WYNNEWOOD Refinery Emergency Response & Crisis Management Plan

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1.0 General

1.1 Introduction

Wynnewood Refining Company, LLC (WRC), a subsidiary of CVR Refining, LP headquartered in Sugar Land, Texas, is located in Wynnewood Oklahoma with a mailing address of 906 S. Powell Avenue, Wynnewood, OK 73098. WRC has a crude oil throughput capacity of approximately 70,000 barrels per day that is partially sourced by CVR crude gathering operations near Cushing, OK. CVR refined products include gasoline, diesel fuel, military jet fuel, solvents and asphalt that are distributed to customers by Wynnewood Resources Refining and Marketing.

WRC understands that refining petroleum crude oil presents potential risks. Accordingly, WRC management has adopted realistic goals for safety, health, environmental protection, fire protection, engineering design, preventive maintenance, training, and operational excellence in a concerted effort to maintain safe operating conditions and prevent emergencies from occurring. However, even with this exceptional focus and emphasis on safety and prevention, WRC management recognizes the value for maintaining a high level of emergency and disaster preparedness. We believe preparedness and pre-emergency planning (as presented in this document) are essential to safe, effective and efficient response and recovery from emergencies and disasters that could potentially occur at the WRC facility.

To ensure ongoing attention and visibility, initiatives to maintain emergency response and disaster preparedness at WRC are treated as safety initiatives and a way of doing business. WRC is fully committed to the investment of time and resources required for training; for purchasing, installing and maintaining the required safety systems and equipment; for executing necessary drills and exercises; and for maintaining realistic emergency response and crisis management capabilities during all hours of operation.

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1.2 Purpose and Objective

This plan documents procedures, designates responsibilities and provides other important information to help management and employees at the WRC facility safely, effectively and efficiently respond to, manage, and recover from emergencies and disasters that could reasonably occur. More specifically, this plan ensures:

- CVR Refining (Company) resources are directed effectively and efficiently in response to any crisis that occurs within a business unit in a manner that supports the onsite response.
- Crisis events are managed to minimize their impact and protect the interests of the public, Company and its shareholders.
- A qualified response to crisis events where the priorities are life safety, incident stabilization, and property conservation; while maintaining a strong management focus on the broad strategic issues of public relations, business continuity, recovery and the concerns of the public, customers, shareholders and regulatory authorities.
- The concepts, principles and terminology of the National Incident Management System (NIMS) and the NIMS - Incident Command System (ICS) are fully integrated to provide a standard and consistent foundation for emergency and crisis management.
- Crisis management and response capabilities of WRC can quickly merge with those of local emergency services providers, mutual aid partners, emergency services contractors, as well as local, state and federal jurisdictional authorities and agencies when required.
- The roles, responsibilities, and expectations for crisis management, emergency and disaster preparedness, response, mitigation and recovery activities are documented and

communicated at all levels of the WRC organization; and are consistent with corporate policy, regulatory requirements and recognized consensus standards.

- A systematic approach to emergency/disaster preparedness and crisis management is defined and integrated into existing safety management processes and systems to ensure consistent and ongoing program visibility and management attention.

1.3 Scope

This plan is a baseline document intended to guide and complement (but not replace) other emergency plans that may be developed to comply with regulatory requirements.

Existing regulatory compliance plans developed for the WRC facility should be revised as necessary to be consistent with the content and direction of this baseline document.

The content and direction of this plan has been communicated to all WRC employees' assigned emergency response and crisis management responsibilities.

The scope of this plan is to present the preparations and plans the facility has developed for prevention, recognition and response to emergencies that might occur at the refinery. These emergencies include, but are not limited to, the following emergencies:

- Fire and/or explosion in the refinery
- Uncontrolled release of vapor and/or gas in the refinery
- Catastrophic failure of any hydrocarbon storage tank or process unit in the refinery
- Any spill of a liquid hydrocarbon into a navigable waterway such as a ditch, creek, river, pond, or lake from the refinery
- Uncontrolled process leaks discovered by refinery personnel before a catastrophic failure occurs in the refinery
- Acts of nature such as floods, extreme cold, extreme heat, tornadoes, and high winds
- Discovered hazards that could have an immediate impact on the refinery and/or community

This plan does NOT include the site SPCC plan as required under 40CFR112 Subpart A. CVR WRC has a "stand alone" SPCC that can be accessed by contacting the WRC Environmental group.

This plan does NOT include the Emergency Response Plan of the neighboring facility Tessenderlo Kerley, Inc. (TKI) which is located at 307 West South Street in Wynnewood Oklahoma. This facility is located within the refinery's perimeter fence and previsions between the two facilities have been established that they will adhere to our Emergency Response Plan actions and notifications during the event of an emergency at the refinery. Their contact information is available in section "4.13 EXTERNAL EMERGENCY CONTACTS" of this plan. In the event of an emergency that affects TKI's operation the OSIC and/or EOC will contact their facility and request a representative to activate into the refinery EOC.

If there is an emergency at the TKI facility that may affect the refinery they will contact the Shift Supervisor for notification and the Shift Supervisor will make the determination if a refinery response is necessary per the recommended actions described in the Emergency Response Plan. TKI is capable of hearing the refinery EANS for immediate emergency notification, and they also have refinery plant radios for direct communication as well. For access to the TKI Emergency Response Plan contact the Refinery Emergency Response Coordinator.

1.4 Key Management Principles

The following are key incident management principles that are embraced by WRC for responding to emergency events (regardless of type or severity):

- The protection of human life, health and safety (life safety – both inside and outside of the facility) will always be the highest priority.
- Incident stabilization for protection of the environment and property (both inside and outside of the facility) will be the second highest priority.
- Reporting of emergency conditions and the response by a sufficient number of trained and qualified personnel during all hours of operations will be timely. WRC believes the first few minutes are often the most critical for establishing a credible, effective and lifesaving response.
- Emergency response personnel will be provided quality training, tools, equipment, supplies and technology available to ensure their safety and for success at the emergency scene.
- Response to emergencies will be with maximum capability available until the extent of the emergency event is understood. WRC believes it is much easier to "ramp down" than it is to "ramp up" in the face of a deteriorating situation.
- The highest quality and intensity of engineering design, engineering technology and unit/process controls will be available to contain the problem, minimize impacts, and stabilize emergency conditions from remote locations when possible.
- Solutions for management and mitigation of emergency events will be shared with those who share the problem. WRC will share response decision-making, seek a consensus approach, and seek to understand community, public and government concerns so they are always properly addressed in conjunction with the concerns of WRC. WRC believes it is important to accept assistance and input from others when they have a stake in the outcome of the event.
- The facts regarding emergency events will be openly shared (without speculation to the cause). WRC management will be accessible and as required by the nature of the event, will reach out in a timely manner to the media, to employees, to the public and to concerned organizations and agencies with known facts related to the event. WRC will openly share concerns and be the best source of information.

- The reputation and credibility of the Company and the commitment to ethical behavior will be maintained and protected at all times. WRC understands that reputation and credibility take a lifetime to build and only hours to lose. Maintaining the sincerity, honesty, and integrity of the Company will always be a primary objective for efficient crisis management.

1.5 Responsibilities

Safety Manager &/or Emergency Response Coordinator

- Ensure ongoing program visibility and a constant state of emergency and disaster preparedness are maintained at the WRC facility.
- Review and update job position assignments and contact information found in the Emergency Contact Directory of this plan at least quarterly and more often as required to ensure the information is current.
- Review and update the contents of this plan on an annual basis and as required to be consistent with corporate policy, new technology and regulatory requirements.
- Ensure that a copy of the ERP and all revisions to the plan are maintained at the facility. The latest version of the ERP is located on the Wynnewood Homepage and past revisions are maintained by the Safety Admin.
- Ensure this plan is reviewed quarterly, immediately amended if necessary and updated if the facility permit is revised.
- Determine requirements and ensure adequate funds to support emergency and disaster preparedness are secured. Ensure funding adequately supports the purchase of necessary emergency response equipment, equipment maintenance, as well as ongoing training, drills, exercises and third party assessments necessary to establish and maintain a constant state of emergency and disaster preparedness.
- Ensure procedures are in place to provide support and assistance to employees, their families and/or area residents directly impacted by a company emergency.
- Ensure a formal system, process and procedures are established to get important emergency related information to impacted and/or displaced employees regarding recovery plans, return to work schedules, payroll, company assistance, temporary housing, etc.
- Ensure critical spares are identified and an inventory is maintained as required.
- Ensure a communications infrastructure is maintained to prevent the in-plant telephone system from being inundated/overwhelmed/overloaded with incoming calls during an emergency. Ensure availability of alternate backup communications systems and capabilities that can be used if primary systems fail (i.e. satellite phones).
- Ensure backup for critical data files and systems such that the information can be accessed, retrieved and used from an alternate offsite location.

- Develop and maintain a matrix of the initial and ongoing performance based training, drill and exercise requirements (subjects and frequency) for designated employees, ERT members, ERT leaders, CMT members and designated support personnel.
- Ensure the special skills, knowledge and competencies for expected levels of emergency response and crisis management at the WRC facility are properly maintained.
- Ensure training programs are not solely driven by compliance and that the training, drills and exercises are sufficient to establish and maintain the required competencies for emergency response and crisis management.
- Plan and schedule a full scale exercise annually (as a minimum) to test emergency preparedness and crisis management plans and procedures and to give ERT members, CMT members and designated support personnel the opportunity to practice and rehearse their assigned roles and responsibilities in response to a simulated emergency condition.
- Identify the location for the primary Emergency Operations Center (EOC) as well as an alternate EOC in the event that the primary EOC is inaccessible. Ensure adequate equipment, materials and supplies required to support EOC operations for an extended period of time are identified, available, routinely inventoried, inspected and maintained for both locations.
- Ensure ongoing attention and visibility of the emergency preparedness program requirements. Ensure actions, activities and concerns related to crisis management and emergency/disaster preparedness are identified and reviewed by the WRC Senior Staff at least quarterly. Ensure any deficiencies discovered in the review process are formally documented and tracked as safety concerns until the deficiency is corrected.
- Ensure emergency response equipment is maintained and regularly tested to verify its usability and track repair status of any out of service equipment. A list of all emergency response equipment is listed in section 4.14 Emergency Response Equipment of the Emergency Response Plan. Information concerning the maintenance and inspection of equipment is located in the Wynnewood Emergency Response Equipment Inspection/Testing Protocol.
- Ensures mutual aid agreements are documented, up to date and available.
- Ensure up to date copies of the ERP are submitted to local agencies such as; fire departments, police departments, surrounding refineries, hospitals, LEPC, and others that may be called upon to provide emergency services.

Emergency Response and Crisis Management Team Members

- Understand and regularly communicate support and commitment for all issues related to emergency and disaster preparedness.
- Participate actively and visibly in scheduled training, drills, and exercises.
- Possess a thorough understanding of emergency response plans.

- Demonstrate competencies in the proper use of equipment to mitigate incidents.
- Ensure the emergency response and disaster preparedness programs (including related planning, response, mitigation, recovery, and training activities) are consistent with recognized industry standards and regulatory requirements.
- Ensure that any obstacles or barriers preventing safe and effective response to emergencies or disasters are appropriately identified, tracked, addressed, corrected, and eliminated whenever possible.
- Understand the concepts, principles and terminology of NIMS-ICS and how to function within the ICS organizational structure and surroundings to safely, effectively and efficiently manage emergencies and disasters.
- Know the specific assigned ICS job position responsibilities; and accept ownership of primary Command and General Staff positions to annually review, revise and update all related checklists, templates, forms and procedures as necessary to maintain the required level of emergency response and crisis management capability in your specific area of assigned responsibility.

1.6 Knowledge, Skills and Competencies

Training, drills and exercises are critical to the success of the emergency response, crisis management and disaster preparedness initiatives at WRC. Because response to emergency events in a modern refinery is less frequent than in years past, the success of any response to an emergency is usually proportional to the frequency and quality of training, drills and exercises offered to employees and to management.

The Emergency Response Coordinator is responsible for establishing and maintaining the training, drill, and exercise program to meet the emergency preparedness, response and crisis management objectives of WRC; as well as the requirements of recognized regulations and consensus standards. Training, drills and exercises will test emergency response and crisis management plans and capabilities to ensure they are sufficient and employees with assigned roles and responsibilities have the required knowledge and skills to safely, effectively and efficiently perform those duties.

Medical & Physical Fitness Requirements

All ERT members are required to pass a health and physical fitness test on an annual basis to ensure they are capable of performing the duties required of the ERT and to establish baseline medical history records. All ERT members will report any changes in their physical condition that could affect their performance. These tests will comply with OSHA 1910.120 with reference to guidelines established in the *Occupational Safety and Health Guidance Manual for Hazardous Waste Site Activities (Appendix D, reference #10).*

Training and Education

General: Emergency response training and education for employees at WRC is performance based and includes classroom instruction to develop the required knowledge; as well as hands-on instruction and practice to develop the required skills. This training will be in compliance with regulations and guidelines established in 29 CFR 1910.156, and NFPA Guideline 600.

Computer-based training (CBT) programs are used in some cases at WRC to enhance or refresh the knowledge based requirements for employees and emergency responders. However, CBT is not used by WRC to establish, enhance or refresh the hands-on performance based skills required for safe and effective emergency response.

Emergency response personnel are required to achieve a minimum score of 70% on written exams and to demonstrate they have the required skills by performing individual and group tasks to meet given performance objectives (witnessed and validated by a qualified evaluator). WRC employees are allowed to perform only those duties and functions for which they are trained and qualified.

Designated Employees: Designated employees assigned to work in certain areas of the WRC facility receive training and education to develop the basic knowledge and skills required to use emergency response equipment and supplies placed for their use in their immediate work areas. Quick and decisive action by these designated employees (including unit/process control actions) often prevents a minor event from escalating to a more complex event requiring a response by the on-duty ERT members.

ERT Members: Training and education for ERT members includes development of the special knowledge and skills required for an organized team response to more complex emergencies and disasters that are usually outside of their immediate work area. Emergencies with the highest risk potential include releases of hazardous material, explosive vapor releases, fire and explosions, injuries and fatalities, search and rescue operations, security threats and severe weather. Training and education provide ERT members with a clear understanding of the limits of their capabilities in response to these emergencies. Designated ERT Leaders with more experience and more comprehensive training supervise the activities of other ERT members at the emergency scene.

All ERT members will receive initial third-party training through an established organization to provide base criteria of competency before being allowed to respond to an on-scene emergency at the refinery. However, active members of the ERT that have not received their initial training can fill support roles during an emergency and participate in all on-site training. Initial competency training will be conducted for; firefighting, rescue, medical, and hazmat operations. Examples of established third party training organizations are listed:

- Texas A&M Engineering Extension Service (TEEXS)
- Refinery Terminal Fire Company (RTFC)
- Oklahoma State University Fire Service Training (FST)

- Emergency Management Institute FEMA ICS Training
- ROCO Training Center

On-site training will also be conducted for ERT members on scheduled bases to maintain familiarity with emergency response equipment and refresh on ERT practices. All on-site ERT training will be scheduled to allow every shift worker an option to attend. Each set of training sessions may incorporate more than one type of training, for example; Fire & Hazmat training may occur during the same training session. Listed below are the requirements for on-site ERT training;

- Fire Training: Will be held on quarterly basis, consisting of truck pump operations, truck driving, hand lines, fixed monitors, portable monitors, SCBA's, ICS, etc.
- Hazmat Training: Will be held on an annual basis, consisting of OSHA 1910.120 compliance.
- Rescue Training: Only required for rescue team members, will be held on a Bi-annual basis, consisting of high & low angle rope rescue, and confined space rescue operations.
- Medical Training: Only required for medical team members, will be held on an annual basis. Training will consist of Industrial Medic 8hr course, and other related training offered.
- Annual Emergency Exercise: Annually an exercise will take place that involves all available ERT members, EOC members, and outside resources to practice a major incident scenario.

CMT Members: In an effort to minimize the need for special training for the CMT members, WRC parallels as closely as possible the normal day-to-day job duties and functions with those of the pre-assigned ICS/CMT positions. However, special training and education provided for designated CMT members and support personnel includes the NIMS- Incident Command System, crisis management, emergency communications, bomb/extortion telephone threats, critical incident stress management, grief counseling, interfacing with the media, preparing press releases, providing media interviews, and using the media to get critical information to employees and the public. EOC training will occur on an annual basis, and CMT members will be given an opportunity to practice their role in the EOC during Annual Emergency Exercises.

Drills

Quality training and education are necessary to achieve the expected performance in a emergency. As part of this training and education Routine drills are planned and executed to exercise the knowledge, skills and overall performance of the various elements of plans, procedures and the emergency response organization. Drills further provide opportunities for ERT members to routinely practice and hone (improve) their skills as emergency responders. Employee performance in meeting the objectives and expectations established for each drill serves to validate the quality and frequency of the existing training and education programs.

Practice and repetition obtained by participation in routine drills are a benefit for getting required actions moving forward in a safe manner. Positive things happening in the face of danger has a calming effect that allows ERT members and others to control emotions and quickly recover from the initial emotional stress and fear. Chaos and confusion are kept to a minimum and a superior performance by ERT members and others at the emergency scene is the end result.

WRC drills are typically designed as a "tabletop" or "functional" drill or some modified version of the two. Each drill includes performance objectives and a simulated emergency condition that has a relatively narrow scope to provide participants an opportunity to practice and rehearse their assigned roles and responsibilities. A tabletop drill does not require the deployment of equipment or hands-on tactical response activities. A functional drill requires the actual deployment of equipment and hands-on tactical response activities to achieve performance objectives established for the drill. A functional drill may require participants to perform an identical task multiple times to gain the benefit of practice and repetition.

Exercises

Exercises offer similar benefits to a drill but the scenario and expectations are broader in scope. Exercises are designed as either a tabletop, full-scale or some modified version designed to meet specific learning or performance objectives.

Each exercise includes a simulated emergency scenario having a broader scope than a drill to test multiple or perhaps all of the key elements and components of the emergency response plans. Each exercise is performance based and requires participants to demonstrate they have the required knowledge and skills to carry out assigned roles and responsibilities and achieve the objectives established for the exercise. As with the drill, exercise performance is a good measure for evaluating the quality and frequency of training provided to establish and maintain the required knowledge and skills (competencies).

A tabletop exercise usually requires the assembly of both the emergency response team and the crisis management team (with some support personnel), but does not include any actual deployment of equipment or any actual performance of hands-on tactical operations.

An annual full-scale functional exercise includes a detailed simulated emergency condition, the actual deployment of equipment, and the actual performance of hands-on tactical operations under simulated emergency or crisis related conditions. A full-scale exercise also includes participation (when possible) of outside emergency services providers and mutual aid partners when these resources are identified as having a significant role in the response to complex emergencies at the facility. Planning for a successful full-scale functional exercise is a complex undertaking of planning and coordination with the various participants. WRC is committed to providing the resources required for planning and executing full-scale functional exercises on an annual basis.

Drills and exercises will be critiqued to identify what went right and where there are opportunities for improvements. Results from the critique will be incorporated into training and the ERP as appropriate.

Recordkeeping

Records of training and education provided to establish and maintain the required knowledge and skills for the entire emergency response organization will be maintained by the WRC Safety Department.

Detailed records of drill and exercise scenarios and performance objectives, along with the records of participation and performance (including any improvements implemented from lessons learned) will also be maintained by the WRC Safety Department.

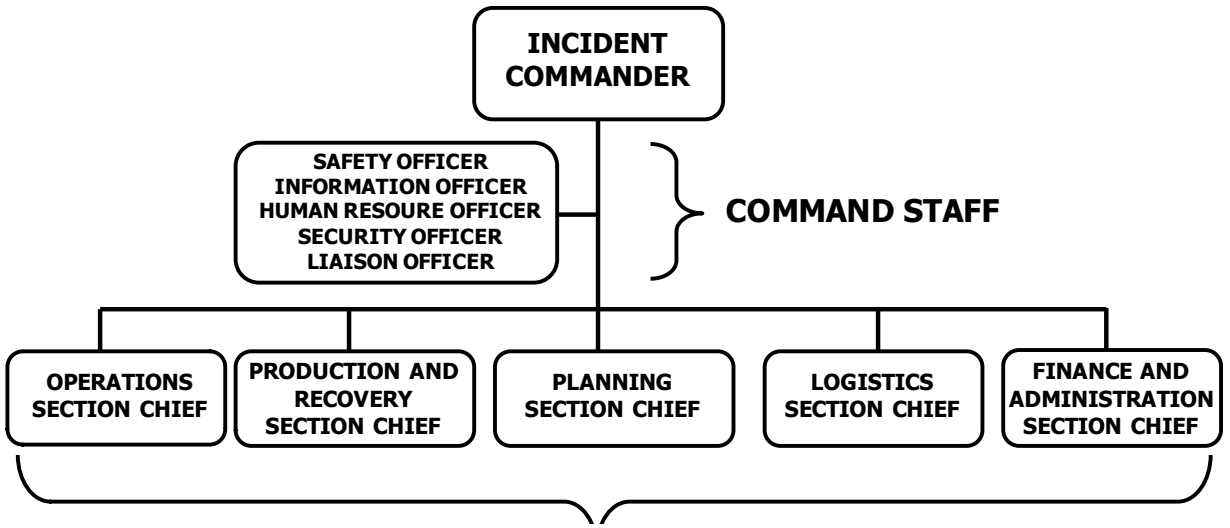
All training and education records; and all drill and exercise records will be maintained in accordance with the Company records retention policy and these records will be available for inspection by any authority having jurisdiction.

2.0 INCIDENT MANAGEMENT

To be consistent with the direction of the U.S. Department of Homeland Security, WRC has adopted the concepts, principles and terminology of the National Incident Management System (NIMS) and the NIMS – Incident Command System (ICS) for safe, effective and efficient management of emergencies and disasters (regardless of the type or severity). The trained and qualified emergency response organization at WRC is composed of Designated Employees, an Emergency Response Team (ERT), a Crisis Management Team (CMT) and a group of assigned support personnel. This section of the plan provides details of the WRC emergency response organization and explains how this organization implements and uses ICS. It further explains how ICS is used to manage activities at the emergency scene, as well as the crisis and consequences of the event that may quickly impact normal operations of the entire WRC facility as wells as the general public and the environment.

NIMS-ICS provides a flexible incident management structure that can expand or contract, depending upon the circumstances and severity of an incident. The basic NIMS-ICS organization for WRC includes the addition of a Security Officer and a Human Resource Officer to the Command Staff and a Production and Recovery Section Chief to the General Staff (See Figure 2-1 below). As allowed by the concepts and principles of NIMS-ICS, these positions have been added to the basic NIMS-ICS organization to address the unique circumstances of Crisis Management for the WRC facility.

Figure 2-1
Basic NIMS-ICS Structure - Wynnewood Refinery

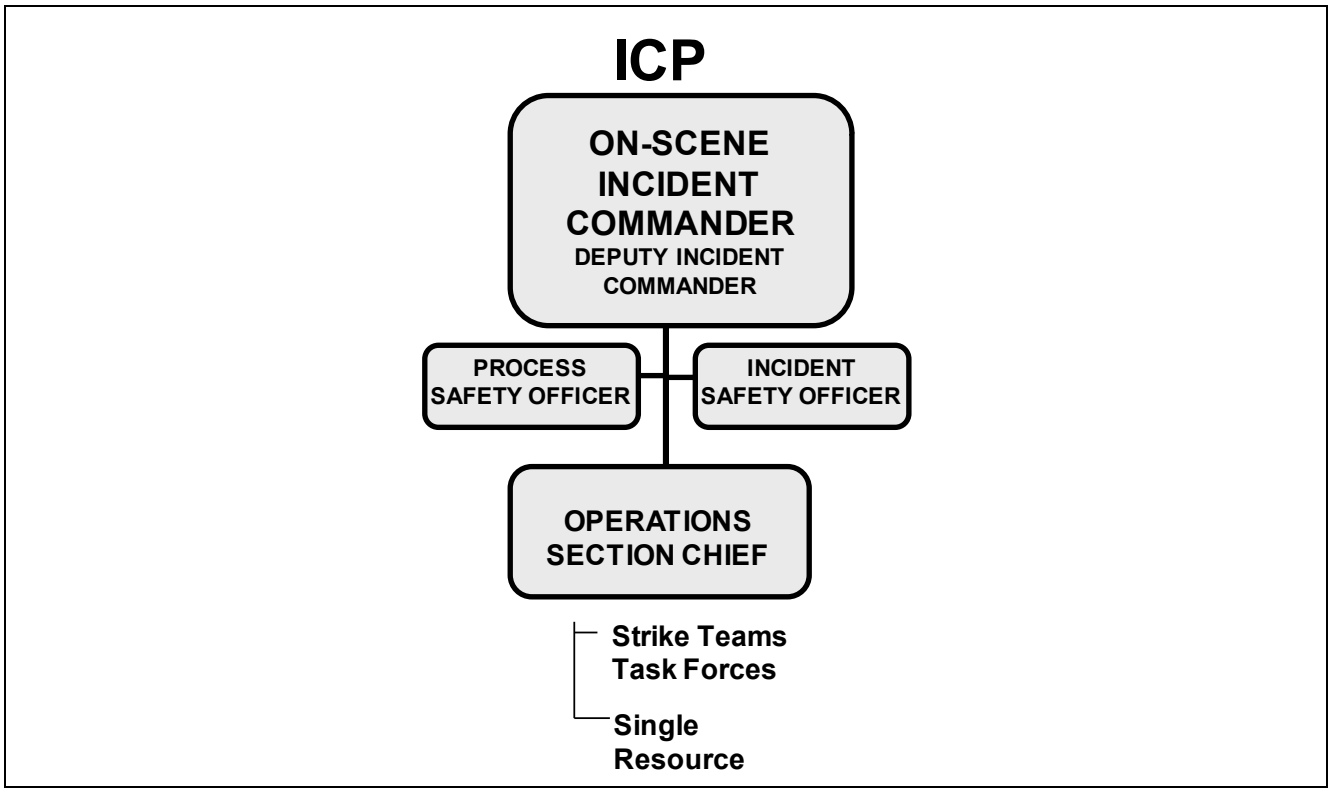


2.1 Initial Response ICS Organization

Because the WRC facility is at minimum staffing over 75% of the operating hours, the plan for responding to emergencies is based on a response during the periods of minimum staffing. Accordingly and by design, the initial response ICS organization established for WRC is limited (See Figure 2-2 below) with the designated On-Scene Incident Commander (OSIC) as required by OSHA 1910.120(q) responsible for multiple ICS positions.

Based on experience, the majority of emergency events will be managed safely and effectively by this on-duty initial response organization. However, when required, this initial response organization can expand quickly with the timely notification, callout and response of off-duty resources that may be outside of the facility during the periods of minimum staffing. In contrast, during a routine day shift, many of the same resources required to expand the ICS organization are on-duty and immediately available.

Figure 2-2
Initial Response ICS Organization


ICP
ON-SCENE INCIDENT COMMANDER
DEPUTY INCIDENT COMMANDER
PROCESS SAFETY OFFICER
INCIDENT SAFETY OFFICER
OPERATIONS SECTION CHIEF
Strike Teams
Task Forces
Single
Resource

Designated Employees
Designated employees in each work area at the WRC facility are often the first to discover and take action in response to an emergency. Accordingly, these designated employees are well trained in the use of emergency response equipment and supplies placed and available in their immediate work area. Quick action by these employees; including process isolations and using the available emergency response equipment and supplies, often mitigates an emergency condition in the very early stages.

2.2 The Emergency Response Team (ERT)

On-duty ERT members responding to a reported emergency from various locations in the refinery provide the initial organized response capabilities during all hours of operation for the WRC facility. The ERT is primarily composed of employees that have volunteered for emergency response duties. WRC also reserves the right to assign employees to ERT duties to meet required staffing levels when there is not sufficient volunteer participation on each of the rotating shifts.

Within the ERT organization, specialized teams are trained and qualified according to regulatory requirements and recognized industry standards to provide advanced exterior level fire-fighting, site-specific technician level hazmat operations, technician level rescue operations, and basic first aid level medical treatment. Many ERT members are cross-trained and are qualified for multiple areas of emergency response. In all cases, the actions ERT members may take and the tasks they may perform in response to an emergency are limited by their training and qualifications. ERT members will perform only those duties for which they are properly trained and qualified.

2.3 The Crisis Management Team (CMT)

In addition to the highly skilled, tactically trained, and qualified ERT responding to the emergency scene, the Crisis Management Team (CMT) is an equally important component of the expanded emergency response organization for the WRC facility. The CMT provides the additional in-house resources that may be needed to expand the ICS organization to a higher level of management in the event of a complex emergency or disaster.
The CMT is composed of designated managers and supervisors that are pre-assigned to the primary ICS Command and General Staff positions within the NIMS-ICS organization (See Figure 2-3 on Page 5). The CMT, working in the WRC Emergency Operations Center (EOC) is responsible for managing the crisis and consequences of the event, managing ongoing facility operations, and supporting the tactical emergency response activities of ERT members working at the emergency scene. The CMT will determine strategic (broad in scope) goals, objectives and priorities for managing the event, but the CMT does not get involved or direct the hands-on tactical emergency response activities at the emergency scene. *(See Sections 5 and 6 of this plan for detailed responsibility checklists for each of the ICS Command and General Staff positions working in the EOC).*
The expanded ICS organization working in the EOC is structured to seamlessly flow into a 'Unified Command' type of organization when outside jurisdictional authorities and agencies also have a concern and a responsibility for effective management of the incident.

2.4 Obtaining Additional Resources

If the emergency conditions overwhelm the capabilities of on-duty ERT members in the initial response, a designated On-Scene Incident Commander (OSIC) has the authority to direct the WRC Emergency Dispatch Officer to notify and call-out off-duty ERT members, CMT members, and designated support personnel as required for safely and effectively managing the event. The OSIC may also call for assistance from local emergency services providers, mutual aid partners and/or emergency services contractors when deemed necessary. Additional external resources (state and federal) may also be obtained by contacting and coordinating with the director of the Local County Office of Homeland Security & Emergency Management.

2.5 The Incident Command Post (ICP)

The ICP is a designated command facility (usually the shift supervisor's truck) located in a safe area near the emergency scene and easily identified with a green flashing light on the dash. In the event that the green flashing light does not work, there is also an orange flag with the word "COMMAND" located in the Shift Supervisor's truck that will be place on the antenna of the vehicle. In the initial response, the OSIC positions the ICP in a safe location up-wind and up-hill of the emergency scene. The OSIC is located at the ICP to implement ICS, establish command, determine incident conditions, establish response objectives, obtain required resources, direct actions to stabilize and secure production units/areas impacted by the event, and provide oversight and support for on-duty ERT members working under the direction of the designated Operations Section Chief at the emergency scene.

2.6 The Emergency Operations Center (EOC)

The EOC is a designated coordinate and support facility located away from the scene and serving as the coordination center for the expanded ICS organization. When required due to the complexity of the event, the CMT assembles in the EOC to manage crisis, manage consequences, manage ongoing facility operations, and support tactical emergency response operations of ERT members working at the emergency scene. Necessary equipment and supplies are stored in the EOC located at the Main Office Conference Room to support management of events that may be ongoing for several days. An alternate EOC location is also identified at the 12 wide trailers in the event that the primary location is not accessible due to circumstances of the emergency. When notified by the Red Alert call out system of a complex emergency situation that may require expansion of the ICS organization and activation of the CMT, the designated CMT members will report directly to the EOC to assume their pre-assigned ICS Command and General Staff positions.

The decision to formally expand the ICS organization and activate the EOC is usually made by the Plant Manager (or designee) after a meeting and briefing with the OSIC at the ICP near the emergency scene. When the EOC is formally activated, designated CMT members assume their pre-assigned ICS - Command and General Staff positions. Each of these Staff functions may further expand the ICS organization with support personnel as required to meet their job position assignments and responsibilities. (See Sections 5 and 6 of this plan for job responsibility checklists.)

2.7 Implementing the Incident Command System

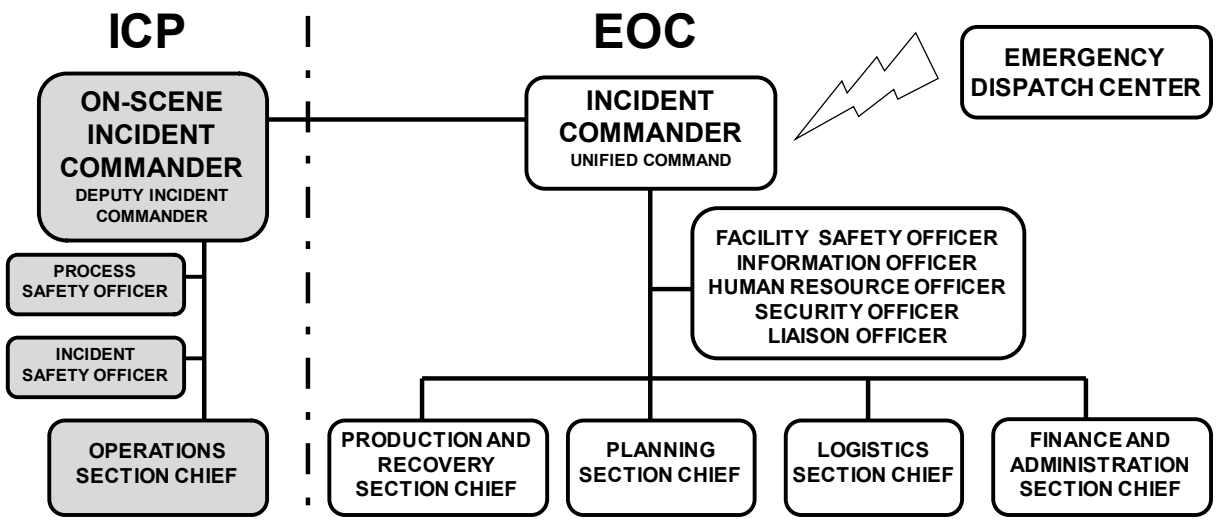
The designated OSIC and on-duty ERT members make up the initial response ICS organization for WRC. In the initial response to emergencies, the designated OSIC positions the ICP and implements ICS to establish Command in a safe location near the emergency scene. The OSIC assumes responsibility for all ICS Command and General Staff functions not staffed in the initial response. A senior qualified ERT Officer/Leader assumes the responsibilities of the Operations Section Chief to direct tactical emergency response activities of on-duty ERT members and other Leaders in concert with their training and qualifications. The Operations Section Chief and the Incident Safety Officer must be qualified ERT Leaders with training and experience that is more comprehensive than the ERT members working under their direction. This ICS organization quickly mitigates most emergency events in the initial response without the need for further expansion of the ICS organization. (See Figure 2-2 on Page 2)

However, if the nature of the incident is complex and overwhelms the capabilities of the small on-duty response organization, the OSIC has authority to direct the notification and call-out of off-duty ERT members, CMT members, designated support personnel, local emergency services providers, mutual aid partners and emergency services contractors as necessary to safely and effectively manage the event. Until the additional required resources are available, the OSIC and the Operations Section Chief will usually direct the on-duty ERT member to perform defensive operations to contain and control the emergency condition from a relative safe position. As the Operations Section expands, a sufficient number of qualified ERT Leaders must be available to maintain an appropriate span of control ratio of 3 to 5 ERT members working under the direction of each available ERT Leader.

When CMT members are notified of a complex emergency that requires activation of the EOC, they assemble in the EOC and assume their pre-assigned Command and General Staff position responsibilities.

When the EOC is formally activated, the OSIC and the Operations Section Chief remain at the incident scene to provide oversight and direction for the on-scene tactical response and mitigation activities. The OSIC establishes the communications link between the ICP and EOC to provide routine reports regarding current conditions, actions, activities, outcomes, and the progress and needs for achieving the current strategic goals and objectives established by the IC/UC.

Figure 2-3
Expanded ICS Organization



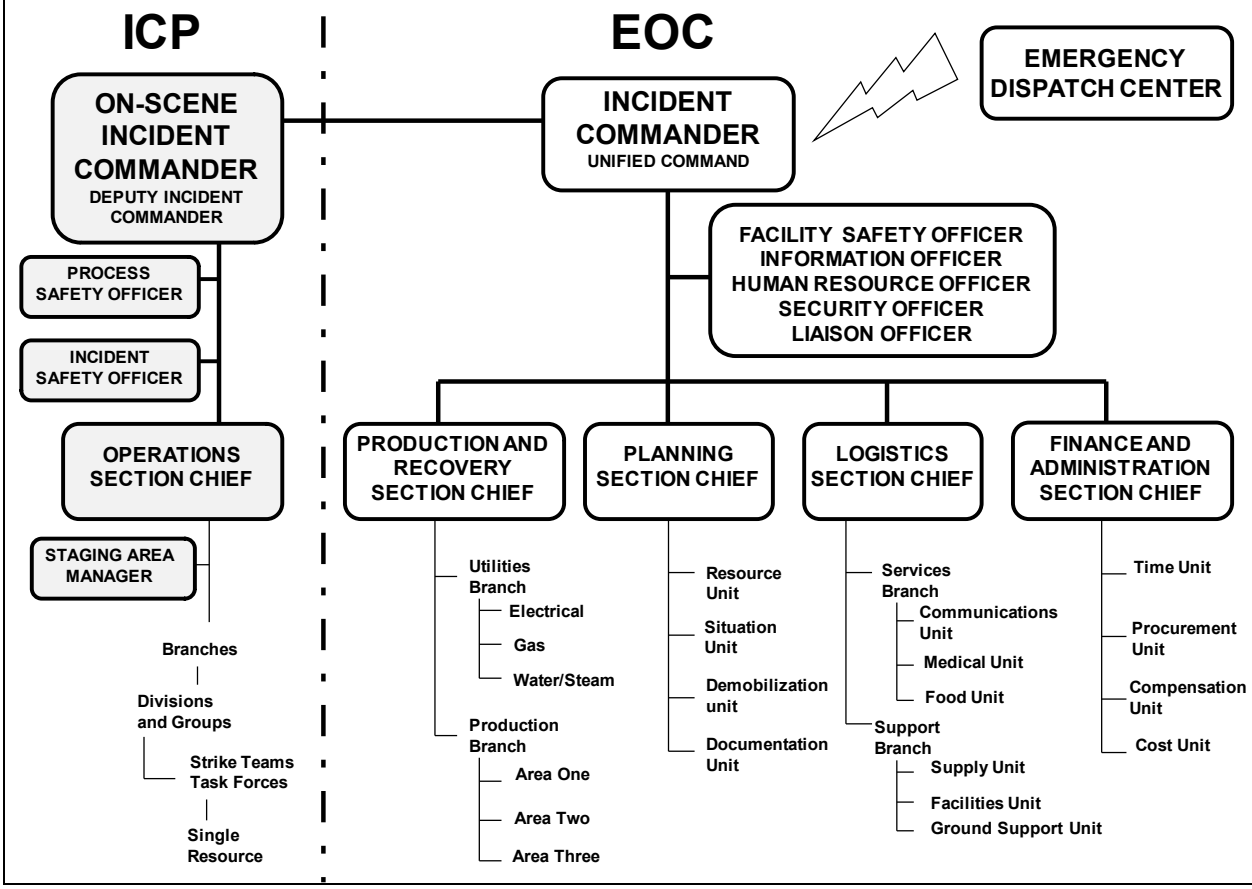
When multiple jurisdictional authorities and agencies all have a stake in effective management of an emergency or disaster, these events are often managed using a "Unified Command" ICS organizational structure.

The Unified Command organization uses the same ICS structure as illustrated in Figure 2-3 above, but allows representatives from local, state, and federal agencies and organizations (having jurisdictional authority and a responsibility for effective management of the event) to join the existing ICS organization and participate at the Command level in the decision-making processes.

Using a Unified Command structure, a senior representative for each responsible jurisdiction or agency (multiple ICs) works side by side with the WRC-IC in the facility EOC (as a consensus group) to establish the strategic goals, objectives and priorities for managing crisis and safely, effectively and efficiently mitigating the emergency condition. A single spokesperson for the group will be selected to manage incoming and outgoing communications for the group. Representatives of these jurisdictions or agencies may also be working at many functional levels throughout the ICS organization.

Each ICS Command and General Staff position may be expanded further (See Figure 2-4 on page 7) to meet the demands of their respective area of responsibility.

Figure 2-4
Fully Expanded ICS Organization



2.8 Managing Communications

The OSIC is responsible for managing communications at the emergency scene. Communications for emergencies are established on the designated emergency operations channel. Emergency response personnel are trained in "Echo" communications techniques that require the received radio message to be repeated back to the sender to minimize any miscommunications.

As the ICS organization expands for more complex events, additional and separate radio channels may be established for Command (ICP to EOC) and for other ICS support functions. Other radio channels may also be used when necessary to minimize confusion and achieve response objectives. Communication aids are often assigned for complex events when multiple radio channels are being monitored.

Once the EOC is established the IC/Unified Command is responsible for managing communications in the EOC facility. To eliminate unnecessary radio traffic between the field Command and the EOC, a single point communicator is established for both the ICP and the EOC. Communications using this emergency radio channel is restricted and all communications between the Field Command positions and the EOC command locations are managed through these two designated communicators.

Under these restrictions, all personnel working in the EOC have the capability to listen and monitor the emergency radio communications; however an "Outgoing / Incoming Communication Form"' is completed and passed to the single point communicator to complete the emergency radio transmissions.

Informal communication via cell phones, fact-to-face briefings and by other means is allowed within the organization but awareness and caution should be used to minimize distractions.

In the event that mutual aid is activated, on scene mutual aid personnel will be escorted by ERT personnel and communication to ICP will be the responsibility of the ERT representative assigned to that mutual aid organization. If mutual aid representatives are working under the Unified Command System and active in the EOC, face to face communication will be the primary means of communication to the Incident Commander unless the IC elects to use another method such as cell phone communication.

2.9 Using ICS Identification Vests

Use of ICS identification vests at the emergency scene and in the facility EOC is a visible sign of training, qualifications, and authority that establishes order, confidence and a positive perception for emergency responders and observers. Accordingly, each person assuming a primary ICS Command or General Staff position at the ICP or in the EOC wears an appropriate identification vest until relieved of duty or until the emergency is terminated. A complete set of ICS identification vests is maintained in the ICP vehicle (Shift Supervisor's Truck) and in the EOC for this purpose.

2.10 Communicating with Corporate Headquarters

As required by Company policy and determined by the nature or severity of the emergency event, the IC and designated Command and General Staff members may establish communications and coordinates crisis management, recovery and support activities with designated executives at the CVR Energy headquarters in Sugarland Texas.

Part I Emergency Response Plan

3.0 DISCOVERY AND FIRST ACTIONS

3.1 Initiating an Emergency Alert and Response

Discovery: The person discovering an emergency condition will take immediate action to alert others working in the work area of the emergency by WRC radio, by shouting or by other means as determined by the location and nature of the event.

Report the Emergency: All emergencies, regardless of the severity, will be quickly reported to the Shift Supervisor using **radio Channel 1** or by dialing **extension 6666** using any in-plant phone. The typical emergency reporting sequence will be as follows:

- After alerting others in the area of the emergency condition, the person discovering the emergency will immediately report the emergency condition to a control room operator or the Shift Supervisor using a plant radio.
- If a plant radio is not available, any person made aware of an emergency and having access to an in-plant telephone will immediately report the emergency to the Shift Supervisor by dialing **extension 6666.**
- The person reporting the emergency to the Shift Supervisor (if not in danger) will maintain communication with the Shift Supervisor and provide the following information needed to complete an Emergency Dispatch Center-Incident Report Form
  - Caller's name
  - Location and type of incident (fire, medical, gas release, large spill, etc.)
  - Details of the emergency (injuries/damage/perceived severity/risk to operations)
  - Material/or product involved (if known)
  - Immediate assistance or resources required

Backup Procedure: In the event that both of these systems fail or do not operate adequately, manually activated steam/air whistles located in the FCCU, Alky, and Boiler House Areas will be used for notification. This action will also be followed up by multiple all-calls on radio channel 16 to alert all personnel of the incident.

3.2 Determining the Appropriate Level of Response

The Shift Supervisor will quickly evaluate information received from the person reporting an emergency and use good judgment to determine the severity and the appropriate level of action and response. Emergency alert levels and the required action of the Shift Supervisor are described below:

1. **Unusual Event** – A minor first aid injury emergency or a minor (non-reportable) spill or product release …

   Action: Immediately notify the on-duty Shift Supervisor by radio and provide information regarding the nature and location of the event needing prompt attention.

   NOTE: For a reported Unusual Event, the designated on-duty Shift Supervisor will respond to the up-wind side of the emergency scene and will use the plant radio to contact and assemble ERT members if they are required. After assessing conditions at the emergency scene, the Shift Supervisor may elevate the emergency classification to a Level 1, Level 2, or at any time by contacting the EDC.

2. **Level 1 - Minor Emergency Event** – Any fire, explosive gas release, release of toxic/hazardous materials, or multiple injury incident that is reported to be minor in

nature, is expected to impact only the immediate process area and is likely be handled by on-duty emergency response personnel without the assistance of outside resources.

EDC Action: Upon notification by the Shift Supervisor, activate a Level 1 notification and call-out as established by procedures or as directed by the OSIC.

3. **Level 2 – Serious Emergency Event** – Any serious fire, explosive gas release, release of toxic/hazardous materials, or multiple injury incidents expected to impact areas inside and outside of the immediate process area and/or expected to impact on-site personnel including third party operations, the community or environment outside the boundaries of the plant and likely to draw the attention of the media and the local community. Conditions have a potential to quickly overwhelm the capability of on-duty emergency response personnel. Assistance from off-duty emergency personnel and local emergency service providers and/or mutual aid partners may be required.

   Shift Supervisor Immediate Action: Immediately sound the Plant-Wide Emergency Alert Notification System (EANS) and activate a Level 2 notification and Red Alert call-out as established by procedures or as directed by the OSIC. To activate the EANS system, the OSIC will contact the central control room personnel with a description of the location and type of incident. In example: "A fire in the crude unit." The EANS has every area and type of incident pre-programmed into the control board and can be activated at any time. In the event that power is lost, there is a backup battery power supply system in place at the Central Control room. There are also back up batteries located at each EANS speaker location in the refinery to support power at those locations. The following tones listed below indicate what type of hazard is present.

Fire Alarm: /\/\/\/\/\/\/\/\/\/\/ high/low tones
Gas Release: ---------- alternating tones
Severe Weather: ——— solid tone
All Clear: Westminster Chimes

Note: The city of Wynnewood, Wynnewood Fire Department uses sirens to page out the local fire department. The sirens can be heard at the Wynnewood Refinery and should not be confused with the above Emergency Alert Notification System.

If there are any issues activating the Plant-wide Emergency Alert Notification System for any emergencies, the OSIC will use the plant radio channel 16 so that everyone is made aware of the location and nature of the emergency event.

3.3 Activating the Emergency Response Team

Upon hearing the Plant-Wide Emergency Alarm (indicating a Level 1 or 2 emergency), all available on-duty ERT members will immediately and without further notification, leave their normal job assignment (as procedures and unit conditions permit) and respond according to procedures with a full set of fire fighter protective bunker gear to the up-wind side of the emergency location. The responding on-duty ERT members will report to the ERT Leader (Shift Captain) serving as both the ICS Operations Section Chief and the

Incident Safety Officer in the initial response. ERT members will always perform tactical emergency response activities under the supervision and direction of a qualified ERT Leader while maintaining an ideal ICS span-of-control/ratio between 1:3 and 1:5.

Actions and the sequence of events in the initial response to Level 1 and 2 emergencies will typically be as follows:

While traveling to the scene of the reported emergency, the designated OSIC (Shift Supervisor) and the on-duty ERT Leaders and members will begin a sizes-up, gather as much information about the emergency condition as possible to understand the problems and to assess the risks and hazards.

During the size-up period emergency related information will be communicated to the OSIC via the emergency radio channel by any and all employees having important emergency related information to share.

Upon arriving on the upwind side (when possible) of the emergency, the OSIC will implement ICS and position the Incident Command Post in a safe location. The location of the Incident Command Post will be easily identified with a green flashing light on the dash of the designated vehicle.

Responding ERT members will quickly don protective firefighting gear (as required), report to the upwind side of the emergency scene (when possible), and take action under the direction and supervision of the designated Shift Captain and other ERT Leaders.

Based on information gathered in the initial size-up and in the assessment of risks and hazards, the OSIC will quickly provide an initial "situation and needs" report to the EOC using the plant radio Emergency Channel 11. The following information will be provided in this initial report:

- ✓ **Identify yourself as the OSIC and give the location of the on-scene ICP**
- ✓ **The classification (Level 1 or 2) and type (fire, release, rescue, medical etc.)**
- ✓ **Materials involved (if known and relevant)**
- ✓ **Additional notifications and resource requirements (i.e.- evacuation orders if needed)**
- ✓ **Location of off-site staging area (if needed)**

The EDC will initiate a notification and call-out of off-duty ERT members, CMT members, mutual aid partners, emergency services contractors and other external resources as required by procedures (See Section 3.2) or as directed by the OSIC. The EDC will also maintain a log of events including the sequence and time of specific occurrences and actions.

The OSIC will verify the welfare of all personnel working in and near the impacted area, communicate strategic goals and objectives, and direct actions to stabilize and secure the impacted units and process areas to ensure the

safety of employees and the ERT members responding and working at the emergency scene. *(Responsibilities of the OSIC and the Operations Section Chief may be transferred to another qualified person upon their arrival at the emergency scene. This formal transfer may occur quickly during a normal day shift but may take up to an hour or more during the off-shifts.)*

Consistent with incident conditions and the strategic goals and objectives established by the OSIC, the Operations Section Chief will establish and implement the initial plan of action, staff the ICS Operations Section, identify the control zones, call attention to safety concerns, identify PPE requirements, and direct the initial emergency response activities of on-duty ERT members responding to the scene.

If external resources are responding to the plant (i.e. an ambulance, mutual aid fire trucks, etc.), the OSIC may assign a Staging Area Manager to report to a designated off-site staging area to organize and log arrival of these resource (personnel and equipment) and to advise the Operations Section Chief on the availability of these resources.

The OSIC may delegate responsibilities and staff the Process Safety Officer position with a unit/process area specialist as necessary to safely and effectively secure and stabilize the units and process areas impacted by the emergency conditions.

The OSIC may assign duties and fill other ICS positions to qualified employees at the scene to ensure safe and effective management of the incident. Employees assigned to ICS positions at the Incident Command Post will don the appropriate ICS identification vests to identify ICS position assignments and minimize confusion.

The OSIC will manage the incident response activities, delegate responsibilities, and expand the ICS organization as necessary for safe and effective control and mitigation of the emergency condition*. (For a complex emergency or disaster that quickly overwhelms the initial response organization, Command may be transferred to the Plant Manager or a designee and the EOC may be activated as outlined in 3.4 below.)*

3.4 Activating the Emergency Operations Center (EOC)

Transferring IC responsibilities to the Plant Manager (or designee) and formal activation of the EOC will expand the ICS organization to a higher level of management and move the crisis management and emergency support activities away from the emergency scene to reduce on-scene chaos. When the EOC is activated, the Incident Command Post near the scene will become the field command center for overseeing and managing tactical emergency response activities at the emergency scene. The EOC will become the strategic command center for managing the crisis and consequences of the event, managing ongoing facility operations and supporting the tactical emergency response activities at the emergency scene.

Actions and the sequence of events for activating the facility EOC in response to Level 2 emergencies will typically be as follows:

- When notified of a Level 2 emergency, the Plant Manager (or designee) will report directly to the Incident Command Post at the emergency scene. At the scene, the Plant Manager (or designee) will consult with the OSIC, receive a briefing and jointly evaluate the emergency conditions to determine the need to transfer command and formally activate the EOC to staff other ICS Command and General Staff positions.
- **When notified of a Level 2 emergency, designated CMT members will report directly to the EOC to begin setting up the EOC for emergency operation. CMT members will begin reviewing their pre-assigned ICS position responsibility checklists (See Sections 5 and 6 of this plan); may begin some initial support activities; and will standby in the EOC for formal activation and direction from the IC when he arrives from the field briefing.**
- **If it is determined that the EOC should be activated, the IC position responsibilities will be formally transfer from the OSIC to the Plant Manager (or designee). The IC (Plant Manager or designee) will travel and move to the EOC location. The OSIC will remain at the ICP (serving as a deputy to IC) with responsibility for overseeing and managing tactical response activities, communicating response objectives, and reporting progress and needs in achieving current goals and objectives to the EOC staff.**
- **Upon arriving at the EOC, the IC will announce formal EOC activation and will brief the CMT members pre-assigned to the ICS Command and General Staff positions on the conditions at the emergency scene and will highlight any major concerns.**
- **Each of the ICS Command and General staff positions (both in the field and in the EOC) will expand their organizations as necessary to effectively manage their assigned responsibilities. (See Sections 5 and 6 of this manual for detailed ICS position responsibility checklists.)**
- **Senior representatives (with decision making authority) of any outside jurisdictional authorities, agencies or stakeholders may be escorted to the EOC as appropriate to participate in a "Unified Command" ICS structure. Representatives of these jurisdictional authorities and agencies may penetrate and be working at many levels within the ICS organization as necessary for effective management of the incident.**
- **The IC/UC will communicate current strategic goals, objectives and priorities to the OSIC and to the Command and General staffs in the EOC. The Operations Section Chief working at the emergency scene will retain complete authority for directing the tactical (hands-on) emergency response/mitigation activities (including the location of personnel and equipment) necessary to achieve these objectives. (See Figure 2-4)**

- **The IC (as well as other ICS Command and General Staff positions when required) will makes notifications and communicate with executives at corporate headquarters.**

Figure 3-1
Incident Report Form

Wynnewood Refinery

Emergency Dispatch Center - Incident Report Form

Time of call:_____Date:_____
Caller's name: _____
Caller's job title: _____Caller's phone #_____
Incident location:_____
Incident type: ☐ Medical ☐ Rescue ☐ Spill or Release ☐ Fire ☐ Other _____
_____
Materials involve (if known):_____
Emergency services requested:_____
Expected impact outside facility:_____
Reported injuries/fatalities _____
Description of what caller knows about possible cause_____
_____
_____
_____
Action taken by Emergency Dispatch Center_____
_____
_____
_____
_____

4.0 EMERGENCY RESPONSE PLANS

Due to the nature of operations at the WRC facility, the potential exist for emergency conditions that could endanger the well-being of WRC employees, visitors, property, neighboring communities, and/or the environment. The Emergency Response Plans provided in this Section include the following:

Section	Emergency Event
4.1	HAZMAT Release and Spill
4.2	Explosion and Fire
4.3	Explosive/Toxic Vapor Release
4.4	EMS- Injury and Fatality

4.5 Rescue Operations
4.6 Security Threats
4.7 Severe Weather Plan
4.8 Evacuation Plan
4.9 Personnel Remaining to Operate Critical Equipment Before Evacuating
4.10 Decontamination Guidelines & Procedures
4.11 Medical/Rescue Procedures
4.12 Emergency Response Team Roster
4.13 External Emergency Contacts
4.14 Emergency Response Equipment Listing

Each Emergency Response Plans provided in this Section are in the form of general guidelines for actions or control measures that should be considered by the WRC Emergency Response Organization for each type of emergency event that could occur. The first page of each emergency event provides a quick reference procedural flow diagram with incident specific guidelines that may be considered in the initial response. Other important and event specific information is included to help guide the appropriate emergency response actions, to establish priorities, and to determine post emergency actions.

The person discovering an emergency or a potential emergency condition will contact the Shift Supervisor using radio Channel 1 or the in-plant phone system by dialing 6666. When alerted of an emergency condition, the EDC will activate the emergency alert system as required and will make necessary notifications to initiate an emergency response. (See Section 3 – Discovery and First Actions)

TO REPORT AN EMERGENCY CALL - 6666

YOU MAY ALSO CONTACT SHIFT SUPERVISOR USING RADIO CHANNEL 1

For event specific information and guidelines on the actions, procedures and priorities necessary for safe and effective emergency response, refer to the plans that follow in this Section:

4.1 HAZMAT RELEASE OR SPILL (large or small)

Quick Reference - Procedural Flow Diagram

PRIORITY	ACTION
1. ASSESSMENT IDENTIFY THE HAZARD AND RISK • *Review SDS* • *Review ERG* • *Call for HELP if necessary*	***Approach from upwind side and position ICP in safe location. Identify the product involved and consult reference guides for evaluation of the hazard and risk. Initiate ICS, establish control zones, provide initial situation and needs report, and give direction to team.***
2. LIFE SAFETY • *Rescue* • *Medical Treatment* • *Evacuation*	***Activate Rescue Team as necessary to move any trapped or injured personnel to place of safety. Provide priority medical treatment in accordance with established protocols. Evacuate (shelter-in-place) plant facilities and the community as necessary.***
3. INCIDENT STABILIZATION • *Exposure Protection* • *Containment* • *Mitigation*	***Establish decontamination area(s). Use appropriate level of PPE to contain the product and protect sensitive areas, by booming, damming, diking, redirecting, etc. Stop the flow of material from the source by plugging, patching, closing valves, repairing gaskets, etc. Suppress vapors with foam as appropriate.***
4. PROPERTY CONSERVATION • *Environmental Protection* • *Overhaul / Collection / Disposal* • *Salvage*	***Neutralize, dilute, or take other action t minimize damage to the environment. Colle spilled material, store in approved containe and dispose of the material according t regulatory requirements. Decontaminat equipment, tools, etc. and restore the area t pre-incident conditions when possible.***

4.1 HAZMAT RELEASE OR SPILL

THE THREAT

Due to the nature of operations at the WRC facility, a release of hazardous material resulting from mechanical failure, human error, natural disasters, or other causes could have an adverse impact on employees, the public, company property, and the environment.

EMERGENCY RESPONSE OBJECTIVES

- Activate system for timely notification of jurisdictional authorities as necessary.
- Secure area and establish control zones … relocate non-essential personnel.
- Minimize exposures and ensure the safety of all personnel, including responders.
- Perform rescue and evacuate or shelter site personnel as necessary.
- Provide emergency first aid and medical treatment for any injured personnel.
- Contain and control the release to the maximum extent possible.
- Stop the release of material from the source.
- Collect and store the released material in approved containers, as appropriate.
- Properly dispose of collected material in accordance with regulatory requirements.
- Decontaminate per SDS recommendations, clean, and restore the area of the release to pre-emergency conditions.

RESPONSE RESOURCES AND THEIR LOCATION

The OSIC and designated ERT members located at the WRC facility will initially respond to any reported spill or release of hazardous material. As dictated by the severity of the spill or release, the OSIC may notify and request assistance from off duty ERT and CMT members, mutual aid partners, local emergency services providers, emergency services contractors and other available outside resources. Response to small spills 55 gallons or less depending on the situation (i.e., body of water impacted) may only require a response from the ERT. Larger spills, greater than 55 gallons will include response requirements as indicated in the SPCC plan.

INITIAL RESPONSE ACTIONS AND RESPONSIBILITIES

The following checklist provides a general sequence of events, the initial actions that must be taken, and the person usually responsible for taking those actions in response to a reported release of hazardous material.

- The OSIC and designated ERT members will immediately respond to the upwind side of the reported release of hazardous material (when possible).
- The OSIC will position the Incident Command Post in a safe location near the scene.

- The OSIC in cooperation with the Operations Section Chief will assess the situation, determine the material involved, establish control zones, draw attention to any life safety concerns, determine resource requirements, and quickly provide the following information to the EOC with an initial "situation and needs" report:
  - Location of the Incident Command Post
  - Conditions and assessment of severity (Level 1 or 2)
  - Material involved (if known)
  - Initial plan of action (offensive or defensive)
  - Additional resource requirements (if needed)
  - Staging area location (if needed)
- The EOC will make notifications and call-out additional resources as directed by the OSIC in the initial situation and needs report.
- The Operations Section Chief will establish an appropriate ICS organization to supervise and provide direction to designated ERT members to perform response and mitigation activities within the scope of the members training and qualifications.

RESPONSE PRIORITIES

The Operations Section Chief and other designated ERT leaders will immediately direct activities of responding ERT members, considering the following tactical priorities:

- **LIFE SAFETY**

- Rescue: Identify and move any injured or trapped personnel to a place of safety;
- Medical: Provide immediate medical treatment for any immediately accessible and seriously injured personnel;
- Evacuation: Shelter-in-place or evacuate personnel from adjacent areas/buildings and the community as deemed appropriate for their safety.

- **INCIDENT STABILIZATION**

- Exposure Protection: Take steps to protect environmentally sensitive and other areas of the site that are not yet impacted by the release of hazardous material.
- Containment: Consider all six sides of the release of hazardous material. Use containment boom; establish dikes, dams and weirs with sand and plastic sheeting or by other means. Use the appropriate level of PPE to cut-off and prevent the material from spreading to other areas.
- Mitigation: Using the appropriate level of PPE; plug, patch, or use other means designated to stop the release of hazardous material. Neutralize, dilute, or use other means to reduce risk and minimize the effects of the hazardous material. Collect, place materials in proper containers, and dispose of the material according to company policy and regulatory requirements.

- **PROPERTY CONSERVATION**

- Overhaul: Once the hazardous material is collected and removed for disposal, take appropriate action to remediate the area to eliminate any future environmental impacts.
- Salvage: Move, relocate, and clean equipment, materials, supplies, etc. that may have been exposed to the hazardous material to prevent loss and any future environmental impacts.

DAMAGE ASSESSMENT AND RECOVERY

When an operating unit or area has been impacted by a release of hazardous material, the following action will be taken:

- The OSIC will assess conditions and will coordinate with the Incident Safety Officer as necessary to determine when the area is safe for entry by a damage assessment team.
- An assessment team appointed by Plant Manager will evaluate damages and determine what action is necessary to restore the area to a normal production mode.
- The assessment team will develop a recovery action plan providing a detailed listing of findings and action that must be taken, the responsible party for the action, and the method for validating completion of all corrective actions to restore the area to a normal production mode.

POST EMERGENCY ACTION

Immediately after the "all clear" and formal termination of the incident, the following action will be taken:

- The Plant Manager and the Manager-Emergency Services will meet with ERT and CMT members involved in the emergency to review emergency response activities and procedures that worked well and those that might need improvement. The Manager-Emergency Services will log and track any corrective actions noted in this meeting and will report the status monthly until it is verified that all corrective actions have been completed.
- A committee appointed by the Plant Manager will convene when necessary to review and evaluate the actions that were taken during this emergency.
- A committee will convene when necessary to investigate the accident or incident according to corporate procedures.
- The EH&S Department will coordinate with the appropriate personnel and any outside jurisdictional authorities to complete and assemble documents/reports needed to meet regulatory requirements.

4.2 EXPLOSION AND FIRE

Quick Reference - Procedural Flow Diagram

PRIORITY	ACTION
1. ASSESSMENT **IDENTIFY THE HAZARD AND RISK** • *Review SDS* • *Review ERGB* • *Call for HELP if necessary*	***Approach from upwind side and position ICP in safe location. Identify the product involved and consult reference guides for evaluation of the hazard and risk. Initiate the ICS, establish control zones, provide initial situation and needs report, stress safety issues and give direction to team.***
2. LIFE SAFETY • *Rescue* • *Medical Treatment* • *Evacuation*	***Activate Rescue Team as necessary to move trapped or injured personnel to place of safety. Provide priority medical treatment in accordance with established protocols. Shelter or evacuate plant facilities and the community as necessary.***
3. INCIDENT STABILIZATION • *Exposure Protection* • *Containment* • *Mitigation - Extinguish the Fire*	***Protect and cool adjacent structures, process equipment, piping, etc. with water streams. Apply foam to pooled liquid fires. Shut down units/processes impacting or impacted by the incident. Terminate electrical power. Stop the flow of material feeding the fire by closing isolation valves. Use a combination of water foam and dry chemical to extinguish the fire.***
4. PROPERTY CONSERVATION • *Protection of Environment* • *Overhaul / Collection / Disposal* • *Salvage*	***Maintain foam blanket on pooled liquids. Collect any spilled material in approved containers and dispose of the material according to regulatory requirements. Decontaminate equipment, tools, etc. and restore the area to pre-incident conditions when possible. Clean and dry equipment.***

4.2 EXPLOSION AND FIRE

THE THREAT

Due to the nature of operations at the WRC facility, an explosion and/or fire resulting from mechanical failure, human error, natural disasters, or other causes could have an adverse impact on employees, the public, WRC property, and the environment.

EMERGENCY RESPONSE OBJECTIVES

- Minimize exposures and ensure the safety of all personnel, including responders.
- Perform rescue and evacuate personnel as necessary to ensure their safety.
- Provide emergency first aid and medical treatment for any injured personnel.
- Protect exposures and contain and control the fire to minimize loss.
- Eliminate the source of fuel feeding the fire when possible.
- Extinguish the fire employing appropriate techniques and extinguishing agents.
- Overhaul the fire area to ensure the fire will not re-kindle
- Remove, clean, and dry any critical equipment to preclude further damage or loss.
- Decontaminate, clean, and restore the area of the fire to pre-emergency conditions.

RESPONSE RESOURCES AND THEIR LOCATION

The OSIC and designated ERT members located at the WRC facility will initially respond to any reported explosion and fire. As dictated by the severity of the explosion and fire, the OSIC may notify and request assistance from off duty ERT and CMT members, mutual aid partners, local emergency services providers, emergency services contractors and other available outside resources.

INITIAL RESPONSE ACTIONS AND RESPONSIBILITIES

The following checklist provides a general sequence of events, the initial actions that must be taken, and the person usually responsible for taking those actions in response to a reported explosion or fire:

- The OSIC and designated ERT members will immediately respond to the upwind side of the reported explosion or fire according to procedures (when possible).
- The OSIC will position the Incident Command Post in a safe location near the scene.
- The OSIC in cooperation with the Operations Section Chief will assess the situation, determine the material involved, draw attention to any life safety concerns, establish control zones, determine resource requirements, and quickly provide the following information to the EDC with an initial "situation and needs" report:
  - Location of the Incident Command Post
  - Conditions and assessment of severity (Level 1 or 2)
  - Material involved (if known)
  - Initial plan of action (offensive or defensive)
  - Additional resource requirements (if needed)
  - Staging area location (if needed)
- The EDC will make notifications and call-out additional resources as directed by the OSIC in the initial situation and needs report.

- The Operations Section Chief will establish an appropriate ICS organization to supervise and provide direction to designated ERT members to perform response and mitigation activities within the scope of the members training and qualifications.

RESPONSE PRIORITIES

The Operations Section Chief and other designated ERT leaders will immediately direct activities of responding ERT members, considering the following tactical priorities:

- **LIFE SAFETY**

- Rescue: Identify and move any injured or trapped personnel to a place of safety;
- Medical: Provide immediate medical treatment for any immediately accessible and seriously injured personnel;
- Evacuation: Evacuate personnel from adjacent areas/buildings as deemed appropriate for their safety.

- **INCIDENT STABILIZATION**

- Exposure Protection: Protect (usually with water steams) those things that are not yet involved with fire but could quickly become involved with fire if not protected or moved.
- Containment: Consider all six sides of the fire. Cut off and prevent extension of the fire to areas that are not involved. Control/eliminate sources of fuel when possible.
- Extinguishment/Mitigation: Attack the seat of the fire with water, foam, and dry chemical agents as appropriate to eliminate the fire.

NOTE: Refer to hazmat, rescue, and/or medical sections for additional guidance if these conditions become factors in response to the explosion or fire.

- **PROPERTY CONSERVATION**

- Overhaul: Once the fire is extinguished, take appropriate action to prevent re-ignition by identifying and eliminating hot spots, suppressing flammable vapors with foam, etc.
- Salvage: Move, relocate, and clean equipment, materials, supplies, etc. that may be saved from damage or loss by taking appropriate action.

DAMAGE ASSESSMENT AND RECOVERY

When a fire has impacted an operating unit or area of the refinery, the following action will be taken:

- The OSIC will assess conditions and will coordinate with the Incident Safety Officer as necessary to determine when the area is safe for entry by a damage assessment team.
- An assessment team appointed by the Plant Manager will evaluate damages and determine what action is necessary to restore the area to a normal production mode.
- The assessment team will develop a recovery action plan providing a detailed listing of findings and action that must be taken, the responsible party for the action, and the method for validating completion of all corrective actions to restore the area to a normal production mode.

POST EMERGENCY ACTION

Immediately after the "all clear" and formal termination of the incident, the following action will be taken:

- The Plant Manager and the Manager - Emergency Services will meet with ERT and CMT members involved in the emergency to review emergency response activities and procedures that worked well and those that might need improvement. The Manager - Emergency Services will log and track any corrective actions noted in this meeting and will report the status monthly until it is verified that all corrective actions have been completed.
- A committee appointed by the Plant Manager will convene when necessary to review and evaluate the actions that were taken during this emergency.
- A committee will convene when necessary to investigate the accident or incident according to corporate procedures.
- The EH&S Department will coordinate with the appropriate personnel and any outside jurisdictional authorities to complete and assemble documents/reports needed to meet regulatory requirements.

4.3 EXPLOSIVE/TOXIC VAPOR RELEASE

THE THREAT

Due to the nature of operations at the WRC facility, a flammable vapor release resulting from mechanical failure, human error, natural disasters, or other causes could have an adverse impact on employees, the public, WRC property, and the environment. Review procedures on explosions and fire if these become factors of the emergency response.

EMERGENCY RESPONSE OBJECTIVES

- Eliminate ignition sources and ensure the safety of employees and responders.
- Shelter in place and evacuate personnel as appropriate to ensure their safety.
- Provide emergency first aid and medical treatment for any injured personnel.
- Use water fog and water spray to contain the release to the maximum extent possible.
- Stop the release of material from the source.
- Make repairs and restore the area of the release to pre-emergency conditions.

RESPONSE RESOURCES AND THEIR LOCATION

The OSIC and designated ERT members located at the WRC facility will initially respond to any reported release of explosive vapors. As dictated by the severity of the release, the OSIC may notify and request assistance from off duty ERT and CMT members, mutual aid partners, local emergency services providers, emergency services contractors and other available outside resources.

INITIAL RESPONSE ACTIONS AND RESPONSIBILITIES

The following checklist provides a general sequence of events, the initial actions that must be taken, and the person usually responsible for taking those actions in response to an explosive vapor release.

- The OSIC and designated ERT members will use extreme caution and immediately respond to the upwind side of the reported flammable vapor release.
- The OSIC will position the Incident Command Post in a safe location near the scene.
- The OSIC in cooperation with the Operations Section Chief will assess the situation, determine the material involved, draw attention to any life safety concerns, establish control zones, determine resource requirements, and quickly provide the following information to the EDC with an initial "situation and needs" report:
  - Location of the Incident Command Post
  - Conditions and assessment of severity (Level 1 or 2)
  - Material involved (if known)
  - Initial plan of action (shelter in place or evacuation of units/areas)
  - Additional resource requirements (if needed)
  - Staging area location (if needed)
- The EDC will make notifications and call-out additional resources as directed by the OSIC in the initial situation and needs report.
- The OSIC will establish an appropriate ICS organization to supervise and provide direction to designated ERT leaders and ERT members to perform response and mitigation activities within the scope of their training and qualifications.

RESPONSE PRIORITIES

The Operations Section Chief and other designated ERT leaders will immediately direct activities of responding ERT members, considering the following tactical priorities:

- **LIFE SAFETY**

- Rescue: Identify and move any injured or trapped personnel to a place of safety;
- Medical: Provide immediate medical treatment for any immediately accessible and seriously injured personnel;
- Evacuation: Shelter in place or evacuate personnel from adjacent units, areas, buildings and the community as deemed appropriate for their safety.

- **INCIDENT STABILIZATION**

- Exposure Protection: Take steps to eliminate potential ignition sources (i.e., shut down engine driven equipment, unit operations, furnaces, and roads).
- Containment: Consider all six sides of the vapor release. Use the appropriate level of PPE and establish water fog and water spray to contain cut-off and prevent the flammable vapors from spreading to other areas.
- Mitigation: Close valves, shut down unit operations and process flows as necessary to eliminate the source of the flammable vapor release.

- **PROPERTY CONSERVATION**

- Overhaul: Ensure vapors are removed from low-lying areas.
- Salvage: Move, relocate, and clean equipment, materials, supplies, etc. that may have been exposed to water spray.

DAMAGE ASSESSMENT AND RECOVERY

When an operating unit or area has been impacted by a flammable vapor release, the following actions will be taken:

- The OSIC will assess conditions and will coordinate with the Safety Officer as necessary to determine when the area is safe for entry by a damage assessment team.
- An assessment team appointed by the Plant Manager will evaluate damages and determine what action is necessary to restore the area to a normal production mode.
- The assessment team will develop a recovery action plan providing a detailed listing of findings and action that must be taken, the responsible party for the action, and the method for validating completion of all corrective actions to restore the area to a normal production mode.

POST EMERGENCY ACTION

Immediately after the "all clear" and formal termination of the incident, the following action will be taken:

- The Plant Manager and the Manager - Emergency Services will meet with ERT and CMT members involved in the emergency to review emergency response activities and procedures that worked well and those that might need improvement. The Manager - Emergency Services will log and track any corrective actions noted in this meeting and will report the status monthly until it is verified that all corrective actions have been completed.
- A committee appointed by the Plant Manager will convene when necessary to review and evaluate the actions that were taken during this emergency.
- A committee will convene when necessary to investigate the accident or incident according to corporate procedures.
- The EH&S Department will coordinate with the appropriate personnel and any outside jurisdictional authorities to complete and assemble documents/reports needed to meet regulatory requirements.

4.4 EMS – INJURY OR FATALITY

Quick Reference - Procedural Flow Diagram

PRIORITY	ACTION
1. ASSESSMENT IDENTIFY THE HAZARD AND RISK • *Review SDS* • *Review ERGB* • *Call for HELP if necessary*	***Approach from upwind side and position ICP in safe location. Identify the cause of injuries or fatalities (if possible) and if chemical exposures are suspected, consult reference guides as necessary for evaluation of the hazards and risks. Initiate the ICS, establish control zones, provide initial situation and needs report, stress safety issues and give direction to team.***
2. LIFE SAFETY • *Rescue* • *Medical Treatment* • *Evacuation*	***Activate Rescue Team as necessary and use the appropriate level of PPE to move trapped or injured personnel to place of safety. Provide priority medical treatment in accordance with established protocols. Protect from exposure to body fluids. Shelter or evacuate plant facilities and the community as necessary.***
3. INCIDENT STABILIZATION • *Patient decontamination* • *Triage area for multiple injuries* • *Air/Ground Transportation* • *Secure scene if there are fatalities* • *Temporary Morgue* • *Clergy/CISM Counselors* • *Next of kin notifications*	***Establish patient decontamination and triage areas as necessary for multiple injuries. Call for air and ground ambulance as required. Establish landing zone for air-ambulance. If there are confirmed fatalities, contact Coroner, treat the area as a crime scene and secure the area. For multiple fatalities establish temporary morgue as necessary. Coordinate with the Safety and Human Resource Officers to obtain clergy and CISM counselors for responders and family of any seriously injured or deceased employees; and for the appropriate notification of next of kin for any seriously injured or deceased employees/contractors.***

4.4 EMS – INJURY OR FATALITY

THE THREAT

Due to the nature of operations at the WRC facility, medical emergencies such as human illness and work related injuries or fatalities that might occur as a result of mechanical failure or human error could have a serious impact on facility operations.

EMERGENCY RESPONSE OBJECTIVES

- Minimize exposure to conditions that may have caused the illness or injury and ensure the safety of all personnel, including responders.
- Perform rescue and evacuate personnel as necessary to ensure their safety.
- Establish a triage area as necessary and provide emergency first aid and medical treatment for any injured personnel using recognized medical protocols.
- Perform decontamination as necessary for transport of patients to hospitals.
- Coordinate ground and air transportation for injured personnel as required.
- Decontaminate, clean, and restore safe working conditions as necessary to return to normal operations.

RESPONSE RESOURCES AND THEIR LOCATION

The OSIC and designated ERT members located at the WRC facility will initially respond to any reports of illness, injuries or fatalities. As dictated by the severity of the emergency events, the OSIC may notify and request assistance from off duty ERT and CMT members, mutual aid partners, local emergency services providers, emergency services contractors and other available outside resources. ERT members trained in medical response can reference the "First Aid & Medical Protocol" document if needed during any medical related response. A copy of the First Aid & Medical Protocol is located in the Refinery First Aid Room. Additional instruction is also listed in section 4.11 Medical/Rescue Procedures.

INITIAL RESPONSE ACTIONS AND RESPONSIBILITIES

The following checklist provides general guidelines for actions that will be taken in the event of an incident resulting in illness, severe injury, multiple injuries, and/or a fatality.

- The OSIC, trained medical personnel and designated ERT members (as necessary) will immediately respond upwind to approach the location of any reported medical emergency that is deemed to be serious.
- The OSIC will position the Incident Command Post in a safe location near the scene.
- The OSIC in cooperation with the Operations Section Chief will assess the situation and incident conditions, draw attention to any life safety concerns, establish control zones, determine resource requirements, and quickly provide the following information to the EDC with an initial "situation and needs" report:
  - Location of the Incident Command Post
  - Condition and severity of the emergency (Level 1 or2)
  - Materials involved (if known)
  - Initial plan of action (offensive or defensive)
  - Additional resource requirements

- Staging area location

- The EDC will make notifications and call-out additional resources as directed by the OSIC in the initial situation and needs report.
- The Operations Section Chief will establish an appropriate ICS organization to supervise and provide direction to the trained medical personnel perform medical treatment within the scope of their training and qualifications.

RESPONSE PRIORITIES

The Operations Section Chief will assign a triage officer as necessary to direct activities of responding medical personnel and ERT members, considering the following tactical priorities:

- **LIFE SAFETY**

- Medical: Quickly evaluate injured personnel that are immediately accessible and provide priority medical treatment to those with life threatening injuries.
- Relocation: Identify and move any immediately accessible and injured personnel to an improved place of safety as soon as possible.
- Evacuation: Shelter or evacuate personnel from the areas and community as deemed appropriate for their safety.

NOTE: Use appropriate PPE and avoid direct contact with human body fluids. Do not move any deceased persons until authorized by a representative of the Coroner's Office (unless the location of the deceased person hinders ongoing search, rescue, or medical treatment efforts).

- **INCIDENT STABILIZATION**

- Secure the area as appropriate and deny access to unauthorized personnel.
- Establish a triage area as necessary.
- Establish a landing zone for any medical helicopter requested.
- For a fatality, post security guards as necessary to secure area and protect evidence, cover victim to minimize visual trauma, and immediately notify local law enforcement, the Coroner's Office and other authorities as appropriate.
- If ongoing search and rescue is required, mitigate conditions or circumstances that may have contributed to the injuries and take appropriate action to minimize risk and prevent injury to those involved in the search and rescue operations.
- Establish decontamination area as necessary to decontaminate and prepare patients for transport to medical facilities.
- For multiple fatalities, establish a temporary morgue as necessary for holding any deceased who must be removed from the scene and assign security guards to maintain security in this area.
- Coordinate with the Facility Safety Officer to notify next of kin of seriously injured or deceased personnel. Write the names of injured or deceased persons on paper and use a runner to relay this information to the Facility Safety Officer in the EOC.

NOTE: Refer to the fire, rescue, and/or hazardous material tabbed sections if these conditions are factors in stabilizing the incident.

ASSESSMENT AND RECOVERY

When a work area has been involved with an incident resulting in injuries or a fatality, the following actions will be taken.

- Only after approval by all outside agencies having jurisdictional authority at the scene, the OSIC will declare the area safe for entry by a WRC accident investigation or damage assessment team.
- When the area is declared safe for entry by the OSIC, an accident investigation or damage assessment team appointed by Plant Manager will enter the affected area(s) to evaluate conditions and determine actions and safety precautions required to restore the area to normal operation.
- The accident investigation or damage assessment team will develop a recovery action plan providing a detailed listing of findings and action that must be taken, the responsible party for the action, and the method for validating completion of all actions.

POST EMERGENCY ACTION

Immediately after the "all clear" and formal termination of the incident, the following action will be taken:

- The Plant Manager and the Manager – HS&E will meet with ERT and CMT members involved in the emergency to review emergency response activities and procedures that worked well and those that might need improvement. The Manager – HS&E will log and track any corrective actions noted in this meeting and will report the status monthly until it is verified that all corrective actions have been completed.
- A committee appointed by the Plant Manager will convene when necessary to review and evaluate the actions that were taken during this emergency.
- A committee will convene when necessary to investigate the accident or incident according to corporate procedures.

The HS&E Department will coordinate with the appropriate personnel and any outside jurisdictional authorities to complete and assemble documents/reports needed to meet requirements of local, state and federal

4.5 – RESCUE OPERATIONS

Quick Reference - Procedural Flow Diagram

PRIORITY	ACTION
1. ASSESSMENT **IDENTIFY THE HAZARD AND RISK** • *Test Atmosphere (if applicable)* • *Review SDS* • *Call for HELP if necessary*	***Approach from upwind side and position ICP in safe location. Assess conditions of incident. As appropriate, test atmosphere to determine hazards, risks and PPE requirements. Initiate the ICS, establish control zones, provide initial situation and needs report, stress safety issues and give direction to team.***
2. LIFE SAFETY • *Establish safe entry conditions* • *Rescue* • *Medical Treatment* • *Evacuation*	***Call for and stage an ambulance for standby. Use the appropriate level of PPE, shore-up, improve grade and/or use tools/rigging as necessary to gain access to any trapped and injured personnel. Provide priority medical treatment in accordance with established protocols to stabilize and package injured personnel. Protect from exposure to body fluids.***
3. INCIDENT STABILIZATION • *Patient decontamination* • *Establish lowering/hauling systems* • *Move trapped/injured to safety* • *Air/Ground Transportation*	***Establish patient decontamination as necessary. Establish lowering or hauling systems as necessary and move injured and trapped personnel to a place of safety. Call for air and ground ambulance as required. Establish landing zone for air-ambulance as required.***

4.5 RESCUE OPERATIONS

THE THREAT

Due to the nature of operations at the WRC facility, natural events or an accident caused by mechanical failure or human error could result in personnel being trapped in a confined space or other unsafe location. These persons may have a severe injury or multiple injuries requiring immediate medical attention.

EMERGENCY RESPONSE OBJECTIVES

- Pull all confined space entry permits and deny access to all confined spaces until the rescue is complete and an all clear has been given.
- Ensure safety of rescue team and minimize exposure to conditions that may have resulted in injuries and personnel being trapped and injured in a confined space or other unsafe location.
- Perform rescue operations and evacuate personnel as necessary to ensure their safety.
- Provide emergency first aid and medical treatment for any injured personnel using recognized medical protocols.
- Perform decontamination that may be necessary; stabilize, package and relocate injured and trapped personnel to a place of safety.
- Coordinate ground and air transportation for injured personnel as required.
- Decontaminate, clean, and restore safe working conditions as necessary to return to normal operations.

RESPONSE RESOURCES AND THEIR LOCATION

The OSIC and designated ERT members located at the WRC facility will initially respond to any report of an incident where personnel may be trapped and/or injured and a rescue operation is necessary. As dictated by the nature and severity of the event, the OSIC may notify and request assistance from off duty ERT and CMT members, mutual aid partners, local emergency services providers, emergency services contractors and other available outside resources.

INITIAL RESPONSE ACTIONS AND RESPONSIBILITIES

The following are general guidelines for responding to emergencies related to high angle, confined space, trench, or related search and rescue operations:

- The OSIC and designated ERT members will immediately respond to the location where rescue operations are required.
- The OSIC will position the Incident Command Post in a location near the scene.
- The OSIC in cooperation with the Operations Section Chief will assess the situation, determine hazardous conditions, draw attention to any life safety concerns, establish control zones, determine resource requirements, and quickly provide the following information to the EDC with an initial "situation and needs" report:
  - Location of the Incident Command Post
  - Conditions and assessment of severity (Level 1 or 2)

- Material involved (if known)
- Initial plan of action
- Additional resource requirements (if needed)
- Staging area location (if needed)

NOTE: If deemed necessary, request the EDC to stage an ambulance with advanced life support for standby prior to entry by the Rescue Team.

RESPONSE PRIORITIES

The Operations Section Chief and other designated ERT leaders will immediately direct activities of responding ERT members, considering the following tactical priorities:

- **LIFE SAFETY**

- Medical: Provide immediate medical treatment for any seriously injured personnel that are immediately accessible.
- Relocation: Identify and move any immediately accessible and injured personnel to an improved place of safety as soon as possible.
- Evacuation: Evacuate personnel from adjacent areas and the community as deemed appropriate for their safety.

- **INCIDENT STABILIZATION**

- Neutralize Threat: Take appropriate action to minimize the threat and danger of injury for rescue personnel and for personnel that may be trapped or injured:
- Determine and use the appropriate level of PPE
- Test for flammable gas, oxygen, and/or toxic materials as appropriate
- Ventilate and establish safe atmospheric and thermal conditions
- Shore-up or improve slop and/or grade
- Remove, dilute or neutralize any hazardous material
- Establish simple haul and lowering systems as required
- Employ extrication tools to free trapped personnel as required
- Stabilize, package, and carefully remove injured or trapped personnel
- Decontaminate injured personnel as appropriate before transport
- Arrange appropriate transportation of injured personnel for further treatment

NOTE: Refer to the fire, hazmat, medical or other tabbed sections of this manual if these conditions are factors for rescue operations.

ASSESSMENT AND RECOVERY

When a work area has been involved with an abnormal condition resulting in personnel being injured and/or trapped and requiring special rescue operations, the following actions will be taken.

- The OSIC will assess conditions and will coordinate with the Incident Safety Officer as necessary to determine when the area is safe for entry by a safety assessment team.

- A safety assessment team appointed by the Plant Manager will enter the affected area to evaluate conditions and determine what action and safety precautions are required to ensure the safety of ongoing work activities in the area.
- The safety assessment team will develop a recovery action plan providing a detailed listing of findings and action that must be taken, the responsible party for the action, and the method for validating completion of all corrective actions to ensure the safety of ongoing work activities in the area.

POST EMERGENCY ACTION

Immediately after the "all clear" and formal termination of the incident, the following action will be taken:

- The Plant Manager and the Manager – Emergency Services will meet with ERT and CMT members involved in the emergency to review emergency response activities and procedures that worked well and those that might need improvement. The Manager – Emergency Services will log and track any corrective actions noted in this meeting and will report the status monthly until it is verified that all corrective actions have been completed.
- A committee appointed by the Plant Manager will convene when necessary to review and evaluate the actions that were taken during this emergency.
- A committee will convene when necessary to investigate the accident or incident according to corporate procedures.
- The EH&S Department will coordinate with the appropriate personnel and any outside jurisdictional authorities to complete and assemble documents/reports needed to meet regulatory requirements.

4.6 SECURITY THREATS

Quick Reference - Procedural Flow Diagram

PRIORITY	ACTION
1. ASSESSMENT *(Person Receiving Threat)* • *Maintain Composure* • *Identify Physical Features* • *Get Vehicle Description* • *Write Down Threat Details* • *Immediately Report Threat*	***Remain calm and gather as much information as possible. If you see the perpetrator, estimate age, height and weight. Note hair and skin color, style of clothing, noticeable scars, tattoos, or other unique physical features. Note any descriptive accent. If vehicle is seen, note the color, make, model and license plate number. Immediately write down details and what was said. Note the time of the threat and any directions or time of planned actions. Ask, "what is your purpose." Report the threat to your supervisor.***
2. LIFE SAFETY • *Stop Use of Electronic Devices* • *Evaluate Credibility of Threat* • *Order Visual Search of Threat Area* • *Evacuate Threat Area*	***<u>Do not</u> use radios or other electronic devices in area of a bomb threat. Make determination on credibility of threat. As deemed necessary, request all employees to perform quick visual search/inspection of their work area, evacuate and report anything unusual or out of place.***
3. INCIDENT STABILIZATION • *Contact Law Enforcement* • *Secure Threat Area* • *Assemble CMT* • *Contain and Neutralize the Threat* • *Develop/ Execute Mitigation Plan*	***Contact law enforcement agencies and secure the area of the threat as appropriate. Assemble the CMT as necessary to manage crisis and support threat mitigation activities. Contain and neutralize the threat to the maximum extent possible. Develop and execute a threat mitigation plan to eliminate the threat.***

4.6 SECURITY THREATS

THE THREAT

Due to some underlying cause for disrupting operations at the WRC facilities security threats involving; explosives, biological or chemical agents, kidnapping, ransom, and other specific threats to the security and safety of employees and property could reasonably occur at the WRC facility.

EMERGENCY RESPONSE OBJECTIVES

- Gain as much information as possible to assist authorities in establishing credibility and identifying the perpetrator(s) of a security threat.
- Obtain the specific details of any threat from all available sources including phone calls, letters, E-mail transmissions or other methods of communication that may be used by the perpetrator(s).
- Notify Security and key management of the threat and so that they may assess the threat potential and credibility and take appropriate action to shelter or evacuate personnel from the potential threat area(s) as necessary to ensure their safety. If there is a bomb threat, stop the use of portable radios.
- Notify local, state and federal authorities and agencies as appropriate and as required by the threat potential and establish a "Unified Command" ICS organization as necessary for development of a response and mitigation plan. (See Section Two for additional information on the WRC Incident Management System)
- Secure the impacted area, quarantine and provide medical assistance and decontamination to personnel who may have been exposed to a biological agent, chemical agent or other agents or materials. Prevent contamination of other areas.
- Coordinate ground and air transportation for any injured personnel as appropriate for the incident.
- Mitigate or remove the threat, decontaminate, clean, and restore safe working conditions as necessary to return to normal operations.

INITIAL CONTACT

The following provides general guidelines for actions that will be taken in the event of any security threat:

- Any employee witnessing or receiving; bomb threats, threats of kidnapping, ransom, or other security threats via telephone or by other means must remain calm and concentrate on gaining as much information as possible from the perpetrator(s).
  - Note Physical Features – If the person is seen, estimate the age, height, and weight. Note the hair color, skin color, style and color of clothing, and if there are any noticeable scars, tattoos, or other unique physical features. Pay attention to any descriptive ethnic accents that may be detected in the voice of the perpetrator.
  - Get Vehicle Description – If a vehicle is seen, note the make, model, color, and the license plate number and state. Note if there are any unique features about the vehicle such as dents, scratches, taillights broken, or lights burned out, etc.

- Document Threat Details – If you are the receiver of the threat, use the Threat Report Form and immediately write down exactly (word for word if possible) what the perpetrator said regarding the threat. Ask the perpetrator to repeat what was said so that the information is as accurate as possible. Note the time of the treat, specific directions given by the perpetrator, and a listing and the time of any planned actions by the perpetrator. Ask why the perpetrator is making the threat.
- Keep the Line Open - At the end of the call, do not hang up the phone. Leave the phone line open and immediately use another phone or verbally notify your immediate supervisor, giving details of the threat. In cooperation with the supervisor, notify the senior WRC security officer, giving details of the threat.

REPORTING SECURITY THREATS

Any employee witnessing or receiving any real or perceived threats to the security and safety of WRC facilities or employees should complete the WRC Security Threat Report and immediately report the security threat to the immediate supervisor and to the senior WRC Security Officer.

- Upon receiving any notice of a security threat, the Senior Security Officer will immediately notify and brief the Plant Manger on the details of the reported security threat.
- As directed by the Plant Manager, the Senior Security officer will alert other key members of management and ERT members on details of the security threat.
- When authorized by the Plant Manager, the Senior Security Officer will report the incident to local law enforcement authorities and any Federal agencies and/or outside jurisdictional authorities as required.
- The Senior Security Officer, with the support of other designated personnel, will assemble, interview/debrief and obtain information and formal statements from any employee(s) who received or witnessed the security threat to ensure that all details are understood and well documented.
- The Plant Manager, Senior Security Officer and others as deemed appropriate will assess the threat potential and credibility to determine the initial response actions. They will further communicate and coordinate with law enforcement agencies and other jurisdictional authorities as required to establish a formal plan of action and mitigation.

INITIAL RESPONSE

- As directed the Plant Manager (in cooperation with other agencies and jurisdictional authorities involved) will review the initial response objectives, determine the location of the Incident Command Post, and establish the ICS organization required for management of tactical response activities in the field.
- As established in response objectives, the IC/Plant Manager may staff the Production and Recovery Section Chief Position to coordinate with area foreman for the orderly shutdown and evacuation of any facility operations that may be impacted by the threat.
- If employees are directed to evacuate an office, a unit, a process area or any other area of the plant, they will be asked to first make a quick visual inspection of their immediate work areas prior to departing to identify and note the location of any suspicious, unusual, or out of the ordinary packages, containers, brief cases, back packs, etc. that may be in that area.

Employees will be instructed not to examine or disturb any discoveries but to immediately report these discoveries to the OSIC or the Operations Section Chief (if established).

NOTE: Employees must take all threats serious and remain alert! If there is a bomb threat. DO NOT USE RADIOS! Understand that an initial threat is often used to lure employees or emergency responders into an area where a secondary act of terror will impact and cause injury to emergency responders. Take appropriate precautions. Establish control zones with a single entry point and allow only personnel with the appropriate training and protective equipment to enter the threat area.

RESPONSE PRIORITIES

The OSIC in cooperation with other agencies and jurisdictional authorities will coordinate the tactical response activities of the response personnel working at the scene, considering the following tactical priorities:

- **LIFE SAFETY**

- Evacuation: Shelter and/or evacuate personnel from work areas and any adjacent areas as deemed appropriate for their safety.
- Medical: Assemble a medical group to provide immediate medical treatment for any injuries that may result from the security threat.
- Relocation: Establish a triage area as necessary for quickly moving personnel to a place of safety and treating any injured in a timely manner.

- **INCIDENT STABILIZATION**

- Take appropriate action to minimize the danger of injury or illness to personnel involved in locating, identifying, and mitigating the threat.
- Determine and use the appropriate level of PPE for maximum protection.
- Secure the impacted area and quarantine and provide medical assistance to personnel that may have been exposed to a biological agent or other agents that could spread to other areas if not appropriately contained.
- Conduct atmospheric and physical testing as appropriate to establish risk potential.
- Remove, dilute, neutralize or by other means eliminate or minimize the threat.
- Stabilize, package, and carefully remove injured or trapped personnel.
- Decontaminate injured personnel as appropriate before transport.
- Arrange appropriate transportation of injured personnel to local hospital.

NOTE: Refer to; fire, hazmat, medical or other response plans in this section of the manual … if these conditions are factors in response to a security threat.

ASSESSMENT AND RECOVERY

When a work area has been involved in a security threat, the following actions will be taken:

- Only after approval by all outside agencies having jurisdictional authority at the scene, the OSIC will declare the area safe for entry by an assessment team.
- When the area is declared safe for entry by the OSIC, an assessment team appointed by the Plant Manager, in cooperation with jurisdictional authorities, will enter the affected area(s) to

evaluate conditions and determine actions and safety precautions required to restore the area to normal operation.

- The assessment team will develop a recovery action plan providing a detailed listing of findings and action that must be taken, the responsible party for the action, and the method for validating completion of all corrective actions to restore the area to normal operations.

POST-EMERGENCY ACTION

Immediately after the "all clear" and formal termination of the incident, the following action will be taken:

- The Plant Manager and other designated employees will meet with the emergency response and agency representatives involved in the emergency to review emergency response activities and procedures that worked well and those that might need improvement. The EH&S Manager will log and track any corrective actions noted in this meeting and will report the status monthly until it is verified that all corrective actions have been completed.
- A committee appointed by the Plant Manager will convene when necessary to review and evaluate the actions that were taken during this emergency.
- A committee will convene when necessary to investigate the accident or incident according to corporate procedures.
- The EH&S Department will coordinate with the appropriate personnel and any outside jurisdictional authorities to complete and assemble documents/reports needed to meet regulatory requirements.

Figure 4-1

Wynnewood Refinery
Security Threat – Report Form

Call received by:_____

Call received at (location and number):_____

Time/date call was received:_____

What did the caller say, threaten or demand, using his/her exact language as far as possible:

_____

_____

If this is a bomb threat and you are able to … ask the caller these questions:

WHEN is the bomb set to go off? _____

WHERE is it? _____

WHAT kind of bomb is it? _____

WHY are you doing this? _____

WHO are you? _____

Did the caller say he/she would call again? Yes:_____ No:_____

If so, when? _____ About how long was the call?_____

Did caller seem young or older? _____Male? _____Female? _____

Were there any speech characteristics or an accent noted?_____

If so, what were they? _____

_____

Were there any identifiable background noises?____ If so, can you describe them?

_____

_____

Was the Caller: Calm? _____ Excited? _____ Intoxicated? _____

Rational? _____ Irrational? _____Angry? _____ Other? _____

_____

_____

Signed _____Received by _____

Date _____ Date _____

4.7 SEVERE WEATHER PLAN

This section of the Emergency Response Plan is a guideline for the protection of all personnel and property during the threat of severe weather. This section applies to all personnel at the Wynnewood Refinery. The following weather conditions have been identified as potential hazards for Wynnewood Refinery.

Severe Thunder Storms (Tornados, Straight line winds, Hail) High Hazard Potential
Lightning High Hazard Potential
Earthquakes Low Hazard Potential
Extreme Conditions (Heat, Cold) Moderate Hazard Potential
Flooding Low Hazard Potential

4.7.1 References

www.noaa.gov
www.weather.gov
www.mesonet.org
www.ArcGIS.com

4.7.2 Responsibilities

Monitoring & Notification: From 0730 to 1600 hours Monday through Friday and during outage work, excluding holidays, a Safety Department Representative shall be responsible for oversight of emergency response and preventive actions involved with; weather related activities, storm surveillance, storm planning, sheltering, preparations, assignment of duties and emergency response. These activities will be initiated based on analysis of warnings issued by NOAA/the National Weather Service or line of sight. All other times the Refinery Shift Foreman or their designee shall be responsible for initiating the appropriate protective actions.

Safety Manager: Is responsible for ensuring the appropriate resources (equipment and personnel) to actively manage severe weather related activities are available.

EOC Personnel: The Management Leadership Team is responsible for providing operational and maintenance support, and operating the Emergency Operations Center as needed to facilitate severe weather response actions, evacuations, sheltering, and potential shut downs.

Safety Department: Is responsible for monitoring severe weather. Safety Department personnel shall make pertinent status updates, using the radio “All Call” (channel 16) and EANS when necessary.

Building Evacuation Wardens: Are responsible for ensuring that all personnel within their assigned buildings are aware of the severe weather alert and will provide direction to a safe location pending the announcement of the All Call or EANS notification. Building Warden Positions are identified in section 4.8 EVACUATION PLAN.

4.7.3 Severe Weather Identification and Response

SEVERE THUNDERSTORM

A severe thunderstorm includes one or more of the following: wind gusts in excess of 58mph, 1" hail or larger, and/or a tornado.

Watch: Severe thunderstorm watch is when atmospheric conditions are favorable for the development of severe thunderstorms.

Warning: A severe thunderstorm warning means a severe thunderstorm has been observed by either radar or a spotter in the field.

TORNADO/STRAIGHTLINE WINDS:

Tornados and straight line wind emergencies will be treated the same, given their similar potential hazard to personnel and property.

Tornado Watch: A tornado watch means tornadoes are possible in the watch area. If a tornado watch is issued, the Safety Department or Shift Foreman will monitor tornadic activity.

Tornado Warning: A tornado warning means a severe thunderstorm has developed and has either produced a tornado or radar has indicated intense low level rotation in the presence of atmospheric conditions conducive to tornado development.

Communication: In the event of upcoming known tornadic weather, the Safety Department will discuss the potential with the Refinery Manager. If there is a reasonable amount of time given, all non-essential personnel will be sent home for the day. In the event that a tornado is in line headed towards the refinery, the Safety Department or Shift Foreman will sound the EANS followed by a radio ALL CALL message. All personnel will be directed to the Refinery Storm Shelters, Building Evacuation Wardens will ensure that everyone in their building is evacuated and directed to either seek offsite shelters or onsite depending on the ALL CALL message from the Safety Department or Shift Supervisor.

The decision to start an evacuation will be based on the information gathered from the; National Weather Service, Oklahoma Office of Emergency Management, Garvin County Office of Emergency Management, trained spotters, local police, and fire departments. In the event that the City of Wynnewood tornado warning sirens are sounded and the refinery is NOT already taking precautionary measures, the Safety Department or Shift Foreman shall initiate an evacuation of non-essential personnel to seek shelter off-site. All essential personnel will be directed to the facility on-site shelters. Shown below is a list and map of

the Wynnewood Refinery Shelter Locations and their capacities, as well as the nearby City of Wynnewood Shelter Location addresses.

Note: The city of Wynnewood, Wynnewood Fire Department uses sirens to page out the local fire department. These sirens should not be confused with a tornado warning and can be identified by different tones on their sirens. A sequence of short tones is used to notify the local fire department, while a long continuous tone is used for severe weather.

Action: In the event of a tornado all personnel on site will remain in the designated storm shelters until the tornado has passed. The Safety Department or Shift Foreman will make the decision when it is safe to exit the storm shelters. If the tornado has passed the refinery without damage then the ALL CLEAR will be sounded on the EANS. If there is damage to the refinery then the Shift Supervisor will sound the EANS for those areas with incidents. The extent of damage caused by a tornado or straight line winds is unpredictable. In the event that an incident has occurred at the refinery, it will be treated as any emergency at the refinery and managed through the ICS. All onsite ERT personnel should respond to the Fire Station and wait for assignments. EOC personnel should respond to the primary EOC location, unless that has been damaged by the event then they should relocate to the secondary EOC location. All essential personnel such as Operations should evaluate their designated process areas and relay information to the On Scene Incident Commander of that area's status. The OSIC will control the emergency and determine how to respond in coordination with the EOC. All non-essential personnel should ensure that they are accounted for and wait for the EOC Incident Commander to give them directions.

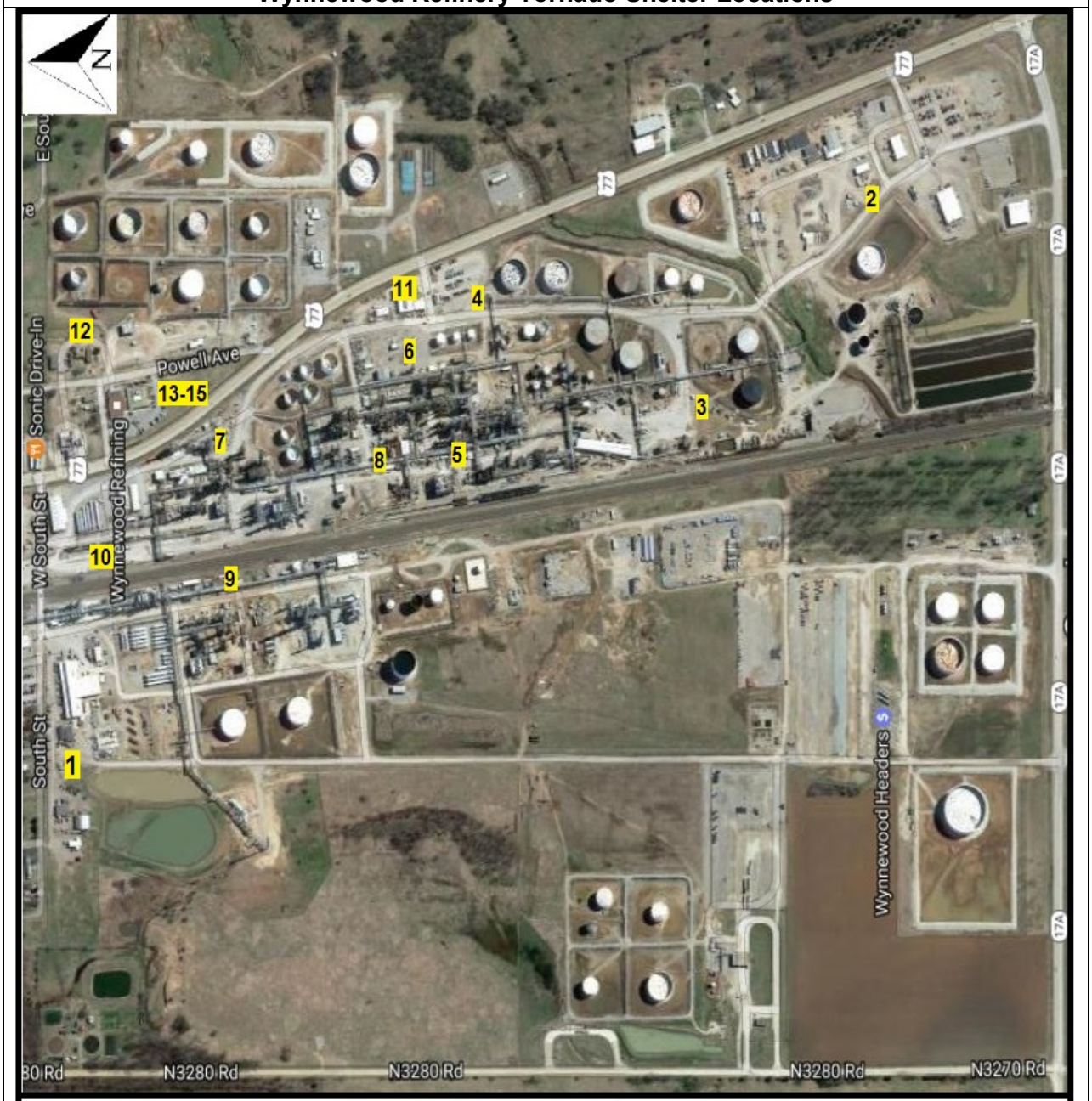
Exiting Shelters

When the All Clear is sounded use caution when exiting shelter locations due to the possibility of storm damage, broken glass, downed power lines, chemical spills and/or gas leaks.

Wynnewood Refinery Shelter Locations		
Map #	**Location**	**Capacity**
1	Storm Shelter West of Warehouse/Maintenance Building	30
2	South End Storm Shelter (buried conex box)	50
3	Storm Shelter South of Blender Operations Shelter	30
4	Storm Shelter South of Central Control Building	30
5	Crude Unit Operations Shelter	32
6	Hydrocracker/Platformer Operations Shelter	32
7	FCCU Operations shelter	32
8	Boiler House Operations shelter	40
9	Alky Unit Operations Shelter	32
10	LPG Loading Operations Shelter	10
11	Central Control Room/Lab (Downstairs)	45
12	Webb House storm shelter	10
13	Main Office Men's restroom	9
14	Main Office Women's restroom	9
15	Main Office Document room	20

Off-site City Shelters
City of Wynnewood Elementary School, 301 E. Chickasaw
City of Wynnewood Middle School, 702 Robert S. Kerr Blvd.

Wynnewood Refinery Tornado Shelter Locations



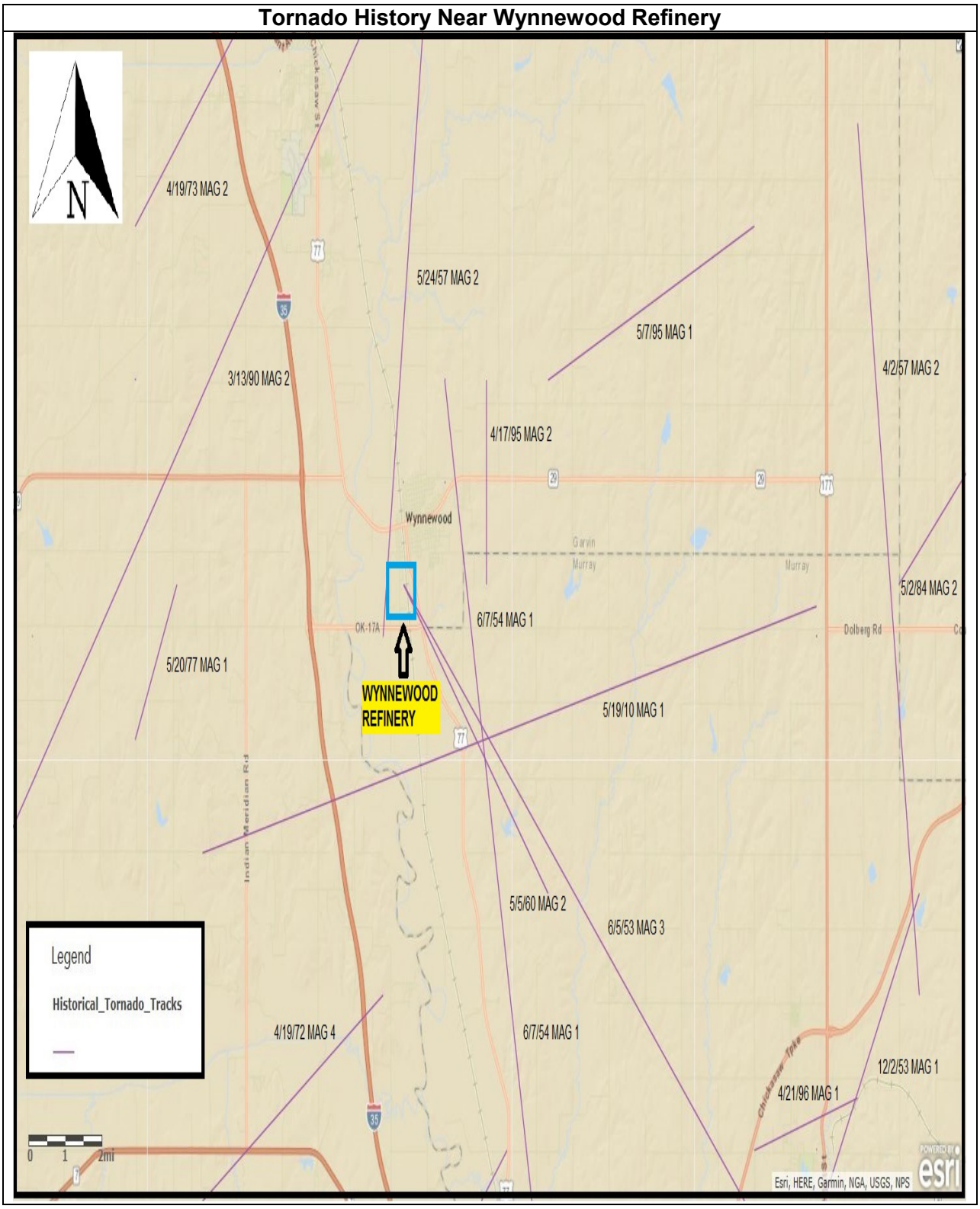
Wynnewood Refinery Shelter Locations

1 Storm Shelter W. of Warehouse Building	6 Hydro/Platformer Op Shelter	11 Central Control (Down Stairs)
2 S. End Storm Shelter (Conex Box)	7 CAT/FCCU Op Shelter	12 Webb House Storm Shelter
3 Storm Shelter S. Blender Op Shelter	8 Boiler House Op Shelter	13 Main Office Men's Restroom
4 Storm Shelter S. Central Control	9 Alky Op Shelter	14 Main Office Women's Restroom
5 Crude Unit Op Shelter	10 LPG Op Shelter	15 Main Office Document Room

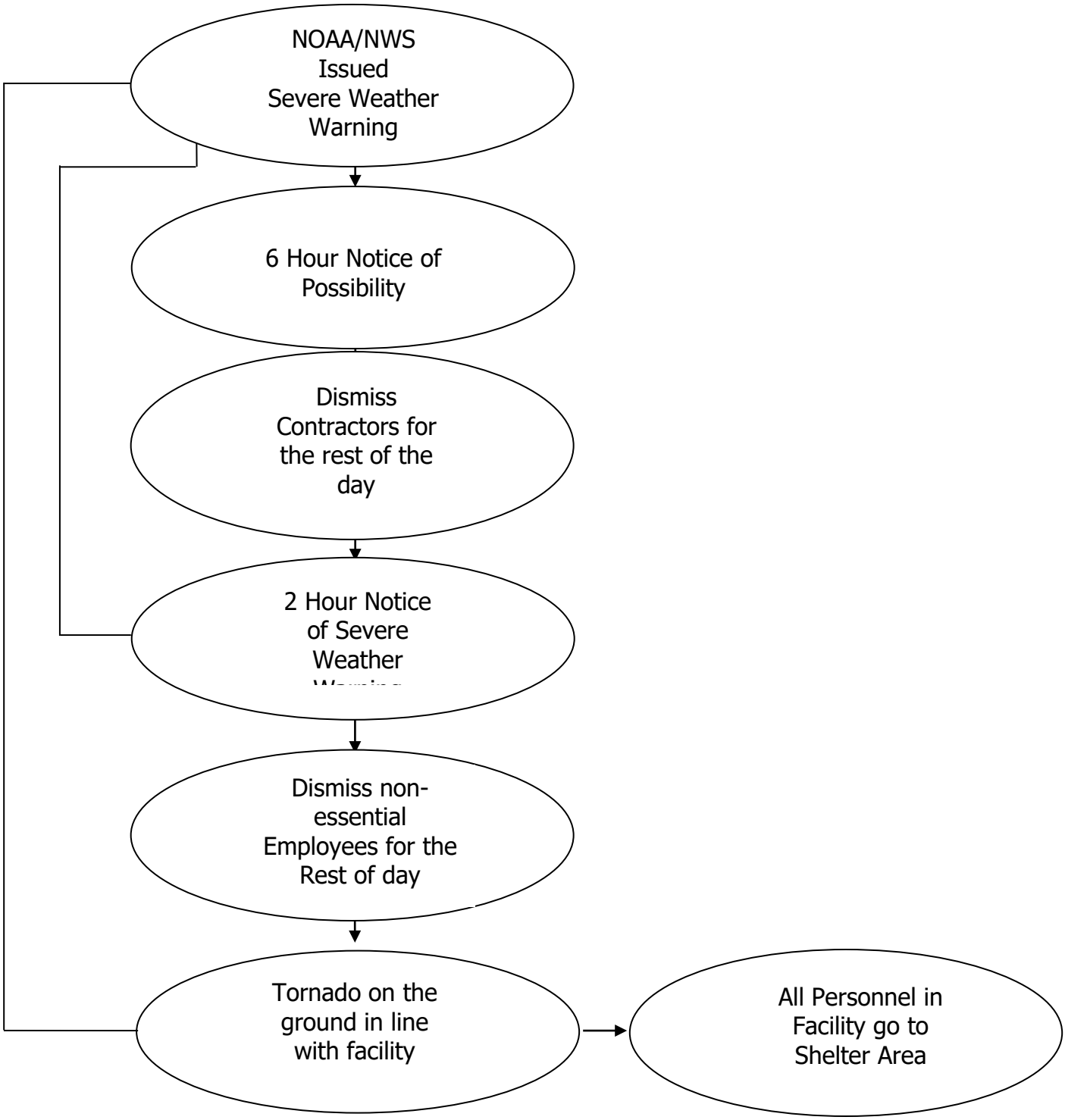
Off-Site City Shelters
City of Wynnewood Elementary School, 301 E. Chickasaw
City of Wynnewood Middle School, 702 Robert S. Kerr Blvd.

Indicated below is a satellite view map indicating the historic records of tornado paths in the surrounding area of Wynnewood Refinery.

Tornado History Near Wynnewood Refinery



Decision making guideline for communication between Safety Department/ Shift Foreman to the Refinery Manager



LIGHTNING:

The occurrence of a natural electrical discharge of very short duration and high voltage between a cloud and the ground or within the cloud accompanied by a bright flash and typically also thunder.

Communication: When thunderstorms and associated lightning threaten the refinery; the Safety Department or Shift Foreman will monitor the storm development. When lightning is located within 6 miles of the refinery the Safety Department or Shift Foreman will notify all personnel by the EANS or radio All-Call function that a lightning alert is in effect. The lightning alert will stay in effect until the storm has passed the Refinery with no indication of additional oncoming severe weather and is deemed safe to return to work. This determination will be made by the Safety Department or Shift Foreman.

Action: Non-essential work activities will be suspended upon verification of lightning within 6 miles of the facility.

Essential work activities may continue to maintain safe operation as directed by Plant Management.

Elevated work will be suspended during lightning alerts, or activities will be supervised.

Example of EANS and/or ALL CALL Announcements

Attention: Attention: This is a Safety Announcement:

“There is lightning in the area, suspend all non-essential work activities at this time. Essential work may be permitted to maintain safe operations. Non-Essential work is suspended.”

HAIL:

In the event of a hail storm all outdoor non-essential work should be stopped and personnel should seek a covered area such as a shelter or awing. Outdoor work can continue if there is a means present to prevent direct impact of hail to personnel. In the event of hail larger than 1'' in size, all non-essential personnel should leave process areas and seek shelter in a safe place. Essential personnel should take special precautions to avoid direct impact with hail, and stay indoors if possible for the duration of the storm. Once the hail has deceased, Essential personnel should inspect units for hail damage to process areas. If there is sustainable damage to the process unit that will create a hazardous environment, the Safety Department or Shift Foreman should be notified for emergency response.

EARTHQUAKE:

Statistically earthquakes are becoming more frequent in the state of Oklahoma; however the majority of earthquakes are centralized in the Mid-Northern area of the state. The impact of an earthquake to the refinery is unknown, since the magnitude of an earthquake and distance from the refinery can vary. It is common for large earthquakes to have minor earthquakes prior to and aftershock earthquakes during a major event. Located below are precautionary measures that can be taken in the event of an earthquake.

Notification: In the event of an earthquake at the refinery, the EANS system will be sounded. If the earthquake impact has affected the EANS system, then a radio message on the All Call channel will be made by the Safety Department or Shift Foreman. Once the earthquake has subdued and a time delay for aftershock has passed the EANS will be sounded for an ALL CLEAR message. In the event that severe damage has occurred to the Refinery, an All Call message can be sounded for evacuation of the facility.

Action: All work will be stopped and nonessential personnel should relocate to the nearest safe area for accountability. In the event of an evacuation, all personnel should seek the nearest muster location outside the refinery fence line and inform management personnel of their location for accountability. The ERT and EOC will be activated to manage the incident. Essential personnel will inspect their designated Areas for damages and relay information to the OSIC for incident management and communication to the EOC. Listed below are the immediate actions all personnel should take in the event of an Earthquake at the Refinery.

Action during the Earthquake:

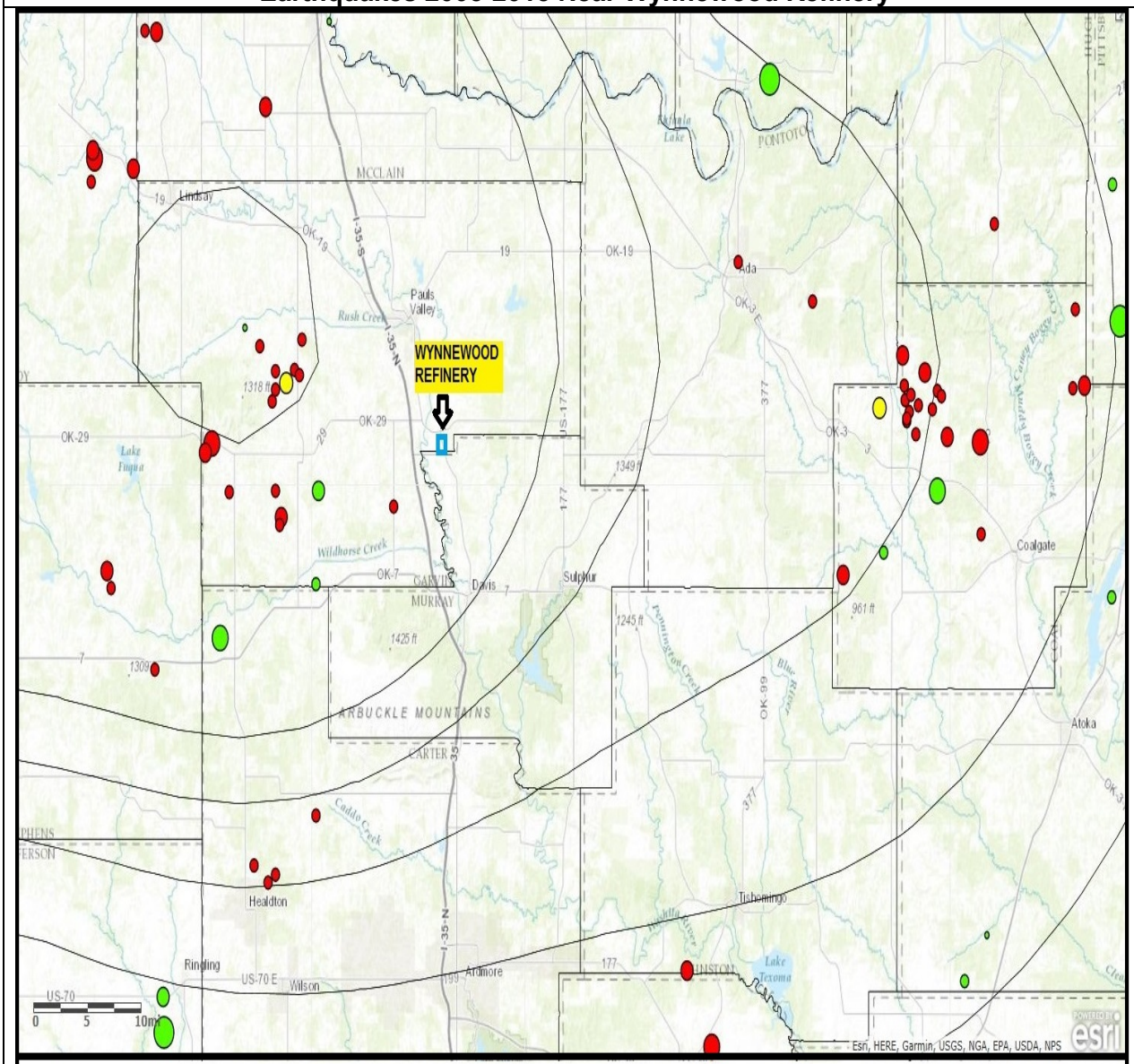
Elevated Work: If any personnel are performing elevated work during the occurrence of an earthquake, if the elevated work is close enough to the ground where personnel can descend quickly then they should do so and seek the nearest safe location, or follow the instructions given by Safety/Shift Foreman on the All Call channel. If the elevated work is not easy access to the ground, they should find a secure location and hang on to something for the duration of the earthquake. Once the earthquake has stopped, all personnel should descend from the elevated workstation and relocate to the nearest safe location using caution of falling debris from elevated equipment. Be aware that an aftershock can occur.

Indoor Work: If personnel are located indoors during an earthquake, they should immediately evacuate the building and find an open area to avoid any falling structures or debris. Once the earthquake has subsided, all personnel should relocate to an outdoor location and listen for other instructions from the Safety Department/Shift Foreman for accountability. If personnel are unable to evacuate the building, then they should locate themselves in a doorway frame for the duration of the earthquake, once complete then all personnel should relocate to an outdoor location for accountability. Be aware that an aftershock can occur.

Outdoor Work: All personnel should seek a safe location away from potential falling objects and remain there unless told otherwise for the duration of the earthquake. Upon completion of the earthquake, all non-essential personnel should report to a safe location for accountability. Be aware that an aftershock can occur.

Shown below is a map of historical earthquakes in the surrounding areas of the Wynnewood Refinery from 2005-2015.

Figure
Earthquakes 2005-2015 Near Wynnewood Refinery



EXTREME HEAT:

In Southern Oklahoma, primarily during the summer season outdoor temperatures can rise to dangerous levels. Combined with the heat produced by process units within the refinery all personnel should be cautious to their surround work environment.

Action: Increased water intake is advised and if possible work should be conducted in rotation to give employees a chance to cool off. Confined space entry inside a vessel should be limited to emergency work unless cooling equipment is available. All personnel should monitor the signs of heat exhaustion and heat stress and stop work when signs begin to come apparent.

Emergency Action: In the event that a person has started to show signs of a heat related injury or you notice a co-worker showing signs of a heat related injury, they should be moved to a cool area and provided water and the Safety Department or Shift Foreman should be notified immediately. For immediate medical treatment protocols refer to the Wynnewood First Aid Guideline.

EXTREME COLD:

In Southern Oklahoma, primarily during the winter season outdoor temperatures can drop to dangerous levels. Temperatures below 32^{o}F can create snowfall and frozen water creating additional hazards throughout the refinery.

Action: All personnel should use caution when working in cold weather. Extra precautions should be taken to install barricade tape around slick areas where ice has formed or could potentially fall from an elevated location. All personnel should dress accordingly for cold weather; the practice of layering clothes is suggested in the event that a person gets too hot while working, one layer of clothing can be removed versus one heavy coat to reduce exposure to the outdoor elements.

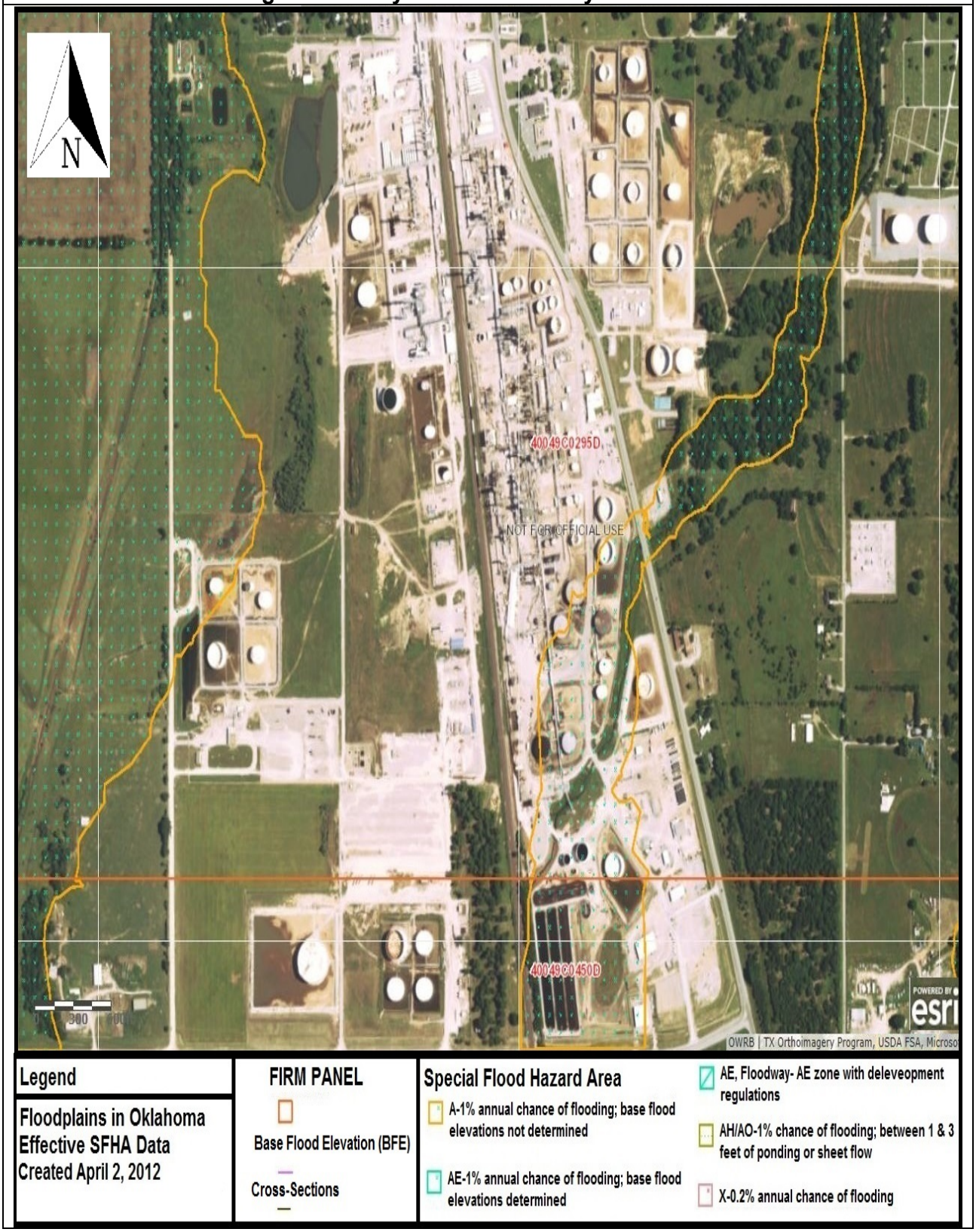
Emergency Action: In the event that a person is feeling or showing signs of hypothermia, move them to a heated indoors area and contact the Safety Department or Shift Foreman. If a person has fallen on the ice or hit by falling icicles and sustained an injury the Safety Department or Shift Foreman should be notified immediately. For immediate medical treatment protocols refer to the Wynnewood First Aid Guideline.

FLOODING:

Some areas of Wynnewood Refinery are located in a floodplain; these areas include Savage Creek and the surrounding areas, and the PLF. However, high volumes of rain water can cause flash flooding throughout the Refinery which can flood the V-Ditch causing a LOPC of waste water.

Action: In the event of flooding conditions at the Refinery all personnel should avoid walking or driving through large amounts of running water where hazardous conditions exist. An example of these conditions includes the primary bridge over savage creek where water flow has overcome the underpass and is flowing over the bridge. Additionally, if the V-ditch has overflowed due to copious amounts of water the Environmental Department should be contacted to establish an action plan on LOPC response. More information on spill containment and cleanup can be found in section “4.1 HAZMAT RELEASE OR SPILL” as well as the SPCC Policy. For a visual reference of flood prone areas at the Refinery, shown below is a flood map indicating potential flood zones at Wynnewood Refinery.

Figure 4.1.1 Wynnewood Refinery Flood Zones



4.8 EVACUATION SEQUENCE

Quick Reference - Procedural Flow Diagram

PRIORITY	ACTION
1. ASSESSMENT IDENTIFY THE HAZARD AND RISK! • *Material involved?* • *Size of release?* • *Downwind impacts?*	1. *Approach from upwind side, position ICP in safe location and implement the ICS.* 2. *Identify material involved.* 3. *Evaluate potential downwind impacts and determine the need to shelter in place or evacuate personnel inside and outside the fence line.*
2. LIFE SAFETY • *Immediate downwind threat?* • *Potential threat to community?* • *Potential plant wide threat?*	1. *As required, order shelter-in-place or evacuation of all personnel working downwind.* 2. *As required, direct EDC to notify local 911 center of the release. Give name of material and downwind threat to community.* 3. *Account for all personnel working in the immediate area and downwind of release.* 4. *As required, order evacuation of other areas or the entire facility.* 5. *Verify accountability of all personnel working at and visiting the facility at the time of the incident.*
3. INCIDENT STABILIZATION • *Eliminate the threat.* • *Secure contaminated areas.* • *Restore pre-emergency conditions.*	1. *Take action to isolate and stop the release or shut down process operations as necessary to eliminate the threat.* 2. *Sound all-clear alarm when threat is eliminated.* 3. *Notify 911 center that the threat to the community has been eliminated.* 4. *Take action to restore pre-emergency conditions.*

4.8 EVACUATION PLAN

PURPOSE

The purpose of this plan is to provide guidelines for the safe evacuation or shelter in place in the event of an emergency.

SCOPE

This procedure applies to all persons within the WRC facility. This procedure provides guidelines for evacuating process units, plant buildings and the entire plant in the event of an emergency. It also identifies muster areas and the general duties of the evacuation monitors and guidelines for sheltering in place.

Because of the nature, extent, or location of an emergency incident which would require evacuation, precise instructions cannot be given that would apply in all situations. The following represents a general guideline for evacuation activities during an emergency situation.

RESPONSIBILITIES & NOTIFICATION

The On-Scene Incident Commander (OSIC) is responsible for determining the need to evacuate and/or to shelter in place.

A. Outside of the Perimeter Fence: Shelter in Place or Evacuation

1. Give details on the geographical area that should receive the notification over the All Call channel. Specific information is necessary. Larger geographical area requests lengthen the notification process and can lead to delays for some in the area of need.
2. Other specific details to be communicated include evacuation versus shelter in place. The request must be specific and not generalized.
3. OSIC will convey the information to Garvin County Emergency Communications by calling 911.

B. In-Plant Shelter in Place or Evacuation

1. Give details on the areas in the plant that should receive the notification. Instructions for how to communicate should be included such as sirens, building public address, and/or radio all call.
2. Give instructions about weather conditions and areas to absolutely avoid as it applies.
3. OSIC will convey the information in the manner requested to in plant personnel.
4. If needed the EOC will convey the updated information to the Garvin County Emergency Communications by calling 911. This call is intended to inform them of the changing conditions inside the facility.

The managers of the various departments have the responsibility to inform and verify their departments follow and meet the criteria as outlined in this procedure.

Supervisors/Building Monitors are responsible for accountability of their personnel after an emergency is declared, conducting evacuation drills, and sending drill reports to their department manager and the Emergency Response Coordinator.

The Emergency Response Coordinator is responsible for developing and revising maps and drawings used for evacuation.

RESOURCES FOR EMERGENCY NOTIFICATION

Methods of notification include the EANS, public address systems, radio all call, unit alarms, and building fire alarm systems.

Types of siren notifications include Severe Weather, Plant Emergency and Plant Evacuation
Siren Tones
A. **Fire Alarm:** /\/\/\/\/\/\/\/\/\/\/ high/low tones (Specific Area)
B. **Gas Release:** ---------- alternating tones (Specific Area)
C. **Severe Weather:** ——— solid tone
D. **All Clear:** Westminster Chimes

Backup Procedure: In the event that EANS fails to operate adequately, the plant radio All-Call will be used.

Emergency Alert Notification System (EANS): Plant emergency notification system.

Voice Communications: include in-building public address and outdoor public address systems.

Unit Alarms and Lights: found in some process areas to warn of potential release hazards, toxins and/or flammable gases.

Building Fire Alarms: found throughout the plant in most structures. Some buildings have fire suppression systems but do not alarm differently than those buildings that do not have suppression systems. The alarm may include bells, horns and/or strobes to warn of the danger. All have automatic activation systems and some also have manual pull stations.

Evacuations - General Procedures

Plant Emergency - Could be a result of a fire, spill, release, bomb threat, and / or any other event that warrants evacuation of the unit.

When deemed necessary to evacuate personnel in which the emergency has occurred, the EANS will be used to specify the area of release and good judgement should be used to evacuate surrounding impacted areas. If additional areas need to be evacuated the OSIC will clearly state on the radio which areas are to evacuate. Evacuating personnel will take appropriate precautions to avoid the area and then proceed in an orderly fashion to the nearest safe location (crosswind, upwind, and uphill). While enroot to the evacuation area, personnel will consider the wind direction and the source of the emission. They will travel upwind or at right angles to the release and take the safest route avoiding any fumes, vapors, or smoke. It is the responsibility of the OSIC to order isolations or unit shut downs as necessary to secure the release and restore safe conditions. Operating personnel may remain to secure operations in accordance with departmental emergency shutdown procedures and responding Emergency Response Team members will

assemble upwind at the ICP or staging area to assist the OSIC. Wind direction can be determined by steam trails and wind socks.

Upon arrival at the evacuation site, personnel will report for headcount to their respective Supervisor who will in turn report any missing individuals to the Shift Supervisor. The Shift Supervisor will then report, by radio, the number and identity of any missing persons to the OSIC, who will organize a team to "sweep" the area for missing personnel. Evacuated personnel will remain at a safe location until an all-clear command is received.

Refinery Evacuation Responsibilities / Procedures

In the event that the entire refinery is to be evacuated, the OSIC or their designee will contact Central Control and request the Refinery Evacuation be sounded on the EANS.

It will be the responsibility of the OSIC to organize a team wearing appropriate PPE to "sweep" the facility for any personnel not aware of the evacuation.

It will be the responsibility of other facility supervision and designated Building Evacuation Wardens to notify and account for their personnel and provide the EOC with status reports.

Evacuation to designated assembly areas will be through predetermined marked gates surrounding the plant perimeter where personnel are to remain until it has been determined that it is safe to return to the facility. The all-clear command will be broadcasted when it is safe to return.

It is the responsibility of refinery operators under the direction of the Shift Supervisor and/or Area Superintendents to properly shut down or otherwise make safe the units they are evacuating.

Evacuating personnel will use available respiratory protection if needed and proceed in an orderly fashion to the designated safe assembly area. Evacuation maps are located in all departments and control rooms. While in route to the assembly area, personnel will consider the wind direction and the source of emission and avoid any fumes, vapors or smoke. It is ultimately the responsibility of the Shift Supervisor to properly shut down or otherwise make safe all process units that are being evacuated. Operations personnel may be required to momentarily remain following established safety procedures to secure operations in accordance with departmental emergency shutdown procedures.

Upon arrival at the assembly area, office personnel will report for headcount to their respective Supervisors who will in turn report any missing individuals to the EOC, who will then report by radio, the number and identity of any missing persons to the OSIC. Evacuated personnel will remain at the assembly area until the all clear command is received.

Area Evacuation

In the event that the Emergency Alert Notification System (EANS) is activated all personnel at the refinery are required to listen to the message to determine if they are in the impacted area. Non-essential personnel in the impacted area are to evacuate to the nearest SAFE location, notify area operations you have evacuated and report to your supervisor for reassignment. A SAFE area is considered crosswind, upwind, and uphill from the emergency scene. If non-essential personnel are

not in the impacted area they can continue to work until instructed otherwise. During an emergency all personnel should monitor their radios for additional information. Once the All Clear is sounded on the EANS work can resume in the impacted area with a new safe work permit.

Facility Evacuation

Plant Evacuation – Could be a result of a fire, spill, release, bomb threat, tornado, and / or any other event that warrants evacuation of the facility.

In the event that a refinery evacuation is required, all personnel will be notified via the EANS and plant radio. The decision for a refinery evacuation will be determined by the Incident Commander. When given the notification to evacuate all non-essential personnel inside the refinery perimeter fence must exit the refinery and assemble at a designated muster point. **Designated muster points are; Maintenance Parking Lot, North Parking Lot, Main Office Parking Lot, South Parking Lot, and Texhoma North Parking Lot**.

Non-Essential Personnel

- Non-essential personnel are all personnel except for Unit Operations and the ERT.
- If capable to do so, badge out at a badge reader. If you are unable to safely reach a badge reader then the emergency gates can be used located throughout the refinery fence line (Red & White Gates).
- Assemble at one of the designated muster points and badge out if not done so already.
- Notify your Supervisor you are safe and which muster point you are at.
- Contractor management is to report status of their personnel to their designated refinery contact.
- Stay at the muster point until you are released back to work or sent home for the day.

Sheltering-In-Place

Sheltering-In-place is often the preferred response to an emergency involving a toxic gas release. Airborne toxicants can be released and move downwind so rapidly there is little time to evacuate. In most cases the release will be quickly stopped before evacuation could be completed. Sheltering-In-place is simply described as staying inside a tightly sealed building and turning off air handling systems and blocking any opening that would allow toxic gases to enter. Sheltering inside is the quickest and safest method of protection under these conditions.

In cases where it is either impossible or impractical to evacuate facility personnel, the best alternative may be Shelter-In-Place. The Control Rooms and Administration Building are recommended for such purposes.

If caught outside away from a building or vehicle, determine the wind direction and move cross wind away from the release to the nearest sheltering area.

Sheltering-In-Place	❖ Designate someone to shut off the ventilation system. ❖ Seal doors and windows and any opening quickly and efficiently. ❖ Turn off all heating systems and air conditioners. ❖ Extinguish open flames. ❖ Do not go outside or open doors to assess the situation. ❖ Stay in constant contact with the Incident Commander by radio or telephone until the all clear has been sounded.
Sheltering-In- Vehicles	❖ Close all doors and windows. ❖ Do not run a heater or an air conditioner. ❖ Close all vents. ❖ Do not start the engine. ❖ Do not smoke. ❖ Do not go outside or open doors to assess the situation. ❖ Stay in constant contact with the Incident Commander by radio or telephone until the all clear has been sounded.

Evacuation of Injured Personnel

It is the responsibility of the ERT who are tending to injured persons to insure that those injured persons are safely evacuated to either an assembly or triage site. The Safety Officer or designee will communicate with the Emergency Operations Center to keep management informed of those individuals who are injured and receiving care.

Evacuation – General Information

A. When it is necessary to evacuate, the most important thing to do is to safely get out of process areas. If possible, walk to the nearest street and then proceed to a safe location or muster area as directed.

B. It is important to note wind direction during an evacuation. While evacuating it is important to travel upwind or crosswind whenever possible to avoid potential exposure. This can be determined by observing wind socks, steam plumes and/or smoke.

C. Do not go through a vapor cloud or a spill to get to a safe location. Instead pick an alternate route and proceed to a safe location.

D. Employees, contractors and visitors shall report to their supervisor and site contact so they can be accounted for.

E. Supervisors should account for their employees and report any missing personnel to the OSIC.

F. See App. A for map

Sheltering In Place – General Information

A. Sheltering-In-Place can be a safer alternative to evacuation in many instances. Evacuation is often time-consuming, complicated, and can potentially increase an individual's chance of exposure.

B. The basics of Shelter-In-Place are:

1. Move to and stay inside
2. Notify your supervisor of your location
3. Turn off all Heating/Ventilation/Air Conditioning (HVAC) equipment
4. Seal off all doors and windows
5. Do not drive and turn off the vehicle
6. Do not leave until you receive notification that it is safe to do so

Evacuation of Buildings - General Information

A. The evacuation of a building(s) may be required due to a fire, spill, release, bomb threat, or any other event that warrants evacuation.

B. In the event of a plant emergency that may affect occupied building(s), necessary building evacuation(s) will be as detailed in the Emergency All Call Message. Personnel occupying the building shall exit and report to an evacuation muster area.

C. In the event of a fire in the building, the manual pull fire alarm shall be activated immediately (if equipped) and building occupants shall evacuate and report to a muster area.

D. During any evacuation of a building all work shall stop

E. Personnel evacuating buildings should not stop to acquire PPE or personal items. If an item is located along the exit path it is acceptable to leave the building with that item as long as it does not slow the evacuation process.

F. The normal exit route may be blocked by the emergency. Always exit away from the emergency when possible.

G. Employees shall report to their Supervisor after evacuating so they can be accounted for. Supervisors shall report any missing personnel to the Emergency Response Coordinator.

Evacuation Warden and Muster Areas

A. Each building shall have a person(s) to act as the Evacuation Warden. A back up Warden is also designated in the event the primary monitor is not available. The Building Warden Roster is maintained by the Emergency Response Coordinator.

B. The building Evacuation Warden should direct people to the proper exit, muster area, storm shelter or evacuation area. Building Evacuation Warden's should also ensure that everyone is out of the building if they can do so safely.

C. Each unit and building has a primary and secondary muster and evacuation area as detailed in App. A. All personnel should become familiar with those areas for any building or process area that they will be in.

DRILLS

Process Units

A. Periodic random drills will be conducted for units to familiarize personnel with the evacuation of process areas.

B. Drills will be scheduled and coordinated by the Emergency Response Coordinator who will determine which shift will conduct the drill. The Area Foreman will be responsible for conducting the drills.

C. The Area Foreman responsible for the area shall provide a written report of the evacuation to the Emergency Response Coordinator

D. If an actual event occurred it can also be considered as a drill for this requirement.

Buildings

A. Periodic random evacuation drills will be conducted for buildings with an evacuation alarm to familiarize personnel with the evacuation of buildings. Before using a manual pull fire alarm for a drill contact the Emergency Response Coordinator to coordinate in advance.

B. The monitors shall furnish a written report of the evacuation to the Emergency Response Coordinator.

C. If an actual event occurred it can also be considered as a drill for this requirement.

EVACUATION DRILL REPORT

The Evacuation Drill Report is in Appendix B.

REFERENCES

OSHA 29CFR:
1910.38 Emergency Action Plans

1910.119 Process Safety Management of Highly Hazardous Chemicals

1910.120 Hazardous Waste Operations and Emergency Response

1910.165 Employee Alarm Systems

APPENDICES

App A. Plant Map with a listing of Muster and Evacuation Areas (for Primary and Secondary determination)

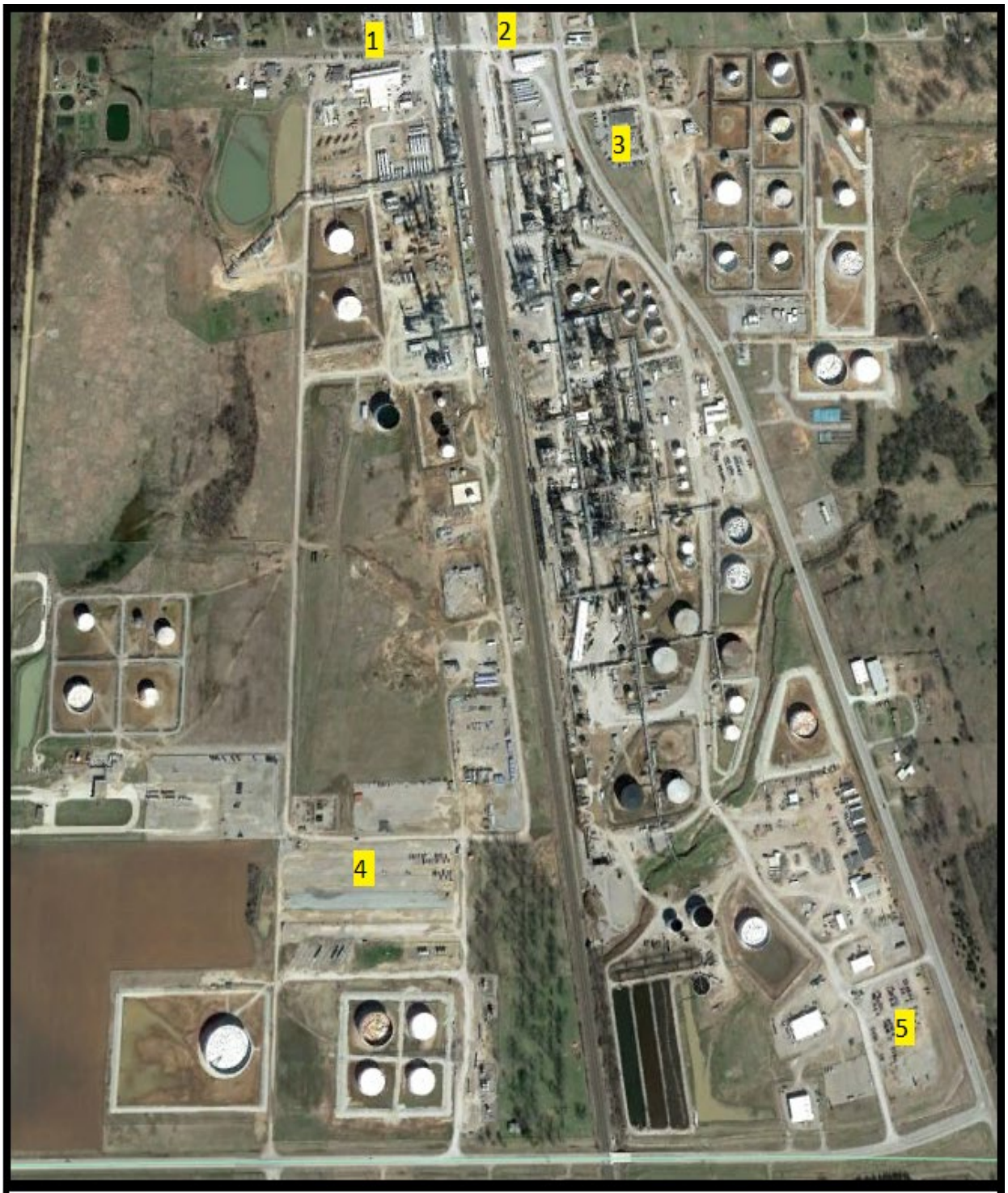
App. B. Evacuation Drill Report

APPENDIX A
Plant Map of Muster Areas

The closest muster / evacuation area may not be the best choice. Always observe conditions of the event and the weather. Use an alternate muster / evacuation area instead of going through an unsafe area.

Evacuation areas:

1. Maintenance Parking lot
2. North Parking Lot
3. South Parking Lot
4. Texhoma North Parking Lot
5. Main Office Parking Lot



REFINERY EVACUATION MUSTER LOCATIONS

1. Maintenance Parking Lot
2. North Parking Lot
3. Main Office Parking Lot
4. Texhoma North Parking Lot
5. South Parking Lot

APPENDIX B

Evacuation Drill Report

Type of Drill: _____

Date of Drill: _____

Drill Start Time: _____ End: _____

Location of Drill: _____

GENERAL
- ☐ Fire/Safety notified of drill
- ☐ Emergency plan followed
- ☐ Exit routes clear
- ☐ Disabled personnel needs addressed
- ☐ Employee complaints or suggestions
- ☐ All employees knew roles/responsibilities
- ☐ Visitors were escorted by employees

ALARM FUNCTION
- ☐ Heard in all areas
- ☐ Distinctive
- ☐ Operational with no time delays

EVACUATION
- ☐ Orderly
- ☐ Prompt
- ☐ Complete (all areas checked)
- ☐ Proper routes used
- ☐ Alternate routes identified/used
- ☐ Emergency exits unlocked/accessible
- ☐ Traffic flow adequate

HEADCOUNT PROCEDURES
- ☐ Evacuation Monitor fulfilled assigned duties
- ☐ Everyone in proper locations
- ☐ All personnel accounted for including visitors
- ☐ Headcount conducted in timely manner
- ☐ All personnel remained in location until all clear was announced
- ☐ Headcount documented

PROBLEMS ENCOUNTERED: _____

_____

_____

Report distribution:
Units: Emergency Response Coordinator
Buildings: Emergency Response Coordinator

NON-ESSENTIAL PERSONNEL

It is the responsibility of all Non-Essential Personnel to comply with the described actions of the Emergency Response Plan. These actions include but are not limited to;

- Upon hearing the EANS sounded indicating an emergency all non-essential personnel are to respond to a safe location if they are in the impacted area and remain there until the all clear is sounded or instructed otherwise as described in the evacuation section of this plan.
- The impacted area of an emergency is not Area specific, pay attention to what area the emergency is in and the type of emergency noted in the EANS notification. If you are downwind of the emergency these areas may need to be evacuated as well.
- If the EANS is sounded and non-essential personnel are not in the impacted area, they should listen to the plant radio for additional evacuation calls from the OSIC.
- In the event that the EANS is sounded for severe weather, all non-essential personnel are required to respond to a Designated Storm Shelter which locations are listed and described in the severe weather section of this plan.
- It is also the responsibility of Non-Essential Personnel who were in the impacted area to ensure they are accounted for during an emergency. Follow the guidelines described in the incident evacuation section of this plan.
- Non-Essential Personnel should not interfere with emergency channel radio communication, unless it is an emergency.
- In the event of an emergency, non-essential personnel should take extra pre-cautions when crossing roads and open areas. The emergency response vehicles may be passing through these areas and may not see personnel crossing the road.
- In the event that the EANS is sounded, all personnel in the impacted area in vehicles or equipment should pull over to the side of the road immediately, ensuring they are not blocking any pathways, turn off the vehicle, leave the keys in the ignition and walk to the nearest safe location or Storm Shelter. (Crosswind, Upwind, Uphill). If they are not in the impacted area, emergency response vehicles may still be responding and they have the right of way. If there is an emergency incident present, all non-essential personnel should stay away from the impacted area to ensure safety.
- In the event that the EANS is sounded, non-essential personnel should be prepared for the outdoor elements, if it is cold outside they should wear protective clothing from the elements.

Personnel Remaining to Operate Critical Equipment Before Evacuation

Operation of Refinery process units requires operating within various limitations (e.g. temperature, pressure, flow rates, etc.) associated with the process equipment (materials, construction) and process materials (feeds and products). These limitations are for safety purposes as well as for maintenance of product specifications. There are additional operating limitations related to environmental requirements, as well. The Refinery process units are continuous, not batch, operations. Accordingly, although operations and operation-related upsets can initiate emergencies or can contribute to an emergency initiated by an external source, operating procedures play a critical role in emergency response and termination. For example, "stop the flow" and "secure the source" usually involve operating procedures, and could be involved to divert product flow from a fire, or to reduce or terminate a hazardous substance release.

Refinery operating procedures, which are a significant part of normal operator training, include procedures categorized as emergency procedures, shutdown procedures, and Standard Operating Conditions and Limits (SOCLs). Each process area has a Job Document Coordinator or Unit Coordinator, an experienced operator who has participated in developing these procedures. SOCL procedures incorporate operating limits based on safety, product specifications, and maintenance of process unit control; these procedures include consequences of deviation from the operating limits and steps to take to avoid or correct the deviations. If an emergency develops which involves or is impacted by a Refinery process unit, any of these types of procedures would be used as part of, or to provide, mitigation. The general purpose/goal of the operating procedures is to maintain or achieve stable conditions with respect to temperatures, pressures, and flows. Circulation of process material flows within a process unit or system can be used to maintain or achieve stability; if shutdown is necessary, shutdown can then be conducted in a controlled manner.

In evacuation situations, depending on the scenario, a process unit would evacuate non-essential personnel and a skeleton crew of operators would remain to stabilize a unit, or to shut it down prior to evacuating (if evacuation is still necessary). Plant operations or management has the final authority for decisions involving these kinds of actions.
In the event that conditions require personnel who have stayed to stabilize or shutdown a unit to take safe haven in a control room, if necessary they shall shut down forced ventilation systems and seal doors and other openings. These personnel may also need respiratory protection or other PPE. Radio and or phone communications shall be maintained with the Incident Command. As soon as conditions are safe, the evacuation can be completed.

4.9 Decontamination Guidelines & Procedures

Employees and/or equipment may become contaminated during emergency response to a fire or hazardous material release. Work practices that minimize contact with waste (and thus the potential for contamination) and decontamination guidelines and procedures that protect the employees and the environment have been developed.

I. INTRODUCTION

The first step in decontamination is to follow standard operating procedures that minimize contact with waste and thus the potential for contamination. The following work practices have been developed to minimize employee and equipment contamination:

Disposable outer garments and equipment will be used when possible and appropriate. Prior to each use, the personal protective equipment will be checked to ensure that it contains no cuts or punctures that could expose workers to contaminants. Employees will don appropriate protective gear before entering an exclusion zone (hot zone) to minimize the potential for contaminants to bypass the protective clothing.

Monitoring and sampling instruments will be bagged or otherwise protected from contamination.

Employees are cautioned not to walk through areas of obvious contamination or touch potentially hazardous substances.

Remote sampling, handling and container-opening techniques (e.g., drum grapplers, pneumatic impact wrenches) will be used when appropriate.

Sources of contaminants will be encased (e.g., plastic sheeting and over packs) when possible.

Even with good work practices such as described above, personnel and/or equipment contamination may result from **primary** exposure (direct contact with the hazardous material) or **secondary** exposure (contact with a contaminated person, equipment or by-products such as runoff water). Personnel working in contaminated sites generally become contaminated in one or several of the following ways:

- Contacting vapors, gases, mists or particulates in the air. Being splashed by materials while working.
- Walking through puddles of liquids or on contaminated soil. Using contaminated instruments or equipment.

Decontamination is the process of removing or neutralizing contaminants that have accumulated on personnel and/or equipment. The procedures used are critical to the health and safety of employees responding to the release of a hazardous waste or other hazardous material because employee contamination by hazardous substances can cause acute and chronic health effects.

Decontamination protects workers from hazardous substances that may contaminate and eventually permeate the protective clothing, respiratory equipment, tools, vehicles, and other equipment used in response activities. It protects all facility personnel by minimizing the transfer of harmful materials into clean areas. It helps prevent mixing of incompatible chemicals. It protects the community by preventing uncontrolled transportation of contaminants from the facility.

The basic four methods of decontamination are as follows.
Dilution is the common method of flushing the chemical or substance with water. It is quick and usually economical method, but it can create considerable volumes of waste water.
Absorption or adsorption works well only on flat surfaces, but also creates large volumes of waste.
Chemical degradation involves changing the hazardous substance to a nonhazardous material. Generally it cannot be used on personnel because of heat generated by the chemical change.
Isolation and disposal includes packaging and transporting the hazardous material off-site, and is generally not available to first responders as a method of decontamination.
II. PRELIMINARY CONSIDERATIONS
A. Initial Planning
A system is set up for personnel decontamination to wash and rinse, at least once, all the protective equipment worn. This is done in combination with a sequential doffing of protective equipment, starting at the first station with the most heavily contaminated item and progressing to the last station with the least contaminated article. Each procedure requires a separate station.
The spread of contaminants during the washing/doffing process is further reduced by separating each decontamination station by a minimum of 3 feet. Ideally, contamination should decrease as a person moves from one station to another further along in the line.
Specific conditions at the site are evaluated, including:
Type of contaminant
The amount of contamination
Levels of protection required
Type of protective clothing worn
Type of equipment needed to accomplish the work task
A decontamination plan is adapted to site conditions. For instance, a general, preliminary plan might require a complete wash and rinse of chemical protective garments. If disposable garments are worn, the wash/rinse step could be omitted. Wearing disposable boot covers and gloves could eliminate washing and rinsing these items and reduce the number of stations needed.
B. Contamination Reduction Corridor
An area within the Contamination Reduction Zone (warm zone) should be designated the Contamination Reduction Corridor (CRC). The CRC controls access into and out of the Exclusion Zone (hot zone) and confines decontamination activities to a limited area. The size of the corridor depends on the number of stations in the decontamination procedure, overall dimensions of work control zones, and amount of space available at the site. Whenever possible, it should be a straight path.
The CRC boundaries should be conspicuously marked, with entry and exit restricted. The far end is the hotline, the boundary between the Exclusion Zone or hot zone and the Contamination Reduction Zone (warm zone). Personnel exiting the Exclusion Zone must go through the CRC. Anyone in the CRC should be wearing the Level of Protection designated for the decontamination crew. Another corridor may be required for heavy equipment needing decontamination.

Within the CRC, distinct areas should be set aside for decontamination of personnel, portable field equipment, removed clothing, etc. These areas should be marked and personnel restricted to those wearing the appropriate Level of Protection. All activities within the corridor should be confined to decontamination.
Personnel protective clothing, respirators, monitoring equipment, and sampling supplies should be maintained outside the CRC. Personnel should don their protective equipment away from the CRC and enter the Exclusion Zone through a separate access control point at the hotline.

III. EXTENT OF DECONTAMINATION REQUIRED
A. Decontamination Plan Modifications
A decontamination plan must be adapted to specific conditions found at the incident. The conditions may require more or less personnel decontamination than planned, depending on the following factors:
Type of Contaminant: The extent of personnel decontamination depends on the effects the contaminants have on the body since contaminants do not exhibit the same degree of toxicity (or other hazard). Whenever it is known or suspected that personnel can become contaminated with highly toxic skin-destructive substances (acids or caustics), a full decontamination procedure should be followed. If less hazardous materials are involved, the procedure can be downgraded.
Amount of Contamination: The amount of contamination on protective clothing (and other objects or equipment) is usually determined visually. If, on visual examination, it appears grossly contaminated, a thorough decontamination is generally required. Gross material remaining on the protective clothing for any extended period of time may degrade or permeate it. This likelihood increases with higher air concentrations and greater amounts of liquid contamination. Gross contamination also increases the probability of personnel contact.
Level of Protection: The Level of Protection and specific pieces of clothing worn determine on a preliminary basis the layout of the decontamination line. Each Level of Protection incorporates different problems in decontamination and doffing of the equipment. For example: decontamination of the harness straps and backpack assembly of the self-contained breathing apparatus is difficult. A butyl rubber apron worn over the harness makes decontamination easier. Clothing variations and different Levels of Protection may require adding or deleting stations in the initial decontamination plan.
Work Function: The work each person does determines the potential for contact with hazardous materials. In turn, this dictates the layout of the decontamination line. For example, observers, photographers, operators of air samplers, or others in the Exclusion Zone performing tasks that will not bring them in contact with contaminants may not need to have their garments washed and rinsed. Others in the Exclusion Zone with a potential for direct contact with the hazardous material will require decontamination that is more thorough. Different decontamination stations could be set up for different levels of contamination. Additionally, personnel with a lesser degree of contamination could skip certain decontamination stations.
Location of Contamination: Contamination on the upper areas of protective clothing poses a greater risk to the worker because volatile compounds may generate a hazardous

breathing concentration both for the worker and for the decontamination personnel. There is also an increased probability of contact with skin when doffing the upper part of clothing.

Reason for Leaving Site: The reason for leaving the Exclusion Zone also determines the need and extent of decontamination. A worker leaving the Exclusion Zone to pick up or drop off tools or instruments and immediately returning may not require decontamination. A worker leaving to get a new air cylinder or to change a respirator or cartridge, however, may require some degree of decontamination. Individuals departing the CRC for a break, lunch, or at the end of the day, must be thoroughly decontaminated.

B. Effectiveness of Decontamination

Field-available equipment may not immediately determine how effective decontamination is. Discolorations, stains, corrosive effects, and substances adhering to objects may indicate contaminants have not been removed. However, observable effects only indicate surface contamination and not permeation (absorption) into clothing, tools or equipment. In addition, many contaminants are not easily observed.

In many cases, depending on the substances involved, chemical protective clothing (or naturally absorbable materials) may have to be discarded. If it cannot be determined that clothing or other items, for example tools and equipment, have been completely decontaminated, the only safe action is to consider them hazardous and have them disposed of properly.

Decontamination Equipment

Decontamination equipment, materials, and supplies are generally selected based on availability. Other considerations are ease of equipment decontamination or disposability. Most equipment and supplies can be easily procured. For example, soft-bristle scrub brushes or long-handle brushes can be used to remove contaminants. Water in buckets or garden sprayers can be used for rinsing. Large galvanized wash tubs, children's wading pools or stock tanks can be used to hold wash and rinse solutions. Large plastic garbage cans or other similar containers lined with plastic bags can be used to store contaminated clothing and equipment.

Decontamination Solutions

Personnel protective equipment, sampling tools, and other equipment are usually decontaminated by scrubbing with detergent-water using a soft-bristle brush followed by rinsing with copious amounts of water. While this process may not be fully effective in removing some contaminants (or in a few cases, contaminants may react with water), it is a relatively safe option compared with using a chemical decontaminating solution, which requires that the contaminant be identified.

Establishment of Procedures

Once a site-specific decontamination plan has been established, all personnel requiring decontamination must be given precise instructions. Compliance must be frequently checked. The time it takes for decontamination must be ascertained so that personnel wearing SCBA leave their work area with sufficient air to walk to the CRC and go through decontamination.

IV. DECONTAMINATION DURING MEDICAL EMERGENCIES

If life-threatening injuries are received, prompt life-saving first aid and medical treatment may be required, without decontamination, or concurrently with it. Whenever possible,

response personnel should accompany contaminated victims to the medical facility for information on matters involving decontamination.

A. Physical Injury

Physical injuries can range from a sprained ankle to a compound fracture, from a minor cut to massive bleeding. Depending on the seriousness of the injury, first aid treatment may be necessary at the site.

Life-saving care should be instituted immediately without considering decontamination, but the rescuer's health should be considered at all times. The outer garments may be removed (depending on the weather) if they do not cause delays, interfere with treatment, or aggravate the problem. Respirators and backpack assemblies must always be removed. Fully encapsulating suits or chemical-resistant clothing can be cut away. For minor medical problems or injuries, the normal decontamination procedure should be followed.

Heat Stroke

Heat stroke requires prompt treatment to prevent irreversible damage or death. Protective clothing may have to be cut off. Less serious forms of heat stress require prompt attention or they may lead to a heat stroke. Unless the victim is obviously contaminated, treatment must begin immediately.

Chemical

When protective clothing is grossly contaminated, contaminants may be transferred to treatment personnel or to the wearer and cause additional injuries. Unless severe medical problems have occurred simultaneously with the chemical exposure, the protective clothing should be washed off as rapidly as possible and carefully removed before treating the victim for the chemical exposure.

PROTECTION FOR DECONTAMINATION WORKERS

The Level of Protection worn by decontamination workers is determined by:

Expected or visible contamination on workers

Type of contaminant and associated respiratory and skin hazards

Total vapor/gas concentrations in the contamination reduction corridor

Particulates and specific inorganic or organic vapors in the CRC

Results of field and/or laboratory tests

A face shield is recommended to protect against splashes because respirators alone may not provide this protection. The respirator should have a cartridge approved for filtering any specific known contaminants such as ammonia, organic vapors, acid gases, and particulates.

DECONTAMINATION OF EQUIPMENT

Insofar as possible, measures should be taken to prevent contamination of sampling and monitoring equipment. Sampling devices become contaminated, but monitoring instruments, unless they are splashed, usually do not. Once contaminated, instruments are difficult to clean without damaging them. Any delicate instrument, which cannot be easily decontaminated, should be protected while it is being used. It should be placed in a clear plastic bag, and the bag taped and secured around the instrument. Openings should be made in the bag for sample intake and exhaust.

A. Decontamination Procedures

Sampling devices: Sampling devices require special cleaning. Technical people or the operation/maintenance manual can provide information on proper decontamination methods.
Tools: Wooden tools are often difficult to decontaminate because they may absorb chemicals. They may need to be kept on site and handled only by protected workers. At the end of the response, wooden tools that cannot be decontaminated should be discarded. Other tools may be decontaminated by washing with a suitable solvent or chemical such as washing HF contaminated tools in a soda ash solution.
Respirators: Certain parts of contaminated respirators, such as the harness assembly and straps, are difficult to decontaminate. If grossly contaminated, they may have to be discarded. Rubber components can be soaked in soap and water and scrubbed with a brush. Regulators must be maintained according to manufacturer's recommendations. Persons responsible for decontaminating respirators should be thoroughly trained in respirator maintenance.
Heavy Equipment: Bulldozer, trucks, back-hoe and other heavy equipment are difficult to decontaminate. The method generally used is to wash them with water under high pressure or to scrub accessible parts with detergent/water solution under pressure. Particular care must be given to those components in direct contact with contaminants such as tires and scoops. Swipe tests could be utilized to measure effectiveness. Personnel doing the decontamination must be adequately protected for the methods used can generate contaminated mists and aerosols.

B. Sanitizing of Personnel Protective Equipment

Respirators, reusable protective clothing, and other personal articles not only must be decontaminated before being reused, but also sanitized. The inside of masks and clothing becomes soiled due to exhalation, body oils, and perspiration. The manufacturer's instructions should be used to sanitize the respirator mask. If practical, protective clothing should be machine washed after a thorough decontamination. (Washing machines are located with PPE garment storage at the alky control room location.)

C. Persistent Contamination

In some instances, clothing and equipment will become contaminated with substances that cannot be removed by normal decontamination procedures. A solvent may be used to remove such contamination from equipment if it does not destroy or degrade the protective material. If persistent contamination is expected, disposable garments should be used.

D. Disposal of Contaminated Materials

All materials and equipment used for decontamination must be decontaminated or disposed of properly. Wash water (or other solvent) used for decontamination of Refinery-associated materials can generally be disposed into the Refinery sewer system for subsequent wastewater treatment at the Refinery's treatment plant. Clothing, tools, buckets, brushes, and all other equipment that is contaminated with a highly toxic substance must be secured in drums or other containers for off-site disposal. Clothing not completely decontaminated on-site should be secured in plastic bags before being removed from the site.

Note: NH3 cannot be sent to wastewater. It must be contained in the Unit Sumps.

4.10 Medical/Rescue Procedures

Immediate rescue efforts may be necessary in certain situations, prior to arrival of emergency response personnel. While some types of rescue require specialized training (e.g., confined space rescue), some general guidelines are provided to Refinery personnel, and can be used by personnel who have had applicable PPE training (respirators, chemical protective PPE). In all emergencies involving rescue, Refinery emergency notifications (Shift Supervisor, paging system for Emergency Response Rescue Team, Emergency Medical Team) are to be implemented as described in the emergency response plan.

Procedure for Rescue of Immobile Victims

The following procedure is designed to be used in all areas of the Refinery where injuries or illnesses might require rescue efforts.

First-aid certified employees will render first aid as required and trained.

Do not move the victim unless there is a threat from fire, chemical exposure, or other life threatening hazard. The expertise and equipment of the Wynnewood EMS will be used whenever possible, along with the Refinery personnel who are certified EMTs or First Aid Responders. If a fire or chemical hazard threatens, follow the procedures outlined in Specific Hazards.

Rescue Procedures for Fire Emergencies

Fire rescue will be attempted only when there is evidence that a life can be saved.

Two people will don SCBA and Fire Bunker Gear. One person will carry a case with a SCBA and a case with a Fire Bunker Gear into the area where the victim is located. The other person will act as a backup.

All necessary capacity for foam and/or water application will be used for protective cover for personnel in a rescue attempt.

Rescue Procedures for Chemical Emergencies

Chemical emergencies may or may not require additional procedures required for toxic chemical and hydrocarbon vapor releases. Should the situation require the use of more than one procedure, personnel will have to coordinate the procedures to fit the situation.

H2S Rescue

Top Operator, if available, is in charge and will work with the OSIC. Should you experience an H2S leak that renders personnel unconscious, do the following:

Notify the Shift Supervisor who will call for ambulance and for extra help from other units as needed. When help arrives, you must instruct them on what needs to be done.

Immediately have two trained unit personnel don SCBAs to initiate the rescue and an additional two personnel wearing the same PPE, for back-up. Always use your own people as they will be more familiar with your area. The Top Operator will not don an SCBA but will remain in charge of the rescue operation at the unit site. Any attempt at rescue without proper PPE is not allowed.

After the rescue, use first-aid certified personnel who have been sent to help perform appropriate First Aid treatment on the victim. The ambulance and EMT's will be escorted to you. If possible, transport the victim to an area where the ambulance personnel can receive the victim without danger to themselves.

At your discretion you may attempt to have your (suited) rescue people stop the leak; but remember they will need to be decontaminated before being removed from the suits before they run out of breathing air.

HF Acid Rescue (can also use for Sulfuric Acid or Caustic)

Top Operator, if available, is in charge and will work with the OSIC. Should you experience an HF acid leak that renders personnel unconscious, do the following:

Notify the Shift Supervisor who will call for ambulance and for extra help from other units as needed. When help arrives, instruct them on what needs to be done.

Immediately suit up in Level A PPE (described in Annex 4) two Alky and/or Cat employees to perform the rescue and an additional two personnel properly dress in PPE for back-up. Always use your own people as they will be more familiar with your area. The Top Operator will not suit up. He must remain in charge of the rescue at the unit site. Any rescue without proper PPE is not allowed.

Use water fog if necessary. If water is not immediately available, make sure a fire truck has been called to the scene for water use by the rescue team.

After the rescue, have employees decontaminate the victim. Check for breathing and pulse. Do not use direct mouth-to-mouth contact for resuscitation. CPR may need to be done by certified people. Treatment of burns can be started immediately. The ambulance will be escorted to the scene. If possible, transport the victim to an area where ambulance personnel can receive the victim without danger to themselves.

At your discretion, you may try to have your (suited) rescue people stop the leak; but remember they need to be decontaminated and removed from their suits before running out of breathing air.

Hydrocarbon Liquid Rescue

Top operator, if available, is in charge and will work with the OSIC. Should you experience a situation that requires rescue of people who have been exposed to liquid hydrocarbons, who may or may not be unconscious, perform the following:

Notify the Shift Supervisor who will call for ambulance and for extra help from other units if needed. You should be aware of the fire danger of hydrocarbons. Foam application should be applied to flammable liquids.

Consider factors such as temperature and depth of the liquid to select appropriate PPE, such as slicker suits, rubber gloves, and rubber boots, and appropriate respiratory protection. The Top Operator will not allow any attempt at rescue without the proper PPE. Placement of boards/planks to walk on may be useful.

Perform rescue and have the employees decontaminate the victim. Check for breathing and pulse. Do not use direct mouth-to-mouth contact for resuscitation. CPR may need to be done by certified people. Treatment of burns should also be started immediately. The ambulance will be escorted to the scene. If possible, transport the victim to an area where ambulance personnel can receive the victim without danger to themselves.

Stop the leaking hydrocarbon if possible.

When you send someone to the gate to escort the ambulance, make sure this person is given instructions to guide the ambulance upwind of the scene.

Hydrocarbon Vapor Rescue

Top Operator, if available, is in charge and will work with the OSIC. Should you experience a situation that requires rescue of unconscious employees exposed to hydrocarbon vapors, do the following:

Notify the Shift Supervisor who will request ambulance, and help from other units as needed. When help arrives, instruct team on what needs to be done.
If available, place water monitors in service to suppress the vapors and to protect victims and rescue workers. Be aware of the potential fire danger. Have two people don SCBA and Fire Bunker Gear. You should always use your own people as they will be more familiar with the area. The Top Operator will not suit up. He must remain in charge of rescue procedures at the scene. He will not allow any attempt at rescue without the proper PPE.
Have the employees help decontaminate the victim. Check for breathing and pulse. Do not use direct mouth-to-mouth contact for resuscitation. CPR may need to be performed by certified people. Treatment of burns can be started immediately. An ambulance will be escorted to the area. The person escorting the ambulance should be instructed to direct the ambulance to an area upwind of the release. If possible, bring the victim to an area where ambulance personnel can receive the victim without danger to themselves.
By using discretion, your rescue team may try and stop the vapor leak.

NH3 Vapor Release – Ammonia Release
Top Operator, if available, is in charge and will work with the OSIC. Should you experience an NH3 leak that renders personnel unconscious, do the following:
Notify the Shift Supervisor who will call for ambulance and for extra help from other units as needed. When help arrives, you must instruct them on what needs to be done.
Immediately have two trained unit personnel don SCBAs to initiate the rescue and an additional two personnel wearing the same PPE, for back-up. Always use your own people as they will be more familiar with your area. The Top Operator will not don an SCBA but will remain in charge of the rescue operation at the unit site. Any attempt at rescue without proper PPE is not allowed.
After the rescue, use first-aid certified personnel who have been sent to help perform appropriate First Aid treatment on the victim. The ambulance and EMT's will be escorted to you. If possible, transport the victim to an area where the ambulance personnel can receive the victim without danger to themselves.
At your discretion you may attempt to have your (suited) rescue people stop the leak; but remember they will need to be decontaminated before being removed from the suits before they run out of breathing air.
First Aid Procedures:
Eye Contact: Immediately flush eyes with water for 15 minutes keeping eyelids open, contact EMS.
Skin Contact: Flush exposed areas thoroughly with water. If clothing is frozen to skin, thaw out area first with water before removing clothing. Contaminated clothing can cause secondary burns to responders. Watch for signs of hypothermia on patient. Call EMS.

Inhalation: Irritates nose, mouth, throat and lungs. The airway may swell and make breathing difficult. Move patient to fresh air, perform artificial respiration if not breathing and administer oxygen. Call EMS.
Ingestion: Give water or milk if patient can swallow. Call EMS. Do not make person vomit, or attempt to neutralize.
First Aid Procedures
The Refinery has a licensed health care professional (HCP) on staff who works under the direction of the company medical doctor. The HCP maintains a first aid station, supplies and equipment. The HCP or CPR/First Aid certified personnel will administer emergency and first aid care per established procedures. The first aid procedures are kept available in the first aid station. The emergency care and first aid procedure is as follows.
EMERGENCY CARE AND FIRST AID
The following procedures should be activated immediately for all emergency situations:
Assess airway, breathing, and circulation. Control bleeding.
Prevent and treat for shock.
Prevent infection and further injury.
Arrange for transportation to Garvin County Medical Center Hospital via ambulance or transport to Wynnewood Urgent Care Clinic as required by the situation.
Provide the physician with as much history and information as possible about the injury or illness, such as: vital signs, emergency care rendered, medications taken (if known), and events which immediately preceded the injury/illness. Give accident investigation information if available. Record all pertinent data and provide for follow-up.
Upon dialing 911, the EMT/Ambulance personnel will be on the scene within four to ten minutes from the time of the call.

Other first aid procedures listed in the Wynnewood First Aid/ Medical Protocol includes the following:
Abdominal Injuries
Amputation
Anaphylactic Shock
Asthmatic Reaction
Back Injuries, Back Complaints
Bite Wounds (Animal, Insect)
Blisters
Burns (Thermal, Chemical, Electrical, Ultraviolet)
Cardiac Emergencies
Chest Wall Injuries
Contusions
Convulsive Disorder
Critical Illness or Death
Cumulative Trauma Disorders
Dermatitis
Diabetic Emergencies
Drug Abuse
Ear Infection-Injury

Electric Shock
Eye Emergencies
Fainting
Fractures and Dislocations
Gastrointestinal Complaints
Headache
Head Injury
Hernias
Lacerations-Punctures-Tetanus
Nosebleed
Respiratory
Shock
Splinters and Slivers
Sprains and Strains
Stress
Thermal Injuries
Supply List (Over the Counter medications and Supplies)

4.11 EMERGENCY RESPONSE TEAM ROSTER

NAME	DEPARTMENT	JOB TITLE	PHONE	SHIFT
	Safety	Manager	405-207-	Days
Jones, Josh	Safety	Emergency Response Coordinator Fire Chief	405-207-8683	Days
May, Toby	Safety	Assistant Fire Chief	405-207-1126	Days
Kurtz EMS	Safety	Onsite EMS Service	405-501-9137	24/7

The volunteer emergency response team member's roster is a separate document maintained by the Emergency Response Coordinator and can be found on the Wynnewood Refinery Homepage.

4.12 EXTERNAL EMERGENCY CONTACTS

A list of external emergency contacts and their phone numbers are shown below. For groups listed below that require a Mutual Aid Agreement contact the Emergency Response Coordinator. These agreements are made between local emergency service providers and the Refinery to coordinate emergency services specific to their craft. Mutual Aid Agreements are kept separate as stand-alone documents specific to each agreement between WRC and the contributing party.

MEDICAL EMERGENCIES – DIAL 911	
DIRECT CONTACTS	**PHONE**
HOSPITALS	
University of Oklahoma Medical Center– Level 1 Trauma Center	405-271-2222
Arbuckle Memorial Hospital	580-622-2161
PHYSICIANS	
Care On Site Medical Services "Tele-Medicine"	1-877-753-6993
GROUND AMBULANCE SERVICES	
Mercy EMS	911

AIR AMBULANCE SERVICES	
Life Flight	911

FIRE EMERGENCIES – DIAL 911	
DIRECT CONTACTS	PHONE
Wynnewood Fire Dept.	911
Paul's Valley Fire Dept.	911
Davis Fire Dept.	580-369-2323
TANK FIRE FIGHTING SERVICES AND FOAM	**PHONE**
Williams Fire and Hazard Control (24 hour emergency contact)	**800-231-4613**
Chemguard Foam (24-hour contact)	800-222-3710
Ansul Foam (24 hour contact)	800- 862-6785
National Foam (24 hour contact)	610-363-1400

LAW ENFORCEMENT – FACILITY SECURITY	
DIRECT CONTACTS	PHONE
Wynnewood Police Dept.	911
Garvin County Sheriff's Dept.	405-238-7591
Murry County Sheriff's Dept.	580-622-5114
Oklahoma Highway Patrol	580-223-8800

HAZMAT RELEASE – OIL SPILL EMERGENCIES	
CONTACT	PHONE
Dixon Construction	405-268-1400
A Clean Environment	800-259-8347

NEIGHBORING INDUSTRIES	
CONTACT	PHONE
Valero Ardmore Refining	580-223-0534
Sun Oil Pipeline	800-722-2606
Total Pipeline	800-437-7366
Williams Pipeline	918-573-2000
TKI Tessenderlo Kerley Inc.	405-665-2504

RAILROADS	
CONTACT	**PHONE**
BNSF Railroad	800-832-5452

UTILITIES	
CONTACT	**PHONE**
TransOk (Enogex)	800-324-2044
PEC	580-332-3031
OG&E	800-522-6870
Arbuckle Water Conservancy	580-369-3121
Enable	405-553-6963

GOVERNMENT AGENCIES CONTACTS	
LOCAL AND STATE AGENCIES	**PHONE**
Oklahoma Department of Environmental Quality	800-522-0206
LEPC Coordinator Garvin County	405-238-1148
LEPC Coordinator Murray County	580-369-3333
American Red Cross (First Responder Hotline)	833-583-3111
Oklahoma State Emergency Response Center	405-521-2481
Oklahoma Corporation Commission Pipeline Safety Field Operations	405-521-2258
Oklahoma Corporation Commission Safety Specialist Garvin Co.	580-656-0143
Oklahoma Wildlife Department	405-521-3719
Garvin County Health Dept.	405-238-7346
Murray County Health Dept.	580-622-3716
FEDERAL AGENCIES	**PHONE**
National Response Center	800-424-8802
US EPA Region VI Area On Scene Coordinator	214-665-2222
US EPA Region VI Oklahoma City Area Office	405-231-5351
EPA Waste Water Upsets	214-665-6595
OSHA Region Six Office	281-286-0583
Bureau of Alcohol, Tobacco and Firearms (ATF) – Local Office	281-372-2900
Federal Bureau of Investigation (FBI) – Local Office	713-693-5000
National Weather Service	281-337-5074

VENDORS – EQUIPMENT – SUPPLIES – SERVICES	
CONTACT	**PHONE**
PetroSafe Technologies, Inc.	**1-866-642-8318**
Williams Fire and Hazard Control - 24-HOUR EMERGENCY **Toll Free Non-Emergency**	**1-409-727-2347** **1-800-231-4613**
Dooley-Tackaberry	281-479-9700
Hagemeyer – Houston Office	281 500-5100
Red Star Fire & Safety	281-487-3087
Boots & Coots (Spills)- Lisa Peterson	800-421-4911
Acme Products Co.	918-836-7184
Sooner Emergency Service	918-683-2936
Williams Fire & Hazard Control	281-999-0276 409-727-1504
National Foam	713-472-1504
Fire Apparatus Specialists	800-358-4195
Stewart & Stevenson	713-671-6100
Casco	713-473-3473
RITZ Safety	405-760-7131
South Coast Fire And Safety	713-649-6691
Grainger	405-245-9020
Ansul Foam Headquarters	800- 862-6785
National Foam – Kidde Fire Fighting – Red Alert	610-363-1400

4.13 EMERGENCY EQUIPMENT INVENTORY

REFINERY EMERGENCY APPARATUS

2015 Kenworth/Pierce Foam Pumper

- 3000 GPM Pierce onboard fire water pump
- 1500 gallon tank w/ 1% by 3% Thunderstorm AFFF-AR foam
- 3" x 2 ½ '' fire hose 300'
- 5" w/Storz LDH fire hose 500'
- Akron Renegade remote deck cannon w/ 5000 GPM nozzle
- On board tool boxes:
  - Blitzfire XXC-33 Oscillating monitor package 2
  - 5" Storz x 5" Storz x 4 2 ½ MNST Water Thief 1
  - Assorted nozzles, fittings, and adapters

1995 Freightliner FL 80 Rescue "45"

- 25kW PTO generator
- 6000 watt Will Burt light tower
- 4500psi Breathing air cascade system 4
- Stokes basket and back boards 2&5
- 60 min Scott air pack and spare bottles 15
- Rescue tri-pods 3
- Lakeland Level A suits 10
- Medical jump bag and assorted medical supplies
- Personal rescue gear, assorted rescue equipment and accessories

1990 Chubb-National GMC foam pumper Basic Life Support unit

- 1250 GPM Hale pump 1
- 1000 gal foam tank w/ 1% by 3% Thunderstorm Foam 1
- 1500' of 2 ½" and 1 ½" fire hose
- On board tool boxes:
- Blitzfire XXC-33 Oscillating monitor package 1
- 5" Storz X 5" Storz x 4 2 ½" MNST Water Thief 1

Fire Apparatus Appliances & Hose

- 5" Storz x 6" FNST Rigid Rocker lug adaptor 2
- 5" Storz x 5" Storz x 4/2 ½" MNST Water Thief 2
- 50' 5" hose with Storz™ fittings 4
- 25' 5" hose w/ Storz™ fittings 4

Foam Systems (Fast Attack Pickups)

- Skid mounted Daspit™ Mount 1500 GPM self-educating nozzle
- 100 gallon foam tank
- Blitzfire monitors 3
- 25' 5" hose with Storz fittings 4
- 50' 3" hose with hose thread 14
- 50' 1 ½ hose with hose thread 12
- Assorted nozzles, fittings, and adapters

Foam Trailer *2*

- with 4" waterway, Daspit Mount 1500 GPM self-educating nozzle
- 4 totes 265 gallons 1/3% Thunderstorm firefighting foam

Unit Initial Response Team Fire Equipment (Fast Attack Trailers)

- Duraworx Deluxe Garden Dart 12 Fire Houses 1-6
- 3"x 2 ½"High-Tech™ 500 rubber fire hose 36 Fire Houses 1-7
- TFT AC5ANJ-NJ Hydrant Valve 2 ½" gate valves 12 Fire Houses 1-8
- TFT XX-32 Blitzfire Monitor 12 Fire Houses 1-9
- 2 Wheel Monitors 350 GPM nozzle 3 Safety Building
- 2 Wheeled Monitor w/ 350 GPM nozzle 1 ALKY Operator Shelter

Safety Showers are located throughout the Refinery

Fire Hose & Appliances

- LDH trailer 1 Fire Station #1
  - 5" soft suction Storz connector 100 ft. sections 30 joints
  - 5" soft suction Storz connector 50 ft. sections 10 joints
  - H800-50-50-ST 5" Gate Valve 4
  - H400-50-50-25NH Distribution Valve 4
  - H30E-50-40NH 5" Storz to 4" NH hose adaptor 4
  - H800-50-40NH 5"x4" Gate Valve 4

Rescue/Medical

- First Aid Room located in the OLD Fire Station
- Cardiac Science Automatic AED 8
- PLS 1014 Blood Borne Pathogen/ Personal Protection Kit 6
  Fire Station #1
- Rescue Truck 45 1
  Fire Station #1

Respiratory Protection

- 14" Cargo Trailer Fire Station #1
  - 1 hour SCOTT Air-Pak 16
  - 1 hour SCOTT Air-Pak spare bottles 16
- Rescue Truck 45 Fire Station #1

SELF CONTAINED BREATHING APPARATUS (SCBA) LOCATIONS

The following are the locations of the air pack stations around the refinery:

Location	# of SCBA Packs	Description of Location
Rescue Truck	5	Passenger & Rear Seats, and spare SCBA bottle box
Fast Attack Trucks	9	Mobile Safety/Emergency Response Fast Attack Trucks
Fire Station 1	13	Mounted on wall inside the building
Area 1 Crude	2	Crude Op Shelter
Area 2A Alky	13	3 Alky Wash Room, 4 Alky Op Shelter, 4 PPE Conex, 2 @ Tank 2051
Area 2B CAT	8	3 CAT Op Shelter (w/ 3 spare bottles), 2 Prime G, 2 PLAT, 1 LPG Rack,
Area 3	6	3 East side of Old Op Shelter, 1 Old Plat Op Shelter, 2 Boiler House
Area 4	3	2 Blender Change House, 1 Railcar Rack

SUPPLIED AIR RESPIRATORS

Location	# of SAR's	
Safety Repair	3	South side (breathing air trailer)
Alky 1 (air cart)	2	South of Cooling Tower by chlorine tank
Alky 2	1	North of unit by D-6 (air cart)
Alky Blue Room	1	North of Blue Room (air cart)
Alky	1	Chlorine tank
Boiler house 2	2	Se of unit by chlorine tanks (air cart)

Complex Cooling Tower cart)	2	NE of Cooling Tower by chlorine tanks (air
CPI Separator (air cart)	2	South side of unit by the 833 compressor
Safety Repair Shop	2	South side of building (air cart)
SRU	2	East of unit (air cart)

Spare cylinders are located at the Central Fire Station.

Primary SCBA cylinder refill station

There is a fixed breathing air compressor located at the Central Fire Station that is capable of filling all onsite breathing air equipment. This includes SCBAs, Escape Packs, Cascade Systems, Air Trailers, 6 packs and 12 packs.

Fire Extinguishers

Fire extinguishers are located throughout the refinery at designated locations deemed necessary within the process units and in all buildings on routes of evacuation. These extinguishers are inspected monthly by operations to verify they are in service. A third party contractor performs the annual inspections for all extinguishers at the refinery.

ERT Radios

Twenty-Five ERT Mobile Radios are located at the Central Fire Station and South Fire Station for emergency response. There are also additional mobile radios located in the two fast attack trucks. There is 1 bay station radio located at the south fire station and 2 bay station radios located at the central fire station in the permanent Incident Command Post.

Equipment Inspection, Testing, and Use

Fixed equipment is inspected monthly by operations and tracked through their monthly inspection forms that are sent to the Safety Department Admin for tracking deficiencies. Mobile equipment & PPE inspections are performed monthly by the Safety Department. These inspection forms are located in "Wynnewood Annex 4: Emergency Equipment & PPE" which is a separate document maintained by the Emergency Response Coordinator.

Part II Crisis Management Plan

5.0 Overview of the Refinery ICS Position Responsibilities

The following is a brief overview of the responsibilities of the ICS Command and General Staff positions at the WRC facility. As previously established, in the initial response to an emergency, the OSIC is responsible for all Command and General Staff functions and responsibilities until they are delegated to other qualified employees. Detailed checklists outlining the responsibilities for each position within the expanded ICS organization are provided in Sections 5 and 6 of this plan.

Incident Commander

The Incident Commander (IC) is the senior facility manager (or designee) with ultimate responsibility for safely and effectively responding to, managing and recovering from any emergency occurring at the WRC facility. In the initial response to an emergency, a designated OSIC (Shift Supervisor) on each of the rotating shifts assumes these responsibilities and is located at the Incident Command Post in a safe area near the emergency scene. From this location, the OSIC assesses conditions; directs activities to secure and stabilize impacted units and process areas; and communicates the strategic goals, objectives and priorities to the designated on-duty Operations Section Chief (ERT Shift Captain).

In the event of a serious or complex emergency, the OSIC may expand the ICS organization through notification and call-out of additional resources. The OSIC will notify security to activate the Red Alert call out system for off shift ERT members. The IC position responsibilities may be transferred to the IC (Plant Manager or designee) and the EOC may be activated. When the EOC is activated, CMT members pre-assigned to the ICS Command and General Staff positions manage the crisis and the consequences of the event and provide support for the tactical emergency response operations at the scene. When command is formally transferred to the IC (Plant Manager or designee) and the EOC is activated, the OSIC remains at the ICP and serves as a Deputy to the IC with responsibility for monitoring and reporting progress and needs for achieving strategic goals, objectives and priorities established by the IC/UC.

Incident and Facility Safety Officers

Life safety will always be the highest priority for emergency responders. In the initial response to emergencies, the Operations Section Chief may also serve as the Incident Safety Officer until the responsibilities are transferred to another qualified ERT Leader arriving at the emergency scene. Supporting the OSIC, the Incident Safety Officer monitors the safety of conditions and actions at the emergency scene and has the authority and responsibility to stop any activity if there is imminent danger or an unacceptable risk to the safety of emergency responders or others working at and near the emergency scene.

As determined by the OSIC, a Process Safety Officer position may also be assigned to help identify the actions required for securing and stabilizing impacted refinery units and process areas to ensure the safety of the initial emergency response activities of ERT members working at and near the emergency scene.
If the EOC is activated, the Facility Safety Officer position is also staffed to support the Incident Commander with responsibility for focused oversight and management of all safety, health, and environment issues related to the emergency event (including those that may be inside and outside the boundaries of the facility).
The Safety Officers and any assistants always remain alert to changing conditions that could jeopardize the safety of the community, employees, emergency responders, and the environment.

Information Officer

The Information Officer provides direct support for the IC at the WRC facility to ensure timely communications and flow of emergency related information is appropriately managed. The Information Officer gathers facts and provides pertinent information to the media, to employees and to other concerned organizations/agencies regarding the situation and conditions related to the emergency event. When required, the Information Officer establishes a media briefing area, prepares briefings and press releases, and administers (often with the assistance of legal advisors) the release of information to the media, to employees and to other concerned organizations. The Information Officer coordinates the resolution of any employee relations, union, or governmental (non-regulatory) concerns. The Information Officer is the leader of the WRC Crisis Communications Team and the point of contact for company executives regarding these matters.

Security Officer

The Security Officer ensures the emergency scene and the plant boundaries (fence lines) are appropriately secured. The Security Officer prevents unauthorized entries; takes appropriate action to ensure the protection and safety of employees, property and company trade secrets; and provides assistance when requested to obtain and secure formal statements from any witnesses. The Security Officer enlists the support and coordinates with local, state and federal law enforcement authorities and agencies as necessary to meet these responsibilities.
In carrying out these responsibilities, the Security Officer will ensure adherence to laws and regulations governing security matters for which local, state and federal agencies have jurisdictional authority.

Liaison Officer

The Liaison Officer or an assistant is the initial point of contact for any assisting or supporting agency representatives responding to the WRC facility following an emergency event. The Liaison officer acknowledges and meets with these representatives when they arrive at the facility to establish their role, function and any area of support, expertise or concern they may have. The Liaison Officer keeps track of, arranges escorts, makes appropriate introductions, and serves as the interface and the bridge between these representatives and the other ICS Command and General Staff personnel working at the

scene and in the EOC. Liaison with law enforcement agencies may be assumed by the Security Officer if that position is established.

Operations Section Chief

The Operations Section Chief is responsible for directing the tactical deployment and placement of personnel and equipment; including the tactical (hands-on) activities of trained and qualified personnel required to achieve strategic goals, objectives and priorities established at the highest level of the ICS organization.
In response to an emergency at WRC, the Operations Section Chief is an experienced, highly skilled, trained, and qualified ERT Officer/Leader responsible for directing the tactical (hands-on) emergency response activities carried out by ERT members and other tactically trained emergency response personnel working at the emergency scene.

Production and Recovery Section Chief

The Production and Recovery Section Chief position is unique to the refining industry and provides special production and process knowledge that may be required to secure and stabilize impacted production units and areas to ensure the safety of emergency response activities at the emergency scene. This ICS position identifies, evaluates, isolates, shuts-down and stabilizes utilities and unit or process area conditions that may be impacting or may be impacted by the emergency event. The Production and Recovery Section Chief coordinates with production area and area foreman, unit/process operators and engineers; and takes appropriate action to shut down operating units/areas or to isolate and divert process flows to support emergency response operations at the scene. The objective is to ensure the safety of the emergency response operations and to minimize unit down time and loss of production without jeopardizing the safety of responders, employees, the community, the environment or Company property. The Production and Recovery Section Chief also ensures the safety of employees remaining in process areas when an evacuation is ordered, as well as manages the short and long term recovery planning activities.

In the initial response to emergencies at WRC these responsibilities are usually assumed by the OSIC; sometimes with assistance from the Process Safety Officer (a process area specialist) when this position is staffed.

Logistics Section Chief

The Logistics Section Chief is responsible for maintaining support services and for obtaining, storing and delivering materials, equipment, supplies, consumables and other resources that may be needed to maintain and support the emergency response and mitigation activities in the field and in the facility EOC.

Planning Section Chief

The Planning Section Chief is responsible for maintaining information displays with a chronological listing of past, current and ongoing emergency response actions and activities and resource allocations in the field. This position chairs planning meetings and develops Incident Action Plans when there are multiple periods of operations. Information

is needed to: 1) understand the current situation, 2) predict the course of incident events, and 3) prepare alternative and future strategies for incident control and mitigation.

In the initial response to an emergency, the OSIC may assign a scribe to maintain a sequential listing of events and actions as they unfold. This scribe may also be assigned to maintain accountability for all assigned (working at the emergency scene), available and out of service emergency response personnel. If the Planning Section in the EOC is activated and staffed, the overall responsibilities of the Section expand and the scribe in the field may now communicate (on a separate assigned radio channel) current information regarding actions, activities, resource allocations and accountability to other personnel working in the EOC.

Finance/Administration Section Chief

The Finance/Administration Section Chief is responsible for all financial, administrative, and cost analysis aspects of the incident. In addition to the financial aspects of the emergency, the Finance/Administration Section handles all claims for injury and property damage and negotiates and manages all contracts for procurement of goods and services required for support of the emergency response activities. In concert with these responsibilities, the Finance/Administration Section Chief serves as the point of contact for company executives regarding these matters.

5.1 Assigned Roles and Responsibilities

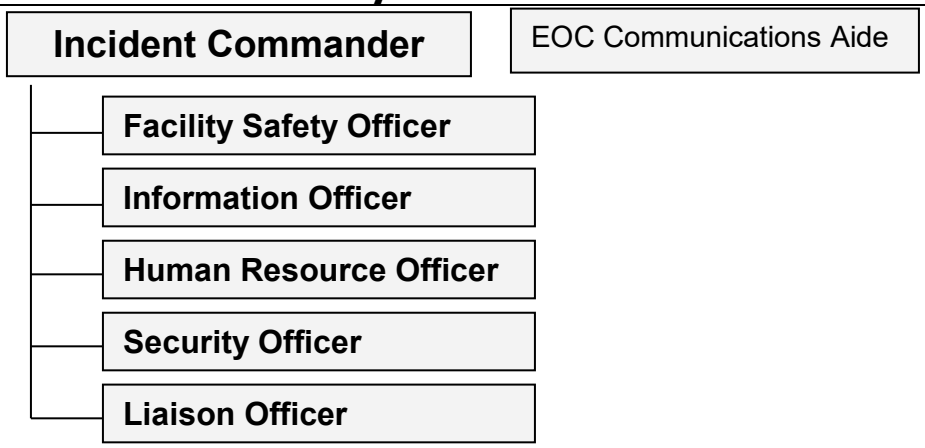
INCIDENT COMMANDER

The Plant Manager (or designee) typically serves as the ICS Incident Commander (IC) which is a primary ICS position having ultimate responsibility for safely and effectively responding to, managing and recovering from an emergency or disaster that could occur. In the initial response to an emergency event, a designated and pre-assigned On-Scene Incident Commander (OSIC) on each of the rotating shifts assumes the IC responsibilities to meet the requirements of OSHA 1910.120(q). The OSIC initially has responsibility for other ICS Command and General Staff positions until these responsibilities are formally assigned or transferred to other trained and qualified personnel.

If the conditions or severity of an emergency require the ICS organization to expand, Command may be formally transferred from the OSIC to the Plant Manager/IC or a designee and the facility Emergency Operations Center (EOC) may be activated. When Command is transferred and the EOC is formally activated, designated Crisis Management Team (CMT) members assume their pre-assigned ICS Command and General Staff positions to manage the crisis and consequences of the event; to manage ongoing facility operations; and to support tactical emergency response activities at the emergency scene. When the EOC is activated, the OSIC remains at the Incident Command Post near the scene (serving as a Deputy IC) with responsibility for conveying strategic objectives to the Operations Section Chief and reporting the on-scene tactical progress and needs to the EOC via a designated Communications Aide. Command Staff positions that may be staffed in the EOC are illustrated in Figure 5-1 below.

For incidents involving multiple jurisdictions or agencies, the ICS structure may be further expanded to establish a "Unified Command" ICS organization to include a senior representative for each jurisdiction and agency in the decision making process. General responsibilities of the OSIC and the IC are listed in checklists available on the following pages:

Figure 5-1
Incident Commander - Primary EOC Command Staff



ACTION CHECKLISTS

ON-SCENE INCIDENT COMMANDER (OSIC)

Initial Response –

- ☐ While in route to a reported emergency, size-up, gather information, identify conditions, evaluate resource requirements and determine the initial strategic goals/objectives and priorities.
- ☐ Upon arrival at the emergency scene, position the Incident Command Post in a safe location upwind of the emergency scene, don IC vest, and implement ICS.
- ☐ Immediately provide the "Initial Situation and Needs Report" to the Emergency Dispatch Center to verify the arrival and location of Command, the severity (Level 1, 2 or 3), and the type of emergency (fire, spill, gas release, medical, rescue, or other).
- ☐ Ensure the safety of production, emergency response and other personnel working in and near the impacted area.
- ☐ Inform Dispatch of any required evacuation or shelter requirements; including notifications required for the evacuation and/or shelter of citizens in the community.
- ☐ Communicate with the Operations Section Chief to confirm the strategic goals, objectives and priorities; to share information on production and process area hazards and conditions; and to advise on any production (unit/process area) concerns that could jeopardize the safety of responders working at the emergency scene.
- ☐ Determine any on-scene Command Staff support requirements and make assignments.
- ☐ Maintain a chronological listing and timeline of events and actions; and use available forms to document assignments, actions taken to manage safety concerns, and the plan of action for stabilizing, controlling and improving conditions at the emergency scene.
- ☐ Manage, direct and monitor activities required to secure, stabilize and shut down production units and process areas impacted by the emergency conditions.
- ☐ As required by the complexity of the event, expand the ICS organization and coordinate a transfer of Command with the IC (or a designee) to activate and staff the facility EOC for effective and efficient management of the event.
- ☐ Establish, verify and maintain radio communications between "On-Scene Command" and the designated EOC Communications Aide ("EOC Command")
- ☐ When Command is transferred, remain at the Incident Command Post serving as a Deputy IC with responsibility for conveying current strategic objectives to emergency responders; interfacing with tactical field representatives of any participating agencies or jurisdictions, and reporting tactical progress and needs to the EOC IC/Unified Command staff.
- ☐ Establish one or more on-scene Communications Aides when required to manage radio traffic and information flow at the ICP when necessary.
- ☐ As required by procedures, identify any on-duty personnel that must be scheduled for immediate drug testing.

Post-incident Actions

- ☐ Insure all field documentation related to the incident is collected and delivered to the Planning Section Chief (or designee).
- ☐ In cooperation with the Operations Section Chief and on-scene Command Staff, debrief emergency response personnel working at the emergency scene, identify any witnesses and make arrangements for collecting any witness statements before they are released.
- ☐ Ensure emergency response personnel are advised of the scheduled time and location for the incident critique to review and discuss emergency response performance and identify any opportunities for improvement.
- ☐ Ensure all consumables used in the emergency response are promptly replaced and all emergency equipment is quickly returned to the emergency ready status.

INCIDENT COMMANDER

Expanding the ICS Organization and Activating the EOC

When the Crisis Management Team (CMT) and Emergency Operations Center (EOC) are alerted of a Level 2 or Level 3 emergency, the IC (usually the plant manager (or designee) will safely respond and report directly to the Incident Command Post to assess conditions, obtain a briefing from the On-Scene Incident Commander and assume the IC position when deemed necessary. After formally assuming Command, the IC will report to the EOC location with the following responsibilities:

- ☐ Announce formal activation of the EOC and brief the assembled Command and General Staff on the incident conditions and on the immediate concerns and priorities for managing the related crisis and consequences of the event, managing ongoing facility production operations, and supporting the on-scene tactical emergency response activities of emergency responders working at the scene.
- ☐ Don ICS vest and maintain a personal log and timeline of actions and activities.
- ☐ Ensure an EOC "Communications Aide" is identified and established to maintain effective communications and information flow between the OSIC ("On-Scene Command") working at the scene and the designated Communicator in the EOC ("EOC Command").
- ☐ Activate the Emergency Call Center as appropriate and advise Security and Receptionist to send undirected calls to the Emergency Call Center.
- ☐ Schedule, chair and receive frequent status briefings from the primary Command and General Staff (every 30 minutes initially and then as required) and provide direction to correct any identified gaps, deficiencies, or concerns.
- ☐ Evaluate and upgrade or downgrade emergency category/classification as necessary.
- ☐ Obtain legal counsel as appropriate.
- ☐ Coordinate with Planning Section Chief to ensure a situation/status display (a master log and chronological listing) of emergency response activities is maintained in the EOC.
- ☐ Contact and communicate with corporate executives as required by procedures to provide information and details of the emergency event.
- ☐ Coordinate with the Information Officer, legal counsel and any participating jurisdictions or agency representatives in the development of a formal press release. Authorize the timely release of this information to the news media according to Company policy.

- Review and approve requests for additional resources or for the release of resources.
- Verify reports required by regulatory agencies and authorities are completed and submitted in a timely manner.
- Work with representatives of any participating jurisdictions and agencies to establish a Unified Command ICS organization as required to facilitate their participation in determining and approving strategic objectives and priorities.
- Determine the need for contracting the services of any specialist or consultants.
- Verify all important issues are being addressed and the designated Command and General staff members are carrying out their assigned duties and ICS job responsibilities in an effective and efficient manner.
- Ensure emergency procedures and disaster management plans are adhered to.
- Establish, review and update strategic objectives; and review and approve the Incident Action Plan for each operational period as required.
- Order the demobilization and/or termination of the incident when appropriate.
- Coordinate with the Production and Recovery Section Chief and Corporate Executives as necessary to establish a damage assessment team and begin short and long term recovery planning.
- Identify an Incident Investigation Team and order a formal investigation of all factors and conditions related to the emergency event.
- Coordinate with participating jurisdictions, agencies, and contractors to review and approve any plan for demobilization of plant resources and a transition from the emergency phase of the incident to an approved project phase.
- Coordinate with participating jurisdictions, agencies and contractors to identify members of the Project Team, approve the Project Management Plan, and order the stand-down of EOC operations and/or termination of the incident as appropriate.

Post-incident Actions

- Verify all documentation related to the incident is collected and secured.
- Obtain witness statements, identify an Incident Investigation Team, and order a formal investigation of all factors and conditions related to the emergency event.
- Verify all consumables used in the emergency response are promptly replaced and all emergency equipment is quickly returned to the emergency ready status.

- Complete a CMT/Agency debriefing and schedule a formal critique for CMT and ERT members to assemble and identify things that went well and any opportunities for improving emergency response and disaster management capabilities for the facility/Company.
- Attend and participate in the scheduled critique and ensure all recommendations for improvement are documented and later reviewed; and that all corrective actions are documented, communicated to the participants, and tracked to formal resolution as appropriate.
- Share lessons learned so that personnel involved in emergency response and disaster management have an opportunity to learn from the post-incident analysis.

EOC COMMUNICATIONS AIDE

- ☐ Obtain a briefing from the IC regarding incident communications requirements.
- ☐ Don ICS vest.
- ☐ Staff the Radio Communications Station in the EOC.
- ☐ Activate and maintain radio transmission audio recorder system as appropriate.
- ☐ Control radio speaker volume in the EOC as appropriate.
- ☐ Established and maintain effective communications and information flow between the OSIC ("On-Scene Command") working at the scene and the EOC ("EOC Command").
- ☐ Serve as the single point communicator for receiving routine progress and needs reports from On-Scene Command and for conveying information to On-Scene Command regarding support progress and any changes in strategic goals, objectives or priorities.
- ☐ In cooperation with On-Scene Command, establish an alternate "Command" radio channel/frequency when required for maintaining effective communications.
- ☐ Share information and request information through processing EOC Outgoing/Incoming Communications Forms as appropriate. (See Page 6)

UNIFIED COMMAND

Unified Command (UC) allows the IC and senior representatives of various agencies and jurisdictions to jointly coordinate, plan, and interact effectively without loss of individual agency authority, responsibility, or accountability. Designated agency/jurisdiction representatives who make up UC work together in a spirit of cooperation at the highest level of the ICS organization to jointly accomplish the following tasks:

- ☐ Determine incident objectives (in priority order) and strategies to accomplish the objectives.
- ☐ Establish ICS organizational elements and fill corresponding leadership positions as necessary.
- ☐ Resolve any outstanding issues affecting UC management

EOC OUTGOING/INCOMING COMMUNICATION FORM

INCIDENT NAME:			**DATE:** **TIME:**	
NATURE OF CALL	☐ REQUEST	☐ INFORMATION	☐ REPORT	
MESSAGE TO				
DETAILS OF MESSAGE				
ROUTE TO	☐ ALL	☐ IC	☐ SAFETY OFFICER	☐ INFORMATION OFFICER
	☐ LIAISON OFFICER	☐ SECURITY OFFICER	☐ LOGISTICS	☐ PLANNING
	☐ PRODUCTION & RECOVERY		☐ FINANCE & ADMINISTRATION	
	☐ Other			
SENDER INFORMATION	NAME:			
	PHONE 1:		PHONE 2:	
	AGENCY:			
	EMAIL:			
PRIORITY	☐ HIGH	☐ MED	☐ LOW	
MESSAGE TRANSMITTED BY:			**TIME:**	

SAFETY OFFICER

The Safety Officer is a principle member of the ICS Command Staff responsible for monitoring and assessing hazardous and unsafe conditions; and for developing measures to ensure the safety and well being of emergency responders, employees, the general public, and the environment. The Safety Officer and assigned assistants make every attempt to correct any unsafe acts or conditions through the regular line of authority, but may exercise emergency authority to prevent or stop emergency response activities when there is imminent danger. In the initial response to an industrial emergency, both an Incident Safety Officer and a Process Safety Officer position (see details below) may be staffed by the On-Scene IC to provide safety oversight of the tactical hands-on emergency response activities, as well as the actions required to safely isolate, stabilize and/or shut down production units and process areas impacted by the emergency event. When a facility EOC formally is activated, the Facility Safety Officer position is typically staffed to ensure all safety and health concerns are appropriately addressed and managed on behalf of the IC. In the industrial setting the following ICS safety positions may be staffed to ensure:

INCIDENT SAFETY OFFICER (ISO)

The Incident Safety Officer is a Command Staff position supporting the designated On-Scene IC to assess emergency conditions and observe, monitor and ensure the safety of emergency response personnel performing tactical, hands-on activities at the emergency scene. The Incident Safety Officer working at the emergency scene must be an experienced, trained and qualified ERT Leader/Officer with a good understanding of the emergency response safety concerns and requirements. In the initial response, the Operations Section Chief may assume these responsibilities until they are formally transferred to another qualified ERT Leader/Officer. To ensure the safety of all emergency response activities, Assistant Safety Officers may also be added at the emergency scene as required by the type and complexity of the conditions. If the EOC is activated, the Incident Safety Officer and any assistants will continue to support the On-Scene IC to ensure the safety of tactical emergency response actions and activities at the emergency scene. Informal communications may also be established with the Facility Safety Officer in the EOC (perhaps using a cell phone) to meet these objectives.

PROCESS SAFETY OFFICER (PSO)

The Process Safety Officer is a Command Staff position supporting the designated On-Scene IC to oversee and ensure the safety of production units and process areas impacted by the emergency event. The Process Safety Officer working at the scene must be an experienced production and process area specialist with a keen knowledge of the actions required to safely secure and stabilize the production units and process areas impacted by the emergency. The designated OSIC may often serve in this capacity but may elect at any time to staff this position to oversee and ensure the safety of production unit and process area conditions. If the EOC is activated, the Process Safety Officer will continue to support the OSIC in this area of responsibility; communicating with both the OSIC and the Incident Safety Officer at the scene to meet safety objectives. Informal communications may also be established occasionally with the Production and Recovery Section Chief (perhaps using a cell phone) to meet these objectives.

FACILITY SAFETY OFFICER (FSO – STAFFED IN THE EOC)

The Facility Safety Officer position in an industrial facility is staffed when the facility EOC is activated. The Facility Safety Officer is the senior Safety Officer position within the industrial ICS organization responsible for monitoring and assessing hazardous and unsafe conditions and

developing measures to ensure the safety and wellbeing of emergency responders, employees, and the general public on behalf of the IC. The Facility Safety Officer supports the IC in this area of responsibility; communicating informally with the OSIC as well as with the on-scene Incident Safety Officer and Process Safety Officer when necessary to ensure all safety objectives for emergency response are being appropriately addressed.

The Facility Safety Officer is also responsible for the final headcount and ensuring all personnel working in the plant at the time of the incident are accounted for; evaluating and establishing air monitoring as required to determine potential exposure levels both inside and outside the facility; and coordinating with community leaders and public safety officials to ensure the safety of the general public.

As illustrated in Figure 1-2 below, the Facility Safety Officer may assign several assistants as necessary to ensure the safety and well-being of emergency responders, employees, and the general public is appropriately considered.

Figure 5-2
Facility Safety Officer - Possible Assistants

ACTION CHECKLISTS

INCIDENT SAFETY OFFICER (ISO - Supporting the On-Scene IC)

In the initial response to an emergency, the Operations Section Chief often assumes the responsibility of the Incident Safety Officer (ISO) to monitor and oversee the safety of the tactical hands-on emergency response activities at the emergency scene. These responsibilities may be transferred at any time when another tactically trained and qualified ERT Leader/Officer arrives at the emergency scene. Responsibilities of the ISO will usually include the following:

- □ Obtain a briefing from the OSIC and the Operations Section Chief to understand response objectives, the initial plan of action, and any identified safety concerns.
- □ Don ICS vest and maintain a personal log and timeline of on-scene safety actions and activities.
- □ Obtain the Tactical Safety Officer Checklist and use the checklist as a tool to assess conditions and actions of responders working at and near the emergency scene. (See Page 12)
- □ Verify the accountability and welfare of all personnel known to be in and near the impacted area of the emergency event.
- □ Determine the number and location of any injured and move non-essential personnel outside the security or isolation zone. Obtain assistance from Security as required.
- □ Monitor and assist with any required shelter or evacuation of personnel.
- □ Assess, identify, communicate and brief ERT personnel regarding identified hazards, safety concerns, control zones and the requirements for personal protective equipment and decontamination.
- □ Obtain a briefing from the Operations Section Chief to have a good understanding of the initial plan of action; and review and monitor tactical response activities to identify and correct any unsafe acts or conditions. Assign Assistant Safety Officer(s) as required for thorough safety oversight.
- □ Research as necessary to understand the chemical and physical properties of the materials involved and the impact they may have on response plans and strategies.
- □ Maintain ongoing contract and communications with the Process Safety Officer and any technical specialists to constantly monitor all safety related concerns.
- □ Ensure accountability is established and responders working in a high risk area will have reasonable opportunity to relocate if the existing conditions suddenly escalate.
- □ Ensure entrance and exit routes for personnel and equipment remain unobstructed.
- □ Evaluate positioning of apparatus and apparatus operators to ensure their safety.
- □ Observe fire load on elevated vessels and support structure; evaluate the potential for collapse, and be proactive in relocating response personnel and equipment that may be in danger.
- □ Observe and be alert for emergency conditions that could result in elevated risk for responders (i.e., over-pressure, uncontrolled chemical reaction, BLEVE, boil-over, slop-over, etc.)
- □ Consider HAZWOPER requirements and identify any exposure or health concerns related to response operations in progress.
- □ Investigate the circumstances of any injury occurring within the incident areas and exercise emergency authority to prevent or stop unsafe acts.

- □ Coordinate with the OSIC to ensure preparation, implementation and compliance with a formal Site Safety Plan.
- □ Monitor fatigue and review and approve the plan for rotation, rehab, medical monitoring and ongoing accountability as relief personnel move into the area.
- □ Continue review of the Tactical Safety Officer Checklist to ensure safety concerns are not overlooked.

PROCESS SAFETY OFFICER (PLO - Supporting the On-Scene IC)

In the initial response, the OSIC will often serve as the Process Safety Officer (PLO) to direct actions to control, stabilize and secure impacted unit/process areas as necessary to ensure the safety of emergency response personnel. These responsibilities may at any time be transferred to a unit/process area specialist for the impacted area. The PLO coordinates with plant production personnel, the ISO, and the Operations Section Chief to quickly control, secure and stabilize units and process areas impacted by the incident. Initial actions of the PLO could include directing the shutdown of impacted units or production areas; directing process isolations; and/or directing actions to divert process flows away from the impacted units, production areas, or tanks. The PLO further ensures the safety and accountability for all personnel working in and near the impacted area and for all personnel remaining in a unit/process area when an orderly shutdown of these operations is ordered. As determined by the severity and perceived risk of the emergency condition, the PLO in cooperation with the OSIC may order an emergency shutdown of some (or all) units or production areas and the evacuation of all personnel as necessary to ensure their safety.

- □ Report to the Incident Command Post as soon as possible to provide support for the OSIC.
- □ Obtain a briefing from the OSIC to have a good understanding of conditions and the current strategic objectives and priorities.
- □ Don ICS vest and maintain a personal log and timeline of actions and activities.
- □ Obtain a briefing from the OSIC to understand the initial plan of action for any unit/process safety implications.
- □ Verify the safety and welfare of all personnel working in operating units and process areas impacted by the emergency condition.
- □ Assess, identify and coordinate the isolation (from remote locations when possible) the materials, products and processes that may be contributing to the ongoing or escalating emergency condition at the scene.
- □ Direct the diversion of process flows to safe areas; as well as the emergency and orderly shut-down of facility production units and process areas as required to minimize damage and ensure the safety of employees and emergency response personnel.
- □ Report unit/process control actions, activities, and progress; as well as any accountability concerns to the OSIC.
- □ Coordinate with the OSIC and direct actions to ensure adequate firewater flows, termination or restoration of electrical, fuel gas, steam, and/or water service as necessary to support emergency response operations and any ongoing production.
- □ Minimize unit/process down time and loss of production to the maximum extent possible without jeopardizing the safety of personnel, the environment, the public, or emergency response operations.

FACILITY SAFETY OFFICER (Supporting the Incident Commander)

When the EOC is formally is activated, the Facility Safety Officer position will serve as a member of the Command Staff to ensure all safety and health concerns are appropriately addressed and managed on behalf of the IC.

- □ Obtain a briefing from the IC to have a good understanding of current conditions, current objectives and priorities, and any immediate safety concerns.
- □ Don ICS vest and maintain a personal log and timeline of actions and activities.
- □ Verify all personnel known to be in the facility at the time of the incident are accounted for.
- □ Verify the safety of employees who may remain in unit/process areas.
- □ Verify a qualified Incident Safety Officer and any required assistants are providing sufficient support to the OSIC at the incident scene.
- □ Verify a qualified Process Safety Officer is supporting the OSIC (when required).
- □ Contact and communicate with the appropriate public officials and authorities as necessary to ensure the safety of the general public outside of the plant.
- □ Contact Spill Consultants if there is or potential for significant environmental impact.
- □ Coordinate air monitoring both inside and outside the facility as necessary to determine the concentrations of any release of hazardous or toxic materials.
- □ Ensure the completion and availability of the Site Safety Plan.
- □ Coordinate appropriate investigation of the incident circumstances and conditions resulting in damage, injuries or fatalities.

Post-incident Actions

- □ Insure all documentation is collected and secured.
- □ Attend and participate in the scheduled debriefing and critique.
- □ Brief group and document any ongoing and/or follow-up activities and actions.
- □ Review need for new or additional technologies to improve performance.
- □ Update directories and checklists as necessary.
- □ Comment on strengths and weaknesses of existing plans/procedures.
- □ Complete assigned actions for any changes to existing plans/procedures.
- □ Ensure that lessons learned are documented and shared.

ASSISTANTS TO THE FACILITY SAFETY OFFICER

The Facility Safety Officer may establish several assistants to effectively and efficiently manage safety concerns for the facility. The following checklists are provided as job aids for meeting the responsibilities:

FACILITY ACCOUNTABILITY COORDINATOR:

- □ Obtain briefing from Facility Safety Officer regarding any accountability concerns.
- □ Don ICS vest and maintain a personal log and timeline of actions and activities.
- □ Coordinate and communicate with the Facility Security Officer as required.

- ☐ Obtain the initial ID Badge Scan accountability report from Security.
- ☐ Review electronic card-reader information and coordinate with the designated area accountability wardens in the field to verify the safety of all personnel known to be in the facility at the time of the incident.
- ☐ Verify accountability report(s) for all employees, contractors, and visitors via the ID Badge Scan accountability system.
- ☐ Obtain final ID Badge Scan accountability report from Security
- ☐ Provide information on accountability for all groups to the FSO.
- ☐ Inform FSO of any group requesting assistance with accountability of their group(s)
- ☐ Document all accountability reports
- ☐ Submit final accountability reports to documentation leader
- ☐ Routinely brief the FSO on the actions and status of accountability measures to verify and ensure the safety of all at risk personnel.

PUBLIC SAFETY COORDINATOR:

- ☐ Obtain briefing from Facility Safety Officer regarding any public safety concerns
- ☐ Don ICS vest and maintain a personal log and timeline of actions and activities.
- ☐ Promptly verify the chemical and physical properties of the contaminant, review air monitoring data/reports and determine the threat of the contaminant to the general public.
- ☐ Discuss risk management options with the FSO and obtain approval to communicate directly with public health officials, agencies, and jurisdictional authorities to make recommendations for protective heath actions, as well as offering options for evacuation or shelter for the at risk general public as appropriate.
- ☐ Coordinate with the Information Officer and outside agencies and jurisdictional authorities as necessary to establish public safety alerts that may be broadcast by the news media.
- ☐ Work closely with the Compensation and Claims Unit regarding the handling and documentation of any injuries or illness occurring at the incident scene or in the community.
- ☐ Routinely brief the Facility Safety Officer on the actions and activities underway and in place to ensure the safety of the general public.

AIR MONITORING AND SAMPLING COORDINATOR:

- ☐ Obtain briefing from Facility Safety Officer on air quality concerns
- ☐ Don ICS vest and maintain a personal log and timeline of actions and activities.
- ☐ Establish and manage organization for air monitoring and sampling operations.
- ☐ Coordinate and manage air sampling for contaminants outside the established boundaries of the "warm zone" (contamination reduction zone).
- ☐ Coordinate and manage air sampling for contaminants outside the facility boundaries that may impact the general public.
- ☐ Submit a report on air sampling results to the Facility Safety Officer and the Public Safety Coordinator.
- ☐ Make recommendations for evacuation or shelter in place requirements for employees.

- ☐ Work closely with the Public Safety Coordinator to make recommendations for evacuation or shelter in place that may be required for the at risk general public outside the site boundaries.
- ☐ Routinely brief the Facility Safety Officer on air monitoring results and actions taken or recommended to ensure the safety of all personnel.

STANDARD ON-SCENE SAFETY PRACTICES

All personnel participating in emergency response activities at this facility must be familiar with and adhere to the following standard safety practices:

- ☐ Initially respond upwind with a defensive mind set until the conditions and hazards at the emergency scene are understood.
- ☐ Secure the area, establish control zones and an isolation perimeter; and ensure that all non-essential personnel remain outside of the isolation perimeter.
- ☐ Perform necessary product isolations from a distance and use remote automated controls whenever possible.
- ☐ Minimize the number of emergency response personnel operating in any high risk or contaminated area.
- ☐ Avoid contact with all contaminants, contaminated surfaces, or suspected contaminated surfaces. Avoid walking through any suspected releases or placing equipment on contaminated surfaces.
- ☐ Advise all entry personnel of all site control policies including entry points, DECON layout, procedures, medical monitoring and work periods.
- ☐ Always have an escape route. Ensure that everyone knows the emergency evacuation signals
- ☐ Ensure all tasks and responsibilities are identified before attempting entry. If necessary, practice unfamiliar operations prior to entry.
- ☐ Use the buddy system for all entry operations. Always ensure that properly equipped back-up crews are in place.
- ☐ Maintain radio communications between entry, back-up crews and the Incident Safety Officer (whenever possible).
- ☐ Prohibit drinking, smoking and any other practices which increase the possibility of hand-to-mouth transfer in all contaminated areas.
- ☐ Follow decontamination and personal cleanliness practices before eating, drinking, or smoking after leaving the contaminated area.

INCIDENT MANAGEMENT - ONE OR MORE FATALITIES

SECURING THE INCIDENT SCENE

- □ In the response to an emergency event where there are one or more obvious fatalities, do not disturb, destroy, alter or carry away any wreckage, article or thing from a scene except for the purpose of saving a life or relieving human suffering.
- □ Immediately notify jurisdictional authorities of the death(s) as required by the local, state and federal laws that prevail in these circumstances.
- □ Once emergency conditions are stabilized and secured by the emergency response organization, place a light weight cover over any deceased that may be visible to bystanders, remove all personnel from the immediate area, secure the scene as a crime scene and deny entry by anyone into the area until the jurisdictional authorities arrive and allow such entry for the body recovery and transportation.

DOCUMENTING THE INCIDENT SCENE

A facility safety representative should immediately document the date, time, shift and any contributing factors (such as weather, etc.). Documentation should also include an initial assessment of the scene and a chronological sequence of events developed from witness accounts and observations; including initial actions by emergency responders to secure and stabilize the emergency scene. Other important actions will include:

- □ Describe the specific location where the accident took place. Take pictures of the area and any equipment involved and develop a schematic drawing illustrating the important locations and an overall layout of the area.
- □ As soon as possible, identify and separate witnesses and the individuals involved in the work activities taking place at the time of the incident. Put them at ease by assuring them this is not an effort to assign blame but rather a step in the process of identifying the reasons why the incident occurred.
- □ Document each individual's full name, home address and telephone numbers, the department where they work, and the name of their immediate supervisor.
- □ Using trained personnel, independently interview each of these individuals and obtain a written and/or videotaped statement describing their knowledge of the conditions, actions and events leading up to the incident and resulting fatality. Formal written statements must include the name of the interviewer, as well as the time, date and location of interview. The statement must be signed by the individual.
- □ Collect and secure all documentation as legal evidence with an appropriate chain of custody for safekeeping to ensure there is no opportunity for any documents or information held within to be changed or altered in anyway.

IDENTITY OF DECEASED

The name(s) of any deceased must be closely guarded. Write the names of any deceased on paper and appoint a runner to hand deliver the paper to the Facility Safety and/or Human Resource Officers as required by procedure.

TACTICAL SAFETY OFFICER CHECKLIST

The Incident Safety Officer (ISO) has the authority to immediately alter, suspend or terminate actions and activities at the emergency scene when the actions or activities are judged by the ISO as unsafe or involving imminent danger. The ISO will immediately inform the IC of the conditions and the steps taken to STOP or modify the concerned actions/activities. On arrival the ISO will:

- ☐ Don the ISO identification vest and be easily identified at the emergency scene
- ☐ Ensure On-Scene IC and ICP are easily identified and in a safe location near the scene
- ☐ Verify accountability system is in place and the span of control is maintained (1:3-1:5 ratio)
- ☐ Assist with size-up ... Evaluate current risk and hazards and the potential for escalation.
- ☐ Review/discuss objectives/details of the initial plan of action with OSIC/Ops Section Chief

Initial Plan_____

_____

Back-Up Plan _____

_____

☐ OFFENSIVE	☐ DEFENSIVE	☐ NON-INTERVENTION

- ☐ Move about ... monitor scene and report changing conditions, hazards and risks as appropriate
- ☐ Verify appropriate unit process controls, isolations and shut downs are being addressed to secure and stabilize the impacted areas; including upstream and downstream concerns
- ☐ Identify control zones and ensure that the appropriate PPE is being utilized in all areas
- ☐ Verify all non-essential personnel are safely located outside of the isolation perimeter
- ☐ Verify Assistant ISO's are appointed and identified as required for special operations/activities
- ☐ Verify a risk vs. benefit analysis is being performed for all tactical assignments
- ☐ Verify the ICP and apparatus are safely positioned considering hazards and escalation potential
- ☐ Verify supply and attack hose lines are properly routed and protected from traffic
- ☐ Verify responders have exit path if emergency conditions unexpectedly escalate or change
- ☐ Verify emergency scene entry and exit routes to the scene are open and not restricted
- ☐ Verify critical exposures are being protected and observe potential for escalation, failures or structural collapse due to extreme heat, flame impingement, or other factors

HIGH RISK SAFETY HAZARDS EVALUATION		
☐ Vessel Overpressure	☐ Boil Over	☐ Back Draft Explosion
☐ Run Away Chem Reaction	☐ Frothing	☐ Flame Impingement-BLEVE
☐ High Voltage-Electrical Haz	☐ Slop Over	☐ Excess Water Accumulation
☐ Auto Ignition Temp Product	☐ Vapor Cloud Explosion	☐ Extension to Other Areas

- ☐ Evaluate need for ISO assistants
- ☐ Evaluate alternative response options
- ☐ Maintain isolation zone – scene security
- ☐ Forecast potential escalation – safety impact
- ☐ View performance – be alert for unsafe acts
- ☐ View area – be alert for unsafe conditions
- ☐ Look for people in places they shouldn't be
- ☐ Assess PPE – length of work periods
- ☐ Medical monitoring/services and rehab area
- ☐ Review decontamination needs and plans
- ☐ Evaluate SOP awareness and compliance
- ☐ Verify priorities are correct and on track
- ☐ Monitor weather for changing conditions
- ☐ Brief OSIC on observations / safety concerns
- ☐ Brief ISO assistants for assisting agencies
- ☐ Investigate on-scene accidents/injuries
- ☐ Verify ongoing accountability of personnel
- ☐ Controls zones identified/maintained
- ☐ Protection from body fluids/disease
- ☐ Communications are good/maintained
- ☐ Access and egress means are maintained
- ☐ Assignments are clear – Span of Control OK

FOR INDUSTRIAL EMERGENCY RESPONSE

INFORMATION OFFICER

The Information Officer is a principle member of the ICS Command Staff responsible for gathering timely and accurate information as required to prepare, present and update media briefings and press releases; as well as release information to employees and to other concerned agencies,

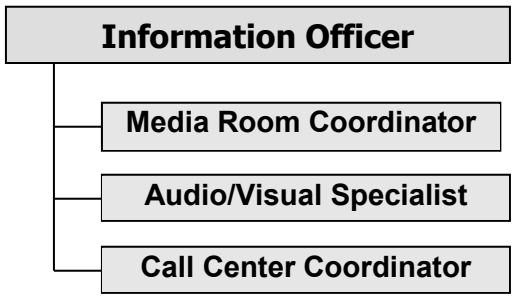
jurisdictional authorities and organizations. The Information Officer avoids any speculation or opinions regarding the cause of the incident and maintains close coordination with the IC and any legal advisors as necessary in the development and final approval of all information releases. Only one Information Officer is assigned for each incident, including multi-jurisdiction incidents operating under a Unified Command. The Information Officer may have assistants as necessary, and the assistants may include representatives of participating agencies or jurisdictions.

For incidents impacting the community and/or environment, a Joint Information Center may be established. The designated onsite JIC will be located at the Alliance Training Center (ATC) located at the N.E. end of the refinery. From this location, Company officials in conjunction with selected representatives of various agencies and jurisdictional authorities may speak to the media using a prepared, coordinated, and unified information approach (one voice).

In the initial response, the OSIC may request notification and call-out of the Information Officer in anticipation of possible media attention related to the incident. If there is a complex emergency situation, the ICS organization may be expanded and the EOC may be staffed and activated. In this case the Information Officer will work in the EOC to support the designated EOC IC.

As illustrated below in Figure 1-3, the Information Officer may have assistants as necessary to ensure media relations and the release of information to the media are appropriately managed and addressed.

Figure 1-3
Information Officer – Possible Assistants



ACTION CHECKLISTS

INFORMATION OFFICER:

- □ Obtain a briefing and any special instructions from the IC to have a good understanding of concerns.
- □ Don ICS vest and maintain a personal log and timeline of actions and activities.
- □ Work in close coordination with the IC and any legal advisors as necessary to ensure accurate and timely information is provided to the media, employees, families, agencies and jurisdictional authorities.
- □ Consult with the members of the Command and General staffs to gather facts related to the incident and consider the following information:
  - Process area(s) and materials involved
  - Status of response and mitigation activities
  - Injuries and fatalities
  - Damage estimates
  - Operational and production impacts
- □ Assemble and prepare news information, bulletins, and press releases, and release information to the public or media as approved by the Incident Commander.
- □ Remind all employees who may have contact with the media it is "inappropriate" to speculate or offer opinions. Also, there is no such thing as "off the record" regarding the sharing of information related to the incident.
- □ Remind all employees it is against company policy to take pictures and/or share incident related information with others using the cell phone and other social media connections.
- □ Contact hospital administrators and the coroner's office when appropriate to request the staffs not to release information to the media regarding the numbers or the extent of injuries/fatalities … to allow time for proper family/next of kin notifications.
- □ Establish a Media Information Center with media kits and refreshments as appropriate.
- □ Request that Security verify credentials and escort media representatives to the designated media briefing area. Do not allow the media to congregate in the guard house or other important work areas in the plant.
- □ Review and use standard message templates to prepare statements for media briefings and press releases.
- □ Obtain corporate level approval as required for news media releases.
- □ Make arrangements as appropriate for videotaping of media briefings.
- □ Conduct news briefings and provide accurate information to the news media.
- □ Post a copy of the most recent media release in the EOC.
- □ Update media briefings at regular intervals and as new information is available.
- □ Update information at regular intervals and maintain current information summaries and/or

displays on the incident

- □ Arrange for media tours, interviews, briefings or photo opportunities as appropriate to meet the requests of the media.
- □ Monitor, obtain and forward news media information that may be useful for incident planning.
- □ Establish communications and coordinate with representatives of concerned agencies and jurisdictional authorities as appropriate and establish and staff a Joint Information Center, when required to assure the uniformity of all messages.

Post-incident Actions

- □ Insure all documentation is collected and secured.
- □ Attend and participate in the scheduled debriefing and critique.
- □ Brief group and document any ongoing and/or follow-up activities and actions.
- □ Review need for new or additional technologies to improve performance.
- □ Update directories and checklists as necessary.
- □ Comment on strengths and weaknesses of existing plans/procedures.
- □ Complete assigned actions for any changes to existing plans/procedures.
- □ Ensure that lessons learned are documented and shared.

ASSISTANTS TO THE INFORMATION OFFICER

The Information Officer may establish several assistants to effectively and efficiently manage the assigned responsibilities. The following checklists are provided as job aids for accomplishing these responsibilities:

MEDIA ROOM COORDINATOR:

- □ Coordinate with the Information Officer to determine the best location for conducting media briefings.
- □ Don ICS vest and maintain a personal log and timeline of actions and activities.
- □ Establish and set-up the Media Room with chairs and work space.
- □ Coordinate with the Logistics Section Chief to maintain supplies of cold water, soft drinks, hot coffee and other refreshments in the Media Room as appropriate.
- □ Coordinate with Security Officer to provide security detail for Media Room to allow only authorized personnel and media representatives with appropriate I.D. access to the room.
- □ Greet media representatives on arrival, make them comfortable, and keep them apprised of the briefing schedule and any changes.
- □ Be cordial, avoid speculation and comments to questions regarding the status or cause of the incident and defer any questions to the upcoming media briefing.
- □ When approved and authorized by the Information Officer, make arrangements for transportation and oversee any photo opportunities or media tours of the incident area.
- □ Serve as liaison between news media representatives and the Information Officer and keep the Information Officer apprised of local and national media deadlines and other media concerns.
- □ Coordinate with representatives of other jurisdictional authorities/agencies as necessary to

establish a Joint Information Center; always projecting a spirit of cooperation and unity in dealing with media representatives.

AUDIO/VISUAL SPECIALIST(S):

- □ Obtain a briefing from the Information Officer regarding audio/visual expectations.
- □ Don ICS vest and maintain a personal log and timeline of actions and activities.
- □ Obtain and set-up audio/visual equipment as required in the media briefing location.
- □ Coordinate with audio/visual specialists representing the news media to maintain order and to set-up their audio and camera equipment required to support the media briefings.
- □ Coordinate with audio/visual specialist representing various jurisdictional authorities as necessary to set-up audio and camera equipment that may be required for support of media briefings in a joint information center (JIC).
- □ As required by procedures set up Company cameras and equipment to video tape and record meetings and briefings.
- □ As allowed by emergency conditions and the safety of the activity … take photographs and video record conditions and the actions and activities of personnel working at the emergency scene to document performance for review and for legal and historical reference.

CALL CENTER COORDINATOR:

- □ Obtain a briefing from the Information Officer regarding Call Center responsibilities.
- □ Don ICS vest and maintain a personal log and timeline of actions and activities.
- □ Coordinate and communicate with the Logistics Section Chief to set-up the Call Center with telephones and laptop computers.
- □ Brief the assigned Call Center staff on their responsibilities for completing an In-Coming Call Center Record and advising the caller the appropriate person will contact them as soon as possible to discuss their concern. (See Page 11 for an example)
- □ Coordinate and communicate with the Logistics Section Chief as necessary to maintain supplies of cold water, soft drinks, hot coffee and other refreshments in the Call Center as appropriate.
- □ Fax or email each completed In-Coming Call Center Record according to established procedures.

MEDIA ROOM EQUIPMENT CHECKLIST

- □ Fax machine(s) (separated so that lines will not be blocked by incoming calls)
- □ Wi-Fi internet connectivity
- □ Site and local community maps and drawings
- □ Media kits (thumb drives with positive information about the facility and Company)
- □ Refreshments and soft drink supplies – coffee – ice – bottle water
- □ Tables and chairs
- □ Power strips, extension cords and duct tape
- □ Computer projector wired for connection to a laptop for presentations
- □ Projection screen

- □ White boards/markers
- □ Flip charts/markers
- □ Pens – pencils – pads - paper
- □ Audio system / microphone / speakers
- □ Speaker Podium

Sample Message Templates

EXPLOSION - Sample Media Release

The Company wishes to confirm an explosion occurred at the _____ location at approximately _____ today. The Company Fire Brigade and local fire fighters responded quickly and the resulting fire is contained in a small area of the plant at this time.

Details on any injuries or the extent of any damage to the facility are not possible at this time. We understand the concern of the media and the general public and we plan to provide regular media updates as additional information becomes available. The next update will be provided at approximately _____.

Date: By:
Message Number: Title:
Time of Release: Phone:

FIRE - Sample Media Release

The Company wishes to confirm a fire did occur at the_____ location early this morning at _____ location. The Company Fire Brigade and local fire fighters responded quickly and the fire was successfully extinguished at approximately _____.

There were no reported injuries resulting from the fire and there was only minimal damage to the production facilities. A Company investigation team is onsite to identify the cause. Repairs and clean-up operations are underway and we expect to resume normal operations within a short period of time with no significant loss of production.

Date: By:
Message Number: Title:
Time of Release: Phone:

MESSAGE TEMPLATE EXAMPLES

INDUSTRIAL ACCIDENT - Sample Media Release

The Company wishes to confirm the death of a contract employee working at the _____ location. The death occurred at approximately _____ today while the contract employee was working in the _____ location of the plant. The name of the contract employee is being withheld at this time until the proper notification of family members can be completed. We are deeply saddened by this event.

An investigation team is on site and a thorough investigation regarding the cause and circumstances of the incident is underway. We appreciate the concerns of the media and the general public regarding the incident and we will provide additional information as soon as it becomes available.

Date: By:
Message Number: Title:
Time of Release: Phone:

CHEMICAL SPILL - Sample Media Release

The Company wishes to confirm that at approximately _____ today a chemical spill occurred in the _____ location. The spill occurred when _____ failed, releasing approximately of _____ quantity of _____ product. There were no reported injuries or illness resulting from the spill.

The Company HAZMAT team and spill contractors responded quickly to contain the release and clean up operations are currently underway.

The area of the spill is confined to Company property and the environmental impact is expected to be minimal. The general public is not at risk as a result of the spill. Both the EPA and Company environmental specialists are monitoring the environmental threat and we expect 100% rehabilitation of the impacted area.

An updated statement will be released when more information is available.

Date: By:
Message Number: Title:
Time of Release: Phone:

INCOMING MEDIA CALL RECORD

Callers Name:

_____

(Block Letters)

Organization:_____

Date: _____ Time of call: _____AM/PM

Return Phone Number: _____ Fax No.: _____

Information Provided (Bulletin No.):

Information Sought:

Follow up Required:

Copy Deadline:

Call received by:

OUTGOING MEDIA CALL RECORD

Callers Name:

_____

(Block Letters)

Organization: _____

	Initials	Remarks

Date: _____ Time of call: _____AM/PM

Date: _____ Time of call: _____AM/PM

Date: _____ Time of call: _____AM/PM

Date: _____ Time of call: _____AM/PM

Call made to: _____ Phone Number: _____ Fax No.: _____

Information Provided (Bulletin No.):

Information Sought:

Follow up Required:

Copy Deadline:

Call made by:

INCOMING CALL CENTER RECORD

Callers Name: _____
(Block Letters)

Organization:_____
(If Any)

Date: _____ Time of call: _____AM/PM

Return Phone Number: _____ or Fax No.: _____

Concern or Information Sought:

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

☐ Follow up Required:

Call received by:_____

Call forwarded by ☐ fax or by ☐ email to _____

FACILITY SECURITY OFFICER

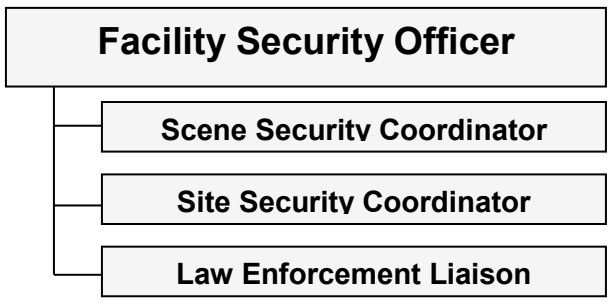
The Facility Security Officer has been added as a member of the ICS Command Staff to address security concerns unique to industrial operations. The Facility Security Officer is responsible for ensuring the security of personnel, property and Company trade secrets; including securing the emergency scene and the boundaries of the facility to prevent unauthorized entry. The Facility Security Officer maintains awareness of active and developing situations; develops a Site Security Plan in support of emergency response activities when required; and coordinates with local, state and federal law enforcement agencies as necessary to achieve established objectives of the plan. Only one Facility Security Officer is assigned for each incident, including incidents operating under a Unified Command that may involve local, state, and federal law enforcement agencies. The Facility Security Officer may have assistants as necessary, and the assistants may also represent assisting and supporting law enforcement agencies or jurisdictions. The Facility Security Officer ensures that policies and procedures of local, state and federal law enforcement agencies prevail in the handling of all security matters (including investigations and confidential security intelligence information) when one or more of these agencies have legal jurisdictional authority.

In the initial response, the OSIC may request assistance from the on-duty security guards to secure the scene of the incident and the perimeter of the site. If there is a complex emergency situation, the ICS organization may be expanded, the CMT and the EOC may be activated, and the Facility Security Officer may assume responsibility for these actions.

In the event the emergency is security related (i.e., an on-site hostage situation or the discovery of what appears to be an IED) the Facility Security Officer or in some cases a designated local, state or federal law enforcement officer may assume the ICS Operations Section Chief position to direct the tactical response activities of skilled law enforcement personnel working at the emergency scene. Facility ERT Leaders/Officers and members may standby in a safe location as required by the circumstances of the event.

As illustrated in Figure 1-4 below, the Facility Security Officer may have assistants as necessary to ensure all security issues are appropriately managed and addressed.

Figure 1-4
Security Officer – Possible Assistants



ACTION CHECKLISTS

SECURITY OFFICER:

- ☐ Obtain a briefing from the IC to understand specific security related concerns.
- ☐ Don ICS vest and maintain a personal log and timeline of actions and activities.
- ☐ Assist with headcount and evacuation as necessary to ensure the safety of employees and visitors on site at the time of the incident.
- ☐ Exercise the national protective security requirements for classified information.
- ☐ Protect classified information and Company trade secrets and ensure the effective implementation of security requirements and procedures.
- ☐ Maintain security of the facility (fence line) to keep unauthorized personnel from entering.
- ☐ Establish and maintain a security perimeter around the scene of the incident to keep non-essential personnel safely away from the scene.
- ☐ Coordinate with the IC to establish a system for approving and authorizing the entry of personnel to the site.
- ☐ Provide security details for designated command facilities. Coordinate with local law enforcement agencies to obtain armed law enforcement personnel as required by the nature and circumstances of the threat.
- ☐ Coordinate with local law enforcement to manage traffic flow on public highways when deemed necessary for public safety.
- ☐ Coordinate with local and state law enforcement when necessary to arrange escorts for any emergency services contractors, equipment or professional consultants to facilitate timely and safe passage to the emergency scene.
- ☐ Coordinate with local law enforcement as necessary to obtain additional armed law enforcement personnel when required by the nature and circumstances of the threat.
- ☐ Secure and preserve the scene of the emergency as soon as possible and assist with the investigation as required to obtain video recorded and written statements from witnesses and from employees/co-workers that were present when the emergency occurred.
- ☐ Contact appropriate law enforcement agencies to obtain investigation specialists when criminal activity is a suspected or potential cause.
- ☐ Develop a Site Security Plan and attend planning meetings to establish security objectives and to brief on the manpower and resources that will be needed to achieve objectives identified in the IAP for each operational period.
- ☐ Assume the Operations Section Chief position when required for security related events.

Post-incident Actions

- ☐ Insure all documentation is collected and secured.
- ☐ Attend and participate in the scheduled debriefing and critique.
- ☐ Brief group and document any ongoing and/or follow-up activities and actions.
- ☐ Review need for new or additional technologies to improve performance.
- ☐ Update directories and checklists as necessary.
- ☐ Comment on strengths and weaknesses of existing plans/procedures.
- ☐ Complete assigned actions for any changes to existing plans/procedures.
- ☐ Ensure that lessons learned are documented and shared.

ASSISTANTS TO THE FACILITY SECURITY OFFICER

The Facility Security Officer may establish several assistants to effectively and efficiently manage the assigned responsibilities. The following checklists are provided as job aids for meeting these responsibilities:

SCENE SECURITY COORDINATOR:

- ☐ Obtain a briefing from the Security Officer to understand specific security related concerns.
- ☐ Don ICS vest and maintain a personal log and timeline of actions and activities.
- ☐ Establish a security zone around the perimeter of the emergency scene.
- ☐ Establish entry corridors and checkpoints upwind and ensure only authorized personnel are allowed entry into the impacted area.
- ☐ Support the OSIC/Operations Section Chief to secure the designated area for staging and holding incoming resources.
- ☐ Provide a security detail for the Incident Command Post and Staging Area.
- ☐ Provide escorts as necessary to move resources from the staging area to the Incident Command Post for assignment when requested.
- ☐ Remind the OSIC/Operations Section Chief of the need to preserve evidence to the maximum extent possible when conducting tactical emergency response operations.
- ☐ In cooperation with the OSIC, Operations Section Chief and Incident Safety Officer, secure the incident scene as soon as possible to support any incident investigation.
- ☐ Assist with the investigation as required obtaining written statements from witnesses and from employees who were present when the emergency occurred.
- ☐ Participate in planning meetings to identify security requirements and the manpower and resources that will be required for each operational period.

SITE SECURITY COORDINATOR:

- ☐ Obtain a briefing from the Security Officer to understand specific security related concerns.
- ☐ Don ICS vest and maintain a personal log and timeline of actions and activities.
- ☐ Assist with headcount verification and evacuation of plant facilities as required.

- ☐ As appropriate, request that all visitors leave the site.
- ☐ Identify any missing employees or visitors and as necessary, support search operations in safe areas outside of the emergency scene warm and hot zones.
- ☐ Direct/escort media representatives to the designated Media Room and do not allow media personnel to congregate at the main gate or in any security offices.
- ☐ Direct and escort any incoming resources from mutual aid or emergency contractors to the staging area when necessary.
- ☐ Establish site entry checkpoint and follow procedures established for approving and authorizing the entry of personnel and equipment to the site.
- ☐ Provide a security detail for the EOC, Media Room and other designated areas as deemed necessary for access control, safety, prevention of theft, etc.
- ☐ Participate in planning meetings to identify security requirements and the manpower and resources that will be required for each operational period.

LAW ENFORCEMENT LIAISON:

- ☐ Obtain a briefing from the Security Officer to understand specific security related concerns.
- ☐ Don ICS vest and maintain a personal log and timeline of actions and activities.
- ☐ Coordinate with local law enforcement to stop traffic flow on public highways when deemed necessary for public safety.
- ☐ Coordinate with local law enforcement to establish a system for identifying essential employees and emergency services contractors who must pass through any public roadblocks that may be in place.
- ☐ Coordinate with local law enforcement to provide armed security details and to support staffing requirements for any ongoing scene and site security activities.
- ☐ Participate in planning meetings to identify security requirements and the manpower and resources that will be required for each operational period.

SITE EMERGENCY - SECURITY GUIDELINES:

- ☐ Provide an escort and allow senior representatives of the assisting and supporting agencies and jurisdictions (i.e., local fire department, state and local law enforcement) to enter the plant and proceed by the safest route to the Incident Command Post for a briefing from the On-Scene IC on emergency conditions and the status of the response and support activities.
- ☐ Screen all personnel entering and leaving the plant site and only allow employees and other emergency personnel approved by the On-Scene IC or the IC to enter the plant.
- ☐ Request that all visitors leave the plant site with instructions to communicate with their Company point of contact for information on future business or work assignments.
- ☐ Direct mutual aid members and emergency services contractors bringing equipment and other support personnel to the On-Scene IC designated staging area.

ENTRY EXCEPTIONS:

Entry with some restrictions may be authorized by the On-Scene IC and/or the IC for the following:

- □ Responding Emergency Response Team members
- □ Responding Crisis Management Team members, backups and support personnel
- □ Scheduled incoming operations and maintenance personnel and supervision

NORTH GATE SECURITY CHECKLIST FOR PLANT EMERGENCY

- □ Activate Emergency Call-Out system as directed by the On-Scene Incident Commander.
- □ Print out initial ID Badge Scan accountability report. Forward the report to Facility Safety Officer in the EOC.
- □ If the North Gate is impacted by the emergency – advise OSIC you are relocating to the South Gate and that you have successfully activated the Red Alert emergency paging system and printed the accountability report prior to relocating.
- □ Set arm gates to the open position and staff. (Ask for assistance if needed.)
- □ Notify the appropriate management for the area involved immediately during a medium or major release/fire, as directed by the On-Scene IC, IC, or other authorized personnel.
- □ Notify Facility Security Officer of main gate security status
- □ Log out any visitors or contractors leaving the plant site.
- □ Instruct employees/contractors trying to leave to report to their respective assembly points to be accounted for before leaving the plant site.
- □ Log out any contractors or employees going to outside areas to work; i.e., rail scales, etc.
- □ Print out follow-up ID Badge Scan accountability report. Forward report to the Accountability officer
- □ Notify the Emergency Operations Center or staging officer of the arrival of any emergency vehicle, law enforcement officers, or person(s) called to the plant.
- □ Direct them to the Liaison Officer. Liaison Officer will conduct notification to Staging/IC/EOC once he is staged at Security.
- □ Admit person(s) on site Emergency Team(s) after insuring proper identification as directed by the Liaison Officer / IC / EOC.
- □ Identify news media and have them park in front of the Security Building and wait until they can be escorted to the Media Response Center (Administration Building Conference Room). Human Resources Manager will escort news media personnel to the Media Response center.
- □ News media personnel should not be allowed inside the guard house nor left alone. (**NOTE:** See attached memo on dealing with the media.)
- □ Notify the Liaison Officer and advise them of the news media presence. Guidelines for Guards in Dealing with the News Media
  - Be courteous and cooperative.
  - Verify the credentials of anyone claiming to be a member of the news media.
  - Do not make a statement to the news media. Statements will be given by the plant manager, human resources manager, or a production manager.
  - Don't speculate; if you don't have an answer, say so.
  - Don't answer hypothetical questions and don't feel all questions must be answered

immediately.

- Never say "No Comment", give sound reasons why you will not or cannot answer a question (e.g. proprietary information, lack of authority, etc.).
- Never go "off the record". Remember that everything you say may be reported. Don't be tricked into answering a question when a reporter says he's turned off a microphone or camera.

- □ Comply with all instructions as given by the Incident Commander, Shift Supervisor(s), Liaison, plant management, or safety personnel.
- □ Shut down guardhouse, if warranted.
- □ Provide critique notes, after event.
- □ Reset Accounting System when authorized by Command.

South/Texhoma Gate Checklist (if active)

- □ Secure contractor gate.
- □ Shut down guardhouse, if warranted.
- □ Log out any visitors or contractors leaving the plant site and request any contractors or employees trying to leave to report to their respective assembly point.
- □ If wind direction dictates and the main gate is blocked, admit any emergency vehicles, law enforcement officers, or person(s) called to the plant by Emergency Coordinator after being authorized to do so.
- □ Admit person(s) on Emergency Response Team after insuring proper identification if wind direction dictates and the main gate is blocked.
- □ Control outside Emergency Response Personnel and equipment at staging area.
- □ Maintain any news media personnel at the gate until the proper plant authority (plant manager, production manager(s), or human resources manager) arrives and the Media Response Center is set up.
- □ Comply with any other instructions as given by the plant management, On-Scene Incident Commander/Shift Supervisor, or safety personnel.
- □ Complete security checklist.

LIAISON OFFICER

The Liaison Officer is a principle member of the ICS Command Staff responsible (in the unique industrial setting) for making the initial and/or follow-up telephone reports to various agencies and jurisdictional (regulatory) authorities as required by law. The Liaison Officer also serves as the initial point of contact for any representatives of these agencies, jurisdictional authorities, and stakeholder groups responding to the facility (except law enforcement if the Facility Security Officer position is staffed). The Liaison Officer should have good interpersonal skills to meet with the arriving representatives to establish their concern and role; and to serve as the agent for interfacing with other Company representatives. The Liaison Officer maintains close coordination with the Planning Section Chief and participates in planning meetings as necessary to provide current resource status information (including the limitations and capabilities) of the assisting or cooperating agency resources. Only one Liaison Officer is assigned for each incident, including multi-jurisdiction incidents operating under a Unified Command. The Liaison Officer may have assistants as necessary, and the assistants may include representatives of the participating jurisdictional authorities, agencies and stakeholder groups.

This position is usually staffed when the IC anticipates the arrival and participation of representatives of jurisdictional authorities, agencies and stakeholder groups in a Unified Command ICS organization.

As illustrated in Figure 1-5 below, the Liaison Officer may have one or more agency representatives working as assistants to ensure effective and efficient communications and utilization of the available agency resources.

Figure 1-5
Liaison Officers – Possible Assistants

LIAISON OFFICER:

- Obtain a briefing from the IC to have a good understanding of concerns and possible agency and jurisdictional authority involvement.
- Don ICS vest and maintain a personal log and timeline of actions and activities.
- Make initial and/or follow-up telephone reports regarding the emergency conditions and impacts to agencies and jurisdictional authorities as required by procedures and by law.
- Meet with and serve as the initial point of contact for representatives of any agencies, jurisdictional authorities and stakeholder groups responding to the facility following an emergency (except law enforcement when the Security Officer position is staffed).
- Serve as an interface and a bridge between representatives of any responding jurisdictional authorities, agencies and stakeholder groups in their meeting with other members of the Command and General Staffs.
- Maintain the identity and contact information (including cell phone numbers) for representatives of any jurisdictional authorities, agencies and stakeholder groups participating in the Unified Command ICS organization.
- Maintain a list and home office phone numbers for all jurisdictional authorities, agencies and stakeholder groups participating in the Unified Command ICS organization.
- As required by the nature of the event, coordinate closely with the Information Officer to keep jurisdictional authorities, agencies and stakeholder groups informed and aware of the incident status.
- Monitor incident operations to identify current or potential inter-organizational issues and advise the IC as appropriate.

- Participate in planning meetings and provide current resource status information, including limitations and capabilities of the assisting and cooperating agency resources.
- Maintain appropriate records and complete and submit all forms and reports as required by state and federal environmental laws and regulations.

NOTE: When circumstances of the incident require significant involvement and potential sharing of sensitive security intelligence information between local, state, and/or federal law enforcement agencies and jurisdictional authorities, liaison and coordination with the law enforcement agency representatives will typically be managed by the designated Facility Security Officer.

ENVIRONMENTAL COORDINATOR:

- Based on known information, make the initial notifications to Regulatory Agencies as required by procedures, by law and the related severity of the event.
- Obtain briefing from Facility Safety Officer on the current and any projected environmental concerns.
- For a significant environmental spill related emergency, make recommendations to the Facility Safety Officer regarding the most qualified person to assume the Operations Section Chief position. (This ICS position may be eventually staffed in the facility EOC when it is activated.)
- Don ICS vest and maintain a personal log and timeline of actions and activities.
- Prepare "initial" written reports to agencies as required. Obtain approval from Legal Officer and IC prior to submittal to agencies.
- Coordinate with the Production and Recovery Section Chief and necessary to verity appropriate actions are in place to manage water discharge and emissions.
- Coordinate with the Liaison Officer to ensure agency participants (e.g. USCG, EPA, state DEQ, etc.) are fully integrated into the response management effort (Unified Command).
- Coordinate with Natural Resource Damage Assessment (NRDA) Team as required.
- Routinely brief the Facility Safety Officer on environmental concerns and issues, as well as the actions and activities underway and in place to minimize impacts on the environment.
- Make recommendations to obtain spill response specialists and/or consultants as required for effective management of an environmental impact spill event.
- Brief the Facility Safety Officer when the source of an environmental impact spill is secured to conclude the "emergency phase" of the event and make recommendations for a transition to a post emergency cleanup and restoration phase or "project phase" that may be managed by contract OSROs as appropriate.
- Prepare final written reports to agencies as required. Obtain approval from IC and Legal Officer prior to submittal to agencies.

Post-incident Actions

- Insure all documentation is collected and secured.
- Attend and participate in the scheduled debriefing and critique.
- Brief group and document any ongoing and/or follow-up activities and actions.
- Review need for new or additional technologies to improve performance.

- ☐ Update directories and checklists as necessary.
- ☐ Comment on strengths and weaknesses of existing plans/procedures.
- ☐ Complete assigned actions for any changes to existing plans/procedures.
- ☐ Ensure that lessons learned are documented and shared.

ASSISTANTS TO THE LIAISON OFFICER

The Liaison Officer may have several assistants to effectively and efficiently manage the assigned responsibilities. These assistants are often representatives of agencies and jurisdictions participating in a Unified Command. The following checklists are provided as job aids for meeting these responsibilities:

AGENCY AND JURISDICTIONAL REPRESENTATIVES:

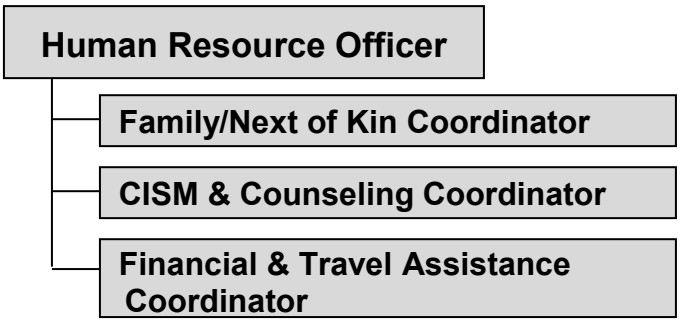
- ☐ Obtain a briefing and communicate with the Liaison Officer to confirm any special needs and the level of participation anticipated or expected.
- ☐ Ensure an appropriate senior representative (decision maker) joins the Unified Command organization with a spirit of cooperation to jointly review and determine current and updated goals and objectives as the incident transitions through the various stages of the emergency response efforts.
- ☐ Coordinate with the Liaison Officer and other members of the Command and General Staffs to confirm the limits of any agency participation.
- ☐ Ensure tactical resources representing the agency are properly checked-in and integrated into the facility accountability system at staging areas and for all work assignments.
- ☐ Remain informed of the incident status, as well as the progress and needs for meeting established objectives; and attend briefings and planning meetings as necessary to verify resource availability and use for planned activities.
- ☐ Provide input on the limitations and use of agency resources (including technical specialists and any tactical resources representing the agency).
- ☐ Ensure the safety and well-being of agency representatives, technical specialists and tactical resources assigned to the incident.
- ☐ As required, report incident status to agency headquarters when scheduled.
- ☐ Be supportive in determining the end of the "Emergency Phase", with an orderly transition to a post emergency "Clean-up and Recovery Phase" or "Project Phase" managed by a Project Team; usually followed by a stand-down of the facility EOC.
- ☐ Ensure that all resources are properly accounted for and released prior to departure.
- ☐ Ensure that all required forms, reports, and documents are completed and copies are made available to the Liaison Officer (or designee).
- ☐ Meet with the Liaison Officer and/or IC (or designee) for a debriefing before leaving the plant.
- ☐ Join an appointed Company Project Team to attend and participate in scheduled post emergency progress meetings and briefings with contractors as necessary to monitor progress in achieving clean-up and recovery objectives and to ultimately approve formal termination of the incident.
- ☐ Share experiences and thoughts regarding the incident management process with others in a final close-out briefing so that any lessons learned might help and prepare others to manage similar emergency events in the future.

HUMAN RESOURCE OFFICER

The Human Resource Officer has been added as a member of the ICS Command Staff with the responsibility for assessing and managing the impact a critical incident may have on employees, contractors, visitors and their families/next of kin. The Human Resource Officer will manage, coordinate and verify the appropriate and timely notification of the family/next of kin; and will offer counseling, as well as financial and other assistance (as established by Company procedures) to the family/next of kin of an employee, contractor or visitor that is seriously or gravely injured as a result of an emergency event.

There will be only one Human Resource Officer assigned to each event and reporting to the IC/UC, but this position may have several Assistants assigned for effective management of these responsibilities. Examples of possible assistants are listed below in Figure 1-7:

Figure 1-6
Human Resource Officer – Possible Assistants



ACTION CHECKLISTS

HUMAN RESOURCE OFFICER (Upon Activation of the EOC)

- ☐ Obtain a briefing from the IC to have a good understanding of the human resources needs for effective management of the event.
- ☐ Don ICS vest and maintain a personal log and timeline of actions and activities.
- ☐ Assign trained and qualified Assistants as required to efficiently and professionally manage responsibilities of this ICS position.
- ☐ Review and brief Assistants on the Company plan and policies regarding notifying and providing counseling, financial assistance, and other support to the family/next of kin of employees, contractors and visitors that are seriously injured, missing or deceased as the result of an emergency event occurring at the facility.
- ☐ Coordinate with the IC and Facility Safety Officer as necessary to positively identify all personnel seriously injured, missing or known to be deceased as a result of the incident. Names

of all personnel injured, missing or known to be deceased must be maintained confidential to allow time for proper notification of the family/next of kin.

- Promptly research employee records to determine the individual or individuals named as the preferred emergency contact for each injured, missing or deceased employee. Create a listing of contact phone numbers and current addresses for each individual.
- Follow established plans and procedures to coordinate the timely and appropriate notification of family/next of kin as required for any serious employee injuries or fatalities. Provide the known condition and the current location of the employee. Offer and fully explain counseling services, financial assistance, transportation services and other available support as appropriate. Provide the name(s) and phone number(s) for the Company point of contact to obtain 24-hour-a-day assistance and support. (See supporting material and checklists in this Section to aid in the notification process … adhere to the established plan and procedures).
- Follow established plans and procedures to coordinate the timely and appropriate notification of a senior officer of the employer or sponsor for any contractor or visitor that is missing, injured or deceased to provide the identity, condition and location of these individuals. Offer and fully explain counseling services, financial assistance, transportation services and other support available to the family/next of kin of these contractors and visitors. Provide the name(s) and phone number(s) for the Company point of contact to obtain 24-hour-a-day assistance and support.
- Establish and display an "Injured Status Report" in the EOC to identify and group all injured, at risk or deceased personnel as employees, visitors, and contractors on a (See example on Page 6). Do not display the names on this status report.
- Maintain an awareness of potential physiological and psychological effects on employees and on emergency response personnel (particularly those exposed to the trauma of critical injuries and death at the emergency scene) and make arrangements for Critical Incident Stress Management (CISM) professionals to be available for counseling these individuals.

Post-incident Actions

- Insure all documentation is collected and secured.
- Attend and participate in the scheduled debriefing and critique.
- Brief group and document any ongoing and/or follow-up activities and actions.
- Review need for new or additional technologies to improve performance.
- Update directories and checklists as necessary.
- Comment on strengths and weaknesses of existing plans/procedures.
- Complete assigned actions for any changes to existing plans/procedures.
- Ensure that lessons learned are documented and shared.

ASSISTANTS TO THE HUMAN RESOURCE OFFICER

The Human Resource Officer may establish several assistants to effectively and efficiently manage the assigned responsibilities. The following checklists are provided as job aids for meeting these responsibilities:

FAMILY / NEXT-OF-KIN COORDINATOR:

- ☐ Obtain a briefing from the Human Resource Officer regarding the notification of family or next of kin.
- ☐ Don ICS vest and maintain a personal log and timeline of actions and activities.
- ☐ Ensure accountability head counts are completed and accurate
- ☐ Coordinate with the Human Resource Officer to develop a confidential list of "at risk" employees.
- ☐ Consolidate information and prepare reports on "at risk" employees.
- ☐ Access emergency contact information on "at risk" employees (refer to employee records).
- ☐ Develop a next of kin notification checklist.
- ☐ Refer to any templates established for next of kin statements and develop the next of kin message statement.
- ☐ Provide Information Officer with next of kin message and provide regular updates.
- ☐ Determine need for establishing next of kin counseling center.
- ☐ Provide private areas for working with anxious/grieving next of kin
- ☐ Determine religious requirements and arrange for preferred cleric visit as appropriate.
- ☐ Mobilize professional counselors to assist next of kin as required.
- ☐ Verify clergymen and counselors have sufficient training and communications capabilities to carry out duties.
- ☐ Provide counselors with regular next of kin message updates.
- ☐ Assess need for runners or additional assistance (ongoing process).
- ☐ Confirm employee insurance and welfare information.

CISM AND COUNSELING COORDINATOR:

- ☐ Obtain a briefing from the Human Resource Officer regarding any counseling needs.
- ☐ Don ICS vest and maintain a personal log and timeline of actions and activities.
- ☐ Review plans and procedures for providing counseling and critical incident stress management (CISM) services.
- ☐ Assess and determine the need for counseling and critical CISM services.
- ☐ As necessary, develop a listing of contact information for employees, family/next of kin and others that may require counseling and support services.
- ☐ Coordinate with the Human Resource Officer to make contact with identified personnel to offer counseling services. Provide contact information and serve as their point of contact to manage the schedule for providing timely counseling services.
- ☐ Activate the CISM management plan and obtain professional intervention and grief counselors as appropriate.

- As necessary, secure one or more locations/facilities that can support private and confidential services for both individual and group defusing, debriefing and follow-up counseling sessions that may be required for employees and family/next of kin.
- As necessary, contact members of the clergy and obtain their services as required for meeting the faith based needs of employees and family/next of kin.
- Provide contact information and serve as the point of contact for arriving clergy and counselors to determine their needs, their work space requirements and their scheduling requirements.
- Meet with counselors, employees, family/next of kin and others in person and by phone at a frequency necessary to assess progress in achieving support objectives and any requirements for ongoing individual and group counseling sessions.

FINANCE AND TRAVEL ASSISTANCE COORDINATOR:

- Obtain a briefing from the Human Resource Officer regarding any finance and travel assistant needs.
- Don ICS vest and maintain a personal log and timeline of actions and activities
- Review plans and procedures for providing travel, transportation and financial support to the family/next of kin of any employees seriously injured in a plant emergency.
- Determine immediate and any potential travel, transportation and financial support needs for the family/next of kin of any seriously injured employees. Coordinate with the Finance and Administration Section Chief to obtain the required funds and bank cards to meet anticipated requirements.
- Coordinate with the Human Resource Officer to make contact with identified family/next of kin to determine their needs and explain the financial and travel assistance available to them when appropriate. Provide contact information and serve as their point of contact for meeting their travel, transportation and financial support needs.
- Make immediate travel, hotel and transportation arrangements as required to meet the needs for family/next of kin of seriously injured employees when the injured employees are transported and hospitalized in a distant location.
- Make arrangement to meet with designated family members to provide bank cards for cash advances and purchases to meet their immediate needs when they must travel to be at the side of a seriously injured employee hospitalized in a distant location.
- Serve as the point of contact for additional travel, transportation and financial support needs for the family/next of kin of any seriously injured employee hospitalized in a distant location.

STATUS REPORT FOR INJURED AND AT RISK PERSONNEL

(Example)

Person at Risk	Current Status/Location	Time
Employee 1	**SERIOUS BURNS** – initial fire and explosion Helicopter -medi-vac to Galveston TX Burn Center 1-800-332-6048 Current Condition: **CRITICAL** with second and third degree burns over 80% of body - at the …	1pm 1:47 pm 3.30 pm
Contractor 1	**CONFIRMED FATALITY** Explosion - trauma Parish Coroner Facility	2:05 pm 3:11 PM
Employee 2	etc.	etc.
Visitor 1	etc.	etc.

NOTIFYING NEXT OF KIN GUIDELINES

- Prepare list of missing, injured and /or deceased.
- Prepare next of kin message (All next of kin will be located on the lists provided).
- Make notifications and get the message to the next of kin as soon as possible.
- Do not release the names of injured or deceased persons until the next of kin grants permission and approval is received from the facility IC.

PREPARING NEXT OF KIN MESSAGE GUIDELINES

- Do not include details of the injury and the accident in the message to the next of kin.
- Address the subject of death or injury early in the message to minimize anxiety.
- Refer to any deceased person in a 'living context' as the receiver of the news usually will not immediately recognize death.
- Inform the next of kin of the exact location for any injured who may have been transported to a hospital for medical treatment.
- Inform the next of kin of any available monetary, counseling, welfare, and travel assistance and who they should contact to obtain necessary assistance.
- As appropriate, assure family members that all claims for insurance managed by the Company will be processed in a timely manner.

GUIDELINES FOR Visiting Employee - Next of Kin

- Ensure at least two or more representatives of the Company with appropriate training personally deliver any bad news to the immediate family regarding deceased or seriously injured employees.
- If a female family member will likely be the first to receive the bad news regarding deceased or seriously injured employees, ensure one of the company representatives is a female.
- Request to speak privately with adult family members and respectfully ask any non-family members or children to leave the room/area prior to delivering any bad news.
- Always ask the person(s) receiving the message to be seated and deliver the information as quickly and concisely as possible.
- Comfort the person(s) and ask if there is someone that can be contacted or they would like to have at their side for support.
- Stay with the person(s) until the requested support arrives to assist. Do not assume a neighbor or a specific family member at the location is the person that is wanted.
- Do not administer or suggest drinking alcoholic beverages.

- Do not deliver any personnel items of any seriously injured or deceased person at the same time as delivering the bad news … save this for a follow-up visit.
- Discourage the receiver of the bad news from going to the scene of the incident.
- Record details of any phone contact with the next of kin or relatives using the *Incoming* or *Outgoing – Next of Kin Call Reports.* (See pages 9 and 10)
- Stay in contact with the next of kin and employees for several days or weeks after the incident to ensure that they are receiving all necessary assistance.
- Coordinate with the Finance and Administration Section Chief / Human Resources to gain accurate information on next of kin or employee benefits or entitlements.
- Do not make promises that cannot be kept.
- Complete the Employee Support Follow-Up Checklist as soon as practical after the visit.

OUTGOING NEXT OF KIN CALL REPORT

Caller's Name:_____
(Print)

Organization:_____

	Initials	Remarks
Date: _____ **Time of call:** _____**AM/PM**		
Date: _____ **Time of call:** _____**AM/PM**		
Date: _____ **Time of call:** _____**AM/PM**		
Date: _____ **Time of call:** _____**AM/PM**		

Call made to (Name): _____ **Phone Number:** _____

	(Check below)
Relationship to employee	**Spouse**
	Parent
	Brother/Sister
	Child
	Other

Information Provided (Bulletin No.)**:**

Information Sought:

Follow up Required:

Time call made: _____ **Call made by (sign off):** _____

INCOMING NEXT OF KIN CALL REPORT

Caller's Name:_____
(Print)

Organization:_____

	Initials	Remarks
Date: _____ **Time of call:** _____**AM/PM**		
Date: _____ **Time of call:** _____**AM/PM**		
Date: _____ **Time of call:** _____**AM/PM**		
Date: _____ **Time of call:** _____**AM/PM**		

Call made to (Name): _____ **Phone Number:** _____

	(Check below)
Relationship to employee	**Spouse**
	Parent
	Brother/Sister
	Child
	Other

Information Provided (Bulletin No.)**:**

Information Sought:

Follow up Required:

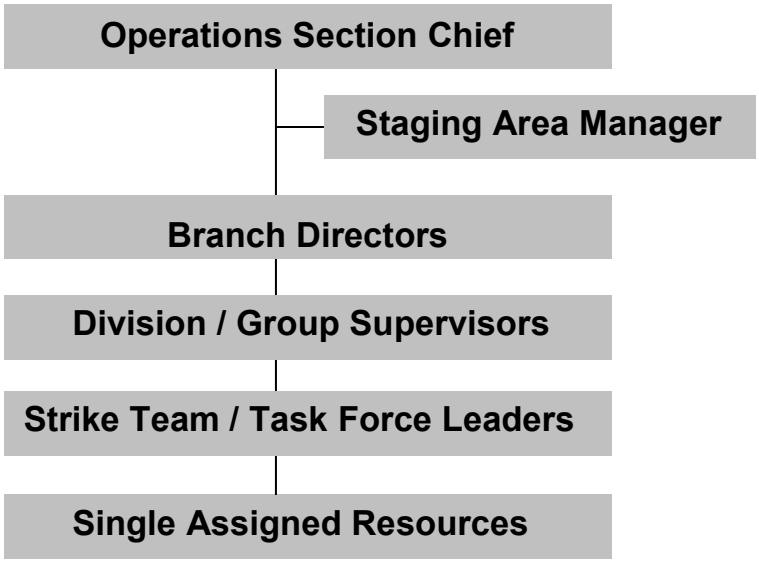
Time call made: _____ **Call received by (sign off):** _____

OPERATIONS SECTION CHIEF

The Operations Section Chief (OSC) is a principle member of the ICS General Staff responsible for directing the tactical (hands-on) emergency response activities of trained and qualified personnel working at the emergency scene. In the initial response to an emergency, a designated emergency response organization Leader/Officer on each of the rotating shifts will assume the OSC position. The responsibilities of OSC may be transferred at any time to another highly experienced, trained and qualified Leader/Officer as additional personnel become available. Following the emergency phase of some incidents (i.e., an environmental impact spill related emergency), the OSC position is typically staffed in the EOC to direct the tactical post emergency cleanup and restoration activities of contract personnel. Only one OSC is assigned for each incident, including multi-jurisdiction incidents operating under a Unified Command (UC) ICS organization. The OSC may have one or more Deputies as necessary and the Deputies may include representatives of outside agencies and jurisdictions.

An OSC is assigned for each period of operation and is involved in the preparation of the Incident Action Plan for the oncoming shift. The OSC works closely with the OSIC or the IC/UC to be familiar with strategic objectives and priorities and to direct the tactical response operations necessary to achieve those strategic objectives. Figure 6-1 below illustrates the expanded Operations Section and the layers of supervision (including position titles) that may be established within the Operations Section of the ICS.

Figure 2-1
Operations Section Organization



STAFFING THE OPERATIONS SECTION

Trained and qualified emergency response personnel working within the Operations Section of the ICS represent the initial organized emergency response component for the facility. Within the emergency response organization, specialized teams are trained and qualified to perform fire fighting, hazardous materials, spill response, rescue, and medical operations that may be necessary at the emergency scene. Many Emergency Response Team (ERT) members are cross-trained and are qualified for multiple areas of emergency response. As the ERT members and qualified Leaders/Officers arrive at the scene of an emergency, the Operations Section is staffed and the layers of supervision are added as necessary to maintain the preferred span of control of 3 to 5 subordinates reporting to each supervisory position. Responsibilities of the bottom tier supervisory positions are discussed first in this section and then the additional layers of supervision are added and discussed in the order they might be established.

The position description and responsibility checklists on the following pages outline general assignments for each layer of supervision that may be established and assigned within the Operations Section. Each emergency response is unique and the responsibility checklist established for each layer of supervision is not necessarily all-inclusive. The person assigned to each position should consider the tactical options listed, but should also give consideration to other actions that may be necessary for safe and effective response and mitigation. For additional information, the Operations Section Chief may review the facility emergency response plans for the type of emergency and conditions.

ACTION CHECKLISTS

OPERATIONS SECTION CHIEF:

Initial responsibilities of the designated Operations Section Chief include the following:

- ☐ Don ICS vest and communicate with the OSIC to assess (size-up) incident conditions; determine the associated hazards and risk; determine initial strategic goals, objectives and priorities.
- ☐ Direct a review of reference guides and emergency action plans as appropriate.
- ☐ Formulate the initial plan of action for accomplishing established objectives.
- ☐ Give tactical mission assignments by priority to individuals, team leaders, or division/group supervisors to begin the tactical response operations at the scene.
- ☐ Initiate accountability system for responders in accordance with procedures.
- ☐ Review safety concerns, provide direction (assignments, duties, and tasks) and as appropriate maintain a 3:1 to 5:1 span of control (ratio of supervisors to subordinates) as the ICS organization is expanded.
- ☐ Brief the rescue/medical teams on protocols for handling any fatalities and the precautions that may be needed for evidence preservation. (See Page 8)
- ☐ Coordinate with the Incident Safety Officer to ensure Control Zones are identified, appropriate PPE is being used, and other necessary safety measures are in place.
- ☐ Expand the Operations Section of as necessary and establish layers of supervision to maintain an appropriate span of control.
- ☐ Brief the OSIC frequently on the incident status, progress and any need for additional resources, equipment and back-up personnel as required.

- Evaluate equipment needs and the status of consumables such as foam, fuel, etc.
- Ensure emergency responders are adhering to established safety requirements and procedures.
- Evaluate safety and level of fatigue of emergency response personnel.
- Coordinate with the Logistics and Planning Sections as required to establish a plan for rotation, relief and rehab of the available response personnel.
- As conditions of the emergency change, adjust assignments and assemble and disassemble strike teams as necessary.
- Report information about special activities, events, and occurrences to the OSIC.

Post-incident Actions

- Assemble and debrief ERT and any participating agencies/authorities/jurisdictions.
- Brief team regarding ongoing and follow-up activities and actions.
- Advise team on the scheduled time and location for the critique.
- Ensure emergency equipment is returned to the emergency ready condition and stocks of consumables are replenished.
- Coordinate with Information Officer to arrange professional counseling if required.
- Review effectiveness of the emergency response plans and procedures.
- Attend and participate in the scheduled incident critique.
- Complete assigned actions for any changes to existing plans/procedures.
- Ensure that lessons learned are documented and shared.

MANGE RESOURCES AND DIRECT TACTICAL OPERATIONS

The Operations Section Chief will use ICS concepts to safely and effectively manage the available resources by establishing the appropriate layers of supervision and maintaining the required span of control; making mission assignments, evaluating progress, and making adjustments as necessary to achieve the established strategic goals and objectives of Command by priority.

Details of the administrative support, resources and layers of supervision that may be employed to achieve these objectives are listed below:

STAGING AREA MANAGER

The Staging Area Manager is an Administrative Support position (often an assigned ERT Leader/Officer) supporting the Operations Section Chief with responsibility for managing resources reporting to a designated Staging Area. The Staging Area Manager will:

- Report to the designated staging area and maintain order as resources arrive.
- Maintain a log of available resources, including names of personnel, the company or agency represented, and the performance capability of any apparatus or equipment.
- Assemble and locate resources for easy entry and exit of the staging area.
- Ensure all resources are integrated in to the existing accountability system.

- Communicate with the Operations Section Chief on the type (including performance capability) of resources available and ready for assignment.

NOTE: The Staging Area Manager may have one or more assistants and there may be more than one Staging Area to effectively manage resources as they move forward for an assignment.

SINGLE RESOURCES – INDIVIDUAL TEAM MEMBERS:

In the initial response to emergencies at the facility, the on-duty OSIC, the Operations Section Chief and the on-duty ERT members are the initial response element. The responding ERT members may be assigned as a single resource or they may be grouped into one or more teams with specific assigned objectives. Responsibilities of the single resources include the following:

- Obtain briefing from the OSC or supervisor and confirm understanding of assignments.
- Initiate accountability system in accordance with procedures.
- Obtain necessary apparatus, equipment and supplies.
- Perform assigned tasks and duties within the scope of training and qualification.
- Adhere to recognized safety standards and operational procedures.
- Ensure adequate communications with Team Leaders and other members.
- Focus on assignments and avoid temptations for free-lancing.
- Bring any safety or health concerns to the attention of the Team Leader.
- Monitor emergency status, progress and any changes.
- Know rally points and maintain means of egress in the event that quick departure of the work area is necessary.
- Maintain communications and inform Team Leader of additional equipment and resource requirements.
- Remain with team as assigned and ensure accountability is maintained while in the available or out-of-service status.

STRIKE TEAM OR TASK FORCE LEADERS:

As the organization begins to grow, the single resources may be grouped into teams or tasks forces under the direction of ERT Leaders/Officers. Initially, the on-duty ERT Leaders/Officers and members receive direction from the Operations Section Chief and are responsible for performing tactical operations required to achieve established objectives and priorities. ERT Leaders/Officers routinely report work progress, needs, the status of resources and other important information to the Operations Section Chief. Additional layers of supervision (Group or Division Supervisors) may at some point be added as appropriate to maintain the span of control as additional Strike Teams or Task Forces are established. Responsibilities of the designated Strike Team or Task Force Leaders include the following:

- Obtain briefing from the OSC or supervisor and confirm understanding of assignments.
- Review objectives and the tactical operations plan with assigned team members.
- Maintain accountability system in accordance with procedures.
- Assign tasks to team members within the scope of training and qualification.
- Direct the placement of apparatus and equipment being used by the team.

- Ensure team members adhere to recognized safety standards and procedures.
- Establish and maintain adequate communications with supervisor and team members.
- Coordinate activities with adjacent strike teams, task forces and single resources.
- Communicate situation and needs to Division or Group Supervisor as required.
- Maintain communications and bring any safety or health concerns to the attention of the supervisor.
- Monitor emergency status, progress and any changes in conditions.
- Establish rally point and maintain means of egress in the event a quick departure is necessary.
- Retain control and accountability of assigned team members while in service, standby or out-of-service status.

GROUP AND DIVISION SUPERVISORS:

When deemed necessary or to maintain the optimum appropriate span of control when five or more strike teams are assigned, an additional layer of supervision (Group or Division Supervisors) may be added by the Operation Section Chief to direct the tactical operations of the subordinate strike teams. Responsibilities of the Group and Division Supervisors include the following:

- Obtain briefing from the OSC confirm understanding of assignments.
- Understand tactical objectives and priorities related to the response operations.
- Review objectives, tactical priorities and the operations plan with Strike Team Leaders and assign duties and tasks within the scope of training and qualification.
- Obtain apparatus, equipment and supplies needed for operational activities.
- Advise team leaders on the placement of personnel, apparatus and equipment.
- Ensure subordinates are accounted for in accordance with accountability procedures.
- Ensure designated Leaders are conducting tactical operations according to recognized safety standards and operational procedures.
- Establish and maintain adequate communications with designatged Leaders.
- Ensure the Operations Section Chief is routinely advised of the incident status and any changes in the objectives, priorities or assignments.
- Coordinate operational activities with adjacent Divisions/Groups.
- Routinely submit progress and needs reports to the Operations Section Chief or to a Branch Director (if established).
- Report any safety or health concerns, hazardous situations, special occurrences, or significant events (e.g., accidents, sickness) to the Tactical Safety Officer.
- Resolve logistics problems within the Division/Group.
- Ensure accountability of assigned personnel while in available or out-of-service status.
- Participate in the development of operational plans for ongoing operational periods.

BRANCH DIRECTORS:

Within the Operations Section, a Branch may be established as an additional layer of supervision above the Division or Group. To maintain the optimum span of control, two or more Branch Directors may be identified and assigned when the Operations Section has expanded to six or more Division Group/Division Supervisors. Responsibilities assigned to the Branch Directors may be functional or geographic in their scope.

Branch Directors may also be identified and assigned for reasons other than span of control. At times, it may be appropriate to identify and assign a Branch Director to establish a new operational function. For example, at some point several hours into a spill emergency it may be determined that surveillance of the emergency scene using aircraft will be valuable for support of the operational activities. To meet these needs, an Air Operations Branch Director may be identified and assigned to assemble necessary resources and develop an organization to direct and manage the air operations activities.

Responsibilities of the Branch Director include the following:

- Obtain a briefing from the OSC and confirm understanding of assignments.
- Attend planning meetings at the request of the Operations Section Chief.
- Review Division/Group assignments and objectives and make necessary changes or adjustments based on the effectiveness of current plans and operations.
- Assign specific objectives and priorities to Group/Division Supervisors.
- Manage all tactical operations within the Branch.
- Resolve logistic problems reported by subordinates.
- Report to the Operations Section Chief when objectives or priorities are modified; additional resources are needed; surplus resources are available; hazardous situations or significant events occur.

MANAGING SERIOUS INJURIES AND/OR FATALITIES AT THE EMERGENCY SCENE

POTENTIAL CRIME SCENE

The Operations Section Chief in cooperation with the On-Scene IC will initially have total authority and control of the actions and activities at the scene of an emergency. When an emergency involves conditions with critical injuries or fatalities, it is important that the emergency scene always be viewed and treated as a crime scene until it is verified not to be a crime scene by the appropriate authority having jurisdiction.

PROTECTING THE IDENTITY

In the event of one or more serious injuries or fatalities at the emergency scene, the Operations Section Chief will ensure the identity of the individual(s) is maintained confidential and will provide this information in person (or by runner) directly to the OSIC. The OSIC will record the name(s) and the known condition for each person on paper and this information will be hand carried and delivered to the IC or the Facility Safety Officer in the EOC. The OSIC and the Operations Section Chief will assemble and brief those at the scene having knowledge of the identity of any injured or deceased person(s), that they cannot share this information with anyone to ensure the family/next of kin can be appropriately notified by the Company. The Facility Safety and Human Resource Officers will ensure compliance with all regulatory and statutory requirements related to injuries and fatalities and will coordinate the notification of the family/next of kin according to established procedures.

SECURING THE INCIDENT SCENE FOR AN OBVIOUS FATALITY(S)

- In the response to an emergency event where there are one or more obvious fatalities, or if an obvious fatality is discovered as the emergency response is underway, do not allow anyone to disturb, destroy, alter or carry away any wreckage, article or thing from a scene … except for the purpose of saving a life or relieving human suffering.
- Once emergency conditions are stabilized and secured by the emergency response organization, lightly place a cover over any deceased that may be visible to bystanders.
- Coordinate with the OSIC and the Facility Security Officer as required to remove all personnel from the immediate area; secure the scene as a crime scene; and deny entry into the area by anyone until the required jurisdictional authorities arrive, complete their investigation, and finally authorize entry for body recovery.

PRODUCTION AND RECOVERY SECTION CHIEF

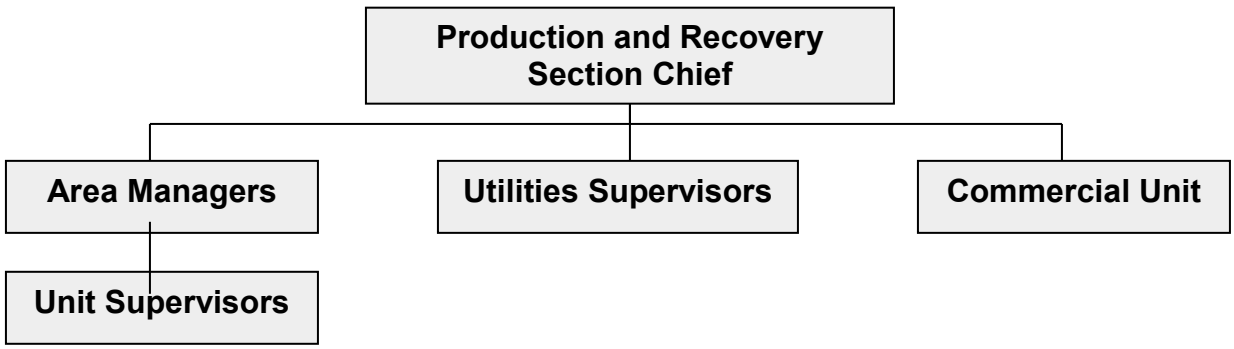
The Production and Recovery Section Chief (PRSC) is an industry specific and unique ICS position added to the ICS General Staff. The PRSC is responsible for evaluating and managing production impacts and impacts to commercial obligations. Additionally, the PRSC is responsible for managing ongoing production activities; ensuring the safety of all personnel remaining in production areas; maintaining a production area staffing and assignment plan; and managing short and long term recovery planning to minimize down time, loss of production and financial impacts to the Company.

Note: In the initial response to an emergency, an employee having special knowledge and being very familiarity with the process units and/or production areas involved in the emergency (a unit/production area specialist) may be assigned by the On-Scene Incident Commander to staff the Process Safety Officer position at the emergency scene. (See 1.2 - Safety Officer for details)

When there is a complex emergency event or disaster, the ICS organization is usually expanded by activating the facility EOC. When the EOC is activated the PRSC position is formally staffed in the EOC to evaluate, manage, stabilize and secure all production operations at the facility; and to execute existing business continuity and recovery plans as necessary to begin short-term recovery. Also, in carrying out these responsibilities, the PRSC coordinates with the IC and corporate level executives as necessary to assemble a damage assessment and recovery team having the expertise to formulate a comprehensive damage assessment and recovery plan.

As illustrated in Figure 2-2 below, the PRSC may expand and staff this Section as necessary to ensure appropriate management of the units, production areas, utilities, storage tanks, and marine, rail, and truck terminal operations impacted by the emergency event. The PRSC also manages the ongoing facility Operations from the EOC location with the support of production area managers, unit supervisors and process operations personnel.

Figure 2-2
Example – Expanded Production and Recovery Section



ACTION CHECKLISTS

PRODUCTION AND RECOVERY SECTION CHIEF (EOC)

- ☐ Obtain a briefing from the IC to have a good understanding of the current status of the utilities and unit and process area operations.
- ☐ Don ICS vest and maintain a personal log and timeline of actions and activities.
- ☐ Verify the accountability and safety of all personnel that were on-duty at the time of the emergency event.
- ☐ Verify on-going and in-service operations and production are not jeopardizing the safety of personnel, the environment, the public, or emergency response operations.
- ☐ Coordinate with area supervisors and the Planning Section Chief to review and forecast staffing needs to support ongoing production and recovery plans; and to resolve conflicts and competition for resources that may also be serving as ERT members.
- ☐ Verify the termination and/or isolation of electric power as required to ensure the safety of personnel working at and near the emergency scene.

- ☐ Coordinate with the OSIC to establish a preliminary assessment of the impact and damage and determine corporate level support that may be required.
- ☐ As appropriate, review established business continuity and recovery plans for the affected area(s) and implement those plans.
- ☐ Develop a plan for the utilization of any displaced employees and have the plan approved by the IC.
- ☐ As appropriate, coordinate with the IC and corporate executives to assemble a damage assessment and recovery team having the expertise to formulate a comprehensive damage assessment and recovery plan.
- ☐ Determine resources required and use the inventory and spares data base to verify availability of necessary resources, parts and equipment.
- ☐ Develop a short-term recovery path, identify priority recovery needs and determine the resources required, availability, and estimated costs.
- ☐ Draft recovery path for long term resumption of normal operations; document resources required, availability and safe work requirements; and include cost estimates.
- ☐ Coordinate with the Procurement Unit and begin contacting various contractors and suppliers to establish the status of resource availability and projected costs to begin restoration and recovery activities.
- ☐ Coordinate with the Finance and Administration Section Chief to estimate the overall financial impact of the event; and submit short and long-term recovery plans *(including initial cost and expenditure projections)* to senior management for approval.
- ☐ In cooperation with the Information and Human Resource Officer, arrange a meeting and a location as appropriate to brief all displaced employees on their temporary assignments and duties during recovery.
- ☐ Establish and maintain a recovery management team to manage and oversee recovery activities and ensure adherence to safe work requirements and the recovery plan.
- ☐ Implement the short and long-term recovery plans and on a regular basis review the status and any necessary modifications/changes with senior management.
- ☐ Develop procedures outlining the conditional requirements for testing, performance and safety that must be achieved before start up and resumption of operations.
- ☐ Manage and oversee start up and restoration of normal operations.

Post-incident Actions

- ☐ Insure all documentation is collected and secured.
- ☐ Attend and participate in the scheduled debriefing and critique.
- ☐ Brief group and document any ongoing and/or follow-up activities and actions.
- ☐ Review need for new or additional technologies to improve performance.
- ☐ Update directories and checklists as necessary.
- ☐ Comment on strengths and weaknesses of existing plans/procedures.
- ☐ Complete assigned actions for any changes to existing plans/procedures.
- ☐ Ensure that lessons learned are documented and shared.

EXPANDING THE PRODUCTION AND RECOVERY SECTION

The Production and Recovery Section Chief may expand the section to effectively and efficiently manage the assigned responsibilities. The following checklists are provided as job aids for those assigned to these position:

PRODUCTION AREA AND UTILITY SUPERVISORS:

- ☐ Obtain a briefing from the Production and Recovery Section Chief to understand the current objectives and priorities and the direction for ensuring the safety of emergency response operations as well as the safety of personnel staffing in-service units and process areas of the facility.
- ☐ Report on the accountability and safety of all operations and maintenance personnel that were on-duty at the time of the emergency event ensure the safety of personnel involved in any ongoing operations.
- ☐ Terminate and isolate electrical power as necessary to ensure the safety of personnel working at and near the impacted area.
- ☐ Staff, maintain, and inspect emergency fire water pumps as required by procedures. Coordinate with Logistics as necessary to maintain fuel supplies.
- ☐ Monitor the water treatment facility and as appropriate, be alert for drainage system overload resulting from high volume water and foam delivery at the emergency scene.
- ☐ Coordinate with Logistics to review and activate plans as required to manage any drainage system overload to prevent area flooding and the spread of volatile hydrocarbons or chemicals to other areas.
- ☐ Supervise on-going/in-service operations and production and ensure these operations are not jeopardizing the safety of personnel, the environment, the public, or emergency response operations.
- ☐ Shut down operations as deemed necessary by the nature of the emergency or when directed by the Section Chief.
- ☐ Divert process/product flows away from the impacted area when deemed necessary.
- ☐ Supervise on-going/in-service utilities supplied by your area and ensure the utility services are not jeopardizing the safety of personnel, the environment, the public, or emergency response operations
- ☐ Assist the Section Chief to provide a preliminary assessment of damage and the impact of the incident on production.
- ☐ Review available business continuity and recovery plans and advise the Section Chief on their applicability to the current conditions.
- ☐ Assist the Section Chief and share information that could support short-term recovery and restoration of normal (or partial) unit/process production.
- ☐ Identify critical spares that are available to support short-term recovery plans for the impacted area.
- ☐ Support inspection activities of the team assigned to perform a comprehensive damage and recovery assessment of the assigned area.

COMMERCIAL UNIT LEADER:

- Obtain a briefing from the Section Chief to understand the current objectives and priorities; and the real or potential impacts of the incident on critical feed stocks and to product shipping and delivery commitments and schedules.
- Provide routine briefings to the Section Chief on the options for ongoing production and for meeting product shipping and delivery commitments and schedules.
- Research and provide information on current inventories of feed stocks and finished products available for ongoing production and for meeting product shipping and delivery commitments and schedules.
- As necessary for supporting ongoing operations and product shipping and delivery commitments and schedules, research and provide information on the current inventories of feed stocks and finished products available for purchase in the open market.
- As necessary for supporting ongoing operations, research and provide information on the current inventories of feed stocks and the potential for sale of feed stock materials in the open market.
- Assemble information gained from research to prepare and submit to the Section Chief a short and long term Commercial Impact Recovery Plan for:
    - Offsetting the real and potential impacts of the incident on critical feed stocks;
    - Offsetting the real and potential impacts to product shipping and delivery commitments and schedules; and
    - Summarizing the potential for purchasing and/or selling some feed stock materials on the open market to minimize down time, loss of production, and the financial impacts to the Company.

THREAT IDENTIFICATION AND RECOVERY PLAN OUTLINE

Threat (Brief Description)

Impact on Operations

Short Term Recovery Plan Outline

Recovery Action Plan		
Threat:		
Action	**Responsibility**	**Comments**

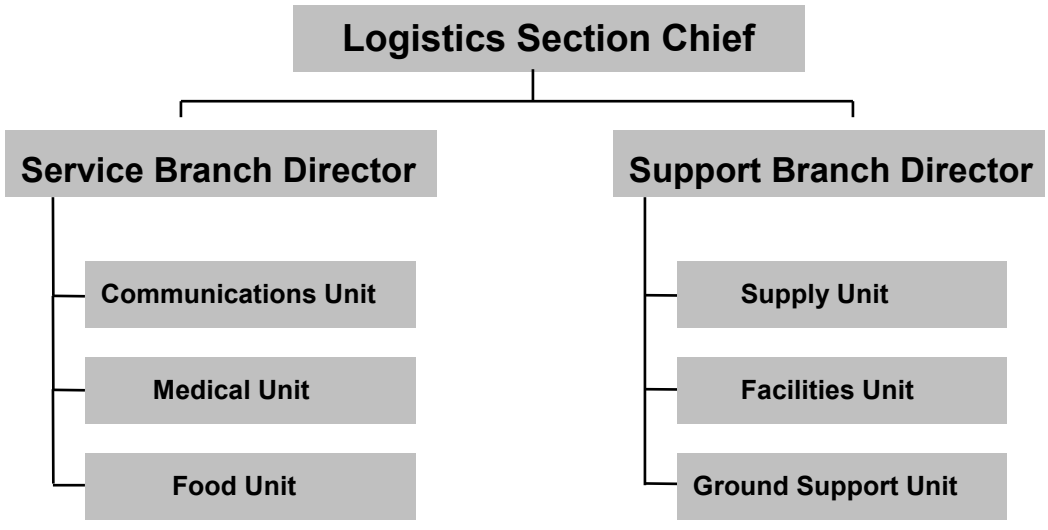
Recovery Resources Required				
Resource	**Quantity**	**Supplier Contact Details**	**Mobilization Details**	**Comments**

LOGISTICS SECTION CHIEF

The Logistics Section Chief is a principle member of the ICS General Staff responsible for providing equipment, materials, supplies, facilities and services as required for support of all tactical response, mitigation and recovery activities. The Logistics Section Chief manages the support needs for the incident, including writing purchase requisitions and coordinating with the Procurement Unit to obtain required equipment, materials, supplies and services from external suppliers. The Logistics Section Chief also provides facilities, transportation, supplies, equipment maintenance, equipment fueling, food service, communications, and medical services (for response personnel). The Logistics Section Chief participates in development and implementation of the Incident Action Plan for each period of operation and activates and supervises the Branches and Units within the Logistics Section.

In the initial response to an emergency, the OSIC may retain responsibility for this position and may assign available personnel to obtain and bring necessary equipment and supplies to the scene to support the initial response activities. If there is a complex emergency situation, the ICS organization is typically expanded, the EOC and the CMT are activated and the pre-assigned Logistic Section Chief assumes these responsibilities. Only one Logistics Section Chief is assigned for each incident, including multi-jurisdiction incidents operating under a Unified Command. The Logistics Section Chief may have one or more deputies as necessary and the deputies may include representatives of the outside agencies and jurisdictions. Figure 2-3 below illustrates the basic organization for the Logistics Section.

Figure 2-3
Logistics Section Organization



ACTION CHECKLISTS

LOGISTICS SECTION CHIEF:

- ☐ Obtain a briefing from the IC to have a good understanding of current conditions and the needs for Logistics support.
- ☐ Don ICS vest and maintain a personal log and timeline of actions and activities.
- ☐ Ensure a clear line of communication is established between the ICP and the EOC.
- ☐ Ensure immediate needs for food, beverages, refreshments, ice and potable water are quickly assessed and provided to all locations including the EOC, Media Center, and Call Center.
- ☐ Ensure a rehab area is quickly established when appropriate and the immediate needs for rehab and medical monitoring of initial response personnel are provided.
- ☐ Ensure immediate needs for fuel are quickly assessed and provided to all locations.
- ☐ Plan organization and obtain personnel required to manage the Logistics Section.
- ☐ Assign work locations and preliminary work tasks to Section personnel.
- ☐ Notify Resources Unit of the Logistics Section units activated; including names, locations and contact phone numbers for Branch Directors and Unit Leaders.
- ☐ Assemble and brief Branch Directors and Unit Leaders as appropriate.
- ☐ Participate in preparation of Incident Action Plan for each operational period.
- ☐ Identify service and support requirements for planned and expected operations.
- ☐ Provide input to and review Communications Plan, Medical Plan and Traffic Plan.
- ☐ Review Incident Action Plan and estimate Section needs for next operational period.
- ☐ Advise on current service and support capabilities.
- ☐ Prepare service and support elements of the Incident Action Plan.
- ☐ Estimate future service and support requirements.
- ☐ Receive Demobilization Plan from Planning Section.
- ☐ Recommend release of unit resources in conformity with Demobilization Plan.
- ☐ Ensure general welfare and safety of Logistics Section personnel.

Post-incident Actions

- ☐ Assemble and debrief ERT and any participating agencies/authorities/jurisdictions.
- ☐ Brief team regarding ongoing and follow-up activities and actions.
- ☐ Advise team on the scheduled time and location for the critique.
- ☐ Ensure emergency equipment is returned to the emergency ready condition and stocks of consumables are replenished.
- ☐ Coordinate with Information Officer to arrange professional counseling if required.
- ☐ Review effectiveness of the emergency response plans and procedures.
- ☐ Attend and participate in the scheduled incident critique.
- ☐ Complete assigned actions for any changes to existing plans/procedures.

- Ensure that lessons learned are documented and shared.

EXPANDING THE LOGISTICS SECTION

The Logistic Section Chief will use ICS concepts to safely and effectively manage the available resources by establishing the appropriate layers of supervision and maintaining the required span of control; making mission assignments, evaluating progress, and making adjustments as necessary to carry out responsibilities of the section. Details of the resources and layers of supervision that may be employed to achieve these objectives are listed below:

SERVICE BRANCH DIRECTOR:

The Service Branch Director works under the direction of the Logistics Section Chief and is responsible for the meeting the job responsibilities outlined in this section for the Communications, Medical and Food Units. When these units are formally activated the Service Branch Director provides a formal briefing and supervises these functions to ensure they are carried out in an efficient and effective manner.

- Obtain a briefing from the Logistics Section Chief to have a good understanding of the Logistics service needs of the event.
- Don ICS vest and maintain a personal log and timeline of actions and activities.
- Determine the level of services required to support operations in all locations including the ICP, EOC, Rehab and Staging areas.
- Obtain personnel and make initial assignments for Service Branch personnel.
- Obtain working materials, supplies and equipment for mission.
- Confirm dispatch and placement of personnel.
- Oversee and manage overall support activities of the Logistics Section.
- Confirm timely and efficient delivery of services and support to all areas.
- Participate in planning meetings for each period of operation.
- Review Incident Action Plan.
- Submit required reports and documentation.

Communications Unit Leader:

The Communications Unit Leader, under the direction of the Logistics Section Chief or the Service Branch Director (if established), is responsible for developing plans for the effective management and use of incident communications equipment and facilities. This position oversees the installation and testing of communications equipment; supervises the Incident Communications Center; distributes communications equipment to incident personnel; and maintains and repairs communications equipment.

- Review responsibilities of the unit.

- Obtain equipment and supplies to meet unit responsibilities and incident needs.
- Prepare and implement the emergency communications plan.
- Obtain and distribute spare radios according to plans; and maintain and distribute spare radio batteries according to plans.
- Establish system for distribution, maintenance and testing of all communications equipment.
- Ensure adequate phones are available and set up for each Section in the EOC.
- Ensure awareness of the available EOC phone numbers for each Section.
- Ensure an Incident Communications and Message Center is established and appropriately staffed when required by the nature of the incident.
- Establish direct phone links to other locations as requested by the IC.
- Provide support and equipment to audio/video specialist assigned to media room as required.
- Ensure an equipment accountability system is established.
- Provide briefings and technical information as required on the types, limitations, anticipated problems, etc., for equipment and systems in operations.
- Oversee and manage activities of personnel working within the Unit.
- Collect communications equipment from relieved or released personnel and maintain records and inventory for all communications equipment as appropriate.
- Ensure communications equipment is repaired, tested and ready for service when required.
- Submit required reports and documentation.

Medical Unit Leader:

The Operations Section Chief manages the rescue, medical treatment, packaging, decontamination and transportation of personnel injured within the established warm and hot zones at the emergency scene. Logistics support that may be necessary to meet these requirements is provided only at the request of the Operations Section Chief.

The Medical Unit Leader, under the direction of the Logistics Section Chief or the Service Branch Director (if established), is responsible for the developing a Medical Plan and providing medical monitoring, medical treatment and transportation for emergency response personnel that may be injured or ill. The Medical Unit Leader also ensures appropriate medical reports and records are maintained for all emergency response personnel working at the scene.

- Review responsibilities of the Unit.
- Obtain personnel and establish Medical Unit as appropriate.
- Establish rehab and medical monitoring area for emergency response personnel.
- Have ground transportation available for support of Medical Unit.
- Obtain additional medical supplies that may be necessary to support emergency operations.
- Participate in planning activities for each period of operation.
- Prepare the Medical Plan for sustaining ongoing medical support.
- Prepare procedures for managing a major medical emergency.
- Declare major medical emergency when appropriate.

- Respond to requests by the Operations Section Chief for medical aid, medical transportation, and medical supplies.
- Submit required reports and documentation.

Food Unit Leader:

The Food Unit Leader works under the direction of the Logistic Section Chief or the Services Branch Director (if established) and is responsible for determining needs, obtaining sufficient supplies and providing food, beverages, refreshments, ice and potable water to all locations (including the emergency scene, rehab areas, staging areas, and the EOC. The Food Unit Leader is responsible for planning balanced meals; ordering food and beverages; maintaining a food service area; and for providing cooks, food handlers, and cooking facilities when necessary.
Providing efficient food service is critical for management of any incident involving sustained and ongoing response and recovery activities. The unit supplies water, food, cold beverages, and refreshments for the entire incident, including all remote locations (such as staging, rehab, and the EOC) as well as supplying food service to emergency response personnel who may be unable to leave their tactical assignments. The Food Unit Leader must anticipate incident needs, both in terms of the number of people and any special food requirements.

- Determine best method for providing food, beverages, refreshments, ice and potable water to all locations.
- Make arrangements for food preparation and delivery or obtain personnel, equipment and supplies to set up a food preparation facility.
- Ensure that well-balanced meals are prepared are provided.
- Coordinate with the Logistics - Facilities Unit to set-up food service and eating areas.
- Coordinate with the Logistics - Supply Unit to order food, beverages, refreshments, ice and potable water
- Coordinate with the Logistics - Ground Support Unit to obtain ground transportation for delivery of food, beverages, refreshments, ice and potable water.
- Order sufficient food, beverages, refreshments, ice and potable water for the Supply Unit.
- Maintain an inventory of food, beverages, refreshments, ice and potable water as necessary
- Maintain food service and eating areas, ensuring that all appropriate health, safety and sanitary measures are being followed.
- Coordinate with the Planning Resource Unit, to determine the number personnel that will be fed during each period of operation.
- Submit required reports and documentation.

SUPPORT BRANCH DIRECTOR:

The Support Branch Director works under the direction of the Logistics Section Chief and is responsible for developing and implementing logistics plans in support of the Incident Action Plan. The Support Branch Director is also responsible for meeting the job responsibilities outlined in this section for the Supply, Facilities and Ground Support Units. When these units are formally activated the Support Branch Director provides a formal briefing and supervises these function**s** to ensure they are carried out in an efficient and effective manner.

- Obtain a briefing from the Logistics Section Chief to have a good understanding of the Logistics support needs of the event.
- Don ICS vest and maintain a personal log and timeline of actions and activities.
- Prepare initial organization and assignments for support operations
- Assemble and brief Support Branch personnel on assignments and responsibilities
- Participate in planning meetings of Logistics Section personnel.
- Review Incident Action Plan
- Supervise work progress of assigned units and brief Section Chief on activities
- Coordinate activities of Branch Units.
- Resolve Service Branch problems

Supply Unit Leader:

The Supply Unit Leader works under the direction of the Logistics Section Chief or the Support Branch Director (if established) and is responsible for ordering, receiving, storing, processing and distributing all incident-related resources, personnel, equipment and supplies. This unit also handles tool operations, which include storing, disbursing, and servicing of all tools and portable, non-expendable supplies and equipment. To ensure efficient and effective management of the supply function the Supply Unit Leader may expand the unit organization to include positions such as an Ordering Manager, Receiving and Distribution Manger, Tools and Equipment Specialist, etc.

- Review responsibilities of the Unit.
- Determine the type of tools, equipment and supplies needed to support operations.
- Develop and implement an inventory, distribution, safety and security plan.
- Order, receive, store, and distribute supplies and equipment when required.
- Receive and respond to requests for supplies and equipment.
- Service reusable equipment.
- Participate in planning activities for each period of operation.
- Submit required reports and documentation.

Ordering Manager:

The Ordering Manager is responsible for placing all orders for supplies and equipment for the incident. The Ordering Manager reports to the Supply Unit Leader.

- Obtain necessary agency(s) order forms.
- Establish ordering procedures.
- Establish name and telephone numbers of agency(s) personnel receiving orders.
- Set up filing system.
- Get names of incident personnel who have ordering authority.
- Check on what has already been ordered.
- Ensure order forms are filled out correctly.

- Insure orders are placed in a timely manner.
- Consolidate orders when possible.
- Identify times and locations for delivery of supplies and equipment.
- Keep Receiving and Distribution Manager informed of orders placed.
- Submit required reports and documentation.

Receiving and Distribution Manager:

The Receiving and Distribution Manager reports to the Supply Unit Leader and is responsible for receiving and distribution of all supplies and equipment (other than primary resources) and the service and repair of tools and equipment.

- Establish procedures for operating supply area
- Determine personnel requirements
- Establish organization and brief personnel on assignments and responsibilities
- Organize physical layout of supply area
- Set up filing system for receiving and distribution of supplies and equipment
- Maintain inventory of supplies and equipment
- Develop security requirement for supply area
- Establish procedures for receiving supplies and equipment
- Submit necessary reports to Supply Unit Leader
- Notify Ordering Manager of supplies and equipment received
- Submit required reports and documentation.

Tool and Equipment Specialist:

The Tool and Equipment Specialist reports to the Receiving and Distribution Manager and is responsible for sharpening, servicing and repair of all hand tools.

- Establish procedures for operating tool and equipment area
- Determine personnel requirements
- Obtain necessary equipment and supplies
- Set up tool storage and conditioning area
- Establish tool inventory and accountability system
- Maintain all tools in proper condition
- Assemble tools for issuance each operational period per Incident Action Plan
- Receive and recondition tools after each operational period
- Ensure that all appropriate safety measures are taken in tool conditioning area
- Submit required reports and documentation.

Facilities Unit Leader:

The Facilities Unit Leader works under the direction of the Support Branch Director or the Logistics Section Chief and is responsible for setting up, maintaining, and demobilizing all facilities including temporary building, trailers, tents, awnings, shelters, rest rooms, lighting, cool-fans, tables, chairs, benches, etc., that may be used in support of incident operations. The Facilities Unit Leader is also responsible for providing and setting up facilities for support services such as food and water, sleeping, sanitation, and showers.

The Facilities Unit Leader also supports, sets up (as necessary), and maintains the ICP, EOC, Staging, Rehab and other command facilities used in and around the incident area.

- Review responsibilities of the Unit
- Determine requirements for facilities to support operations in all locations.
- Prepare layout and plans to provide the required incident facilities.
- Notify unit leaders of facility layout and plans to ensure safety and security.
- Deliver and set-up incident facilities according to plans and incident needs.
- Respond to special facility needs upon request.
- Participate in planning activities for each period of operation.
- Provide facility maintenance services, lighting, and sanitary clean up.
- Submit required reports and documentation.

Ground Support Unit Leader:

The Ground Support Unit Leader works under the direction of the Support Branch Director or the Logistics Section Chief and is responsible for maintaining a transportation pool of vehicles (e.g., staff cars, buses, pick-ups, etc.) that are suitable for transporting personnel and for providing transportation services for personnel, supplies, food, equipment, etc. The Ground Support Unit Leader is also responsible for fueling, service, maintenance, and repair of vehicles and other ground support equipment; and for keeping records of the usage time for all contracted ground equipment assigned to the incident. To ensure efficient and effective management of the ground support function the Ground Support Unit Leader may expand the unit organization to include positions such as an Equipment Manager, etc.

- Review responsibilities of Unit.
- Obtain vehicles and drivers required to meet ground support/transportation needs.
- Establish communication links with Logistics and Operations and support delivery and transportation services when requested.
- Arrange for and activate fueling, maintenance, and repair of vehicle fleet.
- Collect use and operation information and obtain trained operators/drivers for special/unusual service equipment.
- Participate in planning activities for each period of operation
- Requisition maintenance and repair supplies (e.g., fuel, and spare parts).
- Submit required reports and documentation.

Equipment Manager:

The Equipment Manager reports to the Ground Support Unit Leader and provides service, repair and fuel for all apparatus and equipment; provides transportation and support vehicle services; and maintains records of equipment use and service provided.

- Determine locations for assigned resources, Staging Area locations, and fueling and service requirements for all resources.
- Obtain necessary equipment, supplies, vehicles and personnel.
- Provide maintenance and fueling according to an established schedule to maximize use of available transportation.
- Coordinate with supporting agencies on service and repair needs as required.
- Determine supplies (e.g., gasoline, diesel, oil and parts needed to maintain equipment in efficient operating condition), and place orders with Supply Unit.
- Maintain inventory of support vehicles for maintenance and fueling.
- Maintain equipment service, use and rental records/agreements as required

EOC EQUIPMENT AND SUPPLIES CHECKLIST

- ☐ Phones
- ☐ Fax
- ☐ WiFi Connectivity
- ☐ Plant and community telephone directories
- ☐ Telephone log sheets and clipboards
- ☐ Phone extension cords
- ☐ Electrical extension cords and power/plug strips
- ☐ Clocks
- ☐ Site Crisis Management Plan and Facility Response Plans
- ☐ Site emergency evacuation plans
- ☐ Bomb threat procedures
- ☐ Current Corporate Contact Directory
- ☐ Site construction drawings and plans
- ☐ Current Media Kits
- ☐ Stationery, note pads, pins, white board markers, pens, pencils, *etc*.
- ☐ First aid kit
- ☐ Eye wear, hard hats, protective clothing
- ☐ Security passes/badges
- ☐ Digital still and movie cameras
- ☐ Batteries – variety
- ☐ Duct tape and masking tape
- ☐ Small tool kit
- ☐ Flashlights
- ☐ One or more televisions with satellite or cable service
- ☐ Equipment easily accessible: photocopier, computer(s) and printers, computer projector, white board, fax machine(s), portable VHS radios, portable satellite telephones, and additional tables/chairs
- ☐ Backup power generator
- ☐ Two week supply of MREs and bottle water for 40 people
- ☐ Signs indicating location and operation of the EOC/CMT
- ☐ Table signs for each ICS Command and General Staff Functions
- ☐ (List other, as applicable)

Logistics Telephone Call Register

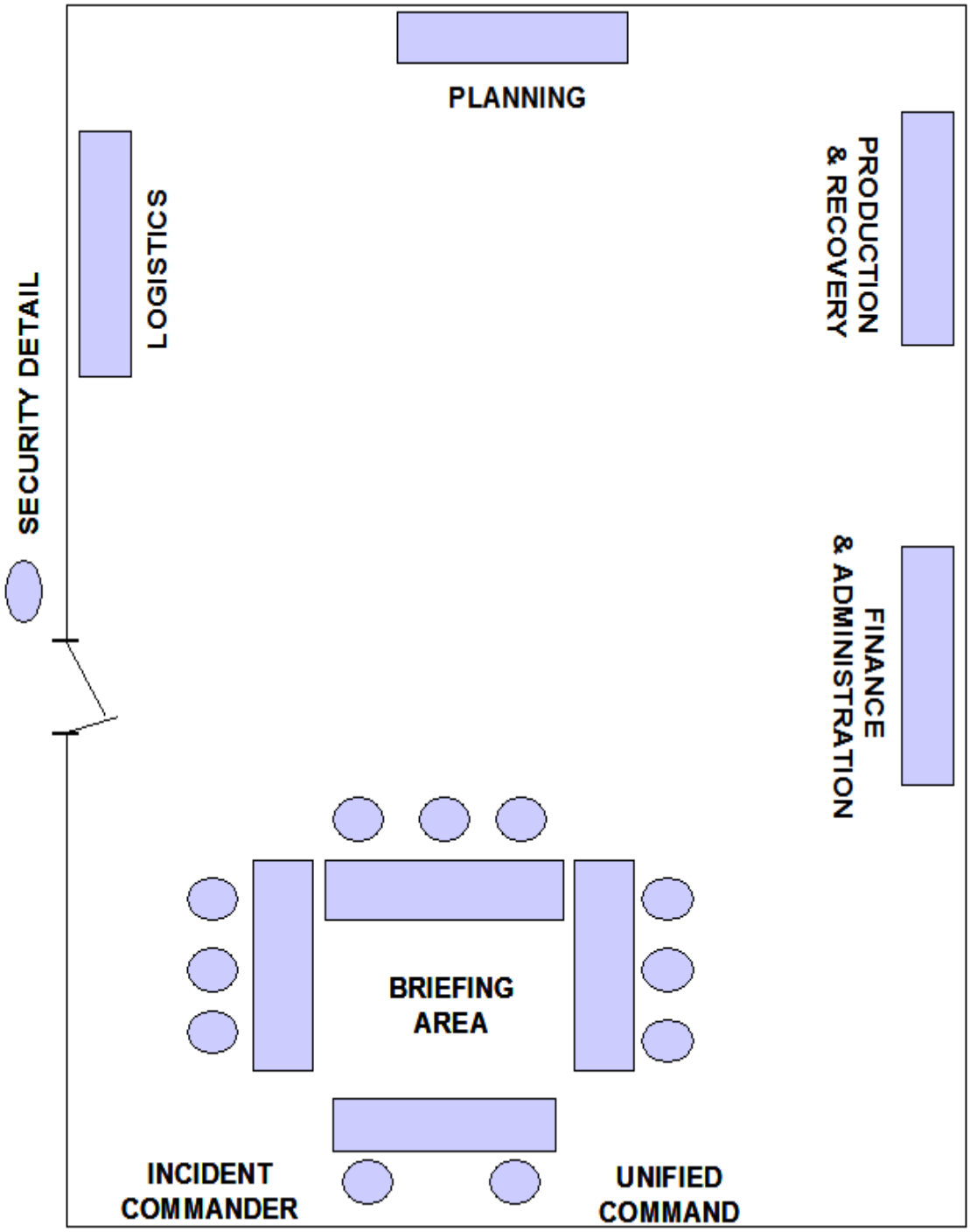
Logistics Communicator: _____

Date: _____

Location: _____

Time	Caller	Needs	Action

EMERGENCY OPERATIONS CENTER LAYOUT – EXAMPLE



EQUIPMENT QUICK CALL LISTING

OIL SPILL REMOVAL ORGANIZATIONS	
VACUUM TRUCKS	
FRAC TANKS	
EARTH MOVING EQUIPMENT	
SAFETY SUPPLIES	
COMPRESSOR RENTALS	
HOT SHOT SERVICE	
NITROGEN	

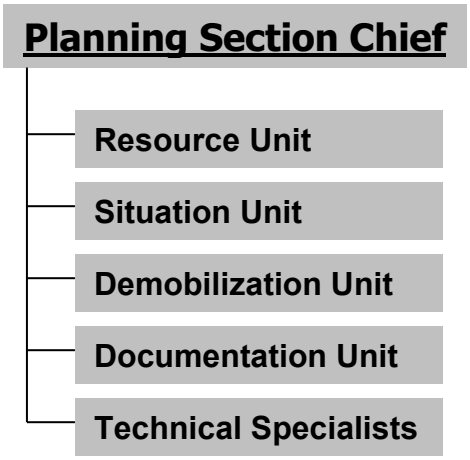
PLANNING SECTION CHIEF

The Planning Section Chief is a principle member of the ICS General Staff responsible for maintaining information displays related to the status of emergency response conditions, actions and activities; as well as resource needs, assignments, locations and availability. This information is required to: 1) understand the current progress and needs; 2) predict probable course of incident events; 3) prepare future actions and alternative strategies; and 4) track and allocate resources. Additional information may be maintained to track the current location and status of any "at risk" employees who may have been injured in the incident. The Planning Section Chief works closely with the OSIC and the Operations Section Chief to gather and evaluate incident data and also schedules and chairs planning meetings as required to develop an Incident Action Plan for each period of operation.

In the initial response to an emergency, the OSIC may retain responsibility for this position and may assign a person at the scene to serve as a recorder or scribe to keep a chronological listing of times, events, actions, and the current location and status of available resources.

If there is a complex emergency situation, the ICS organization is typically expanded, the EOC and the CMT are activated and the pre-assigned Planning Section Chief assumes these responsibilities. Only one Planning Section Chief is assigned for each incident, including multi-jurisdiction incidents operating under a Unified Command. The Planning Section Chief may have one or more deputies as necessary and the deputies may include representatives of the outside agencies and jurisdictions. Figure 6-4 below illustrates the basic organization for the Planning Section.

Figure 2-4
Planning Section Organization



ACTION CHECKLISTS

PLANNING SECTION CHIEF:

- ☐ Obtain a briefing from the EOC Manager/IC to have a good understanding of the support needs of the Planning Section for effective management of the event.
- ☐ Don ICS vest and maintain a personal log and timeline of actions and activities.
- ☐ Establish communication link between the ICP and the EOC to create an accurate and timely flow of information regarding the status of emergency response conditions including actions and activities, situation, needs and resource assignments.
- ☐ Assemble support personnel and assign job functions as required.
- ☐ Set up and maintain displays providing current information on emergency response conditions including actions and activities; as well as resource assignments, locations and availability.
- ☐ Set up and maintain a display to provide current and timely information on the status of each "at risk" person with injuries resulting from the incident.
- ☐ Schedule and chair a meeting to gather required information needed to develop the Incident Action Plan for the upcoming period of operation.
- ☐ Oversee the development of the Incident Action Plan for each period of operation.
- ☐ Coordinate with the EOC Manager/IC and Operations Sections Chief to complete review and approval of the final Incident Action Plan for each period of operation.
- ☐ Copy and distribute the Incident Action Plan for the upcoming period of operation.
- ☐ Obtain specialized resources that may be required for support of the incident.
- ☐ Maintain current listing (including types and any special capabilities) of in-service, out-of-service and available resources.
- ☐ In cooperation with the Operations Section Chief, predict future outcomes and assemble information on alternative and future strategies that may be employed.
- ☐ Keep the Information Officer informed of new developments that may require changes, modification or updates of information releases and media briefings.
- ☐ Submit recommendations for demobilization and release of resources to the EOC Manager/IC and the Operations Section Chief.
- ☐ Maintain records and files of all documentation related to the incident and provide copy services and services for obtaining copies of maps and plot plans that may be requested or relevant to the Incident Action Plan.

Post-incident Actions

- ☐ Assemble and debrief ERT and any participating agencies/authorities/jurisdictions.
- ☐ Brief team regarding ongoing and follow-up activities and actions.
- ☐ Advise team on the scheduled time and location for the critique.
- ☐ Ensure emergency equipment is returned to the emergency ready condition and stocks of consumables are replenished.
- ☐ Coordinate with Information Officer to arrange professional counseling if required.
- ☐ Review effectiveness of the emergency response plans and procedures.
- ☐ Attend and participate in the scheduled incident critique.
- ☐ Complete assigned actions for any changes to existing plans/procedures.
- ☐ Ensure that lessons learned are documented and shared.

EXPANDING THE PLANNING SECTION

The Planning Section Chief will use ICS concepts to safely and effectively manage the available resources by establishing the appropriate layers of supervision and maintaining the required span of control; making mission assignments, evaluating progress, and making adjustments as necessary to carry out responsibilities of the section. Details of the resources and layers of supervision that may be employed to achieve these objectives are listed below:

SITUATION UNIT LEADER:

The Situation Unit Leader works under the direction of the Planning Section Chief and is responsible for maintaining current situation displays showing emergency response conditions, actions, activities and outcomes. The Situation Unit processes and organizes on-going situation information; prepares situation summaries; and develops projections and forecasts of future events related to the incident. This Unit also obtains required maps or drawings and gathers and disseminates information and intelligence for use in the IAP and other reports as required by the Planning Section Chief.

To ensure efficient and effective collection and evaluation of information, the Situation Unit Leader may expand the organization to include Information/Display Processors and Information/Field Observers. The Situation Unit Leader retains responsibilities of the Unit until these responsibilities are formally delegated to other qualified personnel.

- ☐ Obtain a briefing from the Planning Section chief to have a good understanding of the current objectives and priorities.
- ☐ Don ICS vest and maintain a personal log and timeline of actions and activities.
- ☐ Intercept information flow; post the time and chronologically record and display ongoing emergency response conditions, actions and activities as the incident progresses.
- ☐ Prepare periodic predictions, as requested by the Planning Section Chief.
- ☐ Prepare, post, and disseminate resource and situation status information, as required in the Incident Information Center.
- ☐ Prepare the Incident Status Summary

- Provide status reports to appropriate requesters
- Participate in planning meetings as required
- Provide photographic services and maps

Information Display Processor(s)

The Information Display Processor(s) works under the direction of the Situation Unit Leader and is responsible for recording and displaying incident status information obtained from radio transmissions and/or from field observer reports.

- Obtain a briefing from the Situation Unit Leader to have a good understanding of the job function and responsibilities.
- Don ICS vest and obtain necessary equipment and supplies to monitor the emergency radio channel and maintain a visible display and chronological listing of events, actions, activities as they occur throughout the course of the emergency response.
- Display additional information obtained in communications from field observers as appropriate.
- Establish communications links and required displays in a timely manner.
- Obtain copy of Incident Action Plan for the current operational period as required.
- Assist Situation Unit Leader in analyzing and evaluating field reports.

Field Observer(s) – Information Processor

The Field Observer-Information Processor is responsible for collecting real time information regarding the current situation, actions, outcomes, and resource allocations and relaying this information to the Situation Unit - Information Display Processor(s) working in the EOC. Information will be obtained at the scene by personal observations, listening to radio transmissions, the direction of others, and information exchange between the Operations Section Chief and the OSIC.

- Obtain radio with head set and noise suppressing microphone, clipboard, pen, pad and other equipment that may be necessary to carry out responsibilities.
- Report to assigned field location and test and confirm communications on the assigned channel with the Situations Unit – Display Processor in the EOC
- Review list and priorities related to information that must be reported
- Review operational objectives of the current IAP when available
- Report observations including, but not limited to, the following:
  - Location of current control zones
  - Weather conditions and any impact of the weather on progress
  - Hazards
  - Progress of operational resources in meeting current objectives of the IAP
  - Prediction of anticipated changes to the current situation status
  - Prediction of operational objectives for the next period of operation
- Identify location of all facilities (e.g.– Staging, Rehab, ICP, etc.)

- Contact the Safety Officer to report any condition observed which may cause danger or a safety hazard to personnel
- Report any information that will aid in the development of accurate predictions.

RESOURCES UNIT LEADER:

The Resources Unit Leader works under the direction of the Planning Section Chief and is responsible for maintaining the status of all resources (primary and support) at an incident; including check-in, status and current location. This unit is also responsible for preparing parts of the Incident Action Plan and compiling the entire plan in close coordination with other members of the ICS, (e.g., Situation Unit, Operations, Logistics) and determining the availability of resources.

In response to a complex emergency event involving sustained operations, the Resources Unit Leader will typically coordinate with the OSIC and the Operations Section Chief to maintain a master list of all resources. The listing will categorize all resources across disciplines by capability and capacity and provide information on the current location and status. All resources committed to incident operations will be listed in one of three status conditions as follows:

(1) **Assigned resources** are personnel, teams, equipment, or facilities actively used (or in the case of equipment and facilities, in service) in the EOC and on-scene to manage the tactical response activities in the field.

(2) **Available resources** are personnel, teams, equipment, or facilities immediately available and ready for a specific work detail or function.

(3) **Out-of-service resources** are personnel, teams, equipment, or facilities assigned to an incident but currently unavailable due to rehab status, personal issues, or mechanical malfunction.

The Resource Unit Leader responsibilities include:

- Obtain briefing and special instructions from the Planning Section Chief
- Don ICS vest
- Participate in Planning Meetings, as required
- Establish check-in function at incident locations
- Using the Incident Briefing, prepare and maintain the Incident Situation Display (organization chart and resource allocation and deployment sections)
- Establish contacts with incident facilities to track resource status
- Gather, post, and maintain incident resource status
- Maintain master roster of all resources checked in at the incident
- Prepare Organization Assignment List and Organization Chart
- Prepare appropriate parts of Assignment Lists
- Provide status reports to appropriate requesters.

Check-In/Status Recorder

A Check-in/Status Recorder(s) may be assigned to the designated resource check-in location as necessary to ensure that all resources reporting for duty are accounted for.

- ☐ Obtain work materials, including Check-in Lists, Resource Status Cards, and status display boards.
- ☐ Establish communications with the Communication Center(s).
- ☐ Insure check-in locations can be easily found.
- ☐ Record check-in information on Check-in Lists.
- ☐ Transmit check-in information to Resources Unit Leader on regular, arranged schedule, or as needed.
- ☐ Receive, record, and maintain status information on incident resources.
- ☐ Forward completed check-in lists and status change reports to the Resources Unit Leader.

DOCUMENTATION UNIT LEADER:

The Documentation Unit Leader is responsible for collecting, filing, and storing accurate, up-to-date incident files such as: Incident Action Plan, incident reports, communication logs, injury claims, situation/status reports, etc. Having detailed documentation of all actions, activities and outcomes is critical to post-incident analysis and potential ligation. Some of these documents will originate in other sections. The Documentation Unit also obtains copies of maps, diagrams, drawing, etc. and provides duplication and copying services; including assembling the approved Incident Action Plan for each period of operation.

- ☐ Obtain briefing and special instructions from Planning Section Chief.
- ☐ Participate in Planning Meetings, as required.
- ☐ Establish and organize incident files.
- ☐ Establish duplication service and respond to requests.
- ☐ File copies of all official forms and reports.
- ☐ Check on accuracy and completeness of records submitted for files and correct errors or omissions by contacting appropriate ICS units.
- ☐ Secure all incident related documentation according to established "Chain of Custody" protocols.
- ☐ Make copies and provide incident documentation as required.

DEMOBILIZATION UNIT LEADER:

The Demobilization Unit Leader is responsible for developing the Incident Demobilization Plan and assisting Sections/Units in ensuring that orderly, safe, and cost-effective demobilization of personnel and equipment is accomplished.

- ☐ Obtain briefing and special instructions from Planning Section Chief.
- ☐ Review incident resource records to determine probable size of demobilization effort.
- ☐ Participate in planning meetings, as required.
- ☐ Evaluate logistics and transportation capabilities required to support demobilization.
- ☐ Coordinate with the Operations Section Chief to prepare and obtain approval of a Demobilization Plan for tactical resources, including any requirement for the decontamination of tools, equipment and protective clothing.

- Distribute Demobilization Plan to each processing point.
- Ensure that all Sections/Units understand their responsibilities within the Demobilization Plan.
- Monitor implementation and assist in coordinating the Demobilization Plan.
- Brief the Planning and the Operations Section Chiefs when necessary on the progress of demobilization.
- Provide status reports as required.

TECHNICAL SPECIALISTS:

Technical Specialists are assigned as needed and may function in a wide variety of incident scenarios. Technical Specialists assigned to the Planning Section can report directly to the Planning Section Chief, but may report to any function in an existing unit or may form a separate unit within the Planning Section depending upon the requirements of the incident. Generally, if the expertise is needed for only a short period of time and normally involves only one individual, that individual should be assigned to the Situation Unit. If the expertise will be required on a long-term basis and may require several persons, then these individuals will usually be assigned to a separate Technical Specialist Unit in the Planning Section.

Technical Specialists may also serve in other functional areas within the ICS organization, to include the Command Staff. For example, a Technical Specialist assuming the title of Legal Officer may be assigned directly to the Command Staff to advise the IC on legal matters such as emergency proclamations, legality of evacuation orders, and legal rights and restrictions pertaining to media access. Technical specialists may also be assigned to the Operations Section to assist with tactical matters or to the Finance/Administration Section to assist with fiscal matters.

No minimum qualifications are prescribed. Technical Specialists normally perform the same duties during an incident that they perform in their everyday jobs, and they are typically certified in their fields or professions.

- Technical Specialists are advisors with special skills needed to support the incident.
- Technical Specialists may be assigned anywhere in the ICS organization.
- If necessary, Technical Specialists may be formed into a separate unit.
- The Planning Section will maintain a list of available specialists and will assign them where needed.

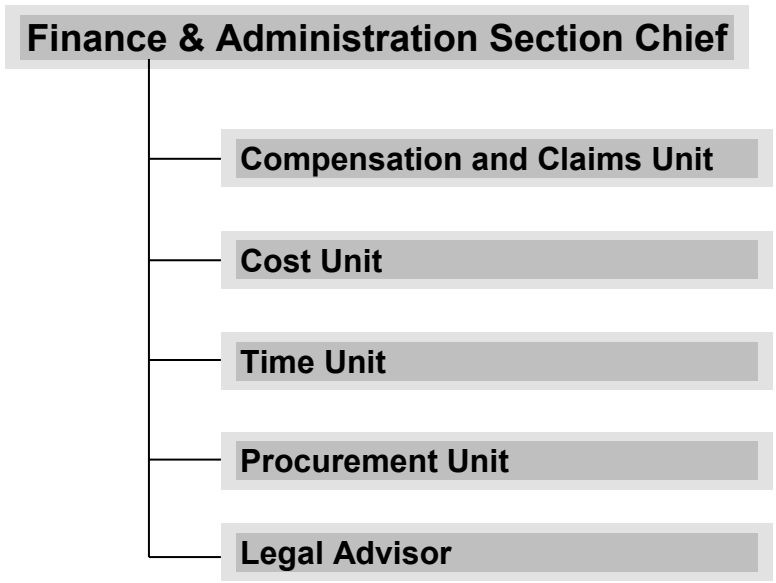
FINANCE AND ADMINISTRATION SECTION CHIEF

The Finance and Administration Section Chief is a principle member of the ICS General Staff responsible for providing cost accounting, cost analysis, procurement, contracts management, and management of claims and compensation for any injuries, illness, and/or property damage resulting from the emergency or disaster.

This position is usually staffed when there is a complex emergency or disaster resulting in considerable property damage and/or a projected long-term recovery period. When the position is staffed, the Finance and Administration Section Chief expands the Section and adds supporting Units as necessary for effective management of these responsibilities. In some cases when only one function of this Section (i.e. procurement) is needed, a Procurement Unit may be added to the Logistics Section instead of formally establishing the entire Section.

There will only be one, Finance and Administration Section Chief assigned for each incident, including multi-jurisdiction incidents operating under a Unified Command. The Finance and Administration Section Chief may have one or more deputies as necessary and the deputies may include representatives of outside agencies and jurisdictions. Figure 2-5 illustrates the expanded organization and layers of supervision and titles that may be established within the Finance and Administration Section of the ICS.

Figure 2-5
Finance & Administration Section Organization



ACTION CHECKLISTS

FINANCE AND ADMINISTRATION SECTION CHIEF:

- ☐ Obtain a briefing from the IC to have a good understanding of the strategic objectives and priorities.
- ☐ Don ICS vest and maintain a personal log and timeline of actions and activities.
- ☐ Establish Emergency Cost Centers and communicate cost accounting procedures to accurately accumulate all costs for response, mitigation and recovery activities related to the incident.
- ☐ Communicate as necessary with corporate financial representatives to secure emergency funds required for response, mitigation and recovery activities related to the incident.
- ☐ Assemble and staff the Finance and Administration Section as necessary.
- ☐ Manage funding and all financial issues related to response, mitigation and recovery.
- ☐ Establish system for recording time of personnel, including any overtime hours.
- ☐ Provide financial impacts and cost analysis information to corporate financial representatives.
- ☐ Determine need for activation of any data recovery and/or relocation contracts.
- ☐ Establish a procurement organization to support response and recovery.
- ☐ Brief IC on any potential legal consequences related to the event.
- ☐ Constantly analyze financial impacts of the incident and brief IC.
- ☐ Brief the insurance carriers on potential financial impact of the event.
- ☐ Gather pertinent information from briefings with responsible agencies.
- ☐ Meet with assisting and cooperating agency representatives as needed to determine and validate any reimbursement charges for wages, damage, losses or use of consumables.
- ☐ Assemble an organization to manage any compensation and claims issues as required by the nature of the event.
- ☐ Ensure that all time records are maintained and this information is forwarded to the management of any assisting and supporting agencies, as required.

Post-incident

- ☐ Attend CMT debriefing.
- ☐ Debrief team and obtain comments on strengths and weaknesses of existing plans/procedures.
- ☐ Obtain signed witness statements regarding all claims as soon as possible.
- ☐ Ensure photographs relative to claims are taken and retained.
- ☐ Ensure appropriate legal documentation of the incident is maintained.
- ☐ Support and provide information for incident investigation process as necessary.
- ☐ Coordinate with insurers and loss assessors and prepare insurance claims submissions
- ☐ Sign off obligations on all service related contracts.
- ☐ Ensure all costs are posted in the appropriate Emergency Cost Center.
- ☐ Brief team regarding ongoing and follow-up activities and actions.
- ☐ Review need for new or additional technologies.

- Updates call directories as necessary.
- Complete assigned actions for any changes to existing plans/procedures.
- Ensure that lessons learned are documented and shared.

TIME UNIT LEADER:

The Time Unit works under the direction of the Finance/Administration Section Chief and is responsible for ensuring proper daily recording of personnel time, in accordance with the company policies.

If applicable, personnel time records will be collected and processed for each operational period. The unit leader may require the assistance of personnel familiar with the relevant policies of any affected agencies. These records must be verified, checked for accuracy, and posted according to existing policies. Excess hours worked must also be determined, for which separate logs must be maintained.

- Determine incident requirements for time recording function.
- Contact appropriate outside agency personnel/representatives.
- Ensure that daily personnel time-recording documents are prepared and in compliance with agency(s) policy.
- Maintain separate logs for overtime hours.
- Submit cost estimate data forms to Cost Unit as required.
- Maintain security of all-time records.
- Ensure that all records are current and complete prior to demobilization.
- Release time reports from assisting agency personnel to the respective Agency Representatives prior to demobilization.
- Brief Finance/Administration Section Chief on current problems and recommendations, outstanding issues, and follow-up requirements.

Equipment Time Recorder

Under supervision of the Time Unit Leader, the Equipment Time Recorder is responsible for overseeing the recording of time for all equipment assigned to an incident.

- Set up Equipment Time Recorder function in location designated by Time Unit Leader.
- Advise Ground Support Unit, Facilities Unit, and Air Support Group of the requirement to establish and maintain a file for maintaining a daily record of equipment time.
- Assist units in establishing a system for collecting equipment time reports.
- Prepare a use and summary invoice for equipment (as required) within 12 hours after equipment arrival at incident.
- Submit data to Time Unit Leader for cost effectiveness analysis.
- Maintain current posting on all charges or credits for fuel, parts, and services.
- Verify all time data and deductions with owner/operator of equipment.
- Complete all forms according to agency specifications.
- Close out forms prior to demobilization.
- Distribute copies per agency and incident policy.

Personnel Time Recorder:

Under supervision of the Time Unit Leader, the Personnel Time Recorder is responsible for overseeing the recording of time for all personnel assigned to an incident.

- Establish and maintain a file for employee time reports within the first operational period.
- Initiate, gather, or update a time report from all applicable personnel assigned to the incident for each operational period.
- Ensure that all employee identification information is verified to be correct on the time report.
- Post personnel travel and work hours, transfers, promotions, specific pay provisions and terminations to personnel time documents.
- Ensure that time reports are signed.
- Close out time documents prior to personnel leaving the incident.
- Distribute all time documents according to agency policy.
- Maintain a log of excessive hours worked and give to Time Unit Leader daily.

PROCUREMENT UNIT LEADER:

The Procurement Unit Leader works under the direction of the Finance and Administration Section Chief and is responsible for administering all financial matters pertaining to purchases and to vendor/supplier contracts, leases, and fiscal agreements for equipment and services. This position processes all purchase orders and coordinates with local vendors and suppliers for purchase and rental of necessary equipment and supplies.

Note that the Supply Unit Leader in the Logistics Section will usually be responsible for writing purchase orders and will work closely with the Procurement Unit Leader to obtain necessary supplies, equipment and contracted services in a timely manner. The Procurement Unit will also work closely with the Cost Unit Leader to assist in keeping track of purchase and contract costs.

- Review incident needs and any special procedures with Unit Leaders, as needed.
- Obtain Incident Procurement Plan.
- Prepare and authorize contracts and land use agreements.
- Draft memoranda of understanding / hold harmless documentation.
- Establish contracts and agreements with supply vendors.
- Provide for coordination between the Ordering Manager, agency dispatch, and all other procurement organizations supporting the incident.
- Ensure that a system is in place, which meets agency property management requirements. Ensure proper accounting for all new property.
- Interpret contracts and agreements; resolve disputes within delegated authority.
- Coordinate with Compensation/Claims Unit for processing claims.
- Coordinate use of impress funds as required.
- Complete final processing of contracts and send documents for payment.
- Coordinate cost data in contracts with Cost Unit Leader.
- Brief Finance/Administration Section Chief on current problems and recommendations, outstanding issues, and follow-up requirements.

COMPENSATION/CLAIMS UNIT LEADER:

The Compensation/Claims Unit Leader works under the direction of the Finance/Administration Section Chief and is responsible for investigating and processing claims and compensation for all reports of injury and property damage. This position is responsible for investigating and maintaining files on all reports of incident related property damage and on any incident related injuries or illnesses sustained by persons who are not employees of the company. This position will ensure that all claims are appropriately processed and that all witness statements are obtained in writing. Since the Safety Officer may also perform similar tasks related to employees and site emergency responders, close coordination between the Safety Officer and Compensation/Claims Unit is important. The individual handling injury compensation also may work closely with assisting agencies or contractors to ensure that all forms required by workers' compensation programs are completed.

- Establish contact with incident Safety Officer and Liaison Officer
- Establish/activate the toll free number and staff the call center as necessary to receive and collect critical information regarding injuries, illness or property damage related to the event. Coordinate with the Information Officer to use media networks to make the toll free phone number available to the general public.
- Review call reports and determine the need for Injury and Claims Specialists and order personnel as needed.
- Review Incident Medical Plan.
- Review procedures for handling claims with Procurement Unit and Legal Adviser
- Periodically review logs and forms produced by Compensation/Claims Specialists to ensure compliance with company requirements and policies.
- Ensure that all Injury and Property Damage Claims logs, forms, investigative reports, statements, pictures, etc. are collected, filed and maintained.
- Prepare for *post*-incident investigation process.

Compensation For Injury Specialist

Under the supervision of the Compensation/Claims Unit Leader, the Compensation Injury Specialist is responsible for administering financial matters resulting from serious injuries, illness and fatalities occurring as a result of the emergency or disaster. Close coordination is required with the Safety Officer, Legal Advisers and with representatives of any contractors and/or assisting and cooperating agencies.

- Coordinate Compensation for Injury operations with those of the Safety Officer when possible.
- Establish procedure for prompt notification of all reports of injuries, illness or fatalities resulting from the incident.
- Obtain copy of Incident Medical Plan.
- Authorize medical treatment when appropriate for persons who are not employees of the company.

- Ensure that medical and compensation forms required by contractors and assisting agencies are used and properly completed.
- Provide billing information for non-employees transported to a doctor and/or hospital.
- Remain informed and report on the status of non-employees who are hospitalized.
- Obtain witness statements from Safety Officer and/or Medical Unit and review for completeness.
- Maintain log of all non-employee injuries occurring as a result of the incident.
- Coordinate/handle all administrative paper work for non-employee injuries, illnesses or fatalities including pictures, investigative reports and witness statements.
- Prior to demobilization, coordinate with assisting agencies or contractors as necessary to establish responsibility for any of their personnel that may remain in local hospitals.

Property Damage Claims Specialist

Under the supervision of the Compensation/Claims Unit Leader the Property Damage Claims Specialist is responsible for managing the investigation and processing of all reported incident related claims of property damage sustained by assisting agencies, contractors, and private property owners. Develop and maintain a log of actual and potential claims for property damage.

- Coordinate with investigation team as necessary to initiate investigation on all claims of property damage.
- Secure contracts as required to promptly secure businesses and residents that may be damaged to prevent theft and looting of property
- Obtain witness statements pertaining to claims other than personnel injury.
- Maintain log, complete investigation reports and secure pictures and witness statements related to reported property damage resulting from the incident.
- Document the current status on any incomplete investigations.
- Document follow-up action needs by local agency.
- Keep the Compensation/Claims Unit Leader advised on nature and status of all existing and potential claims.
- Ensure the use of correct insurance forms, etc.

LEGAL ADVISER:

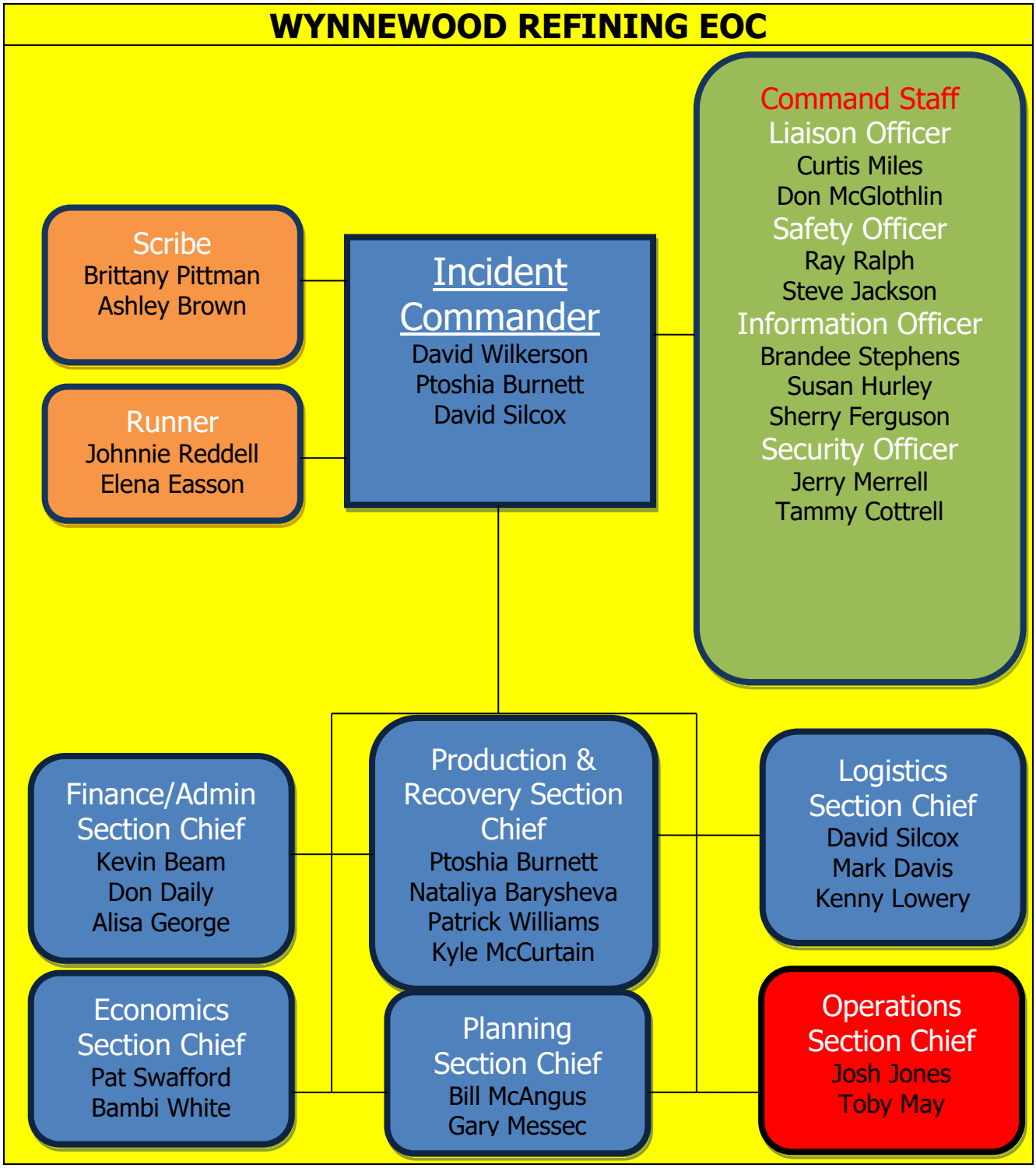
- Provide legal advice to the Section Chief and the Compensation and Claims Unit Leader to address and resolve legal responsibilities, obligations, and concerns related to all reported properly damage, injuries and illness related to the incident.
- Maintain communications and coordinate with Company legal advisers as necessary to address and resolve legal responsibilities, obligations, and concerns related to property loss, injuries and illness related to the incident.
- Provide legal advice and information as necessary for support of the Section Chief and the Procurement Unit to prepare "hold harmless" contract language as required for managing outside contractors and contracts.
- Provide support in resolving other legal matters as required for effective management of the consequences of the emergency or disaster.

COST UNIT LEADER:

The Cost Unit Leader works under the direction of the Finance and Administration Section Chief and is responsible for establishing an Emergency Cost Center and cost accounting procedures to capture all cost related to the response and consequences of the incident. The Cost Unit Leader will gather cost related information, perform a financial impacts analysis and prepare a preliminary report outlining the estimated costs and financial impacts of the disaster. This report will include but not be limited to an estimate of the cost and financial impacts related to emergency response, property losses, production losses, claims and compensation losses, and recovery.

The Cost Unit Leader will work closely with Logistics, Planning, and the Production and Recovery Sections to establish cost estimates for equipment, services, contracts, manpower, etc. that may be required to support ongoing emergency response and recovery operations.

- Coordinate with all parties regarding cost accounting and reporting procedures.
- Collect and record all cost data.
- Develop incident cost summaries and an initial financial impacts report.
- Prepare resource-use cost estimates for ongoing operations and planned recovery.
- Make cost-saving recommendations to the Finance/Administration Section Chief.
- Gather documentation and complete all records prior to demobilization.


WYNNEWOOD REFINING EOC
Command Staff
Liaison Officer
Curtis Miles
Don McGlothlin
Safety Officer
Ray Ralph
Steve Jackson
Information Officer
Brandee Stephens
Susan Hurley
Sherry Ferguson
Security Officer
Jerry Merrell
Tammy Cottrell
Scribe
Brittany Pittman
Ashley Brown
Runner
Johnnie Reddell
Elena Easson
Incident Commander
David Wilkerson
Ptoshia Burnett
David Silcox
Finance/Admin Section Chief
Kevin Beam
Don Daily
Alisa George
Economics Section Chief
Pat Swafford
Bambi White
Production & Recovery Section Chief
Ptoshia Burnett
Nataliya Barysheva
Patrick Williams
Kyle McCurtain
Planning Section Chief
Bill McAngus
Gary Messec
Logistics Section Chief
David Silcox
Mark Davis
Kenny Lowery
Operations Section Chief
Josh Jones
Toby May

CRISIS MANAGEMENT TEAM			
ICS POSITION TITLE	**NAME**	**ASSIGNMENT**	**CONTACT NUMBERS**
INCIDENT COMMANDER (CMT LEADER)	**David Wilkerson**	Primary	Cell:405-207-3710 Office:405-665-6266
	Ptoshia Burnett **David Silcox**	Back-Up	Cell:405-268-1985 Cell:405-207-1444
INFORMATION OFFICER	**Brandee Stephens**	Primary	Cell:913-269-3228 Office:281-207-3516
	Susan Hurley **Sherry Ferguson**	Back-Up	Cell:405-343-9132 Cell:405-444-0581
LIAISON OFFICER	**Curtis Miles**	Primary	Cell:405-207-3385 Office:405-665-6670
	Don McGlothlin	Back-Up	Cell:580-504-7735 Office:405-665-6526
SAFETY OFFICER	**Raymond Ralph**	Primary	Cell:915-276-2312 Office:405-665-6589
	Steve Jackson	Back-Up	Cell: 205-657-7552 Office: 405-665-6284
SECURITY OFFICER	**Jerry Merrell** **Tammy Cottrell**	Primary	Cell:405-808-4362 Office:405-665-6537 Cell:405-268-2187
	Rover	Back-Up	Security: 405-665-6537 Office: 405-665-6702
OPERATIONS SECTION CHIEF	**Josh Jones**	Primary	Cell:405-207-8683 Office:405-665-6550
	Toby May	Back-Up	Cell:405-207-1126 Office:405-665-6656

CRISIS MANAGEMENT TEAM *(CONTINUED FROM PREVIOUS PAGE)*			
ICS POSITION TITLE	**NAME**	**ASSIGNMENT**	**PHONE NUMBERS**
PRODUCTION AND RECOVERY SECTION CHIEF	**Ptoshia Burnett**	Primary	Cell:405-268-1985 Office:405-665-6590
	Kyle McCurtain **Nataliya Barysheva** **Patrick Williams**	Back-Up	Cell:580-247-5002 Cell:405-227-7229 Cell:405-706-4888
PLANNING SECTION CHIEF	**Bill McAngus**	Primary	Cell:405-207-7869 Office:405-665-6551
	Gary Messec	Back-Up	Cell:405-207-7334 Office:405-665-6525
LOGISTICS SECTION CHIEF	**David Silcox** **Mark Davis**	Primary	Cell:405-207-1444 Office:405-665-6528 Cell:405-207-3226
	Kenny Lowery	Back-Ups	Cell:405-207-0331 Office:405-665-6616
FINANCE ADMINISTRATION SECTION CHIEF	**Kevin Beam**	Primary	Cell:405-268-1961 Office:405-665-6638
	Don Daily **Alisa George**	Back-Up	Cell:405-207-3274 Office:405-665-6629 Cell:405-207-8319
ON-SCENE INCIDENT COMMANDERS *(SHIFT SUPERVISORS)*	**James Morgan**	Crew 1	Cell:405-331-0578 Office:405-665-6556
	Eleazar Romo **Brad Sanford**	Crew 2	
	Keith Green	Crew 3	
	James Puckett **Branum Webster**	Crew 4	

THE ICS PLANNING PROCESS

Early in the development of ICS, the Forestry Fire Service in California recognized that adequate planning for incident operations was often overlooked or not given enough emphasis. This resulted in poor management of resources,

unrealistic and inappropriate strategies and tactics, safety problems, higher incident costs, and lower effectiveness. To improve safety and the effectiveness of emergency response, there was a real need to develop a simple but thorough process for planning that would be effective regardless of the type or severity of an event.

Using NIMS-ICS concepts, a formal planning process may begin with the scheduling of a planned event, the identification of a credible threat, or in response to an emergency event. By design, the planning process continues with formalized steps and staffing to produce a written Incident Action Plan (IAP) for each period of operation.

The planning cycle/process will involve the following key components:

1. **Evaluate the situation/conditions (size-up) to identify the hazards and risks.**
2. **Identify the strategic goals, objectives and priorities for dealing with the problem.**
3. **Break down the strategic objective and priorities into specific tactical job assignments.**
4. **Assign resources (officers and subordinates) to each specific tactical job task by priority; maintain a 3:1 to 5:1 span of control to achieve the identified objectives in the safest, most efficient and cost-effective manner.**

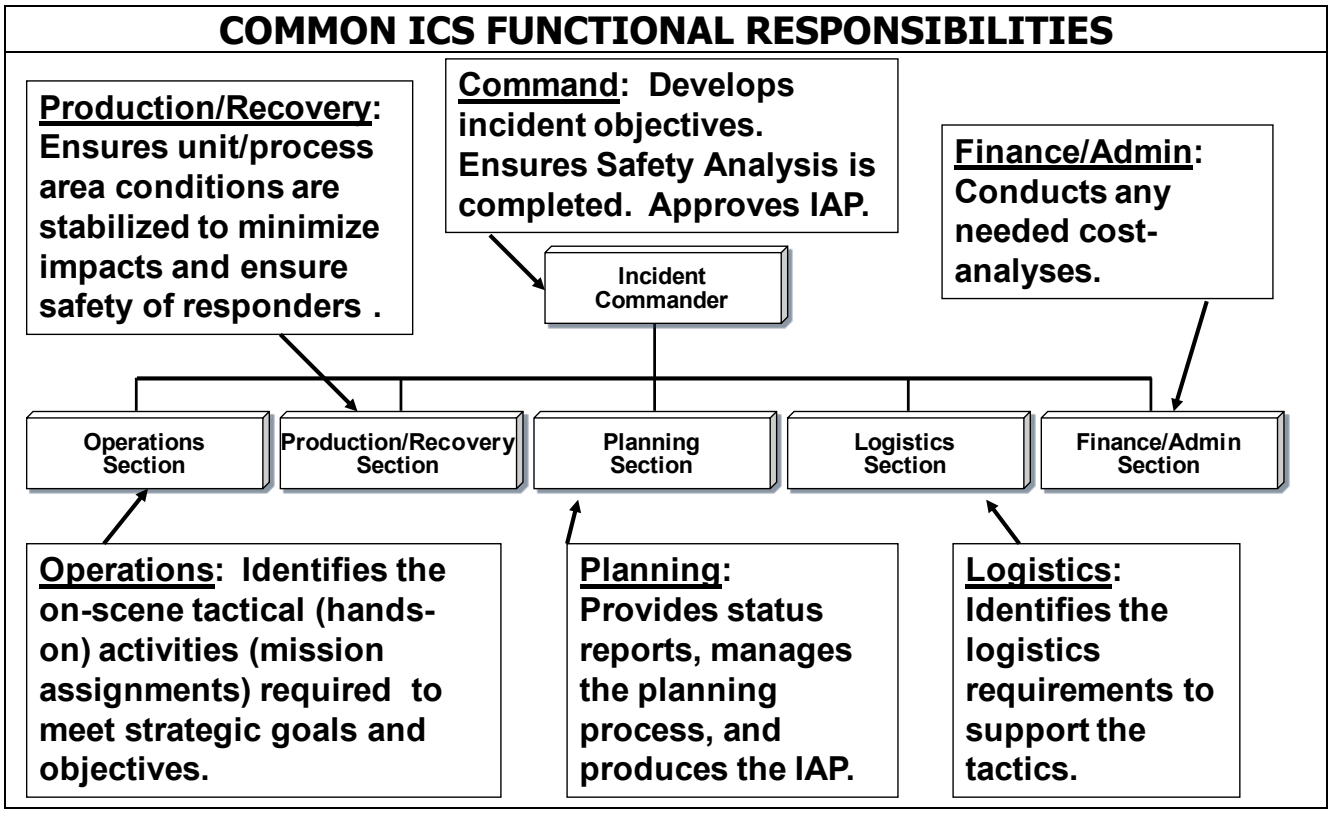
In the initial response to an industrial emergency, the on-duty OSIC, the Operations Section Chief and other available ERT Officers/Leaders must quickly size-up and understand the conditions of the emergency to identify the hazards and risks and determine the strategic objectives and priorities. This initial assessment results in the initial plan of action that typically evolves as an undocumented mental plan or vision of what must be done to manage, stabilize and ultimately mitigate the emergency conditions. This initial plan of action is typically communicated through verbal direction and briefings with the available ERT Officers/Leaders.

As the initial plan of action is executed, evolves and moves forward the OSIC must ensure the findings of the initial assessment including the strategic goals, objective, and priorities; and the tactical job and resource assignments are documented. The ICS 201 form is the *Standard Incident Briefing Form* that is often used for this purpose. Other forms such as the ICS 208-HM form, Site Safety and Control Plan or some modified version of this form may be use by industry (in place of the ICS 201) when a response involves Hazardous Material.

For the management of a more complex emergency or disaster, standard processes, plans and procedures may be implemented and the ICS organization may be expanded with activation of the Crisis Management Team (CMT) and the facility Emergency Operations Center (EOC).

Certain conditions may drive the Incident Commander or Unified Command to initiate the formal process for developing an Incident Action Plan (IAP). A detailed and documented IAP may be considered when:

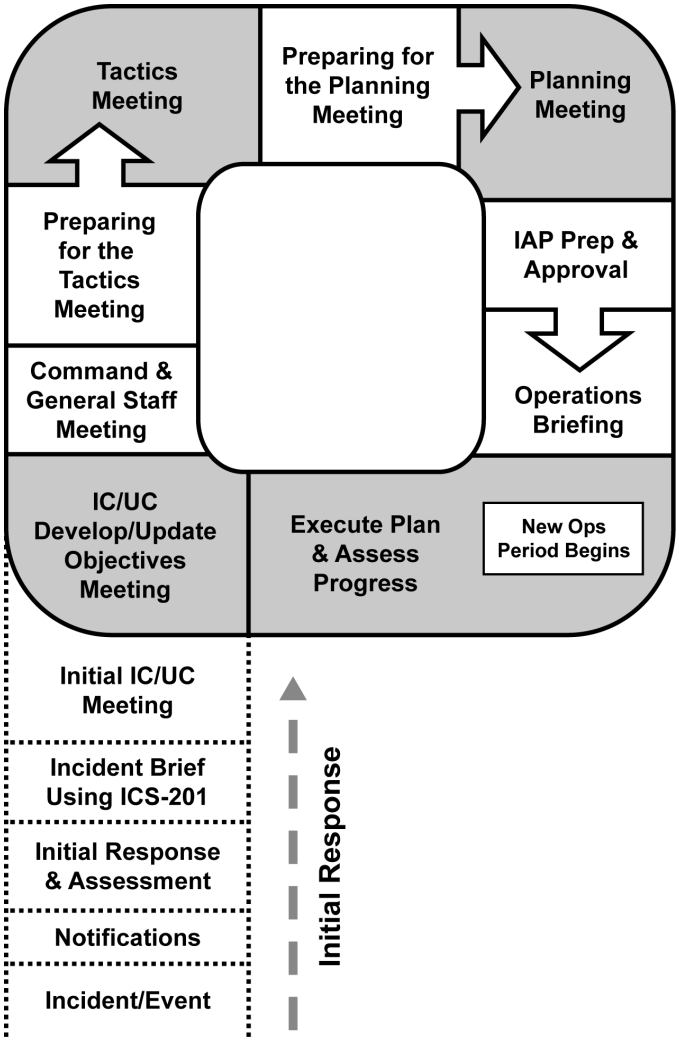
- **Two or more jurisdictions are involved in the response.**
- **There will likely be more than one period of operation (shift change).**
- **When the EOC is activated and the Command and General Staff positions are staffed.**
- **It is required by policy of an agency or jurisdictional authority.**
- **The incident involves a significant release of hazardous material.**



NOTE: In an industrial facility, a Production and Recovery Section **(shown in the illustration above) may also be staffed to stabilize and secure impacted process areas and units, manage any ongoing process operations, address commercial issues, and plan for recovery to ensure the safety of response personnel, employees, the general public, the environment and company property.**

The recognized ICS planning process or cycle (the Planning "P") used to develop a formal IAP is illustrated below.

THE PLANNING "P"



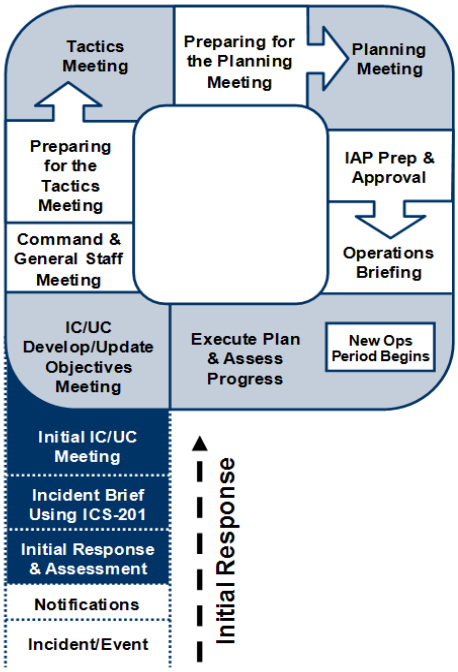
- The Planning "P" maps the process and steps involved in planning for an incident. The leg of the "P" describes the initial response period: Once the incident/event begins, the steps are Notifications, Initial Response & Assessment, Incident Briefing Using **ICS Form 201**, and Initial Incident Command (IC)/Unified Command (UC) Meeting.
- At the top of the leg of the "P" is the beginning of the first operational planning period cycle. In this circular sequence, the steps are IC/UC Develop/Update Objectives Meeting, Command and General Staff Meeting, Preparing for the Tactics Meeting, Tactics Meeting, Preparing for the Planning Meeting, Planning Meeting, IAP Prep & Approval, and Operations Briefing.
- At this point, a new operational period begins. The plan is executed, progress is monitored, and the cycle begins again to prepare for the following period of operation.

THE INITIAL RESPONSE

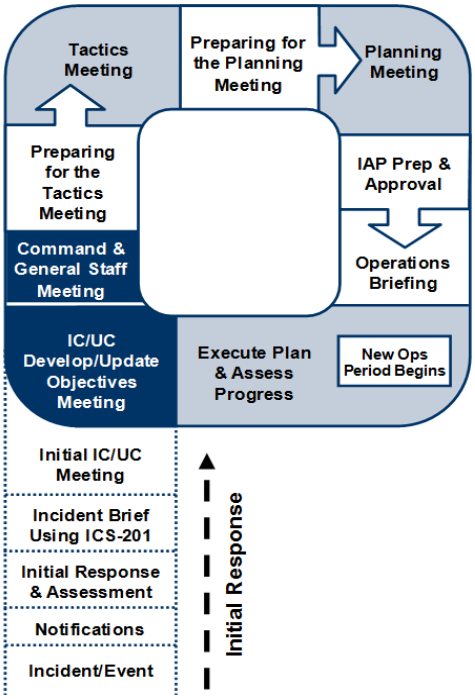
Planning begins with a thorough size-up that provides information needed to make initial management decisions.

In industry**, the** ICS Form 201 **(or perhaps a** ICS Form 208 HM**) or some modified in-house form is completed in the initial response by the On-Scene Incident Commander or a designee. This form sets the stage for expanding the ICS organization. It provides information and is a good tool for briefing others regarding the incident situation, resource allocations, resource assignments, initial response objectives, and the tactical plan of operations (job task assignments) at the emergency scene. Duplicate copies are sometimes available to share with agency representatives and to facilitate a formal briefing as well as a formal Transfer of Command.**

Be mindful that this form serves as a permanent (and legal) record of the initial response objectives, actions and activities and should identify the who, what, when and where questions.



THE START OF EACH PLANNING CYCLE

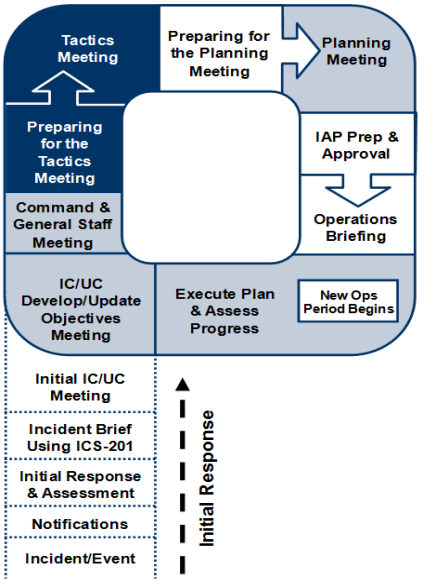


IC/UC Objectives Meeting: For complex events, the IC/UC establishes the broad strategic goals and objectives that cover the entire course of the incident. It may take more than one operational period to accomplish these incident objectives.

The cycle of the planning process is designed to take the broad incident objectives and break them down into tactical job task or mission assignments for each operational period. It is important that this initial overall approach to establishing the broad incident objectives drive the direction of the entire incident, rather than having incident objectives only address a single operational period.

Command and General Staff Meeting: As driven by the nature and conditions of the event, the IC/UC may meet with the Operations Section Chief and other Command and General Staff members to gather input or to provide immediate direction that cannot wait until the planning process is completed. This meeting occurs as needed and should be as brief as possible.

PREPARING FOR AND CONDUCTING … THE TACTICS MEETING



For industry, the Operations Section Chief **temporarily delegates responsibilities to another quailed ERT Leader/Officer to be free to attend the Tactics and Planning meeting scheduled by the Planning Section Chief.**

The Operations Section Chief, Safety Officer, Logistics Section Chief, Planning Section Chief and Resources Unit Leader attend the Tactics Meeting. The Operations Section Chief **leads the Tactics Meeting.**

The purpose of the Tactics Meeting is to discuss and review current progress in relation to tactical assignments and resource needs for the next period of operation as presented by the Operations Section Chief**. This process includes:**

- **Review ongoing, updated and new incident goals, objectives and priorities established by the IC/UC. (ICS Form 202)**
- **Identify specific tactical job tasks, mission assignments and the resource requirements for each task.**
- **Identify methods for monitoring tactics and resources to determine if adjustments are required (e.g., different tactics, different resources, or new strategy).**

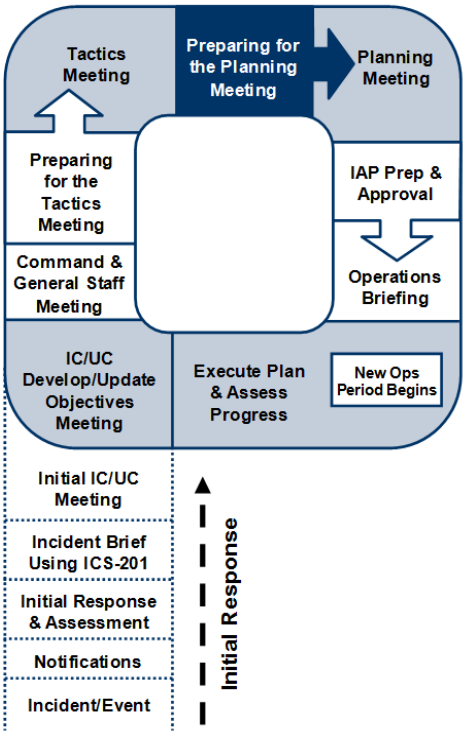
The ICS Form 215**, Operational Planning Worksheet is a job aid that is completed in the Tactics Meeting for the purpose of documenting the job task and resource needs established in the Tactics Meeting. Resource assignments including the kind, type, and numbers of resources available and resources needed to achieve the tactical job tasks desired for the operational period are identified. Early in this process, Planning and Logistics must ensure the availability of necessary personnel, equipment and supplies for each identified job task. If the required tactical resources will not be available, then an adjustment is made to the tactical assignments being planned. It is critical that tactical resource availability and other needed support be determined prior to spending a great deal of time working on strategies and tactical job tasks and mission assignments that cannot realistically be achieved.**

As the tactical job task assignments are nailed down in this meeting, the Safety Officer or designee completes the ICS Form 215A**, Incident Safety Analysis, to identify and document key safety concerns and the steps for preventing injury and illness in performing the various tactical operations. This is similar to a Job Safety Analysis often completed by Industrial Safety Professionals.**

PREPARING FOR THE PLANNING MEETING

Now that the Tactics Meeting is completed, preparations begin for the Planning Meeting. The preparations include the following actions coordinated by the Planning Section Chief**:**

- **Review the ICS Form 215 developed in the Tactics Meeting.**
- **Review the ICS Form 215A, Incident Safety Analysis (prepared by the Safety Officer), based on the information in the ICS Form 215.**
- **Assess current operations effectiveness and resource efficiency.**
- **Gather information to support incident management decisions.**

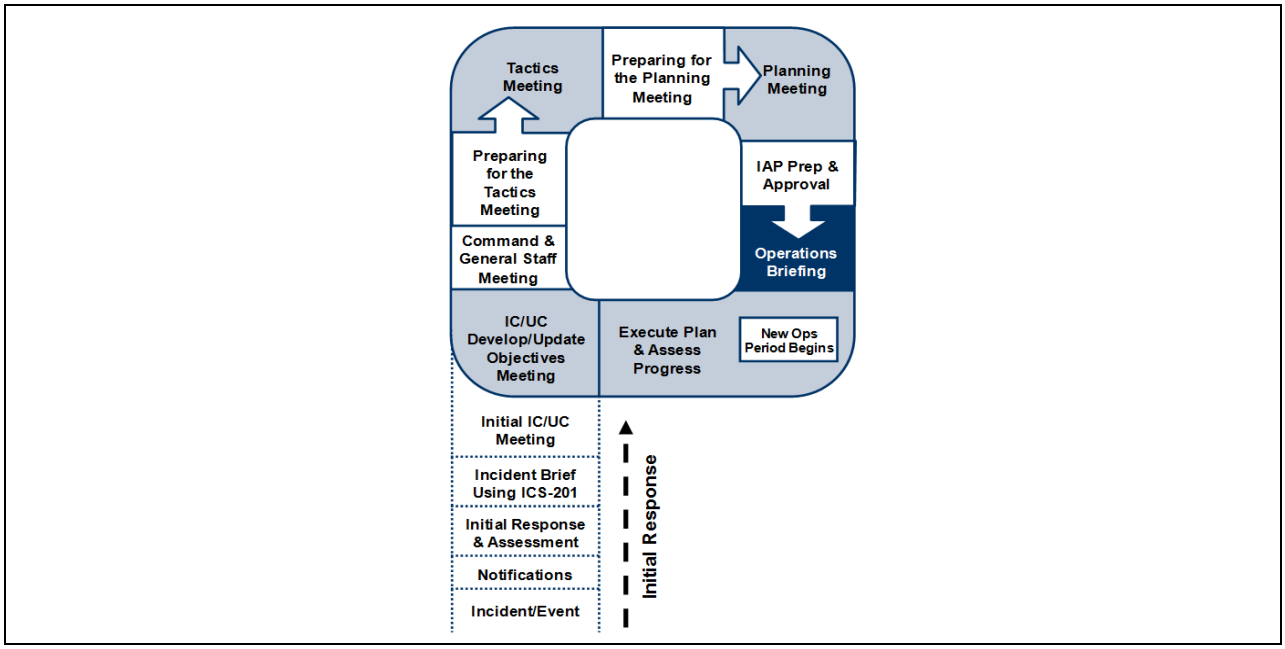


THE PLANNING MEETING

The Planning Meeting provides the opportunity for the entire Command and General Staff to review and validate the proposed operational plan. Attendance is required for all Command and General Staff members. Additional ICS support personnel may attend at the request of the Planning Section Chief or the Incident Commander. The Planning Section Chief chairs and manages the Planning Meeting following a fixed agenda. Others may brief the group.

The Operations Section Chief delineates the amount and type of resources required to accomplish the planned tactical operations. The Planning Section's "Resources Unit" and the Logistics Section collaborate to meet the resource requirements.

At the conclusion of the meeting, the Planning Section Chief reviews responsibilities and establishes the time line for completion of the required ICS forms and other support documents required to assemble, gain approval and copy the IAP in preparation for the Operational Period Briefing.



COMPLETING ICS FORMS REQUIRED FOR THE IAP

Form Completion Responsibility Checklist

- □ IAP Cover Page (Planning Section Chief)
- □ 202 Incident Objectives and Priorities (Planning - Resources Unit)
- □ 203 Organizational Assignment List (Planning - Resources Unit)
- □ 204 Multiple - Individual Task Assignment Lists (Planning - Resources Unit)
- □ 205 Communications Plan (Logistics - Communications Unit)
- □ 206 Medical Plan (Logistics Medical Unit)

Incident Objectives and Priorities (ICS Form 202)

This form starts the planning process and is completed by the IC/UC to provide a master list of objectives and priorities to be achieved during the next operational period including:

- Incident name
- Date/time prepared
- Operational period
- List of objectives and priorities
- Weather forecast
- Safety message and attachments

ICS Organization Assignment List (ICS Form 203)

Referencing the **ICS Form 215** completed in the **Tactics Meeting** the ICS 203 form is completed by the Planning Section Chief to identify the names of personnel assigned to each supervisory position of the ICS and the names of personnel assignment that will be working under the direction of these supervisors. This form may be used to develop the incident line organizational chart, **ICS Form 207**.

Individual Job Task Assignments Lists (ICS Form 204)

Referencing the **ICS Form 215** completed in the **Tactics Meeting** the **ICS Form 204** is completed by the Planning - Resource Unit Leader. For complex emergencies, there will typically be multiple **204 Forms** completed and included in the IAP to identify each assigned Division or Group supervisor; to describe the specific assigned tasks; and to identify the resources assigned and allocated to complete the assigned tasks. The preferred tactical approach and techniques for completing the assigned task are often highlighted and included. As necessary, this form may also be completed for the strike team and task force leaders when necessary to clarify responsibilities or tasks.

Communications Plan (ICS Form 205)

ICS Form 205 is prepared by the Logistics – Communications Unit Leader and provides information on all radio frequency assignments for each operational period. Additional information regarding specific telephone numbers, cell phone numbers and contact names may be included for special communication and information sharing.

Medical Plan (ICS Form 206)

ICS Form 206 is prepared by the Logistics Medical Unit Leader and provides information on rehab requirements, all incident medical aid stations, transportation services, hospitals, and medical emergency procedures.

Additional IAP Supporting Material

Additional information may be included, such as, but not limited to:

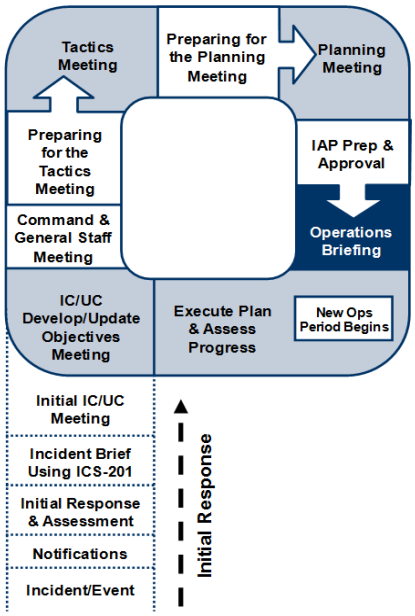
- Incident maps
- Site security plan
- Traffic plan
- Weather data
- Special precautions
- Safety message
- Demobilization plan

OPERATIONAL PERIOD BRIEFING

The Operational Period Briefing or the Shift Break Briefing is conducted at the beginning of each new Operational Period. In this briefing, the on-duty Operations Section Chief will brief and review the Incident Action Plan with the incoming Operations Section Chief and all incoming supervisors assigned to work within the Operations Section. The briefing will include a detailed review of the established objectives and priorities; details of tactical assignments and job tasks; and details of any safety concerns or issues.

Following this Operational Period Briefing, each supervisor will meet with their assigned resources to provide a similar briefing that focuses on their specific assignments. Resources will then move out to their assigned job area to receive a turnover briefing provided by current on-duty personnel being relieved at the shift change.

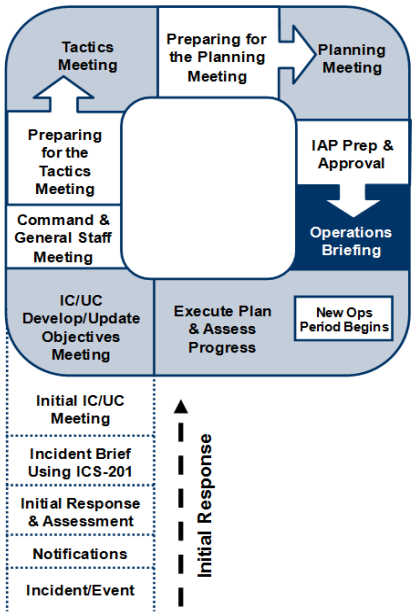
The new operational period begins and the cycle will be repeated as necessary to support ongoing emergency response activities.



PLAN EXECUTION AND PROGRESS ASSESSMENT

The Operations Section Chief directs the implementation of the plan. The supervisory personnel within the Operations Section are responsible for safely and effectively executing the plan and completing assigned task to the best of their ability.

During the ongoing period of operation, execution of the current plan is evaluated and re-evaluated at various times by the Operations Section Chief to gauge progress and ensure the plan is valid and on track. The Operations Section Chief has the latitude and the authority to make any adjustments or changes to the plan during the Operational Period when required to manage unexpected or changing conditions.


Tactics Meeting
Preparing for the Planning Meeting
Planning Meeting
Preparing for the Tactics Meeting
IAP Prep & Approval
Command & General Staff Meeting
Operations Briefing
IC/UC Develop/Update Objectives Meeting
Execute Plan & Assess Progress
New Ops Period Begins
Initial IC/UC Meeting
Incident Brief Using ICS-201
Initial Response & Assessment
Notifications
Incident/Event
Initial Response

6.0 GLOSSARY OF TERMS

Agency: A division of government with a specific function, or a private sector or nongovernmental organization that offers a particular kind of assistance. In ICS, agencies are defined as jurisdictional (having statutory responsibility for incident management), or assisting or cooperating (providing resources or other assistance).

Agency Representative: A person assigned by a primary, assisting, or cooperating Federal, State, tribal, or local government agency or private entity that has been delegated authority to make decisions affecting that agency's or organization's participation in incident management activities.

All-Call: Pre-programmed channel on all CVR WRC radios (Channel 16). This channel will over ride all other communications and is used to make emergency announcements in the refinery. It shall be used to advise facility personnel, contractors, visitors, and vendors of the approaching severe weather and to provide appropriate instructions to make them aware of the situation.

Area Command (Unified Area Command): An organization established to: 1) oversee the management of multiple incidents that are each being handled by an Incident Command System organization; or 2) oversee the management of large or multiple incidents that have several Incident Management Teams assigned. Area Command has the responsibility to set overall strategy and priorities, allocate critical resources based on priorities, ensure that incidents are properly managed, and ensure that objectives are met and strategies followed. Area Command becomes Unified Area Command when incidents are multi-jurisdictional. Area Command may be established at an EOC facility or at some location other than an ICP.

Assessment: The evaluation and interpretation of measurements and other information to provide a basis for decision-making.

Assignments: Tasks given to resources to perform within a given operational period, based upon strategic objectives defined in the IAP.

Assistant: Title for subordinates of Command Staff principal positions. The title indicates a level of technical capability, qualifications, and responsibility subordinate to the primary positions. Assistants may also be assigned to unit leaders.

Assisting Agency: An agency or organization providing; personnel, services, or other resources to the agency with direct responsibility for incident management. See also Supporting Agency.

Available Resources: Resources assigned to an incident, checked in, and available for a mission assignment, normally located in a Staging Area.

Branch: The organizational level having functional or geographic responsibility for major aspects of incident operations. A branch is organizationally situated between section and division/group in the Operations Section, and between section and units in the Logistics Section. Branches are usually identified by the use of Roman numerals or by functional area.

Chain of Command: A series of command, control, executive, or management positions in hierarchical order of authority.

Check-In: The process through which resources first report to an incident. Check-in locations include assigned areas or teams, the Incident Command Post and staging area.

Chief: The ICS title for individuals responsible for staffing the General Staff functional sections: Operations, Planning, Logistics, Finance and Administration, and Production and Recovery.

Command: The act of directing, ordering, or controlling by virtue of explicit statutory, regulatory, or delegated authority.

Command Staff: In an incident management organization, the Command Staff consists of the Incident Command and the special staff positions of Public Information Officer, Safety Officer, Liaison Officer, and Security Officer. The Command Staff provides administrative support to the Incident Commander and may have an assistant or assistants, as needed.

Communications Unit: An organizational unit in the Logistics Section responsible for providing communication services at an incident or an EOC. A Communications Unit may also be a facility (e.g., a trailer or mobile van) used to support an Incident Communications Center.

Cooperating Agency: A Cooperating Agency is an agency that supplies; assistance other than direct tactical, support functions, and/or resources to the incident management effort (e.g., American Red Cross, Telephone Company, etc.).

Crisis Management Team (CMT): The Incident Commander (senior company official) and appropriate managers and supervisors assigned to the Command and General Staff positions working in the EOC at an industrial complex.

Deputy: A fully qualified individual who, in the absence of a superior, could be delegated the authority to manage a functional operation or perform a specific task. In some cases, a Deputy could act as relief for a superior and therefore must be fully qualified in the position. Deputies can be assigned to the Incident Commander, General Staff, and Branch Directors.

Designated Employee: Employee trained to perform incipient level fire fighting using a fire extinguisher and/or a small hand lines in immediate work area of the employee.

Disaster: A catastrophic emergency event bringing great damage, loss or destruction.

Division: Layer of supervision established to partition an incident into geographical areas of operation. Divisions are established when the number of resources exceeds the manageable span-of-control of the Operations Chief. A division is located within the ICS organization between the branch and the task force/strike team.

Emergency: Any incident, natural or caused by other means that requires responsive action to protect life, property, and/or the environment.

Emergency Dispatch Center: Staffed location for receiving emergency alerts and initiating emergency response notifications and call-out of internal and external resources as directed by Command in the initial and subsequent "Situation and Needs Reports."

Emergency Operations Center (EOC): A pre-designated command facility staffed by the pre-assigned Crisis Management Team and serving as the center for managing ongoing facility operations, managing crisis and supporting tactical emergency response activities at the emergency scene. Equipment and supplies required to support EOC activities are stored in or near the EOC. An alternated EOC location is typically identified in the event the primary EOC is inaccessible due to the circumstances of the emergency or disaster.

Emergency Public Information: Information that is disseminated primarily in anticipation of an emergency or during an emergency. In addition to providing situational information to the public, it also frequently provides directive actions required to be taken by the general public.

Emergency Response Team: An organized group of employees at an industrial facility with special knowledge and skills required to perform tactical emergency response activities (usually in several disciplines such as fire fighting, hazmat, rescue, oil spill and medical). Actions by ERT members in response to emergencies are limited only by their training and qualification.

Emergency Response Team Leader: Emergency Response Team (ERT) member with training, qualifications and experience that is greater than that of the general ERT member. ERT Leaders have assigned responsibility for directing, overseeing and supervising the tactical response activities of ERT members with less experience.

Emergency Services Provider: The term includes Federal, State, local, and private emergency safety, law enforcement, emergency response, emergency medical (including hospital emergency facilities), and related personnel, agencies, and authorities). It also includes fire services, pre-hospital emergency medical services (EMS/EMT), emergency management, public health, and public works, a*lso known as Emergency Responders.* It is any organization responding to an emergency, or providing mutual aid support to such an organization, whether in the field, at the scene of an incident, or to an EOC.

Essential Personnel: Essential Personnel include personnel necessary to support emergency activities that are both pre-designated and trained within the Incident Command System, or additional personnel who are called upon to support emergency operations. Also includes personnel deemed critical to the safe operation of the refinery by CVR WRC management.

Evacuation: Organized, phased, and supervised withdrawal, dispersal, or removal of employees and civilians from dangerous or potentially dangerous areas; and their reception and care in safe areas.

Evacuation Warden: A pre-designated position usually assigned per building that is responsible for ensuring that during the event of an emergency all personnel in their building have evacuated to a safe location. These positions are listed in the "Building and Unit Evacuation Monitors" document separate from this plan.

Federal: Pertaining to the Federal Government of the United States of America.

Function: Function refers to the five major activities in ICS: Command, Operations, Planning, Logistics, and Finance/Administration. The term function is also used when describing the activity involved, e.g., the planning function. A sixth function, Production and Recovery, may be established for an industrial complex when required for effective incident management.

General Staff: A group of incident management personnel organized according to function reporting to the Incident Commander. The General Staff for Murphy consists of Operations Section Chief, Planning Section Chief, Logistics Section Chief, Finance/Administration Section Chief and Production/Recovery Section Chief.

Group: Layer of supervision established to divide the incident management structure into functional areas of operation. Groups are composed of resources assembled to perform a special function not necessarily within a single geographic division. Groups, when activated, are located between branches and resources in the Operations Section. (See Division)

Hazard: Something that is potentially dangerous or harmful, often the root cause of an unwanted outcome.

Incident: An occurrence or event, either natural or otherwise caused, that requires an emergency response for protection of life or property.

Incident Action Plan (IAP): An oral, mental or written plan containing general objectives reflecting the overall strategy for managing an incident. It may include the identification of tactical resources and assignments. The Incident Action Plan may include

attachments that provide direction and important information for management of the incident during one or more operational periods.

Incident Command Post (ICP): The field location from which the primary tactical-level, on-scene incident command functions is performed. The ICP established for management of industrial emergencies is a mobile vehicle with communications and other equipment and supplies needed for support of Command operations near the scene of an incident. A green rotating or flashing light on the dash of the vehicle is used to identify the location of the ICP. Most industrial emergencies will be managed from the ICP location.

Incident Command System (ICS): A standardized emergency management tool specifically designed to provide for the adoption of an integrated organizational structure that reflects the complexity and demands of single or multiple incidents, without being hindered by jurisdictional boundaries. ICS is the combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure, designed to aid in the management of resources at emergency incidents. It is used for all kinds of emergencies, and is applicable to small as well as large and complex incidents. ICS is used by various jurisdictions and functional agencies, both public and private, to organize incident management operations.

Incident Commander (IC): The individual ultimately responsible for safe and effective management of all incident activities including the development of strategic priorities and objectives. In the initial response to emergencies at Murphy, a designated On-Scene Incident Commander (OSIC) assumes these responsibilities. When, due to the severity or complex nature of the emergency event, the CMT is activated and the EOC is established, the IC position responsibilities are formally transferred to the senior facility manager. The OSIC typically remains at the ICP as a deputy with responsibility for overseeing and managing tactical emergency response activities at the emergency scene.

Incident Communications Center: A designated and staffed location for coordinating incoming and outgoing communications required for effective incident management. The Communications Center will typically be equipped with telephones, radios, fax and other communications capabilities for managing information flow.

Incident Objectives: Statements of guidance and direction necessary for the selection of appropriate strategy(s) and the tactical direction of resources. Incident objectives are based on realistic expectations of what can be accomplished when all allocated resources have been effectively deployed. Incident objectives must be achievable and measurable, yet flexible enough to allow for strategic and tactical alternatives.

Information Officer: A member of the Command Staff working in close coordination with the IC and having responsibility for gathering accurate information, providing information to employees and concerned agencies, and preparing and presenting media briefings and press releases related to the incident.

Initial Action: The actions taken by those responders first to arrive at an incident site.

Initial Response Organization: ICS organization and assignments established from the resources initially available and committed to an incident on each of the rotating shifts. Trained and qualified resources available during periods of minimum staffing are used to define the Initial Response Organization.

Joint Information Center (JIC): A facility established to coordinate the public information activities on-scene. It is the central point of contact for all news media at the scene of the incident. Public information officials from all participating agencies should collocate at the JIC.

Jurisdiction: A range or sphere of authority. Public agencies have jurisdiction at an incident related to their legal responsibilities and authority. Jurisdictional authority at an incident can be political or geographical (e.g., city, county, tribal, state, or federal boundary lines) or functional (e.g., law enforcement, public health).

Liaison: A form of communication for establishing and maintaining mutual understanding and cooperation.

Liaison Officer: A member of the Command Staff responsible for meeting, communicating and coordinating with representatives from cooperating and assisting agencies.

Local Government: A county, municipality, city, town, township, local public authority, school district, special district, intrastate district, council of governments (regardless of whether the council of governments is incorporated as a nonprofit corporation under State law), regional or interstate government entity, or agency or instrumentality of a local government; an authorized tribal organization; a rural community, unincorporated town or village, or other public entity.

Logistics: Providing resources, facilities and services to support incident management.

Logistics Section: The section responsible for providing facilities, services, and material support for the incident.

Mitigation: Those activities designed to stop or eliminate the immediate or imminent risks to persons or property or to lessen the actual or potential effects or consequences of an incident.

Mobilization: The process and procedures used by all organizations—Federal, State, local and private—for activating, assembling, and transporting the resources that have been requested for respond to or support of an incident.

Multi-jurisdictional Incident: An incident requiring action from multiple agencies that each has jurisdiction authority (recognized by law) to manage certain aspects of an incident. In ICS, these incidents will be managed under Unified Command.

Mutual Aid Agreement: Written agreement between private organizations, agencies and/or jurisdictions in which they agree to assist one another upon request, by furnishing personnel, equipment, and/or expertise in a specified manner.

National Incident Management System: A system mandated by HSPD-5 that provides a consistent nationwide approach for Federal, State, Tribal, local governments; the private sector, and non-governmental organizations to work effectively and efficiently together to prepare for, respond to, and recover from emergencies and domestic incidents, regardless of cause, size, or complexity. To provide for interoperability and compatibility among Federal, State, tribal, local and private capabilities, the NIMS includes a core set of concepts, principles, and terminology. HSPD-5 identifies these as the incident command system; multi-agency coordination systems; training; identification and management of resources (including systems for classifying types of resources); qualifications and certifications; and the collection, tracking, and reporting of incident information and incident resources.

Non-Essential Personnel: All personnel having no role or function in supporting the emergency. They will report to their normal supervisor during an emergency. Personnel identified as non-operational, non-Emergency Response Team members, and non-staff management personnel, including all contractor personnel on site which can leave the facility to a safe location.

On-Scene Incident Commander (OSIC): Command position within an industrial emergency response organization responsible for implementing ICS in the initial response, establishing priorities and managing and directing the strategic and tactical response activities from the Incident Command Post. The OSIC expands the ICS organization as necessary to effectively manage the emergency condition. The OSIC serves as a Deputy to the Incident Commander if the EOC is activated. In this case the OSIC manages and oversees the tactical operations as required to achieve the established strategic objectives.

Operational Period: The period of time scheduled for execution of a given set of operation actions as specified in the Incident Action Plan. The initial Operational Period may be as long as 24 hours, however these periods should be reduced to 12 hours or less as soon as possible.

Operations Section: The ICS Section responsible for all tactical incident operations. The section will include subordinate branches, divisions and/or groups, strike teams and/or task forces, and single resources.

Personnel Accountability: The ability to account for the location and welfare of emergency responders and pant personnel. Accountability is accomplished when the

locations of personnel are accounted for and when supervisors ensure that ICS principles and processes are functional and personnel are working within established incident management guidelines.

Planning Meeting: A meeting held as needed prior to and throughout the duration of an incident to select specific strategies and tactics for incident control operations, and for service and support planning. For larger incidents, the planning meeting is a major element in the development of the Incident Action Plan (IAP).

Planning Section: The Planning Section is responsible for; the collection, evaluation, and dissemination of tactical information related to the incident. Additionally they are responsible for the preparation and documentation of the IAP. The section also maintains information on the current and forecasted situation, and on the status of resources assigned to the incident.

Preparedness: The range of deliberate, critical tasks and activities necessary to build, sustain, and improve the operational capability to protect against, respond to, and recover from emergencies and disasters that could reasonably occur. Preparedness is a continuous process. Preparedness involves the joint efforts of facility management and local jurisdictional authorities to identify threats, to determine vulnerabilities, and to identify required resources. Within the NIMS, preparedness is operationally focused on establishing guidelines, protocols, and standards for planning, training, exercises, purchase of equipment and supplies, and personnel qualifications and certifications.

Prevention: Proactive measures designed to avoid an incident, to intervene to stop an incident from occurring, or to mitigate the effects of an incident. Prevention involves actions to protect lives and property. It involves activities that may include heightened inspections; improved surveillance and security operations; and investigations to determine the full nature and source of a threat or vulnerability.

Production and Recovery Section: A unique ICS Section established in industry with responsibility for identifying facility operations or processes impacting or impacted by the emergency. The Section Chief makes initial decisions regarding the shut down of units or processes and for diverting process flows as necessary. This Section establishes a damage assessment team and develops a formal recovery plan with actions, timelines and responsible parties. The ultimate responsibility of this Section in the industrial setting is to minimize process down time, loss of production, and financial impacts without jeopardizing the safety of responders, employees, property and the environment.

Qualifications: This subsystem provides recommended qualifications and certification for emergency responder and incident management personnel. It also allows for the development of minimum standards for those resources expected to have management authority. Standards typically include training, experience, special skills and physical and medical fitness.

Recovery: The development, coordination, and execution of production- and facility-restoration plans; the reconstitution of plant operations and services; employee- and public-assistance programs to provide immediate long-term care and treatment of affected persons; additional measures for social, political, environmental, and economic restoration; evaluation of the incident to identify lessons learned; post-incident reporting; and development of initiatives to mitigate the effects of future incidents.

Recovery Plan: A plan developed by an appointed Damage Assessment Team; including specific actions, timelines, and responsible parties required to restoring production and facility operations to pre-emergency conditions.

Resources: Personnel and major items of equipment, supplies, and facilities available or potentially available for assignment to incident operations, and for which status is maintained. Resources are described by kind and type, and may be used in tactical support or supervisory capacities at an incident or at EOCs.

Resource Management: Efficient incident management requires a system to identify available resources to enable timely and unimpeded access to resources needed to prepare for, respond to, or recover from an incident. Resource management under the NIMS includes mutual-aid agreements, the use of special Federal, State, and local teams, and resource mobilization protocols.

Resource Unit: Functional unit within the Planning Section responsible for recording the status of resources committed to the incident. The unit also evaluates resources currently committed to the incident, the impact that additional responding resources will have on the incident, and anticipated resource needs.

Response: Activities that address the immediate and direct effects of an incident. Response includes quick actions to save lives, protect property, and meet basic human needs. Response also includes the execution of emergency operations plans as well as mitigation activities designed to limit the loss of life, personal injury, property damage, and other unfavorable outcomes. As indicated by the situation, response activities include applying intelligence and other information to lessen the effects or consequences of an incident; increased security operations; continuing investigations into nature and source of the threat; on-going public health and agricultural surveillance and testing processes; immunizations, isolation, or quarantine; and specific law enforcement operations aimed at preempting, interdicting, or disrupting illegal activity, and apprehending actual perpetrators and bringing them to justice.

Safety Officer: A member of the Command Staff responsible for monitoring and assessing safety hazards or unsafe situations, and for developing measures for ensuring personnel safety. In the initial response to an industrial emergency these responsibilities are assigned to a Tactical Safety Officer at the scene. If the EOC is activated the Tactical Safety Officer becomes an assistant to the Safety officer in the EOC. Responsibilities

expand to include air monitoring, community safety and sensitive notification of family/next of kin for any serious injuries or fatalities.

Section: That organizational level with responsibility for a major functional area of incident management, e.g., Operations, Planning, Logistics, Production/Recovery, and Finance/Administration (if established). The section is organizationally situated between the Branch and the Incident Command.

Security Officer: A member of the Command Staff responsible for operational security requirements supporting incident management activities and the management of internal information, and intelligence. These may include liaison with law enforcement agencies, the coordination of scene security and site operational security activities, as well as the complex task of ensuring that sensitive information of all types (e.g. classified information, law enforcement sensitive information, proprietary information, or export controlled information) is handled in a way that not only safeguards the information, but also ensures that it gets to those who need access to it to effectively and safely perform their missions.

Security Threat: An indication (perceived or real) of possible violence, harm, or danger to employees, property, or the environment

Span of Control: The ratio of individuals supervised to the number of supervisors. (Under the NIMS, an appropriate span of control is between; 3:1 and 7:1, with 5:1 considered being optimum)

Staging Area: Location established (usually within 3 to 5 minutes travel distance from the incident scene) where outside resources are assembled, logged-in, and held for tactical assignment and dispatch to the scene. The Operations Section Chief will usually assign a Staging Area Manager to manage the activities in the Staging Area.

Strategic Direction: Broad goals or objectives of incident management that are characterized by continuous long-term, high-level planning and prioritization by senior officials. Strategic objectives include the adoption of long-range goals; the setting of priorities; the establishment of budgets and other fiscal decisions; policy development; and the application of measures of performance or effectiveness.

Strike Team: Strike Teams are a set number of resources of the same kind and type that have an established minimum number of personnel working within the Operations Section of the ICS.

Strategy: The broad objectives for emergency response established by the IC.

Tactical Operations: Hands-on task related activities performed by personnel with special knowledge, skills, training and qualifications. Tactics (tactical operations) are directed by the Operations Section Chief and other qualified supervisory positions working within the Operations Section of the ICS.

Tactical Safety Officer: Safety position filled by a designated ERT leader with assigned responsibility for monitoring and assessing safety hazards or unsafe conditions at the emergency scene; and for establishing measures to ensure the overall safety of emergency responders and plant personnel. This position becomes an assistant to the Safety Officer if the EOC is activated.

Task Force: A Task Force is any combination of resources assembled in support of a specific mission or tactical need. All resource elements within a task force must have common communications and a designated leader working within the Operations Section of the ICS.

Technical Assistance: Support provided by specialists when there is a lack of knowledge and skills needed to perform a required activity.

Unified Command: An application of ICS used when there is more than one agency with incident jurisdiction, or when incidents cross-political jurisdictions. Agencies work together through the designated members of the UC, often the senior person from agencies/disciplines participating in the UC, to establish a common set of objectives and strategies, and a single IAP.

Unit: The organizational element having functional responsibility for a specific incident planning, logistics, or finance/administration activity.