

# CRISIS MANAGEMENT PLAN



**CRISIS MANAGEMENT PLAN  
TABLE OF CONTENTS**

<b>Using the Crisis Management Plan at a Glance</b> .....	<b>1</b>
<b>Introduction</b> .....	<b>2</b>
Purpose .....	2
General .....	2
Crisis Defined .....	2
Response Priorities .....	2
<b>Overview of the Plan</b> .....	<b>2</b>
Respond .....	3
Resolve .....	3
Recover .....	3
<b>Crisis Management Plan</b> .....	<b>3</b>
Step 1: Secure Site, Call 911, Render First Aid .....	3
Step 2: Notifications and Assignments .....	4
Step 3: Initial Investigation .....	4
Guidelines for Communicating with the Media .....	5
Internal Communications During and After a Crisis .....	6
Personal Use of Social Media During and After a Crisis .....	7
Responding to a Search Warrant .....	7
<b>Resources</b> .....	<b>11</b>
Crisis Management Team Roster, Contact Information, and Notification Order ( <b>Attachment 1</b> ) .....	12
Onsite Point Persons Contact Information ( <b>Attachment 2</b> ) .....	13
Sample Holding Statement ( <b>Attachment 3</b> ) .....	15
Media Log ( <b>Attachment 4</b> ) .....	16
Additional Guidance for CMT Members ( <b>Attachment 5</b> ) .....	17
Crisis Management Plan (Continued) .....	17
Step 4: Media Contact, Developing Messages, and Orchestrating a Response .....	17
Step 5: Messaging Approval and Delivery .....	18
Step 6: Monitor and Provide Feedback .....	18
Using the Web .....	19
Corporate Social Media Response .....	19
Working with Family Members .....	20
Hazardous Substance Releases ( <b>Attachment 6</b> ) .....	21
Oil Spills ( <b>Attachment 7</b> ) .....	23
Mental Health Resources ( <b>Attachment 8</b> ) .....	25
Bomb Threat Checklist ( <b>Attachment 9</b> ) .....	26
Sample Crisis Management Notification Protocol Flowcharts by Company ( <b>Attachment 10</b> ) .....	27
Project-Specific Guidance Addendum ( <b>Attachment 11</b> ) .....	33
<b>Emergency Action Plan Addendums</b> .....	<b>34</b>
TBI and TI Evansville Corporate Headquarters .....	35
<b>Quick Reference Appendices</b>	
Fire or Explosion .....	A
Personal Injury .....	B
Severe Weather .....	C
Active Shooter .....	D
Labor Disputes .....	E
Pollution Release .....	F
Search Warrants .....	G
Property Damage .....	H
Mental Trauma .....	I
Bomb Threat .....	J
Earthquake .....	K



## RESPOND

- Consult Quick Reference Appendices for crisis-specific guidance.
- Project-specific guidance (if applicable) can be found at Attachment 11.



## NOTIFY

- Notify Onsite Point Person using contact information found at Attachment 2.
- If the Onsite Point Person, notify a member of the Crisis Management Team (CMT) using contact information found at Attachment 1.
- Follow instructions given by Onsite Point Person or the CMT.



## REPORT

- Be mindful of guidance provided in the Crisis Management Plan with regard to media relations, internal communications, and social media.
- Keep Onsite Point Person and CMT informed of all developments.
- If directed, forward complete reports, photos, and/or video pertaining to the crisis to the CMT.



## INVESTIGATE

- If designated to assist with the investigation, talk with witnesses, take pictures/video, and seek answers to the following questions:
  - *WHAT happened & where?*
  - *WHEN did this happen?*
  - *WHO is involved?*
  - *HOW did this happen?*
  - *WHAT is being done?*



## Introduction

### I. PURPOSE

To provide a structured response protocol for use in the event of a crisis to ensure the needs of those affected by the crisis are timely met and business operations are promptly stabilized.

### II. GENERAL

Traylor Construction Group's (TCG) Crisis Management Plan (CMP) is intended for use by all of the companies comprising TCG<sup>1</sup>, and describes the process and procedures marking an effective crisis response, including the creation of a Crisis Management Team (CMT) composed of primarily corporate personnel along with a ranking member from each of the major offices, shops, yards, and jobsites. While the CMT serves as the CMP's governing body, all employees are expected to familiarize themselves with the CMP and adhere to it during a crisis. Adherence to this plan is critical in maintaining TCG's reputation and demonstrating our ability to quickly address emergencies in a professional, organized, and sincere manner. By reviewing this CMP ahead of time, TCG personnel will be better situated to respond appropriately to the high-pressure and rapidly evolving circumstances during a crisis.

The CMP will be implemented across TCG, including on each project led by a TCG entity. For non-sponsored projects (i.e., projects where a TCG entity is not the lead or managing partner), the lead partner's version of its crisis management plan may be used as the primary project-specific plan while TCG's CMP will still operate in the background for the benefit of TCG (i.e., the CMT should still be notified and involved in the event of an actual crisis regardless of whether the project is sponsored).

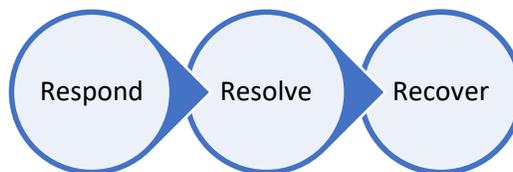
### III. CRISIS DEFINED

A crisis is a sudden event or set of circumstances that significantly disrupts normal business operations and which materially harms or threatens to harm the health and safety of people, the environment, property, or TCG's reputation.

### IV. PRIORITIES WHEN RESPONDING TO CRISES

1. Saving lives and preventing serious injuries
2. Minimizing property and environmental damage, protecting assets
3. Safeguarding the Company's reputation and image
4. Returning to normal business operations, and addressing any lasting fallout

## Overview of the Plan



In general, there are three phases to a successful crisis management strategy: a response phase, a resolution phase, and a recovery phase. Each of these phases is inherently complex, fluid, and often require managing a number of tasks simultaneously. This difficulty can further be amplified when the crisis is occurring in the field, far away from the corporate or regional offices.

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<sup>1</sup> Not including Ballard Marine Construction, LLC at this time

I. Respond

- a. During the response phase, the main tasks are protecting the health and safety of those in and around the impacted area, notifying appropriate parties, and gathering information.
- b. The information gathering process should be thorough and performed with an eye toward which factual information is appropriate for release to the public via a statement or press release.
- c. If a media presence materializes, direct them to a predetermined and safe location away from the impacted area to await a statement from the designated spokesperson.
- d. The CMT will deliver a measured statement to the media shortly after event, identifying only currently known facts surrounding the situation. Such statement should omit private details, including the names of victims, other contractors, etc. At this point, the investigation will be in its infancy stages so such statement by the CMT should be as general as possible so as to not misrepresent the surrounding circumstances.

II. Resolve

- a. As the investigation unfolds, the CMT may modify the approach to account for new information.
- b. A primary function of the CMT is to ensure the victims and others affected are offered the services necessary to recover from their experiences and to keep abreast of the status of those individuals affected.
- c. The CMT will periodically update the media of any material developments in the investigation or steps that are underway to address this event and prevent similar events from happening in the future. The CMT will provide answers to any previously deferred media questions in light of new information.

III. Recover

- a. Upon completion of the investigation, the CMT will implement the necessary changes to prevent a similar event from happening in the future. The CMT should make these steps known to the media and stress the Company's ongoing commitment to safety at every opportunity.
- b. The CMT will continue to follow-up with victims and those affected to ensure their personal recoveries are progressing.
- c. The Company should visibly participate in industry initiatives designed to improve in the area responsible for the crisis, thus demonstrating a commitment to improving.
- d. The Company, led by the CMT, will hold an internal debriefing session to assess the effectiveness of the CMP and the performance of those operating under it. Such debriefing sessions will help to identify areas for improvement.

**Crisis Management Plan**

**Step 1: Secure the Site, Call 911, and Render First Aid**

When a crisis occurs, the first step is to promptly secure the area and prevent any further loss or injury. This includes shutting down all equipment/machinery and stopping all operations in the immediate area. If the unsafe condition responsible for the event remains ongoing, the job must either be stopped or personnel must be pulled from the area until the condition is remedied. Based on the seriousness and circumstances of the event, the project manager will determine whether to suspend work for the day or reassign workers to other portions of the site unaffected by the event.

All tools, equipment, materials or other evidence that may be useful as evidence or assist in the investigative efforts should not be moved or destroyed until authorized by Project Management at the direction of the CMT.

**Emergency Notification Procedure**

1. Call 911.
2. Be prepared to provide the following information:
  - a. Name of person reporting the emergency;
  - b. Nature and severity of the injury or illness;

- c. Locations and phone extensions from which the call is being made;
  - d. Number of people involved; and
  - e. Detailed directions to the scene if located on a job site off of public roadway
3. If necessary, assign an individual to stand near the entrance and direct emergency responders to the scene as they arrive.
  4. Do not hang up until instructed to do so.
  5. At all times, remain calm, speak clearly, and follow all the dispatcher's instructions.

#### First Aid

Those designated, trained, and qualified to perform first aid may do so while emergency responders are in transit.

#### Accompany the Injured

A supervisor or safety representative should accompany the injured to the hospital if possible.

#### Notifying Emergency Contact(s)

Only those approved to communicate with the emergency contact or family members of an injured party should do so. When speaking with a family member or emergency contact, refrain from speculating on the prognosis of the injured party or commenting on his or her current condition. Convey only known and objective information surrounding the event. Avoid making assumptions or being too descriptive. Inform the emergency contact that his or her loved one is in the care of emergency professionals and on the way to the hospital. Important details to convey include the location of the medical facility to which the injured party is receiving treatment and offering to arrange for the emergency contact's transportation to such medical facility.

#### *Minor injuries*

In the event of minor injuries, once it is safe to do so, an injured party's supervisor or a designated co-worker should reach out to the injured party's emergency contact and inform him or her of the situation.

#### *Serious injuries or death*

In the event of a serious injury or fatality, notification and subsequent interactions with the injured party's emergency contact and family members should be handled by an individual appointed by the Crisis Management Team.

## **Step 2: Notification and Assignments**

Even if a crisis situation does not presently seem to be at risk for garnering the media's or public's attention, the CMT should be informed as such situations can escalate quickly. Prompt notification allows the CMT and the Company to better control any potential fallout and influence the subsequent narrative surrounding the event.

#### Communication Notification Steps:

1. Onsite Point Person reaches out to the proper authorities (e.g., paramedics, firefighters, agencies for which notification is mandated by law or contract, etc.) and if applicable, the client contact or Owner representative.
2. Onsite Point Person immediately calls the first available member of the CMT (in accordance with the notification procedure outlined at Attachment 1) and informs him or her of all known information surrounding the event. Onsite Point Person continues to update Crisis Management Team as new information surfaces through the investigatory efforts.
3. The Crisis Manager, or whichever member of the CMT the Onsite Point Person makes contact with, coordinates contacting all other members of the CMT.
4. A conference call is scheduled to assess the seriousness of the crisis and begin planning next steps.

## **Step 3: Initial Investigation**

Once the scene is secured, emergency personnel arrives, and the CMT has been notified, the CMT will designate an individual or team of individuals with the task of determining as many facts as possible relating to the crisis event. The sort of questions such designated individuals will be tasked with answering include the following:

- WHAT happened and where?
- WHEN did this happen?
- WHO is involved?
- HOW did this happen?
- WHAT is currently being done?

When collecting data, such designated individuals should also consider the following:

- Do I have all the facts (to the best of your knowledge)?
- What other information do I need to put the event into perspective?
- Was my information source(s) credible?
- Is the information consistent from several sources?
- Who are likely witnesses and who are their employers (if subcontractors)?

The CMT may offer additional guidance or specific instructions regarding the procedure of the ongoing investigation. Following these instructions is critical in gaining a comprehensive understanding of the situation and allowing the Company to respond in the appropriate manner. While only persons designated by the CMT will undertake formal investigatory efforts, any employees with relevant information should reach out to the designated investigator with such information.

**The Crisis Management Team will be responsible for executing the remaining steps of the Crisis Management Plan provided at Attachment 5. Additional guidance for all employees continues below.**

#### Guidelines for Communicating with the Media

While all substantive inquiries should be deferred to the CMT or designated spokesperson, in the event any employee is confronted or cornered by the media, the following lists identify both actions that should be carried out and avoided in such an event:

#### DOs

- ✓ Respond with generic statements. For example, “We are currently investigating the nature of the situation and will provide updates with further information when known.”
- ✓ Unless you are a designated spokesperson, defer all substantive questions to the CMT and the Crisis Manager.
- ✓ Demonstrate the Company’s concern by all your statements and your actions, no matter how insignificant those statements or actions may seem. Optics are critical in coming across favorably in the eyes of the public.
- ✓ Be sincere and empathetic.
- ✓ Stress the Company’s commitment to whichever area pertains to the event (e.g., if a workplace injury, reiterate the Company’s emphasis on safety).
- ✓ Publicly thank employees and other members of the community (e.g., first responders) as appropriate.

#### DO NOTs

- × Do not blame anyone for anything.
- × Do not make conflicting or contradicting statements.
- × Do not speculate about the event, potential causes, outcomes of the investigation, etc.

- × Do not outright decline to answer questions.
  - Instead, defer substantive questions to the Crisis Manager or inform media personnel that more information will be forthcoming once known. Assure media personnel that they will be given the opportunity to ask questions at subsequent media briefings.
- × Do not disclose any information that may violate another’s right to privacy.
- × Do not pitch products or services during a crisis.
- × Do not show favoritism.
  - Instead, be impartial with all media outlets and their representatives. Treat each one with equivalent respect and allow for a fair apportionment of questions.
- × Do not come across as defensive.
  - Avoid statements that come across as self-protective (e.g., “This event was not our fault” or “We are not legally responsible.”)
- × Do not ignore the impact the crisis may be having on employees, their families, and the wider community.

*Internal Communications During and After a Crisis*

Messaging, both external and internal, is critically important during a crisis. While the CMT is responsible for all external communications during a crisis, all employees can help prevent the spread of misinformation or rumor through judicious internal communications practices. Internal communications may be delivered in a variety of formats, including via email, personal notes, calendar entries, voicemails, or other documents whether in electronic or hard copy formats.

Poor and careless communications, especially during a crisis or in its aftermath, can affect the Company’s ability to adequately respond to the circumstances. Moreover, such communications can expose the Company and individuals to civil or criminal liability and negatively impact the Company’s position in lawsuits and investigations. As a general rule, if there is any concern that a proposed communication may inhibit the Company’s response to a crisis, please refrain from transmitting it.

In order to best position the Company to contain and manage a crisis, employees must take into account the following considerations and key defensive writing techniques when crafting internal communications during a crisis:

- Purpose
  - Determine whether the correspondence is truly necessary.
  - Consider whether the message meaningfully advances the Company’s response to the crisis.
  - Assume your writing will appear on television and be preserved forever.
- Relevance
  - Only convey information relevant to the subject matter.
  - Respect confidentiality by not disclosing Company or personal confidential information.
  - Do not assign blame to an entity or an individual
- Accuracy
  - Only convey known and Company-verified facts.
  - Identify and correct potential misinformation.
  - Avoid exaggeration and speculation, especially as such relates to the cause of the crisis.
- Clarity
  - Be precise, simple, and unambiguous in all communications.
  - Avoid words or expressions that could be misinterpreted.
  - Edit before you send.
- Brevity
  - Use concise language to express your point as efficiently as possible.
  - Copy the minimum number of people necessary
  - Avoid humorous or sarcastic comments.
- Context
  - Be mindful of the context and tone of your message.

- Do not discuss safety issues in financial terms.

Consider your audience, both the one intended and others that may potentially view it (e.g., the media, a judge, attorneys, investigators, etc.).

### *Personal Use of Social Media During and After a Crisis*

Many of the same prior guidelines relating to internal communication during a crisis can similarly inform appropriate social media conduct during a crisis. However, employees considering posting on personal social media accounts regarding a crisis should approach such decision with an even higher sense of awareness of potential impact such communications may have on the Company. As a general principle, it is best if personal social media chatter regarding a crisis be limited so as not to inadvertently interfere with the Company's response efforts. With the above in mind, below are some additional considerations employees should take into account before posting online regarding a crisis:

- Does the proposed social media post or message impede the Company's ability to control the narrative surrounding the crisis and prevent the spread of rumors and misinformation?
- Could the post or message be wrongly attributed to the Company and thus distort the Company's official response?
- Does the post or message contain personal information that exposes the Company or the employee to increased liability?
- Does the post or message have any potential to negatively impact the Company's position in any lawsuit or claim that may arise from the crisis?
- Does the post or message contain any confidential information, including information not released to the public via the Company's official channels?

When in doubt as to whether a post or message is appropriate, it is best to err on the side of caution and refrain from transmitting. During a crisis, the Company will be intensely focused on responding to those in need and keeping the public informed through its official channels, and those efforts can be greatly aided by its employees' careful and judicious use of social media.

Additional information and guidelines on appropriate social media behavior can be found in the Company's employee handbook.

### *Responding to a Search Warrant*

Having a group of agents show up at the office without notice, waving a search warrant, and demanding access to company records can be a jarring experience. It is important to remain calm in such a situation despite the circumstances. Below are some helpful guidelines to effectively prepare for and respond to search warrants.

#### Being Prepared

- Clearly mark privileged material and maintain them separately from non-privileged material.
- Privileged materials include confidential communications that take place between an employee and the legal department/outside counsel, as well work product prepared by the legal department/outside counsel, in both physical or electronic form, to the extent such communication or work product is undertaken for the purposes of seeking or providing legal advice.
- Maintain copies of essential business records (including records stored on personal computers) off premises.
- Ensure that at least one lawyer at each company facility has been trained regarding the proper response to a search warrant. Management at facilities where there is no lawyer should know whom to call in the event of a search.
- Identify outside counsel experienced in criminal law before the need arises and have counsel's contact information readily available and distributed to key personnel.

## Day of the Search

- *Do not attempt to prevent the search from taking place.*
  - Do not obstruct the agents executing the warrant. Such actions can result in criminal penalties and the agents are authorized to use force in response.
- *Identify and meet with the lead agent as soon as possible.*
  - Also, try to obtain the business cards or the names and affiliations of the agents conducting the search as well as the name and contact information of the prosecutor who executed the warrant. At this point, immediately contact the Legal Department in Evansville and it will assist with the remaining steps below. Meanwhile, however, it is a good idea to ask the lead agent for information pertaining to the status of the company (e.g., target or subject of the investigation, or neither) and the nature of the allegations being investigated. The lead agent may not be receptive to questions, but it is prudent to inquire whether any employees have been or are planning to be interviewed. If so, inform the lead agent that counsel needs to be present during such interviews. Keep in mind that search warrants do not typically permit agents to conduct interviews on the company's premises. As such, one does not have to consent to such interviews or to permit company property to be used for law enforcement purposes. Do not, at any point, engage in dialog or a debate with the agents regarding the factual basis of the investigation.
- *Advise employees of their rights.*
  - It is important, however, not to give advice to employees that could be construed as instructions not to cooperate with the agents conducting the search. Instead, inform employees of the following rights: (1) they may, but are not required to answer agents' questions, and whether to do so is entirely up to them; (2) if they do choose to speak to agents they (a) must tell the truth as false statements can lead to criminal prosecution, and (b) can set conditions on their responses (e.g., require counsel to be present during any questioning). It is important for all employees to know that the company will not view any employee unfavorably if he or she decides to speak with agents.
- *Do not remove or destroy documents to prevent their seizure.*
  - Removing, hiding, altering, destroying, or deleting documents is strictly forbidden. Those found engaging in this behavior could face criminal prosecution.
- *Consider sending employees home.*
  - An unannounced search is likely to significantly disrupt one's work. Employees should try their best to continue working as normal to the extent they are able to do so given the circumstances. In some instances, employees may be sent home if their continued operation during the search is not feasible.
- *Do not consent or otherwise give your permission to search any area or to seize any property.*
  - In the event agents believe a broader search is warranted or that an item not listed on the warrant is worthy of investigation, agents may ask for consent to a broader search than is contemplated in the original search warrant. *Do not give consent for such a search.* Be very clear that you are withholding such consent, at least until you have a chance to confer with counsel.
- *Do not volunteer substantive information.*
  - Remember, a search warrant does not require you or any other employee to provide direction or guidance to the agents. You are not expected to show them the location of any documents or other property or otherwise assist them in their search. There is a crucial difference between passively not assisting agents (which is permissible) in their search and actively obstructing their efforts (which is not permissible). That being said, good judgment suggests that some assistance may be appropriate when the answer is obvious and unnecessary disruption can be avoided.
- *Object to any review or seizure of privileged documents, including, legal communications.*

- If agents seize legally privileged documents despite your objections, immediately notify the Legal Department or contact the responsible prosecutor to give notice of your objection and to determine whether the investigating agency has segregated one or more agents to act as a “clean team” (i.e., a team that is screened from the substantive investigation in order to handle any potentially privileged materials. If the seizure goes forward, propose that you gather the documents under the agents’ supervision and seal them so that they cannot be opened without breaking the seal. You can thus prevent government review of privileged documents until the privilege issue is resolved.
- *Make a record of events as they unfold.*
  - Keep detailed notes during the search, both in order to support a possible challenge to the legality of the search as well as to gather information concerning the scope and nature of the investigation.
- *Ask to be present when the agents make an inventory of the property to be seized.*
  - You are entitled to a receipt for the property before the agents leave. Typically, the agents will deliver a copy of such when they leave after completing their search.
- *Make your own inventory of the seized property, including photographs if possible.*
  - Creating your own inventory helps identify discrepancies between the agents’ inventory and yours. Agents’ inventories can often be underinclusive, sparse, and unhelpful.
- *Ask for copies of seized electronic media.*
  - Computer searches are generally executed either by making electronic copies of files on-site, creating mirror images of entire hard drives, or simply confiscating the computers entirely and reviewing the contents off-site. Generally, the search warrant itself will address the procedures the agents are required to follow. The agents may not be required to provide you with copies of seized computer files, but it generally does not hurt to ask. If necessary, arrangements can usually be made to obtain electronic copies on an expedited basis after the search, in order to minimize the adverse impact on the company’s operations.
- *Ask for split samples when agents seize samples, such as in environmental investigations.*
  - If a split sample is refused, take your own parallel sample (which you will probably wish to do under monitored circumstances once the agents have left the premises).
- *Advise the lead agent of any classified documents that are seized.*
  - Classified documents (i.e., materials which a governmental body or the company deems to be sensitive information that must be protected), which may include drawings and specifications for certain projects, are not exempt from search and seizure, but the agents should be advised of the status of such documents if the company has an obligation to protect classified information. If classified documents are seized, the agency with jurisdiction over the information should be notified immediately.
- *Do not discuss the search with the media or others, except for legal counsel.*
  - It is best to only discuss the search with legal counsel. Discussing the search with the media or other individuals can contribute to the circulation of conflicting information and may trigger unnecessary follow-up investigations.

## The Search Warrant Checklist

### DOs

- ✓ Identify and meet with the lead agent. Learn the identity of the supervising prosecutor.
- ✓ Ask for a copy of the search warrant and review it carefully.
- ✓ Determine whether agents are detaining employees.

- ✓ Advise employees of their rights – including the right to counsel.
- ✓ Object to the seizure of privileged documents.
- ✓ Make a record of events as they unfold.
- ✓ Ask to be present when agents make an inventory of seized materials.
- ✓ Make your own inventory of seized materials.
- ✓ Ask for copies of seized computer files.
- ✓ Ask for split samples.
- ✓ Advise the lead agent of any classified documents that are seized.

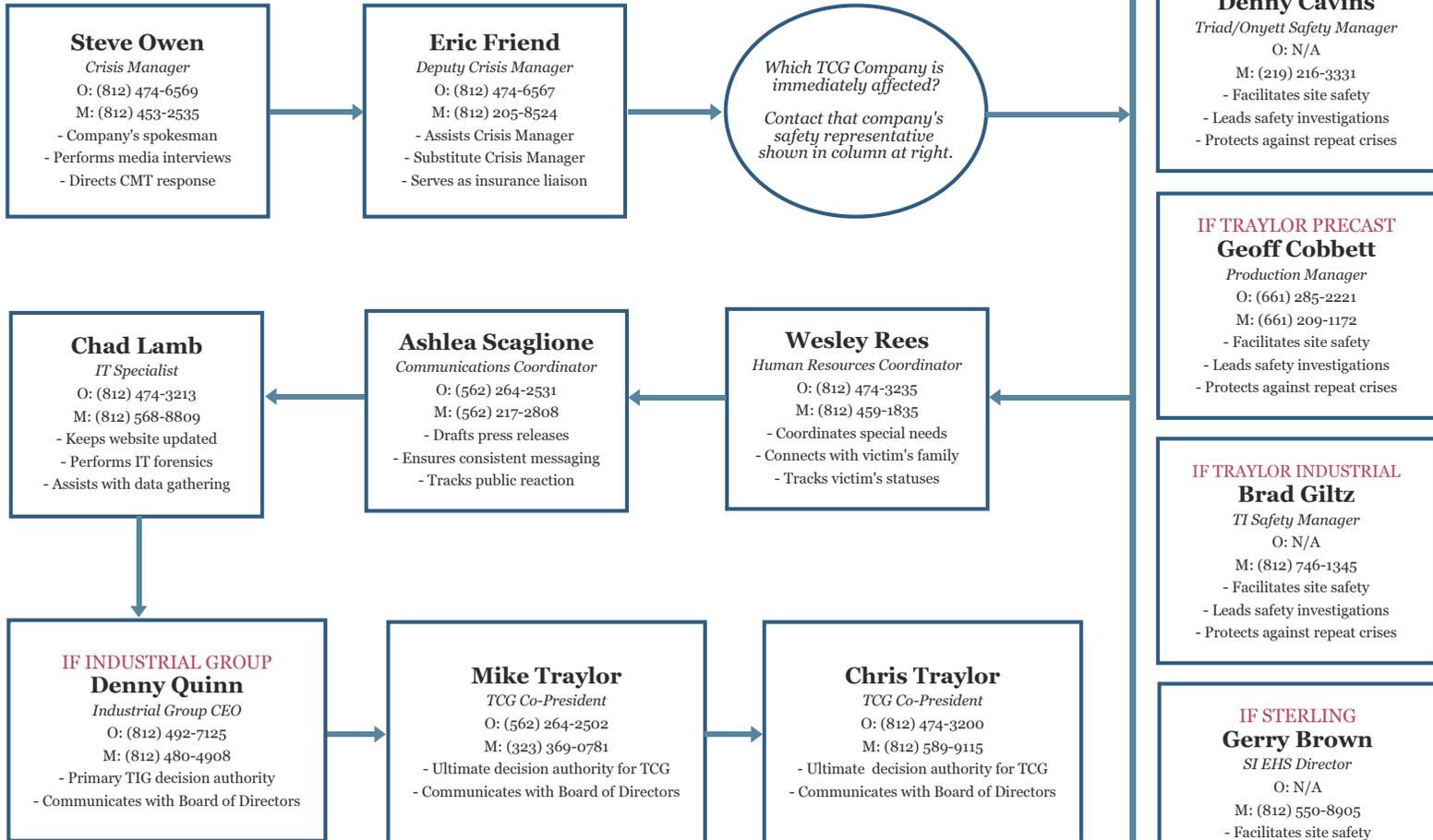
DO NOTs

- × Do not interfere with the search or allow anyone to alter, hide, or destroy documents.
- × Do not consent to the search of any area or seizure of any materials.
- × Do not volunteer substantive information.
- × Do not instruct or encourage anyone not to speak with the agents.

# RESOURCES

# Crisis Management Team Roster and Notification Order

Please try to reach the members of the Crisis Management Team in the following order until you make contact with one of them.



**ATTACHMENT 2**

**ONSITE POINT PERSONS**

*The below individuals serve as onsite point persons for the various major offices, shops, and yards throughout the United States.*

<b>ONSITE POINT PERSONS (MAJOR OFFICES, SHOPS, AND YARDS)</b>		
<b>CMT Responsibilities (if crisis occurs within one's respective area):</b>		
<ul style="list-style-type: none"> <li>▪ Monitors situation and relays information to the wider CMT.</li> <li>▪ Serves as the contact person on the ground and carries out the directions of the CMT.</li> </ul>		
<b>TRAYLOR BROS., INC.</b>		
<b>EVANSVILLE OFFICE – HEADQUARTERS</b>		
<b>Steve Owen</b> General Counsel	<b>Office:</b> (812) 474-6569	<b>Cell:</b> (812) 453-2535
<b>LONG BEACH OFFICE</b>		
<b>George Cunningham</b> Division Controller	<b>Office:</b> (562) 264-2501	<b>Cell:</b> (949) 466-1657
<b>ALEXANDRIA OFFICE</b>		
<b>Mike Krulc</b> Area Manager	<b>Office:</b> (703) 683-8350	<b>Cell:</b> (323) 633-0609
<b>BATON ROUGE OFFICE</b>		
<b>Greg Cangelosi</b> Area Manager	<b>Office:</b> (225) 768-8811	<b>Cell:</b> (985) 258-0004
<b>ROSAMOND YARD</b>		
<b>Steve Cobbett</b> Yard Foreman	<b>Location:</b> Rosamond, CA	<b>Cell:</b> (661) 271-7967
<b>WICKLIFFE YARD</b>		
<b>Cody Crisler</b> Yard Foreman	<b>Location:</b> Wickliffe, KY	<b>Cell:</b> (270) 331-9863
<b>PRECAST</b>		
<b>Bryce Scofield</b> General Manager	<b>Locations:</b> Littlerock, CA & Stockton, CA	<b>Cell:</b> (916) 616-3704
<b>STERLING INDUSTRIAL, LLC</b>		
<b>EVANSVILLE OFFICE - HEADQUARTERS</b>		
<b>Ryan Higbie</b> VP - Operations	<b>Office:</b> N/A	<b>Cell:</b> (502) 807-6923
<b>EVANSVILLE WAREHOUSE</b>		
<b>Kyle Collins</b> Warehouse Manager	<b>Office:</b> N/A	<b>Cell:</b> (812) 484-6519
<b>MOUNT VERNON WAREHOUSE</b>		
<b>Chris Brown</b> Site Superintendent	<b>Company Cell:</b> (812) 228-7448	<b>Personal Cell:</b> (812) 781-9120

<b>EVANSVILLE YARD</b>		
<b>Laura Sollman</b> Equipment Manager	<b>Office:</b> N/A	<b>Cell:</b> (812) 483-1045
<b>OHIO OFFICE</b>		
<b>Michael Richter</b> NE Regional Manager	<b>Office:</b> N/A	<b>Cell:</b> (812) 204-5311
<b>TRAYLOR INDUSTRIAL, LLC</b>		
<b>EVANSVILLE OFFICE - HEADQUARTERS</b>		
<b>Scott Thomas</b> President	<b>Office:</b> (812) 428-3708	<b>Cell:</b> (812) 455-5838
<b>SOUTH CAROLINA OFFICE</b>		
<b>John Lauber</b> VP - Operations	<b>Office:</b> N/A	<b>Cell:</b> (864) 395-8634
<b>TRIAD FABRICATORS, LLC</b>		
<b>EVANSVILLE OFFICE – HEADQUARTERS (SCHRADER DR)</b>		
<b>John Scheithe</b> President	<b>Office:</b> (812) 437-6381 ext 2600	<b>Cell:</b> (812) 430-8628
<b>EVANSVILLE MACHINE SHOP (MORGAN AVE)</b>		
<b>Pat Reising</b> Supervisor	<b>Office:</b> N/A	<b>Cell:</b> (812) 664-1926
<b>ONYETT FABRICATORS, LLC</b>		
<b>Tom Hensler</b> General Manager	<b>Office:</b> (812) 354-8899	<b>Cell:</b> (812) 453-4666

*Rev. 02/09/2023*

ATTACHMENT 3

SAMPLE HOLDING STATEMENT

For Immediate Release

Contact: [NAME]  
[TITLE]  
[PHONE NUMBER]  
[E-Mail]

[INCIDENT] AT [PROJECT OR SITE]

The following statement was issued today by [NAME OF COMPANY]:

[LOCATION (E.G., EVANSVILLE, IN)]: At approximately [TIME] there was what is currently being investigated as a [BRIEF GENERAL DESCRIPTION – FIRE, COLLAPSE, ETC.] at [PROJECT NAME, LOCATION].

We are working to determine [DAMAGE, INJURIES, ETC.]. At this time, we have confirmed that [GENERAL INFORMATION THAT IS FOR CERTAIN (E.G., ONE PERSON WAS INJURED AND IS CURRENTLY BEING TREATED, ETC.) DELETE THIS SECTION IF NO CONFIRMED INFO IS AVAILABLE.] The safety and well-being of our employees, contractors and neighbors is our first priority [EXPRESSION OF COMPASSION/CONCERN IF APPROPRIATE].

As more information becomes available, we will be providing updates through [WEB SITE ADDRESS] and regular media briefings.

Note for Media: Media briefings will be held at [LOCATION] at [TIME – SPECIFIC TIME, OR GENERAL, I.E., EVERY HOUR ON THE HOUR, ETC.]. In the meantime, please direct all questions to the [NAME OF COMPANY]'s spokesperson, Steve Owen, at (812) 477-1542.

###



## ADDITIONAL GUIDANCE FOR CRISIS MANAGEMENT TEAM

### Crisis Management Plan (Continued)

The remaining steps of the Crisis Management Plan primarily deal with media relations. *Such relations should be handled exclusively by the Crisis Management Team.* The media is a critical tool in keeping the public informed about the event. This is particularly true of local media outlets as these will serve as the main information source for the communities surrounding the site (including employees, their families, and other community stakeholders). The regional wire service reporter may also have a direct impact on shaping coverage if the event is covered on a wider scale. As such, the CMT should work most closely with these members of the media.

#### **Step 4: Initial Media Contact, Developing Messages and Orchestrating a Response**

##### Initial Contact with the Media

In some cases, the media may be alerted to the situation before all the facts can be determined. **Even if all the information is not yet known, it is important to notify the CMT, who will provide the media with a generic statement indicating that the situation is being investigated and that updated information will be provided once it is available.** A sample holding statement is available in the *Resources* section of this manual as Attachment 3.

Unless otherwise instructed, employees should politely decline to answer substantive questions, referring these to the Company spokesperson. These include queries referring to the following:

- Names, addresses, descriptions or photographs of witnesses, perpetrators, and victims
- Information about ongoing operations or investigations
- Company operating procedures, including those which may have been violated leading up to the event
- Specifics of the event, including potential causes, its overall severity, and the damage toll

##### Creating a Media Space

If a media presence arrives at the site, the Onsite Point Person should determine a central gathering point for media personnel a safe distance away from the scene and other job operations. Media personnel should be directed to that area, informed that official statements are forthcoming, and that the investigation is ongoing. Direct all substantive media inquiries to the Crisis Manager.

The Onsite Point Person or his or her designee should also begin compiling a log of persons from the media, including their employers, phone numbers, and email addresses to help facilitate continued communication. A sample form for this purpose is provided as Attachment 4 in the *Resources* section of this manual.

Managing media coverage is a crucial element of crisis management. The goal of the Company is to balance a desire to give media professionals timely, accurate information with the need to protect the privacy and safety of employees and individuals involved in the crisis.

Based on the latest known information, the CMT should assess the seriousness of the crisis and begin a coordinated and proportional response. During this step, the CMT should perform the following:

- Generate a list of key information points to be conveyed to the public.
- Predict the sort of questions that could be asked by a variety of audiences (families, media, subcontractors, Owners, etc.) and contemplate appropriate responses.
- Modify any pre-scripted messages or develop new messages in light of known facts as appropriate.

- Be prepared to defend the Company's record or practices as such relates to the crisis situation (e.g., if a worker is injured, reaffirm the Company's commitment to safety and proven safety record).
- Identify the best methods for delivery of key messages.
- Update messaging as more information becomes available and provide frequent updates to the various stakeholders.
- Remain informed of the status of those individuals affected and ensure they are offered the services necessary to recover.

### **Step 5: Messaging Approval and Delivery**

Before release, all messages should be approved by executive leadership and the Crisis Manager. Any suggested edits made thereby should be discussed and implemented as appropriate before official release. This process should repeat with any other messages, including updates or modifications to previously released updates.

The police and fire departments may have public information officers at the scene and the CMT should coordinate the release of information with them.

Ensure public communications comply with any applicable contract requirements.

To avoid jeopardizing the safety of individuals or the effectiveness of an investigation or operation, the CMT should clear all information with any public information officers before communicating with the media when applicable.

Messages should be released in a variety of formats, including press releases, media interviews, and postings on the Company's website and social media accounts. It is important that consistency is achieved across all platforms in terms of the content and tone of the message.

### **Step 6: Monitor and Provide Feedback**

During and after the crisis, the CMT must monitor the public's reaction to the event and any subsequent messaging. The following steps are important in order to identify trends and curtail false narratives:

- Review the various media outlets, beginning with those that have specifically inquired about the event. However, as the perceived significance of a crisis grows, so does its newsworthiness and corresponding coverage. If coverage has gained wider traction, the scope of review will likely need to expand to include more outlets and a broader geographical area.
- Such a review should be comprehensive and include sources such as industry media, online messaging boards, and social media.
  - Perform regular searches online through reputable search engines using key words that could conceivably appear in pertinent articles or posts (e.g., Company name, site, type of crisis, etc.).
  - Conduct similar searches on all major social media platforms.
- Identify story trends with the aim of determining the media's focus and whether that focus is shifting to new aspects of the crisis previously not addressed.
- Detect patterns of questions or concerns that seem to be recurring and use that data to draft subsequent messages for approval and release.

Even after the immediate effects of the crisis subside, continued monitoring may be necessary to ensure a smooth return to normal operating procedures.

## Using the Web

The internet is increasingly becoming the primary way one receives information. By implementing a “dark site” and an effective social media strategy, the Company can help ensure all of the major communication channels are covered and that the Company’s messaging reaches the intended audiences.

### Dark Sites

A “dark site” is a pre-developed, non-public website that is prepared and managed by the Company’s IT personnel at the direction of the CMT in advance of an emergency but is not viewable on a regular basis. Instead, the dark site can quickly be made viewable once a crisis occurs, either by providing a link to the dark site on the home page of the Company’s website or, if the crisis is particularly severe, by temporarily replacing the entire home page with the dark site. A dark site is primarily used for outward facing communications. Internal communications will continue to be distributed securely via email. For brand consistency, dark sites typically look similar to the normal website they are replacing or supplementing. As always, before information is made available on a dark site, it should be submitted to the CMT and approved by the Crisis Manager.

Developing such a site should be done proactively to help lessen the workload during an actual crisis. Dark sites help to control the conversation by being a reliable, easily accessible source for updates and information. Additionally, dark sites promote transparency, which in turn generates trust among those affected, the media, and the general public. Lastly, launching a dark site demonstrates that the crisis is being taken seriously and assures stakeholders that the incident is actively being addressed.

Information typically made available on a dark site includes the following:

- Up-to-date fact sheets highlighting accurate and key details surrounding the crisis;
- Special instructions letting all those affected by the crisis know what they must or must not do;
- A breakdown of the specific steps being taken to overcome the crisis, updated accordingly;
- Contact information for the news media;
- Contact information for members of the public affected by the crisis;
- Company information, history, statistics, safety record, etc.;
- References to other websites that could provide additional information; and
- Any other information or source that promotes a clear understanding of the situation.

### Corporate Social Media Response

The reach of an effective crisis communication plan extends to interactions on social media. Social media is a powerful tool in reaching a multitude of users in a way that seems more personal and informal. It is imperative, however, that the Company retains its “one voice” across all platforms. The tone and content of any post are especially important in social media as any statement can be further disseminated with ease by anyone.

Launching a strong social media campaign in response to a crisis includes performing the following actions:

- Pause your scheduled posts
  - Dedicate all social media efforts to crisis response. Refrain from regularly scheduled posts until the crisis period passes and the CMT determines a return to normal operating procedures is appropriate.
- Publicly acknowledge the situation.
  - Be visible, active, and responsive on social media. Even if no updates are available, communicate regularly (even if it means just saying that the investigation is still ongoing) to stay in touch with the audience.
- Provide links to the Company website or other sites for updated information as it becomes available.
  - Small tidbits or quotes from lengthier statements are acceptable alongside a link to the full statement. Be mindful of tone and context at all times.

- Ensure all officially released statements and updates are communicated via social media.
  - Reposting updates may be necessary to account for users entering and leaving the conversation at different times. Alternatively, direct users to the Company’s main social media page for a history of all related posts.
- Interact directly with individuals through social media by responding to questions that can be answered by reference to prior press releases and approved messaging. For those questions that cannot be readily answered, assure the individual that you will pass the question along and that more information will be released as it becomes available.
  - Prioritize those individuals who seem genuinely concerned or reasonably upset. Avoid engaging with “trolls” or other unreasonable individuals.
- Avoid pre-scripted, automated, or robotic messages.
  - Instead, be sincere, real, and empathetic. Social media is meant to be personal, informal, and interactive. It is important individuals feel heard and respected, especially during sensitive situations.

### Working with Family Members

Keeping the families of those directly affected by the crisis informed about the situation is critical and should be a priority for the CMT. Regardless of whether the individual interacting with the victim’s family is doing so with limited direction from the CMT (in the case of a minor injury) or at the specialized direction of the CMT (in the event of a serious injury or death), below is a checklist of some steps that may be necessary to ensure attentiveness to the needs of families to the extent such steps are appropriate in a given situation:

- Coordinate with local not for profit response agencies/organizations or other community resources to ensure the family is supported with food, counseling, religious support, or other forms of assistance.
- Confirm any information provided to families about their loved one is accurate.
- Inform family members of any updates before making any announcements to the media.
- Be prepared to handle or address difficult questions pertaining to fault/blame, compensation, lawsuits, timelines, etc.

ATTACHMENT 6

**REPORTING HAZARDOUS AND EXTREMELY HAZARDOUS SUBSTANCE RELEASES**

**REMEMBER: IN THE EVENT OF A RELEASE OF A LISTED SUBSTANCE ABOVE THE REPORTABLE QUANTITY (RQ) IN A 24-HOUR PERIOD...**

- If the substance appears **only on the CERCLA list** (aka: Hazardous Substance), you must complete the reporting requirements of **both** CERCLA and EPCRA.
- If the substance appears **on both the CERCLA list** (aka: Hazardous Substance) **and the EPCRA list** (aka Extremely Hazardous Substance), you must complete the reporting requirements of **both** CERCLA and EPCRA.
- If the substance appears **only on the EPCRA list** (aka: Extremely Hazardous Substance), you must complete the reporting requirements of EPCRA **only**.

**CERCLA**

***Comprehensive Environmental Response, Compensation, & Liability Act***

<b>Citation:</b>	40 CFR 302
<b>Administrative agency:</b>	US EPA
<b>Must report releases of:</b>	Hazardous Substances
<b>Identified at:</b>	<a href="#">Table 302.4 of 40 CFR 302</a>
<b>When a release is:</b>	Equal to or greater than the Reportable Quantity (RQ) in a 24-hour period
<b>Must immediately notify:</b>	The National Response Center
<b>Form of immediate notification (within 15 minutes) must be:</b>	Phone 800.424.8802 (202.267.2675 in Washington, DC) <b>or</b> Fax 202.267.1322
<b>Immediate notification must be made by:</b>	Owner, operator, or person in charge
<b>Follow-up notification must be:</b>	None required
<b>If release occurs during transportation or storage incident to transportation:</b>	Same notification process as general release
<b>Releases exempt from notification requirements:</b>	<ol style="list-style-type: none"> <li>1. Releases of radionuclides meeting the criteria identified at <a href="#">40 CFR 302.6(c)</a>.</li> <li>2. RQ releases of solid particles of antimony, arsenic, beryllium, cadmium, chromium, copper, lead, nickel, selenium, silver, thallium, or zinc is not required if the mean diameter of the particles released is &gt;100 micrometers (0.004 inches). [see <a href="#">40 CFR 302.6(d)</a>]</li> <li>3. Releases in amounts &lt;1,000 lb./24 hrs. of nitrogen oxide, or nitrogen dioxide to the air which are the result of combustion and combustion-related activities [see <a href="#">40 CFR 302.6(e)(1-2)</a>].</li> <li>4. Release to the air of any hazardous substance from animal waste at farms [see <a href="#">40 CFR 302.6(e)(3)</a>].</li> </ol>

## EPCRA

### ***Emergency Planning and Community Right to Know Act***

<b>Citation:</b>	40 CFR 355
<b>Administrative agency:</b>	US EPA
<b>Must report releases of:</b>	Hazardous Substances <b>and</b> Extremely Hazardous Substances
<b>Identified at:</b>	<a href="#">Table 302.4 of 40 CFR 302</a> <b>and</b> <a href="#">Appendix A of 40 CFR 355</a> <a href="#">Appendix B of 40 CFR 355</a>
<b>When a release is:</b>	Equal to or greater than the Reportable Quantity (RQ) in a 24-hour period
<b>Must immediately notify:</b>	Community emergency coordinator for the Local Emergency Planning Committee (LEPC) of any area likely to be affected by the release. Notify relevant local emergency response if no LEPC. <b>and</b> State Emergency Response Commission (SERC) of any State likely to be affected by the release.
<b>Form of immediate notification (within 15 minutes) must be:</b>	Oral with information required by <a href="#">40 CFR 355.40(a)</a> .
<b>Immediate notification must be made by:</b>	Owner, operator, or person in charge
<b>Follow-up notification must be:</b>	Written as soon as practicable after the release (within 30 days) with information required by <a href="#">40 CFR 355.40(b)</a> .
<b>If release occurs during transportation or storage incident to transportation:</b>	Notify 911 operator, or regular operator if 911 not available, immediately with information required by <a href="#">40 CFR 355.40(a)</a> .
<b>Releases exempt from notification requirements:</b>	<ol style="list-style-type: none"> <li>1. Release results in exposure to persons solely within the boundaries of your facility.</li> <li>2. Release that is a federally permitted release as defined in <a href="#">42 USC § 9601(10)</a>.</li> <li>3. Release of a pesticide product that is exempt from reporting under <a href="#">42 USC §9603(e)</a>.</li> <li>4. Release that does not meet the definition of release under <a href="#">42 USC § 9601(22)</a> and is therefore exempt from CERCLA reporting.</li> <li>5. Radionuclide release that occurs in accordance with <a href="#">40 CFR 355.31(e)</a>.</li> <li>6. Release less than 1,000 lb./24 hrs. of nitrogen oxide or nitrogen dioxide to the air which is the result of combustion and combustion related activities.</li> </ol>



## Oil Discharge Reporting Requirements

### *How to Report Oil Discharges to the National Response Center and EPA*

If a facility or vessel discharges oil to navigable waters or adjoining shorelines, waters of the contiguous zone, or in connection with activities under the Outer Continental Shelf Lands Act or Deepwater Port Act of 1974, or which may affect natural resources under exclusive U.S. authority, the owner/operator is required to follow certain federal reporting requirements. These requirements are found in two EPA regulations – 40 CFR part 110, Discharge of Oil regulation, and 40 CFR part 112, Oil Pollution Prevention regulation. The Discharge of Oil regulation provides the framework for determining whether an oil discharge to inland and coastal waters or adjoining shorelines should be reported to the National Response Center. The Oil Pollution Prevention regulation, part of which is commonly referred to as the “SPCC rule,” identifies certain types of discharges from regulated facilities that also need to be reported to EPA. Although these reporting requirements were not changed by EPA’s recent modifications of the SPCC rule, this Fact Sheet will help facilities with the Reportable Discharge History criterion associated with the qualified facility option and the oil-filled operational equipment option offered in the recent SPCC modifications.

#### **Who is subject to the Discharge of Oil regulation?**

Any person in charge of a vessel or of an onshore or offshore facility is subject to the reporting requirements of the Discharge of Oil regulation if it discharges a harmful quantity of oil to U.S. navigable waters, adjoining shorelines, or the contiguous zone, or in connection with activities under the Outer Continental Shelf Lands Act or Deepwater Port Act of 1974, or which may affect natural resources under exclusive U.S. authority.

#### **What is a “harmful quantity” of discharged oil?**

A harmful quantity is any quantity of discharged oil that violates state water quality standards, causes a film or sheen on the water’s surface, or leaves sludge or emulsion beneath the surface. For this reason, the Discharge of Oil regulation is commonly known as the “sheen” rule. Note that a floating sheen alone is not the only quantity that triggers the reporting requirements (e.g., sludge or emulsion deposited below the surface of the water may also be reportable).

Under this regulation, reporting oil discharges does not depend on the specific amount of oil discharged, but instead can be triggered by the presence of a visible sheen created by the discharged oil or the other criteria described above.

#### **To whom do I report an oil discharge?**

A facility should report discharges to the National Response Center (NRC) at 1-800-424-8802. The NRC is the federal government’s centralized reporting center, which is staffed 24 hours per day by U.S. Coast Guard personnel.

If reporting directly to NRC is not practicable, reports also can be made to the EPA regional office or the U.S. Coast Guard Marine Safety Office (MSO) in the area where the incident occurred.

#### **When must I report to NRC?**

Any person in charge of a vessel or an onshore or offshore facility must notify NRC immediately after he or she has knowledge of the discharge.

#### **What information do I need to report?**

NRC will ask a caller to provide as much information about the incident as possible including:

- Name, organization, and telephone number
- Name and address of the party responsible for the incident
- Date and time of the incident
- Location of the incident
- Source and cause of the discharge
- Types of material(s) discharged
- Quantity of materials discharged
- Danger or threat posed by the discharge

- Number and types of injuries (if any)
- Weather conditions at the incident location
- Other information to help emergency personnel respond to the incident

### **How are reports to NRC handled?**

NRC relays information to an EPA or U.S. Coast Guard On Scene Coordinator (OSC), depending on the location of the incident. After receiving a report, the OSC evaluates the situation and decides if federal emergency response action is necessary.

### **If I report a discharge to NRC, do I also report to EPA?**

If a facility is regulated under the SPCC rule and has a reportable discharge according to EPA regulations (see below), it must be reported to both NRC and EPA.

### **What are the oil discharge reporting requirements in the SPCC rule?**

Any facility owner/operator who is subject to the SPCC rule must comply with the reporting requirements found in §112.4.

A discharge must be reported to the EPA Regional Administrator (RA) when there is a discharge of:

- More than 1,000 U.S. gallons of oil in a single discharge to navigable waters or adjoining shorelines
- More than 42 U.S. gallons of oil in each of two discharges to navigable waters or adjoining shorelines occurring within any twelve-month period

When determining the applicability of this SPCC reporting requirement, the gallon amount(s) specified (either 1,000 or 42) refers to the amount of oil that actually reaches navigable waters or adjoining shorelines, not the total amount of oil spilled.

### **What do I need to submit to EPA?**

The owner/operator must provide the following:

- Name and location of the facility
- Owner/operator name
- Maximum storage/handling capacity of the facility and normal daily throughput
- Corrective actions and countermeasures taken, including descriptions of equipment repairs and replacements

- Adequate description of the facility, including maps, flow diagrams, and topographical maps, as necessary
- Cause of the discharge to navigable waters, including a failure analysis
- Failure analysis of the system where the discharge occurred
- Additional preventive measures taken or planned to take to minimize discharge reoccurrence
- Other information the RA may reasonably require

An owner/operator must also send a copy of this information to the agency or agencies in charge of oil pollution control activities in the state in which the facility is located.

### **What happens after a facility submits this information to EPA?**

The EPA Regional Administrator will review the information submitted by the facility and may require a facility to submit and amend its SPCC Plan. Facilities and equipment that qualified for the new streamlined requirements may lose eligibility for those options as determined by the Regional Administrator. A state agency may also make recommendations to EPA for a facility to amend its Plan to prevent or control oil discharges.

#### **For More Information**

##### **Review the Discharge of Oil regulation (40 CFR part 110)**

Available by clicking here.

##### **Review the Oil Pollution Prevention regulation (40 CFR part 112)**

Available by clicking here.

##### **Visit the EPA Office of Emergency Management Web site**

Available by clicking here.

##### **Call the EPCRA, RMP and Oil Information Center (800) 424-9346 or (703) 348-5070 (Wash. DC Area)**

#### **To Report an Oil or Chemical Discharge**

##### **Contact the National Response Center (800) 424-8802**

# HELPING WITH THE HUMAN SIDE OF RECOVERY



When a disruptive event occurs, such as a serious workplace accident with significant loss, injury, or fatality, the experts at R3 Continuum (R3) are here to help with the human side of recovery. R3 consultants deliver customized on-site or telephonic responses to impacted employees and leadership, using proven strategies that help personnel return to work and life.

*Please inform your manager whenever R3 services are initiated.*

## To Initiate On-Site Services: Call 888-736-0911 (Press Option 1)

### Disruptive Event Management (DEM)

- Assists leadership in developing an effective response plan for the company
- Normalizes employee's common behavioral and psychological reactions to the event and helps them build on their natural resilience and recovery
- Identifies those individuals who might need additional support for recovery
- Available 24/7/365 in US and Canada - same day or within 24 hours of request

## To Initiate Telephonic Services: Call 888-736-0911 (Press Option 2)

### Telephonic Support

An effective, convenient, and economical way to provide direct behavioral health support to employees who have been affected by a disruptive event.

- **Outreach:** immediate, individualized intervention with 3 outreach support calls to each identified employee over 10 days; 24/7 access to experienced, master's level clinicians for telephonic support
- **On-demand:** discrete, dedicated support line with 24/7 access to experienced, master's level clinicians for telephonic support over 30 days

# BOMB THREAT PROCEDURES

*This quick reference checklist is designed to help employees and decision makers of commercial facilities, schools, etc. respond to a bomb threat in an orderly and controlled manner with the first responders and other stakeholders.*

Most bomb threats are received by phone. Bomb threats are serious until proven otherwise. Act quickly, but remain calm and obtain information with the checklist on the reverse of this card.

**If a bomb threat is received by phone:**

1. Remain calm. Keep the caller on the line for as long as possible. DO NOT HANG UP, even if the caller does.
2. Listen carefully. Be polite and show interest.
3. Try to keep the caller talking to learn more information.
4. If possible, write a note to a colleague to call the authorities or, as soon as the caller hangs up, immediately notify them yourself.
5. If your phone has a display, copy the number and/or letters on the window display.
6. Complete the Bomb Threat Checklist immediately. Write down as much detail as you can remember. Try to get exact words.
7. Immediately upon termination of call, DO NOT HANG UP, but from a different phone, contact authorities immediately with information and await instructions.

**If a bomb threat is received by handwritten note:**

- Call \_\_\_\_\_
- Handle note as minimally as possible.

**If a bomb threat is received by e-mail:**

- Call \_\_\_\_\_
- Do not delete the message.

**Signs of a suspicious package:**

- No return address
- Excessive postage
- Stains
- Strange odor
- Strange sounds
- Unexpected delivery
- Poorly handwritten
- Misspelled words
- Incorrect titles
- Foreign postage
- Restrictive notes

**\* Refer to your local bomb threat emergency response plan for evacuation criteria**

**DO NOT:**

- Use two-way radios or cellular phone. Radio signals have the potential to detonate a bomb.
- Touch or move a suspicious package.

**WHO TO CONTACT (Select One)**

- **911**
- **Follow your local guidelines**

**For more information about this form contact the DHS Office for Bombing Prevention at [OBP@dhs.gov](mailto:OBP@dhs.gov)**



2014

# BOMB THREAT CHECKLIST

**DATE:**

**TIME:**

**TIME CALLER HUNG UP:**

**PHONE NUMBER WHERE CALL RECEIVED:**

**Ask Caller:**

- Where is the bomb located? (building, floor, room, etc.)
- When will it go off?
- What does it look like?
- What kind of bomb is it?
- What will make it explode?
- Did you place the bomb? Yes No
- Why?
- What is your name?

**Exact Words of Threat:**

**Information About Caller:**

- Where is the caller located? (background/level of noise)
- Estimated age:
- Is voice familiar? If so, who does it sound like?
- Other points:

Caller's Voice	Background Sounds	Threat Language
<input type="checkbox"/> Female	<input type="checkbox"/> Animal noises	<input type="checkbox"/> Incoherent
<input type="checkbox"/> Male	<input type="checkbox"/> House noises	<input type="checkbox"/> Message read
<input type="checkbox"/> Accent	<input type="checkbox"/> Kitchen noises	<input type="checkbox"/> Taped message
<input type="checkbox"/> Angry	<input type="checkbox"/> Street noises	<input type="checkbox"/> Irrational
<input type="checkbox"/> Calm	<input type="checkbox"/> Booth	<input type="checkbox"/> Profane
<input type="checkbox"/> Clearing throat	<input type="checkbox"/> PA system	<input type="checkbox"/> Well-spoken
<input type="checkbox"/> Coughing	<input type="checkbox"/> Conversation	
<input type="checkbox"/> Cracking voice	<input type="checkbox"/> Music	
<input type="checkbox"/> Crying	<input type="checkbox"/> Motor	
<input type="checkbox"/> Deep	<input type="checkbox"/> Clear	
<input type="checkbox"/> Deep breathing	<input type="checkbox"/> Static	
<input type="checkbox"/> Disguised	<input type="checkbox"/> Office machinery	
<input type="checkbox"/> Distinct	<input type="checkbox"/> Factory machinery	
<input type="checkbox"/> Excited	<input type="checkbox"/> Local	
<input type="checkbox"/> Laughter	<input type="checkbox"/> Long Distance	
<input type="checkbox"/> Lisp		
<input type="checkbox"/> Loud	<b>Other Information:</b>	
<input type="checkbox"/> Nasal	_____	
<input type="checkbox"/> Normal	_____	
<input type="checkbox"/> Ragged	_____	
<input type="checkbox"/> Rapid	_____	
<input type="checkbox"/> Raspy	_____	
<input type="checkbox"/> Slow	_____	
<input type="checkbox"/> Slurred	_____	
<input type="checkbox"/> Soft	_____	
<input type="checkbox"/> Stutter	_____	

# Crisis Management Notification Protocol



## Crisis Defined

A crisis is a sudden event or set of circumstances that significantly disrupts normal business operations and which materially harms or threatens to harm the health and safety of people, the environment, property, or the company's reputation.

## When Calling 911

- 1) Remain calm and speak clearly.
- 2) Follow all the dispatcher's instructions.
- 3) If necessary, assign an individual to stand near the entrance and direct EMS to the scene as they arrive.
- 4) Do not hang up until instructed to do so.

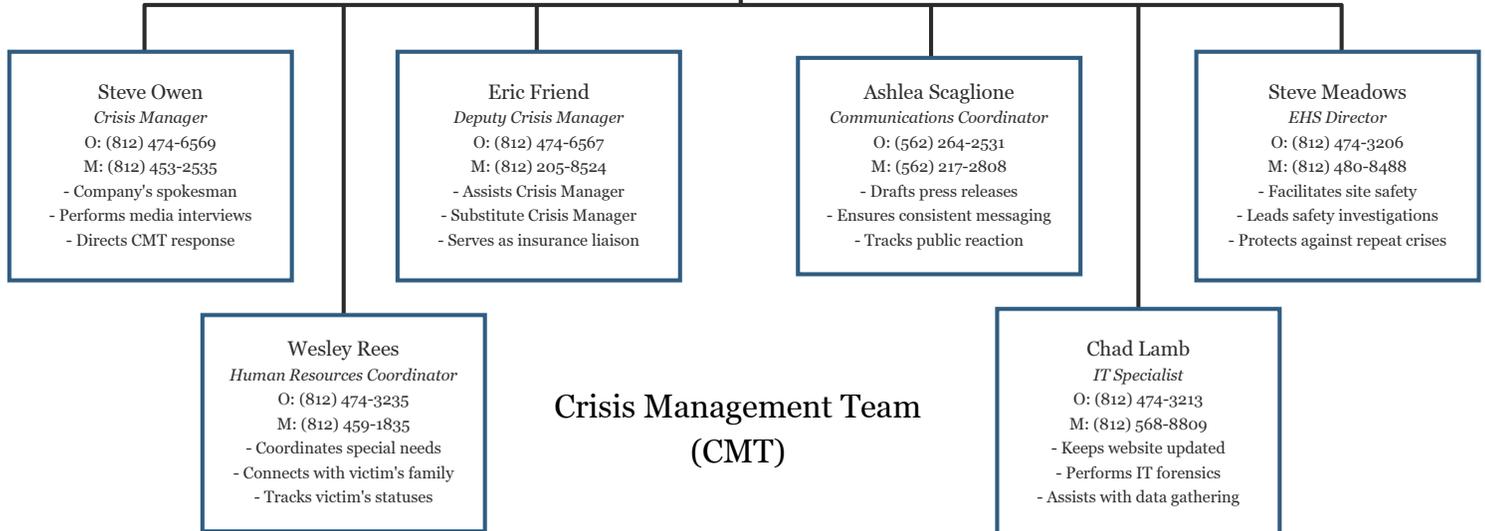
**First Company Responder**  
 - Call 911  
 - Notify Onsite Point Person

### Onsite Point Person

O: \_\_\_\_\_  
 M: \_\_\_\_\_  
 - Notify Crisis Management Team Member  
 - Notifies first available member of CMT  
 - Serves as CMT liaison with project site  
 - Ensures CMT instruction is executed

### Please note:

Additional obligations and notification requirements may apply. Consult applicable project-specific response protocols.



## General Crisis Response Checklist

- Call 911 and notify Onsite Point Person
- Refer to Crisis Management Plan and any project-specific response protocols
- Secure the area to prevent further injury/damage
- Follow all Crisis Management Team / Onsite Point Person instructions

# Crisis Management Notification Protocol



## Crisis Defined

A crisis is a sudden event or set of circumstances that significantly disrupts normal business operations and which materially harms or threatens to harm the health and safety of people, the environment, property, or the company's reputation.

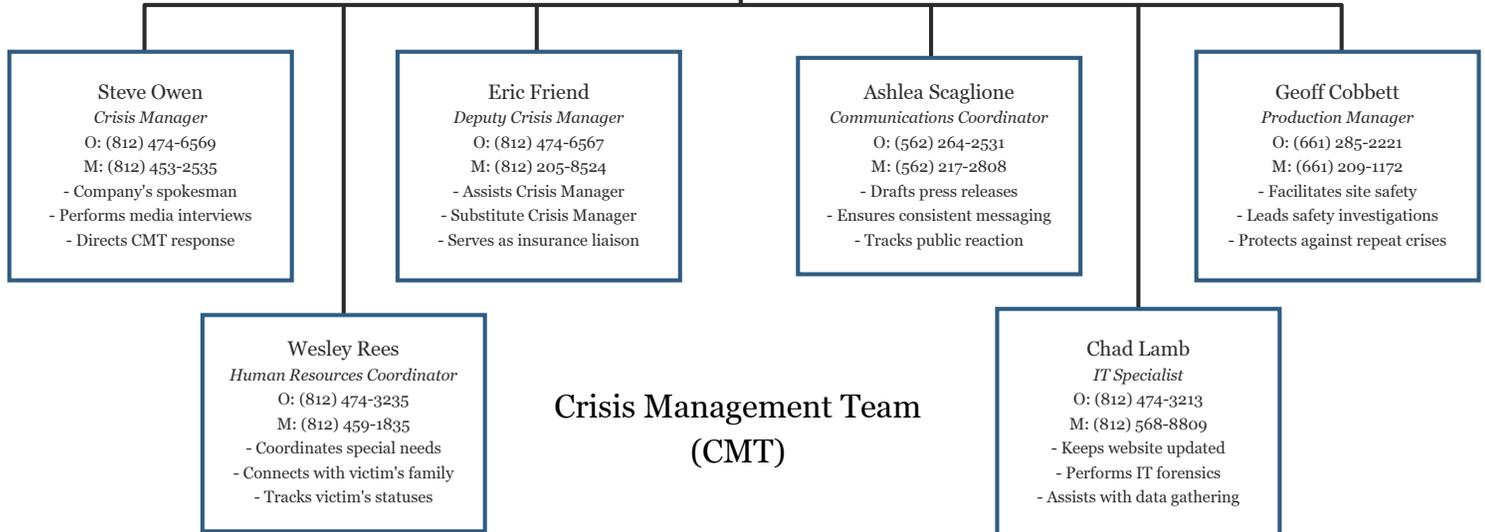
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**First Company Responder**  
- Call 911  
- Notify Onsite Point Person

**Onsite Point Person**  
O: \_\_\_\_\_  
M: \_\_\_\_\_  
- Notifies proper authorities  
- Notify first available member of CMT  
- Serves as CMT liaison with project site  
- Ensures CMT instruction is executed

**Please note:**  
Additional obligations and notification requirements may apply. Consult applicable project-specific response protocols.



## General Crisis Response Checklist



Call 911 and notify Onsite Point Person



Refer to Crisis Management Plan and any project-specific response protocols



Secure the area to prevent further injury/damage



Follow all Crisis Management Team / Onsite Point Person instructions

# Crisis Management Notification Protocol



## Crisis Defined

A crisis is a sudden event or set of circumstances that significantly disrupts normal business operations and which materially harms or threatens to harm the health and safety of people, the environment, property, or the company's reputation.

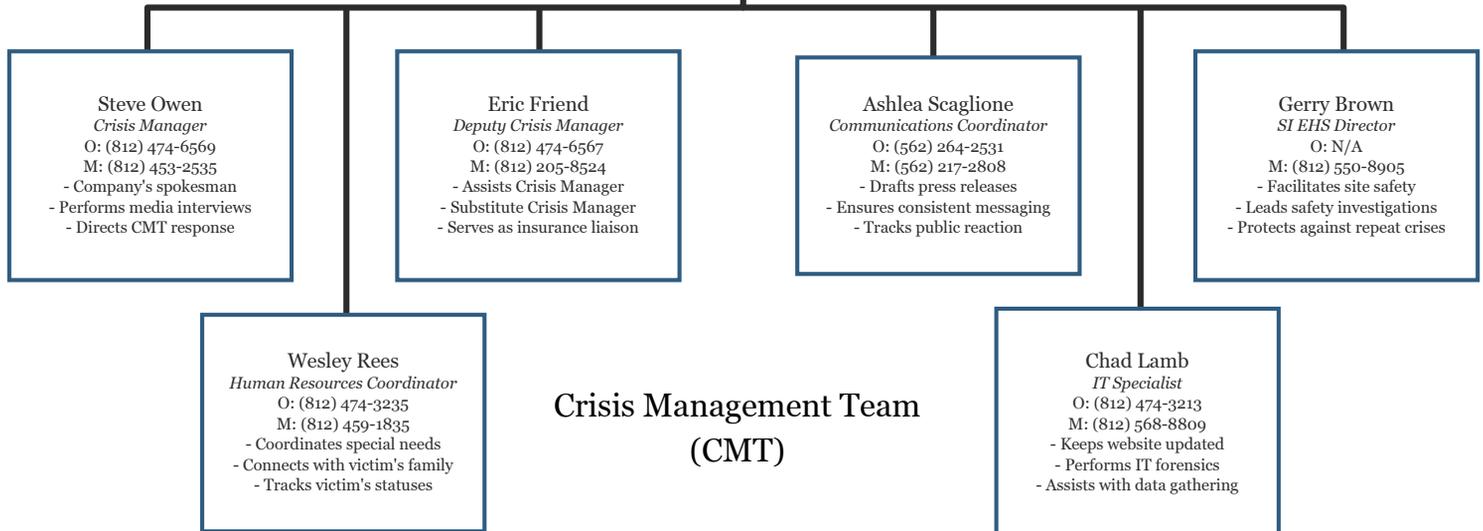
## When Calling 911

- 1) Remain calm and speak clearly.
- 2) Follow all the dispatcher's instructions.
- 3) If necessary, assign an individual to stand near the entrance and direct EMS to the scene as they arrive.
- 4) Do not hang up until instructed to do so.

**First Company Responder**  
- Call 911  
- Notify Onsite Point Person

**Onsite Point Person**  
O: \_\_\_\_\_  
M: \_\_\_\_\_  
- Notifies proper authorities  
- Notify first available member of CMT  
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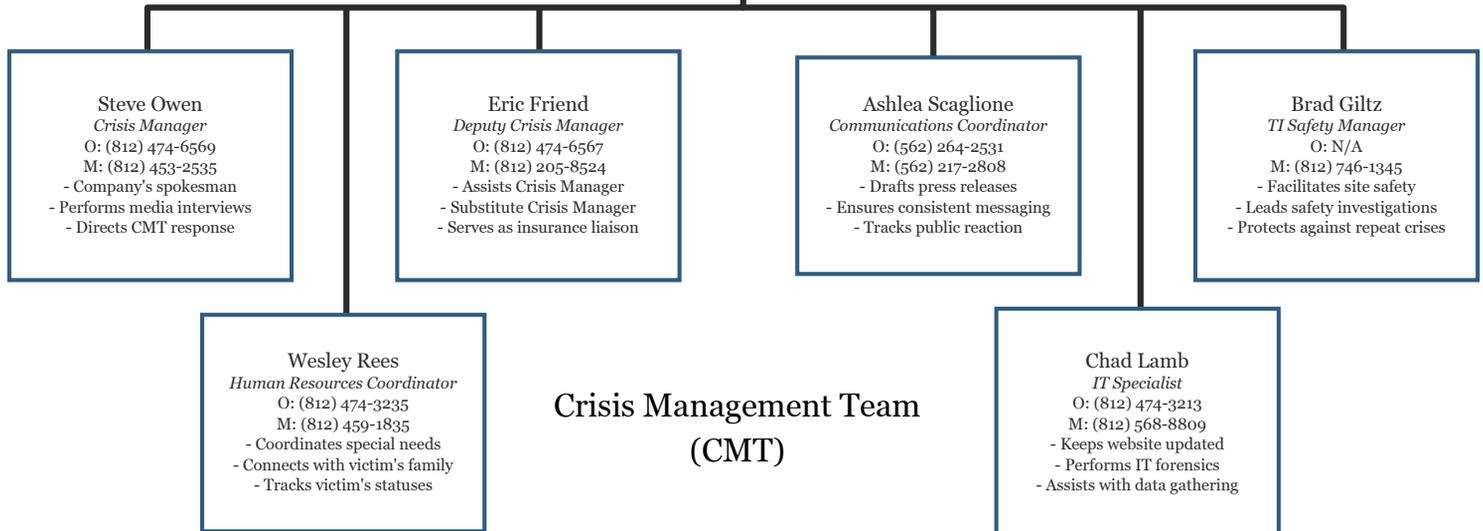
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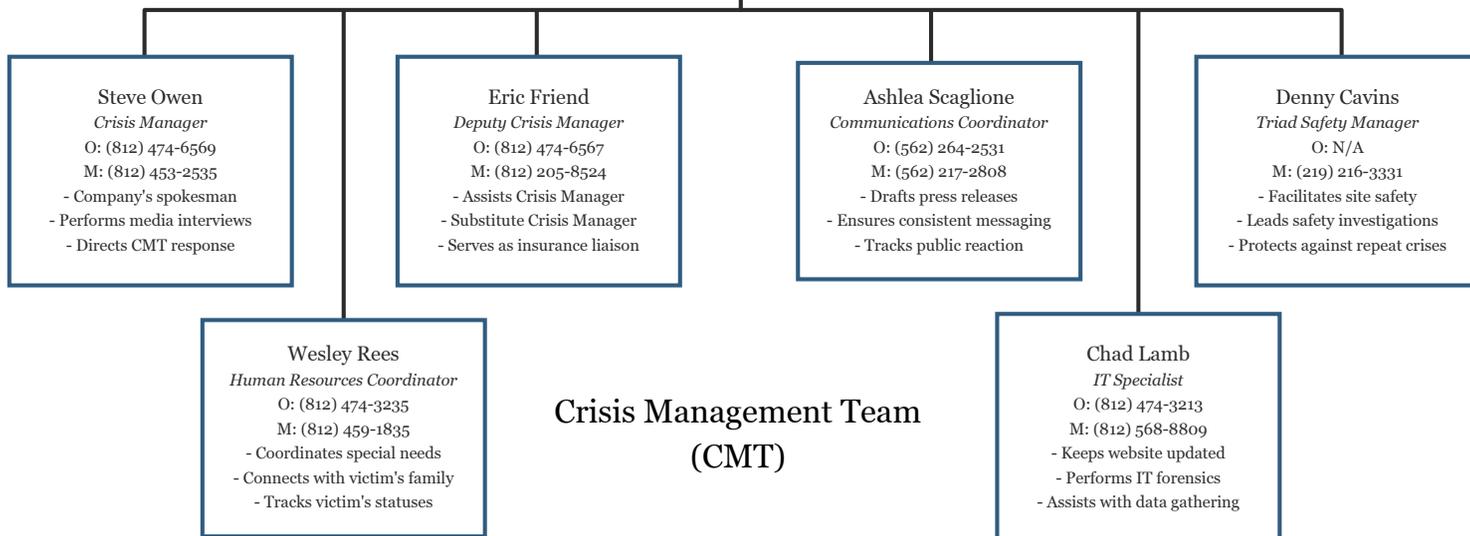
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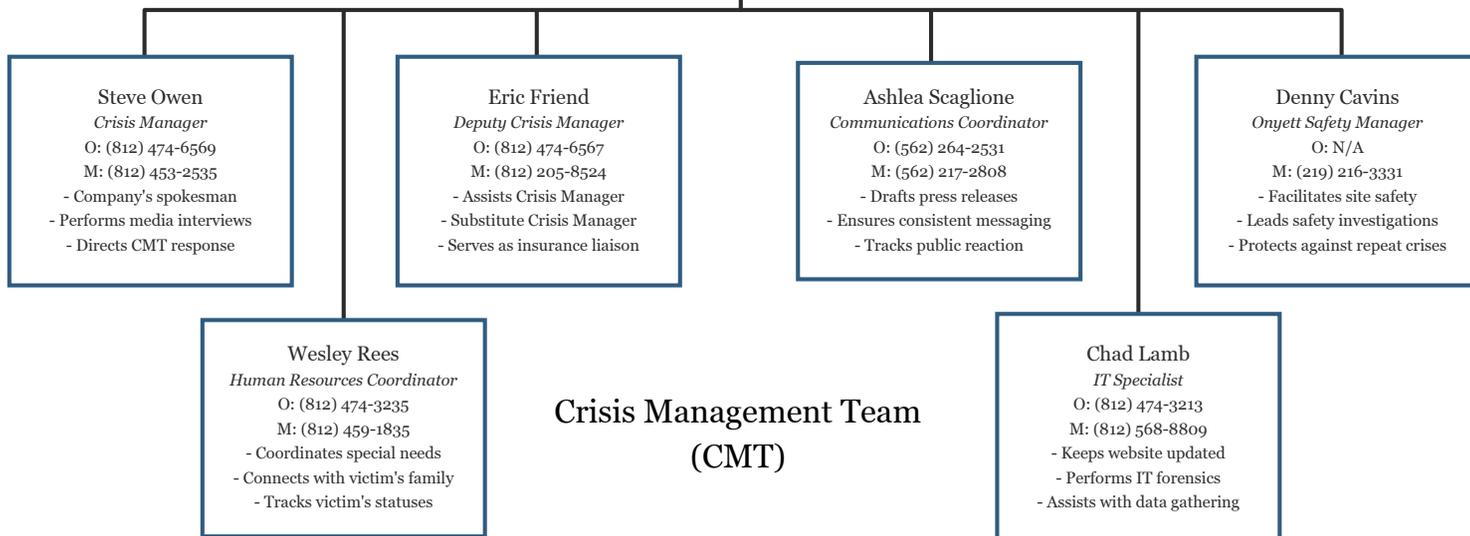
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Call 911 and notify Onsite Point Person



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Secure the area to prevent further injury/damage



Follow all Crisis Management Team / Onsite Point Person instructions

## PROJECT-SPECIFIC GUIDANCE

*The below individuals serve as onsite point persons for a particular project. The below table should be updated with the appropriate names and contact information for each project. A copy of the Crisis Management Plan and updated table below should be readily accessible on all project sites.*

PROJECT SPECIFIC PERSONNEL		
<b>CMT Responsibilities (if crisis occurs at the project site):</b> <ul style="list-style-type: none"> <li>▪ Monitors situation and relays information to the wider CMT.</li> <li>▪ Serves as the contact person on the ground and carries out the directions of the CMT.</li> </ul>		
[INSERT PROJECT NAME HERE]		
<b>Name:</b>	<b>Title:</b>	<b>Cell:</b>

[INSERT APPLICABLE CONTRACT PROVISIONS RELATING TO PUBLIC STATEMENTS

AND OTHER PROJECT-SPECIFIC CONSIDERATIONS IN THIS ATTACHMENT.]

# EMERGENCY ACTION PLAN ADDENDUMS

## **LOCATION-SPECIFIC EMERGENCY ACTION PLAN ADDENDUM**

Traylor Bros., Inc.  
Traylor Industrial, LLC  
Corporate Headquarters  
835 N. Congress Avenue  
Evansville, IN 47715



TRAYLOR BROS., INC. AND TRAYLOR INDUSTRIAL, LLC  
CORPORATE HEADQUARTERS  
EMERGENCY ACTION PLAN

TABLE OF CONTENTS

<b>INTRODUCTION</b> .....	<b>37</b>
<b>KEY PERSONNEL</b> .....	<b>37</b>
<u>EMERGENCY COORDINATOR AND ALTERNATE EMERGENCY COORDINATOR</u> .....	37
<u>MANAGERS</u> .....	37
<b>FIRE EMERGENCY</b> .....	<b>38</b>
<u>IF YOU SMELL SMOKE</u> .....	38
<u>IF YOU DISCOVER A FIRE</u> .....	38
<u>IF ALL ESCAPE ROUTES ARE BLOCKED</u> .....	38
<u>WHEN TO EVACUATE</u> .....	38
<u>ASSEMBLY AREA LOCATION(S)</u> .....	38
<u>FIRE PREVENTION TIPS</u> .....	38
<u>LOCATING FIRE EXTINGUISHERS</u> .....	39
<u>FIRE EXTINGUISHER OPERATION</u> .....	39
<u>TYPES OF FIRE EXTINGUISHERS</u> .....	39
<u>FIRE EMERGENCY PROCEDURES</u> .....	40
<u>FIRE EVACUATION PROCEDURES</u> .....	40
<b>BOMB THREATS</b> .....	<b>41</b>
<u>HOW TO RESPOND TO A BOMB THREAT</u> .....	41
<u>EVACUATION PROCEDURES</u> .....	41
<b>MEDICAL EMERGENCY</b> .....	<b>41</b>
<u>HOW TO RESPOND TO A MEDICAL EMERGENCY</u> .....	41
<u>AUTOMATED EXTERNAL DEFIBRILLATOR (AED) LOCATIONS</u> .....	42
<u>ADDITIONAL INFORMATION</u> .....	42
<b>SEVERE WEATHER</b> .....	<b>42</b>
<u>SHELTER LOCATIONS</u> .....	42
<u>TORNADO/TROPICAL STORM/HURRICANE</u> .....	42
<b>EARTHQUAKE</b> .....	<b>42</b>
<u>PRECAUTIONS TO TAKE DURING AN EARTHQUAKE</u> .....	42
<u>PRECAUTIONS TO BE TAKEN AFTER AN EARTHQUAKE</u> .....	43
<b>ACTIVE SHOOTER</b> .....	<b>43</b>
<u>HOW TO RESPOND TO ACTIVE SHOOTER ON PREMISE</u> .....	43
<u>HOW TO RESPOND WHEN LAW ENFORCEMENT ARRIVES</u> .....	44
<b>BUILDING MAPS</b> .....	<b>44</b>

# INTRODUCTION

The security and safety of our employees and the buildings in which we work is a primary concern. By informing you of building emergency procedures, we hope to reduce the risk of threatening occurrences and to coordinate quick, effective responses to emergency situations.

These emergency procedures provide information to ensure the safety of employees working at Corporate Headquarters in Evansville (“Building”). It should be read carefully by all employees who report to the Building for work. It is essential that these procedures are fully understood and that they are followed if an emergency situation arises.

If you have any questions, please feel free to contact the TBI Safety Department at (812) 477-1542.

Thank you for your cooperation.

## KEY PERSONNEL

### EMERGENCY COORDINATOR AND ALTERNATE EMERGENCY COORDINATOR

The Emergency Coordinator is responsible for the overall development and implementation of this Emergency Action Plan for the Building. In the event of a fire or other emergency, this individual oversees the situation until emergency responders arrive. The Alternate Emergency Coordinator will perform the duties of the Emergency Coordinator when the Emergency Coordinator is away. The Building’s Emergency Coordinator and Alternate Emergency Coordinators are set forth below:

<b>EMERGENCY COORDINATOR</b>	<b>ALTERNATE EMERGENCY COORDINATOR</b>
Steve Meadows	Lee Dutcher

The responsibilities of the Emergency Coordinator include:

- Developing evacuation plans for the Building.
- Establish and maintain the Location-Specific Emergency Action Plan Addendum for the Building.
- Designate and train individuals in fire-fighting techniques for small fires only (areas of less than 10 square feet).
- Overseeing the Managers.
- Train employees in emergency response procedures.
- Appoint an Alternate Emergency Coordinator to fulfill his/her duties when absent.
- Conduct periodic drills to familiarize employees with fire exits, fire alarm procedures, etc.

### MANAGERS

Each Manager is responsible for accounting for his or her personnel during an emergency. When a Manager is out of the office, the Manager will designate a temporary substitute to carry out the Manager’s responsibilities under this plan.

The responsibilities of a Manager include:

- Ensuring all employees in his or her department have evacuated the area or are otherwise

- responding appropriately to the emergency.
- Reporting the headcount for his or her department to the Emergency Coordinator or designee at the assembly area.
- Identifying any unaccounted-for employees and their last potential location.
  - Communicating any other known problems to the Emergency Coordinator or designee.

# FIRE EMERGENCY

## IF YOU SMELL SMOKE

1. Notify your Manager.

## IF YOU DISCOVER A FIRE

1. Call 911
2. Notify your Manager.
3. Evacuate the building and proceed to the designated assembly area.
4. DO NOT use the elevator(s).
5. Using the back of your hand, feel any door before opening it to see if it is hot.
6. Close (but do NOT lock) doors behind you to help contain the fire and smoke.
7. If smoke is present, stay as close to the floor as possible.

## IF ALL ESCAPE ROUTES ARE BLOCKED

1. Move as far away from the fire as possible closing all doors as you go.
2. Stuff clothing or other material around ventilation ducts and cracks in doors to prevent smoke from penetrating the area.
3. If a phone is accessible, dial 911 and give them your precise location.
4. If possible, hang a signal on a window to attract the attention of firefighters.

## WHEN TO EVACUATE

1. Any time the fire alarm system is activated on your floor.
2. When ordered to leave by police, fire department or other governing agency personnel.
3. Follow the evacuation instructions precisely.
4. DO NOT use the elevators unless otherwise instructed. Use stairwells only.

## ASSEMBLY AREA LOCATION(S)

Assembly area(s) are shown on the Building maps beginning on Page 45.

## FIRE PREVENTION TIPS

Below are some steps all employees should take to help prevent a fire:

- Make sure appliances such as coffee makers are turned off at night.
- If electrical equipment or a fluorescent light is not working properly, or if it gives off an unusual odor, disconnect the equipment or turn off the light and inform the building superintendent.
- Protect extension cords from damage by not pulling them across doorways or any place where they will be stepped on.
- Do not plug one extension cord into another and do not plug more than one extension cord into one outlet. Be sure to check amperage load of the cord as specified by the manufacturer and do

not exceed it. All extension cords must be UL listed.

- Leave plenty of space for air to circulate around copy machines, microwave ovens, and other equipment that normally gives off heat.
- Refrain from smoking inside or near the building.

## LOCATING FIRE EXTINGUISHERS

The locations of ABC extinguishers are shown on the Building maps beginning on Page 45.

## FIRE EXTINGUISHER OPERATION

**PULL ...** Pull the pin. Some extinguishers require releasing a latch or pressing a puncture lever.

**AIM ...** Aim low, pointing the extinguisher nozzle (or its horn or hose) at the base of the fire.

**SQUEEZE...** Squeeze the lever. This releases the extinguishing agent.

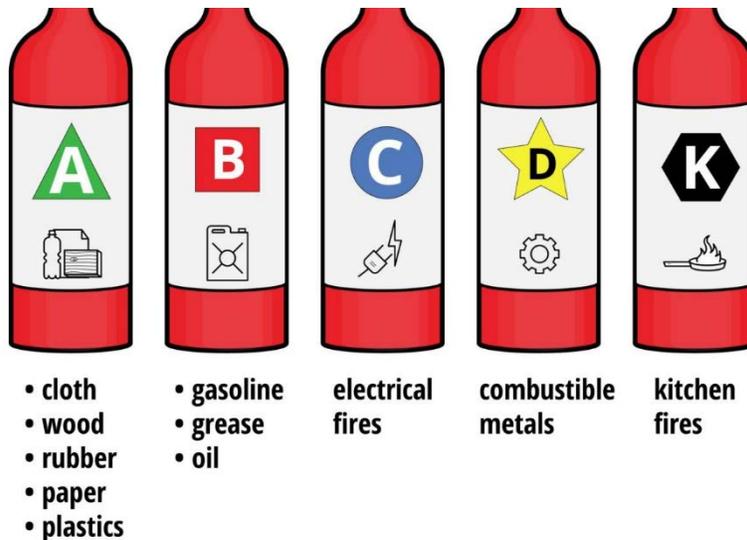
**SWEEP ...** Sweep from side to side at the base of the fire until it appears to be out. Watch the fire area in case fire breaks out again and repeat the use of the extinguisher if necessary.



Most portable extinguishers work according to the above directions, but some do not. Be prepared by reading the directions on nearby fire extinguishers before a fire emergency happens.

## TYPES OF FIRE EXTINGUISHERS

See image below for a brief description of different fire extinguisher types and when to use which type:



## FIRE EMERGENCY PROCEDURES

In the event of a fire, the Emergency Coordinator, a Manager, or other designated employees should initiate the following emergency procedures:

- Call 911 – report the fire’s exact location and materials burning.
- Initiate fire-fighting operations for **small (areas of less than 10 square feet) fires** unless doing so would expose him or her to personal danger or cause delay in evacuating the area.
  - If the fire is in a wastebasket, move it to a less dangerous location if possible.
  - If machinery is on fire, shut off its power.
  - Use available fire extinguishers.
  - If the discharge of one (1) fire extinguisher does not extinguish the fire, immediately evacuate the building pursuant to the evacuation procedures below.

## FIRE EVACUATION PROCEDURES

The following evacuation procedures should be observed in the event of a fire:

- If possible to do safely, grab purses, wallets, valuables, etc. as soon as the fire alarm sounds or the order to evacuate is given.
- Before opening any door, check the door and doorknob for heat using the back of your hand.
  - If warm, DO NOT OPEN THE DOOR. Instead, caulk around the door seams with an extra garment or some type of tape. Find another exit.
- When smoke is present, stay low by crawling since clean air is closest to the floor.
- Everyone should proceed quickly, but calmly to the nearest stairwell. DO NOT RUN!
- Form a single-file line on the right side of the staircase at the stairwell exit door and proceed calmly and carefully up or down the staircase to the floor designated in the evacuation instructions.
- DO NOT PANIC! Panic is the most harmful and most difficult element to control in an emergency. Avoiding panic is accomplished through the following steps:
  - Knowledge of procedures which must be followed.
  - Confidence in the responsible personnel's ability and guidance.
  - Calmness and self-confidence of responsible personnel.
- DO NOT USE THE ELEVATOR(S)!
- If the corridor and/or stairwells are smoke filled, RETURN TO YOUR OFFICE and call the Fire Department at 911 and report your exact location.
- Once you are in the stairwell, should you encounter smoke on your descent, get out of the stairwell into any clear corridor and proceed to a different stairwell.
- The last person leaving any enclosed office area should close the office door, without locking it, to help confine any fire until the arrival of the Fire Department.

**\*\*EVACUATE TO THE ASSEMBLY AREA SHOWN ON THE BUILDING MAPS BEGINNING ON PAGE 45.\*\***

Once the evacuation has begun, no one should attempt to re-enter the evacuated area until it has been declared safe by the Fire Department officials.

Anyone who has a health problem or handicap who would need assistance during an evacuation should notify their Manager, even if the infirmity is a temporary one (e.g., inability to walk down stairs independently or allergy or other respiratory problem).

The Managers should proceed to take a head count to determine if everyone is accounted for at the assembly areas. If someone is missing, this information should immediately be relayed to the emergency responders.

If evacuation of an area is not possible because fire or thick smoke blocks all escape routes, the following procedures should be observed:

- Move as far away from the fire as possible.
- Close all doors between you and the fire.
- If a phone is accessible, call 911.
- Stuff clothing or other material around ventilation ducts and cracks in the doors to prevent smoke-filled air from penetrating the area.
- Hang a signal on a window to attract the attention of the firefighters.  
DO NOT BREAK THE GLASS. Under certain conditions, an open window may draw smoke into the area. If the glass has been broken, there will be no way to stop the smoke from entering the room.

## BOMB THREATS

### HOW TO RESPOND TO A BOMB THREAT

**Refer to Appendix J of the Crisis Management Plan.**

### EVACUATION PROCEDURES

If the Police Department orders an evacuation of the Building, the following guidelines will be observed:

- The Managers will make sure all their respective employees are notified.
- Everyone should proceed quickly, but calmly, to the nearest stairway exit.
- DO NOT RUN!
- The Managers should walk his/ her department as a double check to assist employees and make sure everyone is aware of the evacuation order.
- Once the evacuation has begun, no one should attempt to re-enter the evacuated area until it has been declared safe by the Police Department.
- Upon arrival at the assembly area identified on the Building maps beginning on Page 45, everyone should remain in the area unless directed otherwise by the Police Department or the Emergency Coordinator.
- The Managers or designees should proceed to take a head count to determine if anyone is missing from their department.
  - If someone is missing, this information should be relayed to the Police Department.

## MEDICAL EMERGENCY

### HOW TO RESPOND TO A MEDICAL EMERGENCY

- Do not move victim unless necessary to get him or her to a safer area.
- If trained in CPR and first aid, provide assistance prior to the arrival of the first responders.
- In case of rendering assistance to personnel exposed to hazardous materials, consult the Material Safety Data Sheet (MSDS) and wear the appropriate personal protective equipment.

## AUTOMATED EXTERNAL DEFIBRILLATOR (AED) LOCATIONS

AED locations are shown on the Building maps beginning on Page 45.

## ADDITIONAL INFORMATION

Refer to **Appendix B of the Crisis Management Plan.**

# SEVERE WEATHER

Generally, these are the types of severe weather conditions which may occur and for which extraordinary precaution should be taken:

- Tornado
- Tropical Storm
- Hurricane

## SHELTER LOCATIONS

Shelter areas are shown on the Building maps beginning on Page 45.

## TORNADO/TROPICAL STORM/HURRICANE

In the event of a severe weather event, the following safety guidelines are recommended:

- Proceed to a shelter area identified on the Building maps beginning on Page 45.
- As you move, try to close the doors of rooms which have windows.
  - Be sure the door to your suite is closed tightly but not locked.
- Upon arriving at a shelter area, protect yourself by either putting your head closely to your lap or by kneeling to protect your head.
- Stairwells are safe.
  - If crowded, move down to a lower level for shelter.
- DO NOT USE THE ELEVATOR(S).
- DO NOT GO OUTSIDE THE BUILDING.

# EARTHQUAKE

When an earthquake occurs, the ground will shake perceptibly for a relatively short time. Earthquakes generally last for a few seconds, but great earthquakes can last up to a minute.

## PRECAUTIONS TO TAKE DURING AN EARTHQUAKE

- Try to remain calm and reassure others.
- If you are indoors, move immediately to a safe place.
  - Get under a desk, table, or workbench if possible.
  - Stand in an interior doorway or in the corner of a room.
  - Watch out for falling debris or tall furniture.
  - Stay away from windows and heavy objects (such as refrigerators and machinery) that may topple or slide across the floor.
- Do not dash for exits since stairways may be broken and jammed with people.
- Power for the elevator(s) may fail and stop operating.

- Seek safety where you are at the time of the incident and then leave calmly if evacuation is necessary.
- Do not be surprised if the electricity goes out, or if elevator, fire, or burglar alarms start ringing, or if sprinkler systems go on.
- Expect to hear noise from breaking glass, cracks in walls and falling objects.
- If you are outdoors, try to get into an open area away from buildings and power lines.
- Do not be surprised if you feel more than one shock.
  - After the first motion is felt, there may be a temporary decrease in the motion followed by another shock (i.e., an aftershock).
    - Aftershocks may occur several minutes, several hours, or even several days afterwards.

## PRECAUTIONS TO BE TAKEN AFTER AN EARTHQUAKE

- When the shaking stops, there may be considerable damage, and people may be injured.
- Remain calm and begin the task of taking care of one another.
  - The first concern is for those who are hurt, and the next concern is to prevent fires.
  - After that, damage can be assessed, and remedial measures begun.
- Remain calm and take time to assess your situation.
- Seek medical help for those who need it.
  - Cover injured persons with blankets to keep them warm.
- Check for fires and fire hazards.
  - Put out fires immediately if you can.
- Check for damage to utilities and appliances.
- Do not light matches, use any open flames, or turn on electrical switches or appliances until you are certain there are no gas leaks.
- Do not touch power lines, electric wiring, or objects in contact with them.
- Do not use the telephone except to call for help or to report serious emergencies (medical, fire, or criminal), or to perform some essential service.
  - Jammed telephone lines interfere with emergency services and it is thoughtless to use the phone for personal reasons or to satisfy curiosity.
- Be certain that sewer lines are not broken before resuming regular use of toilets.
- Clean up and warn others of any spilled materials that are dangerous, such as chemicals, gasoline, etc.
- Listen to the radio for information about the earthquake and disaster procedures.
- Be prepared to experience aftershocks, which often do additional damage to buildings weakened by the main shock.
- Use great caution when entering or moving about in a damaged building.
  - Collapses can occur without much warning, and there may be dangers from gas leaks, electric wiring, broken glass, etc.

# ACTIVE SHOOTER

## HOW TO RESPOND TO ACTIVE SHOOTER ON PREMISE

**Refer to Appendix D of the Crisis Management Plan.**

## HOW TO RESPOND WHEN LAW ENFORCEMENT ARRIVES

Please keep in mind the following when responding to the arrival of law enforcement officers during an active shooter situation:

- Officers usually arrive in teams of four (4).
- Officers may wear regular patrol uniforms or external bulletproof vests, Kevlar helmets, and other tactical equipment.
- Officers may be armed with rifles, shotguns, or handguns.
- Officers may use pepper spray or tear gas to control the situation.
- Officers may shout commands and may push individuals to the ground for their safety.
- Remain calm and follow officers' instructions.
- Put down any items in your hands (e.g., bags, jackets, etc.).
- Immediately raise hands and spread fingers.
- Keep hands visible at all times.
- Avoid making quick movements toward officers such as holding on to them for safety.
- Avoid pointing, screaming and/or yelling.
- Do not stop to ask officers for help or direction when evacuating, just proceed in the direction from which officers are entering the premises.

## BUILDING MAPS

*See pages that follow.*



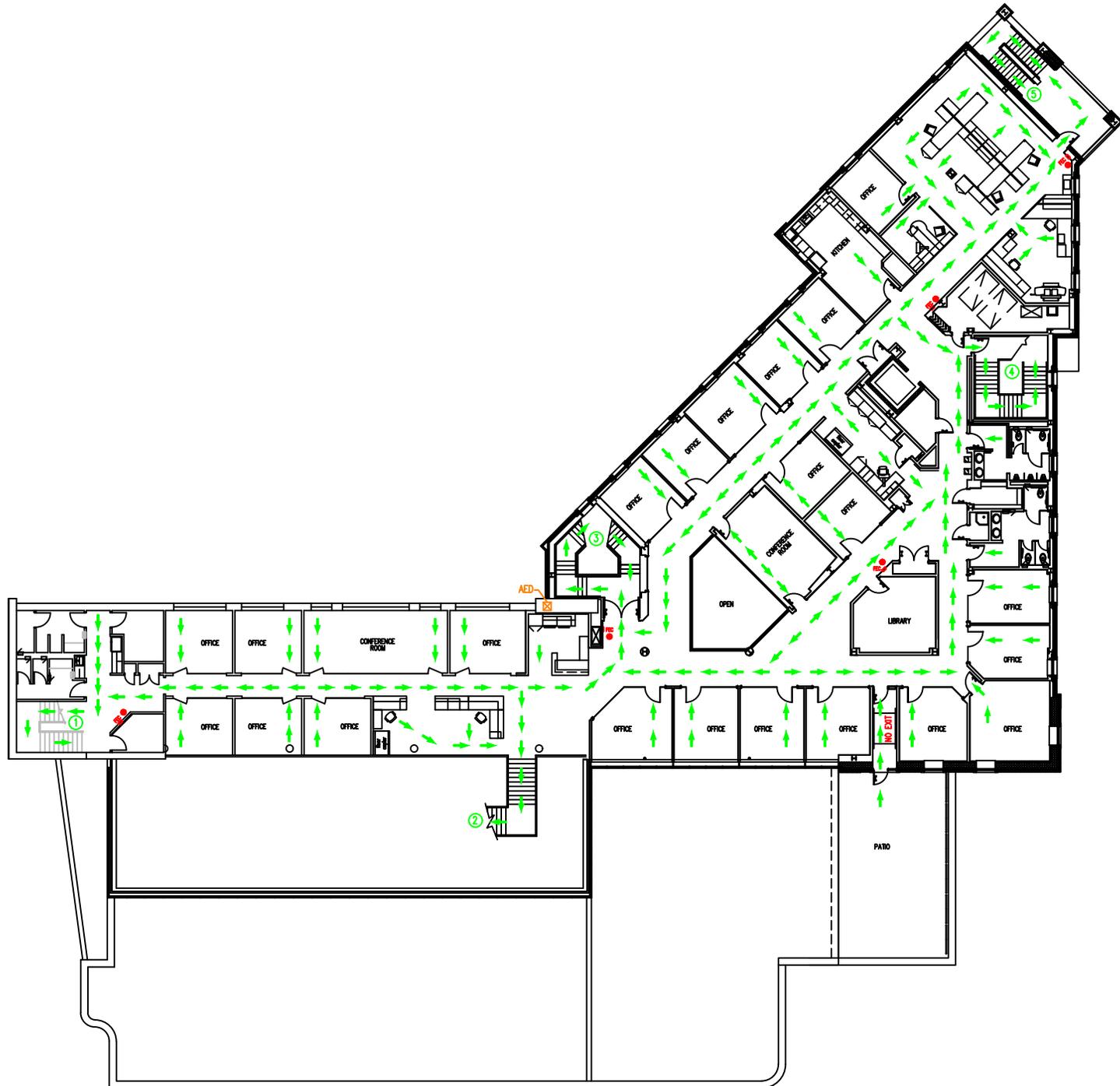
EMPLOYEE  
PARKING LOT

EMPLOYEE PARKING  
ASSEMBLY AREA

LEGEND	
-	SHELTER AREA
-	EXITS
●	FIRE EXTINGUISHERS
-	EVACUATION ROUTES
-	ASSEMBLY AREA
☒	AED

FIRST FLOOR EVACUATION PLAN

MAIN EXIT  
SouthWest

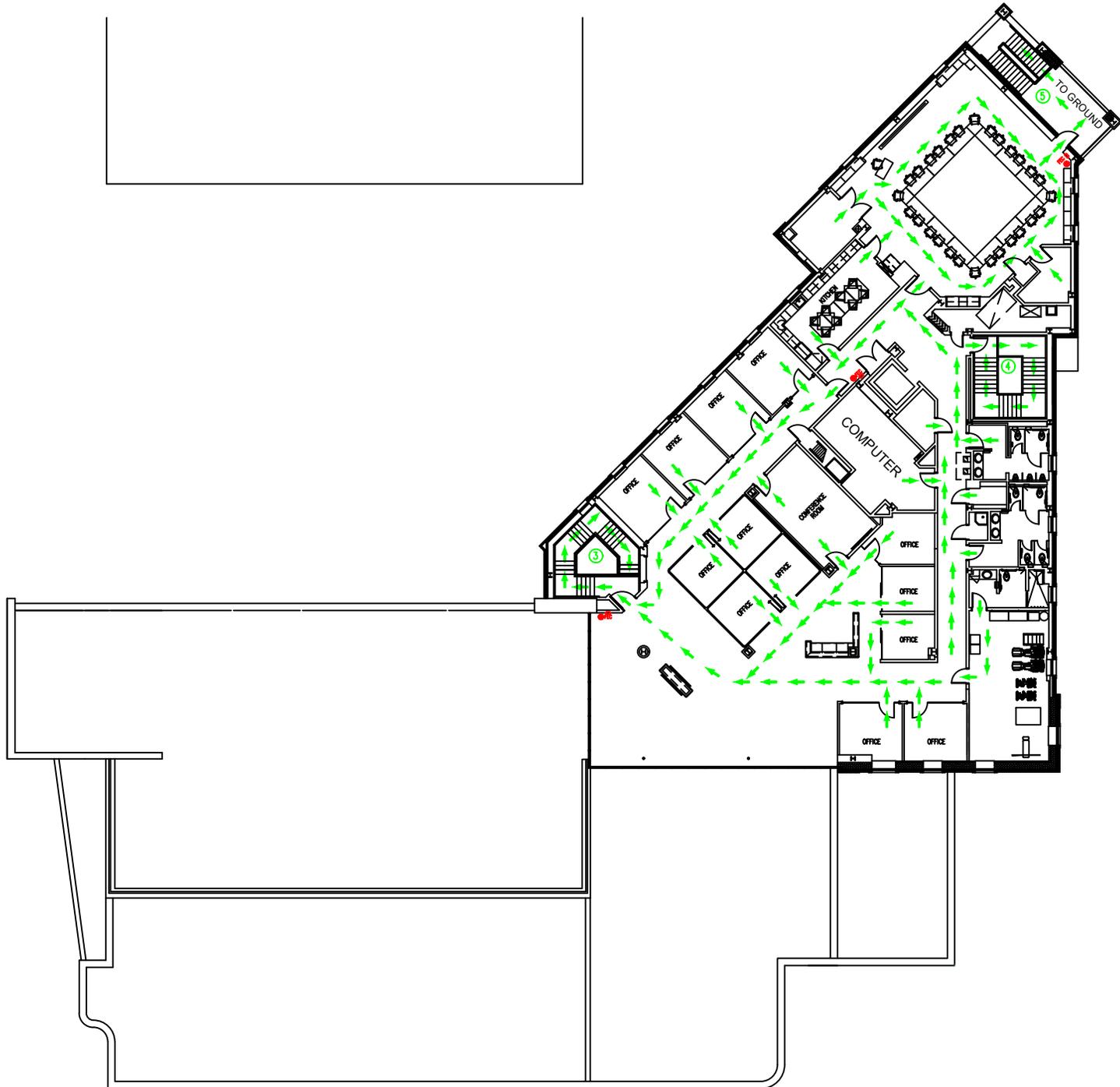


EMPLOYEE  
PARKING LOT

EMPLOYEE PARKING  
ASSEMBLY AREA

LEGEND	
-	SHELTER AREA
-	EXITS
•	FIRE EXTINGUISHERS
-	EVACUATION ROUTES
-	ASSEMBLY AREA
⊠	AED

SECOND FLOOR EVACUATION PLAN



EMPLOYEE  
PARKING LOT

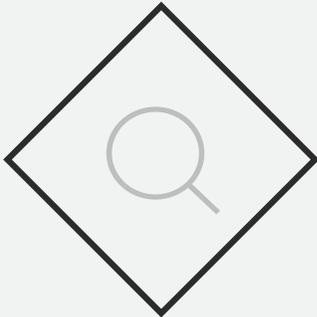
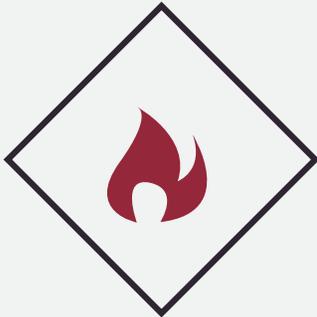
EMPLOYEE PARKING  
ASSEMBLY AREA

- LEGEND**
- SHELTER AREA
  - EXITS
  - FIRE EXTINGUISHERS
  - EVACUATION ROUTES
  - ASSEMBLY AREA

THIRD FLOOR EVACUATION PLAN

# FIRE OR EXPLOSION

## Appendix A

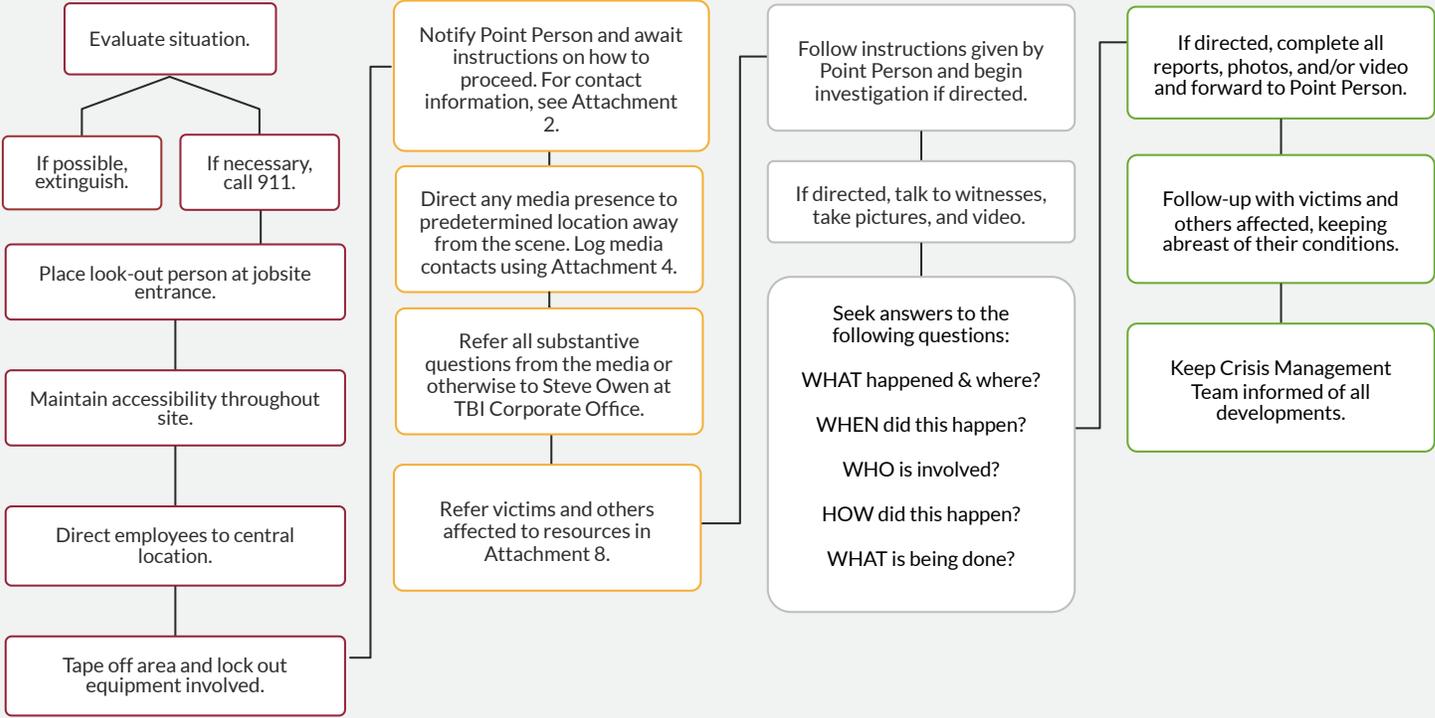


### Respond

### Notify

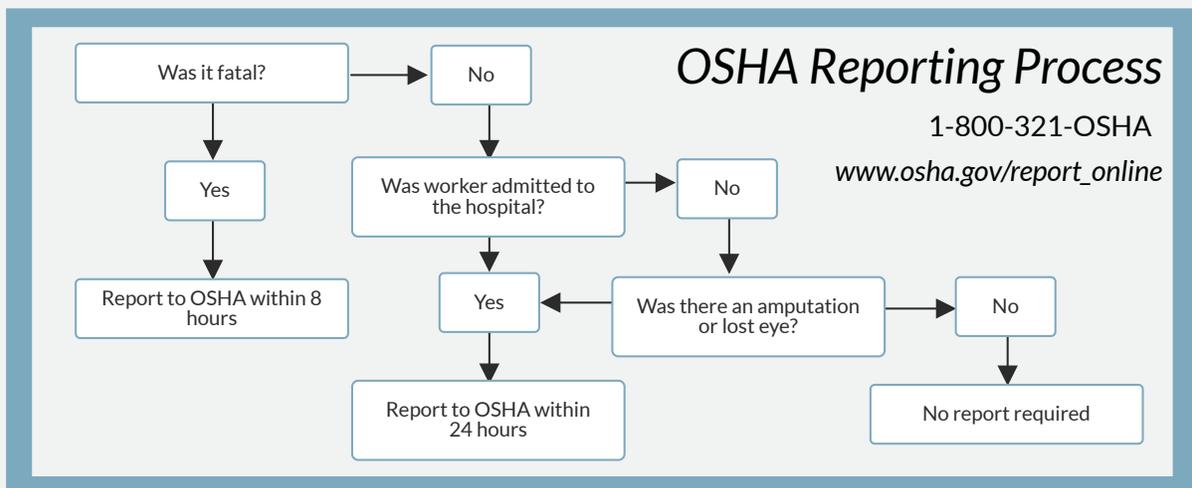
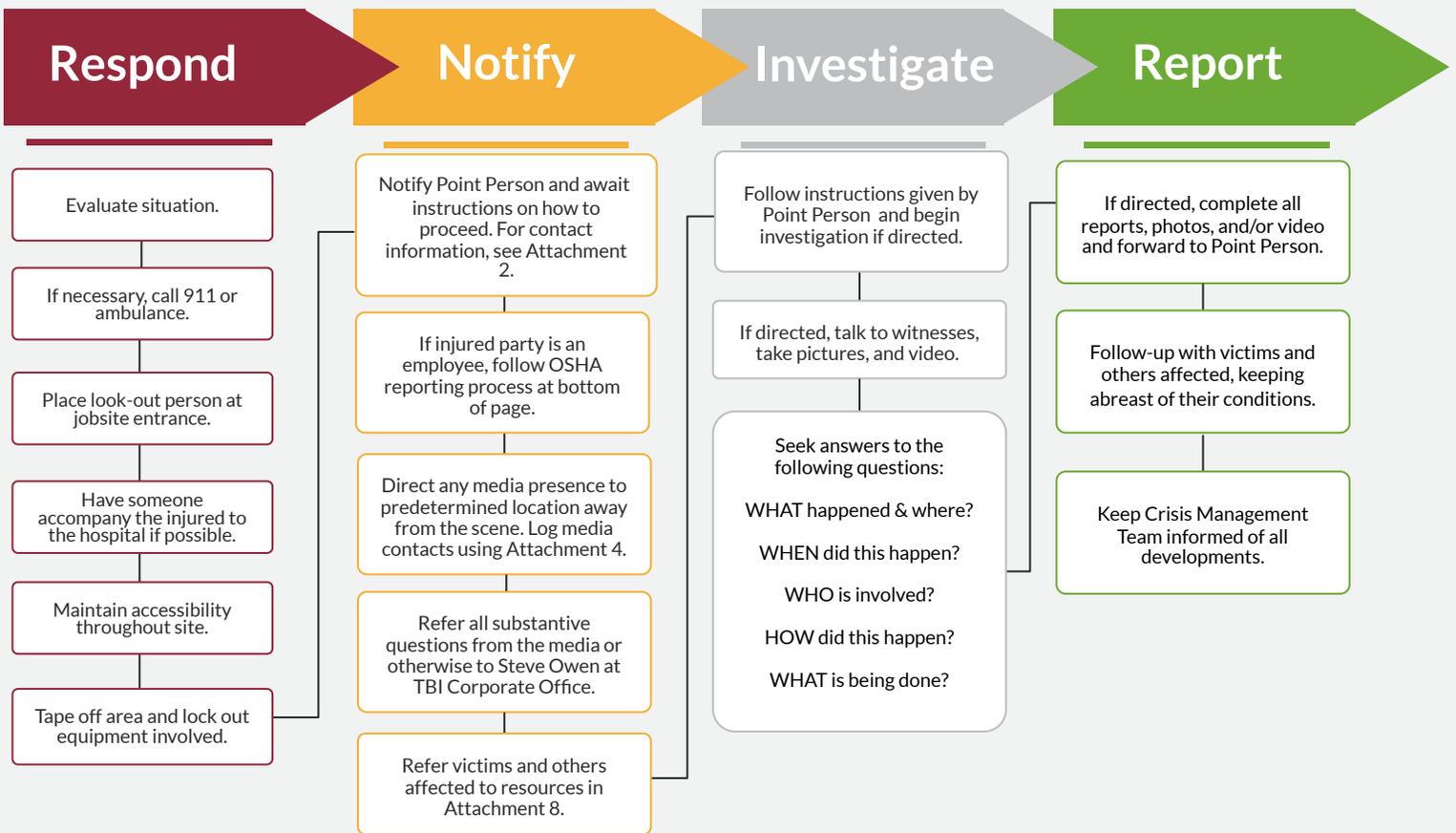
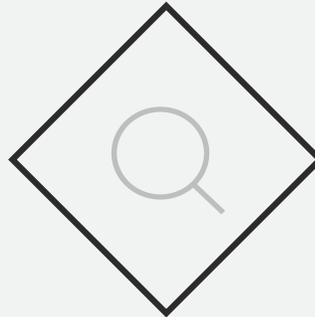
### Investigate

### Report



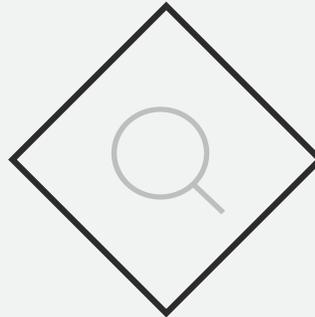
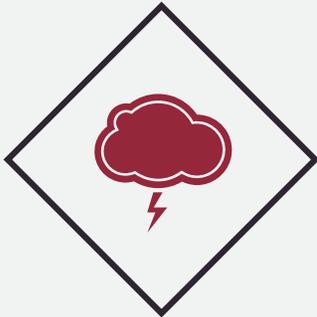
# PERSONAL INJURY

## Appendix B



# SEVERE WEATHER

## Appendix C



### Respond

Evaluate situation.

Take shelter in appropriate area.

Stay away from areas with loose debris.

Get all employees to a central location.

### Notify

Notify Point Person and await instructions on how to proceed. For contact information, see Attachment 2.

Direct any media presence to predetermined location away from the scene. Log media contacts using Attachment 4.

Refer all substantive questions from the media or otherwise to Steve Owen at TBI Corporate Office.

### Investigate

Follow instructions given and begin investigation, if directed.

If directed, talk to witnesses, take pictures, and video.

Seek answers to the following questions:  
WHAT happened & where?  
WHEN did this happen?  
WHO is involved?  
HOW did this happen?  
WHAT is being done?

### Report

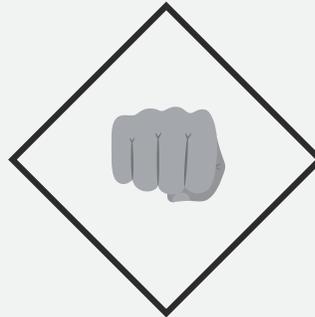
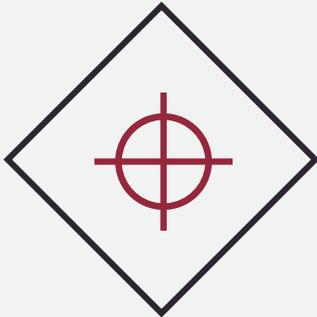
If directed, complete all reports, photos, and/or video and forward to Point Person.

Follow-up with victims and others affected, keeping abreast of their conditions.

Keep Crisis Management Team informed of all developments.

# ACTIVE SHOOTER

## Appendix D



### Escape

### Hide

### Fight

### Report

Evaluate situation.

**IF POSSIBLE, ESCAPE.**

Evacuate regardless of whether others agree to follow.

Leave belongings behind and help others escape if possible.

When running, ignore the shooter's demands.

Prevent others from entering areas where the shooter may be.

Keep your hands visible.

Do not attempt to move wounded people.

**IF ESCAPE IS NOT POSSIBLE, HIDE.**

Be out of the shooter's view. Stay low to the ground.

Place large objects, furniture, trees, equipment, etc. between you and the shooter.

If indoors, close and lock door. Turn off lights and close blinds. Silence cell phone and other sources of audio (e.g., radios and TVs).

Block entrances with heavy objects.

Remain quiet.

Ignore fire alarms; watch for fire and smoke, instead.

**IF NEITHER ESCAPE NOR HIDING IS POSSIBLE, FIGHT.**

Attempt to disrupt or incapacitate the shooter by any means necessary.

Tackle, throw items, yell, fashion makeshift weapons.

Fully commit to your actions.

If part of a group, use your numbers to overwhelm the shooter.

Cooperate and follow any instructions given by police or other authorities. Drop anything in your hands.

Contact Point Person for instructions on how to proceed. For contact information, see Attachment 2.

Refer those affected to resources in Attachment 8.

Follow instructions given and begin investigation if directed.

Direct any media presence to predetermined location away from the scene. Log media contacts using Attachment 4.

Refer all substantive questions from the media or otherwise to Steve Owen at TBI Corporate Office.

Complete all reports, photos, and/or video and forward to Point Person.

Follow-up with victims and others affected, keeping abreast of their conditions.

Keep Crisis Management Team informed of all developments.

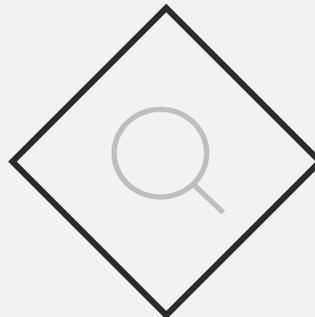
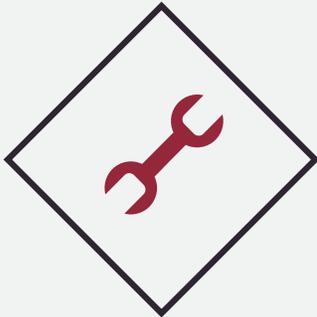
Only call 911 if you can safely do so.

Be brief, calm, and specific when providing details.

Give the address and the shooter's location. Be prepared to offer a description of the shooter, including the weapon(s) used, any physical characteristics, and the number of victims.

# LABOR DISPUTES

## Appendix E



### Respond

Do not discipline employees for participating in a labor dispute.

Create a list of employees not scheduled to work in case substitute workers are needed.

If a striking employee returns to work after being replaced for the shift, tell them to return on their next scheduled shift.

If unable to find a replacement for the affected shift, allow the previously striking employee to return to work.

Do not question employees about whether they or others are planning to engage in a labor dispute.

Remind employees that they cannot block the entrance to the site or otherwise impede the project or others who want to work.

### Notify

Notify Point Person and await instructions on how to proceed. For contact information, see Attachment 2.

Direct any media presence to predetermined location away from ongoing work. Log media contacts using Attachment 4.

Refer all substantive questions from the media or otherwise to Steve Owen at TBI Corporate Office.

### Investigate

Follow instructions given and begin investigation if directed.

If directed, talk to witnesses, take pictures, and video.

Seek answers to the following questions:  
WHAT happened & where?  
WHEN did this happen?  
WHO is involved?  
HOW did this happen?  
WHAT is being done?

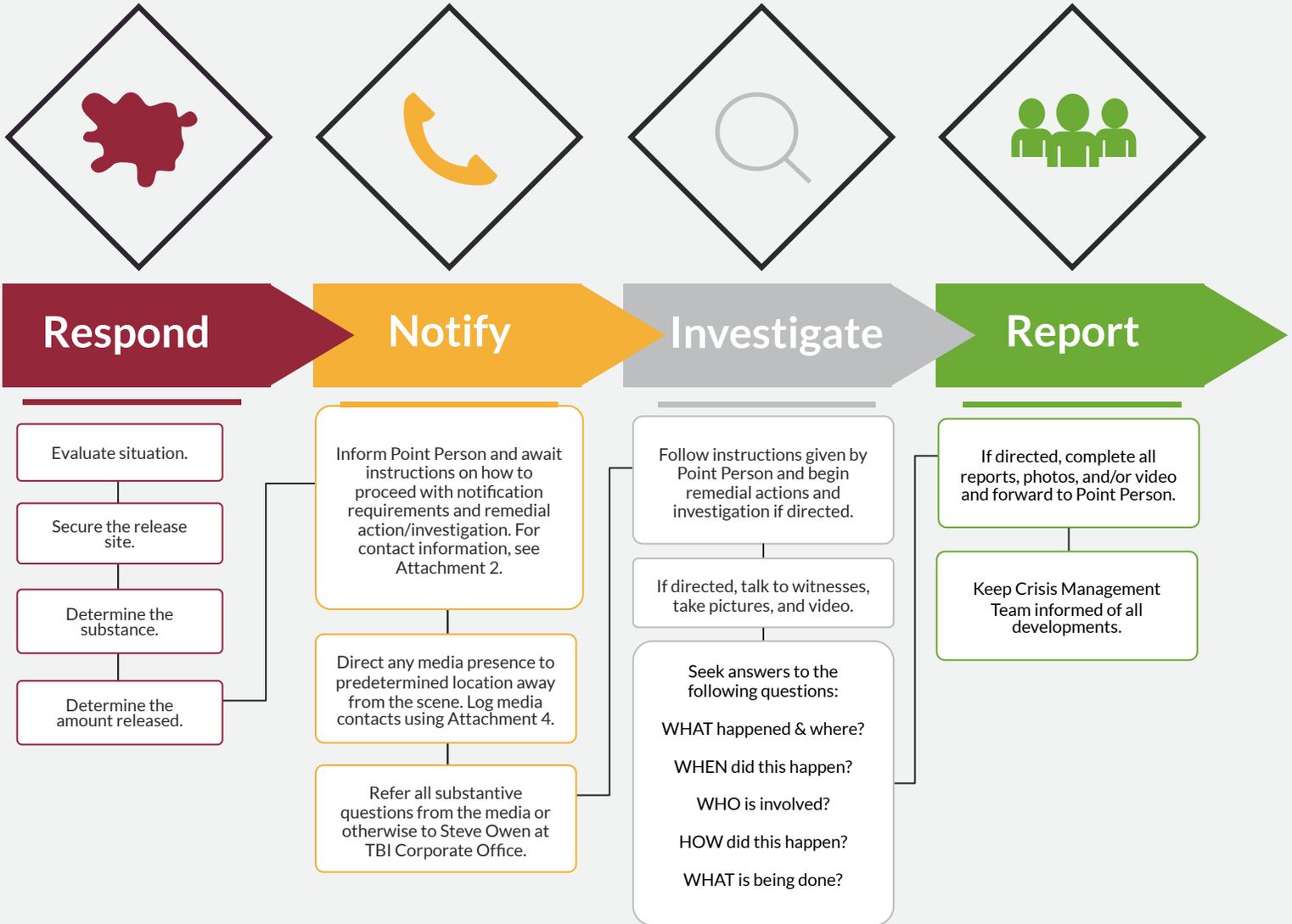
### Report

If directed, complete all reports, photos, and/or video and forward to Point Person.

Keep Crisis Management Team informed of all developments.

# POLLUTION RELEASE

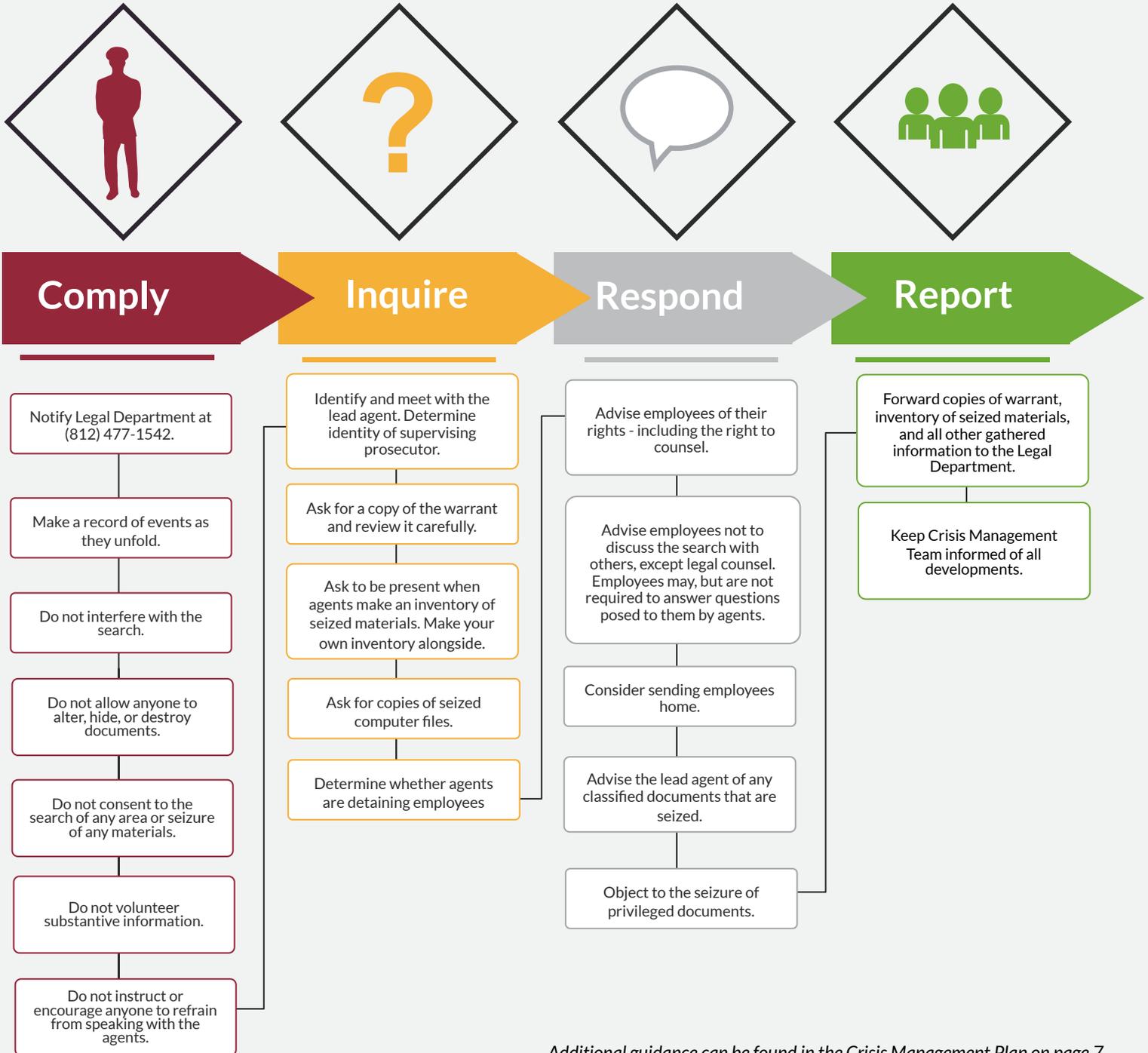
## Appendix F



*Additional obligations and notification requirements may apply. Consult Attachment 6 and Attachment 7 of the Crisis Management Plan as well as any applicable project-specific response protocols. Notifying the appropriate agencies within the applicable timeframes will be a collaborative effort between the Crisis Management Team and project management.*

# SEARCH WARRANTS

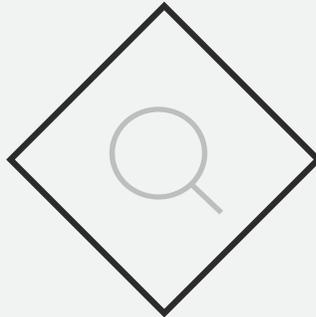
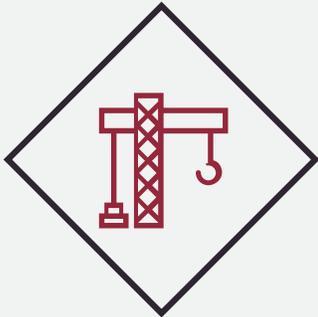
## Appendix G



Additional guidance can be found in the Crisis Management Plan on page 7.

# PROPERTY DAMAGE

## Appendix H



### Respond

Evaluate situation.

Secure the impacted area.

Ensure there is no risk of further damage.

Determine the extent of the damage.

### Notify

Notify Point Person and await instructions on how to proceed. For contact information, see Attachment 2.

Direct any media presence to predetermined location away from the scene. Log media contacts using Attachment 4.

Refer all substantive questions from the media or otherwise to Steve Owen at TBI Corporate Office.

### Investigate

Follow instructions given and begin investigation if directed.

If directed, talk to witnesses, take pictures, and video.

Seek answers to the following questions:  
WHAT happened & where?  
WHEN did this happen?  
WHO is involved?  
HOW did this happen?  
WHAT is being done?

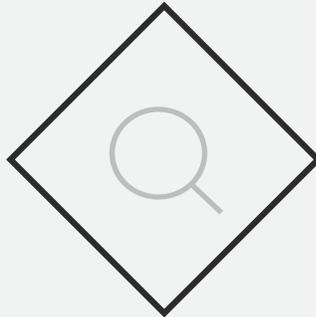
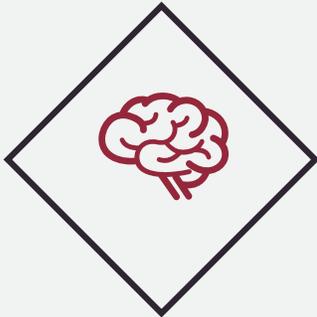
### Report

If directed, complete all reports, photos, and/or video and forward to Point Person.

Keep Crisis Management Team informed of all developments.

# MENTAL TRAUMA

## Appendix I



### Respond

### Notify

### Follow-Up

### Report

Evaluate situation.

If necessary, call 911.

Group

Individual

Gather those affected into secured area.

Pair each employee with a "buddy" for support and monitoring.

Make contact with everyone to identify all harm (both physical and mental).

Listen attentively.  
Acknowledge their feelings.  
Remind employees it is best not to talk to reporters.  
Answer any questions.  
Reconstruct the facts as far as able.  
Endeavor to provide updated information as it becomes available.

Arrange transportation for anyone too distressed to drive safely.

Refer individuals to resources at Attachment 8.

Notify Point Person and await additional guidance. For contact information, see Attachment 2.

If applicable, direct any media presence to predetermined location away from those affected and ongoing operations. Log media contacts using Attachment 4.

Refer all substantive questions from the media or otherwise to Steve Owen at TBI Corporate Office.

Follow-up with those affected regularly.

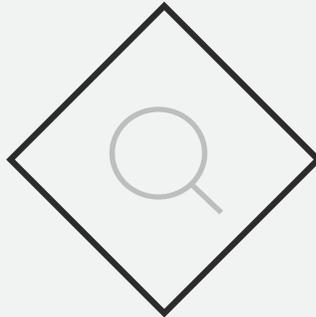
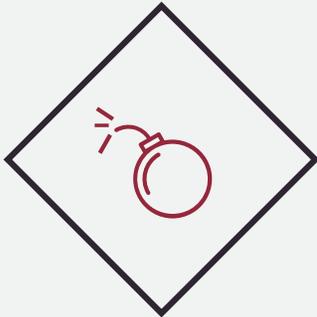
Remind those affected of the resources at Attachment 8.

If directed, complete all reports, photos, and/or video and forward to Point Person.

Keep Crisis Management Team informed of all developments.

# BOMB THREAT

## Appendix J



### Respond

### Notify

### Investigate

### Report

Remain calm.

#### IF BY PHONE:

Keep caller on the line as long as possible. Do NOT hang up, even if the caller does.

Record the call if possible.

Write a note to someone nearby instructing them to inform the ranking person on site who will direct any remaining steps.

If alone, call ranking person from a different phone once caller hangs up.

In the event ranking person cannot be quickly reached, call 911 directly.

Listen carefully, be polite, and show interest.

Try to keep caller talking to elicit information identified on Bomb List Checklist.

Complete Bomb Threat Checklist immediately. See Attachment 9.

#### IF BY NOTE OR EMAIL:

Inform ranking person on site who will direct any remaining steps.

In the event ranking person cannot be quickly reached, call 911 directly.

Handle note as minimally as possible. Do NOT delete email.

#### SUSPICIOUS PACKAGES:

Do NOT touch, tamper with, or move the package, bag, or item.

Inform ranking person on site who will direct any remaining steps.

Provide complete description to the authorities upon their arrival.

Follow instructions provided by authorities.

All crew foreman and supervisors shall be told to shut down their work as quickly as possible and evacuate crews to a safe area.

Notify Point Person and await instructions on how to proceed. For contact information, see Attachment 2.

When authorities declare the area safe, resume work.

Direct any media presence to predetermined location away from the scene. Log media contacts using Attachment 4.

Refer all substantive questions from the media or otherwise to Steve Owen at TBI Corporate Office.

Refer those affected to resources in Attachment 8.

Follow instructions given by Point Person and begin internal investigation if directed.

If directed, talk to witnesses, take pictures, and video.

Seek answers to the following questions:

WHAT happened & where?

WHEN did this happen?

WHO is involved?

HOW did this happen?

WHAT is being done?

If directed, complete all reports, photos, and/or video and forward to Point Person.

Keep Crisis Management Team informed of all developments.

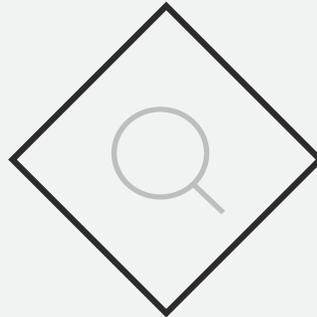
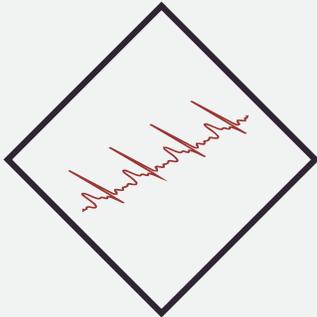


#### DO NOT:

Use two-way radios or cellular phones. Radio signals have the potential to detonate a bomb.

# EARTHQUAKE

## Appendix K



### Respond

Evaluate situation.

Take shelter in appropriate area.

**Indoor:** get under desk, table, workbench, stand in interior doorway or corner of room

**Outdoor:** get into open area away from buildings, power lines, objects that may tip or fall, etc.

Be prepared for power outages and aftershocks.

After shaking stops, care for the injured and extinguish small fires.

Survey for damage, especially with regard to utilities (e.g., power lines, gas lines, sewer), and hazardous spills.

Confirm there are not any gas leaks before turning on any electricity or lighting a match.

### Notify

Notify Point Person and await instructions on how to proceed. For contact information, see Attachment 2.

Direct any media presence to predetermined location away from the scene. Log media contacts using Attachment 4.

Refer all substantive questions from the media or otherwise to Steve Owen at TBI Corporate Office.

### Investigate

Follow instructions given by Point Person and begin investigation if directed.

If directed, talk to witnesses, take pictures, and video.

Seek answers to the following questions:  
WHAT happened & where?  
WHEN did this happen?  
WHO is involved?  
HOW did this happen?  
WHAT is being done?

### Report

If directed, complete all reports, photos, and/or video and forward to Point Person.

If directed, follow-up with victims and others affected, keeping abreast of their conditions.

Keep Crisis Management Team informed of all developments.