

# SOURCE ENERGY SERVICES



## CRISIS COMMUNICATION PLAN

UPDATED NOVEMBER 29, 2014

Prepared by: Team 7  
Rahima Anwar Khan  
Jade Bedward  
Janine Blain  
Michelle Chan  
Zach Dallas

COMM 380  
Instructor: Kate Hildebrandt

# Table of Contents

<b>Introduction</b>	<b>3</b>
<i>Purpose</i>	3
<i>Background</i>	3
<i>Silica</i>	3
Health Hazards of Silica	4
<i>SWOT Analysis</i>	4
<i>Scope</i>	5
Internal Audience	5
External Audience	5
Media	5
<b>Objectives of Plan</b>	<b>5</b>
<b>Procedures</b>	<b>5</b>
<i>Assemble the Team</i>	5
<i>Location</i>	6
<b>Response</b>	<b>6</b>
<i>Implementation</i>	6
<i>Key Audiences</i>	6
<i>Immediate Response</i>	6
<i>Secondary Response</i>	7
<i>Outgoing Information Approval</i>	7
<i>Staffing</i>	7
<b>Media</b>	<b>7</b>
<b>End of plan</b>	<b>8</b>
<b>Post-mortem</b>	<b>8</b>

## **Introduction**

### **Purpose**

Source Energy Services moves Wisconsin White Sand (proppant) by rail on a regular basis. Sand contains high levels of silica, which is harmful if inhaled. Source Energy Services must be prepared in case of a train derailment and spill, or a spill in a facility. Source Energy Services must be prepared to have a timely response to lessen any potential environment or health hazards.

Communication is essential in the event of an emergency. Source Energy Services wants to mitigate potential risks associated with exposure to White Sand.

Source Energy Services believes in environmental responsibility, health, safety, and community involvement. Source Energy Services values integrity and will maintain their position during a crisis. Their ongoing values include no harm to people, the public, their properties and the natural environment. These are values that would be tested during an emergency or crisis, and the goal would be to maintain these values and further expand on their philosophies.

### **Background**

Source Energy Services is an employer of choice with over a decade of proppant supply and oilfield logistics experience. Source Energy Services headquarters is located in Calgary, Alberta. The company has operations in British Columbia, Alberta, Saskatchewan, Wisconsin, and Texas. Spanning the entire logistics chain, Source Energy Services solves the industry challenges in proppant procurement and delivery, straight from the mine to the well site. Source Energy Services is the first company in Canada to offer unit train capable terminals that can accommodate up to 100 cars. Source Energy Services provides superior service to their customers by supplying pure Wisconsin white frac sand, Source White, to high demand shale basins in North America quickly and with ease.

### **Silica**

Silica is the second most common mineral on earth. Some common materials that contain silica include:

- Rock and sand
- Topsoil and fill
- Concrete, cement, and mortar
- Masonry, brick, and tile
- Granite, sandstone, and slate

- Asphalt (containing rock and stone)
- Hazardous silica can be found in five different forms in the workplace environment; three are amorphous (without a clearly defined shape), and two are crystalline (quartz and cristobalite). The form most likely to cause serious health problems for humans is quartz.

**Health Hazards of Silica**

Crystalline silica dust can cause a disabling, sometimes fatal disease called *Silicosis*. Silicosis is caused by fine silica particles deposited in the lungs, causing scarring and thickening of the lung tissue, thus reducing lung capacity and ability to extract oxygen. The damage is permanent, however, the symptoms may not appear for many years.

Initial symptoms of Silicosis include:

- Shortness of breath
- Severe cough
- Weakness

These symptoms can worsen over time and may lead to death. Exposure to silica has also been linked to other diseases including bronchitis, tuberculosis, and lung cancer.

**SWOT Analysis**

Strengths	Weaknesses	Opportunities	Threats
<ul style="list-style-type: none"> <li>•A proven safety track record with Canadian National Railway Company (CN) and shipment of proppant</li> <li>•Fast reaction times in response to past incidents</li> <li>•Strong Community involvement</li> <li>•Provide customers with trust of responsible management in the event of an emergency</li> </ul>	<ul style="list-style-type: none"> <li>•Limited Communications Depart employees</li> <li>•Crisis would lead to a halt in the 24 hour service</li> <li>• Unit train delay in 100 car deliveries</li> <li>•Lack of updated social media platform</li> <li>•Inconsistent corporate image (Logo color)</li> </ul>	<ul style="list-style-type: none"> <li>•Prove that safety measures are in place</li> <li>•Give a personal face to the company</li> <li>•Tell the public what the company stands for and philosophies</li> <li>•Opportunity to rebrand and re-image</li> <li>•Opportunity to expand on Facebook page and build other social media platforms</li> </ul>	<ul style="list-style-type: none"> <li>•Loss of money</li> <li>•Loss of customers during time of crisis</li> <li>•Values are questioned</li> <li>•Loss of public trust</li> <li>•Potential negative environmental impact</li> <li>•Chemical hazards</li> </ul>

			<ul style="list-style-type: none"> <li>•Silica contamination to local environment</li> </ul>
--	--	--	--

## Scope

### Internal Audience

- Environmental department
- Health and Safety
- Management
- Communications Department

### External Audience

- Canadian National Railway Company (CN)
- Local Government (Municipal/State/Provincial)
- Local Community

### Media

- Local news outlet
- National news chains (USA and Canada)

## Objectives of Plan

- Source Energy Services will notify all parties involved in a timely manner by using multiple mediums.
- Source Energy Services will display their responsibilities to the public.
- Source Energy Services will respond to inquiries from the public as soon as possible.

## Procedures

### Assemble the Team

The Crisis Management Team consists of:

- Chief Executive Officer or Administrative Officer
- Department Heads of affected plant or operation
- Communication Director

The Crisis Communication Team consists of:

- Communication Director
- Chief Executive Officer or Administrative Officer
- Company Spokesperson

## **Location**

The Crisis Management Committee will meet at the Source Energy Services Corporate Headquarters in Calgary, Alberta:  
100, 438 - 11 Ave SE  
Calgary, Alberta, Canada  
T2G 0Y4

## **Response**

### **Implementation**

The Source Energy Services Crisis Communication team will implement some, or all of the following procedures based on the circumstances of the emergency event. During a crisis event, the Crisis Communication Team and Crisis Management Team will meet on a regular basis to discuss situation updates, key messaging, and the reach of outgoing communication.

In an emergency, it is Source Energy Services' goal to have information sent to key audiences within 30 minutes, and updates as required. Depending on the severity of the event, initial communication may be required.

### **Key Audiences**

- Employees, contractors, and branches of Source Energy Services
- CN employees
- Local governments (municipal, provincial/state, federal)
- Local communities
- Emergency and hazardous materials services
- Clean up crews
- Customers

### **Immediate Response**

The team will carry out these initial tasks at first response:

- Initiate phone call to emergency proppant clean up crew
- Notify the situation to CEO, the board of directors, and management, and responding branch.
- Send out response email, text message for clarity of emergency level 1 as well activate updates to source energy website
- Send management memo's as appropriate to keep staff updated
- Send message updates to Source Energy Services social media outlets such as Facebook
- Send media alert when information is available

- Direct other communicators to emergency call center or for other needs

### **Secondary Response**

- Create key messages
- Maintain Source Energy Services integrity values
- Use SWOT analysis strengths and opportunities to create goals and messages
- Disperse responsibilities
- Crisis Communication Team implements first reaction procedures
- The Director of Communications will take control of all outgoing communication
- Crisis Management Team updates situation status to internal and external audiences
- Crisis Management Team communicates effectively and accurately with the local audience involved
- Continue updating media coverage respond and help community needs
- Crisis Communication Team responds to local community and develops plan to help the communities needs during the crisis, and post crisis

### **Outgoing Information Approval**

During a crisis, immediate response is needed within 30 minutes. Rapid communication exchange is needed to release important and relevant information. This process involves fast and accurate decision making made by the Crisis Communication Team. The CEO must approve all forms of outgoing communication before being released.

### **Staffing**

In the event of an emergency all Crisis Management and Crisis Communication team members are required to be at the Calgary Corporate Headquarters. Team members from out of town will be housed in the nearest hotel for the duration of the crisis.

### **Media**

Source Energy Services will respond to media inquires promptly with an approved company statement.

Actions include:

- Sending media alerts when appropriate
- Direct other communicators to emergency call center for other needs

## **End of plan**

The crisis communication team will announce when the emergency has ended. A review by the Communications Director will begin when the crisis is over. The review will include how the crisis communication team handled the emergency, and how communications can improve for future incidents.

## **Post-mortem**

Within 10 days of the crisis, the Emergency Management and Crisis Communication teams will hold a post-mortem meeting to discuss Source Energy Service's response to the crisis. These teams will also review the response strategies used, and make any necessary changes. Source Energy Services will remain connected to the affected communities, in person, by email, or by phone, until all issues are resolved.