

CRISIS MANAGEMENT PLAN



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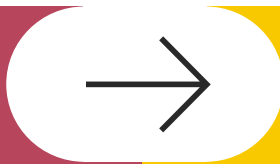
QUICK REFERENCE APPENDICES

Fire or Explosion.....	A	Search Warrants	G
Person Injury.....	B	Property Damage.....	H
Severe Weather	C	Mental Trauma	I
Active Shooter.....	D	Bomb Threat	J
Protests	E	Earthquake.....	K
Pollution Release.....	F	Cybersecurity Incident.....	L



RESPOND

- Consult Quick Reference Appendices for crisis-specific guidance.
- Project-specific guidance (if applicable) can be found at Attachment 7.



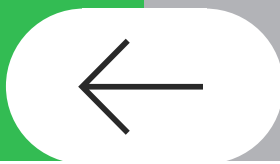
NOTIFY

- 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

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.

General

Traylor Construction Group's (TCG) Crisis Management Plan (CMP) is intended for use by all of the companies comprising TCG[1], 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).

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.

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

[1] Not including Ballard Marine Construction, LLC at this time

CRISIS MANAGEMENT PLAN

Step 1: Secure Site, Call 911, 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 work 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, management will determine whether to suspend work for the day or reassign workers to other portions 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 management at the direction of the CMT.

1.1 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.

1.2 First Aid

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

1.3 Accompany the Injured

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

Emergency Notification Procedure



Call 911



Provide information



Assign person to direct emergency responders



Do not hang up until told to



At all times, stay calm, speak clearly, and listen to dispatcher's instructions

1.4 Notifying Emergency Contact(s)

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.



Only those approved to communicate with the emergency contact or family member of an injured party should do so.

1. *Minor injuries*
 - a. 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.
2. *Serious injuries or death*
 - a. Injured party's emergency contact and family members should be handled by an individual appointed by the Crisis Management Team.

Step 2: Notification and Assignment

Prompt notification allows the CMT and the Company to better control any potential fallout and influence the subsequent narrative surrounding the event.

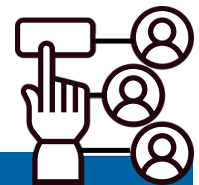
2.1 Communication Notification Steps:

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.

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.

Step 3: Initial Investigation

Once the scene is secured, emergency personnel arrive, 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:



Only personnel designated by the CMT will undertake investigatory efforts.

- 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.



Step 4: Initial Media Contact

The CMT 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.

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 or designated spokesperson.

Step 5: Messaging Approval and Delivery

The CMT will review all statements, news releases, announcements, web page notices, or prepared remarks for media interview preparation or other information made public via the Company’s communication channels.

Step 6: Monitor and Debrief

During and after the crisis, the CMT will monitor the public’s reaction to the event and any subsequent messaging. 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.

ADDITIONAL GUIDANCE FOR ALL EMPLOYEES


Being Attentive to Your Mental Health and Seeking Support

Operating during a crisis can be challenging and stressful. As such, it is particularly important that employees remain attentive to their mental health and seek support when needed. Please inform your manager if you are in need of mental health support and arrangements for such support will be made.

Communicating with the Media

All substantive inquiries should be deferred to the Crisis Manager or designated spokesperson. That said, 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 and DO NOTs of Communicating with the Media	
DOs	DO NOTs
Respond with generic statements. For example, "We are currently investigating the nature of the situation and will provide updates with further information when known."	Do not blame anyone for anything.
Unless you are a designated spokesperson, defer all substantive questions to the Crisis Manager.	Do not make conflicting or contradicting statements.
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.	Do not outright decline to answer questions. <ul style="list-style-type: none">• Instead, defer substantive questions to the Crisis Manager or designated spokesperson and 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.

Be sincere and empathetic.	Do not speculate about the event, potential causes, outcomes of the investigation, etc.
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).	Do not disclose any information that may violate another's right to privacy.
Publicly thank employees and other members of the community (e.g., first responders) as appropriate.	Do not ignore the crisis' impact on employees, families, and the wider community.
 <p><i>All substantive inquiries should be deferred to the Crisis Manager or designated spokesperson.</i></p>	Do not pitch products or services during a crisis.
	<p>Do not show favoritism.</p> <ul style="list-style-type: none"> • Instead, be impartial with all media outlets and their representatives. Treat each one with equivalent respect and allow for a fair apportionment of questions.
	<p>Do not come across as defensive.</p> <ul style="list-style-type: none"> • Avoid statements that come across as self-protective (e.g., "This event was not our fault" or "We are not legally responsible.")

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 and official company internal 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.

All employees can help prevent the spread of misinformation or rumor through judicious internal communication practices.

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:

Things to Consider When Crafting Internal Communications During a Crisis		
Purpose	Relevance	Accuracy
<ul style="list-style-type: none"> • 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. 	<ul style="list-style-type: none"> • 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. 	<ul style="list-style-type: none"> • 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	Brevity	Context
<ul style="list-style-type: none"> • Be precise, simple, and unambiguous in all communications. • Avoid words or expressions that could be misinterpreted. • Edit before you send. 	<ul style="list-style-type: none"> • Use concise language to express your point as efficiently as possible. • Copy the minimum number of people necessary. • Avoid humorous or sarcastic comments. 	<ul style="list-style-type: none"> • 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.).

All substantive inquiries should be deferred to the Crisis Manager or designated spokesperson.

Personal Use of Social Media During and After a Crisis

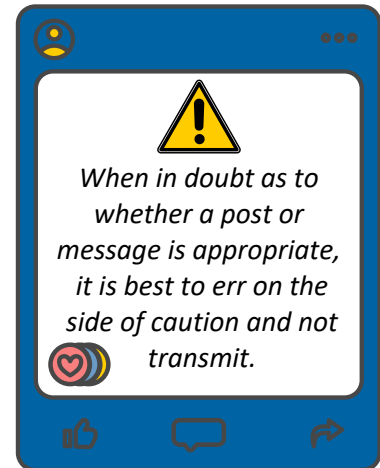
Many of the same prior guidelines relating to internal communication during a crisis can similarly inform appropriate social media conduct during a crisis. However, employees considering posting on personal social media accounts regarding a crisis should approach such decision with an even higher sense 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:

Personal social media chatter regarding a crisis should not inadvertently interfere with the Company's response efforts.

- 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.

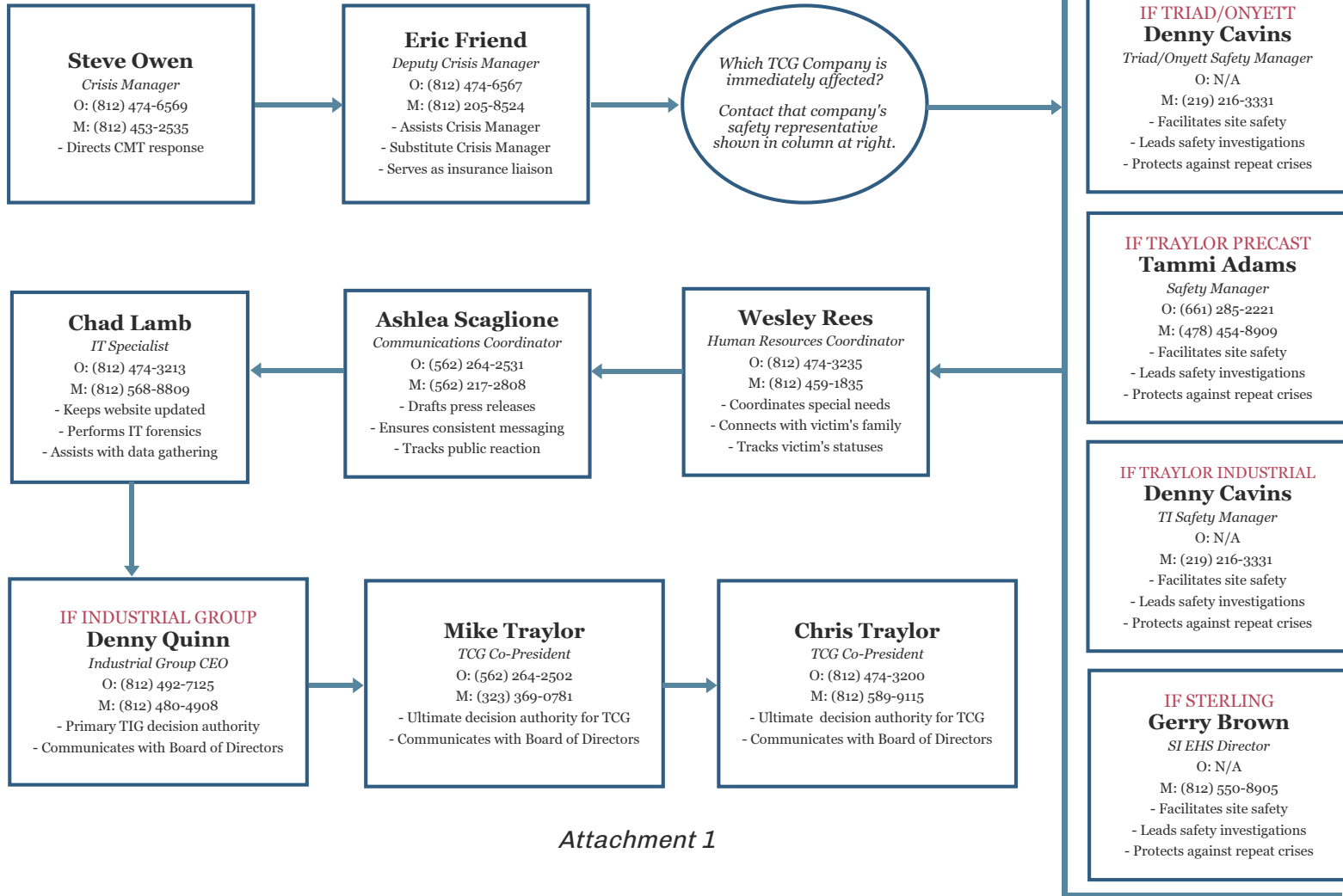
Additional information and guidelines on appropriate social media behavior can be found in the Company's employee handbook.



ATTACHMENTS

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.



Onsite Point Persons (Attachment 2)

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

ONSITE POINT PERSONS (MAJOR OFFICES, SHOPS, AND YARDS)		
CMT Responsibilities (if crisis occurs within one's respective area):		
<ul style="list-style-type: none"> ▪ Monitors situation and relays information to the wider CMT. ▪ Serves as the contact person on the ground and carries out the directions of the CMT. 		
TRAYLOR BROS., INC.		
EVANSVILLE OFFICE – HEADQUARTERS		
Steve Owen General Counsel	Office: (812) 474-6569	Cell: (812) 453-2535
LONG BEACH OFFICE		
George Cunningham Division Controller	Office: (562) 264-2501	Cell: (949) 466-1657
ALEXANDRIA OFFICE		
Mike Krulc Area Manager	Office: (703) 683-8350	Cell: (323) 633-0609
BATON ROUGE OFFICE		
Greg Cangelosi Area Manager	Office: (225) 768-8811	Cell: (985) 258-0004
ROSAMOND YARD		
Steve Cobbett Yard Foreman	Location: Rosamond, CA	Cell: (661) 271-7967
WICKLIFFE YARD		
Cody Crisler Yard Foreman	Location: Wickliffe, KY	Cell: (270) 331-9863
PRECAST		
Bryce Scofield General Manager	Locations: Littlerock, CA & Stockton, CA	Cell: (916) 616-3704
STERLING INDUSTRIAL, LLC		
EVANSVILLE OFFICE – HEADQUARTERS		
Ryan Higbie VP – Operations	Office: N/A	Cell: (502) 807-6923
EVANSVILLE WAREHOUSE		
Kyle Collins Warehouse Manager	Office: N/A	Cell: (812) 484-6519
MOUNT VERNON WAREHOUSE		
Chris Brown Site Superintendent	Company Cell: (812) 228-7448	Personal Cell: (812) 781-9120
EVANSVILLE YARD		
Laura Sollman Equipment Manager	Office: N/A	Cell: (812) 483-1045

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

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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



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	Other Information:	
<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.



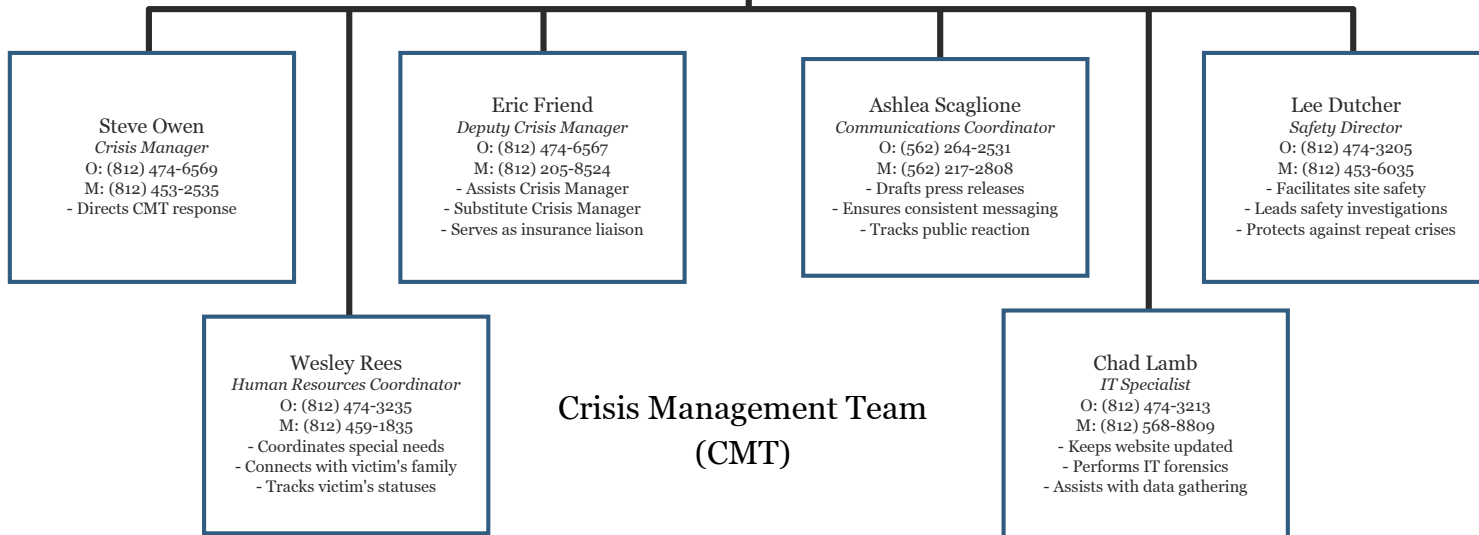
When Calling 911

- 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.



**Crisis Management Team
(CMT)**

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



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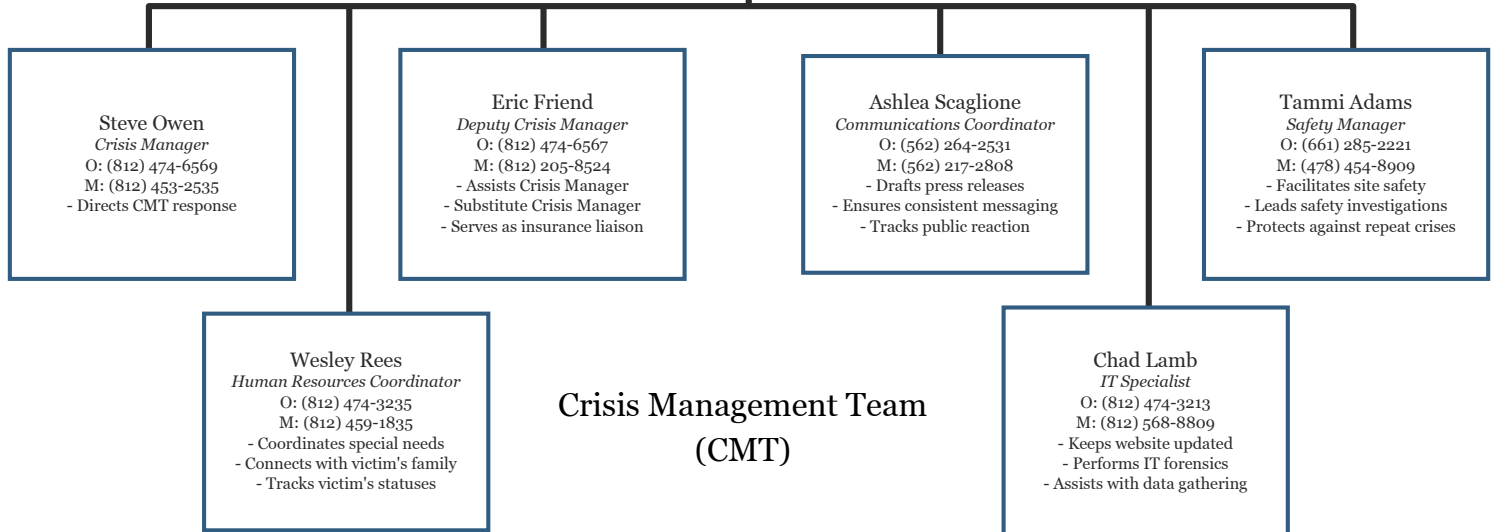
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- 4) Do not hang up until instructed to do so.

First Company Responder
- Call 911
- Notify Onsite Point Person

Onsite Point Person
O: _____
M: _____
- Notifies proper authorities
- Notify first available member of CMT
- 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



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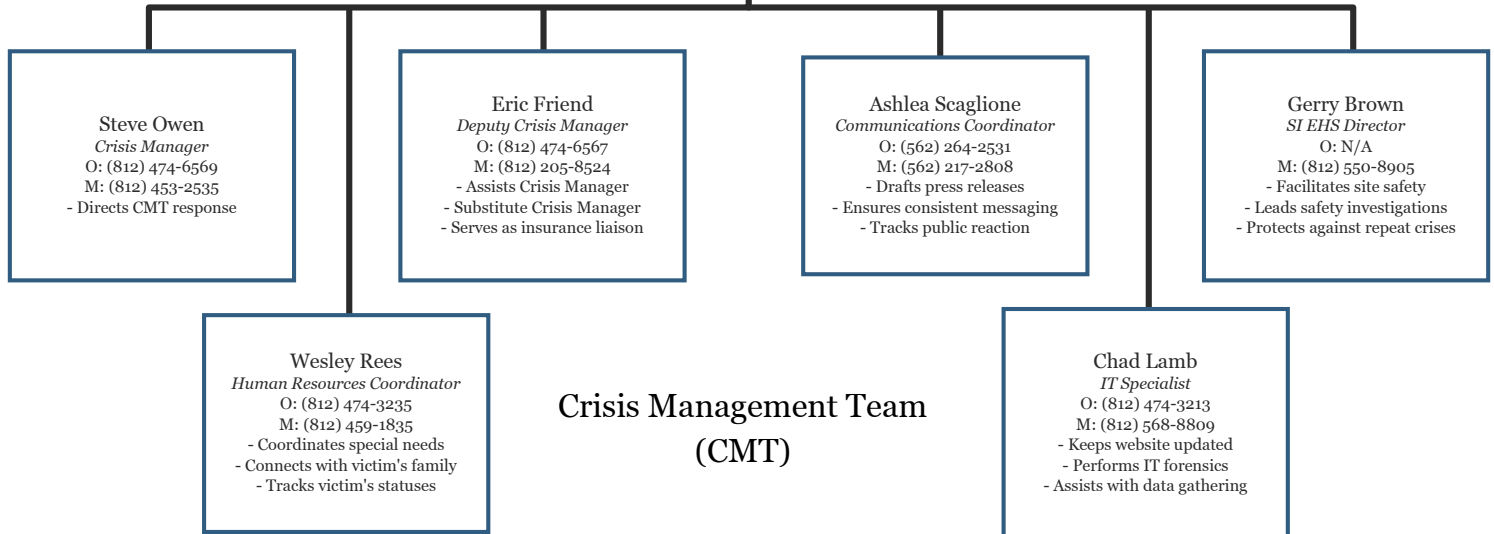
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General Crisis Response Checklist



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



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When Calling 911

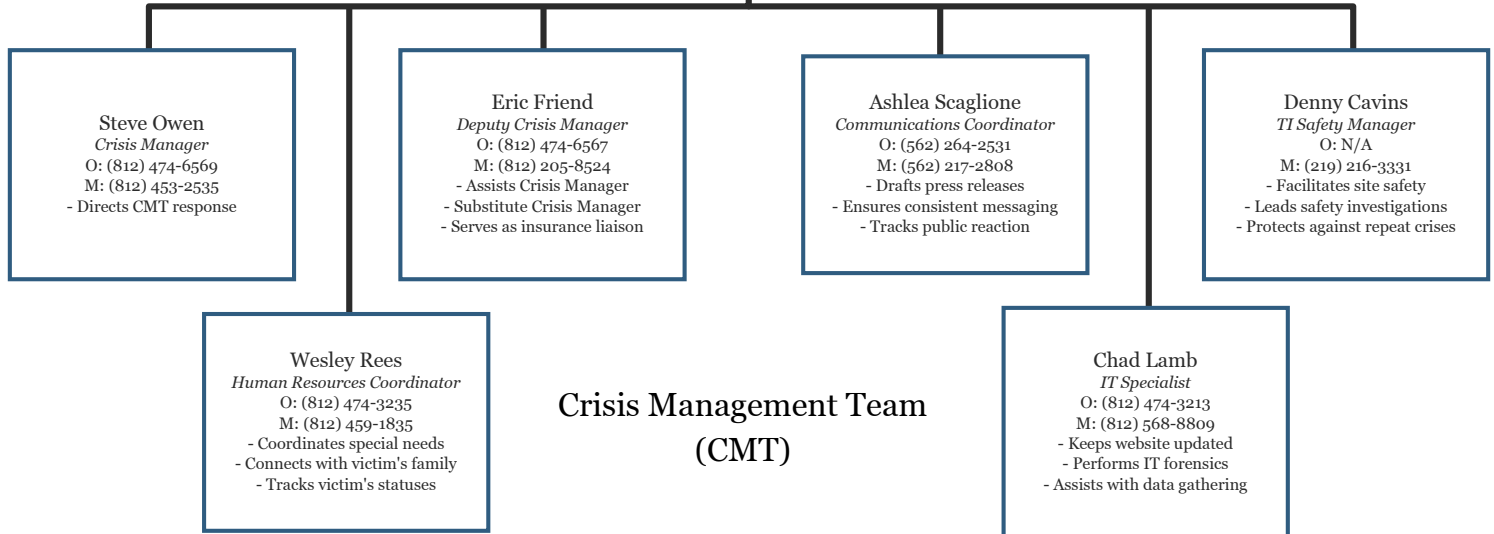
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- 4) Do not hang up until instructed to do so.

First Company Responder
- Call 911
- Notify Onsite Point Person

Onsite Point Person

O: _____
M: _____
- Notifies proper authorities
- 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.

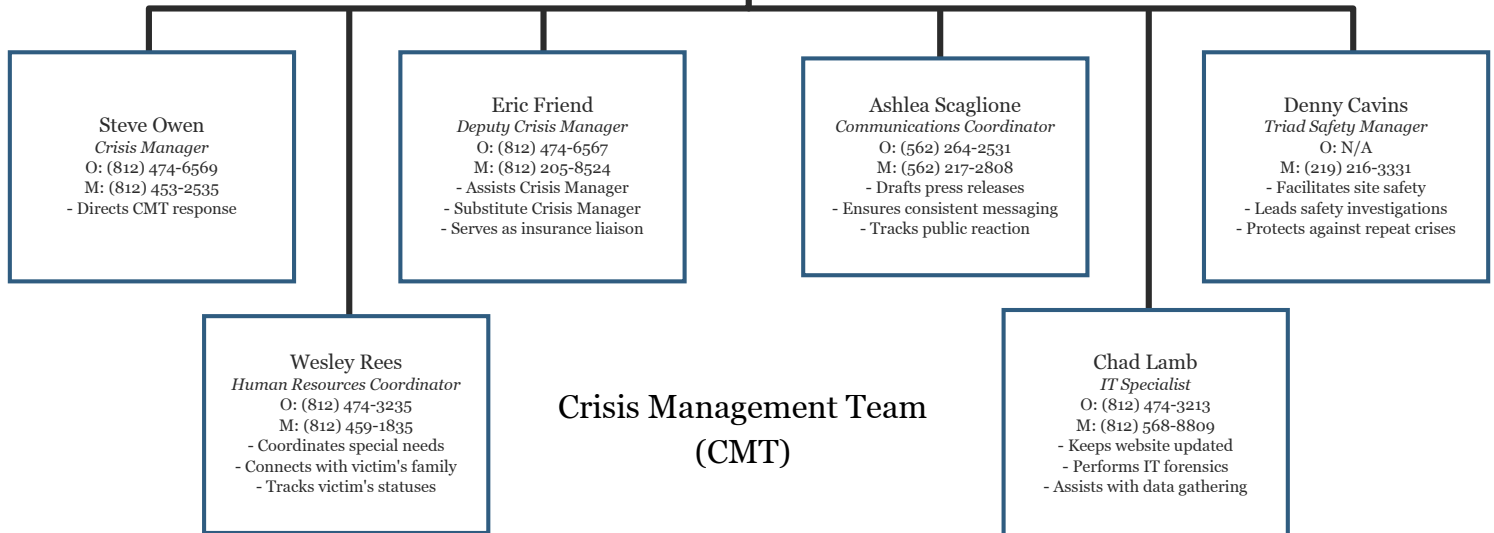
When Calling 911

- 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
- 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

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- 4) Do not hang up until instructed to do so.

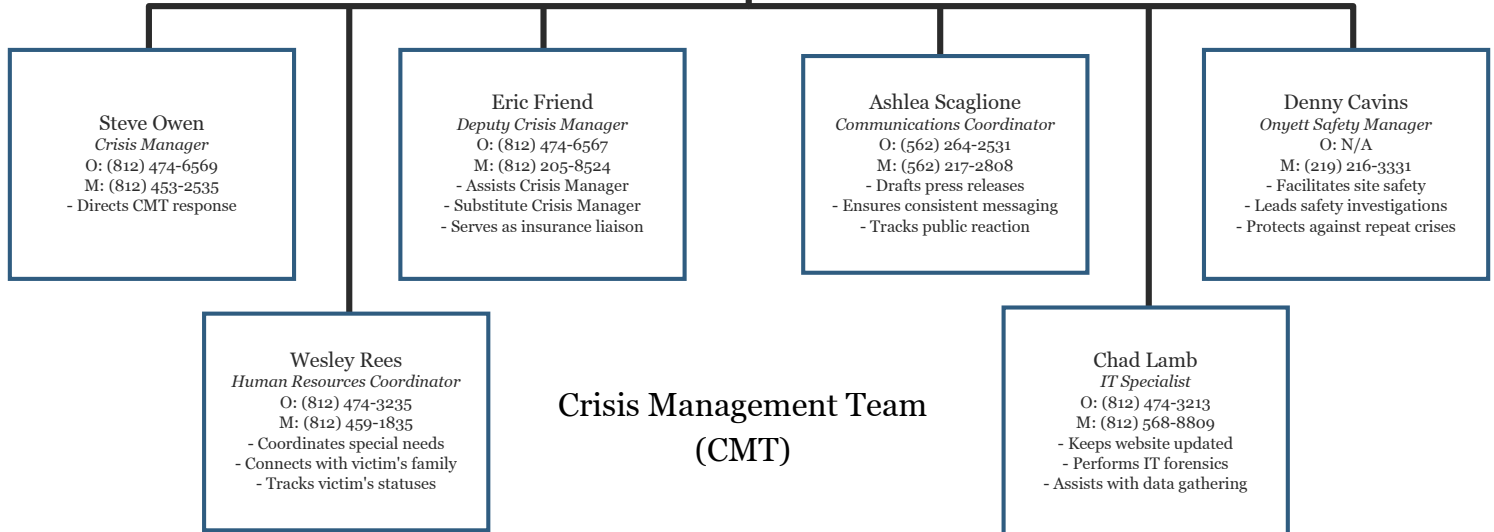


**ONYETT
FABRICATORS**

First Company Responder
- Call 911
- Notify Onsite Point Person

Onsite Point Person
O: _____
M: _____
- Notifies proper authorities
- 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

ATTACHMENT 5

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

Citation:	40 CFR 302
Administrative agency:	US EPA
Must report releases of:	Hazardous Substances
Identified at:	Table 302.4 of 40 CFR 302
When a release is:	Equal to or greater than the Reportable Quantity (RQ) in a 24-hour period
Must immediately notify:	The National Response Center
Form of immediate notification (within 15 minutes) must be:	Phone 800.424.8802 (202.267.2675 in Washington, DC) or Fax 202.267.1322
Immediate notification must be made by:	Owner, operator, or person in charge
Follow-up notification must be:	None required
If release occurs during transportation or storage incident to transportation:	Same notification process as general release
Releases exempt from notification requirements:	<ol style="list-style-type: none"> 1. Releases of radionuclides meeting the criteria identified at 40 CFR 302.6(c). 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 >100 micrometers (0.004 inches). [see 40 CFR 302.6(d)] 3. Releases in amounts <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 40 CFR 302.6(e)(1-2)]. 4. Release to the air of any hazardous substance from animal waste at farms [see 40 CFR 302.6(e)(3)].

EPCRA

Emergency Planning and Community Right to Know Act

Citation:	40 CFR 355
Administrative agency:	US EPA
Must report releases of:	Hazardous Substances and Extremely Hazardous Substances
Identified at:	Table 302.4 of 40 CFR 302 and Appendix A of 40 CFR 355 Appendix B of 40 CFR 355
When a release is:	Equal to or greater than the Reportable Quantity (RQ) in a 24-hour period
Must immediately notify:	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. and State Emergency Response Commission (SERC) of any State likely to be affected by the release.
Form of immediate notification (within 15 minutes) must be:	Oral with information required by 40 CFR 355.40(a) .
Immediate notification must be made by:	Owner, operator, or person in charge
Follow-up notification must be:	Written as soon as practicable after the release (within 30 days) with information required by 40 CFR 355.40(b) .
If release occurs during transportation or storage incident to transportation:	Notify 911 operator, or regular operator if 911 not available, immediately with information required by 40 CFR 355.40(a) .
Releases exempt from notification requirements:	<ol style="list-style-type: none"> 1. Release results in exposure to persons solely within the boundaries of your facility. 2. Release that is a federally permitted release as defined in 42 USC § 9601(10). 3. Release of a pesticide product that is exempt from reporting under 42 USC §9603(e). 4. Release that does not meet the definition of release under 42 USC § 9601(22) and is therefore exempt from CERCLA reporting. 5. Radionuclide release that occurs in accordance with 40 CFR 355.31(e). 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.



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

Project-Specific Guidance Addendum (Attachment 7)

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.

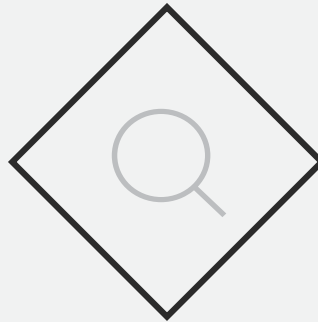
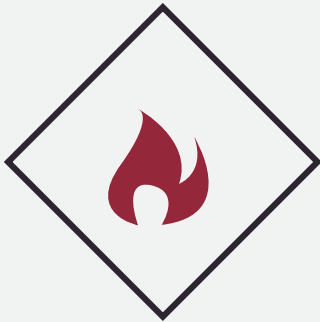
PROJECT SPECIFIC PERSONNEL		
CMT Responsibilities (if crisis occurs at the project site): <ul style="list-style-type: none">Monitors situation and relays information to the wider CMT.Serves as the contact person on the ground and carries out the directions of the CMT.		
[INSERT PROJECT NAME HERE]		
Name: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

[INSERT APPLICABLE CONTRACT PROVISIONS RELATING TO PUBLIC STATEMENTS AND OTHER PROJECT-SPECIFIC CONSIDERATIONS IN THIS ATTACHMENT.]

QUICK REFERENCE APPENDICES

FIRE OR EXPLOSION

Appendix A



Respond

Notify

Investigate

Report

Evaluate situation.

If possible, extinguish.

If necessary, call 911.

Place look-out person at jobsite entrance.

Maintain accessibility throughout site.

Move to central location away from the fire or explosion.

Tape off area and lock out equipment involved.

Notify Onsite 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.

Refer all substantive questions from the media or otherwise to designated Company spokesperson.

Make use of any Company-provided support and counseling services.

Follow instructions given by Onsite 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?

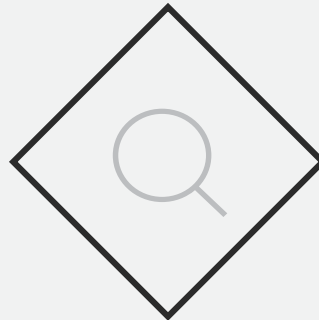
If directed, complete all reports, photos, and/or video and forward to Onsite Point Person.

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

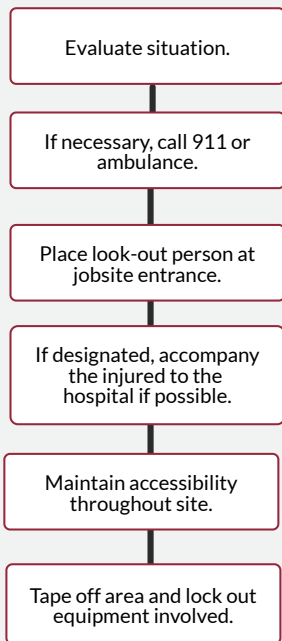
Keep Crisis Management Team informed of all developments.

PERSONAL INJURY

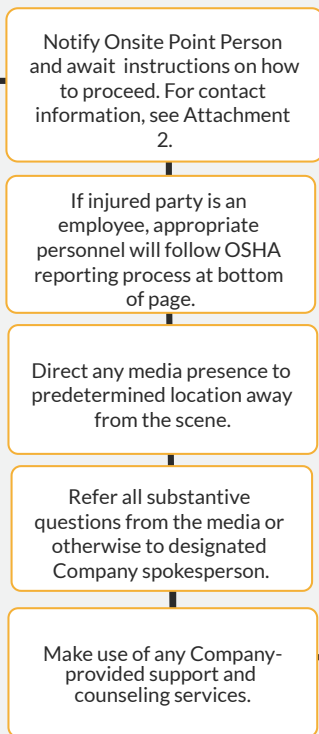
Appendix B



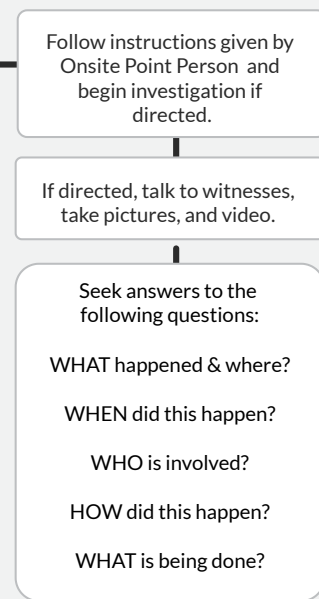
Respond



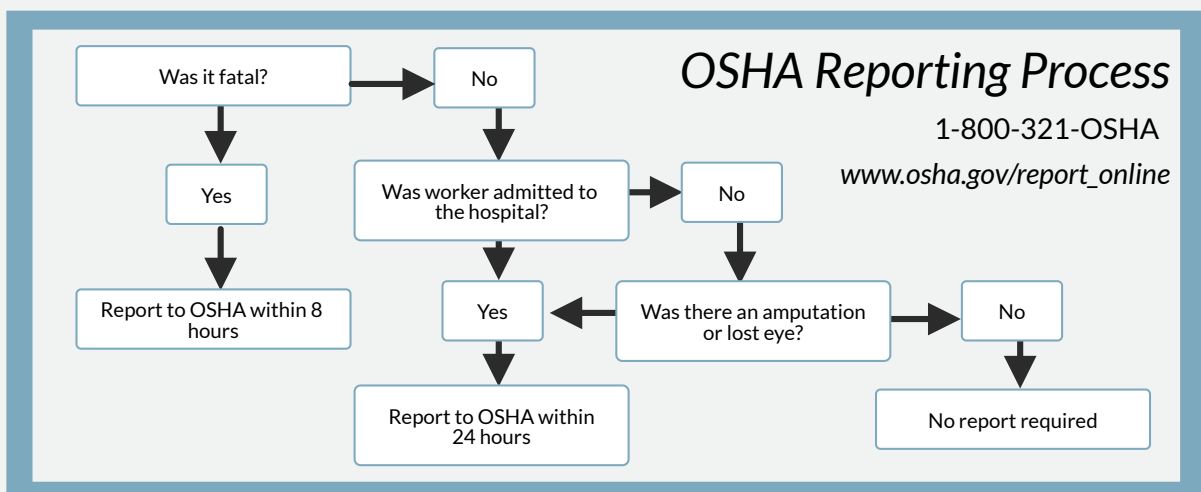
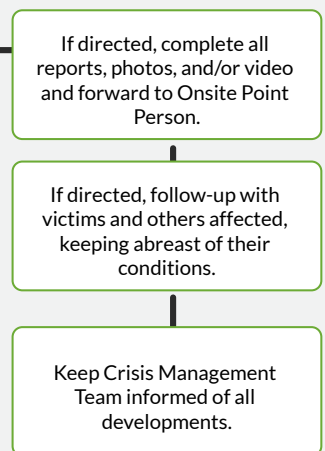
Notify



Investigate

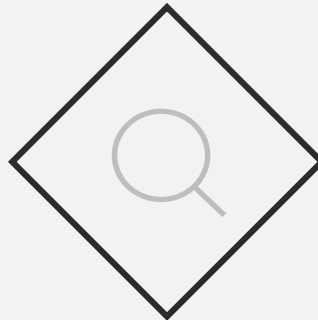
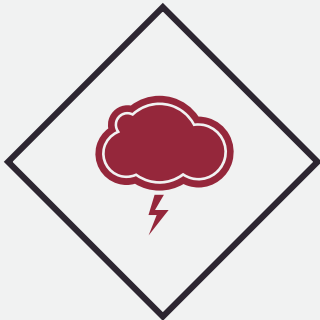


Report



SEVERE WEATHER

Appendix C



Respond

Evaluate situation.

Take shelter in appropriate area.

Stay away from areas with loose debris.

Move to a central, safe location.

Notify

Notify Onsite 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.

Refer all substantive questions from the media or otherwise to the designated Company spokesperson.

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

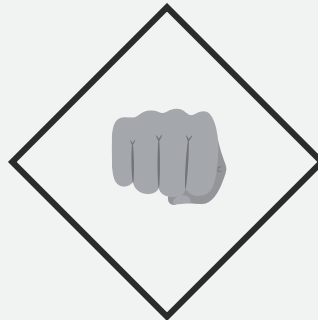
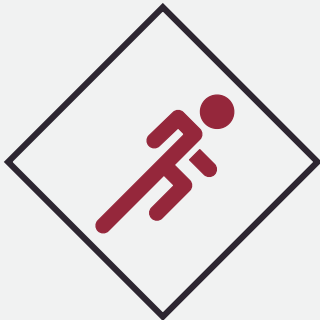
If directed, complete all reports, photos, and/or video and forward to Onsite Point Person.

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

Make use of any Company-provided support and counseling services.

Follow instructions given and begin investigation if directed.

Direct any media presence to predetermined location away from the scene.

Refer all substantive questions from the media or otherwise to designated Company spokesperson.

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

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

Keep Crisis Management Team informed of all developments.

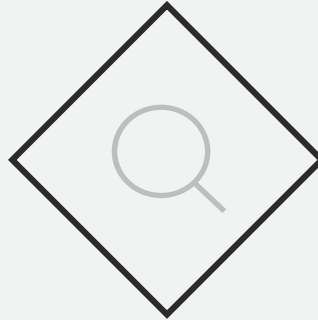
Only call 911 if you can safely do so.

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.

PROTESTS

Appendix E



Respond

Do not engage with the protesting parties verbally or physically.

Obey the instructions of law enforcement or private security hired by the Company.

Attempt to conduct normal operations safely.

In the event the situation escalates, move to a safe space.

Notify

Notify Onsite 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.

Refer all substantive questions from the media or otherwise to designated Company spokesperson.

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?

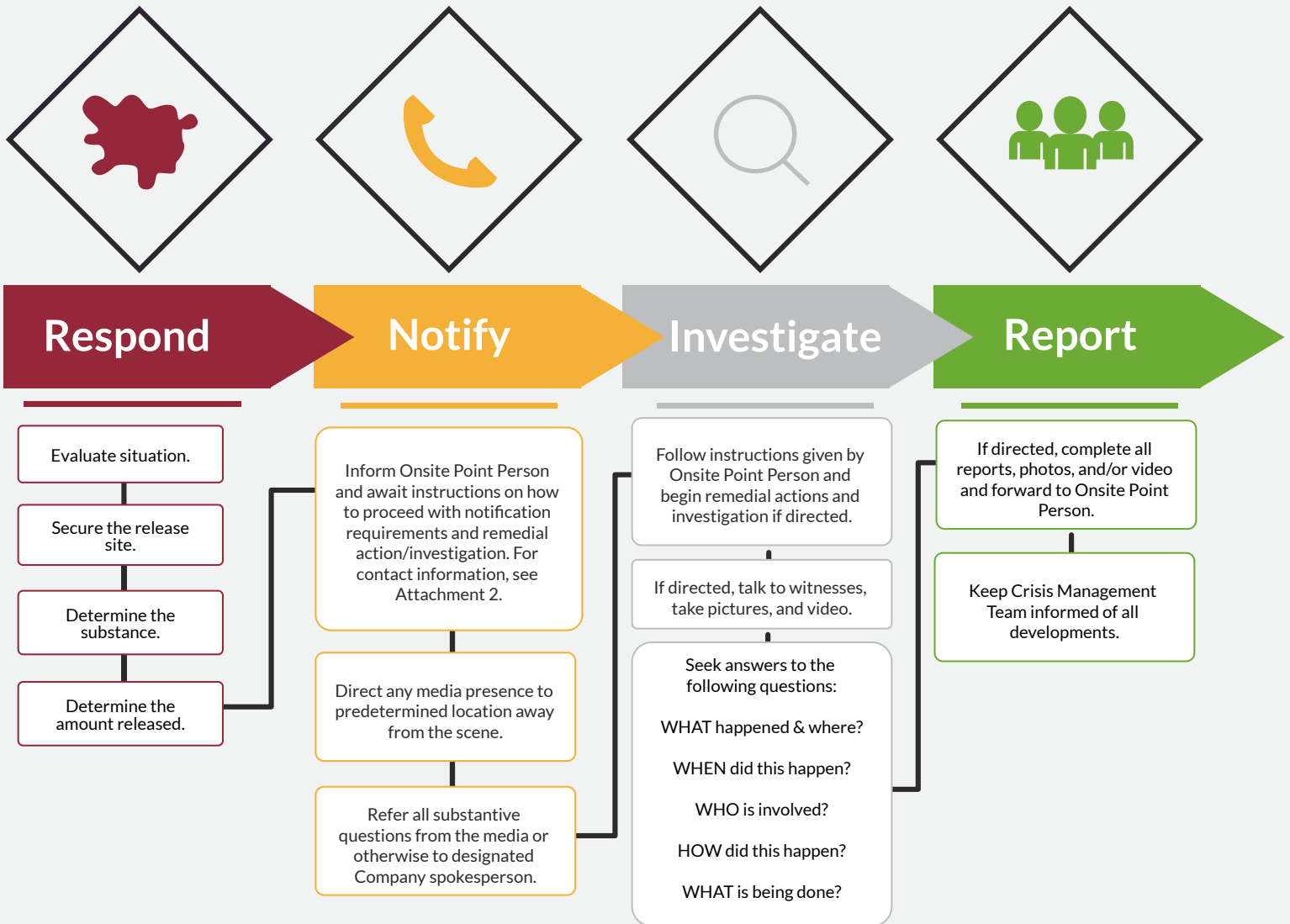
Report

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

Keep Crisis Management Team informed of all developments.

POLLUTION RELEASE

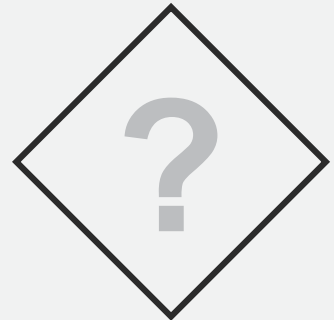
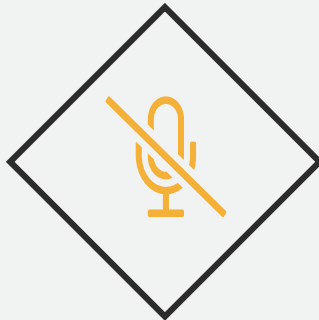
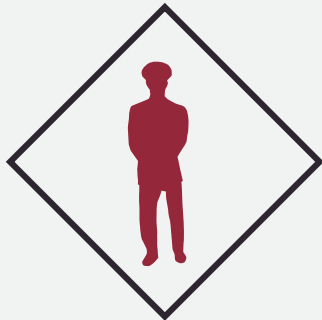
Appendix F



Additional obligations and notification requirements may apply. Confer with Crisis Management Team and consult 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



Notify

Observe

Report

Questions?

Notify Steve Owen

O: (812) 474-6569
M: (812) 453-2535
sowen@traylor.com

If Steve is unavailable, notify another member of the Legal Department:

Todd Blischke
O: (360) 844-6878
M: (206) 304-9733
tblischke@traylor.com

Nathan Harvey
O: (812) 474-3702
M: (917) 635-8381
nharvey@traylor.com

Adam Ruggles
O: (812) 474-3701
M: (812) 228-6692
aruggles@traylor.com

Obey all instructions given by Legal Department or outside counsel.

Make notes of your observations concerning the following:

Areas searched and items seized in your working vicinity.

Questions asked by the authorities.

Discussions authorities have amongst themselves, with you, or with another employee.

The manner in which the authorities are conducting the search.

DO NOT:

Answer questions about the contents of any documents or evidence seized or aid the authorities in their interpretation.

Consent to the search of any area or seizure of any materials.

Volunteer substantive information.

Agree to be interviewed without the presence and advice of counsel.

Alter, hide, or destroy files or allow someone else to do the same.

Obstruct the search.

Provide your notes to the Legal Department and keep the Legal Department informed of any developments.

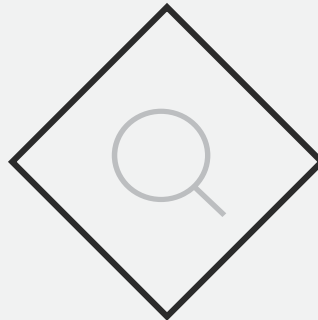
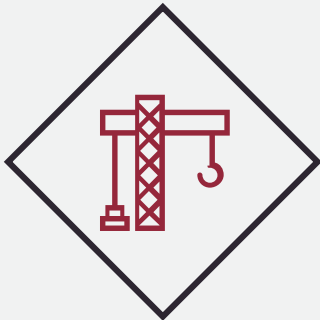
If you have any questions about responding to a search warrant that are not addressed herein, please contact the Legal Department.

PLEASE NOTE:

There is a crucial difference between passively not assisting authorities (which is permissible) in their search and actively obstructing their efforts (which is not permissible).

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 Onsite 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.

Refer all substantive questions from the media or otherwise to designated Company spokesperson.

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?

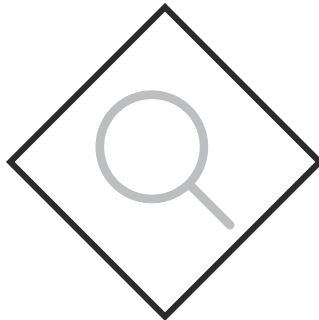
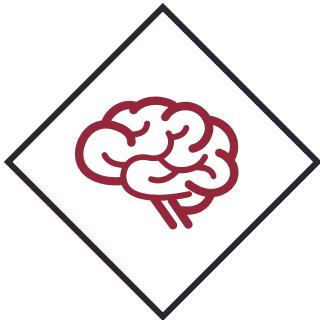
Report

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

If group is affected

If individual is affected

Gather in a secured area

Pair up with a "buddy" for support and monitoring.

Inform supervisor who will provide direction to supportive resources.

Make use of any Company-provided support and counseling services.

Request transportation if too distressed to drive safely.

If appropriate, supervisor will notify Onsite 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.

Refer all substantive questions from the media or otherwise to designated Company spokesperson.

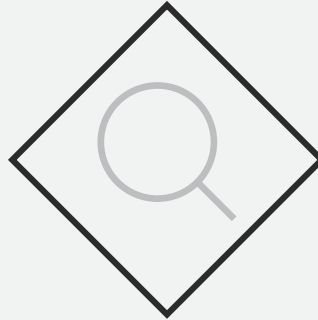
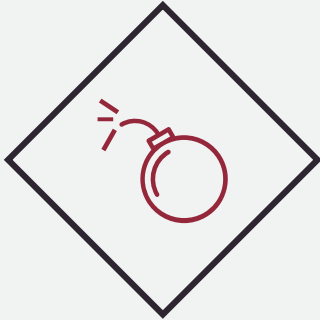
Continue to make use of any Company-provided support and counseling resources.

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

Keep Crisis Management Team informed of all developments.

BOMB THREAT

Appendix J



Respond

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 Onsite Point Person who will direct any remaining steps.

If alone, call Onsite Point Person from a different phone once caller hangs up.

In the event Onsite Point 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 3.

IF BY NOTE OR EMAIL:

Inform Onsite Point Person who will direct any remaining steps.

In the event Onsite Point 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 Onsite Point Person who will direct any remaining steps.

Provide complete description to the authorities upon their arrival.

Notify

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 Onsite 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.

Refer all substantive questions from the media or otherwise to designated Company spokesperson.

Make use of any Company-provided support and counseling services.

Investigate

Follow instructions given by Onsite 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?

Report

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

Keep Crisis Management Team informed of all developments.

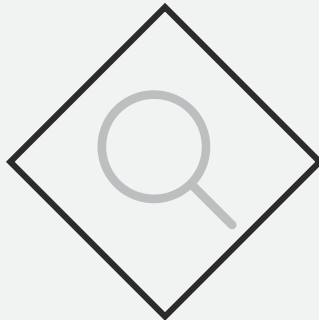
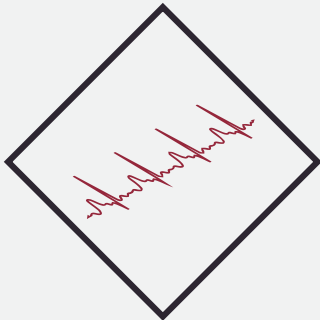


DO NOT:

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., powerlines, gas lines, sewer), and hazardous spills.

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

Notify

Notify Onsite 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.

Refer all substantive questions from the media or otherwise to designated Company spokesperson.

Investigate

Follow instructions given by Onsite 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

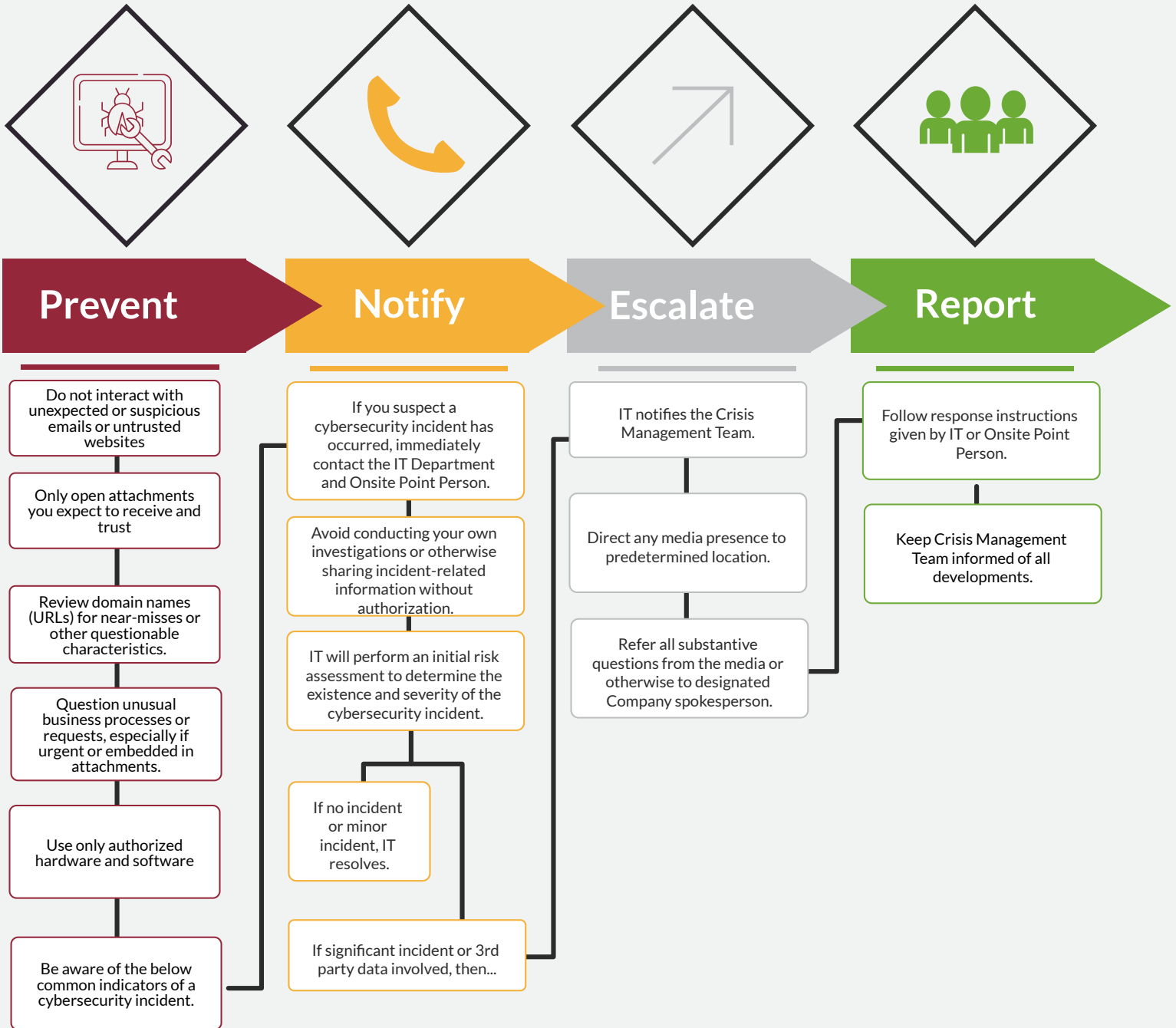
If directed, complete all reports, photos, and/or video and forward to Onsite Point Person.

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

Keep Crisis Management Team informed of all developments.

CYBERSECURITY INCIDENT

Appendix L



Common Signs of a Cybersecurity Incident

Notice a significant change in their laptop, personal computer, or other device's performance (e.g., slow downs, unexpectedly high level of network traffic, inability to access data or perform normal functions).

A realization that sensitive data or funds have been sent to an unauthorized party or otherwise failed to follow information security protocols.

Get notice from others who have received suspicious email messages or detected unusual network traffic.