PLANNING GUIDANCE

Each Caesar’s Entertainment property is required to maintain updated Crisis Response or Contingency Plans, hereafter referred to as the property’s “Crisis Management Plan.”

The Crisis Management Plan should be a source document for all key employees at the represented property who are expected to have a role in emergency or crisis mitigation, preparation, and response. It should have practical utility by conveying both conceptual guidance (big picture) as well as specific, executable responsibilities (checklists). It therefore proceeds from the general to the specific. Individual contingency plans for specific emergencies are to be set forth as appendices within Annex 3 to this plan.

Key employees with emergency or crisis response roles must fully understand their responsibilities as articulated in the Crisis Management Plan. These employees must have access to this plan and be trained in its execution. The plan must be regularly reviewed for relevancy and accuracy and accordingly updated. Portions of the plan should be periodically exercised under the auspices of property’s Security Director. Lessons learned from actual emergencies or through exercises should be captured and reflected in the plan’s modification.

The approved plans will be maintained and accessible on the K drive under Risk Management Folder. Any changes or updates made to the plan will be communicated. Plans should be reviewed annually to ensure relevance, compliance with any new guidance or regulations, and that contact info is correct.
# Horseshoe Southern Indiana Crisis Management Plan

## TABLE OF CONTENTS

<table>
<thead>
<tr>
<th>Topic</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Introduction</td>
<td>3</td>
</tr>
<tr>
<td>Authorities and References</td>
<td>4</td>
</tr>
<tr>
<td>Concept of Emergency Operations</td>
<td>5</td>
</tr>
<tr>
<td>Property Crisis Team</td>
<td>6-7</td>
</tr>
<tr>
<td>Command Center</td>
<td>8</td>
</tr>
</tbody>
</table>

### Annexes

1 - Emergency Notification List
2 - Evacuation Procedures
3 – Contingency Plans
   A. Medical Emergency                                       | 17-18  |
   B. Fire / Smoke                                            | 19-22  |
   C. Bomb Threat                                             | 23-31  |
   D. Civil Disturbance                                       | 32     |
   E. Power Failure                                           | 33-34  |
   F. Elevator Emergencies                                    | 35     |
   G. Robbery                                                 | 36-37  |
   H. Discovery of a Crime after the Fact                     | 38     |
   I. Extortion / Kidnapping                                   | 39-41  |
   J. Natural Disasters                                       | 42     |
   K. Earthquake                                              | 43     |
   L. Flood                                                   | 44-49  |
   Appendix A – Flood Prep for Waters                         | 50-61  |
   Appendix B – Planned Closing Procedures                    | 62-80  |
   M. Tornado                                                 | 81-84  |
   N. Snow & Ice                                              | 85-89  |
   O. Chemical / Biological Threat                            | 90     |
   P. Chemical Spills                                         | 91     |
   Q. Food Borne Crisis                                       | 92-93  |
   R. Ruptured Water Pipes / Sprinkler Heads                  | 94     |
   S. Death on Property                                       | 95-96  |
   T. Threatened Suicide                                      | 97-98  |
   U. Actual Suicide                                          | 99     |
   V. Disaster Recovery Program Overview                      | 100-111|
   W. Active Shooter Emergency                                | 112-114|
   X. Emergency Vendors Contact Lists                        | 115-129|

### Crisis Management Forms

A. Situation Report                                          | Form 1 |
B. Crisis Objectives                                         | Form 2 |
C. Courses of Action                                         | Form 3 |
D. Crisis Action Plan                                        | Form 4 |
E. Crisis Log                                                | Form 5 |
INTRODUCTION

Caesar’s Entertainment priorities will always remain the same regardless of the nature and scope of any crisis facing us. These priorities will be the overriding imperative for all crisis-related decisions and will guide all of our actions. These priorities, in descending order are to protect the health and safety of guests and employees, maintain our reputation for fair gaming, preserve our critical assets and other corporate property, and to maintain business operations. Our consistent message will be the health and safety of our guests and employees and goodwill towards our stakeholders.

Caesar’s policy in an emergency is to ensure the safety of our guests and team members first. Preservation of life is always the primary objective. Protection of company assets is secondary and only acted upon if there is no danger to loss of life. The ultimate responsibility for protecting the life and property of employee and guests belongs to the Executive Team.

This manual is designed to provide all Horseshoe Southern Indiana personnel with the information needed to handle any emergency situation. It will enable the staff to act in an efficient and orderly manner to best provide for the safety of our employees and guests.

The primary purpose of a crisis management plan is to provide all affected individuals with a planned response to emergency situations that will protect lives; and secondarily, to protect property and resources, in the safest, most expedient manner with minimal disruption of operations. Emergencies can arise from natural disasters or from human activities that are intentional or unintentional and have potential for creating devastating destruction.

This manual is intended to provide basic, standard guidelines across all property departments.
AUTHORITIES AND REFERENCES

Caesar’s Entertainment Risk Management Toolbox, Specialized Programs, Emergency Preparedness

United States Coast Guard

Caesar’s Entertainment Incorporated (CEI) Corporate Management

Harrison County Sheriff’s Office

Harrison County Emergency Management Agency

Floyd County Emergency Management Agency

Avian Influenza Outbreak Guidelines

Norovirus Outbreak Prevention and Remediation Guidelines
CONCEPT OF EMERGENCY OPERATIONS

Response to emergencies or crisis situations at Horseshoe Southern Indiana will always be guided by the priorities of protecting the health and safety of guests and employees, maintaining our reputation for fair gaming, preserving our critical assets and other corporate property and maintaining business operations. It is the General Manager’s intent that all natural and manmade emergencies occurring on our premises or affecting our business operations, be handled in a rapid and effective manner, consistent with our stated priorities and by trained and properly equipped personnel, using emergency response best practices. To the extent possible, the emergency will be contained, isolated, and controlled so as to not become more widespread and further interrupt normal business operations. In all cases, we will responsibly cooperate with government authorities concerned with the emergency. In all cases, we will speak with one properly authorized voice to employees, guests, corporate, and the media.

Without sacrificing adequacy, our response to emergency situations will be proportional to the crisis. When appropriate, emergencies will be handled by the relevant department (e.g. Security, Facilities, and Marine Operations) with notification to management. Significant emergencies, or crisis situations that rise to the level of a corporate-wide crisis, require activation of the Property Crisis Team (PCT). However, nothing precludes the activation of the PCT in cases where the standard of a corporate crisis is not satisfied and declared, but the GM believes such activation beneficial for incident management.

Corporate crisis must be declared by proper authority at the executive-level and must generally satisfy the following criteria:

- Escalates in intensity,
- Adversely impacts shareholder value or the corporation’s financial position,
- Causes harm to people or damage to property or the environment,
- Falls under close media or government scrutiny,
- Interferes with normal operations and consumes significant management time and/or financial resources,
- Jeopardizes the organization’s reputation, products, or officers, and therefore negatively impacts its future.

The Property Crisis Team will be responsible for collaboratively coordinating the response, making decisions, and returning operations to normal as soon as feasible after an emergency. If required, the Property Crisis Team will exercise its responsibilities from a designated Command Center which will serve as the focal point for the receipt of information, making decisions, issuing orders, and maintaining control of the emergency.
PROPERTY CRISIS TEAM

The Property Crisis Team (PCT) is the property level team activated by the General Manager (GM) to handle both localized emergencies and situations that rise to the level of a declared corporate crisis. When operating as part of a corporate-wide response effort, the PCT is activated upon declaration of a corporate crisis by the Chief Operating Officer, or earlier if activated by the GM, and remains in operation until the crisis is satisfactorily resolved. The GM chairs the PCT and has the primary responsibility for response to the crisis at the property. The PCT physically occupies a Command Center from which response and mitigation efforts can be safely and effectively coordinated and managed. The PCT functionally mirrors the Enterprise Crisis Team and is the property’s focal point for management to receive information, make decisions, issue orders, and maintain effective control of the emergency.

The PCT is charged with the following responsibilities:

1. In a deteriorating situation, determines if a crisis is actually occurring and makes a recommendation to the GM for a corporate crisis declaration.

2. Activates and staffs the Command Center when conditions warrant.

3. Continually evaluates the situation and makes time sensitive, critical decisions regarding the health and safety of guests and employees including ordering an evacuation if necessary.

4. Interacts with government authorities.

5. Organizes Guest and Employee Assistance Teams as dictated by circumstances.

6. Coordinates with and provides all pertinent information to the corporate Enterprise Crisis Team.

7. Assesses impact and determines required support.

8. Interacts with the media. Only one individual member of the PCT will be designated to speak to the media on behalf of the property.

9. Implements prepared contingency plans as appropriate (Medical Emergency, Bomb Threat, Power Failure, Evacuation, Fire, Civil Disturbance, Natural Disaster, etc.)
Horseshoe Southern Indiana Crisis Management Plan

**Property Crisis Team**

John D. Smith – Mid-North Regional President and General Manager

Brad Seigel – Assistant General Manager/VP Finance

Jil Greene - Vice President of Human Resources

Ryan Coppola - Vice President of Hospitality

Lorri Lee - Director of Security / Risk Management

Jamie Holley - Surveillance Manager

Jennifer Hester – Operations Manager Retail

Rod Friedrichs – Manager of Information Technology

Captain on duty – if crisis is on vessel

Spike Samuels – Facilities Manager

Richard Norcini – Hotel Manager

Chief on Duty

Other manager(s) as required
COMMAND CENTER

Primary Command Center: Security Dispatch
Alternate #1: Executive Offices
Alternate #2: Pilot House

During emergencies, except for those only requiring medical attention, a command center may be necessary for the effective direction of operations. The Command Center will serve as a focal point for management to receive information, make decisions, issue orders, and maintain effective control of the emergency.

The senior ranking manager will respond to this location when there is a fire alarm, bomb threat, power outage, weather emergency, earthquake, or other serious conditions affecting the welfare of guests and employees. The decision to activate the Command Center will be based on the severity of the emergency.

The emergency operations center will coordinate the response to the disaster. The emergency operations center will have a designated emergency hotline number that will be staffed throughout the pending disaster. The emergency hotline number is 812-969-6111. In case phone service is disrupted, the cellular number is 502-773-0136.

In addition to the hotline, Corporate Communications has established an emergency number to be used when the property is forced to close due to an emergency. This number is available to employees to provide a voice mail message as to the current status of the disaster recovery and any necessary instructions. The emergency number is 1-888-488 OPEN (6736). This message will be reviewed and updated throughout the course of the disaster recovery.

To put this number into use, contact either Julia Schoenberger 702-407-6052 or 702-218-5961. The VP of HR is responsible for implementation of this number. The local IT department will post an e-mail advisory on the emergency to all property users e-mail system.

**Minimal essential equipment for the Command Center.**

- Set of master keys
- Elevator keys (elevator machine room, recall switch key and elevator door emergency access key)
- Flashlights with spare batteries
- Bullhorn
- Emergency lighting
- Telephones (dedicated outside phone lines or cellular)
- Battery powered portable AM/FM radios with spare batteries (National weather radio if possible)
- Emergency power
- Emergency procedure manuals
- Floor plans of the hotel/casino (architectural, mechanical and electrical)
- Hard hats
- First aid kits
- Fire extinguisher
- Radio communications with spare batteries and charging system
- Office supplies
- This plan and updated emergency contact numbers
ANNEX 1:

**Emergency Notification List**
(Applicable to all contingencies)

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
<th>Office Telephone</th>
<th>Home Telephone</th>
<th>Mobile Telephone</th>
</tr>
</thead>
<tbody>
<tr>
<td>John D. Smith</td>
<td>Regional Pres./ General Mgr.</td>
<td>812-969-6713</td>
<td>609-992-4055</td>
<td></td>
</tr>
<tr>
<td>Brad Seigel</td>
<td>VP Finance / Asst.GM</td>
<td>812-969-6714</td>
<td>812-949-4914</td>
<td>812-396-7266</td>
</tr>
<tr>
<td>Ryan Coppola</td>
<td>VP of Hospitality</td>
<td>812-969-6313</td>
<td>609-289-0741</td>
<td></td>
</tr>
<tr>
<td>Jil Greene</td>
<td>VP Human Resources</td>
<td>812-969-6725</td>
<td>812-704-2188</td>
<td></td>
</tr>
<tr>
<td>Renee Nadeau</td>
<td>VP Of Marketing</td>
<td>812-969-6254</td>
<td>314-910-2343</td>
<td></td>
</tr>
<tr>
<td>Jennifer Hester</td>
<td>Operations Manager Retail</td>
<td>812-969-6438</td>
<td>812-405-6251</td>
<td></td>
</tr>
<tr>
<td>Lorri Lee</td>
<td>Director of Security</td>
<td>812-969-6703</td>
<td>502-773-0133</td>
<td></td>
</tr>
<tr>
<td>Spike Samuels</td>
<td>Facilities Manager</td>
<td>812 969-6337</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Rod Friedrichs</td>
<td>IT Manager</td>
<td>812-969-6326</td>
<td>812-945-0651</td>
<td>502-376-9169</td>
</tr>
<tr>
<td>Jamie Holley</td>
<td>Surveillance Manager</td>
<td>812-969-6176</td>
<td>812-340-0015</td>
<td>812-340-0015</td>
</tr>
<tr>
<td>Jeff Hurley</td>
<td>Chief Engineer, Fleet Maintenance</td>
<td>812-969-6505</td>
<td>812-246-4757</td>
<td>502-376-9160</td>
</tr>
<tr>
<td>Albert Gore</td>
<td>Risk Coordinator</td>
<td>812-969-6339</td>
<td>502-301-0676</td>
<td></td>
</tr>
<tr>
<td>Richard Norcini</td>
<td>Hotel Manager</td>
<td>812-969-6237</td>
<td>812-989-1419</td>
<td></td>
</tr>
</tbody>
</table>

**Corporate Risk Management Contact List**

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
<th>Office Telephone</th>
<th>Home Telephone</th>
<th>Mobile Telephone</th>
</tr>
</thead>
<tbody>
<tr>
<td>Brad Waldron</td>
<td>Director, Corporate Risk Mgmt.</td>
<td>702-407-6501</td>
<td>702-373-2590</td>
<td></td>
</tr>
<tr>
<td>Roger Davis</td>
<td>Director, Claims Administration</td>
<td>662-357-6412</td>
<td>662-349-8346</td>
<td>901-359-8672</td>
</tr>
<tr>
<td>Tony Silva</td>
<td>VP Corp Ent Security</td>
<td>702-407-6305</td>
<td>702-281-2850</td>
<td></td>
</tr>
<tr>
<td>Dan Nita</td>
<td>Divisional President</td>
<td>219-473-6000</td>
<td>219-902-4531</td>
<td></td>
</tr>
</tbody>
</table>

**Outside Emergency Contacts**

1. **Local Emergency Management Directors**
   **Harrison County Emergency Management Agency**  
   Greg Reas  
   - Office: (812) 738-8949  
   - 24/7 #: (812) 738-2195  
   - Cell: (812)-267-1690  
   - Pager: (888) 962-1792

   **Floyd County Emergency Management Agency**  
   Terry Hertel  
   - Office: (812) 948-5454  
   - Cell: 502-552-8323  
   Or 812-948-5400 Floyd County Police can contact by radio

2. **Indiana Gaming Commission – Land Office**  
   - (812) 969-6445 Vessel Office  
   - (812) 969-6522 Radio Channel - Security 1M

3. **Indiana Department of Homeland Security**  
   - (800)-669-7362

4. **Coast Guard Sector Ohio Valley (24 Hour)**  
   - (800) 253-7465  
   - (502) 779-5422 U.S. Coast Guard Sector Louisville (24 Hour)

5. **Army Corps of Engineers**  
   Norma Condra  
   - (502)315-6680  
   Greg McKay  
   - (502)315-6685

6. **Oil Spill Response Agencies**  
   - Heritage Environmental Services (502) 473-0638
National Response Center (oil, haz/chem spills) (800) 424-8802
Indiana Department of Environmental Management (317) 233-7745
State of Kentucky Environmental Response Team (800) 928-2380
U.S. Environmental Protection Agency (312) 353-2318

6. Police Departments
Harrison County Sheriff’s Department (812) 738-2195
Floyd County Sheriff (812) 948-5400
New Albany Police Department (812) 948-5300
Indiana State Police (812) 246-5424
Indiana Department of Natural Resources (812) 685-2498
Indiana Bureau of ATF (317) 232-2430
U.S. Justice Department – ATF (513) 684-3354
U.S. Marshall (Indianapolis) (317) 226-6566
Federal Bureau of Investigation - FBI (812) 948-8002

7. Hospitals/Emergency Medical Services
Harrison County Hospital (812) 738-4251
Harrison County Emergency Medical Service (812) 738-2195
Floyd County Memorial Hospital (812) 944-7701
University of Louisville Hospital (502) 562-3015
Jewish Hospital (502) 587-4421
Norton Hospital (502) 629-7200
Clark County Hospital (812) 282-6631

8. Fire Departments
Elizabeth Volunteer Fire Department (812) 969-2225
Corydon Township Fire Department (812) 738-3221
City of New Albany Fire Department (812) 948-6411
New Albany Township Volunteer (812) 944-1212
City of Louisville Fire Department EMS/Fire (502) 574-3141

9. Weather and River Information
McAlpine Lock and Dam (502) 774-3514
U.S. Army Corps of Engineers
Louisville District Office (502) 315-6421
River Stage Recording (502) 775-5056
National Weather Service (502) 968-5195
Forecast Recording (513) 241-1010

10. Department of Health
Harrison County (812) 738-3237
Floyd County (812) 948-4726
Clark County (812) 282-7521
State (317) 233-1325

11. Private Sector Support Groups
American Red Cross (Georgetown, IN) (812) 951-2288
Tri-County Salvation Army (New Albany, IN) (812) 944-1018

12. Utilities/Transportation
REMC (812) 738-4115
Cinergy/PSI (812) 944-4939
Indiana Utilities (natural gas) (812) 738-3235
McBride Fleet & Towing (812) 948-1041
Harrison County Highway Department (812) 738-2920
Southern Railway (606) 678-6034
CSX Railway (800) 232-0144
ANNEX 2: Evacuation Procedures
(Applicable to all contingencies)

The decision to evacuate part of or the entire property will come from the General Manager or the Director of Security unless the crisis is aboard the vessel and then it comes at the direction of the Captain of the Vessel.

Prior to making the decision, the following items should be considered:
- Is there a confirmed fire or heavy smoke condition?
- Does the emergency pose any threat, whatsoever, to guests and/or employees?
- Has the emergency condition ended?
- Is there extensive damage that could create risks to evacuating guests and/or employees?

Predetermined meeting areas have been designated depending on the location and type of emergency.

Evacuation Messages.

Upon receipt of fire alarm:
(Announcement #1) Message will be repeated two times.
- “May I have your attention please? May I have your attention please? The property emergency system has been activated. The Emergency Response Team is currently investigating the cause of the alarm. Please stand by for further instructions. Thank you.”

If the fire alarm is false, Announcement #2 will be made.

All Clear Signals
(Announcement #2) Message will be repeated two times.
- “May I have your attention please? May I have your attention please? The Emergency Response Team has determined that no emergency situation exists. We apologize for the inconvenience. Please resume your normal activities. Thank you for your cooperation.”

If the alarm is verified and at the direction of GM or Director of Security, Announcement #3 will be made.

Evacuation Message
(Announcement #3) Message is repeated two times initially and repeated two times at 30-second intervals until the building is considered vacant
- “May I have your attention please? May I have your attention please? The Emergency Response team has determined that there is a need to evacuate the building. Please proceed to the nearest exit and assemble in the designated meeting area. Do not use the elevators. Please move toward the nearest stairway or exit and evacuate. Please do not use the elevators.”
When the decision to evacuate the premises has been made by the Fire Department, or by Senior Management, all employees on duty at the time will assist in an orderly evacuation.

**Meeting areas for Landside operations consist of 3 (three) areas –**
1. Employee Parking Lots
2. Grassy area Between Hwy 111 and the Casino Garage.
3. Over the berm behind the Hotel – meeting at Safety Areas

Each landside area has been given a primary and secondary meeting area. They are as follows with the area designated by the number above
- Aroma Café – Primary (3) – Secondary – (1)
- Hotel Services – Primary (3) – Secondary (1)
- Hotel Housekeeping – Primary (3) – Secondary (1)
- Hotel Gift Shop – Primary (3) – Secondary (1)
- Jack Binion’s Steak – Primary –(2)- Secondary (1)
- The Spread Buffet & Legends Front of House - Primary -( 2) – Secondary (1)
- Pavilion Retail Shops - Primary (2) – Secondary (1)
- HR Employment Offices - Primary (2) – Secondary (1)
- Executive Offices - Primary (1)- Secondary (2)
- Main Kitchen and Legends Kitchens – Primary (1) – Secondary (2)
- Receiving & Storeroom – Primary (1) – Secondary (2)
- Offices on 2nd floor of Pavilion – Primary (1) – Secondary (2)
- Convention Services Offices – Primary (2) – Secondary (1)
- EVS – Nearest meeting area to where you are working
- Facilities – Nearest meeting area to where you are working

**Evacuation procedures and responsibilities for all employees.** (Except in bomb threat evacuations)
- Shut off all electrical equipment and disconnect power supply cords.
- Clear work areas, placing all paperwork inside desk drawers or cabinets.
- Close all drawers and file cabinets.
- Close all doors.
- Supervisors/Manager or Lead should gather shift schedules and immediately proceed to the assembly area.
- Leave the building by the closest safe exit while assisting guests having difficulty in the evacuation.
- Go to the assigned assembly area. **DO NOT GO HOME.**
- Employees are **NOT** to go to their vehicles or leave the property
Describe evacuation procedures and responsibilities by specific departments and unassigned employees.

**Supervisors**
- Will function as evacuation wardens, checking rooms and other enclosed spaces in their assigned areas for employees or guests who may be trapped or otherwise unable to evacuate the area.
- Will utilize on-duty roster to account for all employees. Will report to the Command Center the results of the employee count. Will coordinate the dissemination of information to employees concerning the status of the situation.

**Food & Beverage**
- Restaurants
  - Place all monies in register – close and lock drawer.
  - Advise patrons: “At this time we are closed for business and request all persons to leave this area.” Escort guests to nearest safe exit.
  - Exit building and go to assigned assembly area.

- Kitchens
  - Turn off all stoves and/or electrical equipment.
  - If safe to do so, check all walk-in boxes, freezers, bakery and cold prep for personnel and secure before leaving.
  - Remove all carts from hallways and exits.
  - Exit building and go to assigned assembly area.

- Room Service
  - Push all carts and other equipment into rooms and out of hallways/pathways that may prevent safe and prompt evacuation.
  - Proceed to nearest safe exit and assist guests to an assembly area.

- Receiving / Warehouse
  - Place all paperwork in drawers and cabinets, if possible.
  - Lock freezers and doors
  - Push all carts and other equipment out of hallways
  - Proceed to nearest safe exit and go to assigned assembly area.

- Accounting Department
- Landside Employee Cage
  - Secure all monies and important records and/or documents.
  - Exit building and go to assigned assembly area.

**Facilities**
- Majority of personnel will be assigned to assist Facilities Managers and leads.
- Unassigned Facilities personnel will be assigned to assist Security.
- A Facilities employee/manager or supervisor will be assigned to call in all off duty GM’s and UM’S.
**Hotel**
**Front Desk**
- Advise guests: “We are closed for business and request all persons to leave this area.” Escort guests to nearest safe exit.
- Pick up Alpha and Numeric guest registration list from last run and retain on person.
- Place money and paperwork in cash drawer, cap lid on back and lock drawer.
- If time permits, remove registration cards, place them in trashcans. Remove bag from trashcan and retain on person.
- Exit building and go to assigned assembly area.

**Valet/Bell**
- Clear all vehicles from the main entrance and hydrant areas that may hinder emergency equipment.
- Push all carts and other equipment into rooms and out of hallways/pathways that may prevent safe and prompt evacuation.
- Proceed to nearest safe exit and assist guests to an assigned assembly area.

**Hotel Housekeeping**
- Push all carts and other equipment into rooms and out of hallways that may prevent safe and prompt evacuation.
- Proceed to nearest safe exit and assist guests to an assigned assembly area.

**Retail Sales Outlets**
- Place all monies in registers, close and lock drawer.
- Inform patrons business must cease and that transactions will be settled later.
- Place all paperwork in drawers/cabinets, retain keys and lock all doors.
- Proceed to nearest safe exit and go to assigned assembly area.

**Other Departments**
- All other departments not mentioned above will:
  - Place all paperwork in drawers/cabinets.
  - Retain keys and lock all doors.
  - Proceed to nearest safe exit and go to assigned assembly areas.
Security

- When evacuation is ordered, Supervisor will obtain telephone list of all off duty officers. They will be recalled to duty in uniform when directed by the Security Director.
- All days off and/or vacations will be canceled until further notice.
- Designated Officers will proceed to Security Podium and pick up emergency keys.
- Security Dispatcher will maintain emergency log and record name of officers obtaining any and all necessary keys.
- Designated officer will obtain non-ambulatory guest list from hotel front desk. These rooms will receive priority attention if located in the affected area.
- Officers will then proceed to affected area and begin evacuation procedures.
- If the evacuation is due to fire, Officers will be dispatched to affected floor and begin a systematic check of all rooms.
  - These officers will then respond to the floor above and the floor below the affected area and begin a systematic evacuation.
  - Officers will notify Command Post and Dispatch as each floor is evacuated.
- Security will request assistance from other Departments and assign various duties to assist in evacuation.
- Supervisors should be directed to assembly areas to account for employees and guests.
- If available, one officer will be assigned to each entrance/exit to prevent re-entry by anyone other than police and/or fire department, Facilities and Security personnel.
- Officer(s) will be dispatched to convention/meeting space to assist in evacuation. Dispatch will be so advised when area is clear.
- Upon completion of assigned duties, Officers will advise Dispatch that they are available for re-assignment.
- After property partially or totally evacuated, Security will, under guidance of Emergency Service Agencies:
  - Conduct a sweep of all guest rooms to ensure that all guest and employees have been evacuated.
  - Check all employee work areas to ensure no one has remained in evacuated area.
- Security Manager will evaluate situation and determine the extent of security coverage required to protect company assets.

Surveillance

- Secure all important records/documents in cabinets and drawers.
- Keep cameras and recorders operational
- Position PTZ cameras for maximum views of the casino pit and money sensitive areas.
- Take portable radios/batteries
- Exit building and go to assigned assembly area.

Command Center

- Will organize Guest/Employee Assistance Teams and assign Team Leaders, as emergency condition dictates.
- Will coordinate media inquiries and press releases
- Will assess situation and relay information to Corporate Headquarters
- Assigned Team Leaders will obtain necessary supplies for Team Members including:
  - Paper and pencils to record names of all evacuated persons
  - Blankets or other protective items.
  - Food and water, if needed.
  - Room accommodations elsewhere, if needed.
All Unassigned Employees
Upon arrival at the assembly area employees will assist guests and other employees by:

- Speaking with individuals in a calm, confident manner. Assure them that the management and staff are prepared to handle any situation and further assistance will soon arrive.
- Keep everyone in assembly location until emergency is cleared or instructed to proceed elsewhere.
- Administer minor first aid if needed and/or attempt to obtain assistance from trained medical personnel.
- Compile lists of the names of those at that location. List should include:
  - Name ( )Guest ( ) Employee
  - Address
  - Telephone Number
  - Room Number
  - Employee #
  - Any persons missing
  - Special medical problems or needs
  - Any other pertinent information
- Keep list with you until it can be given to Command Center Personnel or Security. (Do not leave property with this list!)
- Do everything possible to keep order and prevent panic.
- Assist Rescue Teams as needed.
- All questions from media should be directed to Command Center.
ANNEX 3 Contingency Plans

Appendix A  MEDICAL EMERGENCY

In the event of medical emergencies contact security officer or call 6111

Person identifying the situation.
• Obtain as much information from individual or witnesses as possible.
• Notify security dispatch or the nearest security officer and indicate the medical emergency. They will contact EMT and ambulance(s) if necessary.
• Be available to provide information to emergency response team or security about the situation.

Security Dispatcher.
• Emergency calls will be handled on a priority basis.
• An EMT will be dispatched for medical emergencies.
• EMT will determine whether an ambulance is to be called based on the severity of the situation.
• Emergency
  o If guest is unconscious, has stopped breathing, has severe bleeding or other situation requiring immediate professional attention, IMMEDIATELY call paramedics, public emergency or rescue service for an ambulance.,
  o A designated employee should be dispatched to meet the ambulance and direct attendants to the guest.
• The highest-ranking management person on duty must be notified.

The responsibilities of Security, Surveillance, Risk Management and the Property Crisis Team (if activated) in a medical emergency are:

Security
• Secure the area and any witnesses to the incident
• Acquire statements from witnesses
• Will contact senior management person on duty who will make decision as to whether or not to implement Crisis Management plan.
• Will have a presence at the scene, record all activity and maintain contact with senior management official.
• Will contact health authority, police, fire, etc.
• Will maintain records of all contacts (time, person contacted, etc.)
• Will prepare written report of the incident and all actions taken

Risk Management
• Assess incident
• Determine cause/mechanism of medical emergency.
• Contact TPA if needed.
• Fill out appropriate forms and forward to the Coast Guard if necessary

Surveillance
• If incident occurs within area covered by cameras, continuous monitoring of situation should be maintained
• A copy of the coverage should be made and provided to Risk Management department. The original coverage should be retained in the surveillance department and handled as evidence
Property Crisis Team

- Set up Command Center if warranted
- Prepare for appropriate communication
- Arrange for hot-line, if necessary, for employees and families
- Coordinate activities with public service agencies
ANNEX 3- Contingency Plans

Appendix “A”  FIRE / SMOKE

Responsibilities of the person discovering the fire.

Proceed to nearest house phone and call Security Dispatch at 6111 and provide the following information:

- Identify Yourself
- Give the exact location of the fire
- Explain current fire conditions (large, small, heavy or light smoke conditions, etc.)
- Advise if area is occupied or unoccupied

Responsibilities of specific departments and personnel.

Security Dispatcher

- Advise Fire Department, if their response is necessary, of all known information such as location, type of emergency, easiest access (if known), how the notification to the hotel/casino was made and any other information they request.
- Public Address Announcements will be made by appropriate personnel. Ensure that the announcements are periodically made until the “all clear” announcement is made.
- Make notification to the applicable Crisis Management Team members and provide all known information.
- Log the times that the following phone calls were made or received:
  - Notification of an emergency situation
  - When Fire Department notified
  - When Senior Manager on duty was notified.
  - When Facilities and Security were notified.
- Maintain contact with responders and follow their instructions.

Facilities Response

- On call General Maintenance (GM) on duty should report to the Command Center to:
  - Direct all facilities personnel
  - Communicate with fire department
  - Communicate with Security Dispatcher
  - Coordinate with Security
- Upon notification of a fire or alarm, at least one GM or Utility Maintenance (UM) should respond, with either a second GM or UM or with a Security Officer to the alarm source location. A minimum of two people should be dispatched.
- Switch to radio channel emergency “A” and radio Dispatch to “Acknowledge and Silence Alarm” when you arrive on the scene.
- When dispatched to area of possible fire, the GM or UM should possess any necessary keys for the area (i.e., closets, storage areas, room master keys, etc.), a portable two-way radio, and a flashlight.
- Bring fire extinguisher in event a charged unit is not immediately available at the location.
- If a fire is located, activate the hotel/casino fire alarm if not already sounding.
- Notify Security Dispatcher of the conditions encountered and advise of appropriate actions to be taken. That is:
  - False alarm and to reset the fire alarm panel (where permitted).
  - Begin selective evacuation of a floor or area.
Send personnel to begin salvage operations.

- Make an “All Clear” announcement on voice communication system.

- **If trained**, attempt to extinguish small fires.
  - **Otherwise**, just confine the fire or smoke condition to the area involved by closing doors, windows, dampers, etc., evacuate guests and employees, and leave the immediate area.
  - Advise Security Dispatcher that you are leaving the area and have begun to evacuate others from the surrounding areas.
  - Request additional staff to assist in evacuation if appropriate or requested by the Fire Department.

- Assist the Fire Department with an assessment of the situation and offer whatever assistance is needed, such as:
  - Providing access to various areas
  - Obtaining blueprints
  - Operating or shutting down various systems (i.e., electrical, ventilation, fire pump, sprinklers, etc.).
  - Providing additional staff.

**Security Department**

- Security Director or Senior Manager on Duty will report to Command Center to:
  - Direct all Security Personnel
  - Communicate with local law enforcement and Fire Departments
  - Communicate with Facilities Department
  - Communicate with Security Dispatch

Upon notification of Fire or Alarm, the Security Department can assist the Senior Ranking Manager by accomplishing the following tasks, depending upon available manpower:

- Determine location of alarm and respond immediately at command of Security Dispatcher. Only those officers dispatched should proceed to the alarm.

If it is determined an actual fire condition exists:

- Upon arrival, advise Security Dispatcher of conditions and confirm that the Fire Department has been notified.

- If appropriate, assist in evacuating guests and employees from the immediate area until the source has been determined, and / or the Fire Department arrives.

- Keep unauthorized persons out of and away from the incident area until an “All Clear” signal is given.

- Maintain the integrity of the scene or incident area until a full investigation has been made.

- Search for fire victim
  - In a fire situation, searches should be performed by Fire Department Personnel, however, Security may be asked to assist the Fire Department.
  - Before entering a room, feel the door with the back of your hand. If heat is enough to cause pain, DO NOT enter the room.
  - When entering a smoke filled room to search for victims:
    - Remain close to floor for personal protection.
    - Search for victims with outreached arms.
    - Check closet area, bathroom, bathtub, and shower stall.
    - Check on top of beds by reaching across top of bed as far as possible using sweeping motion then move to opposite side of bed and repeat.
    - Lift mattresses and box spring to ensure no one is inside of the bed “box”.

- Removal of an unconscious victim from an area
  - It should be noted that these procedures are to be followed after seeking help and in assistance to the Fire Department.
• Reverse full nelson drag:
  • Get behind victim’s head
  • Roll victim onto their back
  • Insert both arms under victim’s shoulders
  • Slide both arms through victim’s armpits
  • Clasp hands across victim’s chest
  • Pull victim to safety

• Blanket drag:
  • Remove blanket or sheet from bed.
  • Place blanket/sheet beside victim and spread fully
  • Roll victim to center of blanket/sheet
  • Roll edges of blanket/sheet on either side close to victim
  • Grasp blanket/sheet edges beside the victim’s head
  • Lift and pull at the same time
  • Drag victim to a safe area

NOTE: These methods enable a smaller person to assist a larger victim. The blanket drag is one of the fastest yet safest methods for removing a victim from a danger area.

If there is reason to believe that more than one victim is involved, remove one victim to a place of safety then return to search for additional victims.

• First aid for victims with breathing difficulty. If qualified administer the following as needed:
  o Conscious victim with breathing difficulty
    • Administer oxygen
  o Unconscious victim not breathing:
    • Establish airway
    • Mouth to mouth resuscitation
    • Mouth to nose resuscitation
    • Bag mask resuscitation
  o Unconscious victim not breathing, no pulse:
    • Establish airway, begin assisted breathing
    • Cardio-Pulmonary Resuscitation (CPR)
    • Automatic External Defibrillator (AED)

• Assist in accessing secured areas of the hotel/casino.
• Establish liaison with senior police and fire officials and investigators of the incident.
• Make a full investigation, compile names of involved persons, and complete an incident report.
• Assist Management in restoring hotel operations after a fire alarm or evacuation.
• Refer all media inquiries to the Director of Communications or Property Crisis Team.

Front Desk Personnel
Front Desk personnel on duty when the fire alarm is activated or when there is a reported emergency should accomplish several critical tasks, depending on available people:

• Assemble a list of rooms occupied by guests with disabilities and immediately provide list to Security and the arriving Fire Department personnel.
• Prepare for securing cash registers, folios, credit vouchers, and if necessary, safe deposit boxes. The preparation would allow personnel to have business documents ready for safekeeping in the event that
the hotel/casino is evacuated. (Actual securing of documents should not begin unless ordered by the Senior Manager handling the emergency.)

**Housekeeping/ Maintenance Personnel**
Housekeeping and Maintenance personnel working on guestroom floors and the public areas of the casino have the best chance of detecting a fire condition. These personnel, if fire or smoke is detected, should:

- Sound the fire alarm
- Call Security Dispatch at 6111 and give location and description of the fire.
- Close doors to confine the smoke/fire.
- Move carts into guestrooms or closets to clear corridors.
- Assist guests in evacuating the hotel/pavilion and advise them of the location of the designated assembly area for housekeeping/maintenance personnel.

**Back of the House Personnel**
Personnel assigned to the back of the house areas such as the wardrobe, receiving, administrative offices should accomplish the following tasks during a fire/smoke emergency situation:

- Sound the fire alarm
- Call Security Dispatch at 6111 and give location and description of the fire.
- Ensure exits and various evacuation routes are clear.
- Evacuate the building.
- Assemble in the designated area after evacuating the hotel/pavilion.
ANNEX 3- Contingency Plans

Appendix “C” BOMB THREAT

- No mention of a bomb threat should be made to guests or non-emergency employees or personnel.
- There should be no discussion with the news media concerning an incident by hotel/casino employees.
- All inquiries by the media should be referred to the Command Center and/or General Manager.
- Searching Security Officers should be advised to look, listen and smell and not touch, remove, or tamper with any suspect object or package.
- If there is a suspect vehicle, do not touch or attempt to open any doors, trunk, or hood.

Written Bomb Threat

A property will not usually receive a bomb threat in the form of a letter, note, or telegram; however, should this occur, the message and envelope should be handled carefully and at the corners to preserve fingerprints and other available evidence. Protect the document and the envelope and give it to the Security Supervisor. If letter is delivered to the boat, the captain is also notified.

The local police department and fire department are immediately notified by the Director of Security or senior Security Leader.

If the letter was delivered by messenger, contain the messenger for police questioning, if possible. If the messenger has left the area, the Team Member accepting the note should immediately prepare a report listing the circumstances; the time the message was received, and known witnesses, and a detailed description of the messenger.

Oral Bomb Threat

Any Team Member who becomes aware of a bomb threat through personal contact or by overhearing someone make such a threat should advise Security personnel quickly and quietly making every effort not to alarm other Team Members and Guests.

Security will keep the person issuing the threat under observation, if possible, and the person’s physical characteristics should be noted. These characteristics include: race, sex, age, height, weight, and build, color of hair and eyes, a description of clothes and jewelry, and any other identifying features like a beard, scars, limp, or voice characteristics. Also record the mode of transportation and the direction of the person if he/she leaves the property. These facts should be furnished to security and the police.

Telephone Bomb Threat

Bomb threats are most often received at the switchboard on the publicly listed telephone number. The caller is usually brief so there is no chance to trace the call. Therefore, try to record all information accurately in order to provide security and the police with documented information. A Telephone Procedure Bomb Threat Checklist, included in this section, should be used to make a detailed record of the call.

Security Dispatch

Most bomb threats are made by telephone. All bomb threats are to be taken seriously. The safety of guests and employees is of the utmost concern. Never use the word “bomb” where public can hear the transmission or conversation.

When a bomb threat is received by phone, the call taker should remain calm and respond in the following manner:
Try to have another Team Member monitor the call to duplicate any information obtained through the call.

Listen to every word spoken and pay attention to background noise.

Ask the caller to repeat the message to keep them on the line as long as possible.

Tell the caller of the large number of guests registered at the property, and indicate that many innocent adults and children may be killed or injured.

Engage them in conversation through brief questions to determine the following:
- Expected explosion time
- The location of the bomb
- What type of explosives are being used
- How the bomb can be recognized
- What would set it off?
- The caller’s motive for setting the bomb
- What would influence them to change their tactics

When the caller hangs up, be sure the Director of Security has all the details so they can inform the police. This incident should not be discussed with unauthorized personnel in order to avoid rumors or unnecessary panic.

### Director of Security Instructions

- Notify the police and the fire department as soon as possible.
- Start a chronological record of actions and events. Carefully review all the facts obtained, evaluating the validity of the information furnished by the caller. Discuss the call with the police to determine whether a partial or complete evacuation of the facilities is necessary.
- The Police may have advice to offer based upon any recent information they have.
- As soon as possible, complete the telephone bomb threat checklist with the Team Member who fielded the call while the events are still fresh in their mind.
- Based on the amount of information received about the bomb location, decide whether to make a localized or general search. (For more details, see the section entitled “Search Procedures”)
- Notify appropriate personnel to institute a search (response team includes Team Members from Fire Response Team).
- Set up a command post at the Security Dispatch center.
BOMB THREAT CHECK LIST
(Completed by the person receiving the call)

INSTRUCTIONS: Be calm, courteous, and listen. Do not interrupt the caller. Notify Supervisor and Security Officer by a pre-arranged signal while caller is on the line.

Name of Call Taker: ____________________________ Time ________ Date __________

Caller’s Identity
Male   ___ Female   ___ Adult   ___ Juvenile   ___ Age ___

Origin of Call
Local   ___ Long Dist.   ___ Internal   ___

Time Call Ended ________ Property ________________________________

Bomb Facts:
Keep the caller talking - If the caller seems agreeable to further conversation, ask questions like:

When will the bomb go off? ________________ Time remaining ______________

Where is it located? Building __________________________ Floor ________ Room ________

What does the bomb look like? ___________________________________

What will cause it to explode? ___________________________________

Did you place the bomb? _______ Why? __________________________

What is your name and address? ________________________________

If building is occupied, inform the caller that detonation could cause injury or death.

Did caller appear familiar with building by his description of the bomb location? ______

Write out the message in its entirety and any other comments on a separate sheet of paper and attach to this checklist. Exact wording of the threat:

_________________________________________________________________
_________________________________________________________________
_________________________________________________________________
_________________________________________________________________
_________________________________________________________________
_________________________________________________________________
_________________________________________________________________
_________________________________________________________________
_________________________________________________________________
TYPE OF SPEECH:  
( ) Calm   ( ) Angry   ( ) Excited   ( ) Slow   ( ) Rapid
( ) Soft   ( ) Loud   ( ) Laughter   ( ) Crying   ( ) Normal
( ) Distant   ( ) Slurred   ( ) Nasal   ( ) Stutter   ( ) Lisp
( ) Raspy   ( ) Deep   ( ) Ragged   ( ) Accent   ( ) Familiar
( ) Disguised   ( ) Whispered   ( ) Cracking voice

BACKGROUND SOUNDS:  
( ) Street noises   ( ) Machinery   ( ) Animal noises   ( ) Voices
( ) Static   ( ) House noises   ( ) Music   ( ) PA System
( ) Motor   ( ) Clear   ( ) Sirens   ( ) Long Distance
( ) Pay Station   ( ) Children

THREAT LANGUAGE:  
( ) Well educated   ( ) Incoherent   ( ) Foul   ( ) Irrational
( ) Taped   ( ) Read

Remarks:
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________

Signature of Person who received the call
Crisis Management Team Checklist

**Property Crisis Management Team:**
- Assess situation for decision whether or not to evacuate
- Institute evacuation plan if deemed necessary
- Institute bomb search procedure whether or not evacuation implemented
- Handle media and employee concerns

**Security**

Security Officers should be advised that radio transmissions should be terminated. All communications should be by telephone, as radio transmissions have the potential of detonating a bomb.

- Ensure person receiving the call completes the bomb threat form.
- If demand for ransom or other thing of value is coupled with the bomb threat, also call the FBI promptly.
- Consult with Property Crisis Team, and/or the General Manager to determine if bomb search is to be conducted.
- Security Manager on Duty will execute property search plan, if so ordered.
  - All areas of the hotel/casino will be searched, with priority given to any area which the caller may have designated as being the area in which the bomb was placed.
  - Specific assignment for searching particular areas should be given to key employees.
  - Each employee participating in the search should have the telephone number of the Command Center, and should report results of search immediately.
  - A log will be maintained by a security officer designated by the Security Supervisor detailing
    - Time Police and FBI notified
    - Identity of employees conducting search and searching areas assigned
    - Areas searched
    - Officers completing the search
    - Time each specific area searched
    - Time each specific area cleared.
    - Time evacuation was ordered
    - Areas ordered to be evacuated
    - Time explosive device(s) located
    - Location of explosive device located and who located it
    - All other information pertinent to the situation
- Will ensure that the entire property will be searched a minimum of two times by different officers. Employee(s) from each area may be utilized in the search to help identify foreign items. A checklist should be utilized to ensure complete coverage. A sample follows:
# Bomb Threat Search Checklist

Department_______________________________ Date__________________
Time Started__________________________

Specific Area Checked_____________________________________________________

<table>
<thead>
<tr>
<th></th>
<th>1st Check</th>
<th>2nd Check</th>
<th>N/A</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stairwells</td>
<td>( )</td>
<td>( )</td>
<td>( )</td>
</tr>
<tr>
<td>Hallways</td>
<td>( )</td>
<td>( )</td>
<td>( )</td>
</tr>
<tr>
<td>Restrooms</td>
<td>( )</td>
<td>( )</td>
<td>( )</td>
</tr>
<tr>
<td>Elevators</td>
<td>( )</td>
<td>( )</td>
<td>( )</td>
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<tr>
<td>Exits/Entrances</td>
<td>( )</td>
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<tr>
<td>Trash Containers</td>
<td>( )</td>
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<td>( )</td>
</tr>
<tr>
<td>Dumpster</td>
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<td>( )</td>
<td>( )</td>
</tr>
<tr>
<td>Storage areas</td>
<td>( )</td>
<td>( )</td>
<td>( )</td>
</tr>
<tr>
<td>Luggage Storage</td>
<td>( )</td>
<td>( )</td>
<td>( )</td>
</tr>
<tr>
<td>Shrub Beds</td>
<td>( )</td>
<td>( )</td>
<td>( )</td>
</tr>
<tr>
<td>Drawers</td>
<td>( )</td>
<td>( )</td>
<td>( )</td>
</tr>
<tr>
<td>Cabinets</td>
<td>( )</td>
<td>( )</td>
<td>( )</td>
</tr>
<tr>
<td>Wall Lockers</td>
<td>( )</td>
<td>( )</td>
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</tr>
<tr>
<td>Air Handling</td>
<td>( )</td>
<td>( )</td>
<td>( )</td>
</tr>
<tr>
<td>Parking Lots</td>
<td>( )</td>
<td>( )</td>
<td>( )</td>
</tr>
<tr>
<td>Parking Garages</td>
<td>( )</td>
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<tr>
<td>Vehicles near bldgs.</td>
<td>( )</td>
<td>( )</td>
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</tr>
<tr>
<td>Cages</td>
<td>( )</td>
<td>( )</td>
<td>( )</td>
</tr>
<tr>
<td>Front Desk</td>
<td>( )</td>
<td>( )</td>
<td>( )</td>
</tr>
<tr>
<td>Restaurants/Bars</td>
<td>( )</td>
<td>( )</td>
<td>( )</td>
</tr>
<tr>
<td>Other__________________</td>
<td>( )</td>
<td>( )</td>
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<tr>
<td>Other__________________</td>
<td>( )</td>
<td>( )</td>
<td>( )</td>
</tr>
</tbody>
</table>

___________________________ ______________________     ________________
Signature & Badge #      Date                          Time Ended

Notes:________________________________________________________________________
______________________________________________________________________________
______________________________________________________________________________
______________________________________________________________________________
Search Procedures
The Director of Security or the appointed designee in the absence of the Director of Security is the coordinator of all landside searches. The On Duty Captain is the coordinator of all vessel searches. He/she ensures that specific areas are completely searched. The Search Coordinator will establish a search center where floor plans are made available as aids in setting up search areas.

Operational personnel and department heads with master keys should assemble at the search center. All search personnel are given a description of the object of the search at the central location. Instruct everyone **NOT TO TOUCH OR DISTURB ANY SUSPICIOUS OBJECT**, but to report them to the search center.

Give professional personnel complete authority when they arrive. Property personnel, who know the layout of the buildings well, can give special assistance.

General Search Procedures
• Divide the building into sections using the floor plan diagram.

• The search is made easier if personnel are assigned areas with which they are most familiar, and department heads search their respective areas of responsibility.

• Appoint a warden or overseer for each floor. If the floor area is quite large, it should be divided into several sections with an overseer for each section. Each overseer reports his results to search control as the search progresses. Search control clearly marks, on the plans, those areas cleared, and those still questionable to keep up with the progress of the search.

• Never use a larger search force than is necessary.

• Do not assume that only one explosive device has been planted. If one is found, continue searching operations until the whole area is checked.

• Experience has shown that stairwells and restrooms are the areas where most explosive devices are found in public buildings. These should be searched immediately.

Search Procedures for Explosive Devices
A search for an explosive device requires additional safety precautions. The following is a list of steps to take.

• Do not use two-way portable radio communication at this time.

• Elevators cannot be used with any degree of safety.

• Include the following area in the search:
  - Bars
  - Boiler Room
  - Electrical Rooms
  - Elevator Shaft and Machinery Rooms
  - TM Restrooms Rooms
  - TM Break Rooms and EDR
  - Patron Rooms
  - Fire Hose Racks
  - Janitorial Closets
  - Shipping/Receiving Areas
  - Lobby
  - Meeting Rooms
  - Restaurants
  - Public Rest Rooms
  - Rooftop
  - Stairwells
  - Storage Areas
  - Trash Receptacles
  - Any place that had quick access to the outside with minimal detection.
• Flashlights or battery-powered lanterns are essential. For example, searchers entering darkened areas should not turn on lights until after the wall switch and connecting light fixtures have been examined.

• If a bomb or suspicious object is found, **DO NOT MOVE, JAR, OR TOUCH IT!** Professionals in explosive ordnance disposal should be called. Mattresses and pillows should be placed around, but not on, the object. No metal shield plates or fragmentary items are to be used. Establish a sterile area or danger zone of about 300 feet vertically and horizontally around the object. Check to see that all doors and windows are open.

The Director of Security or designated individual is to call the local police department in the area to obtain the necessary emergency assistance for bomb threats.

• Unless caller advises of specific location of bomb, search should begin in public areas:
  - Reception areas
  - Lobbies
  - Rest rooms
  - Restaurants
  - Hallways
  - Lounges
  - Stairwells

• Other areas to be searched should include:
  - False ceiling areas
  - Ventilation ducts
  - Seldom-used storage areas
  - Telephone junction boxes
  - Fan rooms
  - Toilet water reservoir tanks
  - Elevator shafts
  - Special attention should be paid to washrooms, meeting and convention space.
  - Utility rooms

• When searching a room, work around it systematically, checking for items that are normally not present.

• Start searches on lower levels and move up

• Room Searches: If possible, do not change the environment of the room prior to search. Use a flashlight—DO NOT turn on lights or change the setting of thermostats. These actions may activate an explosive device.
  - Alternate rooms or teams should check areas so that a blast affecting one team has a smaller chance of reaching the second team.
  - Divide room in half, then quarters
  - 4-step method
    - start at lowest level of room (look under rugs and carpets, under desks and in waste receptacles)
    - waist level, moving up to standing eye level
    - From standing persons head, move up to ceiling (air ducts, window tops and light fixtures)
    - Above ceiling level (false or suspended ceilings, indirect light fixtures, electrical wiring)

• Meeting room searches require that all seats, if permanently fixed, be checked on hands and knees. Look for cuts in the upholstery where an item may be hidden.

• Elevator wells, counter weights and the elevator machinery room should be checked also.

• The discovery of unidentified pieces of wire, and materials that could be used to prepare a bomb, paint chips, or heavy dust apparently caused by recent removal of a vent are reason enough to call for experienced bomb personnel.

• As each area has been searched, cleared and reported by telephone, the Command Center will be notified.

• Termination of Search will be authorized by Command Center personnel.
Found Suspicious Item

- Should a bomb or suspicious item be found, **IT IS NOT TO BE TOUCHED OR DISTURBED IN ANY WAY.** Removal of any strange or suspicious object must be left to Police or Fire Department bomb squads.
- Immediately clear the area for 300 feet around device, including floors above and below device.
  - Command Center will be immediately notified by telephone.
  - Security Officer will remain in vicinity of the item at a safe distance and allow no one to disturb it until Bomb Squad has examined the item.
- Responsibility for evacuation rests with Bomb Squad, law enforcement and/or Fire Department.
- If evacuation is ordered by law enforcement or Fire Departments, the Evacuation Plan will be followed.
- Communication should be by telephone. **Under no circumstances should radios be used within 50 feet of a suspicious object.**

Considerations Prior to Evacuation (if time permits)

- Make full use of information:
  - Review Bomb Threat Report
  - Is call location known?
  - Any background noises?
  - Was caller rational?
  - Was caller irrational?
  - Was caller intoxicated?
  - Did caller have an accent?
  - Did caller have knowledge of our property or operation?
  - Did caller appear to have a sense of urgency?
  - Any of the received information appears valid?
  - Any recently outraged guests?
  - Any recent outraged or terminated employees?
  - Any suspicious articles located during walk-through?
- Do not expect any advice from emergency service agencies regarding evacuation or re-entry following evacuation.

**The decision to evacuate usually remains the responsibility of the Property Crisis Team, based on available information.**

- If a suspicious item is found or critical conditions prevail, the order to evacuate may come from the Fire Department or local law enforcement.

Post Blast Investigation

- Security personnel shall respond to the scene to ensure maximum protection of life and property and to guard the crime scene that will be investigated by the local police agency.

- **No one** is to be permitted into the area surrounding the post blast scene except Rescue, Police and Fire Agencies. Names, department and time of entry should be noted for the report.
ANNEX 3 - Contingency Plans

Appendix “D” CIVIL DISTURBANCE

The following procedures apply should your property and/or community experience a major civil disturbance:

**Person Identifying Situation**
- Observe and report activity of group
- Notify Security
- Move to a safe environment

**Management Procedures:**
- Establish Command Center, if necessary
- Monitor radio and television broadcasts
- Schedule Security manpower to 12-hour shifts
- All days off and vacations should be cancelled
- Ensure water, power and telephone service are secured
- Issue two-way radios to all on-duty security and pertinent management personnel
- If deemed necessary, restrict entrance to hotel/casino
  - It is permissible to restrict entrance to only registered guests, guests who wish to register or have a confirmed reservation, employees, and only those individuals who have official business in the hotel/casino.
  - If an entrance is locked, a security officer should be posted at the entrance with keys to permit emergency entrance/exit by a guests or employees.
- Maintain liaison with Law Enforcement
- Coordinate media communications

**Security:**
- Advise local law enforcement with basics of situation (alleged cause, how many people demonstrating, action being taken by crowd, etc.)
- Advise senior management person of what is taking place and available information concerning the group, cause, etc.
- Secure the area with assistance of Police
- Notify the Property Crisis Team
- Cooperate and coordinate with police upon their arrival.
- Important to make effort to keep demonstrators out of the property buildings.
- Should buildings be closed by order of the property General Manager; Security and Maintenance personnel will install barriers and lock doors.
- Security Officers will be assigned to each major entrance/exit
- Guests attempting to leave the closed building should be advised of the possible danger.
- Only Law Enforcement, Fire or Emergency Medical Personnel will be allowed in the building.
ANNEX 3- Contingency Plans

Appendix “E” POWER FAILURE

If for any reason, there is a total power failure at a property, each property is equipped with a back-up system. This system is started within a few seconds of a power failure. It should be noted that all lighting and power systems are not necessarily on this back-up system, but emergency lights and power will be maintained in public areas.

At first sign of power failure, all personnel must be particularly alert for the prevention of injury and crime. Facilities personnel will follow power failure protocol.

All equipment using more than 110 volts will be shut down by Facilities personnel until power returns to normal. Heavy motors may burn out due to power fluctuation.

An emergency Box is stationed at Security Dispatch to provide flashlights, keys, etc.

Team Members and Guests should be reminded not to use candles or open flames for temporary lighting purposes.

Facilities
☐ Will immediately determine the cause of the power failure and duration of the outage
☐ Notify Director of Security, Security Dispatch and Facilities Manager
☐ Determine if any guests have been trapped in elevators
☐ Will ensure emergency power is instituted and operating properly
☐ Activate LP switchgear to supply emergency power
☐ Check generator for supply
☐ Will stay in constant communication with the senior manager on duty, advising him/her of the facts and information needed to make decisions.
☐ During extended outages, Dispatch will serve as central communication center
☐ When power resumes, Facilities will ensure that proper voltage is coming in the main before equipment is turned on. Facilities will test high voltage equipment by starting each piece and will ensure that equipment is operating properly.

Security Dispatcher
☐ Will advise senior Security Manager on Duty, and Captain of Vessel of power outage.
☐ Will dispatch a security officer to meet Facilities to take report of situation.
☐ Officers should be dispatched to locations where money is handled to observe and protect the assets.
☐ Keep communication open with Surveillance Department.
☐ Dispatch security officers to check all elevator systems to determine if any elevators are stalled with passengers on board. If so, institute elevator emergency procedures.

Security
☐ Security Manager on Duty will contact Senior Manager on Duty and coordinate all efforts.
☐ Inspect all emergency lighting systems to ensure all systems are operational
☐ When dispatched to a money handling facility, will be observant and remain at that location until “all clear” is received.
☐ Inspect all elevator systems to determine if any elevators are stalled with passengers on board, and advise Security Dispatch.
☐ Hotel: Officer will maintain a constant patrol of all floors and stairwells to ensure guests are not trapped.
☐ Escalators/Main Entrance: Officers should be posted at these locations to assist guests.
☐ Arrange for additional Security Officers as necessary
Management
☐ Institute plans for control of building, occupants and their needs.
☐ Communicate with the utility company to determine the time and duration so that preparations can be made to restart the building systems when power is restored.
☐ A Command Post should be created and the Property Crisis Team called to respond, if necessary.
☐ Avenues of communication with guests, public and employees should be instituted, with up-to-the-minute information disseminated.

All Available Team Members
☐ Assist in escorting guests to and from their rooms.
☐ Unplug cords for computers, fax machines, copiers, etc. to avoid erratic start of at low or spiked voltage.
Horseshoe Southern Indiana Crisis Management Plan

ANNEX 3- Contingency Plans

Appendix “F” ELEVATOR EMERGENCIES

Upon receiving an emergency call, from patrons in the problem elevator or other parties aware of the situation, security and facilities will carry out the following procedures:

**Security**

Security will carry out the following procedures:
- Control the crowd around the emergency
- Attempt to contact the person(s) inside the elevator via emergency phones located inside of the elevator
- Security supervisor will be at the elevator when opened and assist guests in any way possible
- Record incident reports from all appropriate parties
- Obtain all witness statements
- Secure area with stanchions and signs

**Facilities or Marine Crew**

Facilities or Engineering will initiate the following:
- Contact the elevator company, and possibly the fire department. Have them respond to the scene
- Ascertain the vertical location of the elevator
- Attempt to open the doors, if it is NOT between floors
- Assist security in attempting to contact individual(s) inside the elevator
- Secure the elevator from being used until it has been cleared, in writing, by the elevator service company.

**Risk Management**

Risk Management will carry out the following procedures
- Assess incident
- Acquire video and/or written statements from witnesses.
- Contact TPA
- Contact Corporate Risk Management

**NOTE:** At no time should anyone, except the elevator company, attempt to control the motion of the elevator. At all times, the emergency is to be treated as though persons were inside of the stricken elevator.

If removal of persons inside of the elevator is necessary because of medical conditions, circuits must be turned off and locked out.
ANNEX 3 - Contingency Plans

Appendix “G” ROBBERY

Land Cage Personnel / Hotel Front Desk / Retail Stores

☐ Stay calm, give money or meet demands if possible.
☐ Take no aggressive action. Do not attempt to stop the robbery or apprehend the perpetrator.
☐ Avoid eye contact with the robber(s).
☐ Cooperate with the robber(s) and do exactly what they tell you to do.
☐ Use property code for a robbery (Security radio code 10-90 or other approved verbiage), do not use the words “robbery” or “hold-up” over the radio system or within hearing range of guests.
☐ Secure the area and move to a safe environment. Do not touch or in any way disturb the area where the crime occurred.
☐ Keep all other employees and/or customers away from the area.
☐ Security will notify local law enforcement.
☐ Try to remember the physical description, voice, clothing and any other significant characteristics of the robber. Be systematic. Look at him/her from head to foot. Mentally note as many details as you can.
☐ Do not touch anything at the site of the event.
☐ Step away from the immediate area of the crime and notify Security Dispatch.
☐ When Security arrives, advise if you or anyone is in need of medical assistance.
☐ Give all pertinent information to Security concerning the details of the crime and description of the perpetrators.
☐ Identify all witnesses to the Security Officer.
☐ If the robbery took place at a casino cage, make arrangements to close all windows except for one that is furthest from the crime scene.

Security Dispatcher

☐ When informed of the robbery, immediately determine the following:
  o Location
  o If the robbery is still in progress
  o Identify the caller
  o If there are any injuries
  o Direction of escape
  o How many robbers involved

☐ Upon notification of an armed robbery, Dispatcher should immediately notify local law enforcement and hotel/security personnel and provide both with physical description of robber(s) known at that time.
☐ The telephone operator or Security Dispatcher will notify Security of the location of the alarm and whether or not the robbery is still in progress.
☐ Surveillance should be promptly notified to secure the videotape of the robbery and escape route.
☐ The senior management person on property and the Security Director should be immediately notified.
☐ Security Dispatcher should maintain a log of events as they occur, such as:
  o Receipt of call (from whom, what time)
  o Robbers’ description
  o Pertinent radio transmissions
  o Time police department was notified
  o Time of “all clear”
  o Means and direction of escape

☐ If there are any resulting injuries or trauma, the dispatcher should immediately notify an on-duty Emergency Medical Technician.
Security
- Notify local law enforcement if actual robbery occurred.
- If the alarm is found to be false, notify the Security Dispatcher of the fact so an “all clear” can be broadcast.
- Security will contact the Property Crisis Team if warranted or instructed by senior management.
- Security Officer(s) responding to the scene must keep their own safety in mind and obtain pertinent details such as robber description, direction of escape, description of vehicle, weapons, etc. This information should be immediately relayed to the Security Dispatcher for dissemination to law enforcement.
- No aggressive action should be taken. Security’s job is to observe and report.
- Once law enforcement officers arrive on the property, cooperate fully and assist in every way possible.
- All witnesses (employees and guests) should be identified, separated and interviewed, with a report filed for each witness. Obtain a written statement if possible.
- All Security personnel who witnessed the robbery will submit a written report.
- The Property Security Director is responsible for notifying the Corporate Director of Investigations of any armed robbery that occurs on hotel/casino property.
- Move everyone away from the area and create a perimeter.
- A Security Officer should be posted at the crime scene and not allow anyone without a specific need to enter the area. A log should be maintained of the identities of everyone entering the area.
- Do not allow representatives of the media to photograph or conduct interviews inside the premises. Refer all media inquiries to the appropriate company spokesperson.

Surveillance
- When advised that a robbery is in progress or has just ended, the Surveillance Department will:
  - Monitor and record all activity at the scene.
  - Advise Security as to suspect description, type of weapon(s), vehicle information and direction of escape.
- Notify the Surveillance Manager
- Maintain logs, reports and videotape of the incident for law enforcement authorities.

Property Crisis Team
- Initiate communication plans
- Set up emergency command center if required
- Arrange counseling or victim services for victims and affected individuals
- Make necessary press or other releases.
- The following items should not be released to the media
  - The exact amount of money taken in the robbery
  - Any cash, which was overlooked by the robbers
  - Any alarm system at the incident scene or absence of same
  - The identity of the particular employees who can accurately describe the robber(s)
ANNEX 3- Contingency Plans

Appendix “H” DISCOVERY OF A CRIME AFTER THE FACT

Person discovering the situation

☐ Notify Security
☐ Go to a safe place and wait for Security. Report anything noted of relevance to Security officer.

Security

☐ Respond to area of crime.
☐ Administer first aid to victim, if necessary
☐ Secure the area of any crime scene
☐ Security will contact the Property Crisis Team, if necessary
Extortionate demands may be accomplished by several means such as telephone, in person, mail or a note. Some have even been made by e-mail. The demands will usually be accompanied by some threat of what will happen if demands are not met. No matter how received, extortionate demands must be immediately referred to the Security Supervisor/Manager on Duty, who will in turn promptly notify:

- Local law enforcement
- General Manager (Command Center should be immediately initiated, if necessary)
- Security Director
- Corporate Investigations
- Regional President

**Person Receiving Threat by Telephone**

- Complete the extortion/kidnap threat form.
EXTORTION/KIDNAP INITIAL REPORT

Date: ____________________ Time: ________________ Call Display: ____________________

Exact Wording of the Threat/Demand:

________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________

Questions to Ask Caller:
- Why are you doing this? ______________________________________________
- Who is this? ________________________________________________________
- Is this a prank? _____________________________________________________
- How do I know this is not a prank? _____________________________________
- Where are you calling from? ___________________________________________
- What do you want? ___________________________________________________
- (If Kidnap or hostage situation) May I talk with_____? ____________
- Is he/she all right? __________________________________________________
- What is he/she wearing? _____________________________________________
- Is there anything else I need to know? _________________________________

Type of Speech: (Check all that apply)
- ( ) Calm
- ( ) Angry
- ( ) Excited
- ( ) Slow
- ( ) Rapid
- ( ) Soft
- ( ) Loud
- ( ) Laughter
- ( ) Crying
- ( ) Normal
- ( ) Distant
- ( ) Slurred
- ( ) Nasal
- ( ) Stutter
- ( ) Lisp
- ( ) Raspy
- ( ) Deep
- ( ) Ragged
- ( ) Accent
- ( ) Disguised
- ( ) Familiar
- ( ) Whispered
- ( ) Cracking Voice

Background Sounds: (Check all that apply)
- ( ) Street Noises
- ( ) Machinery
- ( ) Animal Noises
- ( ) Voices
- ( ) PA System
- ( ) House Noises
- ( ) Music
- ( ) Motor
- ( ) Clear
- ( ) Static
- ( ) Sirens
- ( ) Long Distance
- ( ) Pay Station
- ( ) Children

Threat Language: (Check all that apply)
- ( ) Well Educated
- ( ) Incoherent
- ( ) Foul
- ( ) Irrational
- ( ) Taped
- ( ) Read
Horseshoe Southern Indiana Crisis Management Plan

Other:
Sex of Caller: _____  Approx. Age: ________  Race: ________

Remarks:
______________________________________________________________________________________
______________________________________________________________________________________
______________________________________________________________________________________
______________________________________________________________________________________
______________________________________________________________________________________
______________________________________________________________________________________

Time Ended: _________  Signature: __________________________________________________________________________

☐ SUBMIT TO SECURITY AS SOON AS POSSIBLE
ANNEX 3- Contingency Plans

Appendix “J”  NATURAL DISASTERS

In the event of a major natural disaster, the emergency organization should basically remain the same as in a fire situation. However due to natural disasters encompassing the entire region, the Property Crisis Team will be relied on very heavily. It must be remembered that there may be no outside emergency services available for some time, such as telephone, power, ambulance or rescue, water, etc., Therefore, the property may be strictly on its own in handling the emergency for an undetermined amount of time, possibly several hours.

In a major disaster, it may become necessary to set up a temporary hospital or first aid station. This must be in a safe area and cannot be designated until after damage can be assessed. All emergency first aid equipment will be moved to this location and all trained personnel from all departments will be utilized along with employees and/or guest volunteers. Personnel will be requested to respond to the area with blankets, pillows and sheets (which may be used for bandages and slings if necessary).

If the water system is out or becomes contaminated, drinking water may be obtained from bottles, toilet tanks, or ice machines.

Food supplies may have to be gathered in a single location, inventoried and protected. Supplies may be cut off due to damaged highways and airfields.
ANNEX 3- Contingency Plans

Appendix “K” EARTHQUAKE

Due to hazards created during a major earthquake, it is recommended that people be instructed not to leave the building. If a fire or severe structural damage creates a situation where evacuation is ordered, security will follow the procedures outlined in the emergency procedures for evacuation section in this manual. The assembly area will be based on the scope and nature of the emergency. It must be kept in mind that within seconds, minutes or even hours there may be (and usually is) another quake or after-shock which can be even more devastating than the first one.

Provide personnel with the following safety information, if feasible:

- In an earthquake, if indoors, stay there. Take cover under a sturdy piece of furniture or counter, or brace yourself against an inside wall. Protect your head and neck.
- If outdoors, move into the open, away from buildings, streetlights, and utility wires.
- After an earthquake, stay away from windows, skylights, and items that could fall. Do not use the elevators.
- Use stairways to leave the building if is determined that a building evacuation is necessary.

Specific responsibilities of individuals and departments to be followed during earthquakes.

Facilities
- The Facilities department will be responsible for shutting off all the gas, if safety permits, and manually securing all guest and service elevators at lowest level. In the event of a fire, the procedures outlined in the emergency procedures for fire/smoke section of this manual will be utilized. After all danger has passed and any evacuation completed, all unnecessary entrances will be secured. Structural damage will be checked and temporary repairs done.

Security
- Procedures will be followed as outlined in the emergency procedures for fire/smoke and the emergency procedures for evacuation sections of this manual if applicable. Officers will be dispatched to check hotel stairwells to see that they are safe to use.

Security Dispatch
- The notification priorities will be the same as outlines in the emergency procedure for fire/smoke section of this manual. Dispatch will advise everyone to remain calm and assure them that there are emergency teams functioning throughout the complex. The following rules must also be announced:
  - Do not use smoking materials, matches, lighters, etc.
  - Do not attempt to use elevators or stairwells until told to do so.
  - Do not use the telephones.
  - Stay away from windows.
  - Do not attempt to leave the building until told to do so.
  - Remain where you are until emergency personnel are able to guide you to safety.
ANNEX 3- Contingency Plans

Appendix “L” FLOOD

General

- Vital records stored in low-level area must be transported to upper levels.
- Power to lower levels may be cut off.
- Lower level area may be totally evacuated.
- Emergency procedures will be the same as outlined in the emergency procedures for fire/smoke section in this manual.
- Listen and follow instruction given over PA system.
- Remain calm and assist in whatever actions are necessary.
- Do not handle or operate live electrical equipment in wet areas.
- Electrical equipment must be checked and cleaned before returning to service after becoming wet.
- All employees will aid in clean-up and salvage operations as directed by the Property Crisis Team.

Most floods develop slowly over a period of days. Flash floods, however, are like a wall of water that develop in a matter of minutes. Flash floods can be caused by intense storms or dam failure.

Definitions

Flooding is commonly defined as the rise and overflow of impounded water causing flash floods, or slowly, as bodies of water swell and spill over their banks.

A flood watch means that conditions are a real possibility, but are not imminent.

A flood warning means that a flood is imminent or in progress and that immediate precautions should be taken.

The Captain of the Vessel and Facilities Manager will monitor the river forecast issued by the National Weather Service (River Watch) and decide if the conditions warrant a shutdown. Precautions should be taken and appropriate actions implemented as soon as the forecast dictates.

The pilothouse has three-day forecasts updated at approximately noon daily.

Scope

The information contained herein is intended as a guideline in case of a rising Ohio River and Knob Creek. This is a guide and not to be considered binding, as river/creek fluctuation may be of such a nature that the plan has to be flexible enough to meet the requirement of life safety and asset control in a manner that is efficient and effective. As with all emergency plans, our paramount concern is for life safety. Any evacuation methods that are outlined in the plan are to be met in timely fashion.

Outside agencies will be involved in any significant action undertaken by Horseshoe Southern Indiana related to rising river and floods. These agencies may include Harrison County, Floyd County, Cities of Elizabeth and New Albany, The Army Corps of Engineers, The United States Coast Guard, FEMA, The States of Indiana and Kentucky.
Project Description
Horseshoe Southern Indiana is a world class destination resort for the South Central Indiana and Greater Louisville region. The location includes such facilities as 460’ riverboat casino vessel, a 500 room hotel, a shore side pavilion which includes retail, restaurants and entertainment venues, two multi-level parking structures and surface parking lots. As part of this location, significant infrastructure has been developed to support the Horseshoe Casino Hotel Southern Indiana site including a waste water treatment plant, water treatment and storage facility and an electrical substation.

All of the major habitable structures have been elevated on concrete piers to elevation 448 feet, (2 feet above the 100-year base flood elevation) in accordance with current applicable regulations. Non-habitable structures / facilities which may be affected by flooding include the lower floors of the parking garages and all surface parking areas.

The main egress route from the project site is via SR 111 to New Albany, the lowest (or controlling) elevation of which is approximately 429.8 feet.

Safety & Operational Analysis
This section of the Flood Impact Analysis will define the Safety and Operational procedures that will be implemented at the Horseshoe Southern Indiana property during each of the Operational Modes.

At various river elevations, different areas of the facility are affected by floodwaters and certain changes must be made in operating procedures.

The main access route to or from the property is via SR 111 to New Albany. The lowest (or controlling) elevation of SR 111 between Horseshoe Southern IN and New Albany IN is 429.6 feet.

Access to the Hotel from SR 111, is via our internal site road which crosses Knob Creek. The lowest elevation of this internal access road occurs at 427 feet. This becomes the controlling elevation for the hotel and hotel parking garage because of the backwater condition associated with an elevated Ohio River. Consequently, closing of the hotel and hotel parking garage will be completed 24 hours prior to the Ohio River exceeding an elevation of 427 feet.

Access to the rest of the property is via SR 111. The lowest elevation of SR 111 is 429.6 feet. Thus this becomes the controlling elevation for the Casino, Pavilion and the rest of the property. As such the evacuation and closure of the entire facility and cessation of operations will be completed 12 hours prior to the Ohio River exceeding an elevation of 429.6 feet.
# Operational Mode Chart

<table>
<thead>
<tr>
<th>Deck Boarding Level</th>
<th>Gauge Reading</th>
<th>Items of Note</th>
<th>Mode</th>
</tr>
</thead>
<tbody>
<tr>
<td>4</td>
<td>374</td>
<td></td>
<td>Normal Operations</td>
</tr>
<tr>
<td>4</td>
<td>thru</td>
<td></td>
<td>Operational Mode 1</td>
</tr>
<tr>
<td>4</td>
<td>388</td>
<td></td>
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<tr>
<td>3</td>
<td>389</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>thru</td>
<td>Flood Waters Reach Lower Road (aka Lower Sheet Pile Wall)</td>
<td>Operational Mode 1</td>
</tr>
<tr>
<td>3</td>
<td>401</td>
<td></td>
<td></td>
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<td>12 Hours Prior To 417.5 Enter Operational Mode 2</td>
<td>Preparation For Resort Closure</td>
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<td>418</td>
<td>12 Hours Prior To 418 Implement Hotel Parking Garage Lower Level Closure Plan</td>
<td>Operational Mode 2</td>
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<td>Flood Waters Reach Middle Sheet Pile Wall</td>
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<td>12 Hours Prior To 427 Implement Hotel &amp; Hotel Parking Garage Closure Plan</td>
<td>Resort Closure</td>
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<td>Flood Waters Reach Hotel Lift Station Cap</td>
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<td>Flood Waters Reach MF Loading Dock Doors</td>
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<td>445</td>
<td>Flood Waters Reach Top Of Mooring Cell</td>
<td>Resort Closure</td>
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</table>
OPERATIONAL MODES DEFINED

The Floyd County, Indiana Emergency Management Office has advised that there will be approximately three-day notice of imminent danger of flooding from the Ohio River. The Director of Security and the Captain on Duty, along with the Horseshoe Southern Indiana executive team, will continually reevaluate conditions based on the information available through NOAA NWS graphical web page. The following time table listed below will provide management with sufficient time to cease hotel operations, cease gaming, secure all retail and restaurant operations, and through the use of the media, notify potential customers that the complex is temporarily closed. Employees will also be notified via the media and telephone regarding their work schedules.

Operational Mode 1 “Normal Operations” (up to 417’)
Normal Operations stage involves normal daily operations. The landside facilities and the vessel are all operating normally. None of the facilities experience any impact due to flooding. Based on included hydrographic history, this operational mode may be expected to occur approximately seventy eight percent (78%) of the time.

Operational Mode 2 “Flood Alert” (418’ to 426’)
Flood Alert stage initiates several operational and safety procedures. The river is monitored on an hourly basis. The Operations team will work with the local Emergency Management Agencies and Government authorities.

At elevation 418' the team member entrance to lower level of the Hotel parking garage begins to flood. Twelve hours prior to elevation of 418’ access to the lower level of the hotel parking garage will be closed to all guests and employees.

Operational Mode 3 “Flood Evacuation” (427’ and above)
Flood Evacuation stage covers the last two phases of this plan; the Hotel Evacuation and Closing and/or the Full Property closing. River elevations will continue to be monitored hourly.

Once the NOAA Weather Service predicts the river will rise to 427.0’ we will initiate Phase 1; At elevation 427’ the internal road leading to the hotel and hotel parking garage entrance begins to be impacted by high water.

Closing Procedures for the Hotel

Twelve hours prior to the forecast elevation of 427.0’ on a rising river - the Hotel and garage will be evacuated and closed.

- Security will do a final sweep of the area to ensure that everyone has been evacuated safely.
- Once cleared of all non-essential team members all non-regulated exits will be secured.
- Security and surveillance will monitor the complex to ensure no unauthorized individuals are present.

(The remainder of the property including the Casino Parking Garage, Pavilion and Gaming Vessel remain open.)
Re-opening Procedures for the Hotel

*Twenty-four hours* prior to the forecast elevation of 427.0’ on a descending river - notify all personnel, alert media and vendor of anticipated reopening time.

*Twelve hours* prior to the forecast elevation of 427.0’ on a descending river - place follow up calls to media and team member confirming opening time.

*Three hours* prior to the forecast elevation of 427.0’ on a descending river - Team members are permitted to return to Hotel.

*Three hours after* the forecast elevation of 427.0’ on a descending river - Hotel reopens; guests are allowed to return to the Hotel.

Once the NOAA Weather Service predicts the river will rise to 428.6’ we will initiate Phase 2;
At elevation 429.6’ SR 111 begins to be impacted by high water where Five Mile Lane tee’s into SR 111.

Closing Procedures for the rest of the Property (including the Casino).

*Six hours (6)* prior to a forecast elevation of 429.6’ on a rising river - no patrons will be allowed to enter the property and security guards will be posted to assist in evacuation

*Four hours (4)* prior to a forecast elevation of 429.6 on a rising river’ - all guests will be required to leave the vessel and property (including the casino).

*Two hours (2)* prior to a forecast elevation of 429.6 on a rising river, all non-essential personnel are required to be off property. All department heads will report to the pilothouse when all of their non-essential personnel are accounted for and confirmed off property.

- Security will do a final sweep of the area to ensure that everyone has been evacuated safely.
- Once cleared of all non-essential team members all non-regulated exits will be secured.
- Security and surveillance will monitor the complex to ensure no unauthorized individuals are present.
- Only essential personnel will remain on property.
- All vehicles will be moved from under the pavilion and parked in the Casino parking Garage.

Re-opening procedures for the rest of the property (not including the Hotel)
Forecasts will be monitored continually – once forecasts indicate river will fall below 429.6’ in 24 hours:

*Twenty-four hours* prior to a forecast elevation of 429.6’ on a descending river - notify all personnel, alert media and vendor of anticipated reopening time.

*Twelve hours* prior to a forecast elevation of 429.6’ on a descending river - place follow up calls to media and team member confirming opening time.

*Three hours (3)* prior to a forecast elevation of 429.6’ on a descending river - team members are permitted to return to Casino Parking Garage, Pavilion and Casino

*Three hours after* the river has reached an elevation of 429.6’ on a descending river - Casino Parking Garage, Pavilion and Casino are opened to guests.
### Team Members allowed to be on property during shutdown

<table>
<thead>
<tr>
<th>Department</th>
<th>Allowed Members</th>
</tr>
</thead>
<tbody>
<tr>
<td>Vessel Operations</td>
<td>28</td>
</tr>
<tr>
<td>Surveillance</td>
<td>7</td>
</tr>
<tr>
<td>Facilities</td>
<td>25 (25 land)</td>
</tr>
<tr>
<td>Security</td>
<td>14 (7 vessel / 7 land)</td>
</tr>
<tr>
<td>IT</td>
<td>1</td>
</tr>
<tr>
<td>F&amp;B</td>
<td>3</td>
</tr>
<tr>
<td>Senior Management</td>
<td>2</td>
</tr>
</tbody>
</table>
Appendix “A”
FLOOD PREP (RISING WATER)
HORSESHOE SOUTHERN INDIANA ELEVATION 400’ TO 415’
DATE: ____________________

<table>
<thead>
<tr>
<th>Assigned To</th>
<th>Completed By</th>
<th>Task</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Inspect and clear all equipment from below Marine Facility</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Contact REMC and inform of rising river levels</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Test all elevator/escalator sump pumps (9 elevators, 3 escalators)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Pump all water/oil separators and storm scepters to remove sediment and oil.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Stock sand bags</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Review flood clean-up equipment inventory and test equipment to include, pumper truck, pressure washer etc.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Ensure Grade Level shut-off valve from Hotel Garage Elevator pits open (sump pump discharge lines).</td>
</tr>
</tbody>
</table>
### FLOOD PREP (RISING WATER)
**HORSESHOE SOUTHERN INDIANA ELEVATION 415' TO 427'**

**DATE:** ________________

<table>
<thead>
<tr>
<th>Assigned To</th>
<th>Completed By</th>
<th>Task</th>
</tr>
</thead>
<tbody>
<tr>
<td>___________</td>
<td>___________</td>
<td>Have Port-O-Let removed from Hotel Garage Grade Level</td>
</tr>
<tr>
<td>___________</td>
<td>___________</td>
<td>Close Hotel Garage Grade Level (Floods at 416.5)</td>
</tr>
<tr>
<td>___________</td>
<td>___________</td>
<td>Send out notice to Team Members (see attached sample)</td>
</tr>
<tr>
<td>___________</td>
<td>___________</td>
<td>Set out &quot;A&quot; frame signs to redirect traffic to front of Garage</td>
</tr>
<tr>
<td>___________</td>
<td>___________</td>
<td>Empty Hotel Garage Cage</td>
</tr>
<tr>
<td>___________</td>
<td>___________</td>
<td>Remove Trashcans, misc. from Hotel Garage Grade Level</td>
</tr>
<tr>
<td>___________</td>
<td>___________</td>
<td>Check operation of Hotel Garage elevator pit sump pumps</td>
</tr>
<tr>
<td>___________</td>
<td>___________</td>
<td>Stage Barricades at South Bridge, Lot 2 North Entrance</td>
</tr>
<tr>
<td>___________</td>
<td>___________</td>
<td>Call Stanley Door to prep Hotel Garage Grade Level Doors</td>
</tr>
<tr>
<td>___________</td>
<td>___________</td>
<td>Remove Fire Extinguishers Hotel Garage Grade Level</td>
</tr>
<tr>
<td>___________</td>
<td>___________</td>
<td>Close Lots 2, 3 and 4</td>
</tr>
<tr>
<td>___________</td>
<td>___________</td>
<td>Remove Hall Calls, Floor Indicators Hotel Garage Grade Level Elevators</td>
</tr>
<tr>
<td>___________</td>
<td>___________</td>
<td>Remove Hotel Garage Grade Level elevator lobby carpet Tiles</td>
</tr>
<tr>
<td>___________</td>
<td>___________</td>
<td>Ensure Hotel Garage Elevators cannot go to Grade Level</td>
</tr>
<tr>
<td>___________</td>
<td>___________</td>
<td>Remove phone Hotel Garage Grade Level Lobby</td>
</tr>
<tr>
<td>___________</td>
<td>___________</td>
<td>Remove AHU T-Stat Hotel Garage Grade Level Lobby</td>
</tr>
<tr>
<td>___________</td>
<td>___________</td>
<td>Disconnect Hotel Garage Grade Level Fire Alarm System</td>
</tr>
<tr>
<td>___________</td>
<td>___________</td>
<td>Remove Fire Alarm System Devises Hotel Garage Grade Level</td>
</tr>
<tr>
<td>___________</td>
<td>___________</td>
<td>Contact Slots to relocate Slot Trailers</td>
</tr>
<tr>
<td>___________</td>
<td>___________</td>
<td>Turn off Parking Lot Lights Lots, 2, 3 and 4 (as per Page 3)</td>
</tr>
</tbody>
</table>
**FLOOD PREP (RISING WATER)**

**HORSESHOE SOUTHERN INDIANA ELEVATION 415’ TO 427’**

**DATE:** ________________

<table>
<thead>
<tr>
<th>Assigned To</th>
<th>Completed By</th>
<th>Task</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>De-Energize Hotel Garage Grade Level lighting</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Seal Elevator Hoist Way Doors</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Install &quot;A&quot; frame &quot;Hotel Guest Only&quot; sign at Hotel Garage -2nd Level</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Close Hotel Garage Grade Level Flood Door</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Remove drain plugs from Hotel Garage Stand Pipe Risers</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Use caution tape to close off all three Hotel Garage Stairwells to the Grade Level</td>
</tr>
<tr>
<td></td>
<td></td>
<td>ELEVATION 423’ call US Army Corps of Engineers and begin dialog regarding possible closure, contact Norma Condra #502 315-6680</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Install signage at all Hotel Garage Elevator Lobbies, “Please use stairs at Left”.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Siltation System/Hoist Disconnect Power</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Hotel Loading Dock Drain Plug Trench Drain</td>
</tr>
</tbody>
</table>
### FLOOD PREP (RISING WATER)
**HORSESHOE SOUTHERN INDIANA ELEVATION 415' TO 427'**

**DATE:** _______________

#### HOTEL GARAGE ELECTRICAL ROOM TURN OFF BREAKERS

<table>
<thead>
<tr>
<th>Assigned To</th>
<th>Completed By</th>
<th>Task</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Panel EGA, Breakers 2, 4</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Panel EGHA, Breaker 2, 4, 6, 8</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Panel EGHA, #21, #23 – North Bridge Heat Trace</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Panel GD, Breaker 32, disconnect Grade Level Stanley Door, cap wires and turn back on.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Panel GHB, Breaker 27, 29, 31, 33, 35, 37, 39, 40, 41, 42, 32, 34 outside pole light</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Panel GHA, Breaker 1, 3, 5, 7, 9, 11, 13, 15, 17, 19</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Pavilion Grade Level Turn off Power to: Panel 1 MLS, fed from West Electric Room - Switch PSBB Panel 2, fed from Villa Kitchen – Panel, PLH Breakers 1, 3, 5 Panel 3, fed from Panel above – Valet Pick up Drive Near Column Q-5</td>
</tr>
</tbody>
</table>
## Flood Prep (Rising Water)

### Horseshoe Southern Indiana Elevation 427' to 440'

**Date:** ______________

<table>
<thead>
<tr>
<th>Assigned To</th>
<th>Completed By</th>
<th>Task</th>
</tr>
</thead>
<tbody>
<tr>
<td>___________</td>
<td>___________</td>
<td>Raise Pavilion Material Lift to 3rd floor and salvage controls</td>
</tr>
<tr>
<td>___________</td>
<td>___________</td>
<td>Open Hotel FEMA Switch for Grade Level Electrical</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- FEMA Switch is located in Main Electric Room at Hotel</td>
</tr>
<tr>
<td>___________</td>
<td>___________</td>
<td>Remove all Pool Chemicals from Grade Level</td>
</tr>
<tr>
<td>___________</td>
<td>___________</td>
<td>Disconnect Pool Pump Room Power and remove equipment</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Disconnect Pool AHU Power 2 each</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Shut down panel HVIP and panel LVIP located 1st floor North end of Hotel</td>
</tr>
<tr>
<td>___________</td>
<td>___________</td>
<td>Secure Pavilions Furniture</td>
</tr>
<tr>
<td>___________</td>
<td>___________</td>
<td>Secure contractors for salvage operations</td>
</tr>
<tr>
<td>___________</td>
<td>___________</td>
<td>Empty Pavilion Garage Storage Cage, Pavilion Facilities Shop and Light Bulb Room</td>
</tr>
<tr>
<td>___________</td>
<td>___________</td>
<td>Advise Aqua Source of rising water and request action for</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Sewage Treatment Facility, Lift Stations and grease traps</td>
</tr>
<tr>
<td>___________</td>
<td>___________</td>
<td>Bring Guest ramp to the highest level, prepare Team member for same action</td>
</tr>
<tr>
<td>___________</td>
<td>___________</td>
<td>Clear all debris and effects from Marine Facility loading dock, Team Member Ramp, Storage areas and occupied spaces.</td>
</tr>
<tr>
<td>___________</td>
<td>___________</td>
<td>Clear all Pavilion Grade Level Storage and occupied spaces of effects by relocating to higher levels of the property</td>
</tr>
<tr>
<td>___________</td>
<td>___________</td>
<td>De-energize and remove trash compactors 3 each</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Located: Hotel panel HVPIC, breakers 1, 3 and 5</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Located: Marine panel EHBA, breakers 8, 10 and 12</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Located: West Electric Room panel PHD, breakers 19, 21 and 23</td>
</tr>
<tr>
<td>___________</td>
<td>___________</td>
<td>Highway 111 scheduled to close to through traffic (429.8)</td>
</tr>
<tr>
<td>___________</td>
<td>___________</td>
<td>Prep Stanley Doors @ Valet pick up, Pavilion Garage Grade Level and Marine Facility Loading Dock</td>
</tr>
<tr>
<td>___________</td>
<td>___________</td>
<td>Pavilion Water Softener, Prep Brine Tank/Pump, remove Surge Tank</td>
</tr>
</tbody>
</table>
FLOOD PREP (RISING WATER)
HORSESHOE SOUTHERN INDIANA ELEVATION 427' TO 440'

DATE: ________________

<table>
<thead>
<tr>
<th>Assigned To</th>
<th>Completed By</th>
<th>Task</th>
</tr>
</thead>
<tbody>
<tr>
<td>___________</td>
<td>___________</td>
<td>Open disconnects to escalators and elevators, bring equipment to highest floor</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Located: Marine Electric Room &amp; Crane panels MB-PP and MB-DP</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Located: West Electric Room panels PHSBA, PHSBF, PHSBD and PHSBF</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Located: East Electric Room panel PHSBF</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Located: Pavilion Parking Garage panel ELP1, breakers 20, 22, 24, 32, 34, 36, 38, 40 and 42</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Located: Hotel Elevator panels HVP10 and HVEM10 10th floor</td>
</tr>
<tr>
<td></td>
<td>___________</td>
<td>De-energize all grade level electrical circuits in the Pavilion, Marine Facility, Pavilion Garage and Hotel Parking Garage 1st floor</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Located: Pavilion East Electric Room panel PHA, breakers 1, 3, 5, 6, 7, 8, 9, 11, 32, 34, 35, 36, 37, 38, 39, 40, 41 and 42, panel LB, breakers 10 and 12, panel PA, breakers 5, 11, 28, 30, 31, 33 and 35, panel GHA, breakers 2, 4, 6, 8, 10, 12, 14, 16 and 18, panel EGH, breakers 1, 3, 5 and 7</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Located: Pavilion West Electric Room panel PHB, breakers 1, 3, 5, 7, 9, 11, 16, 19, 23, 25, 27 and 29, panel PHC, breakers 20, 22, 24, 25, 26, 27, 28, 30, 32, 34, 36, 38, 40 and 42, panel PHD, breakers 1, 3, 5, 9, 21, 23 and 31, panel PHF, breakers 25, 26, 27, 28, 29, 30, 31, 32, 33, 34, 35, 37, 38, 39, 40, 41 and 42, panel PF, breaker 30 and panel PG, breakers 2 and 4</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Located: Marine Electric Room panel EBA, breakers 12, 13, 14, 15, 16, 18, 20, 21, 22, 24 and 25, panel BHPA, breakers 1, 3, 6 and 8, panel BPA, breakers 19, 20, 21, 22, 28, 30, 32, 34, 37, 39, 41 and 42, panel BPA, breakers 2, 4, 6, 19, 34, 36, 37, 38, 39, 40, 41 and 42, all Emperor’s panels at Emperors Club</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Located: Pavilion Parking Garage panel LP-3, breaker 31, panel LP-1, breakers 1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 13 and 15, panel ELP-1, breakers 5, 7, 20, 22, 24, 32, 34, 36, 38, 40 and 42, panel ERP-1, breaker 8, panel RP-1, breakers 7, 9, 11, 12, 14, 15, 16, 17, 18, 19, 21, 23, 27 and 29</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Located: 2nd Floor North of North West Elevator panel PHG, breakers 1, 3, 5, 7, 9, 28, 30 and 38</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Located: Generator Room panel EPHD, breakers 7, 20, 22, 24, 26 and 28</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Located: Corridor West of MPR Room panel PB, breakers 32 and 34</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Located: 1st Floor East of Banquet Storage panel PL, breakers 5, 8, 10, 13, 14, 15, 16, 17, 19, 20, 21, 22, 23, 37, 39 and 41</td>
</tr>
</tbody>
</table>
### FLOOD PREP (RISING WATER)

HORSESHOE SOUTHERN INDIANA ELEVATION 427' TO 440'

DATE: ________________

<table>
<thead>
<tr>
<th>Assigned To</th>
<th>Completed By</th>
<th>Task</th>
</tr>
</thead>
<tbody>
<tr>
<td>——</td>
<td>——</td>
<td>-Located: 2nd Floor North North West Elevator breakers 1, 3, 5, 7, 9, 11, 29, 30, 31, 33, 35, 36, 37, 38, 39 and 41</td>
</tr>
<tr>
<td>——</td>
<td>——</td>
<td>-Located: Hotel Parking Garage panel GHB, breakers 32, 34, 35, 36, 37, 38, 39, 40, 41 and 42, panel GHA, breakers 1, 3, 5, 7, 9, 11, 13, 15, 17 and 19, panel EGHA, breakers 2, 4, 6, 8, 21 and 23, panel EGA, breakers 6 and 8</td>
</tr>
<tr>
<td>——</td>
<td>——</td>
<td>-Located: West Electric Room panel PSBB, breaker 2, panel MLS</td>
</tr>
<tr>
<td>——</td>
<td>——</td>
<td>-Located: Fuel Oil Pump panel PHSBD, breaker 2</td>
</tr>
<tr>
<td>——</td>
<td>——</td>
<td>-Located: West Electric Room Hotel panel LVEMIA, breaker 8, panel LVIA, breakers 18 and 20, panel HVPIA, breakers 1, 3, 5, 7, 9, 11, 13, 15, 17, 23, 25, 29, 30, 31 and 32, panel HVPIB, breakers 37 and 38, panel LVI, breakers 2, 5, 8, 10, 12, 14 and 16</td>
</tr>
<tr>
<td>——</td>
<td>——</td>
<td>Secure small boats for property travel</td>
</tr>
<tr>
<td>——</td>
<td>——</td>
<td>Work with Marine Operations on action steps for the vessel</td>
</tr>
<tr>
<td>——</td>
<td>——</td>
<td>Work with Security on departmental action steps for traffic flow, evacuations and other issues</td>
</tr>
<tr>
<td>——</td>
<td>——</td>
<td>Block all grade level building entrances of the Pavilion, Pavilion Garage and Marine Facility with plywood</td>
</tr>
<tr>
<td>——</td>
<td>——</td>
<td>Disable fire alarm devices at GCC and remove all devices on grade level of Pavilion, Pavilion Garage and Marine Facility</td>
</tr>
<tr>
<td>——</td>
<td>——</td>
<td>Disconnect and remove Pavilion Grade Level Sprinkler Dry System Air Compressors</td>
</tr>
<tr>
<td>——</td>
<td>——</td>
<td>-Located: West Generator Room panel EPD, breaker 17</td>
</tr>
<tr>
<td>——</td>
<td>——</td>
<td>-Located: East Electric Room panel PA, breaker 13</td>
</tr>
<tr>
<td>——</td>
<td>——</td>
<td>-Located: West Electric Room panel PR, breaker 11</td>
</tr>
<tr>
<td>——</td>
<td>——</td>
<td>Pavilion Grade Level shut down water softeners and prepare salt tank and surge tank</td>
</tr>
<tr>
<td>——</td>
<td>——</td>
<td>- Located: West Electric Room panel PR, breakers 1, 3 and 5</td>
</tr>
<tr>
<td>——</td>
<td>——</td>
<td>Call Stanley to come in and prep Pavilion Garage Grade Level entry doors</td>
</tr>
<tr>
<td>——</td>
<td>——</td>
<td>Call Stanley to come in and prep the Porte-cochere entry doors</td>
</tr>
</tbody>
</table>
### FLOOD PREP (RISING WATER)
**HORSESHOE SOUTHERN INDIANA ELEVATION 427' TO 440'**
**DATE: ________________**

<table>
<thead>
<tr>
<th>Assigned To</th>
<th>Completed By</th>
<th>Task</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Pavilion Garage Grade Level remove all trash cans, fire Extinguishers and furniture in grade level lobby</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Hotel Garage 1st and 2nd floors remove all trashcans</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Hotel Garage 1st and 2nd floors disconnect fire alarm system all Floors at GCC and remove all devises</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Hotel Garage 1st and 2nd floors remove all fire extinguishers</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Look into relocating PBX offsite</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Contact neighbors on bluffs and insure clear access from Lotticks Corner Road to Nature Center</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Have Otis Elevator remove as many elevator, escalator components as possible from Grade Level</td>
</tr>
<tr>
<td></td>
<td></td>
<td>At (428’) pump lift station at Pavilion and Hotel -Lift station breaker is in Pavilion West Electric Room PHSBD#2 -Hotel 1st North End</td>
</tr>
<tr>
<td>Assigned To</td>
<td>Completed By</td>
<td>Task</td>
</tr>
<tr>
<td>-------------</td>
<td>--------------</td>
<td>------</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Advise contractors of clean up possibilities/requirements</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Prepare relocation plans for the 1st level of the Pavilion, Marine Facility and Hotel</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Pavilion 1st floor Garage remove all trashcans</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Pavilion 1st and 2nd floors Garage disconnect fire alarm system at GCC panel at Fire Command Center</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Pavilion 1st floor Garage remove fire extinguishers</td>
</tr>
<tr>
<td></td>
<td></td>
<td>De-energize lighting to 1st and 2nd floors Pavilion Garage and Hotel Garage</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Location: Pavilion Parking Garage panel LP-1, breakers 1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 13 and 15, panel EFP-1, breakers 2, 5, 7 and 8, panel RP-1, breakers 1, 2 and 4, panel PP-2, breakers 2, 7 and 9, panel LP-2, breakers 1, 2, 3, 4, 5, 6, 7, 8, 9, 10, and 11</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Location: Hotel Parking Garage panel GHA, breakers 2, 4, 6, 8, 10, 12, 14, 16 and 18, panel GA, breaker 19</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Pavilion Garage first floor elevator lobby remove television, furniture, etc.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Hotel Garage 2nd floor remove all trash cans</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Hotel Garage 2nd floor disconnect fire alarm system at GCC</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Hotel Garage 2nd floor remove fire extinguishers</td>
</tr>
</tbody>
</table>
### FLOOD PREP (RISING WATER)
**HORSESHOE SOUTHERN INDIANA ELEVATION 446' TO 456' AND ABOVE**

**DATE:**

<table>
<thead>
<tr>
<th>Assigned To</th>
<th>Completed By</th>
<th>Task</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Evacuate 1st floors of Pavilion, Marine Facility and Hotel</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Disable all fire alarm devices on 1st floors of Pavilion, Marine Facility, Hotel, Pavilion Parking Garage, Hotel Parking Garage at GCC Panel at Fire Command Center</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Call to disconnect primary power from REMC on 101, 102, 102 overhead loop and 103 feed</td>
</tr>
<tr>
<td></td>
<td></td>
<td>De-energize Hotel UPS</td>
</tr>
<tr>
<td></td>
<td></td>
<td>De-energize Pavilion UPS at West Electrical Room</td>
</tr>
<tr>
<td></td>
<td></td>
<td>De-energize UPS in IDF2-1 Room</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Shutdown Hotel Generator in Hotel Electric Room</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Shutdown Hotel Parking Garage Generator in Hotel Parking Garage Electric Room</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Shutdown Pavilion Generator in West Electric Room</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Shutdown Marine Electric Room Generator</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Call Schindler to remove hydraulic fluid from all 1st floor elevator machine Rooms.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Call moving company to obtain labor to relocate the following areas FF&amp;E to the second floor:</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Gift Shops</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Graeters Ice Cream Shop</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Jewelry Kiosk</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Cigar Kiosk</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Employment Center</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Executive Offices</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Land Cage</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Buffet – Diamond Dining Area</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Legends</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Executive Offices</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Jack Binion’s Steak House</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Pavilion Garage second floor remove all trashcans</td>
</tr>
</tbody>
</table>
### FLOOD PREP (RISING WATER)

**HORSESHOE SOUTHERN INDIANA ELEVATION 446’ TO 456’ AND ABOVE**

**DATE:** ________________

<table>
<thead>
<tr>
<th>Assigned To</th>
<th>Completed By</th>
<th>Task</th>
</tr>
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<tbody>
<tr>
<td></td>
<td></td>
<td>Pavilion Garage second floor remove fire extinguishers</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Pavilion Garage second floor elevator lobby remove television, furniture, etc.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Bridge to Pavilion Garage shut down travelators, South travelators in Hotel Parking Garage and North Travelators in West Electric Room, panel PHSBA</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Call Otis to remove control boards and salvage as much as possible from travelators to Pavilion Garage</td>
</tr>
<tr>
<td></td>
<td></td>
<td>De-energize escalators from first to second floors of Pavilion at Panel PHSBA West Electric Room</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Contact Food &amp; Beverage to remove all food and beverage products</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Call Otis to salvage as much as possible of the Hotel travelators</td>
</tr>
<tr>
<td></td>
<td></td>
<td>De-energize Hotel Parking Garage Main Electrical Room</td>
</tr>
<tr>
<td></td>
<td></td>
<td>De-energize Hotel Main disconnect</td>
</tr>
<tr>
<td></td>
<td></td>
<td>De-energize Pavilion West Electric Room 101, 102 underground and 102 overhead feed</td>
</tr>
<tr>
<td></td>
<td></td>
<td>De-energize Pavilion East Electric 101, 102 underground and 102 overhead feed</td>
</tr>
<tr>
<td></td>
<td></td>
<td>De-energize Marine Electric Room 101, 102 underground and 102 overhead feed</td>
</tr>
<tr>
<td></td>
<td></td>
<td>De-energize Pavilion Parking Garage</td>
</tr>
<tr>
<td></td>
<td></td>
<td>De-energize Nature Center Main Disconnect and UPS</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Contact Cage and Credit Departments to start closing procedures</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Relocate Hotel Lobby furniture and Aroma Café furniture to second floor</td>
</tr>
</tbody>
</table>
## FLOOD PREP (RISING WATER)

**HORSESHOE SOUTHERN INDIANA ELEVATION 446' TO 456' AND ABOVE**

**DATE:** ______________ 

<table>
<thead>
<tr>
<th>Assigned To</th>
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<th>Task</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Relocate all first floor guestroom furniture to second floor</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Relocate exercise room and Hotel Gift Ship equipment and goods to second floor</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Hotel first floor relocate all back of the house housekeeping, storage areas' goods to the second floor</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Contact MIS regarding salvage as much of T1 Room equipment as possible</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Contact Purchasing/Warehouse/Receiving to start their closing procedures</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Contact Financial Accounting, Casino Accounting, and Countroom to start their closing procedures</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Shut down chillers and cooling towers</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Remove chemicals from chiller room</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Remove stock from Maintenance Shop</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Remove paint from Paint Room</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Remove TV's from storage area</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Have fuel tanks emptied and removed</td>
</tr>
</tbody>
</table>
APPENDIX “B”

PLANNED CLOSING PROCEDURES

PURPOSE
To standardize procedures for the orderly closing of Horseshoe Southern Indiana during an emergency. These procedures are to provide clarification and guidance in closing the casino to ensure the welfare and safety of the guests and team members in addition to protecting the company assets.

DEFINITION
A planned closing is defined as an event that will require the property to close but has advance notice. The event that will most likely cause a planned closure at Horseshoe Southern Indiana is a flood situation on the Ohio River.

DEPARTMENTAL PROCEDURES

ADVERTISING
Contact: Renee Nadeau - VP of Marketing, Ext. 6254
Department Head: Brad Seigel - Assistant General Manager/VP of Finance, Ext. 6714
1. Zenith will be notified by Marketing of the pending closing. They will contact select local radio and television stations and have 10 second spots or crawlers run notifying guests of the closure if the decision is made to make a public announcement regarding the closure.
2. Upon re-opening, Zenith will again be notified. They will contact select local radio and television stations and have 10 second spots or crawlers run notifying guests of the re-opening. Additionally, print ads will run at the next available date announcing the re-opening.
CAGES, EMPLOYEE SERVICES
Contact: Grant Gallander- Cage Manager, Ext 6315
Dept Head: Brad Seigel- Assistant General Manager/VP of Finance, Ext. 6714

1. Cage Manager and/or VP of Finance will ensure that all funds are secured in cages. (See Cage/Credit Closing Checklist below for detailed procedures).

2. 24 hours prior to projected closure, at least one Shift Supervisor or Cage Manager will be required to be on property at all times. The Shift Manager will keep in constant contact with the Cage Manager and/or Vice President of Finance for updates and will be the point person for the Cage areas. All information for the Supervisors and Cashiers will go through them.

3. All other team members with banks signed out of the ES/Main Bank area will need to return the banks to the ES prior to the casino closing (i.e. Slot floats, F&B, Retail and Total Rewards). In the case of food outlets in the Pavilion, one bank can be left open until all guests have paid. All banks will be counted in the normal procedure when they are submitted. 

4. If time does NOT permit cage personnel to verify cash drawers and sign them back into the ES as usual, the Front Window Cashier’s currency will be placed into a clear plastic bag. The currency will not be counted; however, the cashier and supervisor or equivalent will sign the outside of the plastic bag and the window number will be written for easy identification. Once the currency is secured, it will be taken to the appropriate Employee Services area. Also, coins and chips will remain in designated locked compartments and remain secured at the appropriate front window locations.

All other areas of the Casino that have currency that is not signed out of the ES areas will secure their funds by bagging the currency as described in the previous paragraph. After bagging the currency, the bag will be transported to the ES window on that floor. If the currency is on land, then the currency will be transported to the Employee Service/Main bank area in the pavilion.

5. Once notification to re-open has occurred, all departments will go to Employee Service/Main bank on the vessel or the land Employee Service and receive their funds in the unopened plastic bags. Note: At the present time, all funds utilized by Front Window Cashier, Food & Beverage, Retail, Valet, Buffet, etc. are signed out of the Employee Service Areas. Therefore, it may not be necessary for these departments or team members to obtain funds out of plastic bags. Plastic Bags will only be used when it is not feasible for these departments to count down their funds and return to the ES.
## CAGE/CREDIT CLOSING CHECKLIST

<table>
<thead>
<tr>
<th>Assigned To</th>
<th>Completed By</th>
<th>Task</th>
</tr>
</thead>
<tbody>
<tr>
<td>__________</td>
<td>__________</td>
<td>Contact Armor Car vendor to advise of closure and to schedule a pick up prior to closing the vessel. Advise Armor Car that all deposits will be on hold until further notice. Drop all excess currency, checks, cash advances, etc. Advise Security of Armor Car’s pick up.</td>
</tr>
<tr>
<td>__________</td>
<td>__________</td>
<td>Contact Chase Bank and advise of deposit that will be coming, cancel any currency orders and/or coin deliveries.</td>
</tr>
<tr>
<td>__________</td>
<td>__________</td>
<td>Contact ATM vendor to advise of closure and if movement of any ATM’s is necessary schedule them to come out and move.</td>
</tr>
<tr>
<td>__________</td>
<td>__________</td>
<td>Contact NRT vendor to advise of closure and if movement of any NRT’s is necessary schedule them to come out and move.</td>
</tr>
<tr>
<td>__________</td>
<td>__________</td>
<td>Contact all departments with outstanding floats and coordinate a drop time to allow for the Cage to collect floats and process them in an orderly fashion. F&amp;B, Retail, Slots and the Hotel should secure all floats in their permanent safes and lockboxes; all paperwork and drops should be done as usual.</td>
</tr>
<tr>
<td>__________</td>
<td>__________</td>
<td>Extend all markers scheduled to be deposited to date after re-opening. Telephone calls will be made to higher Credit Lines by credit personnel. Credit lines bumped over (30) day holding period will be suspended until markers are redeemed or deposited. Remarks will be added in CMS to reflect suspension.</td>
</tr>
<tr>
<td>__________</td>
<td>__________</td>
<td>Collect all departmental tokes (Table, Slots) to insure that the deposit is allocated to payroll.</td>
</tr>
<tr>
<td>__________</td>
<td>__________</td>
<td>Power off all computers, printers, and cage equipment.</td>
</tr>
<tr>
<td>__________</td>
<td>__________</td>
<td>Pull all currency from NRT machines (does not include coins).</td>
</tr>
<tr>
<td>__________</td>
<td>__________</td>
<td>Remove all trash from cages.</td>
</tr>
<tr>
<td>__________</td>
<td>__________</td>
<td>Forward all phones to a centralized phone so that messages can be checked off property.</td>
</tr>
<tr>
<td>__________</td>
<td>__________</td>
<td>Provide IT with Cage logins so that the following items can be submitted daily during the closure: Nightly Deposit Report, Rolling of Fill Bank (1-4), Rolling of Marker Bank, Rolling of Main Bank.</td>
</tr>
<tr>
<td>__________</td>
<td>__________</td>
<td>Take current phone list of all team members home so that you can advise them of re-opening status.</td>
</tr>
</tbody>
</table>
Contact incoming staff to let them know whether to report or not.

Send all Employee paychecks to Human Resources to be mailed out.

Remove all cash drawers from the front line and secure all currency in the Employee Services Area.
COMMUNICATIONS

1. Manager of Communications must be notified immediately of the decision to close and must be provided with complete details surrounding the closure.

2. A press release will be developed and approved by the General Manager.

3. A press release will be faxed or e-mailed to regional media outlets; Television, Radio and Print. Follow-up calls to insure timely dissemination of closure information will be made.

4. All media inquiries will be directed to Manager of Communications.

5. All media interviews must be approved, in advance, by the Manager of Communication.

6. Once a re-opening date/time has been established, a press release will be developed and approved by the General Manager and faxed or e-mailed to regional media outlets: Television, Radio and Print. All media inquiries will be directed to the Manager of Communications.

EVS LAND

1. All persons are to evacuate the premises as directed.

2. Ensure that all aisles, stairs and exit ways are clear of all trash, cleaning equipment, etc.

3. When evacuating an area, direct guest, patron visitors, and team members to the nearest (safe) marked exit. Keep everyone calm.

4. Assist the disabled in exiting. Remember not to use the elevators in cases of fire.

5. Ensure all trash is removed from the land based facilities.

FINANCIAL ACCOUNTING

1. Manager or Supervisor will inform all department employees of pending or actual vessel closure and provide instruction for obtaining re-opening status.

2. Manager or Supervisor will modify department work schedule to satisfy IGC tax filing and compliance issues.
FOOD AND BEVERAGE

Contact: Food Operations - Ryan Coppola - VP of Hospitality, 6313
Beverage Operations - Casino Services Manager, Ext. 6513 0r 6327
Dept. Head: Ryan Coppola - VP of Hospitality, Ext.6313 (Food Operations)

1. Accounting Procedures
   a. Each restaurant and bar will count down their respective banks and prepare a count sheet according to standard close out procedures
   b. All currency, coin, credit card slips, comp slips, coupons, etc. will be placed in the appropriate envelope.
   c. All envelopes will be turned into the appropriate cage cashier.
   d. All F&B team members will be asked to return to their departments for further instructions.

2. Food Operations Procedures
   a. Once the venues are closed to guest traffic and accounting procedures have been completed, a complete clean up and thorough daily close down will be conducted and signed off by the venue manager and the respective kitchen manager.
   b. If the impending shut down is expected to last more than three days, the receiving manager will contact local food banks and donate all perishable goods.
   c. If the impending shut down is expected to last less than three days, all items will be covered, dated, and secured in their venue coolers.
   d. Any product discarded will be logged as waste.
   e. After all food is stored, coolers and freezers will be locked and the managers in their respective outlets will note temperatures.
   f. The venue manager will secure all cleaning and paper supplies.
   g. Venue managers will lock all offices.

3. Beverage Operations Procedures
   a. Once the bar is closed to guest traffic and the necessary accounting procedures have been completed, a complete clean up and thorough close down will be conducted. Service bars will begin clean up and close down as soon as the casino is closed to guest traffic. This will be checked by the Casino Services Supervisor and signed off by the Casino Services Manager.
   b. All dispensing systems will be turned off and locked. This will be checked by the Casino Services Supervisor and signed off by the Casino Services Manager.
   c. Surveillance will be contacted to turn cameras on and begin filming all bars.
   d. All bar and storeroom coolers will be locked.

4. EDR Operation Procedures- Complete Shut Down
   Prior to implementing the close down procedures as outlined above, prepared food, fruit, and beverages will be stored in a cooler that can be accessed by the Marine Operations crew to feed any team members that must remain on the vessel after closing to the public.
   a. The Executive Sous Chef will coordinate with the VP of Hospitality on food requirements and deliveries.
5. **Providing Food Service during Shut down**
   a. If the impending close down is expected to be two days or less, fresh, ready to eat foods will be prepared and stored in the Diamond Lounge walk-in refrigerator.
   b. If the impending close down is expected to last three days or more, Food and Beverage will provide three person teams to produce freshly made meals for the team members for the remainder of the shutdown.
   c. The Food and Beverage teams will consist of essential personnel including one member of management and two team members from each venue to provide the necessary food service. Venues will work in shifts. If required, an additional team member may be added to facilitate stewarding needs.
   d. In the event that we close for three or more days, meals will be served at the following times; Breakfast- 9:00 AM, Lunch- 12:30 PM, Dinner- 6:30 PM, and Late Night- 2:00 AM.
   e. All hot food will be prepared in the Diamond Lounge Galley.
   f. A daily log of refrigerator temperatures will be recorded by the senior Food and Beverage team member on duty. This will be completed daily in all venues.
GROUP SALES/MARKETING

Contact: Kathleen Dorman – Manager of Catering and Conv. Services, ext. 6308
Dept. Head: Ryan Coppola - VP of Hospitality ext. 6313

A designated team member will perform the following tasks during the event of a shutdown. This designated team will consist of Hotel Manager, Conference Sales manager and designated members of marketing department.

1. Change voice mail message on group sales toll free line to reflect scripted information.
2. Direct Marketing will prepare materials to notify all hotel guests, and any guests scheduled for special events or mass promotions with a valid phone number in either CMS or their reservation, and who are not on the National No Call List with a TCN Broadcast and or an Email Campaign going to guests with a valid Email address. This will notify them of the temporary closing of Horseshoe Southern Indiana due to the rising of the Ohio River.

When we have a confirmed re-opening date and time, a designated team member will:

1. Change voice mail message on group sales toll free line to reflect new scripted information.
2. Notify all groups scheduled to arrive during the following 2 week period of our re-opening via fax machine and phone.
3. When Horseshoe Southern Indiana is cleared to re-open Direct Marketing will again contact guests with a hotel or special event reservation via TCN Broadcast and or Email Campaign. Again, provided they are not on the National No Call List.

HOTEL/SALES

Contact: Richard Norcini- Hotel Manager - 6237
Dept. Head: Ryan Coppola - VP of Hospitality ext. 6313

1. PBX activates emergency alert by Nextel contact
2. Front Desk secures all monies, and verifies the safe. Contact accounting to arrange for the final drop.
3. Ensure PBX is shut down and all incoming lines are forwarded to recorded message.
4. Housekeeping is to secure all inventories of products. This would include all closets on each Hotel floor.
5. Sales Office is to secure all sales files and confidential information.
6. Contact all Hotel vendors of our shutdown, i.e., laundry, vending, newspaper, etc.
7. Ensure all managers and supervisors have employee phone lists.
8. Prepare a block of rooms for staff that will remain on property. Have key packets prepared and turn over to Director of Security.
9. Contact all groups who have functions planned on anticipated closed dates.
10. Contact Central Reservations to alert them of the dates we plan to close and update them daily.
11. Advise central reservations to send out a reel call to alert all incoming hotel guests of our closure.
12. Prior to shut down commence a room to room sweep to ensure ALL rooms are unoccupied.
13. Move all Bellmen carts and equipment to the hotel lobby.
14. Lock ALL offices and ensure ALL hotel employees vacate the property.
HUMAN RESOURCES
Contact: Jil Greene- VP of HR, Ext, 6725

1. Coordinate and assist with Departmental Team Member notifications.
   a. Emergency Contact List updated and distributed electronically to Dept. Heads monthly
   b. Activate Team Member Hotline of 888-488-OPEN. To put this number into use, contact Julia Schoenberger 702-407-6052 or 702-218-5961. The director of HR is responsible for implementation of this number.

2. Coordinate and assist with release of prepared communications script for Team Members to provide updates on situation and proposed re-opening (Team Member Hotline at 888-488-OPEN, flyers, newsletters, special notes, E-Mail message, TV/radio announcements post-closing, TCN calls to Team Members homes, mailings for extended closures), Team Member toll free hotline updated with message on status of re-opening

3. Notify scheduled new employees of delayed orientation and start date and alternate processing date(s). Contact potential Team Members who have been scheduled to interview for a position and set up alternate date to interview. Additional notification to vendors for drug screen services and Tele Screen applicant screening.

4. Update recruitment Hotline to notify applicants of closure.

5. Schedule H.R. Team Member Services Representative to assist benefit issues.

Team Member Pay during Shutdown

Hourly Team Members
1. At the time of shutdown, all Team Members on the clock will be paid for their entire shift.
2. PTO is only to be used during the shutdown for scheduled time missed.
3. For tipped Team Members, PTO buyback may be used if a balance is available. The buyback can be up to 80 hours even if buyback was taken during the year and the Team Member can buy down to a zero balance.
4. Based on an individual’s situation, PTO may go into the negative if approved by the GM and VP of Human Resources. Team Member must be employed for 90 days in order to go into the negative on PTO.

Salary Team Members
1. Salary Team Members are paid through the end of the week which is Thursday at midnight.
2. If a salary Team Member does not work more than 3 days in the week then PTO is to be used. PTO is only to be used during the shutdown for scheduled time missed.
3. Based on an individual’s situation, PTO may go into the negative if approved by the GM and VP of Human Resources.
4. Team Members may apply for unemployment insurance immediately upon shutdown. The monies available to each Team Member are determined by the states Workforce Development Department.
Information Technology
Contact: Rod Friedrichs - IT Manager, Ext. 6326
Backup if IT Manager Unavailable – IT Operations Supervisor, Ext 6346

1. **Communication**
   a. Manager will relay the decision made by the senior management to all the IT operations staff.
   b. Manager will ensure all the concerned parties are kept informed about the decision to close the casino (Regional VP, Vendors and other employees who are off during that time).

2. **Responsibilities of the IT Operations Supervisor**
   The IT Operations supervisor will coordinate the following process with the IT TECHS:
   a. He / She will make sure all the users are out of the system (all the pits are closed and the cages are closed in the system)
   b. He / She will also send a broadcast message asking the team members to turn off their computers before leaving
   c. He / She will ensure that we have a recent copy of the servers and SDS system backup stored off-site.
   d. If this happens during the middle of the day, the Daily backup tapes for the day should have already been sent to off-site location. (Please check).

**Note:** If Management decides to close the boat for just a day or two, do not shut down the processors.

If the decision is made to close the boat for an extended period (example: two weeks) the following items need to be done:
   a. Start the shutdown process for the SDS system
   b. The next step would be to shut down the game net servers
   c. Cover all the Processors which are on the vessel.

3. **Network Equipment/ Switches / Routers/ Server:**
   a. The Network Manager will make sure that we have a decent backup, before the servers are shut down.
   b. Since the boat is going to have emergency power – all the network equipment located in the IT Rooms/IDF etc. should be turned off.
   c. All hubs located in the IT / IDF Rooms should be turned off, if in the emergency power is not available for the IDF/IT room air-conditioning.
   d. Do make sure that all the third party servers and hardware are turned off (ATM, CASH advance, etc.)
   e. Co-ordinate the above mentioned areas with the IT Operations Manager and the Network Manager.
   f. Help them to expedite the whole process along with the other members in the IT team.

4. **Telephone System**
   a. Make sure all departments record the phone scripts to provide the closing information.
   b. If emergency power will not be available, then we would need to route calls to another property
5. **IT - Re-Open Checklist:**
   a. All phone scripts are re-recorded.
   b. SDS is operational and communicating with the slot machines and SSDS. Check with slots shift managers.
   c. Check that SDS is on the correct gaming day.
   d. Check CMS & LMS is on the correct gaming day (check with gage shift manager & front desk) if needed involve CMS and LMS support.

Very important: *If the boat is closed for a couple of days, it is crucial that Daily CM is preformed to ensure the dates are rolled over correctly.*
   a. Soft count interfaces are up and running (communicate with the Count Room manager/supervisor).
   b. Telephone system up & running including all T1s.
   c. Make sure Time Clocks are communicating with Harrahs1
   d. Micros is up and running – Verify with accounting that it is on the correct gaming day.
   e. Check all NRT’s for communication and verify with cage that they have been balanced.
   f. Last but not least, check with the cage that our ATM & Cash advance machines are up and running.

**MARINE OPERATIONS**

Captain of Vessel 6510  
Dept. Head: Brad Seigel - Assistant General Manager/VP Finance ext. 6714

**Background**

The vessel is manned 24 hours per day by no less than the Coast Guard required crew. The pilothouse is manned 24 hours per day by a licensed Captain or Mate. The following are normal procedures, practiced regardless of river stage:

**Normal Procedures**

The river stage is checked and logged at the beginning of each watch (i.e. 0700 and 1900 hours daily).

Weather conditions are noted and logged at the beginning of each watch. Monitoring frequency is increased based on the conditions. Weather conditions are monitored by way of the VHF radio from the National Weather Service, the Internet Weather Channel and by the onboard DTN weather satellite.

The river stage and 3 day river stage forecast is logged daily upon issue from the National Weather Service.

Once it has been determined that the casino will close, the following steps will be taken:

1. The Captain will make announcements as needed to implement a safe and orderly evacuation of the vessel. This effort will be coordinated with security and facilities to ensure a smooth movement of guests from the vessel to the garage.
2. The marine crew will assist security and monitor the outer decks, doors and gangways to evacuate the vessel in accordance with the Emergency Disaster Response Plan.
3. Once the vessel has been cleared of guests, all trash will be removed, the potable water tank will be filled and the sewerage tank will be evacuated.
4. Fuel transfers will be set up to maintain the maximum safe level of fuel in the fuel tanks.
OPERATIONAL ACCOUNTING
Dept. Head: Chris Schwaniger – Financial Controller, Ext. 6333

1. Manager will inform all department employees of pending or actual vessel closure and provide instruction for obtaining re-opening status.

2. Manager will modify department work schedule to satisfy IGC tax payment schedules and all other compliance payment and reporting requirements. (See Financial/Casino Accounting/Count Rooms Closing Checklist below for more details).

FINANCIAL/CASINO ACCOUNTING/COUNT ROOMS CLOSING CHECKLIST

<table>
<thead>
<tr>
<th>Assigned To</th>
<th>Completed By</th>
<th>Task</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>CTR’s – check date of last filing and next one due, if necessary take paperwork home to complete a filing.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>SARC’s – file everything we have.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Contact Marine Operations Captain and ask the Slot Machines not be powered off unless there is no other choice.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Contact Surveillance – Do not tape over anything that we may need for variance resolution while we are closed.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Contact IT review reports that must be run to change system date each day- also review with them the procedures to open/close games.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Take home phone list (may want to have one at home at all times).</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Contact Security to drop all tables, secure boxes in locked cart, secure locked cart in count room.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Contact Department of Revenue – Elain Honan (317-232-3356)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Contact IGC – Audit Division – Frank Brady (317-233-0617)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Wire taxes for all days audited up until the point of closure.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Wire funds in to cover A/P checks outstanding (take into account deposit that cage will be making).</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Return to work plans – make sure support departments are contacted and have representatives in when audit returns to work.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Hotel Night Audit</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Count hotel floats to ensure all floats are 100%</td>
</tr>
</tbody>
</table>
PURCHASING & WAREHOUSE
Contact: Deneil Brown - Warehouse Supervisor, Ext. 6736
Dept. Head: Brad Seigel - Assistant General Manager/VP Finance ext. 6714

The purchasing department should be contacted to handle all needs during closing. (Purchasing/Warehouse should follow the closing checklist below).

In the event the purchasing department is not on property, the following guidelines should be followed.

1. Obtain necessary services and/or material and advise the vendor that the purchasing department will follow up with a purchase order number as soon as possible.
2. Fill out the requisition with appropriate information as to company and name of contact, date, description, etc. Forward the requisition to the person necessary for approval if it is above your signatory allowance. Attach the packing slip to the requisition when you forward it from your department.
3. If it is an emergency situation and if we do not have an account with the vendor, work with vendor to see if it can be paid by Pcard or if they will invoice and payment will be made outside of PO system.

PURCHASING/RECEIVING/WAREHOUSE CLOSING CHECKLIST

<table>
<thead>
<tr>
<th>Assigned To</th>
<th>Completed By</th>
<th>Task</th>
</tr>
</thead>
<tbody>
<tr>
<td>_____</td>
<td>_____</td>
<td>Contact Vendors</td>
</tr>
<tr>
<td>_____</td>
<td>_____</td>
<td>Contact Employees</td>
</tr>
<tr>
<td>_____</td>
<td>_____</td>
<td>Take phone list home (may also want to have a list at home at all times)</td>
</tr>
<tr>
<td>_____</td>
<td>_____</td>
<td>Contact VP of Marketing with list of items to be donated</td>
</tr>
<tr>
<td>_____</td>
<td>_____</td>
<td>Move items from bottom to top</td>
</tr>
<tr>
<td>_____</td>
<td>_____</td>
<td>Move items to freezer</td>
</tr>
<tr>
<td>_____</td>
<td>_____</td>
<td>Call Food &amp; Beverage to make sure all items in outlets that need to go into a freezer have been transferred to the Storeroom freezer.</td>
</tr>
<tr>
<td>_____</td>
<td>_____</td>
<td>Call Food &amp; Beverage to see if any of the items in their prep coolers need to be stored in the Storeroom.</td>
</tr>
</tbody>
</table>
REGULATORY AFFAIRS
Contact: Scott Estes- Regulatory Affairs Officer, Ext. 6304

1. Notify IGC of closing and obtain letter from them acknowledging closure.
2. When approval is obtained for re-opening – again notify IGC of date of opening.

SECURITY
Contact: Lorri Lee- Director of Security, Ext. 6307
Dept. Head – Brad Seigel - Assistant General Manager/VP Finance ext. 6714

1. Notify all guests on property of the closure and when they must exit the property. This will be done by the Captain on the Glory of Rome and by Security in the pavilion and marine facility.
2. After all guests have left; security will secure all exits and allow only authorized personnel to enter. All team members who exit the building during the shutdown will be checked to ensure that company assets are not removed. Officers conducting the inspections will contact a security shift manager on anything questionable or unusual.
3. The security shift manager on duty will have a team of officers to search all areas of the building to ensure that all guests have left the building.
4. Be prepared to provide necessary manpower to assist in the drop of all table games and slot machines.
5. The Director of Security will coordinate with the Vice President of Finance regarding the details of the emergency armored car pick-up, if necessary.
6. Once all slot machine keys have been returned and recorded to the key TRAKA, an inventory will be conducted.
7. Once all cash and chips have been returned for safe keeping, the Director of Security and the Vice President of Finance will secure the cages and soft count rooms.
8. After inventory, secure all the other controlled keys in the sensitive key boxes located in the cage or hotel.
9. In conjunction with the Indiana Gaming Commission and surveillance, a team of officers will conduct a thorough search of all areas of the casino to ensure that there are no unauthorized personnel still in the casino.
10. Security will ensure that all vehicles not needed in the closing are secured in dry side parking or as directed by the Director of Security.
11. Security will be posted on each level of the vessel for asset protection and maintain our Coast Guard requirement of officers to man the Station Bill, one dispatcher and one supervisor.
12. Security will be posted at the employee ramp, main entrance, rover/breaker, and a supervisor.
13. Security will be posted at the main entry road off S.R. 111, bus lot entrance by S.R. 111 mobile patrol. Security will intercept all incoming traffic using the scripted information for guests and scripted information for team members.
14. All entrances to the property will be closed with wooden barricades and patrolled (when possible).
   a. Stuckey Road will remain open, as it is a public roadway, until closed by the Harrison County Highway Department. All entrances to Horseshoe Southern Indiana property will be barricaded from Stuckey Road. Security will obtain additional vehicles as needed.

15. All vehicles will be removed from high water areas. If not by owner, vehicle will be towed, whenever possible.

16. Valet operations will cease when all guest and team members have been safely evacuated.

17. When determination to reopen is announced, the security recall procedure will be implemented.

18. Supervisors / Managers will make schedules – At least 2 Supervisors will be scheduled to work on each shift.

19. Vehicles in danger of being flooded will be towed to Nature Center Parking lot.

SECURITY STAFFING

Vessel:
1. 5 Officers
   a. 1 per Deck (1 @ guest Ramp Marine Facility)
   b. 1 EMT
2. Turnstiles: None

Land:
1. 1 Officer at the ER Podium
2. 1 Officer at the Rotunda
3. 1 Officer at the Hotel
4. 1 Officer in Dispatch
5. 1 Officer assigned as Breaker

Mobile:
1. 1 Mobile Unit at Garage Entrance at Stoplight on SR 111
2. 1 Mobile Unit at SR 111 & Stuckey Rd.
   A. Have County Close Stuckey Rd with Barricades when Flooded
   B. Have Facilities Barricade Valet Exit on to SR 111.
   C. Barricade Bridge Rd at Bridge.
3. 1 Mobile Unit as Breaker
   Other Personnel – Director of Security
   Total of 14 Minimum including Managers and Supervisors
SLOT OPERATIONS

Contact: Jim Green- Slot Performance Manager, Ext. 6760
Dept. Head: Brad Seigel - Assistant General Manager/VP Finance ext. 6714

1. Slot service team members will assist Security with an orderly evacuation of open casino areas. One deck at a time at 10 minute intervals beginning with the lowest open deck, moving to the highest level open as last to close.

   All keys and radios will be returned to dispatch as per normal procedures.

2. Slot Representative Currency Floats
   a. All outstanding tickets will be redeemed at the appropriate ES window.
   b. Pouch impress will be returned to the float room safety deposit boxes as per normal closure.

3. Slot Technicians
   a. Scheduled work will continue beyond the casino closure. Technicians will continue to report as scheduled until such time as the Marine and Facilities departments restrict the property to essential personnel only.
   b. Slot Technicians will assist securing company property inclusive of any slot equipment stored under the Pavilion or in the Warehouse.

4. Progressive Meters
   a. Surveillance will take a picture of each Progressive meter. Photos are to be secured by a Surveillance Supervisor.
   b. Meters will be manually recorded by Casino Technicians.
   c. Readings will be secured by the Slot Technical Shift Manager.

5. Casino Service Managers will assign a supervisor to call team members on the next shift and tell them not to report to work.

6. Casino Service Managers will assign each supervisor a Team Member call tree, accurate closing information, and contact numbers for updates on when to report back to work.
Horseshoe Southern Indiana Crisis Management Plan

SOFT COUNT
Contact: Maurice Skinner- Count Room Supervisor, Ext 6520
Dept. Head: Grant Gallander – Cage Manager, Ext 6315

The Casino is closed and security and surveillance departments are allowed to remain on the vessel and provide adequate casino security and surveillance services as determined by the General Manager, Indiana Gaming Commission, or other applicable regulatory agency.

1. The Vice President of Finance or designee will inform the Director of Security, Surveillance Manager, and Information Systems Manager on any drops that will take place. The Vice President of Finance or designee will also contact the Indiana Gaming Commission in Indianapolis to apprise them of the situation.

SURVEILLANCE
Contact: Monitor Room, Ext. 6131
Dept. Head: Jamie Holley- Surveillance Manager, Ext. 6176

1. Continue normal monitor activities paying particular attention to table games and cashiers cage closure procedures.
2. Using CCTV system quickly sweep the casino premises to ensure that all patrons and personnel have left the vessel.
3. Take a Tape Inventory Sheet and highlight tapes having recordings of each and every Progressive Slot Machine meter. Supervisor should secure list for tapes to be retrieved and stored for later verification of meter totals. Tapes should be pulled at first opportunity.
4. Place cameras showing the cashiers cage mantraps, count room mantrap and overviews of the cashiers’ cages by selecting the evacuation preset.
5. When closure procedures are completed and vessel is empty of all non-necessary personnel, contact the Bridge for status report. Inform Pilot House that all Surveillance Team Members are clear of the vessel.

TABLE GAMES
Contact: Paul Fischer- Table Games Shift Manager, In-House Pager 156
Dept. Head: Sheila Jones- Director of Table Games – Ext 6303

1. Table Games and Poker will use their normal table closing procedures to count and secure the table chip inventories. If any chip tray cover cannot be secured, the float contents will be placed in a self-sealing bank bag obtained from the main cage. The table closer will be placed in the bag with the chips. The outside of the bag will be labeled with a magic marker to reflect the Pit #, the Table #, and Bag # (i.e., Bag 1 of 4, etc.). The dealer and supervisor will sign on the outside of the bag. The bag will be sealed and transported by security to the main cage where it will be secured.
2. All gaming supplies will be secured as required in Horseshoe Southern Indiana internal controls.
3. Surveillance will be notified by the Table Games Shift Manager or Supervisor as each pit is secured.
4. The Table Games Shift Manager will assign Scheduling Coordinators lists of team members home numbers and relevant schedules so that Table Games team members may be called at home as necessary. Prior to leaving, team members will be advised to call (888) 488-OPEN for updates and information.
Horseshoe Southern Indiana Crisis Management Plan

**TOTAL REWARDS**

Contact: Patrick Malarkey - Marketing Operations Manager, Ext. 6479
         Shift Supervisors, Ext. 6168
Dept. Head: Renee Nadeau - VP of Marketing, Ext. 6254

1. One Shift Supervisor on each shift will be responsible for notifying all team members to keep them abreast of an upcoming planned closing.
2. All keys will be logged back into their respective locations with proper verification.
3. All merchandise and sensitive items will be secured in the locked storeroom.

**VIP SERVICES**

Contact: Renee Nadeau - VP of Marketing, Ext. 6254

1. The Manager of VIP will be responsible for notifying the VIP Supervisor who will notify each of the VIP Shift Supervisors who will be responsible for notifying all team members to keep them abreast of an upcoming planned closing.
2. VIP will call restaurant and hotel guests (if hotel guests do not have a phone number listed in their reservation).
3. Special Events Host will record a closing message and IT will upload it to the phone system. (Instructions below).
4. Upon leaving the facility, all computers and machines will be turned off.

This must be done from an ACD Phone:
Dial 6008#
Voice Menu ID 1052#
Password 1052#
Update greeting prompt press 1
Record the script
Call IT and advise
GROUP SALES SAMPLE TELEPHONE TEXT

Thank you for calling Horseshoe Southern Indiana Group Sales, My name is ________________, how can I help you?

Are you closed?
Due to recent water levels of the Ohio and the resulting flood conditions, we are closed TEMPORARILY. We anticipate reopening in the next couple of days. Would you like me to transfer you to your sales representative for further assistance?

Do you know when you will reopen?
Because of the safety issue affecting our guests, we are working night and day to alleviate the water affecting our casino. As soon as these issues are resolved and the safety levels of our guests and Associates restored, we will reopen the casino complex. We do not anticipate the casino complex being closed for more than one or two days based on the weather and the water levels of the River.

IF GUESTS NEED MORE INFORMATION, TRANSFER TO SALES REP at ext.: 6308 Corporate & Meeting Space
ANNEX 3- Contingency Plans

Appendix “M” TORNADO

General

- The activation of the Property Crisis Team and command center may be necessary.
- If enough advance warning is given, the PA system should be activated throughout the complex giving guests and employees the following instructions:
  - All:
    - This area is under a tornado warning.
  - Hotel Towers:
    - The bathrooms provide the best shelter should the tornado strike, further information to follow but it is best to move towards lower levels and in stairwells
  - Casino
    - Stay away from windows, doors and outside walls. Move to the lower floors and follow directions of Marine Crew.
- After the tornado passes, the same procedures will be followed as outlined in the earthquake section.

Planning Considerations

The following are considerations when planning for tornadoes:

- Ask your local emergency management office about the community’s tornado warning system.
- Purchase a National Weather radio with a warning alarm tone and battery backup. Listen for tornado watches and warnings.
  - Tornado Watch – Tornadoes are likely. Be ready to take shelter. Stay tuned to radio and television stations for additional information.
  - Tornado warning – A tornado had been sighted in the area or is indicated by radar. Take shelter immediately.
- Establish procedures to inform personnel when tornado warnings are posted. Consider the need for spotters to be responsible for looking out for approaching storms.
- Work with a structural engineer or architect to designate shelter areas in your facility. Ask your local emergency management office or National Weather Service for guidance.
- Consider the amount of space you will need. Adults require about six square feet of space; nursing home and hospital patients require more.
- The best protection in a tornado is usually an underground area. If an underground area is not available consider:
  - Small interior rooms on the lowest floor and without windows.
  - Hallways on the lowest floor away from doors and windows
  - Rooms constructed with reinforced concrete, brick or block with no windows and a heavy concrete floor or roof system overhead.
  - Protected areas away from doors and windows
  - Note: Auditoriums, cafeterias and gymnasiums that are covered with a flat, wide-span roof are not considered safe.
- Make plans for evacuating personnel away from lightweight modular offices or mobile home-sized buildings. These structures offer no protection from tornadoes.
1. Scope

The Director of Security or Facilities Manager will recognize that Team Members given emergency assignments during a severe natural disaster may be distracted by concern for their families. The Director of Security or Facilities Manager may have to allow Team Members to provide assurance of their families’ safety so the Emergency Organization members can continue to perform their duties efficiently. The captain on the Glory of Rome will be the weather advisor during severe weather conditions. The pilothouse will advise security dispatch.

- Pilot house notify security dispatch
- Security dispatch will make public address announcements. (See announcement script section #4).

2. Tornadoes Definitions

In the United States, a tornado is defined as a wind spout spawned by severe thunderstorms or hurricanes. Winds within the spout may approach 300 miles per hour. The usual direction of travel is from southwest to northeast at an average ground speed of 35 mph, although 70 mph has been recorded.

A **tornado watch** means that conditions exist for the development of tornadoes.

A **tornado warning** means that tornadoes have been sighted in the area.

When a **tornado watch** has been issued, the Pilot House will watch the radar and observe the formation of the characteristic funnel cloud and alert the Director of Security or Facilities Manager of its approach. When a tornado is sighted or the National Weather Service issues a warning alert specific to Southern Harrison County, the Vessel Captain alerts Dispatch to make announcement to all Guests and Team Members. All Guests and Team Members should immediately move to areas previously designated areas listed below.

All weather advisories will be received from the pilothouse (ext. 6510) through Security Dispatch.

3. Designate Areas

**HOTEL**

- Guest floors, all guests should take their room key and move to the corridor outside their rooms. Be sure guestroom door is closed and latched. The Hotel stairwells on the end of each floor are also safe areas.
- Lobby level; move to back of the house areas, such as the housekeeping area, break room, etc. Stay away from windows.
- Grade level, move to the bell closet, loading dock, receiving area. The pool building must be evacuated.
PAVILION

- Guests and team members should move to the grade level of the Pavilion, Bus Greeters area, Training Room and the parking area in the North East corner.

VESSEL

- Move all guests and team members to the interior of the Vessel.
- Marine crew closes all exterior doors.

NATURE CENTER/WAREHOUSE

Proceed to the IPM Building (the small building behind the Nature Center).

Upon notification of a tornado warning specific to our site:

- Security Dispatch will make announcement warning and procedures through the Simplex public address system. (script attached)

- Security/Facilities will disable the elevators and escalators & proceed to the ground level of the pavilion.

- All Team Members will assist in evacuating Guests to designated areas.

4. Weather Emergency Announcement

“THE NATIONAL WEATHER SERVICE HAS ISSUED A TORNADO WARNING FOR THIS AREA. PLEASE PROCEED TO (REFER TO DESIGNATED AREA IN EACH BUILDING) DO NOT USE ELEVATORS. HORSHOE SOUTHERN INDIANA EMPLOYEES WILL ASSIST AND DIRECT YOU. PLEASE PROCEED IN AN ORDERLY MANNER AT THIS TIME.

REPEAT MESSAGE

“THE NATIONAL WEATHER SERVICE HAS ISSUED A TORNADO WARNING FOR THIS AREA. PLEASE PROCEED TO (REFER TO DESIGNATED AREA IN EACH BUILDING). DO NOT USE ELEVATORS. HORSHOE SOUTHERN INDIANA EMPLOYEES WILL ASSIST AND DIRECT YOU. PLEASE PROCEED IN AN ORDERLY MANNER AT THIS TIME.
5. All Clear

When emergency situation no longer exist – Security Dispatch will give the all clear message

All clear message:

The tornado warning has expired – you may return to the main level of the pavilion or Hotel guestroom.

After the tornado has passed:

- Be prepared to start search and rescue operations immediately.
- Prepare a damage report and initiate temporary repairs in an effort to prevent further damage. Notify Risk Management of initial damage report.
- Pay special attention to possible fire, flooding, or impairment of fire protection equipment.
- Temporarily repair openings in the buildings or cover the contents of the building with tarps to minimize rain damage.
- Initiate salvage operations.
- Exercise care around damaged power lines. Harrison County REMC should be advised immediately.
- Clear roof drains of debris to prevent water from ponding on the roofs, which could lead to roof collapse.
- Caution emergency Teams and salvage teams not to smoke or use heat producing devices if there is a possibility that flammable liquids or gases are present.
- Provide or coordinate medical assistance as needed.
- Checklist of materials, equipment.
ANNEX 3 - Contingency Plans

Appendix “N” Snow & Ice

1. Scope
This plan outlines procedures and requirements for responding to normal snowfall events as well as winter storm events, which produce significant amounts of snow/ice in relatively short periods of time.

The plan has been developed to assure that all operations continue in the event of a winter storm, to insure the safety of our guests, visitors and employees and to prevent damage to facilities and equipment.

2. Definitions
For purposes of this Plan, the following definitions apply:

Blizzard – A very severe winter storm that brings heavy snow, high winds, and low temperatures.

Winter Storm – Those snow/ice storms which are assigned names by the National Weather Service.

Winter Storm Watch – Heavy snow and/or icing conditions are a real possibility but not imminent.

Winter Storm Warning – Heavy snow and/or icing is imminent.

3. Responsibilities

Facilities Department
The Facilities Department will have overall responsibility for implementation of the plan and for the removal of snow and ice. The department will:

- Provide all manpower, materials and equipment for snow and ice removal.
- Arrange appropriate subcontracts to supplement the Facilities effort if required.
- Check Ice Melt containers at buildings and refill as required.
- Monitor storm activity through Marine Operations and other sources such as the National Weather Service and notify in-house personnel and subcontractors, if necessary, assuring that enough lead-time is provided for a proper response to the event.
- Coordinate the snow and ice removal effort with Security, Construction and other departments keeping them informed of progress and any problem situations that might arise.
- Appropriately mark and protect fire hydrants, fire system control valves and utility systems as required.
- Maintain access to building entrances and exits, fire protection and utility systems.
- Inspect roof areas and drains for build-up of snow and ice and remove where required.
- Monitor utility, sprinkler, heat trace and other such systems to preclude freeze-ups and prevent damage to property.

In the event that emergency action is required the Facilities Manager shall decide when to contact Emergency Organizations.
Security Department

The Security Department will supplement/assist the Facilities effort in the following areas:

- Monitor storm activity through Marine Operations and other sources such as the National Weather Service and remain in contact with the Facilities Department to assure that appropriate actions are in progress.
- Monitor traffic and advise Facilities and other departments of problem areas.
- Monitor snow and ice accumulations around buildings and in parking lots and advise Facilities of potential problem areas.
- Maintain communications with Team Members, snow plow operators and emergency teams on the premises as well as County snow removal operations and advise accordingly.

4. Procedures

The following procedures will be implemented in order to assure minimal disruption to operations and guest satisfaction and safety:

The Facilities Department will continuously monitor weather activity through Marine Operations and through broadcasts by the National Weather Service to determine whether a winter storm warning has been issued, or if severe weather threatens, and will determine when the plan is to be implemented.

When a decision has been made to implement the plan the Facilities personnel on shift will notify the Facilities Shift Manager on call and the Facilities Manager.

When snowfall amounts under 2" are expected, Facilities personnel on shift will handle the removal effort. When a significant amount of snow (over 2" and continuing) is expected, Facilities personnel on shift will:

1. Notify all additional personnel required for the snow removal effort to report to work.
2. Assure that all snow plows are installed and ready to operate (prior to arrival of storm) and begin the snow removal effort.
3. Assure that all other vehicles required for snow removal, including trucks, gators, spreaders and loader are fueled and ready to operate.
4. Load the spreader with salt and assure that a sufficient supply of salt is maintained throughout the snow removal effort. Ref. Checklist for telephone number of salt supplier.
5. Maintain contact with and advise the Facilities Shift Managers and the Facilities Manager of any unusual actions taken or planned.
6. Dispatch personnel to and implement the snow/ice removal effort simultaneously at the following locations in the order listed.
a. **Parking Lots and Roadways of the Main Complex**  
*(Plow and Salt)*

1. Close the Top Decks of both Parking Garages.*
2. Primary entrances to the Property and all Main Roadways.
3. Permanent (Paved) Lots in the order listed.
   a.) Hotel Valet Lot
   b.) Lot 4 (Employees)
   c.) Receiving Dock Area
   d.) Lot 2
   e.) Lot 3 (Guest Parking)
   f.) Lot 5 (Bus/RV Parking)
4. Stucky Road
5. Nature Center Lots.
6. Warehouse Lot
7. Golf Course
   a. Grade and salt Main Entrance and roads.
   b. Grade and salt roads around equipment barn.

*Plow and Salt This Area when all other areas have been cleared and time permits.

b. **Building/Facility Entrances (In the Order Listed)**  
*(Shovel and Put Down Ice Melt)*

1. All Fire Escape Stairwell Door Exits.
2. Valet Entrances (Hotel & Pavilion).
3. Receiving Dock and Employee Entrances.
5. South Bridge Walkways/Crosswalk.

Snow/ice remover containers will be in place at building entrances. First responders to the buildings, whether Facilities personnel or building occupants, should begin dispersing the snow/ice remover chemicals. They should also advise the Facilities or Security Department of any hazardous or unusual situations.

5. **Appendix**
   A. Checklist for Snow Plan implementation
   B. List of Available Equipment
   C. Snow/Ice Removal Priorities
Appendix “A” - Snow Removal Plan - IMPLEMENTATION CHECKLIST

____ MONITOR WEATHER ACTIVITY THROUGH MARINE OPS.

____ NOTIFY FACILITIES MANAGER (INTENT TO IMPLEMENT)

   Spike Samuels: Facilities Manager  
   OFFICE: 969-6337  
   CELL: 502-376-9160

____ READY ALL EQUIPMENT (Prior to arrival of storm)

____ NOTIFY IN-HOUSE PERSONNEL TO RESPOND

____ DISPATCH CREWS AND EQUIPMENT TO:  
(Reference Section V,C,6, of the Snow/Ice Removal Plan for Priorities)

   • PLOW AND SALT THE MAIN COMPLEX
   • CLEAR BUILDING ENTRANCES

____ MAINTAIN CONTACT WITH SECURITY DIRECTOR

____ MAINTAIN SUPPLY OF SALT  
   (Contact Cargill @ 800-600-7258 Hours 6AM-6PM, M-F)  
   (Earth First @ 812-944-5353)

Appendix “B” - List of Available Equipment

• SKIDSTEER LOADER w/ PLOW ATTACHMENT

• 1-TON TRUCK w/HOPPER/SPREADER & PLOW ATTACHMENT

• ¾-TON TRUCK w/PLOW ATTACHMENT

• GATORS (TWO EACH) w/ PLOW ATTACHMENT

• ½-TON TRUCK w/ LIFT

• ½-TON TRUCKS (THREE EACH)
Appendix “C” - SNOW/ICE REMOVAL PRIORITIES

1. CLOSE TOP DECKS OF PARKING GARAGES *
2. PRIMARY ENTRANCES TO THE PROPERTY AND ALL MAIN ROADS.
3. HOTEL VALET LOT
4. PAVED PARKING LOTS, SIDEWALKS AND ROADS
5. LOADING DOCKS (PAVILION, HOTEL, WAREHOUSE & MARINE FACILITY)
   a. Pavilion
   b. Hotel
   c. Warehouse
   d. Marine Facility
6. PARKING LOT/SIDEWALKS @ NATURE CENTER

LOCATE SALT/ICE MELT CONTAINERS @ ENTRANCES AND OTHER STRATEGIC LOCATIONS THROUGH-OUT THE PROPERTY.
ANNEX 3- Contingency Plans

Appendix “O”  CHEMICAL – BIOLOGICAL THREAT

General

☐ Seal off the affected area and do not remove the substance from this area. You will notify the Risk Management.
☐ Notification will be made to the fire department and police department, advising them of a possible chemical-biological contamination.
☐ Notification should be as follows:
  • General Manager or delegated representative
  • Facilities Manager / Chief Engineer
  • Security Director
  • Local law enforcement/Fire department
  • Risk Management
  • Director of Communications
  • Surveillance supervisor on property to conduct video search of possible suspect
☐ At minimum, the employee/patron should immediately wash the primary affected area, hands and forearms.
☐ Thereafter, the affected employee/patron should be advised to remove his/her outer layer of clothing and place them into a biohazard bag provided by the EVS and they must seal their clothing in this bag. (remember these articles of clothing are evidence) This biohazard bag should be left in the location where this incident took place. Any personal assistance should, if possible, be provided by a person of like gender.
☐ The employee/patron should wash thoroughly with soap and water and be provided with a change of clean clothing.
☐ Wardrobe should be notified and temporary replacement clothing should be obtained for the affected employee/patron.
☐ Inform the employee/patron involved that they will be notified of the next step pending the results of substance testing.
☐ Once the fire and police departments arrive at the property, they will take charge of the scene.
☐ The substance will be tested and if this substance is determined to be anthrax or some other biological substance, the responding police, fire or HAZMAT department will handle the clean-up and removal of this substance. The police and fire departments will make the determination if we have to evacuate the property.
☐ If the tests reveal this substance is not anthrax then EVS will be notified and immediately clean this area.
☐ Media inquiries should be handled by communications
ANNEX 3 - Contingency Plans

Appendix “P”  CHEMICAL SPILLS

General Procedures

☐ Immediately alert fellow workers and immediate supervisor.
☐ Evacuate the immediate area
☐ Check the Material Safety Data Sheet (MSDS) to determine the urgency of the situation.
☐ For all spills, all contaminated clothing must be removed immediately and the skin washed with soap and water.
☐ Flush skin with water for no less than fifteen minutes.
☐ Clothes must be laundered before reuse, and must be washed separately from other clothing.
☐ If there is no fire hazard and the material is not particularly volatile or toxic, proceed to clean it up as directed in the MSDS file.
☐ If volatile, flammable or toxic material is spilled, immediately warn everyone to extinguish flames and turn off spark producing equipment.
    ☐ Shut down all equipment and vacate the area until it is decontaminated.
    ☐ The supervisor or manager is responsible for designating the extent of evacuation and the proper clean up procedure.
☐ For acids and other acid materials use calcite absorbent products.
☐ Notify local, state or federal agencies as required in your particular area
ANNEX 3- Contingency Plans

Appendix “Q” FOOD-BORNE CRISIS

General

- The procedures for a food borne crisis consists of three distinct sections that mirror the actual phases of a crisis situation:
  - Pre-Crisis Preparation
  - Operational Response
  - External Communication
- Each section must be clearly integrated into each hotel/casino’s standard operating procedures and clearly communicated to all current and future employees.

Pre-Crisis Preparation

- A management person must be designated to take charge during a food borne crisis. Backups must be clearly assigned to ensure seven-day-a-week coverage.
- Emergency telephone numbers must be maintained and should include business and after-hour numbers for local Health Department and Poison Control Center.
- Ensure all potentially involved employees are trained in your policy and procedures regarding this issue. This should be done during Management meetings and Food and Beverage staff meetings.

Operational Response

When a food borne crisis occurs, it is of utmost importance that all employees clearly understand the procedure to be followed.

Person Receiving Complaint

☐ Follow standard hotel emergency procedures.
☐ Contact manager or designated hotel/casino representative immediately, and forward the call or information immediately.
☐ Do not have extensive conversation or discussion with the complainant regarding the situation.

Manager or Designated Hotel/Casino Supervisor

☐ Record complaint by obtaining all information required to clearly identify the affected individual, the specifics of the occurrence and the action taken to date.
- The following information is required:
  - Guest’s Name, address and phone numbers (home and work)
  - Specific signs and symptoms of the complaint
  - Names, addresses and phone numbers (if possible) of other guests in the party
  - To whom it was previously reported, if any
  - Date and time the guest became ill
  - Duration of the illness
  - Symptoms of the illness
  - Details of the suspected food items consumed and other foods or beverages consumed or medications taken before or after
  - Name of the physician or hospital consulted
  - Any known allergies or medication/inoculation taken before the illness
During conversations with complainant, show compassion and express concern for their wellbeing.
  - Advise that we intend to investigate the complainant and are requesting the above information to assist in the investigation.
  - Caution should be exercised during conversations to ensure understanding that the information being requested is “not for the purpose of invading their privacy, but because we want to accurately determine the facts surrounding the incident.
  - Also relate clearly that all personal information will be kept confidential.
  - If an individual refuses to provide any of the requested information, do not pressure them to provide it.

Remain polite and concerned even if you doubt the legitimacy of the complaint. Do not argue, but do not admit liability.

Let the person tell their own story—do not suggest symptoms.
  - Be sure to record the time of the onset of the symptoms.
  - Try to get a food history. If possible, attempt to include foods eaten or medications taken before or after the person was at our operation.

Do not offer medical advice. Simply gather the information

Forward all information to Risk Management for further handling.

External Communication
- Corporate communications should be contacted to assist with the dissemination of information to the media.
ANNEX 3- Contingency Plans

Appendix “R” RUPTURED WATER PIPES / SPRINKLER HEAD OR LOSS OF WATER SUPPLY

In the event of a ruptured water line or sprinkler head or loss of water supply, the following procedures should be followed:

In the Event of Main Water Supply Loss
- Water District will be so advised by Switchboard/Security Dispatch.
- All rest rooms will be secured.
- EVS will make regular rounds to monitor rest rooms and ensure they are not being used.
- Senior Manager on duty will call together Property Crisis Team to monitor situation, handle guest concerns, media relations, etc.

In the Event of Ruptured Line or Sprinkler head break

Switchboard/Security Dispatch
- Notify Facilities. Engineering and Security of location of leak and dispatch them to area.
- Notify senior manager on duty.
- Notify Manager of affected area.
- Notify Surveillance to ensure camera coverage of affected area.

Restaurants/Bars
- VP of Hospitality if partial or all food outlets need to be closed.
- If so, bartenders and cashiers will be directed as to safe keeping of their banks.
- Facilities will move tables and chairs, or plastic sheeting will be placed over area to help eliminate water damage.
- Affected area will be cordoned off to prevent guests moving through the area.

Hotel Room Water Leaks
- Facilities and Security will be notified and respond to the affected room(s).
- If extensive water leakage, all rooms on lower floors will be checked for additional water damage.
- Hotel Manager of Duty will determine and coordinate with guests for any room changes, if needed.
- Maintenance will respond with cleanup equipment.
ANNEX 3- Contingency Plans

Appendix “S” DEATH ON PROPERTY

General procedures to be followed in the event of a death on property.

☐ In the event that a deceased person is located on the property, do not disturb the scene other than to determine if the person is deceased. Make immediate notification to the security dispatcher.

☐ Security dispatcher will immediately notify:
  - Security shift supervisor
  - Security E. M. T.
  - Security manager
  - Risk Management
  - Hotel/casino shift manager
  - Local law enforcement
  - Emergency services unit

In all cases, extreme care must be taken to avoid undue publicity or embarrassment to the family of the deceased or other hotel/casino guests during the removal of the body.

Radio traffic should be held to a minimum.

Specific departmental procedures to follow

Security

Secure the area and any witnesses to the incident
EMT to complete standard medical incident report
Acquire statements from witnesses
Contact Harrison County Sheriff and EMS service
Contact the Indiana Gaming Commission

Risk Management

Assess incident
Determine cause/mechanism of death
Acquire video and/or written statements from witnesses.
Contact TPA
Contact Corporate Risk Management
Notify OSHA / Coast Guard if death is a direct result of condition that initiated in the work environment.

Director of Communications

Direct contact with media and give information and/or answer questions.
Facilities Manager or Marine Operations (when vessel is involved)

Work with Security and EVS to get the scene back to normal operations when cleared. Work with Security in assessment of area before/after body removal. Operations continue.
ANNEX 3- Contingency Plans

Appendix “T”  THREATENED SUICIDE

Person discovering the situation
- Employees who are made aware of a threatened or attempted suicide should immediately move to a safe location and notify security.

Security
- In the event the officer is made aware of a threatened or attempted suicide, the following procedures shall be followed:
  - Find out if the subject is alone or with a party
  - Try to find out the name of person involved
- Keep in mind that person who is seriously considering suicide has emotional problems, is in a state of depression, and believes he/she has exhausted all possible alternatives to suicide.
  - Use extreme caution in approaching such a subject
  - Remain calm and logical and proceed with as little commotion as possible.
- Notify your shift supervisor as soon as such a call is made.
  - Your supervisor will in turn notify the proper authorities of the situation
  - The police department will be contacted if the suicide attempt is made or if there is not another way to clear the situation
  - All steps possible should be taken to safeguard the subject. It is the officers duty to make all reasonable efforts to safeguard the life of a potential suicide victim
- The area should be cleared of all persons who have no business there. Onlookers and curiosity seekers should be kept clear of the area
  - Often persons attempting suicide or threatening suicide are doing so to obtain attention and if this is kept to a minimum, your chances of keeping the person from actually trying are much better
- Any existing danger must be removed, if possible, without disturbing the suspect. Care must be taken to protect the officer and any other person involved.
  - Be aware that a person who is threatening or has attempted suicide is a very real threat to the officer and any other person around, because of the state of mind of such a person.
  - All contact with the subject must be kept to a minimum, and to as few people as possible. The more people involved, the more confusion, and confusion will only compound your problems.
  - Certain attitudes should be used when dealing with such a suspect.
    o Assume gentle but positive attitude
    o Use a soft, calm, reassuring voice
    o Be friendly even affectionate
    o Protect yourself from possible danger from the intended suicide victim
- When the local law enforcement arrives, they will assume charge, and security officers will remain to assist in any way possible.
A full report will be filed with the shift supervisor on the incident, statements from witnesses, names of all parties and officers that become involved with the incident.

- The final disposition of the suspect will be determined by the actions of the suspect and the decision of the supervisor or authorities involved in the situation.
ANNEX 3- Contingency Plans

Appendix “U” ACTUAL SUICIDE

Person discovering the situation
☐ Employees who are made aware of a threatened or attempted suicide should immediately move to a safe location and notify security.

Security
☐ Immediately notify security shift supervisor.
☐ Shift supervisor will inform all necessary personnel and authorities.
☐ The crime scene will be secured and all personnel with no knowledge of the incident will be removed from the area.
☐ Medical personnel will be summoned. YOU WILL ONLY CHECK VICTIM FOR VITAL SIGNS. SO NOT DISTURB THE AREA IF AT ALL POSSIBLE.
☐ Officers will be given all assistance required; all other personnel will be kept from the area.
☐ Keep bystanders away from the scene; avoid making any statements to anyone other than legal authorities.
☐ Safeguard victims’ friends and relatives and property from any type of publicity other than that released by the proper authorities.
☐ Do not touch anything other than to determine the actual physical condition of the body.
☐ Your supervisor will contact the medical personnel and legal authorities necessary to handle the situation.
☐ Obtain statements from anyone with knowledge of the incident especially the person who found the victim.
☐ Secure the scene until medical and legal authorities arrive to take over the situation.
☐ No personnel other than those authorized by your supervisor or the manager will be allowed to enter the crime scene until the proper authorities arrive.
☐ When these authorities arrive, remain at the scene until released by your supervisor or the security director.
☐ Obtain all information you will need to file the report on the incident, including names of all medical and legal personnel that arrive at the scene.
☐ Under no circumstances allow anyone to touch or disturb in any way the crime scene until the proper personnel arrive, then remain at their disposal until the situation is cleared or you are relieved by your supervisor or the security director.
☐ A full report will be filed with security. Be sure you have all information needed before you leave the scene of the incident.
☐ Your shift supervisor will advise if there is more information needed and check your report before you leave the property.
☐ Remember, it may look like suicide, but may turn out to be a homicide. Treat any and all such incidents as a homicide until you have been relieved by the proper personnel. Do not touch or disturb anything except to determine life signs of the victim.
☐ Protect the crime scene.
Policy

Horseshoe Southern Indiana regards disaster recovery as a fundamental company responsibility necessary for the protection of our associates, business assets, and business continuity.

It is Horseshoe’s policy to achieve the necessary recovery to achieve minimal loss due to disaster. This plan will enable trained employees to execute their roles if a disaster occurs.

In a disaster, it is vital that Horseshoe Southern Indiana speaks in a unified voice that delivers a consistent and factual message to key audiences about the situation and actions being taken by the casino. Unless it is deemed necessary to have the General Manager act as a spokesperson, the Director of Communication will act as spokesperson for the casino. All media inquiries should be directed to the spokesperson or Harrah’s corporate communications in Memphis.

Purpose

The purpose of Horseshoe Southern Indiana Disaster Recovery Plan is to enhance the casino’s overall capability to respond to and recover from a major emergency or disaster. The disaster recovery efforts are aimed at providing the organizational structure, resources, and disaster response instruction necessary for a consolidated and effective recovery.

The plan attempts to define in a straightforward manner who does what, when, where, and how in order to respond to and recover from the effects from natural disasters, technological accidents, and other major incidents.

Objectives

- Protect the life, safety, and health of our guests and employees
- Protect company property and assets
- Provide for the restoration and resumption of normal business operations as quickly as possible.
Types of Emergencies

The following have been identified as significant hazards facing Horseshoe Southern Indiana and are covered in this manual and generally relate to the avoidance of loss. The potential for evacuation exists due to the following:

- Severe Weather/Flooding
- Impact/Tornado/Building Collapse/Explosion
- Fire/Smoke
- Power Failure (Disruption of basic services such as gas, water or electric)
- Kidnapping/Hostage Situation
- Loss of a key supplier
- Computer system failure
- Barge Breakaway
- Fuel Spill
- Bomb Threat

Phases of Disaster Recovery

This plan is concerned with many types of hazardous situations that may develop. It is more than an operations plan in that it accounts for activities before and after, as well as during disaster recovery. The four phases of Disaster Recovery are as follows:

1. **MITIGATION.** Mitigation activities are those which eliminate or reduce the probability of a disaster occurring. Also included are those long-term activities that lessen the undesirable effects of unavoidable hazards.

2. **PREPAREDNESS.** Preparedness activities serve to develop the response capabilities needed in the event a disaster should occur. Planning and training are among the activities conducted under this plan.

3. **RESPONSE.** Response is the action taken during a crisis. These activities help to reduce casualties and damage and speed recovery. Response activities include warning, evacuation, rescue, and similar operations.

4. **RECOVERY.** Recovery is both a short-term and long-term process. Short-term operations seek to restore vital services to the company and provide for the basic needs. Long-term recovery focuses on restoring operations to its normal, or improved, state of affairs. The recovery period is also an opportune time to institute mitigation measures, particularly those related to the recent disaster. Examples of recovery actions would be restoration of non-vital services, and reconstruction of damaged areas.

**NOTE:** The Disaster Recovery Team Director is the General Manager. In the General Manager’s absence, the direction of the team falls on the AGM/VP Finance and Director of Security.
If asked to report each member will come prepared with sufficient personal items to last for the duration of the disaster recovery.
## OVERVIEW OF DISASTER RECOVER TEAM MEMBERS AND DUTIES

<table>
<thead>
<tr>
<th>Disaster Recovery Team</th>
<th>Team Position/Duties</th>
<th>Name</th>
<th>Alternate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Team Leader</td>
<td>Team Leader</td>
<td>General Manager</td>
<td>AGM/ VP of Finance</td>
</tr>
<tr>
<td>Communications</td>
<td>Communications</td>
<td>VP of Hospitality</td>
<td>Marketing Manager</td>
</tr>
<tr>
<td>Security Requirements</td>
<td>Security Requirements</td>
<td>Director of Security</td>
<td>Security Shift Manager</td>
</tr>
<tr>
<td>Damage Assessment - Landside</td>
<td>Damage Assessment - Landside</td>
<td>Facilities Manager</td>
<td>Facilities Lead</td>
</tr>
<tr>
<td>Damage Assessment – Vessel</td>
<td>Damage Assessment – Vessel</td>
<td>Chief Engineer on Duty</td>
<td>Captain on Duty</td>
</tr>
<tr>
<td>Salvage Operations – Landside</td>
<td>Salvage Operations – Landside</td>
<td>Facilities Manager</td>
<td>Facilities Lead</td>
</tr>
<tr>
<td>Salvage Operations- Vessel</td>
<td>Salvage Operations- Vessel</td>
<td>Chief Engineer on Duty</td>
<td>Captain on Duty</td>
</tr>
<tr>
<td>Demolition/ Restoration and Emergency</td>
<td>Demolition/ Restoration and Emergency</td>
<td>SR VP and GM</td>
<td>Facilities Manager</td>
</tr>
<tr>
<td>Power Requirements</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Food Services</td>
<td>Food Services</td>
<td>VP of Hospitality</td>
<td>Executive Sous Chef</td>
</tr>
<tr>
<td>Warehouse Facilities</td>
<td>Warehouse Facilities</td>
<td>Warehouse Manager</td>
<td>VP of Finance</td>
</tr>
<tr>
<td>Cage and Credit Operations</td>
<td>Cage and Credit Operations</td>
<td>Marketing Manager</td>
<td>VP of Finance</td>
</tr>
<tr>
<td>Staffing and Employee Support Services</td>
<td>Staffing and Employee Support Services</td>
<td>VP of HR</td>
<td>Employment Manager</td>
</tr>
<tr>
<td>Hotel Operations</td>
<td>Hotel Operations</td>
<td>VP of Hospitality</td>
<td>Hotel Manager</td>
</tr>
<tr>
<td>IT Requirements</td>
<td>IT Requirements</td>
<td>Market Technology Mgr.</td>
<td>Market Technology Engineer – Level III</td>
</tr>
<tr>
<td>Reports and Record Keeping</td>
<td>Reports and Record Keeping</td>
<td>Financial Accounting Manager</td>
<td>VP of Finance</td>
</tr>
<tr>
<td>State / Jurisdictional Gaming</td>
<td>State / Jurisdictional Gaming</td>
<td>Regulatory Affairs Officer</td>
<td>Compliance Officer</td>
</tr>
<tr>
<td>Surveillance</td>
<td>Surveillance</td>
<td>Surveillance Manager</td>
<td>Surveillance Supervisor on Duty</td>
</tr>
<tr>
<td>Risk Management</td>
<td>Risk Management</td>
<td>Risk Management</td>
<td>Director of Security</td>
</tr>
</tbody>
</table>
## TEAM RESPONSIBILITIES

<table>
<thead>
<tr>
<th>Position</th>
<th>Responsibilities</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Team Leader</strong></td>
<td>- Coordinate the overall effort of the team.</td>
</tr>
<tr>
<td></td>
<td>- Resolve coordinating conflicts.</td>
</tr>
<tr>
<td><strong>Communications</strong></td>
<td>- Team spokesperson</td>
</tr>
<tr>
<td><strong>Security Requirements</strong></td>
<td>- Anticipate and plan for increased security operations, i.e. perimeter control, authorized people only access, appropriate identification measures, etc.</td>
</tr>
<tr>
<td></td>
<td>- Anticipate staffing needs.</td>
</tr>
<tr>
<td></td>
<td>- Ascertain in-house capabilities.</td>
</tr>
<tr>
<td></td>
<td>- Identify and establish an agreement with a security contractor for the supply of required staffing.</td>
</tr>
<tr>
<td><strong>Damage Assessment</strong></td>
<td>- Inspect the facility for physical damage.</td>
</tr>
<tr>
<td></td>
<td>- Document and video tape/photograph, and report to team leader.</td>
</tr>
<tr>
<td></td>
<td>- Coordinate efforts with insurance company adjustor.</td>
</tr>
<tr>
<td><strong>Record Keeping and Reports</strong></td>
<td>- Document all expenses associated with the peril.</td>
</tr>
<tr>
<td></td>
<td>- Document loss of revenue as result of the peril.</td>
</tr>
<tr>
<td></td>
<td>- Maintain files for all reports, etc.</td>
</tr>
<tr>
<td><strong>Salvage</strong></td>
<td>- After damage assessment coordinate the salvage all undamaged equipment, supplies, records.</td>
</tr>
<tr>
<td></td>
<td>- Coordinate the return of guest / employees personnel property.</td>
</tr>
<tr>
<td><strong>Demolition/Restoration &amp; Emergency Power Requirement</strong></td>
<td>- Ascertain, based on the damage assessment what emergency repairs are required, i.e. dehumidification, decontamination, microbial and sewage remediation, structure safety, etc.</td>
</tr>
<tr>
<td></td>
<td>- Ascertain what will be required to restore the physical plan.</td>
</tr>
<tr>
<td></td>
<td>- Ascertain how much work can be done in-house.</td>
</tr>
<tr>
<td></td>
<td>- Contact the appropriate contractors/vendors to schedule work.</td>
</tr>
<tr>
<td></td>
<td>- Determine capacity of emergency generator(s). Be fully cognizant of how much of the operation can be operated on emergency power. and how long with existing fuel supplies.</td>
</tr>
<tr>
<td><strong>Warehouse</strong></td>
<td>- Estimate damage of warehouse contents and document.</td>
</tr>
<tr>
<td></td>
<td>- Coordinate move to temporary facilities.</td>
</tr>
<tr>
<td></td>
<td>- Contact vendors for emergency supplies if required.</td>
</tr>
<tr>
<td><strong>Food Services</strong></td>
<td>- Identify and plan for other locations in the facility where temporary food service may be established.</td>
</tr>
<tr>
<td></td>
<td>- Identify and plan for the possibility of alternative cold storage facilities.</td>
</tr>
<tr>
<td></td>
<td>- Identify and plan for the need of alternative dry food storage facilities.</td>
</tr>
<tr>
<td></td>
<td>- Identify alternative food suppliers.</td>
</tr>
<tr>
<td><strong>Hotel Operations</strong></td>
<td>- Identify locations for the transfer of front desk operations within the facility.</td>
</tr>
<tr>
<td></td>
<td>- Identify alternative for guest rooms.</td>
</tr>
<tr>
<td></td>
<td>- Identify resources for alternative housing.</td>
</tr>
<tr>
<td><strong>Cage and Credit</strong></td>
<td>- Ensure all funds have been secured and accounted for</td>
</tr>
<tr>
<td><strong>Surveillance</strong></td>
<td>- Ensure proper surveillance is maintained</td>
</tr>
</tbody>
</table>
Horseshoe Southern Indiana Crisis Management Plan

<table>
<thead>
<tr>
<th>Position</th>
<th>Responsibilities</th>
</tr>
</thead>
<tbody>
<tr>
<td>IT Requirements</td>
<td>☐ Ascertain the maximum and minimum damage assessments.</td>
</tr>
<tr>
<td></td>
<td>☐ Develop a post-disaster survival scenario for each.</td>
</tr>
<tr>
<td>Staffing and Employee Support Services</td>
<td>☐ Determine the disaster’s effect on employee staffing requirements</td>
</tr>
<tr>
<td></td>
<td>☐ Notice to affected employees (lay off?).</td>
</tr>
<tr>
<td></td>
<td>☐ Additional Staffing Needs?</td>
</tr>
<tr>
<td></td>
<td>☐ Scheduling of employees.</td>
</tr>
<tr>
<td></td>
<td>☐ Determination of need for employee assistance programs.</td>
</tr>
<tr>
<td></td>
<td>☐ Employee Assistance Program vendor list.</td>
</tr>
<tr>
<td>State/Jurisdictional Gaming</td>
<td>☐ Coordinate with agencies to ensure appropriate procedures are utilized in the</td>
</tr>
<tr>
<td></td>
<td>cessation and resumption of gaming operations.</td>
</tr>
<tr>
<td>Risk Management</td>
<td>☐ Coordinate communication with corporate risk management.</td>
</tr>
<tr>
<td></td>
<td>☐ Ensure all procedures are followed for business interruption documentation.</td>
</tr>
<tr>
<td></td>
<td>☐ Work with Marine Ops/Facilities to Ascertain HAZMAT requirements.</td>
</tr>
</tbody>
</table>

**ACTIVITY FLOW**

Immediately following the cessation of the emergency situation and after an all clear has been communicated.

- ☐ Follow Crisis Communication plan
- ☐ Secure the area
- ☐ Determine necessity for additional generator power and/or fuel
- ☐ Relocate guests if necessary
- ☐ Begin damage assessment
- ☐ Ascertain any requirements for toxic clean-up (HAZMAT)
- ☐ Communicate gaming impact to jurisdictional agency
- ☐ Assess impact on required staff
- ☐ Make necessary communications to staff about work hours, layoffs, etc.
DO NOT MAKE ANY REPAIRS (OTHER THAN EMERGENCY REPAIRS) PRIOR TO THE INSURANCE ADJUSTER ARRIVING ON THE SCENE.

- Begin Salvage operations
- Make arrangements to return guest’s property
- Assess work required for restoration
- Ascertain what can be done in-house
- Schedule work to begin
- Contact contractors/suppliers
- Contact required alternative facilities
- Firm up estimates on work completion and make necessary notifications
C. DISASTER RECOVERY

The decision to evacuate the building in life-threatening situations will be made by the Assistant General Manager/VP Finance and Director of Security in the absence of the General Manager. Disasters that might require Casino evacuation are classified as follows:

- Building Collapse
- Damage from Severe weather (i.e., storm, tornado) (D)
- Damage from Fire/Smoke
- Explosion
- Civil disturbance
- (Major) gas leak
- Power failure
- Run away barge or tow
- Oil Spill

The following matrix shows how level 2 calls are to be communicated:

<table>
<thead>
<tr>
<th>Early Alert - Level #2 Notification</th>
<th>Incoming Emergency Call</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pilothouse</td>
<td>Security</td>
</tr>
<tr>
<td>6510</td>
<td>6111</td>
</tr>
<tr>
<td>Facilities</td>
<td>EMS &amp; New Albany FD</td>
</tr>
<tr>
<td>Harrison County SD &amp; State Police</td>
<td></td>
</tr>
<tr>
<td>Operations Manager</td>
<td></td>
</tr>
<tr>
<td>Operations Supervisor</td>
<td></td>
</tr>
<tr>
<td>Employees</td>
<td></td>
</tr>
</tbody>
</table>

Follow procedures as directed by specific department training.
Recovery from these types of disasters will result in temporary loss of revenue. Horseshoe Southern Indiana will focus on recovery of these disasters in order to minimize loss of life and return the operations to normal.

**Departmental responses in event of necessity to evacuate building / vessel after damage had occurred**

**Security**
- Secure the area around the sight allowing NO ACCESS to the sight.
- Contact State Police for Emergency Response Team.
- Contact Harrison County Sheriff and New Albany FD and alert them of the collapse or damage.
- Notify the Indiana Gaming Commission
- Contact Army Corps of Engineers
- Contact EMS service and have them respond to the scene.
- Treat any known injuries until EMS service arrives.
- Maintain a log of times, conditions and damages relating to the incident.

**Risk Management**
- Assess the damage.
- Contact Corporate Risk Management.

**General Manager**
- Direct the Disaster Recovery Team in recovery tasks:
  - Damage assessments
  - Recovery of cash from machines
  - Records restoration
  - Begin salvage activities after area has been secured.
  - Coordinate with VP of Gaming Operations, Casino Managers, Operation Controller and Surveillance Manager to ensure casino operations are maintained at operating level.

**Supervisor Marketing Communications (Lizzet Verdi)**
- Direct contact with media to give information and answer questions.

**Facilities Manager**
- Contact area Utilities to regain or maintain power, gas, phones, and water.
- Work with Security and New Albany FD and Harrison County Sheriff in damage assessment.
- Decide repairs or replacements required to return operations to normal.

**IT Manager**
- Ensure computer equipment is maintained and functioning.
- Ensure phone system is maintained and functioning.
- Ensure back-up system is maintained and functioning.
Marine Operations (If Damage is on vessel)

- Master of the vessel is responsible for all firefighting operation onboard
- Secure and restore vessel to safe condition
  - All onboard crew will follow guidelines set forth in the Station Bill
- Assist shore side firefighters with equipment and search and rescue as needed
  - Establish communication between on scene fire departments, on shore Incident Command and the master.
- Evacuate all guests to area of safe refuge
- Have Chief Engineer ready to assist shore side firefighters with connection of fire hoses on the vessel
- Have Mate provide arriving fire departments information concerning the fire, its location and the location of the guests
- Incident commander or his representative shall report to the pilothouse to coordinate with the Master.
  - If Vessel retrieval is necessary contact McBride Fleet & Towing – (812) 948-1041
- Notify Coast Guard and fill out appropriate forms.
D. EVACUATED DISASTERS

Once the building or casino has been evacuated, it is considered a Level 3 Disaster. Upon arrival of the New Albany FD, the Emergency Operations Center will be the primary source of Disaster Recovery Communication. The decision-making process follows the highest level manager in the respective departments.

Emergency Operations Center

New Albany FD Fire Chief
Glory of Rome Master – if Vessel effected
Senior Engineering
Senior Security

Security
Security Director
Security Shift Manager
Risk Management

Facilities
Facilities Lead
Facilities Manager

Surveillance
Surveillance Manager
Surveillance Supervisor

Security Dispatch
To execute Emergency Call List

Finance
V.P. of Finance
Finance/Cage Managers
Finance/Cage Supervisors
Finance/Cage Employees

Patron/Employee Assistance Teams
General Manager
Casino/Slot/Cage Managers
Casino/Slot/Cage Supervisors
Casino/Slot/Cage Employees

It is the responsibility of the Departmental Senior Supervisors at the time of the incident to notify Senior Management, based on specified Departmental Procedures.

NOTE: Separate procedures exist, and are available in Crisis Communication, for the following criminal acts:

- Armed Robbery
- Bomb Threats
- Haz Mat Spills
- Blackouts
- Hostages/ Kidnapping
During any disaster, there will be a certain amount of panic and uncertainty within Horseshoe Southern Indiana and the surrounding community. Horseshoe Southern Indiana has designed and implemented this Disaster Recovery Plan in an effort to return operations to normal as soon as possible if any of the outlined disasters was to occur.

This plan will also serve as a guideline to recovering from ANY disaster, known or unknown. Horseshoe Southern Indiana is committed to its employees, patrons, and to the counties of Harrison and Floyd Indiana.

This plan is an outline for all determined disasters and is the building block of recovery for any emergency.
ANNEX 3- Contingency Plans

Appendix “W”  Active Shooter Emergency

An Active Shooter is a person or persons who participate in a shooting spree with the intent of causing serious physical injury or death. In most cases, firearms are used; however, subjects may use any weapon available to them.

A Barricaded Subject is a criminal suspect with the potential for violence that has barricaded themselves in a structure and refuses to surrender to law enforcement. There has been a significant increase in the numbers of indiscriminate shootings of innocent people in schools and public buildings.

An active shooter inside of a public building is very different from someone shooting from a residential structure. No company is immune to an Active Shooter threat. Caesars Entertainment may be particularly vulnerable due to our size and amount of facilities. Our best opportunity to control these events is before they happen. Caesars has a Zero Tolerance Policy for harassing, threatening, violent behavior and prohibited items.

Security Officers while on patrol will continuously be vigilant and observant for any suspicious persons and activities. Should an incident occur on our property with an Active Shooter, Security Officers will not attempt to apprehend an active shooter. Security Officers role will be to take cover and take reasonable steps to protect themselves and others around them.

There are no fail-safe procedures when dealing with an active shooter. Some suggestions when faced with this incident would be:

- Place a barrier between you and the person with the gun.
  - Remain silent.
- Escape the area only if safe to do so.
  - Assist others in escaping the area as well.
- As you exit the facility, keep your hands above your head in plain view at all times.
- If a Police Officer points their firearm at you, remain still. Make no sudden movements that the Officer may interpret as a threat.
- If you cannot escape an area, secure yourself in a safe location. Lock the door or attempt to barricade it with furniture.
Active Shooter Notification List

- Emergency Services/ Law Enforcement: 911
- Indiana Gaming Commission: Office EXT Land Side 6445/ Vessel Side 6522 Radio- SEC 1M
- Surveillance: EXT 6131
- On Duty Security Management: Office EXT 6152 / Radio- SEC 1A
- Director of Security Lorri Lee: Office EXT- 6307/Work Cell (502) 773-0133/ Cell (609) 204-5773
- Pilot House: EXT 6510
- General Manager John Smith: Office EXT -6713 / Cell (609)992-4055
- Assistant General Manager & VP of Finance Brad Seigel: Office EXT- 6714/ Cell (812) 396-7266
- VP of Hospitality Ryan Coppola: Office EXT- 6313/ Work Cell (609) 289-0741/ Cell (941) 504-7061
- VP HR: Jil Greene- Office EXT- 6725
- Media Communication Manager- Lizzet Verdi (interim): Office EXT- 6769/ Work cell (812) 987-5648/ Cell (502) 376-4666
- Manager of Casino Services Jim Green: Office EXT 6760/ Cell (219) 810-7771
- Hotel Manager Richard Norcini: Office EXT 6237 / Cell (812) 989-1419/ Home (502) 254-2756
- Surveillance Manager Jamie Holley: Office EXT 6176 / Cell (812) 304-0015
- Safety and Risk Management: Office EXT 6339/ 6395
- Other Managers/ Department Heads as applicable
## Annex 4  EMERGENCY VENDORS CONTACT LISTS

### FACILITIES EMERGENCY CALL LIST

<table>
<thead>
<tr>
<th>SERVICE</th>
<th>COMPANY</th>
<th>NAME</th>
<th>OFFICE</th>
<th>HOME PHONE</th>
<th>PAGER NUMBER</th>
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<td>Fire Sprinkler System</td>
<td>AA Sprinkler (After hours)</td>
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<td>Ross Nichols</td>
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<td>Kitchen Equipment</td>
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<td>Kelly</td>
<td>812 218-1131</td>
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### FACILITIES EMERGENCY CALL LIST

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<td>Doug or George</td>
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<td>Internet/TV Service</td>
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<td>JoAnn</td>
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<td>UPS Systems</td>
<td>JT Packard (all UPS)</td>
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<td>Elevator/Escalators</td>
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<td>Schindler Elevator Emergency</td>
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<td>Rich Zagko</td>
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<td>FACILITIES EMERGENCY CALL LIST</td>
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<td><strong>HOME PHONE</strong></td>
<td><strong>PAGER NUMBER</strong></td>
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## GOLF EMERGENCY CALL LIST

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## Horseshoe Southern Indiana Crisis Management Plan

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<td>Gordon McCall</td>
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**MARINE OPERATIONS EMERGENCY CALL LIST**

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<td>Randy Jacobs</td>
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<td>Generator repair</td>
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<td>Mike Thornton</td>
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<td>Simplex</td>
<td>John Clem</td>
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## FOOD & BEVERAGE EMERGENCY CALL LIST

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### FOOD & BEVERAGE EMERGENCY CALL LIST

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### FOOD & BEVERAGE EMERGENCY CALL LIST

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<td>Dave Jackson</td>
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<td>Willis Klein</td>
<td>Tim Terrell</td>
<td>502-893-0441</td>
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<tr>
<td>Door Service</td>
<td>Won-Door Corp</td>
<td>Karen Brown</td>
<td>614-777-9813</td>
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<tr>
<td>Glass</td>
<td>W R Cole (Glass)</td>
<td>Bill Cole</td>
<td>502 267-4499</td>
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<tr>
<td>Temp Service</td>
<td>Food Team Inc.</td>
<td></td>
<td>502-451-8036</td>
<td></td>
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<td></td>
<td>Food Team Inc.</td>
<td>Brenda</td>
<td>ext. 104</td>
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<td>Knife Service</td>
<td>Gulley's</td>
<td>Bill Gulley</td>
<td>812-283-6993</td>
<td>502-583-6993</td>
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<tr>
<td>Cylinder Rental</td>
<td>NexAir</td>
<td></td>
<td>800-315-1295</td>
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<tr>
<td>EasyBar Beverage Controls</td>
<td>Beverage Mgmt. Systems</td>
<td></td>
<td>503-624-6744</td>
<td></td>
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<tr>
<td>Industrial Gases (CO2 Tanks)</td>
<td>Arc Weld Inc.</td>
<td></td>
<td>812-738-4344</td>
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</tbody>
</table>
SITUATION REPORT

1. Affected Property(s):  
2. Date Prepared:  
3. Time Prepared:  

4. 24 hour Operational Period (Date/Time)

5. Summarize situation (What do we know: who, what, when, where)

6. Analysis, significance, forecast of probable future events:

7. Priority Information Requirements: (What do we need to know)

8. Approved For Release By (Enterprise Crisis Team Coordinator)

Instructions for completing this form: This form should be prepared by the corporate Enterprise Crisis Team and disseminated and/or briefed as appropriate. This form is an executive summary of the updated situation. A new form is completed as required when new information is developed, however a new form is completed every 24 hours even if there is no significant change. Ideally, the reported information is:

✓ Verified for accuracy with an independent source
✓ Screened for relevance
✓ Summarized for executive review
**CRISIS OBJECTIVES**

1. Affected Property(s):  
2. Date Prepared:  
3. Time Prepared:  

4. 24 hour Operational Period (Date/Time)

5. General Control Objectives For the Crisis (Include alternatives)

6. General Safety Message

**Caesars’s Priorities**
- Protecting the health and safety of guests and employees
- Maintaining our reputation for fair gaming
- Preserving our critical assets
- Preserving other corporate property, and
- Maintaining business operations

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**Instructions for completing this form:** This form should be prepared by the corporate Enterprise Crisis Team and approved by the CEO setting forth the operational objectives for the next 24 hour period. Operational objectives are provided to direct the efforts of employees towards coordinated crisis resolution. After CEO approval, this completed form should be disseminated.
4. Set forth major actions to be taken in this course of action:

5. Advantages

6. Disadvantages

7. Recommendation:

8. Approved For Release By (Enterprise Crisis Team Coordinator)

*Instructions for completing this form*: This form is used by the Enterprise Crisis Team to develop, prepare, and recommend alternative courses of action for approval by the CEO. All relevant Harrah’s business units and support functions should participate in the development of courses of action.
CRISIS ACTION PLAN

1. Affected Property(s):

2. Date Prepared:

3. Time Prepared:

4. 24 hour Operational Period (Date/Time)

5. Describe significant actions to be taken, person responsible, and any deadlines

<table>
<thead>
<tr>
<th>APPROVED ACTION</th>
<th>RESPONSIBLE PERSON</th>
<th>DEADLINE</th>
</tr>
</thead>
</table>

8. Approved for release (Enterprise Crisis Team Coordinator)

9. Approved by: (CEO)

Instructions for completing this form: This form should be prepared by the corporate Enterprise Crisis Team and disseminated and/or briefed as appropriate. This form reflects courses of action developed by the Enterprise Crisis Team and approved by the CEO. It should reflect major actions to be taken and not “how to” instructions.
<table>
<thead>
<tr>
<th>DATE/TIME</th>
<th>EVENT DESCRIPTION</th>
<th>INITIALS</th>
</tr>
</thead>
</table>

**Instructions for completing this form:** This form is maintained by the Enterprise Crisis Team to record all significant information including (but not limited to): events, messages, information, telephone calls, faxes, actions, etc.