h: [401] 263-7950

laura.robinson@metropower.com
for METROPOWER & CAROLINAPOWER

Scott Beightol

LEGAL SERVICES | MICHAEL BEST, LLP

o: [414] 225-4994
c: [414] 861-8340

scbeightol@michaelbest.com

for PIEPERPOWER & MP SYSTEMS

Jonathan Martin

LEGAL SERVICES | CONSTANGY, ET AL, LLP

o: [478] 621-2407
c: [478] 361-4047

jmartin@constangy.com

for METROPOWER

Kyle Dillard

LEGAL SERVICES | OGLETTRE, ET AL, LLP

o: [864] 240-8317
c: [864] 630-8172

kyle.dillard@ogletree.com

for CAROLINAPOWER



DETERMINING CRISIS SEVERITY





POTENTIAL CRISIS SCENARIOS, BY LEVEL OF SEVERITY

Using the chart below, identify the situation.

- » **If Levels 1 or 2:** In addition to the following checklist for issues in these categories, please complete the Incident Information Fact Sheet (p. 15-17). See (p. 42-46) for Emergency Telephone Numbers.
- » **If Levels 3 or 4:** The senior manager most involved or familiar with the situation will complete the Incident Information Fact Sheet and present it to the spokesperson for evaluation.

When the spokesperson deems it necessary, the CMT will meet and the spokesperson will provide members with information on the Incident Information Fact Sheet. The CMT will then follow this crisis communications plan or determine the appropriate next steps.

LEVEL 1 MOST SEVERE **Maximum Media Interest;** Media May Show Up on Site

- » **Employee injury or fatality**
- » **Job site incident**
- » **Natural disaster**
- » **On-site fire, explosion or gas leak**
- » **Workplace violence**
- » **Faulty equipment causes injury to customer**

LEVEL 2 SEVERE **Very High Media Interest;** Media Likely to Show Up on Site

- » **Job site incident**
- » **Municipal partner issues**
- » **Labor or union dispute**
- » **Litigation**
- » **Regulatory violation**
- » **Personnel issue**
- » **Permitting issues**

LEVEL 3 MODERATE **Some Media Interest;** Unlikely Media Will Show Up on Site

- » **Team member/management misconduct**
- » **Cost overruns or schedule delays**
- » **Management issues (workforce reduction, public audits, union, government agencies)**
- » **Defective work on design resulting in property damage or personal injury**

LEVEL 4 MINOR **Potential Media Interest;** Likely Longer Lead-time for Response Unlikely Media Will Show Up on Site

- » **Malicious rumor or slander that could cause harm to those we serve (e.g. customers, employees, stakeholders, etc.)**
- » **Failed attempt at aggressive action by disgruntled employees**





CRISIS MATERIALS





CRISIS CHECKLIST

The following crisis communications checklist is applicable for Crisis Levels 1-2, except as otherwise noted. For Crisis Levels 3-4, contact CMT chairperson, who will provide further direction on activities.

FIRST 10 MINUTES

- Call Emergency Response (if applicable)
- Secure site, customers, personnel, employees and members of the public
- Alert CEO/Spokesperson
- Assemble CMT
- Assess situation and level of impact
- Notify switchboard to direct media calls to Mueller Communications
- CMT begin collecting information for initial standby statement

FIRST 30 MINUTES

- PPC Partners member company will direct all media calls to Mueller Communications
- Mueller Communications receives media calls
 - All media calls are recorded on media log sheets
- If media arrives ONSITE prior to a call, the **CMT spokesperson only says:**
 - “We are still confirming details and will get back to you shortly.”
 - Take them to a secure location onsite; do not permit them to wander around
- Onsite contact completes Incident Information Fact Sheet
- PPC Partners member company gathers preliminary known facts (see full list of potential media questions on p 26)
 - Determine gaps in knowledge and assign staff to find answers to those questions
 - Verify nature/scope of incident with police and other involved parties
 - Determine number and type of injuries and/or fatalities, if applicable
 - Assess public risk
 - Consult with police/other responding agencies to coordinate information release

Continues on next page...



CRISIS CHECKLIST (CONTINUED)

- Assemble CMT on a conference call, including Mueller Communications, and others, if deemed necessary by CMT spokesperson
 - **Use and distribute this leaderless conference line, provided by Mueller Communications: (414) 323-6155 access code: 013780**
 - Confirm media spokesperson for incident
 - Confirm interest from media outlets; identify which additional media outlets to contact proactively
 - Identify other stakeholders that need to be contacted
 - Identify and assign next steps, including:
 - › Have attorneys been notified?
 - › Is there any information or advertising that needs to be removed because it would be construed as inappropriate or insensitive in light of the incident?
- Mueller Communications begins drafting initial standby statement, Q&A and talking points for approval
- CMT designates individuals to prepare and coordinate communication with other key stakeholders as appropriate. Identify the “immediate” audiences, “secondary” audiences based on situation

FIRST HOUR

- Mueller Communications shares draft standby statement and Q&A with crisis team
- CMT reconvenes on phone conference to approve standby statement and Q&A
- Spokesperson receives standby statement and Q&A
- Spokesperson receives brief media prep before speaking with media
- Mueller Communications distributes standby statement to targeted local print, televisions and radio outlets, as appropriate
- Mueller Communications begins media monitoring and continues fielding media calls
- Mueller Communications begins scheduling interviews with media not onsite, as appropriate



CRISIS CHECKLIST (CONTINUED)

SECOND HOUR

- Mueller Communications drafts an updated standby statement if more information is available
- CMT reconvenes on phone conference to review and finalize updated standby statement and determine which questions spokesperson will answer
- Mueller Communications distributes updated standby statement to all local print, television and radio outlets
- Spokesperson reads standby statement to any onsite media and answers questions
- Mueller Communications continues media monitoring and fielding media calls
- Mueller Communications continues scheduling interviews with media not onsite
- CMT identifies and creates communications vehicles for any additional contacts that need to be made (employees, vendors and other partners, local elected officials, etc.)
- Determination made on whether other PPC member company representatives need to be brought onsite
- Activate media news conference room and or location, if needed

FIRST 24 HOURS

- CMT remains in contact and updates standby statement as needed
- Mueller Communications distributes updated standby statement to all local print, television and radio outlets
- Mueller Communications continues media monitoring and fielding media calls
- Continue to send updates as needed to all staff and media, and continue to reinforce that all media questions should be directed to Mueller Communications

ONGOING

- CMT reconvenes and updates standby statement as needed
- Mueller Communications distributes updated standby statement to all local print, television and radio outlets
- Mueller Communications continues media monitoring and fielding media calls
- Mueller Communications sends media coverage reports to crisis team on a daily basis
- CMT designee maintains contact with identified stakeholders as appropriate



INCIDENT INFORMATION FACT SHEET

FOR INTERNAL USE ONLY – CONFIDENTIAL – NOT FOR EXTERNAL DISTRIBUTION

**Information to be gathered by site manager or designee*

What happened and how did it happen?

What caused the incident?

Where did it happen?

When did it happen?

Who was involved in the incident?

How dangerous (or serious) is the situation?

Was anyone injured or were people displaced?

Was anyone killed?

What is the status of those injured? (Do not speculate – only provide known information)

Have they been transported to the hospital? _____

Is anyone deceased? _____

How many employees are involved? Subcontractors? _____





INCIDENT INFORMATION FACT SHEET

FOR INTERNAL USE ONLY – CONFIDENTIAL – NOT FOR EXTERNAL DISTRIBUTION

**Information to be gathered by site manager or designee*

What is it near? (E.g. people, family-oriented neighborhood, facilities, schools, etc.)

Is anyone in immediate danger?

What is being done to fix the problem, minimize it, or prevent it from occurring in the future?

Who has been dispatched? (If appropriate, e.g., police)

What equipment has been ordered or dispatched? (If appropriate)

What's being done to monitor the situation?

What's the biggest risk or concern?

Is there continuing danger/fallout/ramifications to workers onsite or the public?

Who is the on-scene commander?

Have the media, government regulatory agencies been informed? (Specifically, Who?)





INCIDENT INFORMATION FACT SHEET

FOR INTERNAL USE ONLY – CONFIDENTIAL – NOT FOR EXTERNAL DISTRIBUTION

**Information to be gathered by site manager or designee*

Will there be an evacuation? Has the site been shut down? How long will it be shut down for?

How can we get to the crisis site?

Where can we stay, set up?

Who is the contact for further information?

What's the best way to contact him or her?





KEY AUDIENCES & COMMUNICATIONS MATERIALS

EMPLOYEES:

- Employee email regarding incident
- Media protocol “posters” to be hung in common workspaces/gathering spaces

OSHA/DHS REGULATOR/LOCAL GOVERNMENT/PUBLIC SAFETY:

- Notification of operations disruption

CUSTOMERS:

- Key messages regarding operations disruption – to be used in email/voicemail communication (CMT to determine if distributed proactively or reactively)
- Customer inquiry document for front line staff

SUPPLIERS:

- Key messages regarding operations disruption – to be used in email/voicemail communication

MEDIA/SOCIAL MEDIA:

- Standby statement

GENERAL PUBLIC:

- Email response for inquiries



MEDIA PROTOCOL

What do you do when you are approached by the media:

Media inquiries must be responded to in a way that is clear, concise, accurate and timely to help ensure the media reports accurate information and offers a balanced view of the issue.

To ensure a controlled message, statements to the media will be made only by designated members of your staff (to be coordinated by Mueller Communications, after contacting the interested media outlet.) Under no circumstance should any unauthorized employees talk to the media.

If the media approaches an employee, he/she should:

Decline requests for an interview or a statement.

No matter the circumstance, do not say “no comment”

Ask for the names, affiliations and/or business cards of the media.

Inform the media that, **“I’m sorry, I am not the right person to answer your questions at this time, but if you let me know what information you are looking for, I will have the appropriate person respond to you.”** {See protocol on following page...}

Report the request immediately to:



Jim Ditter

PPC Partners

o: (262) 879-8462

c: (414) 758-1501

h: (262) 794-0469

jim.ditter@ppcpartnersinc.com

and



James Madlom

Mueller Communications

O: (414) 390-5500 available 24/7

C: (414) 364-6103

JMadlom@muellercommunications.com

RECEPTION: If a TV camera approaches reception, offer to place them in a conference room while you seek an appropriate company representative.



MEDIA PROTOCOL (CONTINUED)

Protocol for phone calls from the media:

In the event that you receive a phone call from a member of the news media or a news media representative comes to the office, the following procedure should be implemented.

Please respond in the following manner:

“I am sorry, the person who you should speak with is not available at this time. We want to meet your needs in a timely manner and I will have someone get back to you as soon as possible.”

(Ask the caller for the following information)

Can I get your name?

What is the name of your organization?

What is a telephone number where you can be reached?

Do you have a deadline? _____ What is it? _____

“I will pass your message along to the appropriate people and someone will get back to you. Thank you.”

As you receive calls, forward the information to both:

Jim Ditter

PPC Partners

o: (262) 879-8462

c: (414) 758-1501

h: (262) 794-0469

jim.ditter@ppcpartnersinc.com

and

James Madlom

Mueller Communications

O: (414) 390-5500 available 24/7

C: (414) 364-6103

JMadlom@muellercommunications.com



CALL LOG TO RECORD CALLS FROM THE MEDIA

TIME	NAME / ORGANIZATION	PHONE NUMBER	DEADLINE	QUESTIONS





SOCIAL MEDIA PROTOCOL

In a time of crisis, social media is as important – if not more important – as traditional media. In an age when anyone with a smart phone can act as is a journalist, and stories “break” on Twitter, social media channels cannot be ignored. The following is a social media protocol to follow should a crisis hit:

Monitoring: It is critical that you know what is being said, when, and by whom. As soon as a crisis hits, Mueller Communications will begin monitoring social media channels through key word searches and provide timely and relevant updates to the team, as well as plans for responses, if appropriate.

Becoming Part of the Conversation: Just like when working with traditional media, it is critically important to be authentic and honest in social media interactions. As Mueller Communications monitors online conversations, there may be a desire to engage through PPC Partners social media channels. Social media engagement should only occur when deemed absolutely necessary to enhance the conversation, correct misinformation, and/or to point to official resources, when available. When developing social media responses, Mueller Communications considers the following best practices:

- **Speak in a respectful tone.** Regardless of the tone of the commenter, take the high road and interact in a polite, respectful way. Consider your comment a direct quote that can be attributed to the company. If you wouldn't want it to show up on the front page of the local paper, don't post it.
- **Point to resources.** When possible, point commenters to resources that can help answer questions and correct misinformation.
- **Don't argue.** Do not engage in a back-in-forth, point-for-point argument.
- **Equip others to speak on PPC Partners' behalf.** Third-party supporters can play an instrumental role in protecting PPC Partners' reputation online.
- **Take the conversation offline.** Whenever possible, work to move the conversation offline through direct message or email to engage in a one-on-one conversation.
- **Whenever possible, don't delete.** There are very limited instances when it is appropriate to remove content posted on social media channels. It is very important not to censor the viewpoints of your followers, but rather to ensure that all content is appropriate and inoffensive. That said, it may be appropriate to remove user comments in instances such as:
 - » When inappropriate language or “hate speech” is used
 - » When there are repeated negative comments from one user – only after PPC Partners has attempted to rectify the situation and/or take the conversation offline
 - » Allegations from current/former employees
(e.g. “For legal purposes, we cannot discuss personnel matters online.”)



CRISIS REVIEW & EVALUATION





ANNUAL CRISIS REVIEW FORM

This worksheet will be completed annually by the CMT or individually by each CMT team member at the end of each year.

Year: _____ Reviewed by: _____

1. Is our Crisis Communications Plan complete and up-to-date?
 Yes No
Comments: _____
2. Do we have an appropriate infrastructure in place to manage and monitor all aspects of crisis communications based on anticipated risk exposure? (Do we adequately prepare for appropriate communications to the occurrence of a crisis or major emergency?)
 Yes No
Comments: _____
3. Do we anticipate significant changes in the types of employees, services, facilities, business relationships, competition, or other changes that might materially impact on our risk exposure?
 Yes No
Comments: _____
4. Do we have a formal health and safety program, and does it appear to be effective in identifying possible risks or hazards?
 Yes No
Comments: _____
5. Do we have a formal quality control program, and does it appear to be effective in identifying possible risks or hazards?
 Yes No
Comments: _____
6. Do we have adequate oversight in place to minimize the risk of misappropriation of funds?
 Yes No
Comments: _____
7. Do our corporate policies appear to be effective in preventing fraud, waste or abuse?
 Yes No
Comments: _____
8. Do we have sufficient insurance coverage to protect the organization's assets and personnel in the event of a major exposure?
 Yes No
Comments: _____



ANNUAL CRISIS REVIEW FORM (CONTINUED)

9. Are our crisis response plans and procedures adequate to provide for the health and safety of all employees and visitors in the event of an emergency?

Yes No

Comments: _____

10. Are our policies and procedures regarding business agreements, employee relationships, consistent and fully compliant with all state and federal regulations?

Yes No

Comments: _____

11. Do any of our policies or procedures have the potential to put our company at risk or subject to legal liability?

Yes No

Comments: _____

12. Do we have adequate employee screening in place? Does this include reference checks? Criminal background checks? Do all employees receive, review and sign off on agency employment related policies and procedures?

Yes No

Comments: _____

13. Do we have procedures in place for incident reporting with adequate review? Are employees required to report all incidents that might result in exposure?

Yes No

Comments: _____

14. Is continuing education and staff development mandatory?

Yes No

Comments: _____

15. Do we have Certificates of Insurance on file for all contracted services?

Yes No

Comments: _____

16. Are all employees trained in emergency evacuation and are timely drills required and documented?

Yes No

Comments: _____

17. Are fire drills and natural disaster drills conducted and documented?

Yes No

Comments: _____



ANNUAL CRISIS REVIEW FORM (CONTINUED)

18. Are employees trained in appropriate first-responder techniques?

Yes No

Comments: _____

19. Are appropriate medical facilities (first aid stations) in place at each facility?

Yes No

Comments: _____

20. Are complete records kept for all employees?

Yes No

Comments: _____

21. Do we require signed releases for release of employee records, photographs?

Yes No

Comments: _____

22. Do we have adequate policies, procedures, and training in place to assure the safe and appropriate use of company vehicles?

Yes No

Comments: _____

23. Do we have adequate policies and procedures in place to assure sound maintenance and regular inspection of company vehicles?

Yes No

Comments: _____

24. Do we assure that employees using their own vehicles for company use have adequate insurance coverage and ongoing safe driving records?

Yes No

Comments: _____



POST-CRISIS EVALUATION FORM

This worksheet will be completed by the Crisis Management Team (CMT) or individually by each CMT team member following a crisis incident.

1. Describe crisis: _____
2. Time Line: Recognition _____ to response _____
3. How soon was the PPC Partners President informed about the crisis?
 within hours within 24 hours within __ days Other _____
4. How soon were other leaders informed about the crisis?
 within hours within 24 hours within __ days Other _____
5. Did we notify the news media of the crisis? Yes No
6. How did we notify the news media? _____
7. If we did not notify the news media, why not? _____
8. Did the media learn of the crisis? Yes No
How and when? _____
9. How effectively did PPC Partners respond to media inquiries?
 very effectively somewhat effectively ineffectively
10. How effective was the Crisis Management Team?
 highly effective effective marginally effective
11. What, if any, skills or talents were missing in the make-up of the team?

12. Did the team follow the action plan? Yes No; If not, what were the deviations and why? _____
13. Should these deviations be incorporated into a revised plan? Yes No
14. Did the plan work? Yes No; What could be done more effectively/efficiently and how? _____
15. Does the plan need to be changed in other ways? Yes No; How?



APPENDIX





CONTACT LISTS





CONTACT LIST: GREER

EMERGENCY RESPONSE CONTACTS

Greer Police Department

102 S Main St,
Greer, SC 29650

911 or (864) 848-2151

Greer Fire Department

103 W Poinsett St,
Greer, SC 296501

911 or (864) 848-2166

Greenville County Sheriff Sheriff Johnny Mack Brown

4 McGee St,
Greenville, SC 29601

911 or (864) 271-5210

State Patrol (Troop 3)

211 Century Dr Ste 210C,
Greenville, SC 29607-6701

(864) 241-5026

FBI (Greenville)

15 S Main St
Greenville, SC 29601

(864) 232-3807

OSHA (Columbia Area Office)

1835 Assembly Street, Room 1472
Columbia, SC 29201-2453

(919) 790-8096

Poison Control

(800) 222-1222

Greer Commission of Public Works

301 McCall St,
Greer, SC 29650

(864) 848-5500

Piedmont Municipal Power Agency

121 Village Dr,
Greer, SC 29651

(864) 877-9632

South Carolina 811

810 Dutch Square Blvd, Suite 320
Columbia SC, 29210

811 or (888) 721-7877

Red Cross

Greenville

940 Grove Rd,
Greenville, SC 29305

(864) 271-8222

National

(800) 733-2767



CONTACT LIST: GREER

HOSPITAL CONTACTS

Greer Memorial Hospital

830 S Buncombe Rd,
Greer, SC 29650
(864) 797-8000

Greenville Memorial Hospital

701 Grove Rd,
Greenville, SC 29605
(864) 455-7000

Pelham Medical Center

250 Westmoreland Rd,
Greer, SC 29651
(864) 530-6000

MEDIA

Anderson Independent- Mail

Regional News Director: Steve Bruss

steve.bruss@independentmail.com
1000 Williamston Rd,
Anderson, SC 29621
(864) 260-1251

The Greenville News

Editor: Katrice Hardy

khardy1@greenvillenews.com
32 E. Broad St. PO Box 1688
Greenville, SC 29602
(864) 298-4165

The Union Times

Editor: Charles Warner

cwarner@uniondailytimes.com
201 N Herndon St,
Union, SC 29379
(864) 762-4090

The Index-Journal

Editor: Richard Whiting

rwhiting@indexjournal.com
610 Phoenix St,
Greenwood, SC 29646
(864) 943-2522

The Journal

Reporter: Norm Cannada

ncannada@upstatetoday.com
210 West North First Street,
Seneca, SC 29678
(864) 973-6680



CONTACT LIST: GREER

BROADCAST AND RADIO

WYFF-TV (NBC 4)

News Desk

newstips@wyff4.com
505 Rutherford Street
Greenville, SC 29609
(800) 453-9933

WSPA-TV (CBS 7)

News Desk

assignmentdesk@wspa.com
250 International Drive,
Spartanburg, SC 29303
(864) 587-4462

WHNS-TV (FOX 21)

News Desk

foxcarolinanews@foxcarolina.com
21 Interstate Court
Greenville, SC 29615
(864) 288-2100

WLOS-TV (ABC 12)

News Desk

news@wlos.com
110 Technology Drive
Asheville, NC 28803
(828) 651-4567

WAIM-AM

Director: Mac Heaton

mac@waim.us
2203 Old Williamston Rd,
Anderson, SC 29621
(864) 226-1511

South Carolina Public Radio

Operations Manager/ Program Director: John Gasque

gasque@scpublicradio.org
1041 George Rogers Boulevard
Columbia, SC 29201-4761
(803) 737-3413



CONTACT LIST: GREER

GOVERNMENT CONTACTS

Mayor

Richard W. Danner

rdanner@cityofgreer.org

301 E Poinsett Street
Greer, SC 29651

(864) 801-2027

City Council (District 3)

Kimberly Bookert

kbookert@cityofgreer.org

301 E Poinsett Street
Greer, SC 29651

(864) 593-7356

County Administrator

Joseph Kernell

countyadministrator@greenvillecounty.org

301 University Ridge Greenville County
Square Suite 2400 Greenville, SC 29601

(864) 467-7105

State Senator

Scott Talley

ScottTalley@scsenate.gov

612 Gressette Bldg.
Columbia SC 29201

(803) 212-6048

State Representative

Bobby J. Cox

bobby@votebobbycox.com

419 The Parkway PMB #128
Greer, SC 29650

(864) 631-5840

US Senators

Lindsey Graham

290 Russell Senate Office Building
Washington DC 20510

(202) 224-5972

Tim Scott

104 Hart Senate Office Building
Washington DC 20510

(202) 224-6121

US Representative

William Timmons

313 Cannon House Office Building,
Washington DC 20515

(202) 225-6030



CONTACT LIST: IRMO

EMERGENCY RESPONSE CONTACTS

Irmo Police Department

1230 Columbia Ave Irmo, PO Box 406,
South Carolina 29063

911 or (803) 781-8088

Irmo Fire Department

6017 St Andrews Rd,
Columbia, SC 29212

911 or (803) 798-4979

Richland County Sheriff

Sheriff Leon Lott

5623 Two Notch Rd,
Columbia, SC 29223

911 or (803) 576-3000

State Patrol (Troop 1)

1626 Shop Road
Columbia, SC 29201

(803) 737-8340

FBI (Columbia)

151 Westpark Boulevard
Columbia, SC 29210-3857

(803) 551-4200

OSHA (Columbia Area Office)

1835 Assembly Street, Room 1472
Columbia, SC 29201-2453

(919) 790-8096

Poison Control

(800) 222-1222

Mid Carolina Electric Co-Op

7524 Broad River Rd,
Irmo, SC 29063

(803) 749-6555

South Carolina 811

810 Dutch Square Blvd, Suite 320
Columbia SC, 29210

811 or (888) 721-7877

Red Cross

Albany

2751 Bull St,
Columbia, SC 29201

(803) 540-1200

National

(800) 733-2767



CONTACT LIST: IRMO

HOSPITAL CONTACTS

Prisma Health Baptist Parkridge Hospital

400 Palmetto Health Pkwy,
Columbia, SC 29212

(803) 907-7000

Lake Murray Family Medicine

7611 St Andrews Rd,
Irmo, SC 29063

(803) 724-1100

South Carolina Hospital Association

1000 Center Point Rd,
Columbia, SC 29210

(803) 796-3080

Prisma Health Children's Hospital

7 Richland Medical Park Dr,
Columbia, SC 29203

(803) 296-5437

MEDIA

Associated Press - Columbia Bureau

Reporter: Jeffrey Collins

jscollins@ap.org

(803) 799-5510

The Times & Democrat

Editor: Lee Harter

lharter@timesanddemocrat.com

Star Tribune Media Company LLC
1010 Broughton St,
Orangeburg, SC 29115

(803) 533-5520

The Twin-City News

Owner/Publisher: Trey Bruner

brunerfinancialgroup@gmail.com

114 E Columbia Ave,
Batesburg, SC 29006

(803) 532-6203

The State

Local News Reporter: Sarah Ellis

sellis@thestate.com

1401 Shop Rd,
Columbia, SC 29201

(803) 771-8307



CONTACT LIST: IRMO

BROADCAST AND RADIO

WIS-TV (NBC 10)

News Desk

countonwis@wistv.com

1111 Bull St,
Columbia, SC 29201

(803) 758-1278

WOLO-TV (ABC 25)

News Desk

news@abccolumbia.com

5807 Shakespeare Road,
Columbia, SC 29223

(803) 754-7525

WLTC-TV (CBS 19)

News Desk

news19@wltx.com

6027 Garners Ferry Road
Columbia, SC 29209

(803) 776-9508

WACH-TV (FOX 57)

News Desk

news@wach.com

1400 Pickens Street, Suite 600
Columbia, SC 29201

(803) 252-6397

South Carolina Public Radio

Operations Manager/ Program Director: John Gasque

gasque@scpublicradio.org

1041 George Rogers Boulevard
Columbia, SC 29201-4761

(803) 737-3413

CONTACT LIST: IRMO

GOVERNMENT CONTACTS

Mayor

Hardy K. King

mayorking@townofirmosc.com

501 Doncaster Drive

Irmo, SC 29063

(803) 719-7720

City Council Members

Julius D. Waites

juliuswaites@townofirmosc.com

124 Boulters Lock Road

Irmo, SC 29063

(803) 603-3021

Kathy D. Condom

kathycondom@townofirmosc.com

1102 Javelin Court

Columbia, SC 29212

(803) 781-8458

Barry A. Walker, Sr.

barrywalker@townofirmosc.com

902 Shadowleaf Court

Columbia, SC 29212

(803) 206-2644

Mark A. Pouliot

markpouliot@townofirmosc.com

31 Castle Vale Road

Irmo, SC 29063

(803) 400-3220

County Administrator

Leonardo Brown

2020 Hampton St,

Columbia, SC 29204

(803) 576-2050

State Senator

John Scott

JohnScott@scsenate.gov

506 Gressette Bldg.

Columbia SC 29201

(803) 786-2373

State Representative

Nathan Ballentine

NathanBallentine@schouse.gov

320B Blatt Bldg.

Columbia SC 29201

(803) 734-2969

US Senators

Lindsey Graham

290 Russell Senate Office Building

Washington DC 20510

(202) 224-5972

Tim Scott

104 Hart Senate Office Building

Washington DC 20510

(202) 224-6121

US Representative

Joe Wilson

1436 Longworth House Office Building,

Washington DC 20515

(202) 225-2452



CONTACT LIST: CHARLESTON

EMERGENCY RESPONSE CONTACTS

North Charleston Police Department

2500 City Hall Ln,
North Charleston, SC 29418
911 or (843) 740-2800

North Charleston Fire Department

7159 Stall Rd,
North Charleston, SC 29418
911 or (843) 740-2616

Charleston County Sheriff James Alton Cannon, Jr.

3691 Leeds Ave,
North Charleston, SC 29405
911 or (843) 553-2485

State Patrol (Troop 6)

597 Old Mount Holly Rd, Suite 304,
Goose Creek, SC 29445
(843) 953-6000

FBI (Mt Pleasant)

1671 Belle Isle Ave,
Mt Pleasant, SC 29464
(843) 881-0194

OSHA (Columbia Area Office)

1835 Assembly Street, Room 1472
Columbia, SC 29201-2453
(919) 790-8096

Poison Control

(800) 222-1222

South Carolina Electric & Gas

4481 Leeds Pl W,
North Charleston, SC 29405
(888) 333-4465

Charleston Electrical Services Inc

60 Romney St,
Charleston, SC 29403
(843) 722-8304

South Carolina 811

810 Dutch Square Blvd, Suite 320
Columbia SC, 29210
811 or (888) 721-7877

Red Cross

North Charleston
2424- A, City Hall Ln,
North Charleston, SC 29406
(843) 764-2323

National

(800) 733-2767



CONTACT LIST: CHARLESTON

HOSPITAL CONTACTS

Trident Medical Center

9330 Medical Plaza Dr,
Charleston, SC 29406

(843) 797-7000

MUSC Health

8992 University Blvd,
North Charleston, SC 29406

(843) 792-1414

MUSC Children's Health

165 Ashley Ave,
Charleston, SC 29425

(843) 792-2300

Roper Hospital

316 Calhoun St,
Charleston, SC 29401

(843) 724-2000

Bon Secours St. Francis Hospital

2095 Henry Tecklenburg Dr,
Charleston, SC 29414

(843) 402-1000

Medical University of South Carolina

171 Ashley Ave,
Charleston, SC 29425

(843) 792-1414

MEDIA

Associated Press - Charleston Bureau

Reporter: Meg Kinnard

mkinnard@ap.org

(803) 787-7859

Charleston Post Courier

News Desk

newstips@postandcourier.com

134 Columbus St,
Charleston, SC 29403

(843) 577-7111

Reporter: Adam Parker

aparker@postandcourier.com

134 Columbus St,
Charleston, SC 29403

(843) 937-5902

Charleston City Paper

Editor: Sam Spence

sam@charlestoncitypaper.com

1316 Rutledge Ave,
Charleston, SC 29403

(843) 577-5304 ext. 105

The Berkeley Independent

Executive Editor: David Kennard

dkennard@journalscene.com

212 Carolina Ave #B,
Moncks Corner, SC 29461

(843) 761-6397



CONTACT LIST: CHARLESTON

BROADCAST AND RADIO

WCBD-TV (NBC 2)

News Desk

Counton2@wcbd.com
210 West Coleman Blvd
Mount Pleasant, South Carolina 29464
(843) 884-2288

WCIV-TV (ABC 4)

News Desk

desk@wciv.com
888 Allbritton Blvd.
Mount Pleasant, SC 29464
(843) 849-3575

WCSC-TV (CBS 5)

News Desk

wcsdesk@live5news.com
2126 Charlie Hall Blvd.
Charleston, SC 29414
(843) 402-5555

WTAT-TV (FOX 24)

News Desk

emails@foxcharleston.com
4301 Arco Lane
Charleston, SC 29418
(843) 744-2424

WQSC-AM

News Director: John Dixon

john@kirkmanbroadcasting.com
60 Markfield Dr. #4
Charleston, SC 29407
(843) 763-6631

South Carolina Public Radio

Operations Manager/ Program Director: John Gasque

gasque@scpublicradio.org
1041 George Rogers Boulevard
Columbia, SC 29201-4761
(803) 737-3413

WSCC-FM

Senior VP Programming: Travis Dylan

travisdylan@iheartmedia.com
950 Houston Northcutt Blvd,
Mt Pleasant, SC 29464
(843) 721-6397

WTMA-AM

Program Director: John Quincy

john.quincy@cumulus.com
4230 Faber Place Drive Ste. 100,
North Charleston, SC 29405
(843) 277-1263



CONTACT LIST: CHARLESTON

GOVERNMENT CONTACTS

Mayor

R. Keith Summey

mayor@northcharleston.org

2500 City Hall Ln,
North Charleston, SC 29406
(843) 740-2504

City Council Member (District 6)

Dot Williams

dwilliams@northcharleston.org

2500 City Hall Ln,
North Charleston, SC 29406
(843)735-1539

County Administrator

Jennifer Miller

publicinfo@charlestoncounty.org

4045 Bridge View Drive
North Charleston, SC 29405
(843)958-4000

State Senator

Marlon E. Kimpson

MarlonKimpson@scsenate.gov

508 Gressette Bldg.
Columbia SC 29201
(803) 212-6132

State Representative

Marvin R. Pendarvis

MarvinPendarvis@schouse.gov

328A Blatt Bldg.
Columbia SC 29201
(803) 212-6716

US Senators

Lindsey Graham

290 Russell Senate Office Building
Washington DC 20510
(202) 224-5972

Tim Scott

104 Hart Senate Office Building
Washington DC 20510
(202) 224-6121

US Representative

James Clyburn

200 Cannon House Office Building,
Washington DC 20515
(202) 225-3315



CONTACT LIST: NORTH AUGUSTA

EMERGENCY RESPONSE CONTACTS

North Augusta Police Department

444 E Buena Vista Ave,
North Augusta, SC 29841

911 or (803) 279-2121

North Augusta Fire Department

501 W Five Notch Rd,
North Augusta, SC 29860

911 or (803) 279-2121

Aiken County Sheriff Michael Hunt

420 Hampton Ave NE,
Aiken, SC 29801

911 or (803) 642-1761

State Patrol (Troop 7)

1391 Middleton Street
Orangeburg, SC 29115

(803) 531-6844

FBI (Aiken)

6350 Woodside Executive Ct,
Aiken, SC 29803

(803) 648-0728

OSHA (Columbia Area Office)

1835 Assembly Street, Room 1472
Columbia, SC 29201-2453

(919) 790-8096

Poison Control

(800) 222-1222

South Carolina Electric & Gas

4481 Leeds Pl W,
North Charleston, SC 29405

(888) 333-4465

South Carolina 811

810 Dutch Square Blvd, Suite 320
Columbia SC, 29210

811 or (888) 721-7877

Red Cross

Aiken

1314 Pine Log Rd,
Aiken, SC 29803

803) 641-4152

National

(800) 733-2767



CONTACT LIST: NORTH AUGUSTA

HOSPITAL CONTACTS

University Primary Care

325 Georgia Ave Suite 200,
North Augusta, SC 29841
(803) 442-5750

Aiken Regional Medical Centers

302 University Pkwy,
Aiken, SC 29801
(803) 641-5000

Southside Pediatrics Of Aiken, LLC

206 Centre South Blvd.
Aiken, SC 219803
(803) 642-9204

University Hospital Summerville

2260 Wrightsboro Rd,
Augusta, GA 30904
(706) 481-7000

MEDIA

The Augusta Chronicle

News Desk

newsroom@augustachronicle.com
725 Broad Street,
Augusta, GA 30901
(706) 724-0851

Aiken Standard

News Editor: Holly Kemp

hkemp@aikenstandard.com
326 Rutland Drive N.W., PO Box 456
Aiken, SC 29801
(803) 644-2341

North Augusta Today

News Desk

editor@northaugustastar.com
406 West Ave, North
Augusta, SC 29841
(803) 279-2793

The People Sentinel

Managing Editor: Jonathan Vickery

jvickery@thepeoplesentinel.com
10481 Dunbarton Blvd,
Barnwell, SC 29812
(803) 259-3501



CONTACT LIST: NORTH AUGUSTA

BROADCAST AND RADIO

WJBF-TV (ABC 6)

News Desk

talkback6@wjbf.com

1336 Augusta West Parkway/P.O. Box
15365 Augusta, GA 30909

(706) 828-7315

WRDW-TV (CBS 12) / WAGT-TV (NBC 26)

News Desk

newsroom@wrdw.com

1301 Georgia Avenue
North Augusta, SC 29841

(803) 278-3111

WFXG-TV (FOX 54)

News Desk

wscsdesk@live5news.com

2126 Charlie Hall Blvd.
Charleston, SC 29414

(706) 650-6262

WGAC-AM

Program Director: Chris O'Kelly

chris.okelley@bbgi.com

4051 Jimmie Dyess Parkway,
Augusta GA 30909

(706) 396-7108

South Carolina Public Radio

Operations Manager/ Program Director: John Gasque

gasque@scpublicradio.org

1041 George Rogers Boulevard
Columbia, SC 29201-4761

(803) 737-3413

CONTACT LIST: NORTH AUGUSTA

GOVERNMENT CONTACTS

Mayor

Robert A. Pettit

rpettit@northaugusta.net
100 Georgia Avenue
North Augusta, SC 29841
(803) 441-4202

Council Member

David W. McGhee

dwilliams@northcharleston.org
100 Georgia Avenue
North Augusta, SC 29841
(843)735-1539

Pat C. Carpenter

pcarpenter06@yahoo.com
100 Georgia Avenue
North Augusta, SC 29841
(843)735-1539

Fletcher L. Dickert

fletcher@allenbatchelor.com
100 Georgia Avenue
North Augusta, SC 29841
(843)735-1539

J. Robert Brooks

orangepaw73@yahoo.com
100 Georgia Avenue
North Augusta, SC 29841
(843)735-1539

Eric H. Presnell

erichpresnell@yahoo.com
100 Georgia Avenue
North Augusta, SC 29841
(843)735-1539

Kevin W. Toole

toolenacc@gmail.com
100 Georgia Avenue
North Augusta, SC 29841
(843)735-4217

County Administrator

Clay Killian

countyadministrator@aikencountysc.gov
1930 University Parkway | Suite 3100 Aiken, SC
29801
(803) 642-2012

State Senator

A. Shane Massey

ShaneMassey@scsenate.gov
311 Gressette Bldg.
Columbia SC 29201
(803) 212-6330

State Representative

(Seat vacant until October 2019 special election)

Email

Address

Address

(XXX) XXX-XXXX

US Senators

Lindsey Graham

290 Russell Senate Office Building Washington
DC 20510
(202) 224-5972

Tim Scott

104 Hart Senate Office Building Washington
DC 20510
(202) 224-6121

US Representative

Joe Wilson

1436 Longworth House Office Building,
Washington DC 20515
(202) 225-2452



TEMPLATE MEDIA STATEMENTS





SAMPLE: EMPLOYEE INJURY OR FATALITY

FOR IMMEDIATE RELEASE

<MONTH> <DAY>, <YEAR>

For Information:

James Madlom
Mueller Communications
(414) 390-5500

STATEMENT OF CAROLINA POWER < TITLE> < INDIVIDUAL>

MILWAUKEE - Carolina Power <title>, <individual> issued the following statement today:

At approximately <time>, <day of the week> a MP Systems employee <description of injury and cause > while working on < project and location>.

Our thoughts and prayers are with our colleague and his family at this difficult time.

The health and safety of our employees is our number one priority. We will be working to assess what happened on the site, determine the cause and see if there are ways that our processes and procedures can be improved.

We are also working closely with <relevant investigating agency> as they examine the cause of the accident.

ABOUT CAROLINA POWER

Headquartered in Greer, S.C., CarolinaPower serves industrial, commercial, healthcare and federal market sectors in South Carolina and North Carolina. CarolinaPower was established 20 years ago as part of Ga.-based MetroPower, Inc. Now a division of its own within the PPC Partners family, CarolinaPower has a total of four offices in South Carolina - Greenville, Charleston, Columbia and North Augusta - with plans for opening additional offices in North Carolina. Learn more at www.carolinapower.com.

###



SAMPLE: ON-SITE FIRE/EXPLOSION/GAS LEAK

FOR IMMEDIATE RELEASE

<MONTH> <DAY>, <YEAR>

For Information:

James Madlom
Mueller Communications
(414) 390-5500

STATEMENT OF CAROLINA POWER < TITLE> < INDIVIDUAL>

MILWAUKEE - Carolina Power <title>, <individual> issued the following statement today:

At approximately <time>, <day of the week> an <explosion/fire/gas leak> occurred at <location and project>.

We appreciate the excellent work of our employees and first responders in identifying and addressing the issue and preventing any injury to anyone on the job site or in the community.

We are working closely with the <city> Fire Department as well as the <city> Police Department to assess the cause. We are hopeful that we will be able to return to work on this project shortly.

ABOUT CAROLINA POWER

Headquartered in Greer, S.C., CarolinaPower serves industrial, commercial, healthcare and federal market sectors in South Carolina and North Carolina. CarolinaPower was established 20 years ago as part of Ga.-based MetroPower, Inc. Now a division of its own within the PPC Partners family, CarolinaPower has a total of four offices in South Carolina - Greenville, Charleston, Columbia and North Augusta - with plans for opening additional offices in North Carolina. Learn more at www.carolinapower.com.

###



SAMPLE: NATURAL DISASTER

FOR IMMEDIATE RELEASE

<MONTH> <DAY>, <YEAR>

For Information:

James Madlom
Mueller Communications
(414) 390-5500

STATEMENT OF CAROLINA POWER < TITLE> < INDIVIDUAL>

MILWAUKEE - Carolina Power <title>, <individual> issued the following statement today:

At approximately <time>, <day of the week> it was discovered that <insert relevant details>:

We are thankful that no one was injured in last night's <storms/flooding/etc.>. We are working closely with the <city> Fire Department as well as the <city> Police Department on this matter and because details regarding the situation are still forthcoming, we cannot release additional information at this time.

We are hopeful that we will be able to return to work on this project shortly.

ABOUT CAROLINA POWER

Headquartered in Greer, S.C., CarolinaPower serves industrial, commercial, healthcare and federal market sectors in South Carolina and North Carolina. CarolinaPower was established 20 years ago as part of Ga.-based MetroPower, Inc. Now a division of its own within the PPC Partners family, CarolinaPower has a total of four offices in South Carolina - Greenville, Charleston, Columbia and North Augusta - with plans for opening additional offices in North Carolina. Learn more at www.carolinapower.com.

###



MEDIA RESOURCES & GUIDELINES





COMMUNICATIONS GUIDE

The following list is the basis of a communication guide for handling the public relations response to an identified situation. Although each situation is unique and will have its own special circumstances, this plan is a framework the CMT can adapt as necessary.

1. Develop internal audience communications strategy

- a. Develop a formal statement.
- b. Determine best communications modes to brief employees (e.g. official statement, email, telephone, etc.)
- c. Brief all employees and contracted employees. (Employees will be reminded that no one is to speak on behalf of the business or to the news media except those authorized.)
- d. Employees will be instructed to keep logs to track all inquiries and to channel all news media calls to a single source designated by the CMT.
- e. Brief any additional internal audiences.

2. Develop external audience communication strategy

- a. Identify appropriate external audiences.
- b. Determine best communications modes to brief external audiences (e.g. official statement, email, telephone, social, etc.)
- c. Consider the following questions:
 - What are our immediate communications/public relations goals?
 - Are our communications/public relations goals consistent with our actions concerning the situation?
 - Are we addressing the ongoing integrity and quality of our brand and products?
 - What long-term impact could result from our statement(s)?
 - Are we taking best advantage of news deadlines?
 - Are there particular aspects of the emergency that merit special attention or response?
 - What comments are being made on social media?

3. Draft the statement(s):

- a. What are the three most important points we want to make and messages we want to convey?
- b. Is our information factual?
- c. Have we answered specific questions about the situation, including: who, what, when, where, why, how much?
- d. How should we respond to stories already printed / broadcast about the event? Are corrections needed?
- e. Is our message consistent with our values?

4. Communicate to appropriate news media

- a. The CMT will alert the news media proactively, as appropriate, or upon inquiry
- b. The media response will be monitored via clipping service



COMMUNICATIONS GUIDE (CONTINUED)

FOLLOW-UP STRATEGIES

1. Monitor, Survey and Respond

- a. CMT designee will continue to monitor and survey internal and external audiences to determine perceptions of the situation. He/she will:
- b. Review mail, email and social media
- c. Maintain telephone logs
- d. Monitor news clipping service, news broadcasts and specific social media pages (via manual searches or real time monitoring services)
- e. Conduct and assess interviews with key people
- f. Respond in a proactive manner to uphold the integrity of the organization

2. Maintain Media Updates

- a. Prepare and follow a regular and consistent media briefing schedule
- b. Assign a second spokesperson to shift the focus of the response and diminish the importance of the story
- c. Address social media commentary, as necessary

3. Evaluate Communications Response and Modify Plan, if needed

- a. The CMT will meet to evaluate the success in handling the situation
- b. Revise the Crisis Communications Plan, if necessary
- c. Administer drills and training, as needed



TEN CRISIS COMMANDMENTS

1. BE PREPARED.

Develop crisis management, emergency response and crisis communication plans with senior management. Designate a Crisis Management Team.

2. MOVE FAST.

Follow your emergency response plan and get things under control as quickly as possible. The first 24 hours will be the most critical. What you do the first day will drive everything that happens afterward.

3. DON'T FREEZE OR FUSS.

Set a plan and follow it. Don't be pushed off course by changing events or reactions.

4. ASK FOR HELP WHEN YOU NEED IT.

Delegate tasks. You can't do two jobs at once when you're in a crisis.

5. CONTROL THE FLOW OF INFORMATION.

Designate spokesperson(s) through whom you will channel all information and make sure everyone knows how to reach them.

6. GET TO THE MEDIA BEFORE THEY GET TO YOU.

Develop a fact sheet and update it on a regular basis. Distribute updated fact sheets to key audiences quickly.

7. TELL IT ALL AND TELL IT FAST.

Hiding, holding back, refusing to talk or delaying will send rumors flying beyond control.

8. DON'T LIE/CORRECT MEDIA ERRORS.

If you don't know the answer, say you'll get back to them. Additionally, if the media reports something inaccurately, correct it promptly.

9. BE AVAILABLE.

Establish a hotline system to handle all calls for information. Keep records of all calls to help the Crisis Management Team manage the situation.

10. THINK AHEAD.

Prepare a damage control plan and put people to work on it immediately.



TOP TIPS FOR WORKING WITH THE MEDIA

1. BE PREPARED.

Know your facts, know your audience. You will always have some notice before a media interview (except in some ambush situations). Take the time to jot down and review key messages. Please do not try to improvise or add to approved messages and statements. Never wing it!

2. DON'T REPEAT NEGATIVES.

If the reporter asks a negative, loaded or offensive question, turn it around into a positive. Don't repeat the negative -- they're looking for a negative soundbite. When answering a negative question, neutralize the negative first, then bridge to one or two pertinent points that will present a more positive view.

3. BE CLEAR, CONCISE AND HONEST.

Don't lie. Find out the facts before the interview or speech and don't exaggerate - it could come back to damage you. Speak in soundbites or paragraphs. Watch to see what quotes reporters use. Short answers are better than long ones, but don't give one word answers. Don't feel as though you must explain every answer, just answer the question and don't ramble on. Your parenthetical responses can turn out to be the quote used and may detract from your main point or get you in trouble. Stay away from technical jargon.

4. FORGET "NO COMMENT."

If you don't know the answer, don't speculate or say, "No comment." Instead, give a good reason for not being able to answer it and refer the questioner to someone who can answer the question or offer to get the information. "No comment" implies you have something to hide, you are uninformed or you are guilty. The following responses are better:

- "I don't know the answer, but I will try to get it for you."
- "<< NAME >> of our staff can give you better information. I'll have you talk to << NAME >>"

5. STAY AWAY FROM "OFF THE RECORD."

There is no such thing as an "off the record" statement. Statements made to help provide background are subject to being quoted. Always assume a video or audio recorder is running. Most reporters or photographers will say "rolling" or "recording," but some are hoping to catch you off guard. Some may refer to comments made before the camera is rolling during an interview to make you put the information on the record. The camera never blinks; photographers or technical assistants may be listening when you're not aware of it.



TOP TIPS FOR WORKING WITH THE MEDIA

6. LISTEN TO THE QUESTIONS.

By allowing time to prepare for an interview, you should be able to anticipate and respond to a variety of questions. If a question contains negative language, don't repeat the negative. If you are unsure of the question, rephrase it before answering. A reporter's direct question deserves a direct answer, but you can use a steering phrase to make a transition to one of your talking points.

- "That's one reason, but the real reason is..."
- "While some people think that, the facts are..."
- "You have a good point, but I want you to know..."
- "Yes. Furthermore..."

7. SUPPORT YOUR MESSAGE.

Be prepared to appropriately use examples, facts, statistics, quotes, analogies, anecdotes, personal experience and graphics to help illustrate and emphasize your point. Use examples and data that average people can relate to easily. If you say it will cost \$4 million, also break that down to dollars per person (i.e., \$635 per person).

8. WORK WITH THE REPORTER/PHOTOGRAPHER.

Ask how you can be cooperative. If the subject matter is negative, set a time limit for the interview. Then you have an excuse to cut it off or you can decide if it should go on longer. Never argue with the reporter, even if s/he provokes it.

Correct major factual errors or misrepresentations immediately, but don't quarrel about minor errors. This can help to avoid other reporters from making a similar mistake in the future. Let the reporter know where you can be reached if s/he has more questions. Likewise, find out how you can reach the reporter if you have more information or need to correct or clarify a statement you have made.

9. MAKE SURE THE SETTING IS APPROPRIATE.

If the subject matter is positive, have a company logo or some other identifiable object nearby, such as a product or poster, so you are identified with the company. If the subject is negative, use a neutral location. Make sure the area is "sanitized" to present a good impression of you and your company and because reporters can read upside-down.

10. APPEARANCE COUNTS.

Try not to let what you are wearing interfere with your message, whether the interview is being videotaped or not. Dark colors work best. Stay away from white. Don't wear stripes or herringbone. Don't wear large or unusual jewelry. Don't wear light-sensitive glasses or sun glasses. Take a minute to relax before the interview.



DEALING WITH THE MEDIA IN A CRISIS

DO:

- Centralize incoming and outgoing information flow
- Release only verified information
- Release info of those treating injured persons
- Give out name and number of police spokesperson for follow up
- Escort news media everywhere on the emergency site
- Have a designated spokesperson
- Keep accurate logs of inquiries and coverage
- Provide equal opportunities for print and electronic media
- Work with police to agree on information that can/can't be released
- Decide on three main talking points and one “bottom line” quote
- Support the method with statistics, visuals, etc.
- Be honest, concise
- Stay away from “off the record”
- Make yourself available to the press
- Communicate your message proactively or the media attention will escalate

DON'T

- Release individual's name who was involved in injury/fatality until the family has been notified
 - » May give out general information: gender, age, acknowledge its an employee
- Give the media access to families of injured or killed without their express permission
- Speculate on causes of emergency
- Speculate on resumption of normal operations
- Speculate on outside effects of the emergency
- Speculate on dollar value of losses
- Interfere with legitimate duties of news people
- Permit unauthorized spokesperson to comment to media
- Attempt to mislead the media
- Place blame for the emergency



KEY MEDIA QUESTIONS

Statements released to the media can work for your interest. It's important for the CMT to give careful consideration to not only the statements made, but also the ramifications of the statements. Members of the team should consider the wide range of questions a reporter will likely ask and, even when the team doesn't yet have the answer, agree on a response to the media.

1. Key questions to be addressed include:

- What is our statement?
- What are the main points and key messages we want to get across?
- What is the best way to present it?
 - » News Conference
 - » News Release or Written Statement
 - » Phone Calls
 - » E-mail
- What informational materials need to be prepared? (News release, information kit, organization chart, graphics, and maps).
- What photos are available (that are appropriate to use)?
- How will the receptionist relay media calls?
- Should a separate line be set up for media inquiries?
- What are our prepared answers?

2. What the media will ask in specific emergency situations?

- Standard questions reporters ask:
 - » What happened? When?
 - » Who did it happen to?
 - » What was the cause?
 - » How was it discovered?
 - » Will this affect your licensing?
 - » What role will the regulatory agencies play in this?
 - » Were there any injuries? How bad?
 - » How much damage has been caused?
 - » What's the potential for continued injuries or danger?
 - » Any previous indications of danger?
 - » Number of people engaged in rescue and relief operations?
 - » How was the emergency prevented from spreading?
 - » Were there any acts of heroism?
 - » Who's responsible?
 - » What went wrong?
 - » Who summoned aid?
 - » What was the timeline of the emergency?
 - » What are the policies / procedures to address the emergency?
 - » When will more information be available?
 - » Any injuries?
 - » Any deaths?



KEY MEDIA QUESTIONS (CONTINUED)

- When there is a loss of life, injuries or abuse, the media will ask:
 - » Number of people killed, harmed or injured?
 - » Who escaped injury?
 - » Nature of the injuries / harm?
 - » Care given to the injured?
 - » Location of the dead?
 - » Prominence of anyone who was killed? Injured or uninjured?
 - » What went wrong?
 - » Have families been notified?
 - » Which hospital have the injured been transported to?
- When there is property damage the media will ask:
 - » Estimated value of the loss?
 - » Description – kind of building, etc.?
 - » Importance of property, e.g. historic value?
 - » Other property threatened?
 - » Previous emergencies in the same area?
 - » Insured?
- When there is a union dispute the media will ask:
 - » What happened?
 - » Why are these employees upset?
 - » When did they begin protesting?
 - » How do you respond to the union’s allegations?
 - » Has there been a resolution?
- When there is a natural disaster the media will ask:
 - » Have you assessed the amount of damage done?
 - » What was the most affected part of the construction site?
 - » Was anyone hurt or killed?
 - » How much of the damage will insurance cover?
 - » When do you expect to be up and running again?
 - » What is your next step in this process?
- The media will ask about causes:
 - » Number of participants?
 - » Any eyewitnesses? Testimonies?
 - » What did key responders, government regulatory agencies, crisis management team, police, fire, etc. say? Testimonies?
 - » How was the incident discovered?
 - » Who sounded the alarm (if appropriate)?
 - » Who called for help?
 - » Any previous warning or indications of the problem, concern or danger?



KEY MEDIA QUESTIONS (CONTINUED)

- Where there is rescue or relief effort involved, the media will want to know:
 - » How many people or emergency crews and which crews engaged in rescue or relief operations?
 - » Any prominent persons in the relief crew?
 - » Equipment needs? Used?
 - » Handicaps or barriers to rescue operations?
 - » How are you caring for the injured or effected people?
 - » How did you prevent the emergency from spreading?
 - » Any specific acts of heroism?
- Reporters will want descriptions of the crisis or disaster:
 - » Any injured or arrested?
 - » Did the offender use a weapon?
 - » Any rescues or attempted rescues?
 - » Length of crisis?
 - » What kind of property damage was sustained (if appropriate)?
 - » Flames (if appropriate)?
- Related information and story details are important to reporters as well. They will want information such as:
 - » Number of spectators (crowd control necessary)?
 - » Unusual happenings?
 - » Anxiety, stress of clients, families or guardians?
 - » Anxiety, stress of survivors?
 - » Further potential danger?
 - » Difficulty in dealing with the problem (weather, crowds, lack of equipment, physical danger)?
- Disasters often prompt legal ramifications, reporters will want to know about:
 - » Regulatory agencies follow up?
 - » Inquests, coroner's report?
 - » Police follow up?
 - » Insurance company actions?
 - » Professional negligence or inaction?
 - » Possible lawsuits stemming from the incident?
- Logical questions to serve both reporters' needs and yours:
 - » Where is the nearest sheriff's office?
 - » Where is the nearest hospital?
 - » Where are the nearest hotels?
 - » Access to telephones?



KEY MEDIA QUESTIONS (CONTINUED)

- Regarding evacuation (if appropriate):
 - » How large an area?
 - » How many people?
 - » For how long?
 - » Where to?
 - » Facilities involved?
 - » Agencies involved?
 - » When will it be over?
- Data the media may request:
 - » Statistics on the history of the company?
 - » Was there a physical confrontation?
 - » What happened?
 - » Who was involved?
 - » What is the extent of the property damage (if appropriate)?
 - » Has the emergency affected operations, jeopardized the lives of other employees, or other businesses in the area?
 - » Is there an estimated cost of the disaster?
 - » What is the approximate time before normal operations can be resumed?
 - » Is it well known in the area that a problem has occurred?



KEY GOVERNMENT QUESTIONS

The following are some questions to consider prior to communicating with government officials and/or regulatory agencies:

- Has internal protocol been followed?
- Who should be notified first?
- Which team member will notify each branch of government?
- When and how should the message be delivered?
 - » Through the media
 - » Phone call
 - » Fax
 - » E-mail
 - » Social media
 - » Mail
 - » Delivery service
- How do we verify that the message was received and actions are being carried out?