



Emergency Response
&
Business Continuity Plan

CORPORATE HEADQUARTERS
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Emergency Response & Business Continuity Plan

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Emergency Response & Business Continuity Plan

INTRODUCTION

This document is to assist Royal American Corporate Headquarters with protecting employees, the building, and its systems. The plan is designed to ensure continuance of company operations in the aftermath of an emergency. This document has been written to include Evacuation Routes and Assembly Area Schematics.

This document is comprised of four sections:

Section I: Emergency Response Plan Guidelines

Section II: Emergency Response Procedures

Section III: Business Company Continuity Plan

Section IV: Lists, Maps, and Forms

Emergency Response & Business Continuity Plan

SECTION I – EMERGENCY RESPONSE PLAN GUIDELINES

GENERAL OPERATING POLICY

It is the policy of Royal American Corporate to have a strategic plan which provides uniform standard operating procedures for response to emergency conditions and ensures continuance of company operations. These standard procedures are designed to ensure the maximum protection of employees, and to ensure the preservation of organizational communications and operations during emergency conditions.

The objective is to have a practiced plan for any emergency or disaster. As a company, we have an inherent responsibility to our residents, clients, and employees. We must consider ourselves first responders to any situation. Our business and core services must continue to be provided to our residents, clients, and employees.

Additionally, our plan provides a focal point on communications between the corporate staff, our clients, government agencies, site staff, and residents. We are responsible to take actions necessary to preserve assets and to assist residents, clients, and employees as needed. We also must provide a continuation of leadership before, during, and after an emergency or disaster.

EMERGENCY RESPONSE SUPPLY CHECKLIST & EMERGENCY SHUT OFF MAPS

Certain emergency equipment should be on hand and stored specifically for emergencies. The RA Companies' Building Marshal and Deputy Building Marshal, with the President's guidance, shall assemble items on the list that are to be kept at the Corporate office. This equipment should include:

- | | |
|---------------------------------|---------------------------|
| A cabinet for storing equipment | Emergency vendor list |
| Yellow caution tape | Emergency contact numbers |
| Large first aid kit | Building shut-off maps |
| Large "cinch" trash bags | |

EMERGENCY CONDITIONS GENERAL DEFINITIONS

- | | |
|-----------------------------------|------------------------------------|
| Fire | Domestic Terrorism |
| Earthquake | Active Shooter |
| Flooding | Power Outages or Rolling Blackouts |
| Tornado | After Hours Emergencies |
| Hurricane | Workplace Violence |
| Medical and First Aid Emergencies | Light Search and Rescue |
| Bomb Threat or Explosion | Evacuation |
| Pandemic/Epidemic | |

(Any other condition defined as an emergency by RA Corporate or the senior staff.)

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PLAN DEVELOPMENT/PLAN REVIEW

This Emergency Response Plan (ERP) is to serve as an aid to all Royal American Corporate Headquarters employees to ensure that all employees are informed and prepared for emergencies and/or disasters.

Once pre-designated “Essential Personal” (EP) are notified or become aware of a disaster that could affect Royal American Corporate’s ability to perform day-to-day business, they should report to work after they have made certain their personal affairs are in order. If conditions prevent them from reporting to work, they should call/contact their supervisor to report their situation. **Departmental call trees MUST be maintained by ALL supervisors and managers.**

The plan will be reviewed annually by the Emergency Response Team (ERT), and EP with oversight of the RAM President. The plan will be reviewed as needed for company reorganization or staffing changes.

RESPONSIBILITIES FOR BUILDING EMERGENCIES

Company Responsibilities

- a. Select the ERT and EP members from available full-time staff and assign their duties.
- b. Ensure the organization’s vital records, cash, negotiable items and other valuable documents and office equipment are secured/locked prior to evacuation.
- c. Ensure that staff participates in annual drills.
- d. Ensure employees have necessary equipment, training, and software to work remotely.
 - a. Maintain licenses for software to allow working remotely.
 - b. Install software on viable, working home computers.
 - c. Loaner laptops for employees that need them for remote work.
 - d. Training to forward desk phones to alternate phone numbers and remote voicemail retrieval.
- e. Maintain 2 emergency equipment storage containers.
 - a. Contents: GP5500 generator, 16’x32’ emergency tent, 6’ folding tables and chairs, two-ton portable AC unit, floor fans, push brooms, large trash can, shovels, rubber boots, gloves, safety glasses, rain ponchos
 - b. Contact for use: Kimberly Maggard 407-222-9130; Dave Kennedy 850-814-3263; Nic Price 813-523-9500
 - c. Locations: Crystalwood Apartments, 1935 Crystal Grove Dr., Lakeland, Florida 33801
Cottdale Village, 4052 Old Cottdale Road, Marianna, FL 32448

Emergency Response Team Members

Building Marshal & Deputy Building Marshal

3rd, 4th, and 8th Floor: Floor Captains and Alternates

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Supervisor Duties

Each Supervisor (including those not part of the ERT) is responsible for keeping an accurate daily list of all his/her employees present in the building and maintaining a current call tree with physical addresses, cell and alternate phones, and email addresses for direct reports. This list is to be used to account for employees in the event of an emergency evacuation and to contact employees during and after an emergency. Once the building has been evacuated by the ERT, employees should assemble in their pre-designated areas (Exhibit 6). Roll is to be called by each supervisor and any unaccounted-for employees are to be reported to the Floor Captains.

Alternate: An Alternate will be assigned by the Supervisor to perform roll call duties in the event the Supervisor is absent.

Emergency Response Team (ERT) Member Duties

Building Marshal: The Building Marshal is the “go-to” person in the event of an emergency. With the assistance of the Deputy Building Marshall, the ERT, and EP, the Building Marshal is responsible for coordinating the ERP with all RA staff. The primary concern of the Building Marshal is the safety of all personnel and visitors. The Building Marshal, Deputy Building Marshal, and ERT members should always make their own safety the priority before assisting others. If the Building Marshall is not available, the Deputy Building Marshall is the designee.

The Building Marshal or designee are responsible for:

- a. Coordinating operations with local fire/law enforcement officials; i.e., verifying that the Fire Department has been notified, etc.
- b. Selecting, training, and organizing an ERT for conducting emergency operations.
- c. Assignment of responsibility for shutdown of utilities to appropriate personnel and/or their alternates.
- d. Maintaining EP contact list provided by senior management and distribute to appropriate staff members and management team.
- e. Conducting a minimum of one building rehearsal evacuation and one shelter in place drill per year.
Note: This can be done in conjunction with an annual fire alarm system check.
- f. Maintaining walkie-talkie bank.
- g. Ensure that all employees become familiar with the ERP.
- h. Annually, or as needed, review/update the ERP with senior management.
- i. Assist in identifying alternate emergency corporate bases to be set up in the event of an emergency that require relocation of the corporate office as directed by senior staff.
- j. Allowing re-entry into the building after an “All Clear” is given by emergency responders.

During an emergency, the Building Marshal is to wear a reflective **yellow** vest with clip-on flashlight and have a walkie-talkie while performing duties to allow easy identification during an emergency crisis.

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He/She will determine the action necessary to immediately control any dangerous situations and shall work closely with the ERT. This may include:

- a. Calling 9-1-1.
- b. Fire suppression (only if fire is small, and only if safe to do so).
- c. Fire confinement (closing all doors near or around location of fire).
- d. Evacuation.
- e. Distribute Walkie-Talkies to floor captains.
- f. Coordination of the shutdown of utilities through the cooperation/assistance of the building maintenance personnel, if available.
- g. Requests for medical attention.
- h. Supervising light rescue and first aid teams (see Light Search and Rescue Guidelines).
- i. Erecting barriers as necessary and securing the building (RAC/ RAD).
- j. Documentation via photographs/video.
- k. Assist Senior Management Director of Business Development & Communications in preparing for media inquiries as directed by RAM President.

Deputy Building Marshal: The Deputy Building Marshal will assist the Building Marshal during an emergency crisis. In the event the Building Marshal cannot perform his/her duties due to absence or injury, the Deputy Building Marshal shall act on his/her behalf. The Deputy Building Marshal is to wear a reflective **yellow** vest with clip-on flashlight and have a walkie-talkie while performing duties to allow easy identification during an emergency crisis.

Primary Floor Captains: Floor Captains are to ensure all employees have left their office during an evacuation, directing them to emergency exits. They will ensure employees are safely sheltered in place, directing them to safe shelter depending on the situation. All bathrooms, any meeting or conference rooms, kitchens, or other common areas are to be checked. As office or rooms are found to be empty, Floor Captains will close the doors to those offices and rooms. **ONLY** the Floor Captains are to close doors. This will allow for swift survey of a room and reduce the risk of opening a door on a room containing an oxygen-starved fire. Floor Captains are to report to the Building Marshal after checking their assigned floor, sheltered in place, or have left the building.

Each Floor Captain is assigned an assembly or shelter in place area/areas per plan. Floor Captains are to be used as communication lines between the Building Marshal and their assigned assembly areas during evacuations and drills. As soon as an "All Evacuated" has been stated by the Building Marshal, each Floor Captain will confirm headcounts with supervisors. Floor Captain will swiftly report head count results and provide a list of missing occupants to the Building Marshal, so he/she can notify emergency responders.

During evacuation drills, Floor Captains are to observe and report any difficulties so solutions to problems can be identified and implemented. Floor Captains are to wear a reflective **orange** vest with clip on flashlight and have a walkie-talkie while performing duties.

Alternate Floor Captain: Alternate Floor Captains will assume duties of Floor Captain during the absence of Primary Floor Captain. Alternate Floor Captains are to receive the same training and attend all meetings

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as Primary Floor Captains. The alternate will proceed to his/her department's assigned assembly area when not filling in for Primary Floor Captain.

All Supervisors: As soon as the Building Marshal has stated an "All Evacuated", each Supervisor is to account for all of his/her employees present in the building at the time of the emergency. Any unaccounted-for employees are to be reported immediately to the Floor Captain who will report to the Building Marshal, so he/she can notify emergency responders.

Alternate to Supervisor: Will perform duties of Supervisor as described above in the event Supervisor is absent.

GENERAL EMERGENCY RESPONSE PLAN

This ERP contains building specifications, protective actions, responsive actions, and evacuation/shelter in place guidelines.

Building Specifics

The following is a list of items the Building Marshal shall possess:

- a. Exhibit 1 – Evacuation Drill Observation Report
- b. Exhibit 2 – Important Local Authorities Telephone List
- c. Exhibit 3 – Essential Personnel Chain of Command
- d. Exhibit 4 – Emergency Response Team Breakdown by Floor
- e. Exhibits 5 A-C – Floor plans showing emergency exits, safe locations, AED (3rd floor by Reception entrance, fire extinguisher, and hose connections and/or hydrant locations.
- f. Exhibit 6 – A site map showing recommended gathering locations for all occupants.
- g. Exhibit 7 – A description of the utilities in the building, their shut-off location, and which individual department/division assumes responsibility for shutdown of these utilities.

Protective Actions

Protective actions are actions we take to safeguard ourselves from harm. The most common emergency protective actions are evacuation and shelter-in-place. Evacuation means to leave the area of actual or potential hazard. Shelter-in-place means to stay indoors. This includes taking additional precautions such as turning off air-conditioning, ventilation systems and closing all windows and doors.

What Should You Do?

Remain calm. Be aware of your surroundings and stay informed. If a countywide evacuation is ordered, follow the instructions of local officials regarding evacuation routes and the location of shelters. If shelter-in-place is recommended, local officials will provide instructions on necessary actions. Do not leave your sheltered location or return to the evacuated area until it is deemed safe to do so by local officials.

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PROCEDURES DURING EMERGENCY EVACUATION/MEANS OF COMMUNICATION

Building Emergency Evacuation

This plan is to ensure all employees at Royal American Corporate offices are prepared for emergencies, which may require evacuation of the building. Causes for such evacuations could include, but are not limited to fire, smoke, toxic fumes, etc.

Emergency Evacuation Assembly Areas

Due to the large number of employees working in the Two Stanford Centre building, different areas of the parking lot have been identified as evacuation assembly areas. In the event of a building evacuation, each department or division is assigned to assemble as shown on Exhibit 6.

If an evacuation is ordered, or building alarms are activated, each employee is to proceed as quickly as possible to his/her assigned assembly area using the closest Emergency Exit. Elevators should not be used when building alarms are activated. No one is to leave their assigned assembly area until they have been accounted for and released to do so by the Building Marshal.

Communication

Communication is the key to success in any operation. During an emergency such as a fire, good communication could mean the difference between life and death. Below is the process for an emergency evacuation of the building.

1. In the event of a fire, the building's fire alarm system will be activated automatically or by using a manual pull station, alerting employees to evacuate the building.
2. In the event a building evacuation is required for reasons other than a fire, the announcement will be made over the building's phone and text message systems.

*****Note:** If there is a malfunction in either of the above-mentioned systems, the Floor Captains will be alerted of the need for evacuation by the Building Marshal by office phone or cellular phone. Once notified, the Floor Captains will proceed to alert and evacuate all building occupants on their assigned floor in their assigned sections.

3. All occupants are to evacuate through the nearest Emergency Exit as shown on map, in a calm and orderly fashion (Exhibits 5 A-C). If easily accessible and safe to do so, occupants should take their valuables and EP should take their laptop computers.
4. Once the building has been evacuated and roll has been taken at assigned assembly areas, each Supervisor will report "All Present" to their Floor Captain. If there are occupants unaccounted for, the Supervisor will provide the Floor Captain with a list of all missing occupants. Floor Captains will then

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present the list(s) of all missing occupants from each assigned assembly areas to the Building Marshal. Floor Captains will act as information runners between assembly areas and Building Marshal.

- a. If there are employees unaccounted for, the Building Marshal will communicate to the appropriate emergency responders, both verbally and in writing, a list of employees unaccounted for, and the floor in which each missing employee is located. During real-time situations and building evacuation drills, supervisors need to take a notepad and pen for recording unaccounted for employees.
 - b. Once the “All Clear” has been given to reenter the building, or a decision has been made to allow employees to leave the premises, the Building Marshal shall communicate the message to each Floor Captain who will in turn notify each Supervisor in their assembly areas. **Only at that time, will employees reenter the building or proceed to their vehicles in a cautious and orderly fashion as directed.**
5. Any press releases and/or statements will only be given by the Director of Business Development & Communications or their designee present under the guidance of RAM President/other senior staff.

TRAINING

At the time of initial hire, every Panama City corporate office staff member housed at the Panama City Corporate Headquarters has access to this plan from the Company’s blog (thedispatch.us and click the Two Stanford Center link at the bottom and are instructed to print a copy of this plan so that they become familiar with fire and emergency evacuation training procedures, along with all fire exits and assembly areas. A copy of this plan should be kept at the employee’s home in the event the office is inaccessible.

All Panama City corporate office staff members are to receive email notices when there are changes made to this plan. Updates will be posted online, and notification provided to review plan changes. All staff members are to view the company Fire Safety Training Presentation found on the Company’s Intranet.

All ERT members shall receive training provided by the Building Marshal prior to performing any assigned duties. The Building Marshal will give all initial ERT members’ training. Subsequent evacuation ERT member training will be given by the Building Marshal. ERT member will receive CPR and AED training for certification.

Evacuation training drills will be performed at least once per year. Execution of the ERP guidelines and performance of staff members will be evaluated during each drill by ERT members and discussed during and After Evacuation Evaluation Meeting. If issues with the ERP or staff performance are found, issues are to be immediately addressed by Building Marshall, and Deputy Building Marshall, under the guidance and with the approval of the RAM President. Once corrections or adjustments to the ERP and/or the ERT have been made, all staff is to be retrained accordingly.

SECTION II – EMERGENCY RESPONSE PROCEDURES

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In addition to the ERP described in Section I, a simplified ready reference on emergency response procedures for the general work force is included below. This resource is intended to advise employees of the immediate steps to be taken if they are confronted with a specific emergency condition.

A. FIRE EMERGENCY PROCEDURES

1. Upon discovering a fire (or smoke), remove anyone in immediate danger and confine the fire by closing the door(s) if safe.
2. If alarm is not already activated, sound alarm by using a “pull-station”. (Exhibit 5 A-C to familiarize yourself with locations.)
3. Attempt to extinguish the fire **only** if it is small and **only** if safe to do so. Make sure the extinguisher available is appropriate for the type of fire you are attempting to extinguish AND you have been trained in its proper use. Never attempt to fight a fire if there is not a clear exit at your back. (Exhibit 5 A-E to familiarize yourself with fire exit locations.)
4. If the fire cannot be immediately extinguished, commence evacuation procedures and if possible, notify your Supervisor and Building Marshal of action.
5. If smoke or fire is close to you or obstructing your view/escape route take the following actions/precautions:
 - a. Stay low to the floor and find an alternative exit from the building as quickly as possible. Heavy smoke and poisonous gases collect near the ceiling first.
 - b. Use a cloth or clothing (preferable wet) to cover your nose and mouth.
 - c. Use the back of your hand to feel the top and bottom of closed doors. If the door is **NOT** hot, brace yourself against the door and open it slowly. Do not open the door if it is hot. Seek another escape route.
 - d. **Notify the Building Marshal so he/she can contact the Fire Department. If Building Marshal cannot be reached immediately, or it is necessary for someone other than the Building Marshal to contact the authorities, dial 9-1-1. If possible, the following information should be given to the 9-1-1 operator:**
 1. Location: Two Stanford Centre building
 2. Address: 1022 West 23rd St. at the corner of 23rd St. and Stanford Rd.
 3. What is burning? (Electrical, trash, kitchen, etc.)
 4. **Do not hang up!** Let the person you are talking to end the conversation. Other information may be needed.
 - a. Remain calm – avoid panic.

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- b. Know location of exits – do not use elevators. (Exhibit 5 A-C)
- c. If necessary, evacuate in an orderly fashion. Once all offices, meeting rooms, bathrooms, breakrooms, and other common areas on a floor are evacuated, Floor Captains are to make sure that main hallway and fire doors are closed to prevent further spread of fire.

- d. Do not break windows or open doors to vent smoke. This will fuel the fire and cause it to increase and spread.

Elevators do not operate during a fire. They are programmed to drop to the first floor and cannot be operated by anyone other than Fire Department personnel that have the key. This means the stairs are the primary and preferred, way to exit the building in the event of a fire. Only in extreme situations should occupants consider alternative means of egress, e.g., exiting windows with aid of Fire Department personnel.

B. EARTHQUAKE EMERGENCY PROCEDURES

If You Are Inside the Building, Stay There

1. Take shelter under a sturdy desk, table, stairwell, or move to an inside corner, inner wall or hallway. Protect your head and neck with your arms.
2. Avoid dangerous locations such as kitchens or areas near windows, doorways, wall-units, bookcases, skylights and overhead fixtures.
3. Keep calm and await emergency instructions. DO NOT PANIC.
4. **DO NOT USE TELEPHONE UNLESS YOU ARE REPORTING A LIFE-THREATENING EMERGENCY.**

If Evacuation Is Ordered, Follow Evacuation Procedures

1. Evacuate as instructed by Floor Captains and/or Building Marshal.
2. Beware of falling debris or electrical wires as you exit.
3. Proceed to outside assembly area.
4. Take precautions against aftershocks.
5. Follow emergency responder's and Building Marshal's instructions.

C. FLOOD EMERGENCY PROCEDURES

During Active Flooding or a Storm

1. Avoid areas that are subject to FLASH FLOODING.
2. Do not enter, attempt to drive through, or try to walk across flowing water where water is 6 inches or above. You or your vehicle could be swept away by strong currents in as little as 6 inches of water. You

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may also become stranded or trapped in rising floodwaters. Drowning is an inherent danger during flash flooding.

3. If you are in your car and it stalls, abandon it immediately and seek higher ground. Many deaths have resulted from attempt to move a stalled vehicle.
4. DO NOT TRY TO ENTER FLOODED AREAS BLOCKED OFF BY LOCAL AUTHORITIES.
5. Avoid unnecessary trips. If you must travel during the storm, dress in warm, loose layers of clothing. Advise others of your travel, destination, and expected time of arrival.
6. Use the telephone ONLY for emergency needs to report dangerous or life-threatening conditions. Place cell phones in airplane mode or turn off to preserve battery life.
7. Tune to local radio or television stations for emergency information and instructions from local authorities.

HURRICANE EMERGENCY PROCEDURES

Before the Hurricane and/or As Directed By Senior Staff

Management contacts appropriate persons to have Emergency Supplies on standby for transport. See page seven (7) for contact information and a list of supplies.

Information Technology (IT) Department will ensure:

1. All servers and/or backup servers are located outside the storm’s path, configured and ready for activation.
2. Satellite phone are activated and ready for use. Distribute same to key personnel.
3. MiFi bank is fully charged and ready for distribution.
4. Essential Personnel have equipment/software needed to perform jobs remotely.
5. Phones are forwarded, including the Emergency Hotline (850-914-3240), to alternate satellite Regional office location outside the storm’s path and coordinate with satellite office. Provide Department Heads with alternate service provider alternate cellular phones and activate service.

Duties	Assignments
Unplug computers, monitors, printers and cable/DSL modems from their outlets. Move equipment away from windows. Cover all the equipment in plastic garbage bags being sure to cinch bag to prevent moisture intrusion. If computer equipment resides on the floor, move equipment	All VP and Division Heads and Staff

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to a higher point on a desk or table. The IT staff will distribute garbage bags to cover equipment. All digitally pertinent information is backed up regularly, so it is at the discretion of the department head whether there is a need to copy any files (spreadsheets, documents, etc.) to an alternate portable media. Essential personnel and Regional Managers take portable laptops, tablets, etc. with them.	
Set up Emergency Hotline message and distribute hotline # reminder for call in updates. (850-914-3240)	Human Resources
Post notice(s) on Dispatch.	Marketing Dept. or IT Dept.
Check all drainage to ensure it is clear.	Commercial Division
Place sand bags at areas prone to flooding.	Commercial Division
Clean out and unplug all refrigerators and ice makers.	Office Manager
Secure elevator.	Commercial Division
Ensure appropriate employees have an updated EP contact phone list.	Building Marshal
If applicable, contact all RAM Managed and third-party client sites to inform them of the Mandatory Evacuation Order at Corporate Headquarters.	Regional Manager/AAs
Pass out Red Cross Hurricane Preparedness Handout to employees.	Office Manager/Maint./ AAs
Pass out "Essential Personnel" letters to predesignated staff members.	Building Marshal
Turn off all power at the breaker box, except the fire alarm. Do not shut off the main breaker.	Commercial Division
Lock all doors.	Commercial Division
Essential Personnel (EP) must take laptop from docking station before evacuating.	EP
Follow the evacuation procedures.	ALL AS DIRECTED

After the Storm

LAST OUT-FIRST BACK

When faced with a hurricane or other circumstance which may lead civil authorities to consider issuing mandatory evacuation orders, all employed shall:

1. Observe normal business hours and location, unless instructed otherwise by local authorities, the Emergency Hotline, your Supervisor and/or a member of senior management.
2. As approved by RAM President or other senior staff, or if the government issues an official **Mandatory Evacuation Order**, the office hours and/or location may be changed temporarily. If the office is closed, the office shall be evacuated and secured in a way that will follow the Mandatory Evacuation Order.
3. All personnel should check the Emergency Hotline and attempt to return to the office during regular office hours at the earliest possible time after the tropical storm/hurricane or other civil emergency has passed and the government says it is safe to do so. Those employees given "**Essential Personnel**" letters should return as

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soon as allowed by authorities. This may include employees transporting emergency supplies and additional maintenance personnel.

4. After EP return to the building, an inspection of the building, elevators, and individual rooms and offices must be performed to assess any damages to include moisture intrusion. This will be performed by the Commercial Division.
5. Emergency supplies will be transported to location as appropriate. See page seven (7) for list and contact information.
6. Wet electrical appliances, equipment, fixtures, outlets, switches, and breaker boxes can create a risk of electrical shock and fire and should be reported immediately to the Commercial Division. Restoration of power will be the responsibility of the Commercial Division as directed by the electric provider.
7. Commercial Division will board up broken windows and damaged doors to secure the building and minimize further damage.
8. After building is stabilized, secured, and cleaned, normal operations should begin as soon as possible. If building is unable to be utilized for an extended period, see **Section III Company Continuity Plan**.

Personal Safety Tips:

1. Do not use fresh or packaged foods that have contacted floodwaters unless they are in an uncompromised, watertight container. Rinse container before opening.
2. Follow local instructions regarding the safety of drinking water. If in doubt, BOIL or PURIFY water before drinking.
3. Avoid disaster areas; your presence could hamper rescue and other emergency operations, and you may be in danger.
4. DO NOT HANDLE LIVE ELECTRICAL EQUIPMENT! If electrical equipment or appliances have been in contact with water, have them checked before use.
5. AVOID DOWNED POWER LINES and broken gas lines: Report them IMMEDIATELY to the electric or gas company, respectively.
6. Use flashlights or battery-operated lanterns. Do not use gas lanterns, matches, or candles to examine buildings; FLAMMABLES may be inside.
7. Stay tuned to radio or television for information and instruction from local authorities.

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TORNADO EMERGENCY PROCEDURES

According to the American Red Cross, you should listen for the following:

1. **Tornado Watch:** Tornadoes are possible in the area. Remain alert for approaching storms.
2. **Tornado Warning:** A tornado has been sighted or indicated by weather radar.
3. **Severe Thunderstorm Watch:** Severe thunderstorms are possible in the area.
4. **Severe Thunderstorm Warning:** Severe thunderstorms are occurring in the area.

Before the Tornado (During Warning)

1. Be familiar with Bay County's geography and follow storm movement from weather bulletins.
2. Identify a place of safety such as 1st floor stairwells and first floor bathrooms. If a tornado warning is issued for the area and the sky becomes threatening, move to a place of safety (lower level stairwells and bathrooms). Note "Place of Safety" locations on Exhibits 5 A-E.
3. Listen to radio and television for information and/or check weather on smart phones. To conserve battery life, place smart phones on airplane mode or turn them off. Use only for emergencies.

The Tornado Is Imminent

1. Move in an orderly fashion to the designated place of safety. This should be 1st floor stairwells, an interior room, hallway, or bathroom on the 1st floor and/or lower level floors. (Exhibits 5 A-E)
2. Stay away from windows.
3. If caught outside or in a vehicle, find a place of safety in a low-lying area and lie flat in a ditch or depression to shelter during the tornado. Do not try to outrun a tornado in a car.

After the Tornado

Follow same procedures as After a Storm.

MEDICAL AND FIRST AID EMERGENCIES

In the event of serious illness and injury

1. Call 9-1-1 to obtain the Fire Department, Paramedics, or Ambulance service.
2. Notify the Building Marshal.
3. Do not move victim unless absolutely necessary.

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4. Personnel trained in first-aid and/or AED use, should initiate first aid action as necessary. (Exhibit 7 for AED/first-aid kit locations.)
5. Notify Human Resources and Risk Management via phone and incident report.

In the event of minor injuries

1. Initiate immediate first aid action as necessary. Summon assistance from the Building Marshal and have the injured report to the closest medical provider, emergency room, or hospital.
2. Notify Human Resources and Risk Management by phone and incident report.

PANDEMIC/EPIDEMIC SITUATIONS

In the event of a pandemic or epidemic situation, the company will follow Centers for Disease Control (CDC) state, and federal guidelines (Guidelines) and implement the following to help prevent the spread of the pandemic/epidemic and maintain business operations.

1. Management will create specific protocol in each situation per Guidelines.
2. The IT group will prepare equipment, software installation, and instructional materials to aid employees with working from home conditions.
3. The HR group will prepare employee statements and protocol announcements/updates for email, the Dispatch, TextBox, and Hotline messages from management. HR may distribute anonymous online surveys to gauge employee needs and concerns.
4. Employees may be asked to work from home or to work staggered shifts to achieve social distancing.
5. Employees with underlying health conditions or over 65 years of age, may be allowed to work from home for a duration not to exceed Guideline recommendations.
6. Business, childcare, and school closures may require actions such as full or partial furloughs, layoffs, and employment discharges. Employee group benefits are maintained with furlough status and employee payment of premiums.
7. Employees that present with a positive test result or those that are symptomatic, will not be allowed in the workplace and will be asked to self-isolate per Guidelines.
8. Employees that have been to high-risk areas or in close proximity to a known positive case, should immediately notify their supervisor and self-isolate per Guidelines.
9. Business travel and group events will be cancelled or limited per Guidelines.

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10. Group meetings will be held using approved remote meeting software.
11. Leave Bank hours may be available for those that need Paid-Time-Off (PTO) and have no accrued hours available.
12. The Company will sanitize workspaces and offices per Guidelines. Employees should sanitize personal workspaces. Employees may be asked to rotate sanitation schedules for high-touch office areas per Guidelines.
13. Personal Protective Equipment will be provided per Guidelines.
14. Return to normal operations will be implemented per Guidelines and may be in phases.
15. Employees are expected to return to work as instructed during the final phase of taking operations back to normal. If they are unable to return to work for personal reasons (childcare, illness, etc.) or have any specific concerns for safety, these will be addressed individually by the management team.

DOMESTIC TERRORISM

Each of us needs to be prepared for the possibility of a terrorist incident in the community in which we work. Employees need to report any suspicious activities to their immediate Supervisor who will report to the Building Marshal. If warranted, authorities should be called. Response to a terrorist attack is dependent upon the type of attack. Below are various scenarios that may occur:

Bomb Threats

If a bomb threat is received by phone attempt to get information from the caller. While on the phone, take notes about the caller and any specifics. Employees receiving a bomb threat should immediately **notify the Building Marshal**.

What to do in the event of a bomb threat:

1. Be CALM and COURTEOUS. **DO NOT** interrupt the caller.
2. If possible, notify someone else by signaling them to listen in on the conversation while the caller is on the line.
3. Keep the caller on the line as long as possible. Ask him/her to repeat the message. Record on paper or other means every word spoken by the caller. Ask the caller:
 - a. Why he/she is doing this and ask the caller their name. They may tell you.
 - b. When is the bomb going to explode?
 - c. Where is the bomb right now?
 - d. What does it look like?

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- e. What kind of bomb is it?
- f. What will cause it to explode?

4. Record the following information about the call/caller:

Time of call	Speech pattern/accent
Age	Exact words spoken by caller
Gender	Background noises
Date	

- 5. Inform the caller that the building is occupied, and the detonation of a bomb could result in death or serious injury to many innocent people.
- 6. Pay particular attention to peculiar/distinct background noises such as motors running background music, trains, and any other noise which may give a clue as to the location of the caller.
- 7. Listen closely to the voice (male, female), voice quality (calm, excited), accents, and speech characteristics/impediments.
- 8. Immediately after the caller hangs up, provide information about the call to the Building Marshal and/or your supervisor.
- 9. Building Marshal will contact law enforcement.
- 10. Law enforcement personnel will want to talk firsthand with the person who received the call. The person who received the call should remain available until officers arrive.

If a suspicious object is discovered the employee should:

- 1. Never attempt to touch, move, or open the object.
- 2. Notify the Building Marshal and Commercial Division Vice President/Representative. The Building Marshall will contact law enforcement.
- 3. If a decision is made to evacuate the area/building, everyone should keep calm and meet in designated areas outside the building.
- 4. The ERT team should attempt to find possible owner of object.
- 5. Await further instruction from law enforcement officials/supervisors before returning to the building.

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If a bomb threat is received by mail, the employee should:

1. **NOT** handle the letter, envelope or package.
2. Notify the Building Marshal. Building Marshal will preserve the evidence and contact law enforcement.

Bomb Search (Only if directed by Building Marshal and/or Local Authorities):

Sometimes it is determined that the safest method for handling a bomb threat is to institute a search by the employees immediately after the receipt of the threat. While the employee search is progressing, the Floor Captains will search evacuation routes in order to assure safe passage of employees from the building in the event evacuation is necessary.

THE EMPLOYEE SEARCH MAY BE THE BEST METHOD TO LOCATE A SUSPICIOUS OBJECT THAT MAY BE IN THE AREA. LAW ENFORCEMENT OFFICIALS CANNOT ALWAYS DETERMINE WHAT BELONGS IN YOUR WORK AREA AND WHAT DOES NOT, E.G., WHICH BOX/BRIEFCASE, ETC., SHOULD BE CONSIDERED SUSPECT AND WHICH SHOULD NOT. DURING A SEARCH, YOU ARE ONLY LOOKING FOR SOMETHING THAT SHOULD NOT BE THERE. IF SOMETHING IS FOUND, THERE IS ONLY ONE REQUIREMENT:

*****REPORT THE LOCATION OF THE SUSPICIOUS OBJECT TO THE BUILDING MARSHAL.*****

Building maintenance personnel will search those areas assigned to building maintenance, such as mechanical equipment rooms, roof tops, elevator shafts, and grounds and will report results to the Building Marshal.

Management and administrative personnel are responsible for searching only their immediate work areas. They will report results of their search to the Floor Captains who will direct office searches and report finding to the Building Marshall.

Floor Captains are responsible for searching all public areas to include rest rooms, storage rooms, lunchrooms, lobbies, hallways, stairwells, elevators, and evacuation routes.

What to look for during a bomb search:

Explosives can be packaged in a variety of containers. Most likely, it will be camouflaged. The container is likely to be a common article, such as a box, a grocery bag, athletic bag, briefcase, suitcase, flight bag, mailbag, etc. Look for the unusual or alien objects. A suspicious object is anything that does not belong, or the nature and presence of the object cannot be adequately explained.

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When a suspicious object is located, **DO NOT** touch, move or disturb the object in any manner. **Follow the instructions below:**

1. Get a good description of the object: Size, color, markings; is it ticking? **DO NOT take a photo or use your cell phone. It may cause the bomb to detonate.**
2. Get exact location of object: Building, floor, specific office, and location within the office.
3. **Contact the Building Marshal** for further instructions and stand by to assist the ERT in clearing all people from the immediate area. The Building Marshal will notify Bomb Squad, Police, and/or Sheriff.

After each assigned area has been searched, the ERT will report to the Building Marshal. Words and phrases such as BOMB, BLOW-UP, EXPLOSION, ETC., can produce panic. To clear occupants from a building, more acceptable phrases should be used, such as, **“please clear the building immediately, we have an emergency – this is not a drill.”** The evacuation notice will be announced over the PA system in the building.

How to Identify Suspicious Packages and Letters:

Some characteristics of suspicious packages and letters include the following:

- a. Excessive postage
- b. Handwritten or poorly typed addresses
- c. Incorrect titles
- d. Title, but no name
- e. Misspellings of common words
- f. Oily stains, discolorations or odor
- g. No return address
- h. Excessive weight
- i. Lopsided or uneven envelope
- j. Protruding wires or aluminum foil
- k. Excessive security material, such as masking tape, string, etc.
- l. Visual distractions
- m. Ticking sound
- n. Marked with restrictive endorsements, such as “Personal” or “Confidential”
- o. Shows a city or state in the postmark that does not match the return address

Explosions

In the event of an explosion in the building, employees should take the following actions:

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1. Take cover that will give protection from flying glass or debris if there is an immediate threat.
2. Notify the Fire Department (Dial 9-1-1). Provide the following information:
 - a. Name of the property: **Two Stanford Centre**
 - b. The building's address and nearest cross street: **1022 West 23rd St. at the corner of 23rd St. and Stanford Rd.**
 - c. The floor number.
 - d. Describe the condition clearly and accurately.
 - e. **Do not hang up! Let the person you are talking to end the conversation. Additional information may be needed.**
3. Notify the Building Marshal.
4. After the effects of the explosion have subsided, the Building Marshal, RAM President and/or local authorities will determine if/when evacuation is necessary.
5. If evacuated, proceed to assembly area and await instructions.
6. If the order is given to vacate the premises, the Floor Captains and/or Building Marshal make certain building is secured.

Explosion with a resulting fire:

Remain calm. Take cover under a desk or sturdy table if ceiling tiles, bookshelves, their contents, etc. begin to fall. Exit the building as quickly as possible. (See Fire Procedures on P. 12)

If you are trapped in debris:

Stay in your area. Cover your mouth with a handkerchief or clothing. If possible, make noise by tapping on a pipe or wall, use a flashlight, whistle (if one is available), or shout to signal rescuers regarding your location. ***Only shout as a last resort as shouting can cause a person to inhale dangerous amounts of dust.***

Chemical Attack

Evacuate the building and then call 9-1-1.

Biological Attack (e.g. an envelope containing a powdery substance)

- a. Do not panic.

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- b. Do not shake, drop, or empty the contents of any suspicious envelope or package. Do not touch your face.
- c. Immediately place the envelope or package in a plastic bag (such as a plastic trashcan liner) or some other type of container to prevent leakage of contents.
- d. If you do not have a plastic bag or container or if the contents have spilled, cover the envelope or package with anything (e.g., clothing, paper, trashcan, etc.) and do not remove the cover. Leave the room and close the door to keep others away from the area.
- e. Wash hands with soap and water to prevent spreading any powder to your face. Stay away from other building occupants to prevent the spread of biological substances.
- f. Contact Building Marshal and/or report the incident to Supervisor. Building Marshal will contact law enforcement.
- g. If the powder has spilled on you, remove contaminated clothing as soon as possible and place in a plastic bag or other container that can be sealed. This bag of clothing should be given to emergency responders for proper handling.
- h. Follow emergency responder's instructions for decontamination. Generally, you would shower with soap and water as soon as possible. Do not use bleach or other disinfectant on your skin.
- i. List all people who were in the area when the suspicious letter or package was recognized. Give this list to the Building Marshal who will coordinate with local public health and law enforcement officials for follow-up investigations.

ACTIVE SHOOTER

Profile of An Active Shooter

An Active Shooter is an individual actively engaged in killing or attempting to kill people in a confined and populated area; in most cases, active shooters use firearms(s) and there is no pattern or method to their selection of victims. Active shooter situations are unpredictable and evolve quickly. Typically, the immediate deployment of law enforcement is required to stop the shooting and mitigate harm to victims. Because active shooter situations are often over within 10 to 15 minutes, before law enforcement arrives on the scene, individuals must be prepared both mentally and physically to deal with an active shooter situation.

Good practices for coping with an active shooter situation are:

1. Be aware of your environment and any possible dangers.
2. Take note of the two nearest exits in any facility you visit.
3. If you are in an office, stay there and secure the door.

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4. If you are in a hallway, get into a room and secure the door.
5. As a last resort, attempt to take the active shooter down. When the shooter is at close range and you cannot flee, your chance of survival is much greater if you try to incapacitate him/her.
6. CALL 911 WHEN IT IS SAFE TO DO SO!

How to Respond When an Active Shooter Is in Your Vicinity

Quickly determine the most reasonable way to protect your own life. Remember that customers and clients are likely to follow the lead of employees and managers during an active shooter situation.

1. **Evacuate** if there is an accessible escape path, attempt to evacuate the premises. Be sure to:
 - a. Have an escape route and plan in mind.
 - b. Evacuate regardless of whether others agree to follow.
 - c. Leave your belongings behind.
 - d. Help others escape, if possible.
 - e. Prevent individuals from entering an area where the active shooter may be.
 - f. Keep your hands visible.
 - g. Follow the instructions of any police officers.
 - h. Do not attempt to move wounded people.
 - i. Call 911 when you are safe
2. **Hide out** if evacuation is not possible; find a place to hide where the active shooter is less likely to find you. Your hiding place should:
 - a. Be out of the active shooter's view.
 - b. Provide protection if shots are fired in your direction (i.e., an office with a closed and locked door).
 - c. Not trap you or restrict your options for movement.
 - d. To prevent an active shooter from entering your hiding place:
 - i. Lock the door.
 - ii. Blockade the door with heavy furniture
 - e. If the active shooter is nearby:
 - i. Lock the door.
 - ii. Silence your cell phone and/or pager.
 - iii. Turn off any source of noise (i.e., radios, televisions).
 - iv. Hide behind large items (i.e., cabinets, desks).
 - v. Remain quiet
 - f. If evacuation and hiding out are not possible:
 - i. Remain calm.
 - ii. Dial 911, if possible, to alert police to the active shooter's location.

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- iii. If you cannot speak, leave the line open and allow the dispatcher to listen.
3. **Take action against the active shooter** as a last resort, and only when your life is in imminent danger, attempt to disrupt and/or incapacitate the active shooter by:
 - a. Acting as aggressively as possible against him/her. Yelling!
 - b. Throwing items and improvising weapons.
 - c. Committing to your actions

How to Respond When Law Enforcement Arrives

Law enforcement's purpose is to stop the active shooter as soon as possible. Officers will proceed directly to the area in which the last shots were heard.

- a. Officers usually arrive in teams of four (4).
- b. Officers may wear regular patrol uniforms or external bulletproof vests, Kevlar helmets, and other tactical equipment.
- c. Officers may be armed with rifles, shotguns, handguns.
- d. Officers may use pepper spray or tear gas to control the situation.
- e. Officers may shout commands and may push individuals to the ground for their safety.

How to react when law enforcement arrives:

- i. Remain calm and follow officers' instructions.
 - ii. Put down any items in your hands (i.e., bags, jackets).
 - iii. Immediately raise hands and spread fingers.
 - iv. Keep hands visible at all times.
 - v. Avoid making quick movements toward officers such as holding on to them for safety.
 - vi. Avoid pointing, screaming and/or yelling.
- f. Do not stop to ask officers for help or direction when evacuating, just proceed in the direction from which officers are entering the premises.
 - g. Information to provide to law enforcement or 911 operator:
 - i. Location of the active shooter.
 - ii. Number of shooters, if more than one.
 - iii. Physical description of shooter/s.
 - iv. Number and type of weapons held by the shooter/s.
 - v. Number of potential victims at the location.

The first officers to arrive to the scene will not stop to help injured persons. Expect rescue teams comprised of additional officers and emergency medical personnel to follow the initial officers. These rescue teams will treat and remove any injured persons. They may also call upon able-bodied individuals to assist in removing the wounded from the premises. Once you have reached a safe location or an assembly point, you will likely be held in that area by law enforcement until the situation is under control, and all witnesses have been identified and questioned. Do not leave until law enforcement authorities have instructed you to do so.

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POWER OUTAGES

The delivery of electrical power to the building could be interrupted at any time. Depending on the circumstances, a loss of electrical power may or may not become an emergency. A determination should be made immediately about the outage, so that the proper persons are notified, and certain safeguards are taken. The Building Marshal and/or Commercial Division should take the following steps:

1. If the entire building is without power, check to see if neighboring buildings have electrical power.
2. Contact the electric service provider if the building and others in the area are without electricity. Try to determine how long the outage will last and communicate same to management.
3. If the problems are internal, the Commercial Division will contact necessary personnel and vendors.
4. Have employees standby until it is known how long the power outage is expected to last.
5. Inform employees of expected length of outage and tell them not to panic and not to use an open flame for lighting.

Elevator Procedures During A Power Outage

1. Floor Captains are to check all elevators to determine if anyone is trapped in a car.
2. If any riders are trapped, the Floor Captains stay with the riders and send someone to notify the Building Marshal of the location of stopped elevator, how many riders are trapped, any known injuries, and if Commercial Division maintenance staff or the Fire department is needed, etc.
3. If car is stuck at floor level: Floor Captain(s) may call Commercial Division maintenance staff for assistance.
4. If car is stuck between floors, wait for Fire Department personnel to remove riders from between floors.

Rolling Blackouts

When the power is out for an extended period, citizen requests for fire, law enforcement, medical and other public services will begin to mount. At some point, the increased demand for services could result in delayed response times. For this reason, all employees

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should learn to be self-reliant in an emergency. Even though power outages may only last a few hours, we should be prepared to be without assistance for 72 hours or longer.

1. See if the power in the area is off. Contact the Building Marshal to report an outage.
2. If you can see any POWER LINES on the ground, stay at least 10 feet away from them as electricity might still be flowing through the lines.
3. To protect appliances from possible power surges when electricity is restored, unplug appliances and computers, if possible, and turn off non-essential lighting.
4. Keep food cold. Keep refrigerator and freezer doors closed as much as possible to help prevent food spoilage. Refrigerated foods should remain safe to eat for four hours. Food in a closed freezer can stay frozen for up to two days. If in doubt, throw it out.
5. Discontinue non-essential water usage. Do not drink cloudy or dirty water. Do not be alarmed if chlorine level is higher than normal. Notify Building Marshal of low or no water pressure.
6. Stay cool. During hot days, stay cool indoors and drink plenty of fluids.
7. Building Marshal and Commercial Division will convey the ability to establish independent, short-term power supplies such as generators or battery-operated devices.
8. Monitor battery operated radio, television, or cell phone for current information on outage. Place cell phones in airplane mode or turn off to preserve battery life.
9. Anticipate traffic delays. Intersections should be treated as four-way stops when traffic lights are out. Anticipate longer waits in outage areas.

AFTER HOURS EMERGENCIES

In the event an emergency occurs in the building during the evening, nighttime or holiday, notify Building Marshal and the local law enforcement or Fire Department if appropriate.

WORKPLACE VIOLENCE

Violence in the workplace is increasing. Careful consideration must be given to the type of response for each specific type of threat. There are two basic categories of threats, “**Implied**”, and “**Real**”.

1. **IMPLIED THREAT**: A threat of a return promised visit to “get even” or to “harm”.

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- a. This type of threat should be evaluated very carefully as to the emotions at the time of the threat or the cause of the threat. This type of threat could easily escalate into violence. Precautions should be taken to avoid a one-on-one confrontation after a threat is received from a potentially dangerous individual. Always notify your supervisor or department manager and Human Resources of personal threats.
 - b. To assist in evaluation of the incident, an evaluation of the “aggressor’s” personal employment history may be conducted by Human Resources. Human Resources or a senior manager should interview the people who work directly with the potential aggressor to acquire information such as:
 - i. Does the person have ready access to weapons; has the individual been openly vocal about personal problems or work problems or been making open threats?
 - ii. If the threat is considered to be real, the Building Marshal should notify law enforcement immediately and should provide law enforcement officials with as much information as possible about the aggressor and any possible reasons why they are making the threat. The Building Marshal should notify law enforcement if there is immediate danger and the protection of building occupants is required.
2. **REAL THREAT**: You are physically confronted by someone with intent and ability to do bodily harm. People finding themselves in this situation have very few options readily available to them.
- a. You must stay very calm and try to calm the aggressor by agreeing with them, even if you disagree. It is safer to agree than to force a quick confrontation.
 - b. Do not do anything to escalate the situation. Try to notify other staff of the situation without being obvious.
 - c. Try to get a telephone call into the Police by calling 9-1-1, leaving the line open if you cannot talk directly. Emergency operators may be able to listen and trace the call’s origin in most cases.
 - d. If you cannot talk directly to the 9-1-1 operator, emphasize key words to tip the Police to your circumstance (e.g. weapon, bomb, hostage, and location). Keep talking with the phone line open as long as you can.
 - e. Ask questions that will direct the anger away from you. Do everything you can to direct the person’s anger to someone or something that is in another location. You need to try to remove yourself from the threat as soon as possible, or attempt to buy time allowing help to arrive.
 - f. The person you are dealing with may or may not be rational. Be very careful not to make any sudden moves or show excitement in your voice. Be patient and calm. Discussing the cause of the hostility may allow you to diffuse the situation or provide you the opportunity to escape.
 - g. Notify supervisor immediately following the encounter and complete an incident report if able.

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LIGHT SEARCH AND RESCUE GUIDELINES

Search and rescue operations in severely damaged buildings require individuals with highly specialized training and equipment and should only be undertaken by trained Urban Search and Rescue (USAR) Teams. After a major earthquake or other disaster that causes region-wide damage, employees may be on their own for the first 72 hours or longer. In this situation, Floor Captains should initially try to determine whether employees are missing and may be trapped in the building by communicating with Supervisors. If a building search is warranted, and limited in scope, it is to be done only by Floor Captains with direction from Building Marshal, Senior Staff or local authorities. Floor Captains should observe the following guidelines:

1. Never conduct a search alone. Work with a partner. Plan your search; do not wander. Never use open flames such as candles, matches, or cigarette lighters for illumination. There may be gas or other flammable liquids/vapors in the building.
2. Feel the top and bottom of the door with the back of your hand before you enter. Do not enter if it is hot. Brace yourself against the door and cautiously open the door if it is cool. Repeat this at every closed door.
3. Check the door jams, the walls and the ceilings for cracks and splinter. Check for other hazards. Broken glass and bowed structures, including windows, could indicate that the building is near collapse. **DO NOT ENTER IF IT APPEARS UNSAFE. IN THE EVENT OF AN EARTHQUAKE, PREPARE FOR AFTERSHOCKS.**
4. While you are in the lobby or entryway, sniff for the odor of natural gas. If you smell gas, open the front and back doors and as many windows as possible without going inside. Enter the structure only if there is no fire and the odor of gas is gone.
5. While still in that lobby or entryway, loudly call out, "Is anyone here?" Listen for a response. If someone answers, ask where he/she is, and the type of help needed. If you do not hear anything, ask that anyone trapped make some kind of noise. Listen for cries, moans, thumping, banging, or other indications that someone needs help.
6. If it is dark, maintain contact with the wall and slowly sweep each room with your flashlight before entering. Check the floor and ceiling for holes, fallen beams, glass, and other hazards. Follow the wall to return to the original door if you become confused about your location.
7. Call out for trapped or injured occupants.
8. If you find an injured person, determine, to the best of your ability, the nature of his/her injuries. Do not move a person whose limb is under a heavy object. Immediately seek

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qualified first aid and advanced life-support assistance if he/she cannot move on his/her own power.

9. Continue to systematically search each room. Check in offices, under desks, inside closets, storage rooms, restrooms, etc. Stay with your partner and communicate often.

Note: RA employees should never endanger themselves in rescue operations. If a situation is dangerous, they must wait until the appropriate public agency can provide assistance.

SECTION III - COMPANY CONTINUITY PLAN

If the current RA headquarters at 1022 West 23rd St., Panama City FL is deemed unsuitable for use, an alternate location may be identified as “Essential Employees” temporary offices. The determination on location and which employees, if any, will relocate, will be decided by the Senior Management based on conditions, suitability, and proximity. In the event communications are down, report to the corporate office location as soon as possible to check in and await further instructions. Information will be available by phone, Internet, and on-site.

The IT Department will oversee all computer and phone set up and transfer to ensure proper operation. The Maintenance Department and RAC will assist as needed. As directed by Senior Staff, appropriate personnel and third-party clients will be notified of the temporary change in location and new main office contact information will be provided. All email addresses and cell numbers will remain the same, unless alternate cellular phones are required due to service outages.

Corporate office phones will be transferred to the Orlando or other alternate satellite office.

A. ESSENTIAL PERSONNEL (Exhibit 3)

RA employees identified as “Essential Personal” (EP) may be required to relocate to the temporary office location in order to ensure basic company operations and communications continues after a disaster strikes.

B. CHAIN OF COMMAND (Exhibit 3)

During any emergency situation, there are often communication issues. Lines are overloaded, cellular or other service interruptions, cellular phone batteries cannot be charged, or returning to ones’ assigned work location is hindered by road conditions or restricted access by government authorities. It is critical that a clear chain of command is in place so the right people can make decisions swiftly. Royal American is a large company, spread out across numerous states. Regardless of the emergency or disaster, the company must be capable of maintaining day-to-day operations. Use of this plan can help us prepare, recover swiftly, and function before, during, and after any emergency or disaster.

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For those not on the Essential Personnel list the Employee Hot Line (850-914-3240) and/or Dispatch (<http://thedispatch.us/>) will be the best source of information and direction.

SECTION IV – LISTS, MAPS, & FORMS

- Exhibit 1 – Evacuation Drill Observation Report
- Exhibit 2 – Important RA and Local Authorities Telephone List
- Exhibit 3 – Essential Employee/Chain of Command
- Exhibit 4 – Emergency Response Team Member Breakdown by Floor
- Exhibit 5A – Emergency Exit Map/Safe Locations 3rd Floor
- Exhibit 5B – Emergency Exit Map/Safe Locations 4th Floor
- Exhibit 5C – Emergency Exit Map/Safe Locations 8th Floor
- Exhibit 6 – Site Map with Assembly for Evacuees
- Exhibit 7 – Stanford Centre Building Specifications Sheet

Exhibits

EXHIBIT 1 – EVACUATION DRILL OBSERVATION REPORT

Property Name		City/State		Observer		
Date of Drill		Floor/Area Observed		Designated Assembly Area		
Timing	Alarm Sounded	Evacuation Order Received	Building Cleared	Last Arrival at Assembly Area	Roll Check Completed	"All Clear"
Critique Points:						
1. Method(s) used to summon Response Team:						
2. Method(s) used to alert Employees:						
3. Cooperation of Employees:						
4. Emergency Response Team's control of Employees:						
5. Emergency Response Team's execution of Responsibilities:						
6. Effectiveness of Communications:						
7. Areas where alarm system was not heard:						
8. Exits/Hallways Blocked?						
9. Elevators cleared & Elevator Key used?						
10. Utilization of Equipment (team member equipment, etc.):						
11. Fire Doors closed?						
12. Conference and bath Rooms checked?						
13. Parking checked?						
14. Storage or Other Common Area checked?						
15. Efficiency of Roll checked & Teams Response for "Unaccounted for employees?"						
16. Effectiveness of Scenario, if applicable?						
17. General Attitude of participants?						

Exhibits

EXHIBIT 2 - IMPORTANT RA AND LOCAL AUTHORITIES TELEPHONE LIST

PROPERTY NAME AND LOCATION

Stanford Centre building
1022 West 23rd Street
Panama City, FL 32405

IN CASE OF EMERGENCIES CALL: 9-1-1

Local Police	Panama City Police Department	Phone <u>850-872-3112</u>
Sherriff's Department	www.bayso.org	Phone <u>850-763-7308</u>
Fire Department	Panama City Fire Department – Station 5	Phone <u>850-872-3075</u>
Hospitals	Gulf Coast Medical Center Bay Medical Center	Phone <u>850-769-8341</u> Phone <u>850-769-1511</u>
Bomb Team (Sherriff/Police)	Sherriff's Department of Bay County	Phone <u>850-747-4700</u>
Emergency Mgmt. Agency	www.bay.fl.us/emergency/management.php	Phone <u>850-784-4000</u>
Red Cross	www.redcross.org	Phone <u>850-763-6587</u>
RA Corporate Hot Line	http://thedispatch.us/	Phone <u>850-914-3240</u>
Building Marshal	Mike Correll	Office <u>850-914-3220</u> Cell <u>850-628-0781</u>
Deputy Building Marshal	Jennifer Anderson	Office <u>850-914-8464</u> Cell <u>850-319-0392</u>

Exhibits

EXHIBIT 3 – ESSENTIAL PERSONNEL/CHAIN OF COMMAND

Senior Management	
Kerri Toth	RAM, First Service IT & HR. In the absence of Kerri Toth, Denise Ost & Joey Chapman will oversee directly.
Robert Henry	First Service Accounting & Risk Management. In the absence of Robert Henry, Kerri Toth will oversee directly.
Scott Clemo	Commercial Division & Stanford Centre buildings. In the absence of Scott Clemo, Joey Chapman will oversee with assistance as needed from Treana Pitts.
David Chapman	Royal American Hospitality & Nature Walk Golf Course. In the absence of David Chapman, Joey Chapman will oversee with assistance from Mike Greer.
Joey Chapman	RAM, First Service IT & HR, RAC, RAD, Peoples First Properties. In the absence of Joey Chapman, Department Heads will oversee with assistance from Department Managers.
Kristian Chapman	Peoples First Insurance. In the absence of Kristian Chapman, Blayne Kirby and Lindsey Starr will oversee PFI.
RAM Operations	
Kim Maggard	In the absence of Kim Maggard, Judy Williams and Missy Dugas will oversee all apartment operations and report to Kerri Toth.
RAM Support Groups	
Denise Ost	In the absence of Denise Ost, Kerri Toth will oversee all RAM support groups and report to Joey Chapman.
Accounting	
Phillip Sullivan	In the absence of Phillip Sullivan, Jihee Kim will oversee accounting and report to Robert Henry.
IT	
Mike Correll	In the absence of Mike Correll, John Criss will oversee IT and report to Kerri Toth.
HR	
Jennifer Anderson	In the absence of Jennifer Anderson, Chrissy Maulbeck will oversee HR and report to Kerri Toth.
Maint. & Contracting	
Dave Kennedy (Maintenance)	In the absence of Dave Kennedy, Kim Maggard will oversee any maintenance issues with assistance from Nic Price and report to Denise Ost.
Susan Haselden (RAC/Contracting)	In the absence of Susan Haselden, Cindy Shuck will oversee any contracting issues and report to Denise Ost. Joey Chapman will oversee RAC.
Onesite Support	
Tyler Bush	In the absence of Tyler Bush, Tonya Ward will oversee Onesite Support and report to Denise Ost.
Compliance	
Veronica Ramsey	In the absence of Veronica Ramsey, Christy Cobb will oversee Tax Credit Compliance and report to Denise Ost.
Veronica Ramsey	In the absence of Veronica Ramsey, Terrie Giffin will oversee HUD/RD Compliance and report to Denise Ost.
Marketing	
Brittany Walsh	In the absence of Brittany Walsh, Rose Clemo will oversee Marketing with assistance from Kerri Toth

Exhibits

RAD	
Jim Boyd	In the absence of Jim Boyd, Joey Chapman will oversee Royal American Development
Jim Boyd	In the absence of Jim Boyd outside appointed counsel will oversee General Counsel.
New Business and PR	
Amy Ausley	In the absence of Amy Ausley, Kerri Toth will oversee New Business and PR with Assistance from Brandie Keen.
TGI Fridays	
Albert Guirado	In the absence of Albert Guirado, Mary Liz Herbert will oversee TGI Fridays.
Pilots	
Jonathon Newson	In the absence of Jonathon Newson, James McGrath will oversee the Corporate Jet.

All alternate Essential Employees should regularly check the Emergency Hotline (850-914-3240) in the event they are needed to fill in for an absent “Essential Employee” or to find out when to report to work when normal operations can resume. Essential Employees reserve the right to deem alternates as Essential Employees when necessary. ***Modification to this policy shall not occur unless coordinated with the President of Royal American Management, Inc.***

Exhibits

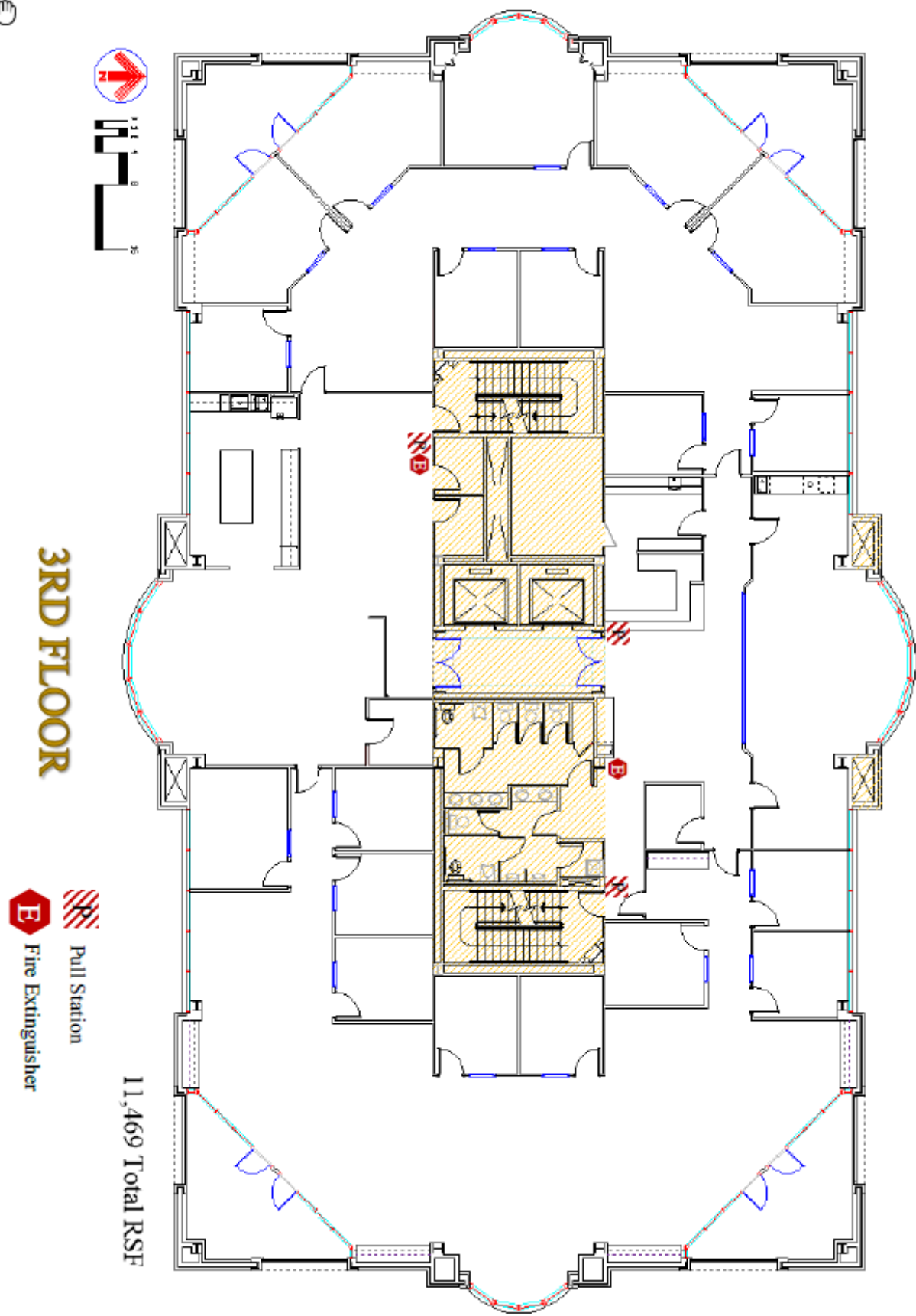
EXHIBIT 4 – EMERGENCY RESPONSE TEAM BREAKDOWN BY FLOOR

Name	Floor/Area Assigned
Mike Correll	RA Building Marshal
Jennifer Anderson	RA Deputy Building Marshal
Gladys Ripley & Susan Haselden Alt – Susan Brasher & Jessica Kelly	3 rd Floor Captain
Diane Tadlock & Oscar Paul Alt – Heather Burkett & Adesh Vaghela	4 th Floor Captain
Cody Brooks Alt – Teresa Jones	8 th Floor Captain

Exhibits

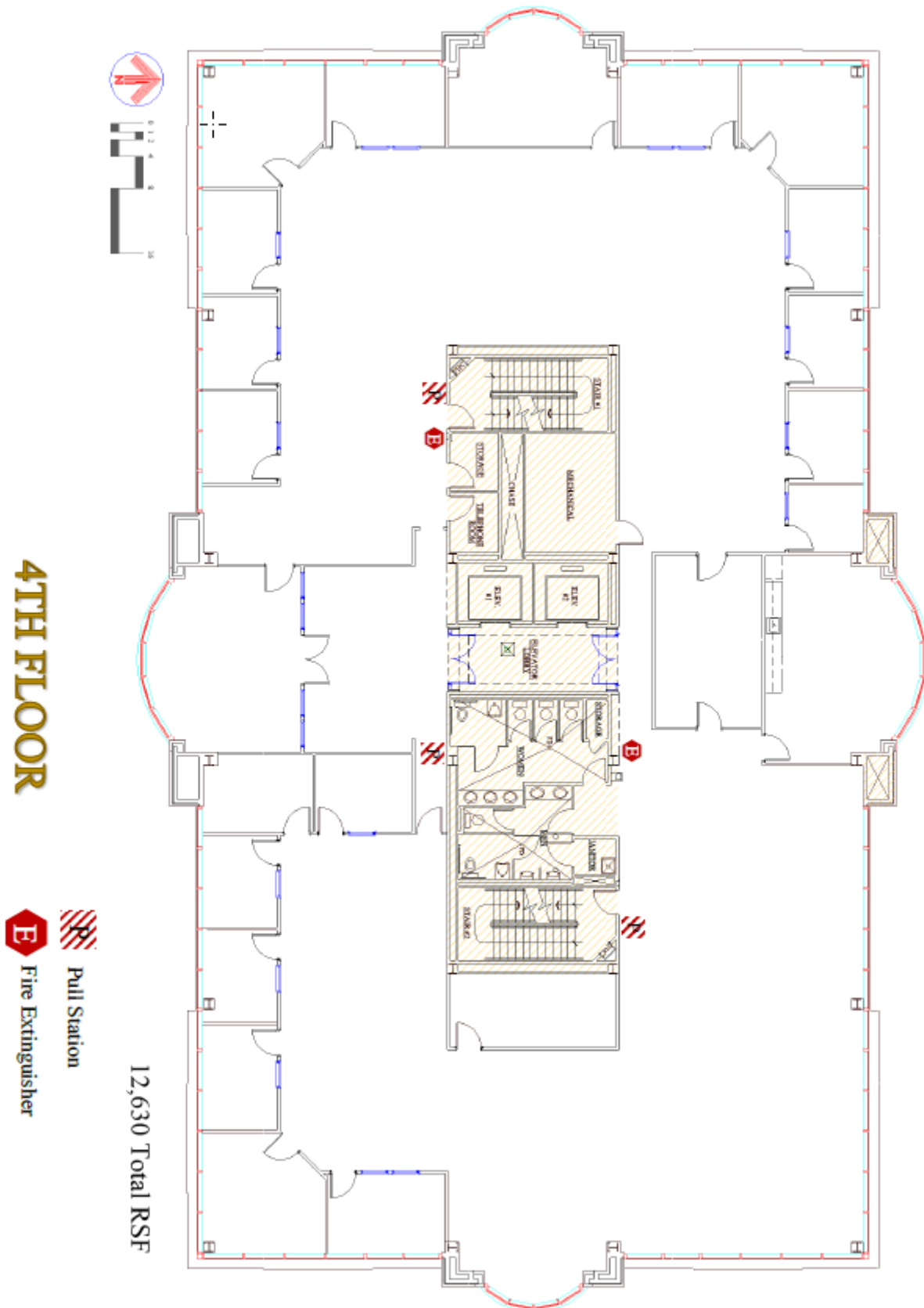
EXHIBITS 5 A-C – PLANS SHOWING EMERGENCY EXITS, SAFE LOCATIONS, AED, FIRE EXTINGUISHERS, HOSE CONNECTIONS AND/OR HYDRANT LOCATIONS

EXHIBIT 5A – Third Floor



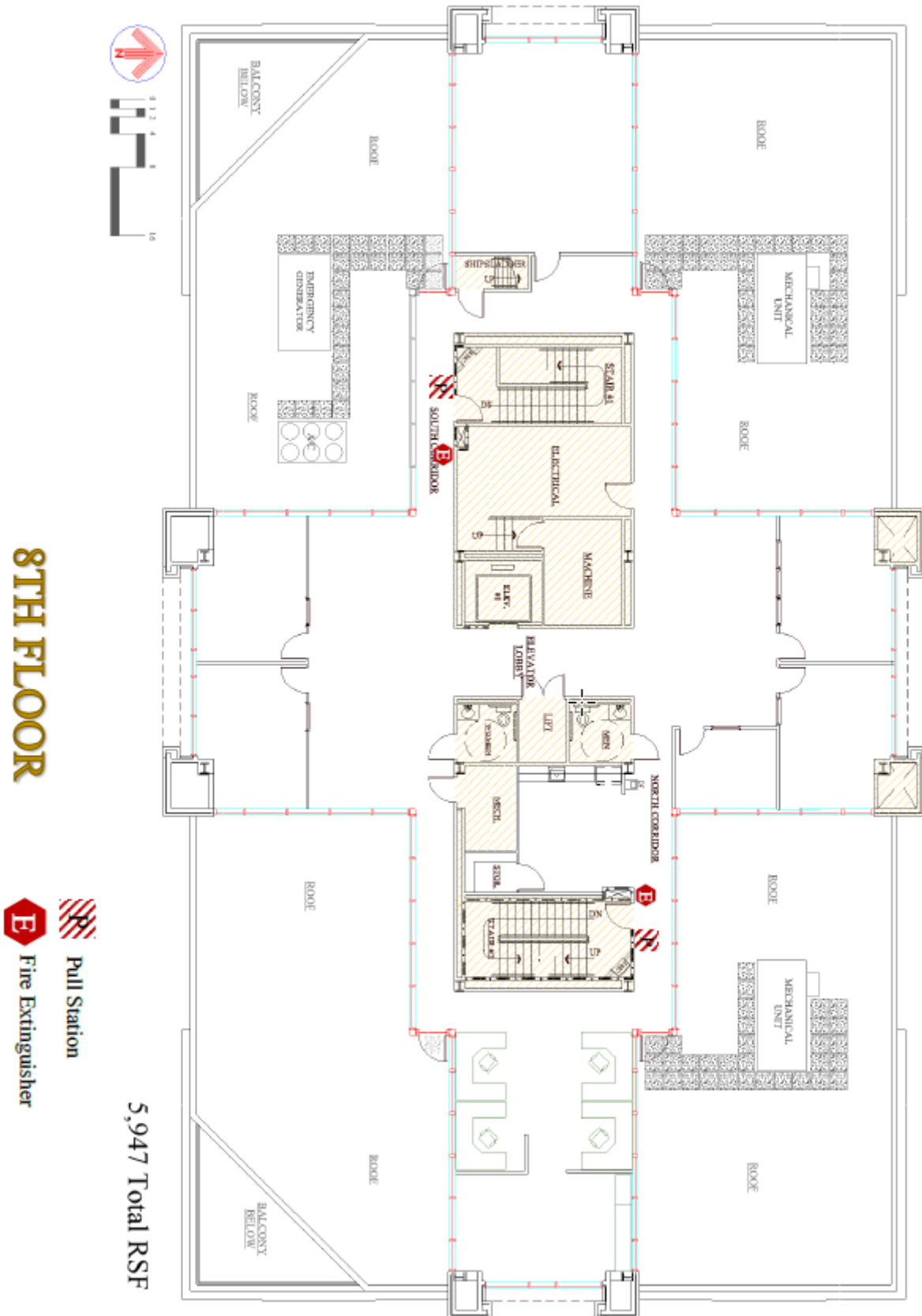
Exhibits

EXHIBIT 5B – Fourth Floor





Exhibits

EXHIBIT 5C – 8th Floor



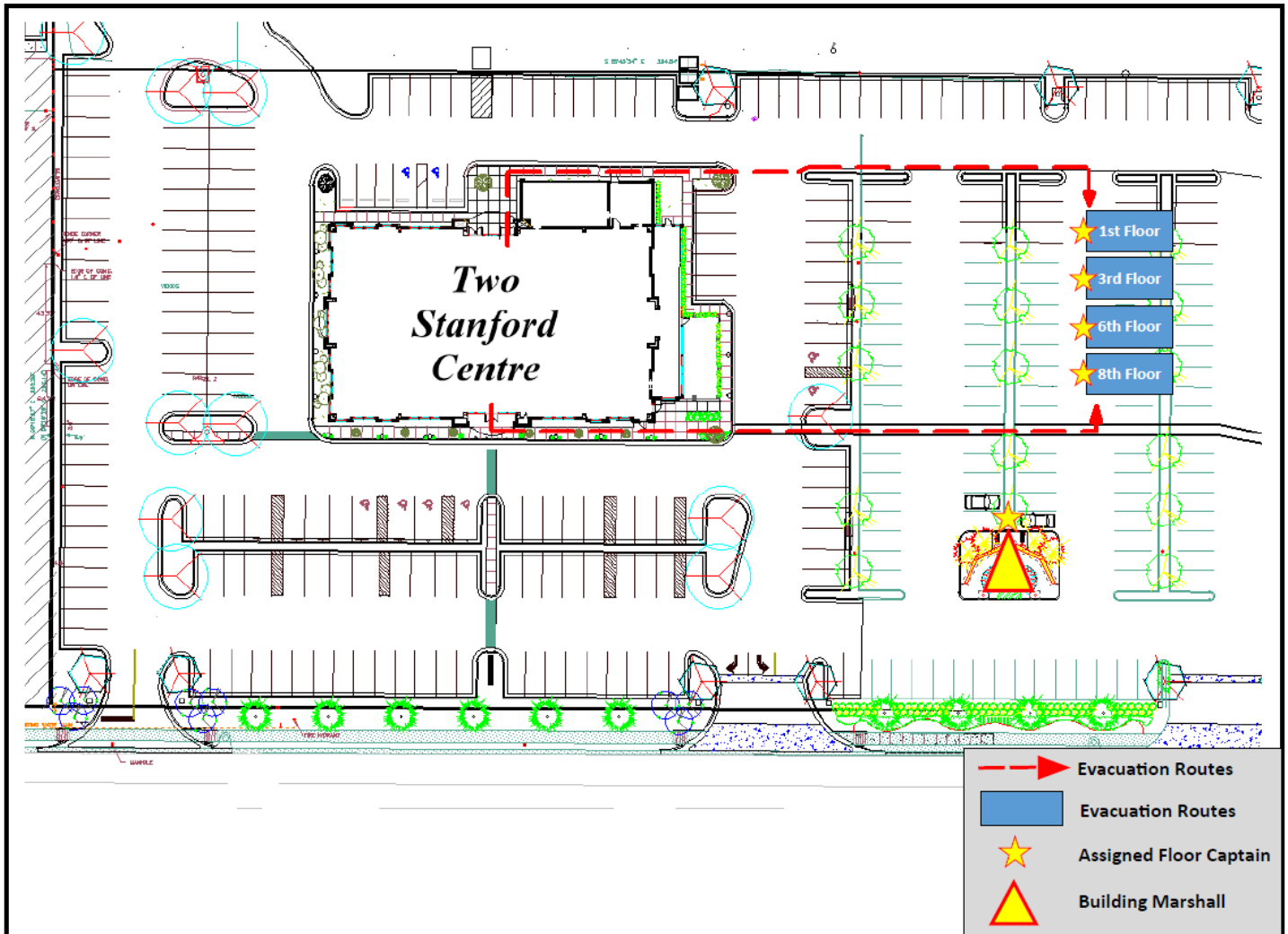
8TH FLOOR

 Pull Station
 Fire Extinguisher

5,947 Total RSF

Exhibits

EXHIBIT 6 – SITE MAP & RECOMMENDED ASSEMBLY AREAS FOR EVACUEES



Exhibits

EXHIBIT 7 – ONE STANFORD CENTRE BUILDING SPECIFICATIONS

Building Address	# of Floors in Bldg.	# of Elevators	Elevator Location(s)	# of Stairwells	Stairwell Location
1022 West 23 rd Street Panama City, FL 32405	9	2	Center of building	2	East & West
Predetermined Place of Safety for Employees: Lowest floor possible stairwells and bathrooms					
AED and First Aid Kit Location					
3rd Floor Reception Area					

# of Fire Alarms	Fire Alarm Location(s)	# of Smoke Detectors	Smoke Detector Location(s)	# of Sprinklers	Sprinkler Location(s)	# Number of Fire Extinguishers	Fire Extinguisher locations
10 alarms 98 horns	At or near stairwell doors	41	All floors in common areas and breakrooms	Entire Building	Entire Building	24	See Exhibits 6A – 6E for specific extinguisher locations

Building Utilities	Shut Off Location(s)	Assigned to
Water	1 st Floor Mechanical Room	Larry Brothers & Scott Clemo
Electric	1 st Floor Mechanical Room	Larry Brothers & Scott Clemo