



MASSACHUSETTS ASSOCIATION OF REALTORS®

Crisis Communications and Management Plan



Drafted July 22, 2008/RNAuthier

TABLE OF CONTENTS

<u>Section</u>	<u>Topic</u>	<u>Page</u>
1	Introduction A. Purpose B. Definition of Crisis C. Mission Statement	4
2	Crisis Team A. Purpose B. Delegating Responsibility C. Assessing Severity/Vulnerability	6
3	Crisis Response Flow Chart	7
4	Communicating to All Audiences A. Questions to be Asked B. Implementing Telephone Tree	8
5	Community Outreach and Services	10
6	Records Preservation	11
7	Media Relations	12
8	Travel Guidelines	13
9	Administrative Actions	14
10	Potential Crisis Situations A. General situations B. Meeting situations	15
11	Recovery and Restoration	40
12	Conclusion A. Testing B. Training	41
13	Appendices A. Team Members	42

- B. Sample Agenda for Crisis Meeting
- C. Emergency Resource Telephone Numbers
- D. MAR Building Emergency Procedures

SECTION 1: INTRODUCTION

Under normal circumstances, MAR operates under a set of specific policies, procedures and bylaws that are in place to assure that MAR's daily operations occur in as efficient and professional a manner as possible. The chains of command, as well as communications, during normal operations are clearly spelled out and documented.

However in a time of crisis and/or disaster, the guidelines for normal daily operations may not be appropriate, effective, or, in the worst case scenario, possible. It is for that reason that a contingency plan must be in place. Without a contingency plan, a crisis situation may lead to irreparable damage to the organization. MAR could potentially expose itself to numerous liabilities and severely damage its reputation and image, both within and outside the industry. Failure to respond responsibly to a crisis situation could have broad-reaching ramifications, affecting not only MAR staff and leadership, but the entire membership as well.

The purpose of this plan is to assist staff, board members and management in making quality decisions during such a time. It's important to remember, though, that a contingency plan is meant to serve only as a resource in the time of crisis. It is a guide and is not intended to be all-inclusive...nor is it to be considered mandatory policy. During a crisis, some steps are missed, so this guide is intended only as an aide. It will, however, assist management in ensuring the continuation of the various activities and services provided by MAR.

The attached is a working document and should continually be reviewed, revised, and rewritten as necessary. Potential crisis situations, which have not been addressed in the plan at this point, may need to be added at a later date.

MAR'S WORKING DEFINITION OF A CRISIS

Crisis: A crisis is any unplanned event that can cause deaths or significant injuries to employees, members or the public; or, a) can shut down or disrupt MAR's operations, b) cause physical or environmental damage, c) or threaten the facility's financial standing or public image.

MISSION STATEMENT

The purpose of this plan to clearly communicate MAR's commitment to crisis management. The plan will involve the entire organization including the Board of Directors and Executive Committee, MAR's officers and staff, Association and chapter leaders and members themselves. The authority and structure is clearly laid out in this plan.

Basic crisis control steps include the following:

- Agree on crisis coordinator (i.e. CEO or CEO and team)
- Collect all facts before making a decision.
- Define affected audiences.
- Begin documentation.
- Delegate responsibility.
- Contact authorities and legal counsel.
- Assess severity of crisis.
- Develop communications plan.
- Avoid speculation and blame.
- Address security (health, financial, morale, etc.)
- Educational efforts.
- Cut losses and move on.
- Perform a post-crisis audit.

SECTION 2: CRISIS TEAM

PURPOSE: A crisis team is named so that in the event of a crisis, a planning team of several individuals with specific responsibilities are aware of the plan and are prepared to respond. In a crisis situation, an organization does not want the full responsibility of responding to the crisis and communicating to the various publics to fall on any one individual. A team scenario will also allow the organization to respond in the event when one or more members of the team are unable to function in his or her designated capacity. While names and numbers are listed on the crisis team roster, (Appendix A) the important point is that someone be given each responsibility. The names will surely change from time to time.

Creating a crisis team is an important step because the establishment of a team and specific responsibilities will eliminate miscommunication and irrational responses.

DELEGATING RESPONSIBILITY: It is important to remember that while team members have been given specific responsibilities, each member should be fully aware of everyone's role, in case a member is unable to carry out his or her duties. Also, both the president and the CEO hold the responsibility of chief spokesperson for MAR. In a time of crisis, the individual best suited (President, CEO or someone else), depending on the particular crisis, to act as the spokesperson will do so. In the same vein the individual best suited to serve as the team leader will act in that capacity. (Refer to the Crisis Response Flow Chart.)

ASSESSING SEVERITY: As a member of the crisis team, each individual's responsibility will vary, depending on the type of crisis or disaster. The severity of the situation may also impact the importance of each team member's role. There may be situations where not all members are needed. Ultimately the president and CEO of MAR are responsible for deciding what level of crisis team involvement is necessary. If one of the two is unable to serve in this role, the other shall become fully responsible. In the absence of both the CEO and the president, MAR's Chief Counsel along with the president-elect shall assume responsibility.

However, the more the team concept is diluted, the greater the risk of miscommunication. Successful response to a crisis is dependent upon how quickly and efficiently a crisis team is able to evaluate the situation, recognize the true ramifications, address/end the crisis and communicate to its various publics. Clear, concise communications is paramount.

SECTION 3: THE CRISIS TEAM

MAR Officers/Leadership Team

MAR Executive Committee (when appropriate)

MAR CEO/EVP

MAR GROUP LEADERS (when appropriate)

- **Chief Counsel/Government Affairs Director**
- **Manager/Director of Accounting/Administration**
- **Manager/Director of Communication**
- **Manager/Director of Executive Programs/Professional Development**
- **Manager/Director of Technology**

SECTION 4: COMMUNICATING TO ALL AUDIENCES

As stated earlier, communications is one of the most important steps in the successful handling of a crisis. When considering communications, it is important that team members take the necessary time to consider all obvious, as well as not so obvious, potential audiences. It is key that all information being released be factual and timely. Even the appearance that information is being withheld could be devastating, depending upon the nature of the crisis. The team members must ensure quick and effective communications with internal and external audiences.

Obviously the audiences will change with each situation, but it is vital that the following questions be addressed. Once each has been addressed and the communications process has taken place, it is extremely important that quality follow-up is done. The team at this point must ask if each of their messages was received and understood. It will do no good to deliver a message which is either not heard or misinterpreted. The best plan will fall apart at this point.

In the time of a crisis, communicating, no matter how hard or trivial it may seem, is the one step in the process that either makes or breaks an organization in times of crisis.

The team should go through the following series of questions during the first meeting of the crisis team: (See Appendix B for Sample Agenda)

Questions To Be Asked

- 1. Who needs to know this information?**
- 2. Who is responsible for communicating to those specific audiences?**
- 3. Does each team member who is responsible for communicating to a particular audience have all of the facts and fully understand the situation?**
- 4. What exactly do we want to communicate to each particular audience?**
- 5. What are the best avenues for communicating the message to the audiences?**
- 6. What is the timeline for communicating to each audience?**

Implementing Telephone Tree

The telephone tree will only be used in extreme circumstances to convey information that cannot be communicated in any other way. The determination to implement the Phone Tree will be made during a meeting of the Crisis Team (proposed sample agenda on page 40).

- If the phone tree is to be implemented during regular business hours and staff is in the office, the CEO and/or Chief Counsel and/or Group Leaders will give instructions to staff on whom to call and what information should be conveyed. The CEO, Chief Counsel and/or Group Leaders will first discuss the issue with the MAR President and President-Elect, who may elect to discuss the issue with the others on the MAR Leadership Team.
- If the phone tree is to be implemented outside of regular business hours, the MAR CEO and/or Chief Counsel will contact the President and President-Elect and the Group Leaders on whom to call and what information should be conveyed.

MAR Senior Staff should at all times have hard copies of the home telephone list of staff and of the MAR Executive Committee.

SECTION 5: COMMUNITY OR EXTERNAL CRISIS

In the event of an external or national crisis affecting normal business operations, MAR Staff, Local Associations, and Members must show their united support as an organization and reach out to help those affected by the crisis. Some motions of support include:

- Making a financial contribution to recovery operation
- Donations: blood, food, clothes, supplies
- Write a letter of condolence/sympathy to the affected organization
- Partner with other industry related organizations in a show of support (letters, contributions, communication, etc)
- Allow place of business to be used in recovery effort

In the event of an internal crisis affecting normal business operations, MAR Staff leaders will assess the situation to take appropriate action. If external audiences have an interest in the situation, a full disclosure should be made once the Crisis Team has met and formed a statement and a plan of action. The following steps should be taken, if appropriate, to reach out and inform the MAR community:

- Publish a special edition of the BayState REALTOR Online to inform MAR members
- Post statement and necessary information on website
- Release a joint statement from the President and CEO, or next in command, to trade media and post on website
- Alert industry publications with press release
- Assess status of events taking place or in planning
- Monitor media outlets for industry updates and news

SECTION 6: RECORDS PRESERVATION

In the event of a catastrophic event, it is important that MAR continues to function as an organization as quickly as possible. Preserving records and other important business and financial information is extremely important. Depending upon the severity of the event, it is the goal of MAR staff to be operational within 48 hours.

The following records/information have been identified as critical to the continuing operation of MAR.

Double Check This chart...

RECORD	STAFF POSITION RESPONSIBLE
Computer network backed up nightly, Monday-Friday, and stored off-site each day	Primary: Technology Director Secondary: Membership Manager Back-Up: Accounting Director
Contract Files copied and stored in MAR off-site storage	Accounting Director
Insurance Policies copied and stored in MAR's off-site storage	Accounting Director
Bank and investment information, including contact names, account numbers, type(s) of account	Accounting Director
Employee Records, Copies kept off-site	Accounting/HR Director
Crisis Management Plan – Copy at home	Group Leaders
Computer Equipment & Software Audit	Technology Director

SECTION 7: MEDIA RELATIONS

In a crisis, media are the most important link to the public. Once the MAR Crisis Team has met to assess the situation and formulate a statement, depending on the severity of the crisis, the industry media will be contacted by the Director of Communications. It is very important to maintain positive and open lines of communication with the media.

The MAR President and CEO, along with the Director of Communications will act as spokespersons. Additional security will be implemented if necessary. A detailed and efficient information record should be maintained so facts are not misunderstood or distorted. The record should include answers to who, what, when, where, why (if known) in a prepared statement, any proposed solutions, and any answers to potential questions.

The audiences that may be affected by the crisis should be contacted immediately. These include:

- Employees (and spouses?)
- MAR Executive Committee
- Local Association Executive Officers

As appropriate, these additional persons should be contacted asap.

- MAR Board of Directors
- Local Association Presidents
- Members
- MAR Council and Chapter Leaders
- The Public
- The media (trade and statewide, possibly national)
- Contractors and Suppliers, Exhibitors
- Emergency Response Organizations
- Special interest groups
- Neighbors

Do Not:

- Speculate about the crisis
- Allow unauthorized personnel to release information
- Provide false information
- Place blame for the incident

SECTION 8: TRAVEL GUIDELINES

To ensure core staff is available to continue the day-to-day work of the association, travel on the same flight at the same time should be limited among senior staff. If possible, staff attending the MAR Annual Convention should be dispersed between hotels in the room block. When MAR events are held at a hotel, an outside gathering area will be pre-selected for staff to move to should an event occur in the facilities requiring evacuation so that all staff may be accounted for.

Traveling staff should be as accessible as possible, either through cell phones, pagers, e-mail or other devices. Cell phone numbers of staff will be included on the staff roster and updated regularly.

SECTION 9: ADMINISTRATIVE ACTIONS

Complete and accurate records need to be kept at all times, not just during an emergency situation. Certain records may also be required by regulation by MAR's insurance carriers or prove invaluable in the case of legal action after an incident. The Director of Administration will manage an annual audit of insurance policies to determine what information needs to be documented in the event of a crisis.

Prior to a crisis situation, the Director of Administration will:

- Maintain crisis preparation records
- Document drills and exercises and their critiques
- Provide safety information to staff

In the event of a crisis situation, the Director of Administration and identified staff will during and after an emergency:

- Maintain telephone logs
- Keep a detailed record of events
- Maintain a record of injuries and follow-up actions
- Account for personnel
- Coordinate notification of family members
- Coordinate personnel services

SECTION 10: POTENTIAL CRISIS SITUATIONS

Note: this list is by no means all-inclusive. It is meant to serve as a reference in a time of crisis.

1. There is a terrorist attack that can disrupt normal business processes
2. Technology disabled (communication systems, telephones, internet)
3. Natural disaster destroys building or property
4. War
5. Government Investigation
6. Infectious disease or medical emergency
7. A disgruntled facility employee injures another employee.
8. Employee-related (substance abuse, harassment, violence, anger, depression)
9. The MAR president, president-elect, or CEO dies.
10. Local Associations or Chapters begin publicly speaking out against MAR management.
11. Group of members speak out against MAR policies or decisions
12. A suspicious piece of mail is received in the MAR mail room.
13. A MAR officer, CEO, or senior staff person is arrested.
14. Threat to Association's future due to regulatory changes.

POTENTIAL CRISIS SITUATIONS DURING A MEETING

1. Computer virus or loss of files
2. Death or serious illness of volunteer or staff member
3. Natural Disaster at meeting location
4. Bomb threat at meeting site
5. An official facility/hotel catches on fire during an MAR meeting
6. A disgruntled facility employee injures a participant in an MAR meeting
7. A bus crashes while carrying MAR meeting participants.
8. A major sponsor for a MAR meeting is reported to have been involved in some sort of illegal activity two weeks before the meeting.

1. Terrorist Attack

Until September 11, 2001, a terrorist attack on U.S. soil was unthinkable. Since that day American businesses have been faced with a grim “what if” and have a heightened awareness that no one is untouchable nor immune to the atrocities that accompany a terrorist attack.

Affected Audiences:

- MAR Staff and Families
- MAR Executive Committee, Board of Directors and Families
- MAR Local Associations , Councils & Chapters
- MAR Members and Families
- Meeting Participants
- Trade Media
- Vendors/Exhibitors

Recommended Action:

- MAR CEO and Group Leaders hold emergency meeting to determine course of action
- CEO or Chief Counsel will try to contact President and thereafter Leadership Team.
- Depending on the severity of the attack, if the work day will be significantly interrupted, the CEO and/or Chief Counsel has the authority to close the office.
- A statement from the CEO and/or the MAR President will be sent to the industry media, the membership, and posted on the website immediately.
- A plan to address the attack as it relates to the real estate industry will be developed by the CEO, President, and the Director of Communications.
- If the attack precedes the Annual Convention, the CEO, President, and Director of Professional Development will discuss insurance options, relocating the meeting if necessary, rescheduling the meeting and ultimately cancellation.
- Ongoing strategy meetings must be held with the MAR Group Leaders as the situation evolves.
- A full record of events will be maintained by the Director of Administration.

If the terrorist attack is in Waltham and/or destroys the MAR office building, all MAR Staff Members will follow guidelines established by Local, State, and Federal authorities. The Federal Emergency Management Agency will implement an appropriate recovery plan. After the initial emotional impact of the attack has subsided, the MAR CEO will follow the recommended actions above and the crisis response flowchart. In the event the MAR CEO is not able to make these decisions, the responsibility will fall to the Chief Counsel, in coordination with other Group Leaders.

2. Technology Disabled (telephones, wireless applications, Internet)

It is not uncommon for the network of computers to experience a system glitch from time to time. However, if the system goes down due to a virus, a problem with the server at a remote location, or an attack on the country's communication and technology, a more serious matter is at hand.

Affected Audiences:

- MAR Staff and Families
- MAR Executive Committee
- MAR Local Associations , Councils & Chapters
- MAR Members
- Vendors

Recommended Action:

- Notify Technology Director immediately of any problems related to the network.
- Notify Director of Technology immediately of any problems related to telephone system.
- MAR CEO and Group Leaders meet to determine course of action should problem continue.
- Depending on the severity and anticipated down time of the system, staff will focus on projects not involving use of technology.
- Once the problem has been resolved, staff will receive notification from the Technology Director that the problem has been resolved and use of computers/telephones can resume.
- If the use of technological applications is halted indefinitely, the Technology Director will notify the MAR CEO, who will in turn use a cellular phone, or whatever means possible to contact the President with a synopsis of the situation and a proposed solution.
- If necessary, off-site operations will resume at another location or CEO will ask staff to work from home, using MAR's standard computer access.
- The CEO will implement the Crisis Team Flowchart and the Telephone Tree to notify local Associations of the situation if necessary.
- If technological applications are interrupted due to a terrorist attack or an act of war, all staff will follow guidelines provided by Local, State and Federal officials.
- A full record of events, including all records, written, taped, or photographed, will be maintained as needed for review/analysis by the Director of Administration

3. Natural Disaster (fire, tornado, flood)

Natural Disasters can occur at anytime without notice. In the event of a natural disaster that damages MAR Headquarters or prevents the natural course of business from occurring (Annual Meeting, Board of Directors meeting, etc.), certain contingencies must be followed to lessen the emotional and economic threats on staff, members and the association.

Affected Audiences:

- MAR Staff
- MAR Members
- MAR Local Associations

Recommended Action:

- In the event of a fire, all staff will immediately evacuate the building and gather across the street in the ADP parking lot.
- MAR CEO and Group Leaders will hold emergency meeting to determine course of action, after which group leaders will communicate all necessary information to their staffs.
- The MAR CEO, President, and Director of Administration will meet to determine the damage to the facility.
- CEO or Director of Administration will contact President (and thereafter, the Leadership Team).
- Based on this determination, business may close for a defined period of time, and staff will use home computers to complete work assignments as possible.
- A joint statement will be released to staff, members, local Associations and chapters addressing the situation, what the effect will be on the real estate industry, and what contingencies should be made in regard to upcoming meetings.
- If the fire precedes the Annual Convention, the CEO, President, Director of Administration, and Director of Professional Development will discuss insurance options, rescheduling the meeting if necessary.
- Regular communication updates will be posted on the website and sent to affected audiences.
- Director of Technology will restore files from off-site backup location.
- All checks will be stored in a fire-proof safe on a nightly basis. Any unopened mail will be stored in a similar location. Accounting Director will hold copy of building insurance policy and bank account numbers off-site.
- A full record of events, including all records, written, taped, or photographed, will be maintained by the Director of Administration

4. War – Military and Biological

In the event of a war (military, biological, chemical) with U.S. involvement, all publics associated with MAR (Staff, Boards, Members, Local Associations, Chapters) will follow all guidelines established by the Federal Government.

Affected Audiences:

- MAR Staff
- MAR Members
- MAR Local Associations
- MAR Chapters
- Trade Media

Recommended Action:

- MAR CEO and Group Leaders will hold emergency meeting to determine course of action
- The MAR CEO, Chief Counsel, and Leadership Team will meet by phone conference if possible to determine the Association's position domestically and internationally.
- A joint statement will be released to staff, members, Local Associations and chapters addressing the situation, what the effect will be on the real estate industry, and what contingencies should be made in regard to upcoming meetings (Annual Convention, etc.)
- A plan to address the situation as it relates to the real estate industry will be developed by the CEO, Chief Counsel, and the Director of Communications.
- If the attack precedes the Annual Convention,, the CEO, Director of Administration and Director of Professional Development will discuss insurance options, relocating the meeting if necessary, rescheduling the meeting and ultimately cancellation.
- Regular communication updates will be posted on the website and sent to affected audiences as the war progresses and ultimately ends.
- Staff counseling will be made available as needed.
- A full record of events, including all records, written, taped, or photographed, will be maintained by the Director of Administration.

5. Government Investigation

In the event that MAR would be investigated for possible IRS, housing-related, anti-trust violations or other allegations, all publics associated with MAR (Staff, Boards, Members, Local Associations, Chapters) will follow all guidelines established by the Federal Government.

Affected Audiences:

- MAR Staff
- MAR Members
- MAR Local Associations
- MAR Chapters
- Trade Media

Recommended Action:

- Reception staff will be cordial toward any inquiries, but not volunteer any information.
- The MAR CEO and Chief Counsel and/or Director of Administration (as appropriate) will meet with investigators and listen to allegations. Information will not be volunteered until such time as legal or accounting counsel may be involved.
- CEO or Chief Counsel will contact President (and thereafter, the Leadership Team).
- A plan to address the situation will be developed by the CEO, Chief Counsel and Director of Administration.
- All employees, the Board of Directors, and other leaders will be contacted and briefed of the situation, as appropriate (per legal counsel).
- CEO or Director of Administration will contact E & O insurance providers.
- A full record of events, including all records, written, taped, or photographed, will be maintained by the Director of Administration.

IRS Investigation

Recommended Action:

- If IRS auditors or other personnel wish to audit MAR's tax books or other documents, the request must be made in writing with a reasonable advance time requested. On-site, unannounced visits will be courteously declined, without further conversation by staff.
- MAR accounting staff will assemble, in advance, a packet of information available for public viewing (including information required by the government). This will be held at the front desk and/or available via MAR's website. *Please check for best method re: 990 and other materials.*

6. Infectious Disease or Medical Emergency

It is likely that there will be contagious diseases or viruses introduced to the MAR Staff from time to time. If the situation becomes more serious than the flu or another type of sickness that can be remedied with rest, the Director of Administration will encourage staff members to consult their doctors for advice. Depending on the illness the entire staff may need to be inoculated to prevent continued spread of the disease.

Affected Audiences:

- MAR Staff
- MAR Staff Families

Recommended Action:

- MAR senior staff to hold emergency meeting to determine course of action, and then notify President, as appropriate to the situation.
- Based on the severity of the situation, the Director of Administration will recommend the employees (and their families) visit their personal doctor for consultation.
- The CEO and Director of Administration will decide if the office should close
- If the entire staff has become infected, procedures for inoculation and care will be implemented.
- Building maintenance personnel will be alerted to the situation.
- If the situation involves biological warfare causing all staff to become ill, federal guidelines will be followed.
- A full record of events, including all records, written, taped, or photographed, will be maintained by the Director of Administration, as appropriate.

7. A disgruntled employee enters the MAR office and harms a staff member

Employees who have been released from their job, on occasion, may become very depressed and angry. They may begin to think and act irrationally. While most employers feel that they know their employees, there is always the possibility of something happening and MAR is no different.

In the event that an MAR employee harms another employee, normal crisis procedures should be followed.

Affected Audiences:

- MAR staff
- MAR staff families
- MAR Policy Board of Directors
- Local media
- Trade media
- Membership
- MAR Local Associations & Chapters

Recommended Action:

- Director of Administration or any other senior staff member calls 911
- MAR senior staff to hold emergency meeting to determine course of action, and then notify President.
- The CEO and/or Director of Administration, in consultation with General Counsel, shall be responsible for contacting the proper authorities.
- If the CEO is the injured party, another member of the senior staff should fulfill this duty.
- The CEO will contact family members of the injured and the disgruntled employee.
- All employees, the Leadership Team, and other leaders will be contacted and briefed of the situation.
- After the immediate crisis is over, long-term counseling may be needed for staff and staff families. Counseling service numbers should be available and immediately contacted by the Director of Administration.
- A full record of events, including all records, written, taped, or photographed, will be maintained by the Director of Administration.

Other security situations might include an unknown “wandering” visitor, perhaps even a person hiding or holding a weapon. Should such a person be identified within MAR offices, staff will immediately alert the Director of Administration and/or the CEO, who will assess the situation. If it’s clear that the person presents a danger, the staff person will immediately call 911.

8. Employee-related (substance abuse, harassment, anger, violence, depression)

As humans it is perfectly normal to experience a range of emotions. When these emotions are uncontrollable, and in turn affect an employee's performance or productivity, the Director of Administration must take action to help the employee in question or risk endangering other employees.

Affected Audiences:

- MAR Staff
- Employee himself/herself
- Employee's family

Recommended Action:

- CEO, Director/Administration and immediate supervisor to hold emergency meeting to determine course of action, and then notify President.
- If the employee has psychological issues (anger, anxiety, depression), it is important to notify the Director/Administration who will inform the employee that they can seek help and what the proper channels are based upon the benefits structure in place. If the employee chooses to seek help, he or she will need to consult with the Director/Administration to discuss short-term leave if necessary.
- If the problem is leading to harassment or violence towards the employee himself/herself or other employees, local law enforcement officials must be contacted immediately by the Director/Administration and appropriate action undertaken.
- Counseling for other employees should be made available as needed.
- A full record of events, including all records, written, taped, or photographed, will be maintained by the Director/Administration

9. The MAR president dies

The MAR bylaws give the Executive Committee and Board of Directors authority and responsibility to act as the governing body of the association. In the event of an accident leading to the death of the MAR president, the President-Elect automatically takes over. However, this does not eliminate the need for a communications plan.

Affected Audiences:

- Immediate family (if occurs during MAR meeting and family are not present)
- MAR membership
- MAR staff
- Prospective members
- Trade media
- MAR local Associations & Chapters
- Real Estate industry

Recommended Action:

- MAR senior staff to hold emergency meeting to determine course of action
- CEO or Director of Executive Programs will call the President Elect, then email the Leadership Team and thereafter the Executive Committee.
- Upon learning of the death of the MAR president, the President-Elect shall immediately assume the leadership role, in coordination with the Leadership Team, until further decided by the MAR Board of Directors.
- The crisis response flow chart should immediately be put into action, and notification of audiences should begin immediately.
- Communication that MAR is still functioning smoothly should be sent out as soon as possible to BOD and Local Associations. Media release prepared by Director of Communication/staff.
- A full record of events, including all records, written, taped, or photographed, will be maintained by the Director/Executive Programs

The MAR president-elect dies

In the event that the MAR President-elect is unable to take on the position for whatever reason, the current President will remain in office until such time as an installation may take place.

Affected Audiences:

- Immediate family (if occurs during MAR meeting and family are not present)
- MAR membership
- MAR staff
- Prospective members
- Trade media
- MAR local Associations & Chapters
- Real Estate industry

Recommended Action:

- MAR senior staff to hold emergency meeting to determine course of action

- CEO or Director of Executive Programs will call the MAR President, then notify Leadership Team and Executive Committee via e-mail.
- The Board of Directors will follow Bylaws to select a new President Elect as soon as possible.
- The crisis response flow chart should immediately be put into action, and notification of audiences should begin immediately.
- Communication that MAR is still functioning smoothly should be sent out as soon as possible.
- A full record of events, including all records, written, taped, or photographed, will be maintained by the Director/Executive Programs

The MAR CEO dies

The MAR bylaws give the Executive Committee and Board of Directors authority and responsibility to act as the governing body of the association. In the event of an accident leading to the death of the MAR CEO, the MAR Chief Counsel will assume responsibilities until the Executive Committee can meet to select an interim CEO. However, this does not eliminate the need for a communications plan.

Affected Audiences:

- MAR membership
- MAR staff
- Prospective members
- Trade media
- MAR Local Association & Chapters
- Real estate industry

Recommended Action:

- Director of Executive Programs or other Group Leader notifies the CEO's spouse and President, followed by the Leadership Team.
- MAR Leadership Team hold emergency meeting (conference) to determine course of action
- Director of Executive Programs will notify the National Association of REALTORS.
- Upon learning of the death of the CEO, the Chief Counsel shall immediately assume the leadership role, in coordination with the Leadership Team, including supervision of day to day operations and staff, until further directed by the MAR Executive Committee.
- The crisis response flow chart should immediately be put into action, and notification of audiences should begin immediately.
- Communication that MAR is still functioning smoothly will need to be sent out as soon as possible.
- A full record of events, including all records, written, taped, or photographed, will be maintained by the Director of Executive Programs.

10. Local Association or Chapter leaders begin publicly speaking out against MAR management

While these relationships are currently in good standing, the potential for this type of crisis always exists. Because Local Associations are at the grass roots level, they have a finger directly on the pulse of the membership. Disgruntled members complaining to local leaders could precipitate this situation.

Affected Audiences:

- MAR staff
- MAR membership
- MAR Local Associations and chapters
- Trade media
- Prospective members

Recommended Action:

- MAR Leadership Team hold emergency meeting with affected senior staff to determine course of action.
- Upon notification of such a situation, the crisis response flow chart should be followed.
- The CEO will immediately notify the Leadership Team, thus beginning the notification process.
- Each of the Local association's presidents or Chapter presidents should be contacted immediately to discuss the situation.
- An emergency meeting should be called with heads of MAR and the dissatisfied parties in an attempt to resolve the problem.
- During these discussions, information should be communicated to the various audiences, keeping them up to date on the situation. (Consult the crisis response flow chart for individual responsibilities.)
- If these discussions end the complaints, information should be communicated to the various audiences. However, if the discussions do not resolve the issue and talks are stopped, it will be extremely important that MAR remain above board with its information and that it embark upon a positive information campaign, expressing disappointment with the situation but looking to the future.
- If not resolved immediately, the situation should remain at crisis status. The crisis team should continue to evaluate the situation and develop plans for resolution.
- A full record of events, including all records, written, taped, or photographed, will be maintained by the Director of Executive Programs

11. Group of members speak out against MAR's support of a group that may be controversial in nature.

Some individuals may call upon their associations/organizations to speak out or take action against groups perceived to be controversial. It is therefore important to explain the importance of diverse interests and the multi-faceted nature of an association.

This is one area where the MAR Board of Directors would have to evaluate the association position. MAR has to make a philosophical decision on such issues and stick with it. The appearance of a "wishy-washy" policy will make everyone involved uneasy.

Affected Audiences:

- MAR members
- MAR staff
- Prospective members
- Trade media
- Public media
- MAR Local Associations & chapters

Recommended Action:

- MAR Leadership Team will hold emergency meeting with affected senior staff to determine course of action.
- Leaders of the organization should be contacted and the lines of communication should be opened and remain open until a position and/or agreement can be reached.
- A full record of events, including all records, written, taped, or photographed, will be maintained by the Director of Communication.

12. A suspicious piece of mail is received by MAR.

MAR receives a suspicious piece of mail, including a box. Suspicious characteristics include:

- have any powdery substance on the outside.
- are unexpected or from someone unfamiliar to you.
- are addressed to someone no longer with your organization or are otherwise outdated, have no return address, or have one that can't be verified as legitimate, are of unusual weight, given their size, or are lopsided or oddly shaped.
- have an unusual amount of tape on them or wires that can be seen
- are marked with restrictive endorsements, such as "Personal" or "Confidential."
- have strange odors, stains, or show a city or state in the postmark that doesn't match the return address.

Affected Audiences:

- MAR staff
- Postal service or delivery service
- Building tenants

Recommended Action:

- Do not try to open the mailpiece!
- Isolate the mailpiece.
- Evacuate the immediate area, closing the doors to the room
- Notify the CEO, Director/Administration, or any senior staff who will call 911 if appropriate
- All persons who have touched the mail piece should wash their hands with soap and water
- Director/Administration (or appropriate senior staff member) will list all persons who have touched the letter and/or envelope.
 - Include contact information.
 - Provide the list to the appropriate authorities.
 - Place all items worn when in contact with the suspected mail piece in plastic bags and keep them wherever your clothes have been changed and have them available for law enforcement agents.
- As soon as practical, shower with soap and water.
- If prescribed medication by medical personnel, take it until otherwise instructed or it runs out.
- Notify the Center for Disease Control Emergency Response at 770-488-7100 for answers to any questions.
- A full record of events, including all records, written, taped, or photographed, will be maintained by the Director/Administration

13. The MAR CEO or President is arrested

The MAR bylaws give the Executive Committee and Board of Directors authority and responsibility to act as the governing body of the association. In the event of an incident leading to the arrest of the MAR CEO, the Chief Counsel automatically takes over. In the event of the arrest of the MAR president, the President-Elect automatically takes over.

Affected Audiences:

- CEO's or President's immediate family
- MAR membership
- MAR staff
- Prospective members
- Trade media
- MAR Local Association & Chapters
- Real estate industry

Recommended Action Upon Arrest of CEO:

- Director of Executive Programs immediately contacts Chief Counsel, followed by CEO's family.
- MAR Leadership Team to hold emergency meeting with Chief Counsel to determine course of action
- Director of Executive Programs will notify the National Association of REALTORS Legal Affairs Dept.
- Director of Administration immediately prepares for possible audit of books and contact outside auditors.
- Chief Counsel contacts MAR insurance providers.
- Upon learning of the arrest of the CEO, the Chief Counsel shall immediately assume the leadership role, in coordination with the Leadership Team, including supervision of day to day operations and staff, until further directed by the MAR Board of Directors.
- The crisis response flow chart should immediately be put into action, and notification of audiences should begin immediately.
- Communication that MAR is still functioning smoothly will need to be sent out as soon as possible should the incident reach the media's attention. A press statement will be drafted by the Communications Director and the President for possible use.
- Chief Counsel shall consult insurance policy to determine liability, and review CEO employment contract for pertinent information.
- MAR headquarters to be locked down with all non-essential staff sent home.
- A full record of events, including all records, written, taped, or photographed, will be maintained by the Director/Administration.

Recommended Action Upon Arrest of President:

- CEO to immediately contact chief counsel.
- CEO or Chief Counsel will call the MAR President-Elect, then contact Leadership Team and Executive Committee via e-mail.
- The President-Elect shall immediately assume an interim leadership role, in coordination with the Leadership Team, until further directed by the MAR Board of Directors.

- The MAR Board of Directors will meet per Bylaws to address leadership succession plan.
- The crisis response flow chart should immediately be put into action, and notification of audiences should begin immediately.
- Communication that MAR is still functioning smoothly will need to be sent out as soon as possible. A press statement will be drafted by the Communications Director and the CEO for possible use.
- A full record of events, including all records, written, taped, or photographed, will be maintained by the VP/Administration.

14. Threat/Opportunity to Association's Future Due to Regulatory Changes.

One dreadful example of such a threat could be the elimination of the mortgage interest deduction, changing the nature of the real estate industry. Another could be a threat to Independent Contractor status or opportunities due to regulatory change in broker subsidiary operations or lay settlements, or license law changes resulting in greatly reduced membership numbers, etc.

Affected Audiences:

- MAR members
- MAR staff
- Prospective members
- Trade media
- Public media
- MAR Local Associations & chapters

Recommended Action:

- MAR Leadership Team to hold planning meeting with senior staff to determine course of action, followed by full meeting of MAR Policy Board.
- Communication that MAR is still functioning smoothly, but making plans for future changes will need to be sent out as soon as possible to all members. A statement on the MAR/NAR position will be drafted by the Communications Director and the President for use.
- MAR will maintain communication with all affected audiences.
- Accounting staff will prepare projections of financial implications to Association.
- New revenue streams will be considered to maintain level of member services.
- Coordinate with NAR and other states on parallel actions being taken.

POTENTIAL MEETING CRISIS SCENARIOS

Following are scenarios that might apply during a MAR Major Meeting (Convention, etc.)

1. Computer Virus/Loss of Files

It is not uncommon for the network of computers to experience a system glitch from time to time. However, if the system goes down due to a virus, a problem with the server at a remote location, or an attack on the country's communication and technology, a more serious matter is at hand.

Affected Audiences:

- MAR Staff
- MAR Suppliers

Recommended Action:

- Important files will be backed up prior to the event and sent with event materials. (Current policy is to back up server-level files daily with copies stored off-site.)
- Depending on the severity and anticipated down time of the system, staff will focus on projects not involving use of technology.
- Once the problem has been resolved, staff will receive notification from the Technology Director that the problem has been resolved and use of computers can resume, or a substitute option will be developed.
- Backup files from previous work sessions will be loaded onto the existing or substitute computer system for review. Each file will have to be examined for updates or changes that would have occurred since the backup.
- A full record of events, including all records, written, taped, or photographed, will be maintained by the Technology Director

2. Death or Serious Illness or Injury of a Staff Member at Major Meeting

Depending on the severity and length of an illness and/or the timing of illness or death, such an incident can cause major disruption to the planning or implementing of a major event.

Affected Audiences:

- MAR Staff
- MAR members
- MAR exhibitors

Recommended Action:

- Upon learning of the death or having ascertained the expected length of incapacitation, the CEO and Director/Administration, in concert with the respective staff Group Leader, shall immediately meet to determine responsibilities that must be shifted to alternate staff members. A recommendation for additional staffing requirements will be reviewed.
- Notify appropriate family members
- Associates who have normal business dealings with the staff member will be contacted to determine the status of any projects, contracts or other dealings. Each staff person should keep a list of their business contacts in their Outlook Contacts.
- A full record of events, including all records, written, taped, or photographed, will be maintained by the Director of Administration

3. Natural Disaster (fire, tornado, hurricane, snowstorm) at Meeting Location

Natural Disasters can occur at anytime without notice. The incident of these disasters may cause a complete halt or cancellation of an event, or more likely, just a delay.

Affected Audiences:

- MAR Staff
- MAR Members
- MAR Suppliers

Recommended Action Prior to Event Occurring:

- If warning is given of natural disaster, the following activities will occur:
- MAR Director of Professional Development to designate a specific location at each destination for staff to meet and be confirmed safe should that become necessary.
- A staff meeting of all convention staff, including CEO and/or Director/Administration and Communications Director, will be held immediately to assign tasks.
- Weather conditions to be monitored.
- Following initial meeting, staff to meet second time for recommendations.
- Leadership Team to be apprised of situation and informed of staff recommendations.
- Communication Director to coordinate notification of audiences by phone, fax, e-mail, and website. Audiences to be notified in the following order: 1) local Associations, 2) members, 3) exhibitors and 4) vendors. If possible, automatic phone messaging will be used.
- The CEO, Director/Administration, Chief Counsel and Director of Professional Development will discuss insurance options, relocating the meeting if necessary, rescheduling the meeting and ultimately cancellation. "Rain Date" to be pre-set with hotel or meeting location.

Recommended Action Following Event:

- Staff to meet at pre-designated location to be confirmed safe.
- The MAR CEO, Director/Administration, and Director of Professional Development will meet to determine the damage to the facility and the city.
- CEO, Chief Counsel, Director/Administration, and Director of Professional Development will discuss insurance options, relocating the meeting if necessary, rescheduling the meeting and ultimately cancellation if necessary.
- Based on this determination, business down time or closures should be defined.
- Regular communication updates will be sent to affected audiences.
- A full record of events, including all records, written, taped, or photographed, will be maintained by the Director/Administration

4. Bomb Threat at Meeting Site

Bomb threats must always be taken seriously no matter if they are a hoax or a true warning of a pending explosion. MAR staff should determine that major meeting facilities are prepared for hypothetical situations in case they become reality. MAR's contingency plan must mesh with that of the appropriate facility to avoid confusion and harm to participants. If a bomb threat is made on a location during a MAR meeting, all meeting participants will follow the course of action planned by the facility security. Once that plan has been implemented, the MAR course of action follows:

Affected Audiences:

- Meeting Participants
- MAR Staff
- Staff Families
- MAR Policy Board of Directors
- MAR Local Associations & Chapters
- MAR Members
- Trade Media

Recommended Action:

- MAR Director of Professional Development to designate a specific location at each destination for staff to meet.
- MAR Leadership Team and Meetings Staff to hold emergency meeting to determine course of action
- Depending on the severity of the threat, if the work day will be significantly interrupted, the CEO has the authority to close the meeting until the U.S. Bomb Squad determines if there is need to seal the building or not.
- A statement from the CEO and/or the MAR President will be sent to the industry media, the membership, and posted on the website immediately.
- The Leadership Team will discuss relocating the meeting if necessary, and ultimately cancellation.
- Meeting insurance providers will be contacted by the Director of Professional Development.
- A full record of events, including all records, written, taped, or photographed, will be maintained by the Events Manager.

After the initial emotional impact of the threat has subsided, the MAR CEO will follow the recommended actions above and the crisis response flowchart. In the event the MAR CEO is not able to make these decisions, the responsibility will fall to the Chief Counsel, in coordination with the Leadership Team.

5. An official facility/hotel catches on fire during an MAR meeting

MAR's meetings draw anywhere between 100 and 1,000 participants. Obviously the number of participants will greatly impact how such a crisis is handled; however, certain steps should be taken automatically.

Affected Audiences:

- Meeting participants
- MAR staff
- Local media
- Trade media
- Families of participants

Recommended Action:

- MAR Director of Professional Development to designate a specific location at each destination for staff to meet and be confirmed safe.
- Upon notification of the situation, the MAR staff member responsible for the meeting should notify MAR headquarters immediately with a specific message. MAR headquarters should then begin the notification of the crisis team, putting the crisis response flow chart into affect.
- It is very likely that more than one member of the team will be at the meeting during the crisis, in which case initial meetings could take place on site.
- The MAR staff member responsible for the meeting, after notifying the MAR headquarters or highest ranking MAR staff member on site, should then begin working with the hotel/facility contact. Hotels/facilities have disaster plans in place, and the MAR staff member should work closely with the contact person and report regularly to the crisis team.
- If several individuals are injured/killed, the team must then begin the process of notifying the various audiences as well as families, significant others, etc. The team may also want to consider putting families of victims in touch with a crisis organization trained in trauma relief.
NOTE: The number for such an organization should appear in a prominent place in this manual.
- Again, in a situation of this nature, factual, timely communication is extremely important. It is important that team members communicating to the various audiences do not speculate.
- It may be necessary for the team to develop long-term plans for dealing with the aftermath of such a crisis.
- A full record of events, including all records, written, taped, or photographed, will be maintained by the Director/Administration

NOTE: A back-up team should be considered in case several team members are injured or killed in such a crisis

6. A disgruntled facility employee injures a participant in an MAR meeting

The facility should have its own crisis plan; however, it is incumbent upon the meeting planner and/or the Director of Professional Development to make sure that the facility does have such a plan and that it will be effective in the time of crisis.

Affected Audiences:

- Meeting participants
- MAR staff
- Local media
- Trade media
- Families of participants

Recommended Action:

- Upon notification of the situation, the MAR staff member responsible for the meeting should immediately notify MAR headquarters or (in the case of an Annual Convention where most staff are on site) the highest ranking MAR staff member available. The Director of Professional Development should begin working with the facility to implement the facility's plan.
- Team members should then be notified of the crisis, and the crisis response flow chart should be put into affect. The immediacy with which the local media may cover such a situation may not allow for a first meeting of the team. In such instances, individuals responsible for acting as spokesperson should be the only individuals talking with the media.
- The three individuals with spokesperson responsibilities should be cooperative, factual and responsive. It will be very important that the individuals responsible for media coordination in the time of a crisis be prepared and have a designated area for information to be released to the media. The potential for interviews of random eyewitnesses is great and should be controlled as much as possible.
- If several individuals are injured/killed, the team will have to begin the process of notifying the various audiences. At this time, a hotline for trauma victims and their families will be made available.
- Follow-up meetings of the team will again be required to make sure that all avenues are being covered.
- A full record of events, including all records, written, taped, or photographed, will be maintained by the Director/Administration

7. A bus crashes while carrying MAR meeting participants

From time to time, MAR meeting participants are bussed to and from events. As a proactive move, the MAR staff member responsible for the buses or the program at which the buses will be used should discuss with the bus company what procedures it has in place.

Affected Audiences:

- MAR staff
- MAR members
- Local media
- Trade media
- Victims
- Families of victims

Recommended Action:

- As with all of the aforementioned crises, the crisis response flow chart should be enacted immediately.
- Upon notification of the situation, the MAR staff member responsible for the particular program should immediately notify MAR headquarters or the highest-ranking MAR staff member on site. MAR headquarters should then begin the notification of the crisis team and put the crisis response flow chart into effect.
- The MAR staff member responsible for the program, after notifying the MAR headquarters or crisis team, should then begin working with the bus company contact. The MAR staff member should work closely with the contact person and report regularly to the crisis team.
- If several individuals are injured/killed, the team must then begin the process of notifying the various audiences. Family members should be put in touch with a trauma response team as mentioned earlier. **NOTE:** A number for such an organization should appear in a prominent place in this manual.
- Again, in a situation of this nature, factual, honest communication is extremely important. It is important that team members communicating to the Various audiences do not speculate or guess.
- A full record of events, including all records, written, taped, or photographed, will be maintained by the Director/Administration

8. **A major sponsor for an MAR Meeting is reported to have been involved in some sort of illegal activity two weeks or less prior to meeting**

The press coverage of such an incident would warrant a crisis, since MAR does not want to tarnish its image by being associated with an organization involved in illegal activities. It is important for the crisis team to have all of the facts and not to jump to any conclusions. If it turns out that the charge was false, certain decisions could very easily damage MAR's relationship with the sponsoring organization.

Affected Audiences:

- MAR staff
- MAR members
- Prospective members
- Public Media
- Trade Media

Recommended Action:

- First, the MAR CEO should contact management of the sponsoring organization to find out what they have to say. If the sponsor is claiming innocence, then the MAR CEO should explain MAR's position and discuss possible options. **NOTE:** The MAR Executive Committee or Board of Directors may need to implement a policy that states MAR will not allow an organization accused of wrongdoing to sponsor an event, regardless of when the accusation is made, until the company is cleared of any wrong doing.
- Without such a policy in place, however, crisis response should continue as normal. Information being released should come from the designated spokesperson and should be factual and timely.
- If the decision is made not to continue the relationship with the sponsor, the reason will have to be communicated to those audiences involved. The same should occur if MAR chooses to continue with the sponsor.
- If they go with the sponsor, and the accusations turn out to be true, the crisis team will be faced with a second crisis, in which case it may be necessary to state that a mistake was made.
- A full record of events, including all records, written, taped, or photographed, will be maintained by the Director/Administration

SECTION 11: RECOVERY AND RESTORATION

After the crisis, it is important for all staff members, leadership, and members to start a recovery and restoration process so business can resume as closely to normal as possible. By implementing the following steps, employees will recover physically and mentally, and business, legal and financial obligations will continue to be met after the crisis has subsided.

- Establish a recovery team to communicate with employees and affected publics. The following will be a part of this team:
 - CEO
 - Staff Group Leaders
- Plan for alternate location for business operations
- Plan to contact outside contractors and vendors to continue operations
- Take photographs or videotape the existing facility
- Meet with insurance agent to keep policy updated
- Plan for repairing or replacing equipment to minimize lag time
- Assure chain of command maintaining lines of succession for key personnel
- Retain outside counselor for employees to use to discuss psychological aspects of the crisis.
- On an individual basis, arrange for flexible/reduced work hours, salary continuation, care packages, child support services
- Assess value of damage

SECTION 12: CONCLUSION – TESTING AND TRAINING

Two integral parts of any contingency plan are training and testing. Training consists of informing members of the team that they are in fact members of the team, followed by notifying each team member of his or her responsibilities. Once notified of team membership and responsibilities, each member should review a copy of the manual. However, training does not stop there.

As team members change, each new member must be informed of his or her role in the process. Staff members, as well as board members, must all know that the crisis plan exists. It could prove to be extremely damaging if, while the team was determining its strategy, individual members of the staff, board, or chapters were out making their own announcements.

The plan should also be tested. At least annually, a mock crisis may be used as a test. This testing is done to simulate an actual crisis or emergency situation, in order to spot any weaknesses in the plan.

To test the plan, all members of the team should be notified that a test will take place sometime during a specific month. Then, on any day during that particular month a crisis situation should be introduced into the work environment and the plan put into effect.

Testing is an important part of the plan and should not be taken lightly or ignored. Preparation is key to successful communication, which, if done properly, will pull the organization through the crisis.

SPECIAL NOTE: Not much reference was made to the fact that MAR could, in some situations, be at fault. It is important to remember that when MAR is at fault, and upon the advice or legal or accounting counsel, the spokesperson admits this fault and reports on what is being done to correct the problem. History has proven that an organization admitting fault fares much better than one fighting it, regardless of the truth. Fighting admission of fault usually leads people to believe that an organization is hiding something.

In cases where MAR knows it is not at fault but the perception is that MAR is, the association should focus on what's being done to remedy the situation, as opposed to who is responsible.

SECTION 13

APPENDIX A

Crisis Team Members – Each person on the team should have a copy of this Plan at their home(s).

CEO
Group Leaders
Leadership Team

APPENDIX B

Sample Meeting Agenda

- A. ROLL CALL
- B. REVIEW WHAT HAS OCCURRED
- C. NAME AUDIENCES AFFECTED
 - 1. Staff
 - 2. Membership
 - 3. Potential members
 - 4. Family members
 - a. Staff
 - b. Membership
 - 5. General public
 - 6. Other
- D. REVIEW COMMUNICATION RESPONSIBILITIES (could be 1 person or more)
 - 1. Responsible for communicating to staff
 - 2. Membership
 - 3. Potential members
 - 4. Family members
 - a. Staff
 - b. Membership
 - 5. General public
 - 6. Other
- E. WHAT IS OUR MESSAGE
 - 1. Clearly brief spokespersons in writing on the message to the Various audiences
- F. COMMUNICATION OUTLETS
 - 1) Television
 - 2) Radio
 - 3) Newspaper
 - 4) Word of mouth
 - 5) Trade publications
 - 6) MAR publications
 - 7) News conference
 - 8) Electronic outlets
 - 9) Telephone (individual, tree, automatic messaging, etc)
 - 10)Other
- G. COMMUNICATIONS TIMELINE
 - 1. Develop timeline for each audience named above

APPENDIX C

Emergency Resource Telephone Numbers (Alphabetical Listing)

Water Utilities-County of Henrico	Day: Night:
Electric Company- Dominion Massachusetts Power	
Employee Pension Plan	
Federal Bureau of Investigation (FBI)	
Federal Emergency Management Assoc. (FEMA)	
Life Insurance Provider -The Guardian	
Long-term Disability Provider-The Guardian	
Major Medical Insurance Provider –Southern Health Co.	
Police/Fire/Emergency	911
Postal Inspector	
401K Plan- ING	
Telephone Company- Cavalier	

APPENDIX D

EMERGENCY CAPTAINS

MAR Emergency Captains:

Primary 1: CEO

Primary 2: Chief Counsel

Primary 3: Director of Administration

ROLES OF EMERGENCY CAPTAINS

Role is to secure the office and ensure that all staff has evacuated.

EXITING THE BUILDING

Staff is to exit in a quick, orderly fashion. Do not wait in the office lobby or stairwell for other staff. Once outside the building, all staff is to meet in the parking lot at the farthest corner away from the building. It is very important that all staff meet at this point to be accounted for.

FIRE PROCEDURE

UPON DISCOVERY OF A FIRE OR SMOKE:

1. If alarm has not sounded, call Fire Department by dialing 911. Give address, floor, and name.
2. Close doors around fire to contain it, if possible.
3. Evacuate, using nearest doors – DO NOT USE ELEVATOR.

WHAT HAPPENS:

1. The Fire Department is automatically notified when the smoke detectors are activated.
2. Simultaneous to this, a bell alarm will sound to alert occupants to evacuate the building.
3. Fire Department's response to the property is usually within minutes of the alarms being activated or notification by phone.
4. No one will be allowed to re-enter the building until advised by the Fire Department.

EMPLOYEE OR PUBLIC ACCIDENT

If an accident or illness of a staff, tenant or visitor takes place in the office area:

1. Call fire Rescue Ambulance – 911
2. Locate MAR staff person skilled in CPR and AED equipment to perform first aid.
3. Give Fire Rescue Ambulance this information:
 - Area of the building and location of emergency.
 - Any details available of accident or illness.
4. Do not move injured or ill person. Try to make them comfortable.
5. If possible have someone meet the emergency unit.

BOMB THREAT

IN THE EVENT A BOMB THREAT IS RECEIVED:

1. Try to obtain as much information as possible from the caller, including:
 - Expected time of explosion
 - Location of the bomb
 - Size and type of the bomb
 - Reason bomb was placed
 - Try to keep caller on the phone as long as possible
2. Immediately call local authorities.
3. If a bomb or suspicious device is found, or if you believe the threat to be valid, evacuate the premises in accordance with the guidelines established for building evacuation.

BUILDING EVACUATION

DO's

1. Keep calm and listen for instructions and follow them.
2. Close the door to your office as you leave.
3. If caught in heavy smoke, drop to the floor, take short breaths, and then crawl to escape.
4. Take any handicapped persons in the building to nearest door on floor and if possible assist person in exiting the building. If unable to do this, notify fire department, who will assist in evacuation.

DON'TS

1. No Smoking
2. Do not run or create panic.
3. Do not go to the elevators.
4. Once you have left your areas, do not return for coat, purses, etc.
5. Do not return to the office until "ALL CLEAR" is given by the Fire Department.

HURRICANE PROCEDURE

HURRICANE WARNING:

By definition, a hurricane/tornado warning is an alert by the National Weather Service confirming a sighting and location. The Weather Service will announce the approximate time of detection and direction of movement. Winds will be very strong and dangerous.

ACTION TO TAKE:

1. Get away from the perimeter of the building and exterior glass.
2. Leave your exterior office and close door.
3. Take shelter near a major bearing wall.
4. Sit down and protect yourself by putting head as close to your lap as possible, or kneel protecting your head.
5. Do not go outside the building.
6. Remain in safe area until the "ALL CLEAR" is sounded.

IF YOU ARE CAUGHT IN AN OUTSIDE PERIMETER OFFICE:

Seek protection under a desk.

MAJOR SNOW STORM

Generally, the CEO (or Chief Counsel or Director/Administration if not available) will determine office and/or event closings in case of a major snowstorm or other weather emergency. CEO will call Receptionist or other staff as early as practical to record a phone message...and staff/members should be told in advance to call the number before coming to the office/event. CEO typically will also send an email message to staff. Those responsible for events should try to bring participant contact information home, to provide similar notification as needed. CEO also will advise the Leadership (by email) of any such closings.