

 **DAPAT  
HANDA**

# **CRISIS**

## **MANAGEMENT PLAN**



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# I ntroduction





# Chapter 1

## BACKGROUND

Climate change is real and is here to stay, potentially inducing weather-related disasters that could be very destructive to human life and settlement. As it is happening now, it is leading to a rise in sea level, more severe droughts and floods, heat waves, water shortages and increased threats to human health.

The recent deluge of disasters in many parts of the globe has provoked governments around the world to put in place disaster risk management and mitigation plans. In the Philippines, we have Republic Act 10211 or the Philippine Disaster Risk Reduction and Management Act of 2010 which institutionalizes risk reduction and management plans at the local level. Among others, the law mandates the creations of local risk reduction and management office in all provinces, cities, municipalities and barangays which shall be responsible for setting the direction, development, implementation and coordination of disaster risk management programs within their territorial jurisdiction.

Located along the typhoon belt and the Pacific Ring of Fire, the Philippines is one of the countries poised to

take the brunt of climate change. Data from PAG-ASA show that every year, we experience at least 22 typhoons. Since the Philippines is one of the countries with the longest coastlines, it is also vulnerable to tsunami which comes after an earthquake. The country is also teeming with 352 volcanoes, 22 of them active while 27 others are potentially active.

From 1990-2000, the country was visited by several ravaging disasters:

- A strong earthquake hit Northern Luzon on July 16, 1990, affecting 23 provinces in six regions nationwide, and devastating 90 percent of Baguio City. The death toll reached an estimated 1,666 persons, and 1,495 people injured. Property damages were estimated at P12.2 billion.
- Between November 10 and 14, 1990, Typhoon Ruping (International Codename: Mike) devastated the Eastern Visayas with its 240-kph winds. Twenty-nine provinces were declared under a state of calamity; 588 deaths were reported, and 1,270 injured. Damages were estimated by the Office of Civil Defense at P10.8 Billion.
- In June 1991, Mt. Pinatubo, a long dormant volcano in Central Luzon, emerged from a 600-year slumber, exploding in what would later be recognized as the world's worst volcanic eruption of the century, burying Central Luzon in tons of volcanic ash. The initial eruption alone accounted for more than 800 deaths, with damage estimated at P10.6 billion.
- On November 5, 1991, Typhoon Uring brought heavy rains to Leyte and Samar, resulting in flashfloods that killed about 6,000 people in the city of Ormoc. It was later ascertained that massive deforestation of the surrounding



*Pipe burst may result from earthquake and lead to water service interruption*

watershed was the cause of the disaster.

- Other major disasters included El Niño, the impact of which ravaged the Philippines in 1998, with approximately 985,000 families suffering from hunger due to severe lack of water.
- The most tragic event was a landslide at the Cherry Hills Subdivision in Barangay San Luis, Antipolo City, on August 3, 1999. The descent of loosened earth and mud on the subdivision left at least 58 dead and 31 injured.

More recently, typhoon Ondoy (2010) which caused weeks-long flooding in Metro Manila and a large part of Central Luzon submerged water systems, forcing many water districts to temporarily shut down operations. Typhoon Sendong in 2011 sent Cagayan de Oro Water District running to other water districts for help not only for its damaged water systems but also for its employees whose homes were destroyed by the floods.

In addition to natural disasters, man-made disasters such as terrorist attack, chemical spills, massive and lengthy power failure, and fire pose a threat to water supply systems and the continuity of service.

Most water districts in the country have no disaster preparedness and response plan in place that would reduce the risk of water supply shortage and interruptions and water quality deterioration both due to natural and man-made disasters. Consequently, water districts are caught flatfooted during a disaster; thus, facilities that took years to build are destroyed in an hour, or even minutes.

Likewise, the public trust earned by the water district is destroyed when disaster is not properly addressed and managed.

## **II. CRISIS MANAGEMENT: SAN JOSE WATER**

The San Jose Del Monte City Water District (San Jose Water), one of the 600 water districts throughout the country and the fourth largest water district in terms of number of service connections, serves all 59 barangays in its service area. As of July 31, 2013, it has more than 81,000 service connections, equivalent to serving approximately 500,000 people. Its primary water source is Angat River which serves 95% of its customers.

50,000 cubic meters of raw water from the Angat River is processed every day at San Jose Water's two treatment plants in Bgy. Minuyan and distributed 24 hours a day, seven days a week to its concessionaires. In addition to surface water, San Jose Water has 13 deepwell stations that supplement water production.

Like most water districts, San Jose Water has no existing comprehensive crisis management plan. However, it has a few guidelines that may be considered as actions to manage crisis as they come:

- San Jose Water has a Quick Reaction Team that is on call for repairing leaks that happen beyond office hours or during weekends and holidays. The QRT is a composite team from different operating units of San Jose Water
- San Jose Water is an affiliate of the AFP Reserve Command. As such, eighty-five percent of its employees had undergone Military Orientation Training and are reserve officers and enlisted men of AFPRESCOM. The military training is meant to equip the employees with the necessary skills should water service be compromised or interrupted due to terrorist attacks or natural calamities. However, military training for every employee is only on a one-time basis.
- San Jose Water drafted a crisis communication plan in 2004 but it only addressed possible terrorist attack, drought and earthquake which would disrupt the provision of water service. The plan has not been updated since it was drafted. Consequently, it was relegated to the background especially because San Jose Water did not face any major disaster/crisis until August, 2012.
- There is an Emergency Evacuation Plan where movable assets and documents are assigned colors for priority in evacuation. The plan diagram, with the emergency exits marked, is printed on a bond-size paper and posted in the offices of San Jose Water.

## **III. PURPOSE OF THE CRISIS MANAGEMENT PLAN**

This Crisis Management Plan aims to ensure the

least possible impact on water supply and sewerage services and San Jose Water's public image during and after emergency and disaster situations.

Specifically, this plan aims to:

- a. Provide policies and procedures to maintain quantity and quality of service even during adverse conditions
- b. Identify potential crisis situations and the methods for responding to these situations quickly and effectively
- c. Facilitate decision-making on critical issues in a potentially stressful environment and define responsibilities and roles during a crisis situation
- d. Establish guidelines in addressing public relations and communications issues that may potentially arise from a crisis, dealing with the media and communicating with the concessionaires
- e. Protect employees and concessionaires, both minimizing injury and maintaining their security and integrity;
- f. Protect the properties of San Jose Water;
- g. Protect the public image of San Jose Water and restore, when necessary, after a crisis

The plan integrates existing operational crisis response plans managed by individual Departments of San Jose Water. Further, the plan is intended to facilitate organized decision-making in times of crisis and is designed to be used in conjunction with the normal decision-making hierarchy of San Jose Water and does not supplant that decision-making process.

#### IV. DEFINITION OF TERMS

Unless otherwise specified, the following words shall mean:

**Crisis** - any unexpected event or series of events that has the potential to, or does presently, significantly impact and/or challenge the public's perception of the safety of product, and the integrity of service of San

Jose Water.

**Crisis Communication** - the flow of information during a crisis among an organization, its employees, the media, the government, law enforcement and the general public

**Controversial issues** - situations of growing controversy or negative climate that threaten the reputation, organizational, legal, or financial stability of San Jose Water. It may include police investigations, protests and similar situations.

**Emergency** - an abnormal situation requiring prompt action beyond normal procedures as it threatens human life, safety, health, property or the environment.

**Response** - The actions taken during a crisis to minimize the impact of an emergency, protect the water supply, and return the water system to normal operating conditions.

**Service** - as used in this document shall mean water supply service unless otherwise specified

**Triage** - the process of sorting victims, as of a battle or disaster, to determine medical priority in order to increase the number of survivors.

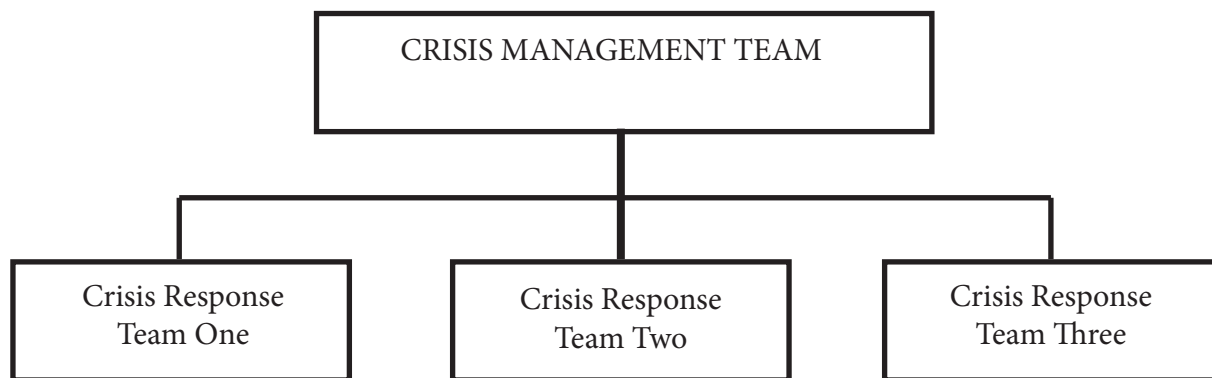
#### IV. ACRONYMS

CMP	-	Crisis Management Plan
CMT	-	Crisis Management Team
CRT	-	Crisis Response Team
DILG	-	Department of the Interior and Local Government
DOH	-	Department of Health
FOD	-	Field Operations Division
HOA	-	Homeowners' Association
LGU	-	Local Government Unit
NGA	-	National Government Agency
PNP	-	Philippine National Police
SOP	-	Standard Operating Procedure
WTP	-	Water Treatment Plant

# Chapter 2

## CRISIS MANAGEMENT STRUCTURE

There shall be a Crisis Management Team which shall immediately convene in the event of a crisis for the declaration of alert levels and such other instructions to cope with the crisis. The CMT is broken down to smaller sub-teams to respond to specific crisis situations. These sub-teams are called Crisis Response Teams (CRT) which is subordinate to the CMT.



### I. COMPOSITION OF THE CRISIS MANAGEMENT TEAM

The Crisis Management Team is the functional organ in charge of planning, organizing and guiding the use of human, material and financial resources, and implementation of any mitigation, prevention, preparedness, response, rehabilitation or reconstruction activities regarding emergencies or disasters. It is directly accountable to the Board of Directors and will assume maximum authority in emergency and disaster situations.

The Team is composed of the following:

REGULAR TEAM COMPOSITION	ALTERNATE	RESPONSIBILITY
General Manager (Team Leader)	Officer assigned by the GM or the designated OIC for the period	<ul style="list-style-type: none"> <li>Direct and coordinate all aspects of the organization's response during a crisis situation</li> <li>Directs and monitors the emergency activities.</li> <li>Assigns personnel as needed.</li> </ul>
AGM for Operations (Asst. Team Leader)	Designated OIC for the period	<ul style="list-style-type: none"> <li>Assumes responsibility of Team Leader in case of unavailability of the latter</li> </ul>
Department Manager - Engineering	Manager- Construction and Design Division	<ul style="list-style-type: none"> <li>Oversees repair of damaged facilities and equipment and takes actions to prevent their further deterioration</li> </ul>

Department Manager – Production	Division Manager – Field Operations	<ul style="list-style-type: none"> <li>• Notifies and updates the CMT on the status of water quality, production and distribution immediately before, during and immediately after the crisis</li> <li>• Assists in determining when the resumption of normal operation can begin.</li> <li>• Assesses the conditions of structural, electrical, and mechanical components of all facilities of San Jose Water including but not limited to the Water Treatment Plant, pumping stations and reservoirs</li> </ul>
Department Manager- Admin. and Finance	Manager - Administrative Division  Manager – Finance Division	<ul style="list-style-type: none"> <li>• Ensures availability of personnel and materials and maintains a current list of personnel location</li> <li>• In the event of evacuation, account for all personnel and immediately inform CMT of any missing personnel</li> <li>• Facilitates flow of information to employees</li> <li>• Coordinates the administration of First Aid, including the identification and disposition of people receiving such care.</li> <li>• Ensures that available funds are mobilized quickly and effectively for the procurement of supplies and payment for services</li> <li>• Ensures availability of in-house and rental vehicles and machinery for quick mobilization</li> <li>• Maintains an updated list of suppliers and contracts or agreements specifically designed for emergency response</li> <li>• Determines the safest route out of an emergency area and ensures security of people and property</li> </ul>
Department Manager – Commercial	Manager- Customer Service Division  Manager – Accounts Division	<ul style="list-style-type: none"> <li>• Provides the CMT with information regarding customer feedback and complaints and facilitates flow of information to concessionaires</li> <li>• Ensures that official statements regarding the crisis is communicated to all concessionaires</li> </ul>
Manager, Corporate Affairs Division	Sr. Public Relations Officer	<ul style="list-style-type: none"> <li>• Establishes and manages a Public Relations area and Media Room during an emergency situation</li> <li>• Serves as liaison to the media, and issue official statements during and in the immediate wake of a crisis.</li> <li>• Coordinates the flow of information</li> <li>• Briefs the media regarding the situation</li> <li>• Maintains a list of people who are authorized to speak to the media, and consult/brief these spokespersons before and after they speak with the media.</li> </ul>



## II. FUNCTIONS OF THE CRISIS MANAGEMENT TEAM

The chief role of the CMT is to make the decisions needed to ensure that water supply and services are restored at the shortest time possible after a disaster. Specifically, the CMT shall:

- Declare a state of alert based on the relevant protocols established by this Plan
- Set up the emergency and disaster office or unit
- Monitor the review and implementation of this Plan
- Coordinate the planned actions with the Crisis Response Teams
- Monitor the staff training on emergency procedures, which should include both theory and practice
- Assign priorities, coordinate, and oversee the appropriate use of resources during an emergency
- Forge and maintain communications and coordination with the public institutions responsible for emergency and disaster risk management, both at the local and national level
- Maintain contact with private companies such as suppliers of equipment, chemical products and pipes, professional associations, and subcontractors
- Coordinate emergency and disaster response efforts with the CRT
- Support the actions of the CRT whenever there is a need for intervention at higher levels
- Oversee the implementation of communication and information dissemination procedures, both within and outside of the company
- Approve and secure the necessary financing for prevention and mitigation programs

## III. THE CRISIS RESPONSE TEAM

The Crisis Response Teams are the first line of defense in emergencies. The CRT confronts an emergency situation and carry out the rehabilitation of the services according to the Crisis Management Plan, and cooperates in the execution of the vulnerability analyses and the prevention and mitigation programs.

Specifically, the CRT

- Coordinates and guides emergency preparedness, response and rehabilitation efforts in their respective areas of responsibility as well as other functions designated by the CMT
- Participates in post-disaster reconstruction to ensure that the rehabilitated system's vulnerability is reduced;
- Designs or carries out the vulnerability assessment and water supply mitigation programs;
- Participates in the improvement of the company's Crisis Management Plan and helps ensure that it remains up to date.

## IV. COMPOSITION OF THE CRISIS RESPONSE TEAM

There are three Crisis Response Teams, all under the supervision of the Crisis Management Team. Each team is headed by a Team Leader who:

- Executes orders from the CMT
- Coordinates and monitors actions of members
- Reports to CMT actions taken by the team, including updates

## THE CRISIS RESPONSE TEAM

CRISIS RESPONSE TEAM	COMPOSITION	DUTIES
<b>CRT 1</b> <b>Service, Facilities, and Equipment Team</b> Team Leader: Department Manager, Production	Department Manager, Production Division Manager, WTP Division Manager, FOD Department Manager, Engg. Division Manager, Const. and Maintenance Supervising Property Officer Division Manager, Finance Administrative Services Officer	<ul style="list-style-type: none"> <li>Monitors water quality and distribution and feed information every hour to CRT2 Team regarding status of service</li> <li>Assesses damage to facilities and implement timely repair of damaged facilities and equipment to restore normal service</li> <li>Immediately purchases of supplies and equipment required to restore normal service</li> <li>Immediately releases of emergency fund for the purchase and repair of facilities and equipment</li> <li>Processes/Files claims for insurance</li> <li>Dispatches transportation for CRT 1 and CRT2</li> </ul>
<b>CRT 2</b> <b>Public Information and Media Relations Team</b> Team Leader: Manager, Corporate Affairs Division	Manager, Corporate Affairs Division Manager, Commercial Department Manager, Customer Service Division Manager, Administrative Division	<ul style="list-style-type: none"> <li>Drafts official statement based on information from CRT 1 and issue official statements during and in the immediate wake of a crisis.</li> <li>Coordinates the flow of information to all stakeholders</li> <li>Establishes and manages a Public Relations area and Media Room</li> <li>Briefs the media regarding the situation</li> <li>Maintains a list of other people who are authorized to speak to the media, and consults/briefs these spokespersons before they speak with the media</li> <li>Ensures that the official statements issued are communicated to concessionaires and the barangays through text blasting system, and/or public address system</li> </ul>

<b>CRT 3 Rescue and Evacuation Team</b> Team Leader: Manager, Administrative and Finance Department	Security Officer Company Nurse General Services Officer Supervising Property Officer Manager, Administrative and Finance Department Manager, Administrative Division	<ul style="list-style-type: none"> <li>• Determines the safest route out of the building.</li> <li>• Checks all normally unoccupied rooms and areas where alarms and PA system may not be heard</li> <li>• Coordinates with the security department of the location where people are evacuating.</li> <li>• Cordons affected area</li> <li>• Coordinates with LGU, PNP, BFP and other relevant government agencies</li> <li>• Coordinates the administration of First Aid, including the identification and disposition of people receiving such care.</li> <li>• Serves as liaisons to medical emergency personnel</li> <li>• Salvages/Recovers equipment and assess reparability of salvaged equipment</li> <li>• Purchases supplies for the treatment of victims</li> <li>• Dispatches transportation to bring victims to hospitals</li> <li>• Releases emergency fund for the purchase of medical supplies</li> <li>• Advises and assists victims regarding processing of insurance claims</li> <li>• Assesses need and dispatches counseling services for victims</li> </ul>
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## V. DUTIES OF ALL EMPLOYEES

- Know the crisis plan and follow them when initiated
- Know the location of the nearest fire extinguisher in all areas they may enter.
- Assist concessionaires and guests who are within the premises during emergencies.
- If an evacuation alarm sounds, evacuate immediately to designated assembly area.

## ASSEMBLY AREA

In disasters where there is a need to evacuate employees and concessionaires outside the premises of San Jose Water, the assembly area shall be

Main Office	Open parking area
Francisco Homes Office	Basketball court, Barangay Narra
Muzon Office	Covered Court, Sarmiento Homes
WTP	Basketball court

## VI. DESIGNATED EMERGENCY AREAS

### THE COMMAND POST

In order to respond in a coordinated fashion to an emergency or disaster, the Conference Room at the Office of the General Manager is designated as Command Post. It shall be the meeting place of the CMT and all other key personnel as may be called UPON by the Team Leader during an emergency situation. The CMT command post shall be at the control and disposal of the CMT Team Leader, or the CMT Assistant Team Leader, in case of the Team Leader's unavailability.

### MEDIA ROOM

Briefing for media will be held at the orientation room at the Main Office.

### TRIAGE AREA

The triage area for the injured shall be the same as the assembly areas.

# Chapter 3

## CRISIS MANAGEMENT POLICIES AND GUIDELINES

### I. POLICIES

1. San Jose Water recognizes that crisis management starts before the onset of a crisis and requires comprehensive preparation during routine operations.
2. San Jose Water recognizes the need to maintain quantity of safe water and quality of service during emergency situations. Thus, it will implement measures designed to immediately restore water service and appropriate the necessary funds for this purpose.
3. San Jose Water recognizes that each operating unit has an important role to play during a crisis and that their roles and responsibilities have to be properly defined and delineated to ensure that the primary duty of San Jose Water of delivering safe and potable water is not disrupted
4. San Jose Water recognizes the need to inform all stakeholders of any situation that will affect public health and safety, damage the environment, or disrupt domestic activities. Thus, it will ensure that correct information will cascade to them at the soonest possible time during emergency situations.
5. San Jose Water recognizes the importance of media relations and its role in building public trust and bolstering public confidence in the quality of the product and integrity of service of San Jose Water. In times of crises, San Jose Water will coordinate with the media, provide them with correct and timely information, and continuously update them about the status of service restoration, and entertain their questions.
6. San Jose Water recognizes that employees share in the responsibility of disseminating correct information – to take in information that is communicated, to share information

as appropriate, and to contribute to dialogue restrictions and confidentiality.

7. San Jose Water recognizes the need to continuously improve the Crisis Management Plan and shall exert time and resources towards this end.

### II. GUIDELINES

1. All crises, potential or actual, should be reported to the supervisor and the General Manager immediately.
2. Unless otherwise designated by the CMT, only the Crisis Management Team Leader and the Manager of Corporate Affairs Division are authorized to release information to the media and to the public. All other officers and staff should be helpful to the media by connecting them with the authorized spokesperson.
3. The Crisis Management Team Leader is the lead person in directing and coordinating all aspects of the organization's response. All instructions shall come from him and all reports shall be directed to him.
4. All statements shall be guided by professionalism and transparency, and serve to mitigate the crisis. As much as possible, responses shall be proactive, responsive, objective, and action-oriented.
5. Personnel matters as well as personal information of management staff are to remain confidential.
6. Not every emergency is covered by this preset plans. In these cases, use one's best judgment, and coordinate with the authorities and subordinates.



# Chapter 4

## TYPES OF CRISES

### I. TYPES OF CRISIS

Depending on their origin crises may be classified into two:

- Those caused by natural phenomena
- Those caused by human activity

Those crises may further be categorized into two:

- Water Supply Service Crisis** - those which may potentially and directly affect the water system, and consequently, the continuous provision of water supply, and
- Non-Water Supply Service Crisis** - those that will not affect provision of water supply but will potentially harm or distort the public image of San Jose Water and the goodwill that it has established, or put to risk the health and life of its employees or its concessionaires.

### II. WATER SUPPLY SERVICE CRISIS SITUATIONS

The following are Water Supply Service Crisis Situations:

SITUATION	DESCRIPTION	EFFECTS ON WATER SUPPLY SYSTEMS
Earthquake	Movement in the earth's crust, the main cause of earthquakes, deform the rocks below the earth's surface and build up energy that is suddenly released in the form of seismic waves that shake the surface. Earthquakes are one of the most serious hazards, given their enormous destructive potential, the extension of the areas affected, and the impossibility of forecasting their occurrence.	<ul style="list-style-type: none"> <li>Total or partial destruction of intake, transmission, treatment, storage, and distribution systems</li> <li>Rupture of transmission and distribution pipes</li> <li>Interruption of electric power, communication lines, and access routes</li> <li>Deterioration of the water quality at the source due to landslides and other phenomena</li> <li>Loss or reduction in yields from groundwater sources and surface water sources</li> </ul>
Volcanic eruptions	Volcanic eruptions result from the release of energy caused by the movement of magma near the earth's surface. The volume and magnitude of the eruption varies depending on the quantity of gases, the viscosity of the magma and the permeability of the ducts and chimneys of the volcano.	<ul style="list-style-type: none"> <li>Total destruction of the infrastructure in the areas directly affected by pyroclastic flows and surges</li> <li>Obstruction caused by ash infiltrating surface water intakes, intake screens, transmission pipes, flocculators, clarifiers, and filters</li> <li>Deterioration of the water quality at surface intakes and open reservoirs due to ash falls</li> <li>Contamination of rivers, streams and springs in lahar deposition areas</li> </ul>

Landslides	Landslides are the result of sudden or gradual changes in the composition, structure, hydrology or vegetation of sloping terrain. They are often closely linked to primary hazards such as earthquakes or water saturation caused by hurricanes or intense rainfall.	<ul style="list-style-type: none"> <li>• Changes in the physical or chemical characteristics of intake water, which will affect treatment</li> <li>• Total or partial destruction of the facilities, particularly intake and transmission components in the path of active landslides;</li> <li>• Contamination of the water at surface intakes located in mountainous areas</li> </ul>
Floods	Floods are the result of excessive rainfall, unusually high sea levels, or the rupture of dams and dikes. Increasingly, floods result from human activities causing environmental degradation, deforestation, and inappropriate land use. On the other hand, some floods are the result of the changes in geomorphology and climatology of water catchment areas	<ul style="list-style-type: none"> <li>• Damage to pumping stations close to flooding waterways</li> <li>• Rupture of exposed pipes across and along rivers and streams</li> <li>• Contamination in water catchment areas</li> <li>• Power cuts, road blockages, and disruption of communications</li> <li>• Intrusion of salt water into continental aquifers, contaminating or reducing the availability of groundwater</li> </ul>
Drought	Droughts are prolonged dry periods during natural climatic cycles, caused by a complex set of hydrometeorological elements that affect the soil and the atmosphere	<ul style="list-style-type: none"> <li>• Loss or reduction of surface and groundwater sources and deterioration of water quality</li> <li>• A decline in water levels at intake points and in storage facilities</li> <li>• Compulsory rationing of water supply</li> </ul>
Hurricanes/ Severe storms/ typhoons	Depending on wind speeds, these natural phenomena are called tropical depressions (winds up to 63 km/h accompanied by changes in atmospheric pressure), tropical storms (winds between 64 and 119 km/h accompanied by intense rainfall), or hurricanes (wind speeds of 120 km/h or higher, accompanied by heavy rainfall and significant changes in atmospheric pressure)	<ul style="list-style-type: none"> <li>• Partial or total damage to facilities, command posts and buildings, including broken windows, damaged roofs, and flooding</li> <li>• Rupture of mains and pipes in exposed areas, such as over rivers and streams</li> <li>• Rupture or disjuncting of pipes in mountainous areas due to landslides and water torrents</li> <li>• Rupture and damage to tanks and reservoirs;</li> <li>• Damage to electrical transmission lines and distribution systems.</li> </ul>
Massive power failure	It is a short- or long-term loss of the electric power covering a very wide area.	Total or partial disruption of water supply

### III. NON-WATER SUPPLY SERVICE CRISIS SITUATIONS

The following are Non-Water Supply Service Crises:

SITUATION	DESCRIPTION	Potential Effects
Robbery	Robbery is the crime of taking or attempting to take something of value by force or threat of force or by putting the victim in fear. Among the types of robbery are armed robbery involving use of a weapon.	<ul style="list-style-type: none"> <li>• Panic among employees and concessionaires within the premises of San Jose Water</li> <li>• Affect cash flow</li> <li>• Injury, or possibly death, if not properly managed</li> </ul>
Theft	Theft is the taking of another person's property without that person's permission or knowledge with the intent to deprive the rightful owner of it	<ul style="list-style-type: none"> <li>• Negative impact on public image (erosion of public trust and confidence on capability to deliver service)</li> <li>• Negative impact on employee's morale and performance</li> <li>• May affect cash flow</li> </ul>
Bomb Threat/ Explosion	<p>A bomb threat is generally defined as a threat, usually verbal or written, to detonate an explosive or incendiary device to cause property damage, death, or injuries, whether or not such a device actually exists.</p> <p>Explosion is a violent release of energy that may cause injury and/or damage to property</p>	<ul style="list-style-type: none"> <li>• Panic among employees and concessionaires within the premises of San Jose Water</li> <li>• Affect cash flow</li> <li>• Injury, or possibly death, if not properly managed</li> <li>• Damage to facilities</li> <li>• Water service interruption</li> </ul>
Terrorist Attack/ Sabotage	A situation involving actual or threatened violence, which can be sudden and random in nature. In a workplace setting, sabotage is the conscious withdrawal of efficiency generally directed at causing some change in workplace conditions.	<ul style="list-style-type: none"> <li>• Panic among employees and concessionaires within the premises of San Jose Water</li> <li>• Water service interruption</li> <li>• Injury, or possibly death, if not properly managed</li> </ul>
Fire	The destructive burning of a building and other Water District facilities.	<ul style="list-style-type: none"> <li>• Negative impact on public image (erosion of public trust and confidence on capability to deliver service)</li> <li>• Panic among employees and concessionaires within the premises of San Jose Water</li> <li>• Possible water service interruption</li> <li>• Injury, or possibly death, if not properly managed</li> </ul>

Work Stoppage	Mass refusal of employees to work, usually taking place as a result of unresolved employee grievances.	<ul style="list-style-type: none"> <li>Negative impact on public image (erosion of public's trust and confidence on capability to deliver service)</li> <li>Sales Drop</li> <li>Slower productivity</li> </ul>
Suicide/ Death within the premises	<p>Suicide is the act of intentionally ending one's own life.</p> <p>Death is the end of life resulting from various factors.</p>	<ul style="list-style-type: none"> <li>Negative impact on public image (erosion of public's trust and confidence on capability to deliver service)</li> <li>Panic among employees and concessionaires within the premises of San Jose Water</li> <li>Possible Water service interruption</li> <li>Injury, or possibly death, if not properly managed</li> <li>Death in the premises will require specific handling of the corpse</li> </ul>
Misinformation	The act of disseminating false/malicious information among the concessionaires, the employees or other stakeholders of the agency either by somebody within the agency or a third person with the intent of destroying the public image of the agency	<ul style="list-style-type: none"> <li>Negative impact on public image (erosion of public's trust and confidence on capability to deliver service)</li> <li>Conflict among the employees which may affect productivity</li> </ul>
Chemical Spills	Chemical spillage/leak that may pose a threat to the environment, and human life and health.	<ul style="list-style-type: none"> <li>Cause death or injury if inhaled by humans</li> <li>Degrade the environment</li> <li>Pollute the atmosphere, groundwater, soil, wetlands and waterways causing danger to human health and even deaths</li> </ul>
Scandal	Refers to the behavior or widely publicized allegation or set of allegations that damages (or tries to damage) the reputation of an institution, individual or creed. These may be based on true or false allegations or a mixture of both.	<ul style="list-style-type: none"> <li>Negative impact on public image (erosion of public's trust and confidence on capability to deliver service)</li> <li>Negative impact on employee's morale and productivity</li> </ul>
Pandemic		
System Failure		



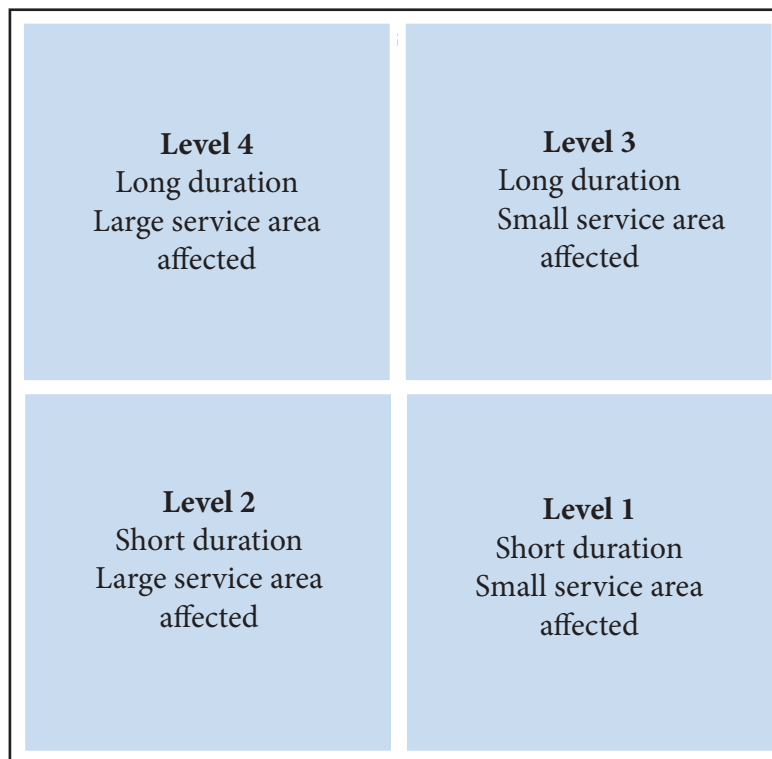
# Chapter 5

## ALERT LEVELS

**F**or purposes of the declaration of crisis level, crises shall be categorized whether it is water supply service crisis or non-water supply service crisis.

### I. ALERT LEVELS - WATER SUPPLY SERVICE CRISIS

A water service crisis that would necessitate the activation and execution of this Crisis Management Plan will be based on THE SEVERITY OF DAMAGE TO ITS CAPABILITY TO SUPPLY its service area, such damage to be measured based on DURATION of non-delivery of service and the EXTENT of affected area.



Where

**Level 1** – Classified as short duration of crisis situation (less than one day) and with less than 25% of the service area affected, or that which may result to easily-managed and controlled damage or effect.

**Level 2** – Classified as short duration of crisis situation (less than one day) and with a 25% - 69% of the service area affected, or that which may result to significant but manageable damage or effect.

**Level 3** – Classified as long duration of crisis situation (more than one day) and with 25% - 69% service area affected, or that which may result to significant and more complicated management of the damage or effect.

**Level 4** – Classified as long duration of crisis situation (more than one day) and with 70% - 100% of the service area affected, or that which may result to substantial and catastrophic damage or effect to the facilities

In the case of gradual onset emergencies as in typhoons and slow-rising floods, alert levels may be declared by the Crisis Management Team in order to take appropriate measures and address potential effects of the phenomenon in question.

In a Level 1 Crisis, information dissemination shall be confined within the affected area, including the barangay covering the area.

In a Level 2 Crisis, information dissemination shall be confined within the affected area but the Crisis Response Team for Public Information and Media Relations (CRT2) shall immediately monitor news, blogs and other websites for inaccuracies. The Crisis Response Team for Service and Facilities (CRT1) shall provide updated information to CRT2 on the progress of service restoration and delivery.

In a Level 3 Crisis, information dissemination shall be confined within the affected area but the Crisis Response Team for Public Information and Media Relations (CRT2) shall immediately monitor news, blogs and other websites for inaccuracies. It shall also be prepared to set up the media station any time. The Crisis Response Team for Service and Facilities (CRT1) shall provide updated information to CRT2 on the progress of service restoration and delivery.

In a Level 4 Crisis, information dissemination shall be confined within the affected area but the Crisis Response Team for Public Information and Media Relations (CRT2) shall immediately monitor news, blogs and other websites for inaccuracies. It shall at once develop, in coordination with the CMT, the official statement that will be relayed to the employees and the concessionaires. The Crisis Response Team for Service and Facilities (CRT1) shall likewise provide updated information to CRT2 on the progress of service restoration and delivery.

## **II. ALERT LEVEL - NON-WATER SUPPLY SERVICE CRISIS**

All non-water Supply Service crisis shall be given the following codes:

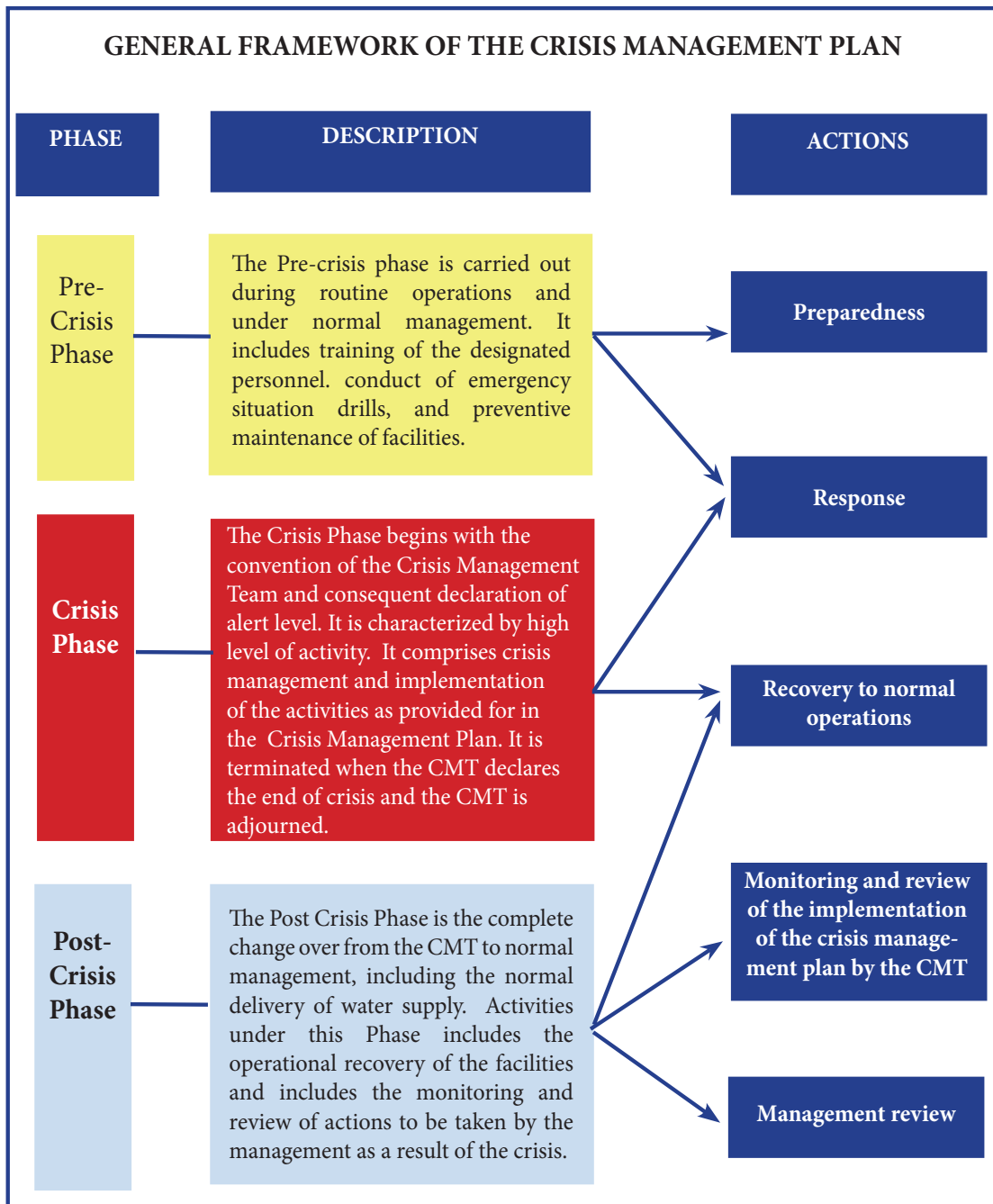
- a) Code Blue - where the crisis situation is confined to a limited area. It indicates the need to stay put and “lock down” behind closed or locked doors.
- b) Code Red – where the crisis situation disrupts all or a large part of the functions of San Jose Water or endangers and the health and safety of its employees or its concessionaires. Code Red indicates the need for evacuation.

# Chapter 6

## CRISIS MANAGEMENT FRAMEWORK AND RESPONSE FLOWCHART

### I. FRAMEWORK

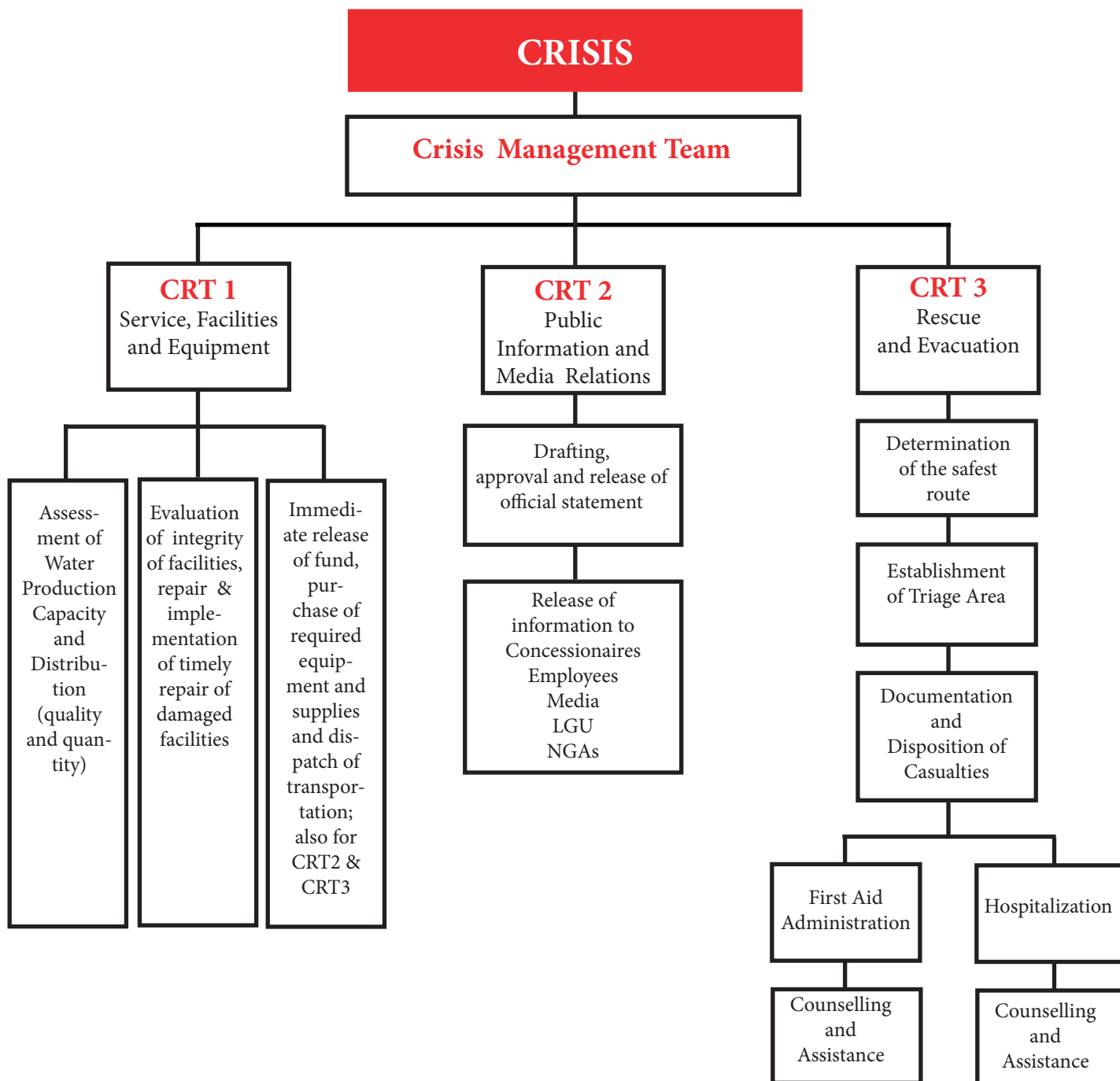
This Crisis Management Plan shall operate based on the following framework:



\*patterned after ISO 11830 - Crisis Management Plan for Water Utilities

## II. STANDARD RESPONSE FLOWCHART

San Jose Water shall execute the crisis management plan corresponding to the situation and level based on the following flow chart:





# CRISIS-SPECIFIC RESPONSE

## A. EARTHQUAKE

### PRE-CRISIS PHASE

- Ensure integrity of structure during construction
- Regularly check for signs that will compromise the integrity of structure
- Conduct regular earthquake drills among employees

Normal operating procedures -  
Engg Dept., Prod.  
Dept, Admin and  
Finance.Dept.

### CRISIS PHASE

IF INSIDE, stay inside. Remain under cover for 15 minutes.

- Move away from windows, shelters, and heavy objects including furniture and bookshelves.
- Take cover under a desk, table, or counter.
- If shelter is not available, move to an inside wall or corner, turn away from windows, kneel beside a wall, bend head down and put hands behind neck.
- If notebooks or jackets are handy, hold these over your head for protection from flying glass and ceiling debris.
- Stay clear of hazardous chemicals.

Employee concerned

IF OUTSIDE, stay outside. Remain in safe area for 15 minutes.

- Move to an open space, away from buildings and overhead power lines.
- Lie down or crouch low to the ground to prevent falling

In case damage to facilities **INTERRUPT SERVICE DELIVERY** but **WITHOUT INJURY** to any person, CMT to convene and declare alert level and activate CRT 1 and CRT 2.

CMT, CRT 1, CRT 2

Should there be injured employees or concessionaires within the premises of San Jose Water **WITHOUT SERVICE INTERRUPTION**, CMT to activate CRT 3

CMT, CRT 1, CRT 2

If the building sustains **MINOR** damage **WITHOUT SERVICE INTERRUPTION**, CMT decides regarding its immediate use.

CMT

If the building or facilities sustain **significant damage resulting to service interruption and serious injuries**, CMT to activate all CRTs.

CMT, CMT 1, CMT 2, CMT 3

POST CRISIS PHASE	Declare cessation of crisis and resume normal operations	CMT
	Assess damage to facilities and equipment, repair facilities and equipment, purchase replacement of irreparable equipment	NOP - Engg, Prod., A&F Departments
	In case service interruption occurred, inform concessionaires of normalcy of situation	NOP - Corp. Affairs Div., Comm. Dept.

## B. LANDSLIDE

PRE-CRISIS PHASE	Secure water facilities that are located within landslide-prone areas	NOP - Prod. Dept, Engg. Dept.
CRISIS PHASE	<ul style="list-style-type: none"> <li>Stay as far away as possible from the site.</li> <li>Immediately inform CMT Leader or if not possible, any CMT member, about the situation</li> </ul>	Employee on site of crisis
	In case landslide results to damage of facilities that INTERRUPTS THE DELIVERY OF WATER SUPPLY SERVICE, CMT to convene and declare alert level and activate CRT 1 and CRT 2.	CMT, CRT 1, CRT 2
	Should there be injured employees or residents caused by falling structures of San Jose Water, but <b>WITHOUT SERVICE INTERRUPTION</b> , CMT to activate CRT 3	CMT, CRT 3
POST CRISIS PHASE	Declare cessation of crisis	CMT
	Assess damage to facilities and equipment, repair facilities and equipment, purchase replacement of irreparable equipment	NOP - Engg, Prod., A&F Departments
	In case service interruption occurred, inform concessionaires of normalcy of situation	NOP - Corp. Affairs Div.,

## C TYPHOON/HURRICANE/TORNADO

### PRE-CRISIS PHASE

- Ensure availability of chemicals for water treatment
- Establish Communication Channel with Meralco for possible interruption of normal power supply
- Ensure readiness of power generating sets including procurement of additional generator to supplement the power requirement of 2 WTP
- Monitor turbidity of raw water

NOP -  
Prod. Dept,  
A&F Dept.

Remind concessionaires regarding potential effect of storm to water supply and advise them to collect water in clean containers in case of possible service interruption (especially when predicted by PAG-ASA)

NOP - Corp. Affairs Div., Commercial Dept.

Take preventive measures to safekeep documents and electronic files in case flood occurs due to the typhoon/storm (see preparation for Flood)

All departments

### CRISIS PHASE

In case storm increases level of turbidity or results to damage of facilities that **INTERRUPTS THE DELIVERY OF WATER SUPPLY SERVICE**, CMT to convene and declare alert level and activate CRT 1 and CRT 2.

CMT, CRT 1,  
CRT 2

Should there be **INJURED EMPLOYEES OR CONCESSIONAIRES** within the premises of San Jose Water but **WITHOUT SERVICE INTERRUPTION**, CMT to activate CRT 3

CMT, CRT 3

### POST CRISIS PHASE

Declare cessation of crisis and resume normal operations

CMT

Assess damage to facilities and equipment, repair facilities and equipment, purchase replacement of irreparable equipment

NOP - Engg, Prod.,  
A&F Departments

In case service interruption occurred, inform concessionaires of normalcy of situation

NOP - Corp. Affairs  
Div., Comm. Dept.



## D. DROUGHT

PRE-CRISIS PHASE	<ul style="list-style-type: none"> <li>Ensure availability of chemicals for water treatment</li> <li>Keep water tankers in good condition</li> </ul>	Normal operating procedures- Prod. Dept.
	<ul style="list-style-type: none"> <li>Release reminders to concessionaires regarding potential effect of drought to water supply and advice them to collect water in clean containers in case of possible service interruption</li> </ul>	NOP - Corp. Affairs Div., Commercial Dept.
CRISIS PHASE	In case drought increases level of manganese or substantially reduces water supply that <b><u>INTERRUPTS THE DELIVERY OF WATER SUPPLY SERVICE</u></b> , CMT to convene and declare alert level and activate CRT 1 and CRT 2.	CMT, CRT 1, CRT 2
POST CRISIS PHASE	Declare cessation of crisis and resume normal operations	CMT
	Assess extent of the drought (duration, effect on water supply and quality)	NOP - Engg, Prod., A&F Departments
	In case service interruption occurred, inform concessionaires of normalcy of situation	NOP - Corp. Affairs Div., Comm. Dept.

## E. FLASH FLOOD

### PRE-CRISIS PHASE

- Mark documents and movable properties according to priority of evacuation
- Elevate important documents and back up files or place in safety vaults
- Scan important paper documents and store in digital files

Normal Operating Procedure-  
All Departments

### CRISIS PHASE

- If still possible, evacuate documents to safer and higher grounds
- Immediately evacuate the premises and go to higher grounds
- Check all exposed electrical conduits

Employee on site of crisis

In case flood results to damage of facilities that INTERRUPTS THE DELIVERY OF WATER SUPPLY SERVICE, CMT to convene and declare alert level and activate CRT 1 and CRT 2.

CMT, CRT 1,  
CRT 2

Should there be injured employees or concessionaires within the premises of San Jose Water but **WITHOUT SERVICE INTERRUPTION**, CMT to activate CRT 3

CMT, CRT 3

### POST CRISIS PHASE

Declare cessation of crisis and resume normal operations

CMT

Assess damage to facilities and equipment, repair facilities and equipment, purchase replacement of irreparable equipment, clean up the premises affected by the flood.

NOP - Engg, Prod.,  
A&F Departments

In case service interruption occurred, inform concessionaires of normalcy of situation

NOP - Corp. Affairs  
Div., Comm. Dept.

## F. SLOW RISING FLASH FLOOD

PRE-CRISIS PHASE	<ul style="list-style-type: none"> <li>Mark documents and movable properties according to priority of evacuation</li> <li>Elevate important documents and back up files or place in safety vaults</li> <li>Scan important paper documents and store in digital files</li> </ul>	NOP - All Departments
CRISIS PHASE	<ul style="list-style-type: none"> <li>Evacuate documents to safer and higher grounds</li> <li>Immediately evacuate the premises and go to higher grounds</li> </ul>	Employee on site of crisis
	In case flood results to damage of facilities that INTERRUPTS THE DELIVERY OF WATER SUPPLY SERVICE, CMT to convene and declare alert level and activate CRT 1 and CRT 2.	CMT, CRT 1, CRT 2
	Should there be injured employees or concessionaires within the premises of San Jose Water but <b>WITHOUT SERVICE INTERRUPTION</b> , CMT to activate CRT 3	CMT, CRT 3
POST CRISIS PHASE	Declare cessation of crisis	CMT
	Assess damage to facilities and equipment, repair facilities and equipment, purchase replacement of irreparable equipment	NOP - Engg, Prod., A&F Departments
	In case service interruption occurred, inform concessionaires of normalcy of situation	NOP - Corp. Affairs Div., Comm. Dept.

## G. BOMB THREAT

This plan only addresses situation where there is a bomb threat made through telephone call or suspicious package in the vicinity, and NO ACTUAL VIOLENCE is taking place.

<b>PRE-CRISIS PHASE</b>	<ul style="list-style-type: none"> <li>• Install caller IDs in all landlines.</li> <li>• Install high resolution CCTV in critical areas</li> <li>• Install alert systems connected to the local PNP, supervisor, and CMT leader</li> <li>• Hire adequately trained security guards</li> <li>• Limit access to facilities.</li> <li>• Provide all offices with Bomb Threat Checklist Form and Physical Description Form</li> </ul>	NOP - A & F Dept.
	<ul style="list-style-type: none"> <li>• Be alert for suspicious persons loitering in or near the workplace.</li> <li>• Be alert for unfamiliar or suspicious vehicles near the workplace.</li> <li>• Report all suspicious activities to supervisor.</li> </ul>	NOP - All Departments
<b>CRISIS PHASE</b>	<ul style="list-style-type: none"> <li>• Report the threat to the CMT Leader, or if not possible, to any CMT member</li> <li>• Document the call as outlined in the Bomb Threat Checklist for Phoned Threats later in this procedure.</li> <li>• Record the time and the exact words of the message with particular emphasis on the description and the possible location of the device.</li> <li>• Be familiar with Letter and Parcel Recognition Points outlined later in this procedure.</li> <li>• DO NOT HANG UP THE PHONE. The call may be traceable</li> </ul>	Employee on site of crisis
	CMT to decide whether to not to evacuate the building or call the PNP for assistance. If evacuation is required, CMT to activate CRT 3.	CMT, CRT 3
<b>POST CRISIS PHASE</b>	Conduct another thorough inspection of the premises	CMT
	Declare cessation of crisis and resume normal operations	CMT
	In case service interruption occurred, inform concessionaires of normalcy of situation	NOP - Corp. Affairs Div.

# SPECIFIC INSTRUCTIONS ON BOMB THREAT

## REPORTING A BOMB THREAT

- Immediately inform the General Manager about the threat.
- The General Manager will decide whether or not to evacuate the building and call the local PNP for assistance.
- It is likely that a staff will be asked to conduct a quick search of the areas, the exterior of the building, and all evacuation routes. The assigned staff must report anything suspicious or out of place to the General Manager and to the police.

## RECEIVING A BOMB THREAT

- If you receive a call, document the call as outlined in the Bomb Threat Checklist for Phoned Threats later in this procedure.
- Record the time and the exact words of the message with particular emphasis on the description and the possible location of the device.
- Be familiar with Letter and Parcel Recognition Points outlined later in this procedure.
- DO NOT HANG UP THE PHONE. The call may be traceable.

## WHAT TO DO WHILE SPEAKING TO THE CALLER

- Basic instructions are to be calm, be courteous. Listen, do not interrupt the caller.
- Pretend difficulty with hearing the caller's conversation. Keep the caller talking.
- Did the caller appear familiar with the facility or building when he or she described the location of the bomb(s) or device(s)? If the caller seems agreeable to further conversation, ask questions like the following, jotting down his or her responses:
  - What kind of bomb or device is it?
  - What does it look like?
  - How many devices did you place?

- Did you place the bomb? Why?
- When will it/they go off? At a certain hour?
- How much time remains until it goes off?
- Will the bomb cause a fire?
- What will cause it to explode?
- Why are you doing this?
- From where are you calling?
- What is your address?
- What is your name?
- Where is it located?
- In which building? In which area?

## EVACUATION

If there is to be an evacuation of the building, **CELL PHONES AND 2-WAY RADIOS SHALL NOT BE USED FOR NOTIFICATION, AS RADIO TRANSMISSIONS CAN SET OFF A BOMB WITH AN ELECTRICAL DETONATOR. THESE ITEMS ARE TURNED OFF IMMEDIATELY.**

Personal items such as purses, briefcases, backpacks, and outerwear are taken when evacuating so that they won't be considered "suspicious packages" when the building is more thoroughly searched.

## POINTS TO CONSIDER WHEN DECIDING WHETHER OR NOT TO EVACUATE THE BUILDING:

- What is the time factor-how long will it be before the bomb is timed to explode?
- How long will it take to advise employees, customers and others?
- Most bomb threats (approximately 95%) are hoaxes. Do enough factors in the threat allow you to consider this possibility?



- What has a cursory search of the building and the grounds (cars, trashcans, etc.) revealed?
- What about exposing people to the risk of an outside bomb or shooter?

## **LETTER AND PARCEL BOMB RECOGNITION POINTS**

The following are letter and parcel bomb recognition points.

- Foreign mail, air mail, and/or special delivery
- Restrictive markings, such as “confidential” or “personal”
- Excessive postage
- Handwritten or poorly typed addresses
- Incorrect titles
- Titles but no names
- Misspellings of common words
- Oily stains or discolorations
- No return address
- Excessive weight
- Rigid envelope
- Lopsided or uneven envelope
- Protruding wires or tinfoil
- Excessive securing material, such as masking tape or string
- Visual distractions

## **WHAT TO DO AFTER RECEIVING A SUSPICIOUS PACKAGE**

- Do not handle package. **EMPLOYEES MUST NOT TOUCH OR ATTEMPT TO MOVE ANY SUSPICIOUS OBJECT OR PACKAGE**
- Evacuate area package is in.
- Immediately call the PNP for assistance or defer to CMT for further instructions.

# BOMB THREAT CHECKLIST FOR PHONED THREAT

Exact message received: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

TO BE COMPLETED AFTER CONTACTING YOUR EMERGENCY COORDINATOR.

Name of person receiving call: \_\_\_\_\_ Time: \_\_\_\_\_ Date: \_\_\_\_\_

## Caller's identity:

Male \_\_\_\_\_ Female \_\_\_\_\_ Adult \_\_\_\_\_ Juvenile \_\_\_\_\_ Approximate age: \_\_\_\_\_

Caller ID Number as it appeared on landline monitor \_\_\_\_\_

## Origin of call (if you can tell or ask):

Local \_\_\_\_\_ Long Distance \_\_\_\_\_ Booth \_\_\_\_\_ Internal (from within building) \_\_\_\_\_

## Vocal characteristics

\_\_\_\_\_ Loud \_\_\_\_\_ Soft  
\_\_\_\_\_ High Pitch \_\_\_\_\_ Deep  
\_\_\_\_\_ Raspy \_\_\_\_\_ Pleasant  
\_\_\_\_\_ Intoxicated \_\_\_\_\_ Other

## Speech

\_\_\_\_\_ Fast \_\_\_\_\_ Distorted  
\_\_\_\_\_ Distinct \_\_\_\_\_ Nasal  
\_\_\_\_\_ Stutter \_\_\_\_\_ Lisp  
\_\_\_\_\_ Slurred \_\_\_\_\_ Other  
\_\_\_\_\_ Slow

## Language

\_\_\_\_\_ Excellent \_\_\_\_\_ Good  
\_\_\_\_\_ Fair \_\_\_\_\_ Poor  
\_\_\_\_\_ Foul \_\_\_\_\_ Other

## Accent

\_\_\_\_\_ Local \_\_\_\_\_ Regional  
\_\_\_\_\_ Foreign \_\_\_\_\_ Other  
\_\_\_\_\_ Not local

## Manner

\_\_\_\_\_ Calm \_\_\_\_\_ Angry  
\_\_\_\_\_ Rational \_\_\_\_\_ Irrational  
\_\_\_\_\_ Coherent \_\_\_\_\_ Incoherent  
\_\_\_\_\_ Emotional \_\_\_\_\_ Laughing  
\_\_\_\_\_ Righteous

## Background noises

\_\_\_\_\_ Machinery \_\_\_\_\_ Trains  
\_\_\_\_\_ Bedlam \_\_\_\_\_ Animals  
\_\_\_\_\_ Music \_\_\_\_\_ Quiet  
\_\_\_\_\_ Office Machine \_\_\_\_\_ Voices  
\_\_\_\_\_ Street \_\_\_\_\_ Party Atmosp.  
\_\_\_\_\_ Other

## H. HOSTAGE - TAKING

This plan addresses a situation involving ACTUAL VIOLENCE, which may be sudden and random in nature. A situation involving hostage taking or terrorism is a highly fluid situation.

Dissemination of Alert level shall be done through the paging system if possible, through telephone call, text messaging system, or any other means available.

The witnesses to the incident must fill up the Physical Description Form as soon as the incident is over.

<b>PRE-CRISIS PHASE</b>	<ul style="list-style-type: none"> <li>• Install high resolution CCTV in critical areas</li> <li>• Install alert systems connected to the local PNP, supervisor, and CMT leader</li> <li>• Hire adequately trained security guards</li> <li>• Limit access to facilities.</li> <li>• Provide all offices with Physical Description Form</li> </ul>	NOP - A & F Dept.
	<ul style="list-style-type: none"> <li>• Report all suspicious persons loitering in or near the workplace and all unfamiliar or suspicious vehicles near the workplace.</li> <li>• Report all suspicious activities to supervisor.</li> </ul>	NOP - All Departments
<b>CRISIS PHASE</b>	The employee who witnesses the situation and has access to any communication facility will inform the CMT Leader, or if not possible, any CMT Member.	Employee on site of crisis
	<p>The CMT Leader will declare Code Blue (All employees shall stay put) under the following circumstances:</p> <ul style="list-style-type: none"> <li>• The police instructs that all employees stay put and remain in their stations.</li> <li>• The crisis is occurring outside of the building, but close to the work premises.</li> <li>• Perpetrators are believed to be outside, (surrounding the building, or on the roof) even though the crisis is occurring inside of the building.</li> <li>• The crisis is inside the building and attempting to escape proves risky.</li> </ul>	CMT Leader
	If the group is moved to a room, close the door and move people as far from windows and doors as possible	CMT

	In case attack results to damage of facilities that INTERRUPTS THE DELIVERY OF WATER SUPPLY SERVICE, CMT to convene and declare alert level and activate CRT 1 and CRT 2	CMT, CRT 1, CRT 2
	Should there be injured employees or concessionaires within the premises of San Jose Water, but <b>WITHOUT SERVICE INTERRUPTION</b> , CMT to activate CRT 3	CMT, CRT 3
	<p>The CMT Leader will declare Code Red (All employees evacuate) under the following circumstances:</p> <ul style="list-style-type: none"> <li>• Under police instructions.</li> <li>• The crisis is occurring inside of the building, and it is safe to get out</li> <li>• The crisis is occurring outside but in a different location, and the CMT Leader believes that the risk in moving to safety is a reasonable one</li> </ul>	CMT Leader
POST CRISIS PHASE	Declare cessation of crisis and resume normal operations	CMT
	In case service interruption occurred, inform concessionaires of normalcy of situation	NOP - Corp. Affairs Div.
	Evaluate response to crisis for improvement	CMT

## I. TERRORIST ATTACK

This plan addresses a situation involving ACTUAL VIOLENCE in the form of actual bomb detonation in any facility, or hostage taking of officials, employees, or concessionaires within the premises of San Jose Water, or any similar acts which may be sudden and random in nature.

Dissemination of Alert level shall be done through the paging system if possible, through telephone call, text messaging system, or any other means available.

The witnesses to the incident must fill up the Physical Description Form as soon as the incident is over.

### PRE-CRISIS PHASE

- Install high resolution CCTV in critical areas
- Install alert systems connected to the local PNP, supervisor, and CMT leader
- Hire adequately trained security guards
- Limit access to facilities.
- Provide all offices with Physical Description Form

NOP - A & F Dept.

- Report all suspicious persons loitering in or near the work-place.
- Report all unfamiliar or suspicious vehicles near the work-place.
- Report all suspicious activities to supervisor.

NOP - All Departments

### CRISIS PHASE

The employee who witnesses the situation and has access to any communication facility will inform the CMT Leader, or if not possible, any CMT Member.

Employee on site of crisis

The CMT Leader will declare Code Blue (All employees shall stay put) under the following circumstances:

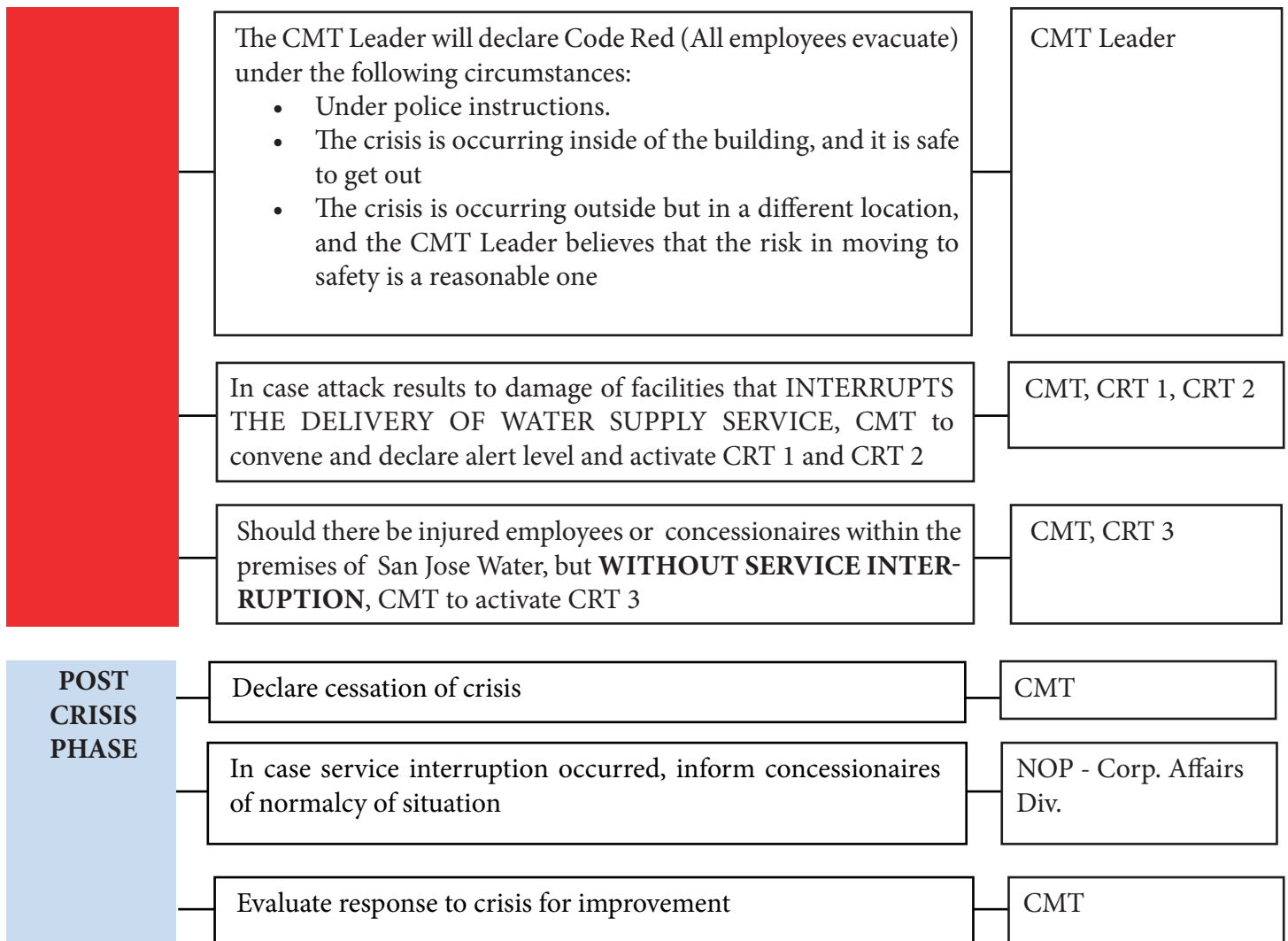
- The police instructs that all employees stay put and remain in their stations.
- The crisis is occurring outside of the building, but close to the work premises.
- Perpetrators are believed to be outside, (surrounding the building, or on the roof) even though the crisis is occurring inside of the building.
- The crisis is inside the building and attempting to escape proves risky.

CMT Leader

If the group is moved to a room, close the door and move people as far away from windows and doors as possible

CMT





## J. ROBBERY

### PRE-CRISIS PHASE

- Install high resolution CCTV in critical areas
- Install alert systems connected to the local PNP, supervisor, and CMT leader
- Keep cash regularly collected by/deposited to banks.
- Do not discuss cash levels and security procedures outside of work.
- Hire adequately trained security guards
- Limit access to facilities and records.
- Provide all offices with Physical Description Form

NOP - A & F Dept.

- Be alert for suspicious persons loitering in or near the work-place.
- Be alert for unfamiliar or suspicious vehicles near the work-place.
- Report all suspicious activities to supervisor.

NOP - All Departments

### CRISIS PHASE

- Remain calm and avoid any action that might incite the robber to act violently.
- Discreetly press alert system, IF POSSIBLE, to inform supervisor, CMT Leader, any CMT member and the PNP about the occurrence of robbery
- Follow instructions of the robber. Do not argue with them.
- As much as possible, stay calm and alert throughout the ordeal.
- Employees who see the perpetrator/s must take note of their physical characteristics and immediately fill up the Physical Characteristics Form after the incident
- Close and secure the office until the police arrive to preserve the scene of the crime for fingerprints and other physical evidence.
- Preserve any notes that the robber may have written, such as a request for money/valuables.

Employee on site of crisis

### POST CRISIS PHASE

Inspect all premises for other missing items or documents

CMT

Declare cessation of crisis and resume normal operations

CMT

Review security measures in place and institute corrective measures

NOP - A & F Dept.

# PHYSICAL CHARACTERISTICS DESCRIPTION FORM

(For Terrorist Attacks, Robbery, Theft, Hostage Taking and Similar Incidents)

	Perpetrator 1	Perpetrator 2
Male/Female:	_____	_____
Race/Nationality:	_____	_____
Height:	_____	_____
Weight:	_____	_____
Build:	_____	_____
Hair Color/Length:	_____	_____
Glasses:	_____	_____
Eye Color:	_____	_____
Scars or Marks:	_____	_____
Weapon Type:	_____	_____
(revolver, automatic rifle, shotgun, etc.)		
Jewelry:	_____	_____
Clothing: Jacket:	_____	_____
Shirt:	_____	_____
Pants:	_____	_____
Hat:	_____	_____
Shoes:	_____	_____
Vehicle: Type:	_____	_____
Model/Year:	_____	_____
Color:	_____	_____
License Plate:	_____	_____

Additional Information on Perpetrator 1: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Additional Information on Perpetrator 2: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Do not discuss any details of the event until the police are through taking statements from you and your co-workers. Thank you for your cooperation.

## K. THEFT

### PRE-CRISIS PHASE

- Install high resolution CCTV in critical areas
- Install alert systems connected to the local PNP, supervisor, and CMT leader
- Keep cash regularly collected by/deposited to banks.
- Do not discuss cash levels and security procedures outside of work.
- Hire adequately trained security guards
- Limit access to facilities and records
- Provide all offices with Physical Description Form

NOP - A & F Dept.

- Be alert for suspicious persons loitering in or near the work-place.
- Be alert for unfamiliar or suspicious vehicles near the work-place.
- Report all suspicious activities to supervisor.

NOP - All Departments

### CRISIS PHASE

- Inform the CMT Leader of the occurrence of theft.
- Conduct inventory of properties and equipment.
- Employees who saw the perpetrator/s must take note of their physical characteristics and immediately fill up the Physical Characteristics Form after the incident
- Close and secure the area until the police arrive to preserve the scene of the crime for fingerprints and other physical evidence.

Employee on site of crisis

### POST CRISIS PHASE

Declare cessation of crisis and resume normal operations

CMT

Review security measures in place and institute corrective measures

NOP - A & F Dept.

## K. PANDEMIC RESULTING FROM CONTAMINATED WATER

<b>PRE-CRISIS PHASE</b>	<ul style="list-style-type: none"> <li>Continuous water quality monitoring of water from tap and from source</li> <li>Surpass the local standards of conducting bacteriological testing and physical/chemical analysis of water.</li> <li>Seek accreditation of DOH and other regulating agencies for WTPs' water testing laboratory.</li> <li>Purchase and update laboratory equipment for water testing</li> <li>Develop Water Safety Plan (WSP) and regularly assess WTPs and distribution networks compliance to set standard.</li> </ul>	NOP - Production Department
<b>CRISIS PHASE</b>	<ul style="list-style-type: none"> <li>Determine the coverage of affected areas and isolate the area.</li> <li>Advise concessionaires in area not to use water for drinking for the meantime.</li> <li>Investigate source/cause of contamination.</li> </ul>	Production Dept.
	Should pandemic be confirmed to be caused by contaminated water supply from San Jose Water, CMT to convene and declare alert level. All CRTs to be activated.	CMT, CRT 1, CRT 2, CRT 3
	Should pandemic be found not due to contaminated water supply from San Jose Water, concessionaires to be advised of results of investigation and of the safety of water	CMT, CRT 2
<b>POST CRISIS PHASE</b>	Declare cessation of crisis	CMT
	Review water safety measures in place and institute corrective measures	NOP - A & F Dept.
	Inform affected concessionaires with the status of corrective actions being undertaken by the agency.	NOP - Corp. Affairs Div., Comm. Dept.



## L. FIRE

### PRE-CRISIS PHASE

- Continuously dispose of fire hazards
- Regularly check electrical wirings and ensure working conditions of fire hydrants and extinguishers
- Install smoke detectors
- Label emergency exits and ensure that employees are aware where the exit nearest their station is located
- Conduct fire emergency drills among employees
- Maintain lists of employees who have special needs, and employees who are pre-assigned to assist these people during an emergency.
- Scan important documents and store in digital format
- Label all documents and movable assets according to priority of evacuation

NOP - All departments

### CRISIS PHASE

- When a fire alarm sounds, immediately evacuate the building.
- In leaving, close, but do not lock doors.
- Do not take the elevator nor find cover in any enclosed room.

Safety officer, all employees

Check if the fire alarm is false. If false, silence it and re-enter the building. Otherwise, call the Bureau of Fire immediately.

Safety officer, all employees

A fire extinguisher should be used only if the fire is small and you are trained in its use. The extinguisher is used only after a fire alarm has been activated

Employees with access to fire extinguisher

In case fire results to damage of facilities that INTERRUPTS THE DELIVERY OF WATER SUPPLY SERVICE, CMT to convene and declare alert level and activate CRT 1 and CRT 2.

CMT, CRT 1, CRT 2

Should there be injured employees or concessionaires within the premises of San Jose Water but **WITHOUT SERVICE INTERRUPTION**, CMT to activate CRT 3

CMT, CRT 3

### POST CRISIS PHASE

Declare cessation of crisis and resume normal operations

CMT

- Review fire safety measures in place and institute corrective measures
- Document reports for filing of insurance claims from GSIS
- Repair damaged equipment and used fire extinguishers

NOP - A & F Dept.

Reconstitute damaged documents

NOP - All dept.

## M. CHEMICAL SPILLS/GAS LEAK

### PRE-CRISIS PHASE

- Regularly check chemical tanks, containers and pipes
- Ensure 1:1 availability of gas masks for all plant personnel
- Conduct regular training regarding handling of chemicals, chlorine leak containment, proper use of PPEs, evacuation drills, first aid procedures, etc.
- Maintain a list of personnel who have special needs (e.g. asthma, heart condition) and the names of plant personnel who are pre-assigned to assist these people during an emergency

NOP - Prod. Dept.

### CRISIS PHASE

The employee who detects the gas leak must immediately inform the plant supervisor.

Employees concerned

- Determine if the gas leak is significant. If significant, all plant personnel must wear gas mask immediately and evacuate the premises.
- The plant supervisor may by himself or another, stop the source of the spill/leak if by his judgment, doing so appears possible without risk to his life or health or that of the personnel.
- Keep the area within 50 m radius of the source of the leak free from kibitzers.

Plant supervisor/alternate

Employees who are with guests when the emergency occurs shall assist them in evacuating the area

Concerned employees

If the gas leak cannot be plugged and contained within ten minutes, the CMT shall convene, declare alert level, and activate all CRTs.

CMT, CRT1, CRT2, CRT 3,

### POST CRISIS PHASE

Conduct a thorough inspection of chemical tanks and containers and immediately repair/replace those that show signs of deterioration or damage

CMT

Declare cessation of crisis and resume normal operations

CMT

Assess cause of chemical leak and institute corrective measures

NOP - Prod. Dept.

## N. VOLCANIC ERUPTIONS

PRE-CRISIS PHASE	Provide cover to all water bearing structures to protect supply from ashfall.	NOP - All departments
CRISIS PHASE	In case volcanic eruption results to damage of facilities that INTERRUPTS THE DELIVERY OF WATER SUPPLY SERVICE, CMT to convene and declare alert level and activate CRT 1 and CRT 2.	CMT, CRT 1, CRT 2
	Should there be injured employees or concessionaires within the premises of San Jose Water but <b>WITHOUT SERVICE INTERRUPTION</b> , CMT to activate CRT 3	CMT, CRT 3
POST CRISIS PHASE	Declare cessation of crisis and resume normal operations	CMT
	Assess and repair damage to facilities	NOP - Engg. Dept., Prod. Dept.

## O. SCANDAL RESPONSE PLAN

PRE-CRISIS PHASE	Regularly conduct reorientation seminars regarding the Code of Ethics for government employees	NOP - A&F Dept.
CRISIS PHASE	CMT to assess extent of damage to WD image and activate CRT 2 if circumstances warrant	CMT, CRT 2
POST CRISIS PHASE	Declare cessation of crisis and resume normal operations	CMT
	Imposition of administrative sanctions to erring employee	NOP - A&F Dept.
	Repair of public image	NOP - Corp. Affairs Division

## P. BILLING SOFTWARE FAILURE

<b>PRE-CRISIS PHASE</b>	Regularly back-up electronic files in two copies every week	NOP - Comm. Dept.
<b>CRISIS PHASE</b>	Issue receipts manually to paying customers in duplicates	Comm. Dept.,
<b>POST CRISIS PHASE</b>	<ul style="list-style-type: none"> <li>Assess capacity of computers and upgrade if necessary</li> <li>Check integrity of files and records</li> </ul>	NOP - Comm. Dept.

## Q. SCADA SOFTWARE FAILURE

<b>PRE-CRISIS PHASE</b>	<ul style="list-style-type: none"> <li>Provide back-up software</li> <li>Provide manual operation mode</li> </ul>	NOP - Prod. Dept.
<b>CRISIS PHASE</b>	<ul style="list-style-type: none"> <li>Shift to manual operation mode</li> <li>Re-install system using back-up software</li> </ul>	Prod. Dept.
<b>POST CRISIS PHASE</b>	<ul style="list-style-type: none"> <li>Assess capacity of computers and upgrade if necessary</li> </ul>	Prod. Dept.

## R. POWER FAILURE

<b>PRE-CRISIS PHASE</b>	<ul style="list-style-type: none"> <li>Regularly test and ensure readiness of power generating sets</li> <li>Regularly monitor advisories from Meralco regarding power outages</li> <li>Ensure adequate stock of fuel</li> </ul>	NOP - Prod. Dept.
<b>CRISIS PHASE</b>	In case power failure results to damage of facilities that <u>interrupts the delivery of water supply service</u> , CMT to convene and declare alert level and activate CRT 1 and CRT 2.	CMT, CRT1, CRT 2
<b>POST CRISIS PHASE</b>	Declare cessation of crisis and resume normal operations	CMT
	In case service interruption occurs, inform concessionaires about the normalcy of the situation	NOP - Corp. Affairs Div., Comm. Dept.

## S. MISINFORMATION

### PRE-CRISIS PHASE

Regularly publish information and communication materials on policies, programs and projects of San Jose Water

NOP - Corp. Affairs Division

### CRISIS PHASE

CMT to assess extent of damage to WD image and activate CRT 2 if circumstances warrant

CMT

### POST CRISIS PHASE

Declare cessation of crisis and resume normal operations

CMT

If employee is the source of misinformation, impose administrative sanctions on erring employee

NOP - A&F Dept.

Repair of public image

NOP - Corp. Affairs Division

The background of the page features a dark blue gradient with several abstract, concentric circular patterns in lighter shades of blue and white. These patterns are scattered across the left and bottom portions of the page, creating a modern, technological feel.

# **CRISIS COMMUNICATION PLAN**



# Crisis Communication Plan

A crisis will generate media interest, and how it is handled can have a tremendous impact, either positive or negative, to San Jose Water. Managing media coverage is a crucial element of crisis management.

During a crisis situation, we are defined by what we project. And, more often than not, in a crisis situation what is projected is often unrelated, or at the very least, not an accurate or complete image of what we are due to the high level of emotion attached to an incident.

This plan enables the public perception to be, as much as possible, an honest portrayal of who we are: **competent, concerned, and willing to devote all of our resources to resolve the situation as quickly as possible.**

## GOALS AND OBJECTIVES

The following plan is intended to serve as a crisis communications guide for San Jose Water. Its purpose is to help manage communications flow during a crisis, and is designed to work in tandem with and in support of the agency's Crisis Management Plan.

The specific objectives of this crisis communications plan are as follows:

- Prepare San Jose Water to effectively and nimbly manage crisis communications;
- Help assigned personnel to respond in a unified, professional manner that reinforces sector leadership and creates loyalty;
- Strategically enhance our brand/role, and the public understanding of the value provided by San Jose Water
- Manage the distribution of critical, often sensitive, information to the media, members, and public;

The goal is to balance the desire to give the public - media, concessionaires, local government officials, employees, and other stakeholders - timely, accurate information, and with the need to protect the privacy

and safety of employees and individuals involved in the crisis.

## THE STAKEHOLDERS

### I. Internal Audiences:

- Employees
- Managers
- Members of the Board of Directors

### I. External Audiences

- Concessionaires
- Homeowner Associations
- Local Government Officials (City and barangay)
- Media
- National Government Agencies (DILG, DOH, DPWH, PAG-ASA, LWUA, MWSS,
- Local Businesses
- Civic Organizations
- Water Sector Organizations
- Funding Agencies

## NOTIFYING KEY STAKEHOLDERS

The Crisis Response Team for Communications and Information Dissemination (CRT 2 in the Crisis Management Plan), in consultation with the Crisis Management Team, will determine which groups need to be informed first.

It is important to keep in mind that people will seek – and believe – other sources of information (e.g., news reports, rumors, word of mouth) in the absence of official communication. Effective communication will help quell rumors, maintain morale and ensure public safety.

All key messages will have to be approved by the CMT Leader before dissemination

# RESPONSIBILITIES OF THE CRISIS RESPONSE TEAM FOR PUBLIC INFORMATION AND MEDIA RELATIONS

The CRT2 shall have the following responsibilities:

## A. MEDIA RELATIONS

1. Maintain an updated directory of print and broadcast media personnel who are to be contacted in the event of a crisis.
2. Determine if a media station shall be set up during and after a crisis, including a space for photographers and camera equipment. In case the media station shall be set up, it shall be located away from danger and away from the victims
3. Coordinate and manage one or more news conferences to “feed the media”. In such news conferences, he/she must be prepared to answer questions from at least 2 perspectives: what happened and how people are feeling.
4. Monitor media coverage for inaccuracies and related developments
5. News writing and dissemination of news releases to update the media of the progress in handling the crisis and posting these on the agency website
6. Identify witnesses, victims, and/or relatives who would be willing and appropriate to be interviewed by the media.
7. Document media calls for ongoing, future, and follow up communications on crisis developments.

## B. CONTROL OF RELEASE OF INFORMATION

1. Obtain clearance from the CMT Leader of all communication and information materials before releasing the same

2. Issue internal “Briefing Notes” to ensure accuracy and to provide uniformity of information for dissemination by officers and employees. The notes shall provide major communications points agreed upon by Crisis Management Team, and when required by the situation, by the Corporate Legal Counsel.
3. Coordinate the release of approved information to police and fire departments who sent their respective public information officers to the scene of the crisis
4. Coordinate the release of information to all stakeholders
5. Manage the mechanisms to respond to the public who request information directly from the organization by telephone, text messaging, in writing, or by e-mail.

## THE MEDIA SPOKESPERSON

Unless otherwise the CMT Leader assigns another officer, the Corporate Affairs Division Manager is the primary spokesperson for San Jose Water. The Corporate Affairs Division Manager shall handle interactions with the media in any crisis situation.

Employees MUST POLITELY DECLINE to answer questions and refer the media to the designated spokesperson/s. These include queries referring to the following:

- Names, addresses, descriptions or photographs of witness, perpetrators, and/or victims.
- Information about police operations or investigations.
- Security procedures including those which were breached by perpetrators.

## MEDIA BRIEFING AND MEDIA STATION

As far as practicable, the designated Media Station is the Orientation Room at the Main Office of San Jose Water.

In general, a media briefing should only be held when:

- There's been a loss of life, serious injury or significant property damage
- There are damaging accusations or questions about the agency's integrity,
- The situation demands a personal response to media inquiries

When hosting an in-person media briefing, the Media Station should be stocked with the following equipment:

- ☐ A podium or lectern
- ☐ Two microphones (for spokesperson and for media)
- ☐ Tables and chairs arranged in classroom style
- ☐ Electrical outlets or extra extension cords for cameras and computers
- ☐ A neutral background behind the podium/lectern
- ☐ Snacks and beverages
- ☐ A media sign in table with media kits
- ☐ Video camera and digital camera for documentation
- ☐ Print-out of news releases/press briefing
- ☐ Events board (schedule of next briefing, contact numbers, etc.)
- ☐ Map of the area covered by the crisis, if available

**With bad news, the agency logo or name shall not be displayed in the Media Room**, either as a background curtain or at the front of the podium/lectern. Remove signs or posters in the area referring to company values or other promotional items.

During the briefing, The CRT2 Leader shall bring the room to order, and provide the spokesperson's name, spelling and title. He/She shall also establish the ground rules (length of briefing, time for Q&A, etc.,).

The designated spokesperson shall then read a prepared statement of no longer than two minutes. He/she shall also advise the media where to gather, and why, the areas to avoid and why, and how information needs will be addressed and why. He/She will then give media reps time to ask questions, and thereafter bring the briefing to a close, with the promise that the media will be contacted once updated information is available.

## MEDIA ACCESS TO THE SCENE OF THE CRISIS

The media shall be allowed access to a site near the scene only after their safety is assured and investigations are complete, as well as any injured persons evacuated. Media will be kept at a safe distance from the area to protect any investigation or evidence, and for their own safety. Any members of the media should have press credentials on and recorded by the CRT2, otherwise those posing as media may use the situation out of curiosity, compromising communications efforts.

# CRISIS COMMUNICATION TIMELINE

This timeline is ideal but is not the hard and fast rule. The CRT 2 may adjust the timeline upon evaluation of the crisis and the stakeholders' need for public information.

### Goal

Post to the Web within minutes providing information, as brief as it might be, about what has happened and instructions on what to do. As time progresses, reports can get longer and more in-depth. Accuracy and credibility are vital; report information quickly and correct errors quickly.

### Within minutes

1. Working with the Crisis Management Team and even when only limited information is available, inform the public that an incident/crisis has been reported or has occurred and has the potential to disrupt delivery of water service or harm the health of residents/concessionaires (*e.g. an earthquake has struck, an explosion has been reported, news report regarding water contamination is aired*). Provide instructions on what to do. Possible communication channels: Website, Text blast, news briefs. Fact sheets released publicly or posted to the Internet must be time stamped and updated as information changes.

### Within the first hour

1. Update incident report and instructions on Web as

frequently as possible (continuing activity)

2. Develop factual, detailed messages that reflect the status of the crisis, the response of San Jose Water, and, if possible, proactive steps that are being taken or has already been taken to resolve the situation.
3. Prepare official statement for officers and employees for uniformity of information that will be disseminated to the public.
4. Prepare talking points and provide a script for the staff designated to receive incoming calls.
5. Handle incoming media calls, if any (continuing activity)

**Within two hours**

1. Monitor news reports, blogs, etc. for inaccuracies and rumors; post corrections and rumor control information to the web (continuing activity)
2. Dispatch information staff to manage any on-site media, and report conditions on site back to the CMT Leader

**Within four hours**

1. Determine need/timing to establish media station. Begin preparations if needed
2. Determine need for press briefing, media site tours; set time and location if formal briefing is necessary. Image

# SPECIFIC INFORMATION NEEDS:

Each group of audience in every crisis has specific information needs.

AUDIENCE	INFORMATION NEED
Employees	<ul style="list-style-type: none"> <li>• The impact of the crisis on operations.</li> <li>• The impact on their family members</li> <li>• How they can help in information dissemination</li> <li>• Actions they should take.</li> <li>• Reassurances on issues with regard to their safety and well being</li> </ul>
Managers	<ul style="list-style-type: none"> <li>• Impact of the crisis on operations</li> <li>• Support required from them</li> <li>• Actions that they must take.</li> <li>• Reassurances on issues with regard to their safety and well being</li> </ul>
Members of the Board of Directors	<ul style="list-style-type: none"> <li>• Impact of the crisis on operations</li> <li>• Support required from them in terms of policy directions</li> <li>• Reassurances on issues with regard to the safety of the staff, the structures, and the quality and the quantity of water</li> </ul>
Concessionaires Homeowners Associations	<ul style="list-style-type: none"> <li>• Effect of the crisis on the quantity and quality of water</li> <li>• Actions that they should take</li> <li>• How they can help in the emergency response:</li> <li>• Stay away from the area impacted.</li> <li>• Stay off the phone – keep roads and phone lines available for emergency use.</li> <li>• Remain calm.</li> <li>• Stay tuned to local media for further information.</li> </ul>
Local Government Officials (City and barangay)	<ul style="list-style-type: none"> <li>• Impact of the crisis on operations</li> <li>• Potential joint communications strategies.</li> <li>• Immediate or potential support/action required.</li> <li>• Reassurances on issues with regard to the safety and well being of the community, including water quality</li> <li>• LGU's role/responsibility in the management of the crisis</li> </ul>
Media	<ul style="list-style-type: none"> <li>• Status of crisis response</li> <li>• How they can help in information dissemination</li> <li>• Safety precautions/actions the public needs to take</li> <li>• How their information, interviews and picture needs will be met</li> </ul>

National Government Agencies (DILG, DOH, DPWH, PAG-ASA, LWUA, MWSS,	<ul style="list-style-type: none"> <li>• Agency's role/responsibility in crisis management</li> <li>• Potential issues that may impact their organization/clients.</li> <li>• Potential media and public interest</li> <li>• Key messages &amp; communications strategies.</li> <li>• Potential joint communications strategies.</li> <li>• Immediate or potential support/action required</li> </ul>
Local Businesses	<ul style="list-style-type: none"> <li>• Safety precautions to take.</li> <li>• How they can help in responding to the emergency</li> <li>• Potential issues that may impact their organization/clients.</li> <li>• Stay tuned to local media for further information.</li> </ul>
Civic Organizations	<ul style="list-style-type: none"> <li>• Safety precautions to take.</li> <li>• How they can help in responding to the emergency</li> <li>• Stay tuned to local media for further information</li> <li>• Immediate or potential support/action required</li> </ul>
Water Sector Organizations	<ul style="list-style-type: none"> <li>• Potential media and public interest.</li> <li>• Potential joint communications strategies.</li> <li>• Immediate or potential support/action required</li> </ul>
Funding Agencies	<ul style="list-style-type: none"> <li>• How they can help in responding to the emergency</li> <li>• Immediate or potential support/action required</li> </ul>
Victims	<ul style="list-style-type: none"> <li>• How they can get help.</li> <li>• How they can help themselves.</li> <li>• Safety precautions to take.</li> <li>• Reassurances on issues with regard their well being</li> </ul>
Family of Employees	<ul style="list-style-type: none"> <li>• Status of family members.</li> <li>• How they can contact a family members.</li> <li>• Actions they should take.</li> <li>• Reassurances on issues with regard the safety and well being of family members and others who have been impacted</li> </ul>



Appendix A  
**MEDIA QUERY LOG**

Please use this form to record every phone call from the media.

Call taken by: \_\_\_\_\_ Date: \_\_\_\_\_ Time \_\_\_\_\_

Call Received from: \_\_\_\_\_ News organization:

\_\_\_\_\_

Location (specific coverage area): \_\_\_\_\_ Phone: \_\_\_\_\_ Fax:

\_\_\_\_\_

Deadline: \_\_\_\_\_

Nature of questions (angle)/Information requested \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Notes/Response: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Caller requests follow-up call? \_\_\_\_\_ YES \_\_\_\_\_ NO

Call returned by: \_\_\_\_\_ on \_\_\_\_\_ at \_\_\_\_\_ AM/PM

**Appendix B-1**  
**TEMPLATE MEDIA STATEMENT AT THE ONSET OF A CRISIS**

**To be released by the Corporate Affairs Division**

Date: \_\_\_\_\_

Time: \_\_\_\_\_

Approved by: \_\_\_\_\_

This is an evolving emergency and I know that, just like we do, you want as much information as possible right now. While we work to get your questions answered as quickly as possible, I want to tell you what we can confirm at this time:

At approximately, \_\_\_\_\_ (time), a (brief description of what happened) \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_.

At this point, we do not know yet the number of (*persons ill, persons exposed, injuries, deaths, etc.*). Please be assured that we have a system in place and we are being assisted by (police, NBI, etc).

The situation is (*under*) (*not yet under*) control, and we are working with (local, State) authorities to (*e.g., contain this situation, determine how this happened, determine what actions may be needed by individuals and the community to prevent this from happening again*).

We will continue to gather information and release it to you as soon as possible. I will be back to you within (*amount of time, 2 hours or less*) to give you an update. As soon as we have more confirmed information, it will be provided. We ask for your patience and cooperation as we respond to this emergency.

**Appendix B-2**  
**TEMPLATE MEDIA STATEMENT AT THE ONSET OF A CRISIS**  
**(TAGALOG VERSION)**

**To be released by the Corporate Affairs Division**

Petsa: \_\_\_\_\_

Oras: \_\_\_\_\_

Inaprubahan ni: \_\_\_\_\_

Mayroon po tayong kasalukuyang nangyayaring krisis. Alam po namin na kayo, katulad din namin ay nangangailangan ng kumpletong inpormasyon sa lalong madaling panahon.

Habang ginagawan namin ng paraan na masagot lahat ng inyong mga katanungan, nais po namin ipaabot sa inyo ang mga inpormasyon na nakumpirma na namin sa ngayon:

Sa \_\_\_\_\_ (oras), ay mayroon po tayong *(brief description of what happened)* \_\_\_\_\_.

Sa oras pong ito ay hindi pa po namin alam kung ilan ang *(persons ill, persons exposed, injuries, deaths, etc.)*. Mayroon po tayong nakalaan na sistema at proseso para sa kasalukuyang pangyayari na ito at kami po ay tinutulungan ng *(police, NBI, etc.)*.

Ang krisis na ito ay kasalukuyang *(hindi pa kontrolado) (kontrolado na)*. Kami po ay nagiimbestiga kasama ng mga local na awtoridad kung paano *(e.g., contain this situation, determine how this happened, determine what actions may be needed by individuals and the community to prevent this from happening again)*.

Patuloy po kaming kumakalap at nagkukumpirma ng inpormasyon at ihahayag po namin ito sa inyo sa lalong madaling panahon. Kami po ay muling mag bibigay ng update sa loob ng *(amount of time, 2 hours or less)*.

Hinihingi po namin ang inyong pang-unawa at kooperasyon habang patuloy po naming hinaharap ang krisis na ito.

**Appendix C**  
**LIST OF POSSIBLE COMMUNICATION CHANNELS**  
**DURING A CRISIS SITUATION**  
(listed in no particular order)

Type	Benefits	Limitations
Phone Bank –	<ul style="list-style-type: none"> <li>Usually employs a toll-free number people can call with questions or to get information.</li> <li>Allows monitoring of questions and concerns.</li> <li>Information can be used to develop other communications.</li> <li>Allows two-way interaction with the community</li> <li>Provides a mechanism for the community to have their questions answered quickly</li> <li>Can be resource intensive especially if many people are needed to handle the call volume</li> </ul>	<ul style="list-style-type: none"> <li>Training is needed for those answering the phone so they to understand their role and constraints</li> </ul>
Websites –	<ul style="list-style-type: none"> <li>A low cost way to distribute messages fairly easily.</li> <li>The home page can be used to post updated</li> <li>information or links and event specific pages can be developed in advance and activated when needed.</li> <li>Allows information to be updated easily</li> </ul>	<ul style="list-style-type: none"> <li>Generally doesn't allow two way interactions unless an option to ask questions by email is provided. In that case, dedicated staff may be required to handle the volume of email.</li> </ul>
Push technology (like Reverse 911)	<ul style="list-style-type: none"> <li>In use by many school systems, recorded messages are “pushed” to recipients.</li> <li>Reaches many people quickly</li> </ul>	<ul style="list-style-type: none"> <li>Doesn't allow two-way interaction so the messages need to include instructions on how to have their questions answered</li> <li>Will require advance negotiations and/or Mutual Aid agreement with the agency owning the system (e.g. schools)</li> </ul>
Traditional Media: TV, Radio, Newspapers	<ul style="list-style-type: none"> <li>Reaches many people quickly</li> <li>Traditional media are familiar communication vehicles for most people</li> </ul>	<ul style="list-style-type: none"> <li>You forfeit control of the message to some degree. Media outlets may edit your message to fit their space or time limitations.</li> <li>There is no guarantee that media outlets will consider your message to be “newsworthy”</li> </ul>

Flyer - a brief report summarizing current or proposed activities.	<ul style="list-style-type: none"> <li>• Effective in briefly summarizing facts and issues</li> <li>• Provides background for information discussed during a meeting</li> </ul>	<ul style="list-style-type: none"> <li>• Is a one-way communication tool</li> <li>• Requires careful writing and coordination between making technical information easy to understand and message delivery</li> </ul>
Briefings - sessions with key state and local officials, media representatives, and community leaders conducted by agency staff.	<ul style="list-style-type: none"> <li>• Allows state and local officials, the media, and citizens to question your organization directly about an activity before the public release of information</li> <li>• Prepares officials and citizen leaders to answer questions from their constituents when the information becomes public</li> <li>• Allows for exchange of information and concerns</li> </ul>	<ul style="list-style-type: none"> <li>• May become the only means of communicating with site communities. Briefings should always be complemented by activities to inform the general public, such as small group or public meetings</li> <li>• Negative feelings or bad publicity could result if some people believe that they should be invited to the briefing and are not. Be sure not to exclude such persons or</li> <li>• convey favoritism toward certain parties</li> </ul>
Community mailings - sends information to key contacts and concerned or involved members of the community.	<ul style="list-style-type: none"> <li>• Enables you to deliver information quickly and may require less planning time than conducting a meeting</li> <li>• It disseminates information quickly and easily in writing, and it is particularly useful when you have updates for the community.</li> </ul>	<ul style="list-style-type: none"> <li>• Allows no interaction or opportunity for community members to ask questions</li> <li>• Expensive</li> <li>• May experience problems getting current addresses of those you're trying to reach</li> </ul>

## Appendix D

### GUIDELINES FOR PREPARING A NEWS RELEASE

Contact's Name: \_\_\_\_\_  
Landline \_\_\_\_\_ Mobile No. \_\_\_\_\_ Email address: \_\_\_\_\_

#### FOR IMMEDIATE RELEASE

- When preparing a news release, the questions: WHO? WHAT? WHEN? WHERE? And HOW? (when appropriate) should be answered in the lead paragraph. The lead paragraph should be kept as brief as possible, with no more than one or two sentences at most.
- The body of a news release should start about one-third of the way down the page. The news release should be typed or printed on one side of 8 1/2" x 11" sheets of paper.
- Use wide margins at the top and bottom of the page, and double-space your release so the copy can be edited, as appropriate.
- The source of information should be prominently displayed at the top of the release. In addition, the release should list the name, address and telephone number of the contact person in the upper left corner of the first page.
- A release date should appear in the upper right-hand section of the first page. Most releases should be "FOR IMMEDIATE RELEASE". Stipulate a date for release only when the news warrants holding it for a specific date or time.
- The text should be tightly edited. Keep your sentences and paragraphs short; use proper punctuation and grammar.
- End each sheet at the end of a paragraph. Use "more" at the bottom of the sheet if the release continues onto another sheet.
- Put a slugline in the upper left-hand corner of the second sheet and any additional sheets. Indicate the appropriate page number in the slugline.
- Indicate the end of the release by placing one of the following symbols at the bottom of the last page of the news release: ###, 30, or END
- Proofread every word; double-check the copy with your source; let someone else proofread the finished copy for typos and grammar before distribution.

## Appendix E

### WORKING WITH THE MEDIA IN A CRISIS: SPOKESPERSON MEDIA TRAINING TIPS

#### - Supplementary to Crisis Communication Plan -

##### General Tips

1. Always remember that courtesy and cooperation are essential ingredients in any successful media encounter. Also, only a spokesperson should be making an official organizational response in talking to the media. If you are approached, simply say, "I'm not the spokesperson, but if you'll wait right here, I'll let him/her know that you are here now and would like to speak to him/her."
2. Get to know the members of the press before a crisis occurs. Watch a different TV channel every night, or listen to a radio station, or read different newspapers. Get to know what "beats" they usually cover; i.e., entertainment, finance, health care, etc.
3. Management and all employees, including security, should be aware that the media during a crisis will attempt to get to the location of the event. Especially television, as it is driven by visuals. Make sure that all entrances are attended by employees and security.
4. The media should be taken to an area you have designated as your Media Briefing Area. Do not call it a Press Area, as electronic media are not "press" as it relates to the print media. Make sure your Media Briefing Area has enough telephone lines to accommodate multiple calls at once. You should also make available a fax machine if possible. Make sure that all have a badge so that you know who is present.
5. Never go "off the record" in such a situation. If you don't want the information used, don't say it.
6. Never embellish an event to make it seem larger than it really is: Be straightforward, honest and use simple language.
7. When talking to reporters in a crisis, talk "through" them to the audience beyond. Your face will be much more compassionate and reassuring to the audience.
8. In the early stages of any incident, never try to assign blame, transfer responsibility or speculate about "probable causes." Your after-action conferences are made for that.
9. Remember, the media is the ideal place to let the public know exactly what you are doing, and that you will have results for them as soon as you can. This is free publicity, and with the right approach, even in a crisis situation, you have a tremendous marketing opportunity. Take advantage of it – by being credible, honest, forthcoming, accurate and complete; and above all, let your face speak volumes for you and your organization. Make your face a pleasant, compassionate one, not somber or stressed.

##### Specific techniques for interviews for spokespeople:

1. Know the facts - don't guess: Get the latest information available prior to an interview on the subject at hand.
2. Rehearse your message: Know what you're going to say and how you want to say it, but don't over-rehearse and lose spontaneity.
3. Help set the "ground rules": Journalists need help getting the story . . . help them with background, locations for good visuals, and give them fact sheets or other information that will help them round out their stories.
4. Prepare for the worst – do your homework: Prepare for the worst case, and practice responses that answer the reporters' questions while bridging to positive actions or facts about your organization. For television, being able to answer and bridge in less than 15 seconds assures a sound bite that is both helpful for the reporter and provides a positive impression of the university.
5. Answer questions – stay alert – listen: Listen to your interviewer...don't start formulating the answer to a question that is not being asked. And, "listen with your face"...don't be afraid to show compassion, which lets you be viewed as someone who is likeable, which translates to the university being viewed as likeable.



6. Say it in 12-15 seconds: Remember, your time with a TV news story is very valuable and very limited. Talk in sound bites to ensure that you are not “edited” out of context.
7. Admit mistakes: No one will fault you for being honest and forthright . . . but follow the admission with how you have corrected the situation, and place the incident in its proper perspective.
8. Relate to the viewer, not the interviewer: Think about how the viewer will receive your information, not how the interviewer posed the question. While you are looking at the journalist, talk through the journalist
9. to the audience, picturing a friend or family member at the other end. A technique that works for many is to picture talking to a child, which often results in your face softening, and your language being simple and understandable. Never look at the camera.
10. Humanize yourself and your organization: The audience will always relate to a real human being, no matter what the subject is.
11. Think like the media: What kind of story are they after? How will they most likely tell it? And how can you tell it in a way that helps them achieve their goals but is sensitive to your public?
12. Be politely persistent, but don't get angry: Try to always finish your statement without being interrupted. Smile, be patient and allow your overall grasp of the situation to come through.
13. Localize your story: If there is a national story that the media is airing locally, give them the local significance.
14. Use the news conference sparingly: The news conference is one of the most overdone of events. Journalists don't like to come out for an event where honest, full-picture and critical information is not given. A conference should be held when major news that needs to be shared all at once occurs.
15. Stick to the subject – don't ramble: Don't open other situations unnecessarily. Answer questions with enough information to answer the question, add a positive action taken, and then STOP! Don't be afraid of silence, simply wait patiently with an attentive look for the next question, but do not continue to talk!
16. Dress for the occasion: Conservative dress and professional image go a long way toward presenting a positive impression of you and your organization on television.
17. Never go “off-the-record”: If you don't want to see it on the news, or in the morning paper, don't say it.
18. Keep it on a “one-on-one” basis: The interview is with one person in the audience – the viewer, through the interviewer. Keep it personal and direct.
19. Never say “no-comment”: A “no-comment” is perceived as a “guilty,” period. At the very least, tell the reporter why you can't comment instead of using the words “no comment.”
20. Maintain solid eye contact: Your facial language tells more about you than what you are actually saying. Keep eye contact with the journalist.
21. Avoid arguments and hostility: It is impossible to win an argument with a person who has the editing equipment or prerogative. And remember, on camera, the questions from the journalist are rarely shown on the newscast; the only thing they can use is your answer, so if a question is hostile, answer it as if it isn't. It won't be on camera.
22. Provide advance biographical/background data: Always try to provide a “one-pager” on your organization and you, and other facts that will help reporters “flesh out” the story.
23. On camera, don't fold your arms, and don't be afraid of gestures: Remember, people are looking at your body language and listen with their eyes first, and then with their ears. Folding arms is a classic defensive gesture. Also, keeping your arms down allows you to gesture, which means the camera will typically back up to accommodate your gestures, avoiding unflatteringly close camera angles.
24. Don't squint at the lights: Give yourself enough time in an inside interview to get used to the lights. If outside, close your eyelids and tilt your face to the sun for a few seconds, so your eyes can adjust. You will appear more relaxed and confident.

25. Suggest talking points before the interview: Again, help set the agenda. You know the story, the reporters only know what they've been told. Help them to help you tell the story.
26. Always have at least two "themes" going into each interview: Know what the interview is about, and have two positive themes that relate to the subject, and always bridge to them after answering each question.
27. Bridge potential adverse, negative stories into positive responses: Bridge immediately, after making a direct short answer, to the themes that will round out your story.
28. Anticipate tough questions: If you have done your homework on the subject, you should be able to anticipate the areas of tough questions within the story, and answer them in the best possible light, remembering to bridge to your themes.
29. Know the reporter: If you frequently respond to the media, read the paper, watch a different channel each night. Get to know the reporters' beats.
30. Never guess...and never, ever lie! Having to retract or alter your comments is both awkward and, in most cases, almost impossible. Your comments in print or on tape are the essence of your reputation. You can turn a simple 15 second sound bite into a five-part investigative series by lying.
31. Arrive early for questions and pre-talk with the interviewer: Pre-talk about the other stories that the reporter has done, and establish a rapport with him or her. Try to remove artificial barriers that exist between reporters and government, reporters and business, etc. Establish yourself as a professional in your field early on – before the interview begins.

## Appendix F

### DIRECTORY OF PRINT AND BROADCAST MEDIA

MEDIA OFFICE	NAME/POSITION	CONTACT INFOs	EMAIL ADDRESS
<b>BROADSHEETS:</b>			
<b>Business World</b>	Leticia Locson, Executive Editor	95 Balet Drive ext. New Manila, QC 535-9919/18	editors@bworldonline.net www.bworld.com.ph
<b>Daily Tribune</b>	Editor-in-Chief; Romy Mari- nas, News Editor	9th flr. GLC Bldg. T.M. Kalaw cor. A. Mabini sts., Ermita Manila 521-5534, 521-5522	news@tribune.net.ph nco@tribune.net.ph www.tribune.net.ph
<b>Malaya</b>	Enrique Romualdez, Executive Editor; Joy delos Reyes, Editor	371 Bonifacio drive Port Area, Manila 527-1836, 527-1839	editorial@malaya.com. ph www.malaya. com.ph
<b>Manila Bulletin Publisher Corp.</b>	Diego C. Cagahastian, News Editor; Chris Icbay, Jr., Editor- in-Chief; Willie Ng, Executive Editor	Muralla cor. Recoletos sts., In- tramuros, Manila 527-8121 up to 35, locals 299, 300, 302, 303, and 304, 527-1519, 527-1627, 527- 7523, 450-7094, 527-7534 fax	bulletin@mb.com.ph www.mb.com.ph
<b>Manila Standard</b>	Julie Yap Daza, Editor-in-Chief; Jojo Robles, Executive Editor	KAMAHALAN Publishing Corp. Leyland Bldg., Railroad cor. 21st st. Port Area Manila 527-4011, 527-4014, 527-2059	infoms@philonline.com www.manilastandard. com
<b>Manila Times</b>	Fred dela Rosa, /Editor-in-Chief; Leah B. del Cas- tillo, Managing Editor; Fort Y. Yerro, News Editor	371 A. Bonifacio Drive Port Area, Manila 524-5665 to 67, 527-9653 to 54, 521-6746, 521-6897	newsboy1@manila- times.netwww.manila- times.net
<b>Philippine Daily Inquirer</b>	etty J. Magsanoc, Editor-in-Chief; Jose Ma. D. Nolasco, Managing Editor	Chino Roces cor. Yague & Mas- cardo St., Makati City 897-8808, 897-4793/94	feedback@inq7.net www.inq7.net
<b>Philippine Star</b>	Ana Marie Pamintuan, Executive Editor	13th cor. Railroad St., Port Area, Manila 1018, Philippines 527- 7901 to 15	philippinestar@hotmail. comwww.philstar.com
<b>Today</b>	Lourdes M. Fernandez, Editor-in- Chief; Dionisio L. Pelayo, News Editor	55 Paseo de Roxas Makati City 813-1459, 813-0967, 813-1040	today@impactnet.com www.today.net.ph

## Appendix F

### DIRECTORY OF PRINT AND BROADCAST MEDIA

TABLOIDS:			
<b>Abante</b>	Nicolas V. Quijano, Managing Editor	MONICA Publishing Corp. Rm. 301/305, 3rd flr. BF Condominium Bldg., Solano cor. A. Soriano Sts. 527-6722, 527-3355, 528-0147	abante@abante-tonite.com www.abante.com.ph
<b>Abante Tonite</b>	Nicolas V. Quijano, Managing Editor; Janet Bay, Jesus R. Galang, Randy Hagos, Jeany Lacorte, Board of Editors	MONICA Publishing Corp. Rm. 301/305, 3rd flr. BF Condominium Bldg., Solano cor. A. Soriano Sts. 527-6722, 527-3355, 528-0147	abante@abante-tonite.com www.abante.com.ph
<b>Balita</b>	Marcelo S. Lagmay, Editor-in-Chief; Daniel P. Valdes, City Editor	LIWAYWAY Publisher Inc. 2249 Pasong Tamo, Makati City 818-9101, 817-5219, 840-5545, 817-5167	
<b>Bandera</b>	Lito Bautista, Editor; Jimmy Alcantara, Associate Editor	Philippine Daily Inquirer, Inc. Yague cor. Chino Roces sts., Makati City 895-1573, 895-7514-895-7529, 895-0967, 890-8158	
<b>Bomba</b>	Joey Venancio, VP for Publication; Ed Detubio, Editor-in-Chief; Mina Jose, Managing Editor	INGLEWOOD Corporation 527-7298, 527-7406	
<b>Bulgar</b>	Nats C. Taboy, News Editor; Almar Danguilan, Chief of Reporters	534 Quezon Ave., QuEZON City	
<b>People's Balita</b>	Jeanette Masigla-Podador, Editor-in-Chief	ATLAS Publishing Company Inc. No. 6 21st Ave., Cubao, Quezon City	792-1402
<b>People's Journal</b>	Ederlina R. Calso (News Editor), Anne Stephanie R. Asuncion (City Editor)	Philippine Journalists, Inc. Journal Bldg. Railroad St. and 19th and 20th sts. Port Area, Manila 527-8421 to 34	peoples@journal.com.ph www.journal.com.ph
<b>People's Taliba</b>	Katherine Antolin (Associate Editor), Benjamin Defensor (Editor-in-Chief)	Railroad St. & 19th & 20th sts., Port Area, Manila 527-8421, 527-8440, 532-7516	nt@journal.com.ph www.journal.com.ph

## Appendix F

### DIRECTORY OF PRINT AND BROADCAST MEDIA

<b>Pilipino Star Ngayon</b>	Alfonso Pedroche (Editor-in-Chief)	Pilipino Star Ngayon Inc. Railroad cor. Roberto Oca sts., Port Area, Manila 527-2389, 527-2403	psngayon@pacific.net.ph www.philstar.com/philstar/pinoy.htm
<b>Remate</b>	Rey Briones (VP for Editorial), Lydia Bueno (News Editor), Rey Salao (National Editor)	Bagong Sibol Publications, Inc. 2nd flr., OMI Bldg., Bonifacio Drive cor. 20th st., Port Area, Manila 527-8534, 536-1356	
<b>Remate Tonite</b>	Bernard Baldovino, Mars Valenzuela, Maricel Villasana (Board of Editors)	Bagong Sibol Publications, Inc. 2nd flr., OMI Bldg., Bonifacio Drive cor. 20th st., Port Area, Manila 527-0336	
<b>Saksi Ngayon</b>	Danilo C. Ambrocio (Editor-in-Chief), Marjorie Ann M. Flores (News Editor), Erlinda N. Villar (Circulation Manager)	Success Unlimited Mgmt Consultancy, Inc. Rm. 204 Aduana Bldg. A. Soriano st., Intramuros, Manila 309-7144, 314-0809	saksi2004ph@yahoo.com saksi2004ph@pldtsl.net
<b>Tempo</b>	Edgardo Bartilad (Associate Editors), Chris J. Icbán, Jr. (Editor-in-Chief)	Manila Bulletin Publishing Corp. Muralla cor. Recoletos Intramuros, Manila 527-8121	
<b>Text Tonight</b>	Eli Ramos Tapanan II (Editor-in-Chief), Rommel Sanchez (Managing Editor)	TEXT Vintage Publishing House 5th flr., OMI Bldg., 20th st., cor. Bonifacio Drive, Port Area, Manila 527-5494, 527-0641, 301-9251	455-0006, 455-4559 0917-9939295
<b>RADIO STATIONS:</b>			
<b>Radyo Veritas (Official CBCP radio network)</b>	7th floor ben-Lor Bldg. 1184 Quezon Ave., Quezon City		02-374-1650; 02-374-3580 /Email Add.: veritas@expert.net.ph
<b>DZBB - 594 khz</b>	Mike Enriquez (VP for Operations)	GMA-7 Bldg., Diliman, Quezon City 924-3018/32, 928-7021, 931-9475	postmaster@igma.tv www.igma.tv
<b>DZMM - 630 khz</b>	Angelo Palmones ( Station Manager)	ABS-CBN Compound Mother Ignacia st. Quezon City 411-9131, 925-5555, 924-4101 loc 3794	feedback@abs-cbn.com www.abs-cbn-news.com

## Appendix F

### DIRECTORY OF PRINT AND BROADCAST MEDIA

<b>DZRV - 846 khz</b>	Mario Garcia (Station Manager)	7th flr. Ben-Lor Bldg., 1184 Quezon Ave., Quezon City 374-1650 to 61, 374-3580	
<b>DZRH - 666 khz</b>	Joe Taruc (Station Manager)	Ground flr., FJE Bldg., 105 Stevan st., Legazpi Village, Makati City 815-2476, 810-9362	interact@mbcradio.net http://mbcradio.net
<b>DWXI - 1314 khz</b>	Rene Velarde (Station Manager)	118 Amorsolo St., Legazpi Village, Makati City 893-9350, 813-8568, 818-8540	
<b>DZAS - 702 khz</b>	Pastor Eric Maliwat (Station Manager)	Far East Broadcasting Corp. P.O. Box 0580 Valenzuela City 292-1152, 292-1351, 291-8925, 445-7836	
<b>DZEC - 1062 khz</b>	Alt de Guzman (Station Manager)	Maligaya Bldg. II Quezon Ave. cor EDSA Quezon City 924-0912, 927-4793, 324-0911, 921-4288	
<b>DZEM - 964 khz</b>	Rik Adalia (Station Manager)	Maligaya Bldg. II Quezon Ave. cor EDSA Quezon City 928-2331, 920-6328, 927-1936, 920-6328	
<b>DZXL - 558 khz</b>	Ricky Alegre (Station Manager)	2nd flr. FRDC Bldg., 106 E. Rodriguez Ave., Brgy. Ugong, Pasig City 671-4220, 671-7303, 671-9627	
<b>DWWW - 774 khz</b>	Roberto Bacsal (Station Manager)	23 E. Rodriguez Sr. Blvd. Quezon City 732-9121 to 28, 732-9125	
<b>DWAN - 1206 khz</b>	Manuelito Luzon (Station Manager)	Broadcast City Complex Diliman Quezon City 433-1268, 932-9949, 931-8751	
<b>DWSS - 1494 khz</b>	Manuelito Luzon (Station Manager)	145 Panay Ave. Quezon City 920-7517, 920-5291, 920-7519	
<b>DZRB - 738 khz</b>	Jo Sahagun (Station Manager)	4th flr. PIA Bldg., Visayas Ave., Quezon City 920-3956, 924-2745	

<b>DZRP</b>	Tanny Rodriguez (Station Manager)	4th flr. PIA Bldg., Visayas Ave., Quezon City 924-2607, 924-2745	
<b>DZRM - 1278 khz</b>	Roperto Escano (Station Manager)	4th flr. PIA Bldg., Visayas Ave., Quezon City 924-0911, 920-3958, 920-9358	
<b>DWBR - 104.3 khz</b>	Jhun Ruiz (Station Manager)	PIA Bldg., Visayas Ave., Quezon City 920-3928, 924-2766	
<b>DZCA - 1170 khz</b>	Venus Valdemor (Station Manager)	PAGASA Data Center Agham Road, Diliman Quezon City 373-3436	
<b>TELEVISION:</b>			
<b>ABS-CBN CH. 2</b>	Danny Buenafe (News Director)	Mother Ignacia St., Quezon City 924-4101 to 22 924-1533	www.abs-cbnnews.com
<b>NBN CH. 4</b>	Rudy Aquino (News Director)	Visayas Ave., Quezon City 920-6521 to 44, 920-4342	
<b>ABC CH. 5</b>	Jose Javier (News Director)	Brgy. San Antonio Bartolome, Novaliches, Quezon City 931-1557/58, 936-2551, 936-1558, 936-2502	
<b>GMA CH. 7</b>	Mike Enriquez (VP for Operations)	Timog-EDSA Diliman, Quezon City 926-0093/36, 924-2893	www.igma.tv
<b>RPN CH. 9</b>	Philip Tan (News Director)	Broadcast City Complex Diliman Quezon City 931-5080/88, 931-8750, 931-8624/45	www.rpn9.com
<b>IBC CH. 13</b>	Amelita Rabadan (OIC News & Public Affairs)	Broadcast City Complex, Capitol Hills, Quezon City 932-4619, 931-8938	www.ibt.com.ph
<b>Studio 23</b>	Vince Rodriguez (News Manager)	ABS-CBN Complex, Mother Ignacia st., Quezon City 414-0077	www.abs-cbn.com/studio23
<b>News Channel 21</b>	Jing Magsaysay (News Manager)	ABS-CBN Complex, Mother Ignacia st., Quezon City 924-4101 loc 5922	
<b>NET 25</b>	Benildo Santiago (News Manager)	Maligaya Bldg. II, 887 EDSA, Quezon City 981-1191 to 92, 981-1195	www.net-25.com



**Appendix G**  
**DIRECTORY - CRISIS MANAGEMENT TEAM MEMBERS/**  
**CRISIS RESPONSE TEAM MEMBERS**

**CRISIS MANAGEMENT TEAM**

NAME	CONTACT NUMBERS
Engr. Loreto G. Limcolioc General Manager (Team Leader)	0917-5420182
AGM for _____ (Asst. Team Leader)	
<b>Engr. Victor G. Canita, Jr.</b> Dept. Manager, Engineering Dept.	0915-8714474
Engr. Exequiel P. Agapito Dept. Manager, Production Dept.	0917-8263166
<b>Ms. Virginia S. De Silva</b> Dept. Manager, Admin. and Finance Dept.	0906-4211449
<b>Mr. Daniel G. Contreras</b> OIC, Commercial Dept.	0917-5526732
<b>Atty. Leah P. Javier</b> Sr. PRO	0917-5941802

**CRISIS RESPONSE TEAM**

**Crisis Response Team 1**  
**(Service, Facilities and Equipment Team)**

NAME	CONTACT NUMBERS
<b>Engr. Exequiel P. Agapito</b> Dept. Manager, Production Dept. (Team Leader)	0917-8263166 WTP Office: 044-8150377
<b>Engr. Florencio O. Lorenzo</b> Division Manager, Water Treatment Plant Div.	0917-8452299 WTP Office: 044-8150377
<b>Engr. Iluminado B. Caramol, Jr.</b> Division Manager, Field Operations Div.	0923-7294679
<b>Engr. Victor G. Canita, Jr.</b> Dept. Manager, Engineering Dept.	0915-8714474
<b>Engr. Remigio B. Sarmiento</b> Division Manager, Const. And Maint. Div.	0905-2797653
<b>Mr. Henry S. Portalio</b> Supervising Property Officer	0917-5529743
<b>Ms. Yolanda D. Berbano</b> Division Manager, Finance Division	0917-8635527
<b>Mr. Gregorio G. Garcia</b> Administrative Services Officer	0917-6415777

**Crisis Response Team 2**  
**(Public Information and Media Relations Team)**

NAME	CONTACT NUMBERS
Div. Manager, Corporate Affairs Division (Team Leader)	
<b>Mr. Daniel G. Contreras</b> OIC, Commercial Dept.	0917-5526732
<b>Ms. Susie E. Emeterio</b> OIC, Customer Service Division	0922-8309542
<b>Ms. Rosemarie G. Galvez</b> Division Manager, Administrative Div.	0917-5424849

**Crisis Response Team 3**  
**(Rescue and Evacuation Team)**

NAME	CONTACT NUMBERS
<b>Ms. Virginia S. De Silva</b> Dept. Manager, Admin. and Finance Dept. (Team Leader)	0906-4211449
Security Officer	
Company Nurse	
<b>Mr. Henry S. Portolio</b> Supervising Property Officer	0917-5529743
<b>Ms. Rosemarie G. Galvez</b> Division Manager, Administrative Div.	0917-5424849

## Appendix H

### DIRECTORY - HOSPITALS AND CLINICS WITHIN THE VICINITY OF SAN JOSE WATER

SAN PEDRO PHARMACY AND DIAGNOSTIC CLINIC INC.	DRUG STORE/PHARMACY RETAILER	B6 L34-A PUROK 1, BRGY. SAN PEDRO, CSJDM, BULACAN	
A. AQUINO BIRTHING HOME CLINIC	CLINIC	BLOCK 247 LOT 5 BRGY. STA. CRUZ V, CSJDM, BULACAN	
ANTIPASADO BIRTHING HOME AND FAMILY PLANNING CLINIC	CLINIC	#834 BLOCK 5, BRGY. GUMAOC CENTRAL, CSJDM, BULACAN	
BABY JESUS CHILDREN`S MEDICAL CLINIC	CLINIC	879 TANDOC ST., PECSONVILLE SUBD., BRGY. TUNGKONG MANGGA, CSJDM BULACAN	
DR. ANALIZA J. ALVAREZ AMURAO CHILDREN & FAMILY CLINIC	CLINIC	DALISAY MARKET TUNGKONG MANGGA CITY OF SJDM BULACAN	
FACILITATIVE PHYSICAL THERAPY CLINIC	CLINIC	BLOCK 35 LOT 4 DELA COSTA HOMES IV, BRGY. GRACEVILLE, CSJDM, BUL.	
FERNANDO WELL FAMILY MIDWIFE CLINIC	CLINIC	BLOCK 30 LOT 19, SARMIENTO HOMES, BRGY. MUZON CSJDM BULACAN	
FIDELA L. DE LEON POLYCLINIC	CLINIC	B6 L29A, BRGY. SAN PEDRO, CSJDM, BUL.	
JCJN MATERNAL AND CHILD CARE CLINIC	CLINIC	#094 STA. CRUZ 1 CITY OF SJDM BULACAN	
JLODS LYING IN AND FAMILY CLINIC	CLINIC	BLOCK 4 LOT 46 MELODY HEIGHTS, BRGY. MUZON, CSJDM, BUL.	
JOVITA W. ROBES LYING-IN AND FAMILY PLANNING CLINIC	CLINIC	ZONE IV, IGAY ROAD, BRGY. SAN ROQUE, CITY OF SJDM, BUL.	
KAY`S OPTOMETRIC CLINIC	CLINIC	B11 L2 PHASE O F. HOMES, BRGY. NARRA, CSJDM, BUL.	
PABAHAY DE ARCANGEL POLYCLINIC	CLINIC	B7 L8 SEC 24 PHASE 3 P-2000, BRGY. MUZON, CSJDM, BUL.	

## Appendix H

### DIRECTORY - HOSPITALS AND CLINICS WITHIN THE VICINITY OF SAN JOSE WATER

PROMISE CHILD BIRTHING HOME & FAMILY PLANNING CLINIC	CLINIC	BLOCK 3 LOT 1 P-3A TOWERVILLE, BRGY. MINUYAN PROPER, CSJDM, BUL.	
ROQUERO EYE CLINIC	CLINIC	BRGY. SAN PEDRO, CSJDM, BUL.	
SAN JOSE FAMILY CLINIC LYING-IN	CLINIC	QUIRINO HIGHWAY TUNGKONG MANGGA CSJDM BULACAN	
SAPANG PALAY MATERNITY CLINIC AND LYING IN	CLINIC	BLOCK 6 LOT 29A PUROK 1 AREA F BRGY. SAN PEDRO CITY OF SJDM BULACAN	
ST. THERESE LYING IN AND OB-GYNE CLINIC	CLINIC	#122 CARRIEDO, BRGY. MUZON, CITY OF SJDM, BUL.	
L.N. LABORATORY CLINIC	CLINIC LABORATORY	PUROK 1, BRGY. SAN PEDRO, CSJDM, BUL.	
GRACE GENERAL HOSPITAL, INC.	MEDICAL SERVICES	BLOCK 1 LOT 2 QUIRINO HI-WAY BRGY. FRANCISCO HOMES MULAWIN CITY OF SJDM BULACAN	514-9417 514-9381
SKYLINE HOSPITAL AND MEDICAL CENTER	MEDICAL SERVICES	SKYLINE ROAD, COR. QUIRINO HIGHWAY, BRGY. TUNGKONG MANGGA, CSJDM, BULACAN	
KAIROS MATERNITY AND GENERAL HOSPITAL	PVT. HOSPITALS\MEDICAL	NATIONAL ROAD BRGY MUZON, CSJDM, BULACAN	
ROQUERO GENERAL HOSPITAL	PVT. HOSPITALS\MEDICAL	PUROK 7, BRGY. SAN PEDRO, CSJDM, BUL.	0912-388-4589
OSPITAL NG LUNGSOD NG SAN JOSE DEL MONTE	PUBLIC HOSPITAL	BLOCK 40, BRGY. BAGONG BUHAY I, CITY OF SJDM, BULACAN	044-8931948 0915-7425877 09052682280
NODADO GENERAL HOSPITAL PVT. HOSPITAL	PVT. HOSPITALS\MEDICAL	BIGTE, NORZAGARAY BULACAN	044-8150754

## Appendix I

### DIRECTORY OF LOCAL GOVERNMENT OFFICES

OFFICE	HEAD/OFFICER	PHONE NUMBER
Mayor's Office	Hon. Reynaldo S. San Pedro	+63 (44) 8156469 FAx: (44) 8152136
Vice Mayor's Office	Hon. Eduardo S. Roquero Jr	+63 (44) 8156467
SP Secretary	Mr. Felix P. Cadiz	+63 (44) 8152959
Bureau of Fire Protection	C/Insp. Elpidio R. Cruz	044691 6017/2974
City Administrator Office	Mr. Marianito S. Canonigo	+63 (44)8158810
City Engineer Office	Engr. Rufino A. Gravador Jr.	+63448158512-13
City Environment and Natural Resources	Engr. Thelma SM. Bautista	+63 (44) 8158696
City Health Office	Dr. Betzaida B. Banaag	+63 (44) 6912584 0917-5170685 0917-5170685
City Human Resources Management Office	Ms. Teresita M. Ramos	+63 (44) 8152231
City Legal Office	Atty. Anel Martin Antero	+63 (44) 6912578
City Planning and Development Office	Ms. Regina S. delos Reyes	+63 (44) 8152115
City Population Office	Ms. Violeta C. Cadiz	+63 (44) 8158693
City Public Information Office	Mr. Robert Baña	+63 (44) 8158700
City Social Welfare Development	Ms. Ladisla R. Felices	+63 (44) 8158319
City Transport and Traffic Management Office	Col. Pablo R. Ochoco (Ret.)	+63 (44) 8158691
City Disaster Risk Reduction and Mgt. Office		0932-6000119 / 0933-3337244
Philippine National Police		044-6912977

## Appendix I

### DIRECTORY OF WATER SECTOR/NATIONAL GOVERNMENT AGENCIES

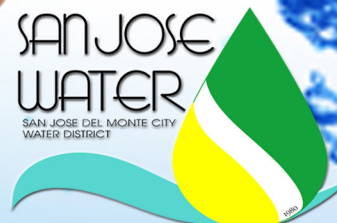
OFFICE	HEAD/OFFICER	PHONE NUMBER
Local Water Utilities Administration	Administrator Eduardo Santos	02-929-6107
Philippine Association of Water Districts, Inc.	Ms. Teresa Combatir Office Manager	02-9275032 02-9205453
Metropolitan Waterworks and Sewerage System		922-2969
Department of Health		02711-9502 027431829
Department of Environmental and Natural Resources		02-9280691 to 93 02920-4301
Department of Public Works and Highways		02-3043300



**OUR LIFE. OUR EARTH.  
BOTH ARE IN YOUR HANDS.**

Saving water  
means more than  
saving water.  
It means  
saving life,  
saving Earth.

*Do your part.  
Be water smart.*



Road 1, Minuyan  
City of San Jose Del Monte, Bulacan  
Telefax: 044-815-0378;  
email [sjdm\\_water@yahoo.com](mailto:sjdm_water@yahoo.com)