Norman Wells Operations

Emergency response plan

Imperial
Bag 5000, 1001 Canol Drive
Norman Wells, Northwest Territories X0E 0V0

867-587-3311 – Main switchboard
867-587-2862 – 24-hour emergency line

The Response Group
Emergency Response | Pre-Planning & Support

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Section 1: Introduction

1.1 Overview

The Emergency Response Plan (ERP) establishes a structured and systematic process for responding to events or situations that pose, or could pose, a threat to the people, environment, assets, or corporate reputation impacted by operations.

The ERP provides guidelines and information to assist Imperial Management in effectively responding to an emergency that impacts any of the following:

- Activities
- Operations
- Facilities
- Resources
- Environment
- Personnel

This Plan relates to emergency preparedness and response (EP&R) associated with the operations and activities being conducted. This document is designed to serve as a high-level and overarching plan into which respective, functional, tactical-level operational ERPs can bridge to ensure that emergency response (ER) activity and the management of incidents is consistent across all business activities. This plan does not remove the requirement or supersede any subordinate applicable, project or site-specific ERP. Where a conflict exists, it must be reported to the plan owner or plan administrator (or both) immediately.

1.2 Using This Document

1.2.1 Purpose and Objectives

This Document satisfies the following objectives:

- Establish an ER model for Imperial development, production, or other operational activities
- Define strategies for dealing with an emergency
- Define roles and responsibilities for responding to an emergency
- Establish guidelines for response plans at the local facility
- Establish guidelines for communications between Imperial and in-country officials or Federal or Local Government entities

1.2.2 Scope

The guidelines within this document apply mainly to EP&R processes above the field level.

This plan does not directly cover tactical actions or facility site-specific emergency response plans but is used in conjunction with them.

Reference: Regional and country specific response and contingency plans, such as:

- First-Hours ER Handbook
- Bridging Documents
- Mutual Aid Agreements
- Spill Containment and Recovery Plan (SCARP)
- Imperial Business Continuity Plans (BCP)
- Evacuation Plans
- Safety Management System Manual
- Security Management Plans
- Medical Emergency Response Plans (MERP)
- Parent Company ER Plans
- Incident Management Handbook (IMH)
- Emergency Support Group (ESG) Handbook

Copies of the appropriate manuals and plans will be maintained and accessible for use during a response as needed.

This plan, with the resources and equipment listed herein, is a planning and preparedness document to demonstrate the potential response capability available to respond to predetermined emergencies. It is not a guarantee of what will occur or the equipment/deployment sequencing that will be used in an actual event. Nothing in this plan is intended to limit the discretion of Imperial company employees, and/or contractors, to select any sequence of actions or to take whatever time they deem necessary to maximize the effectiveness of the response, consistent with safety, health and environmental considerations.

1.2.3 Users

The Emergency Response Plan (ERP) is designed to provide company employees, and/or contractors, with information regarding the operations integrity management system (OIMS) expectations for EP&R. Through the OIMS's approach specific systems, procedures, and operations will aid in a prompt, capable management of an emergency. The plan covers emergencies that are global in nature and extend beyond a simple operational upset responded to by operations personnel.

This document is intended to be used by the following personnel and groups:

- Imperial Emergency Support Group (ESG)
- Imperial Incident Management Team (IMT)
- Imperial Emergency Response Team (ERT)
- Parent Company Headquarters staff or ESG

1.2.4 Organization

This ERP is organized by section and appendix.

- The Table of Contents in the front of the ERP lists sections.
- The First-Hours ER Handbook is the first section within this document and is clearly labeled for quick access.
- Each section includes a table of contents that lists the sub-sections, figures, and tables within that chapter.
- Site Specific Appendices are located at the end of this document and supply detailed information pertaining to a specific facility and its operations.

1.3 Regulatory Compliance

The ERP is based on Government laws and regulations and the Incident Command System (ICS). For site specific applicable regulators see Appendix E Regulatory Reference.

1.4 ERP Owner Responsibility

The Emergency Preparedness and Response (EP&R) Advisor or Coordinator is the Plan Administrator, Operations is the Owner of this ERP. The ERP Administrator and Owner review this plan and its site specific appendices, ER tools and reference documents, periodically, not to exceed an annual basis.

1.4.1 Plan Review and Updating Procedures

The EP&R Advisor or Coordinator is responsible for coordinating the implementation of the requirements of the completed plan. The plan must also be evaluated and revised prior to implementing a change to the strategies, plans and procedures identified, with revisions and history after an incident occurs. In the unlikely event that the Company experiences an incident, the effectiveness of the plan will be evaluated, updated and documented as necessary.

If new information or different operating conditions would substantially effect implementation of the Plan, the Company will modify the Plan to address such a change.

Changes are defined as those that result in a change in:	
✓	Emergency Response (ER) Contacts
✓	Structure of response organizations
✓	Emergency Response Management System
✓	Training and exercise programs or requirements

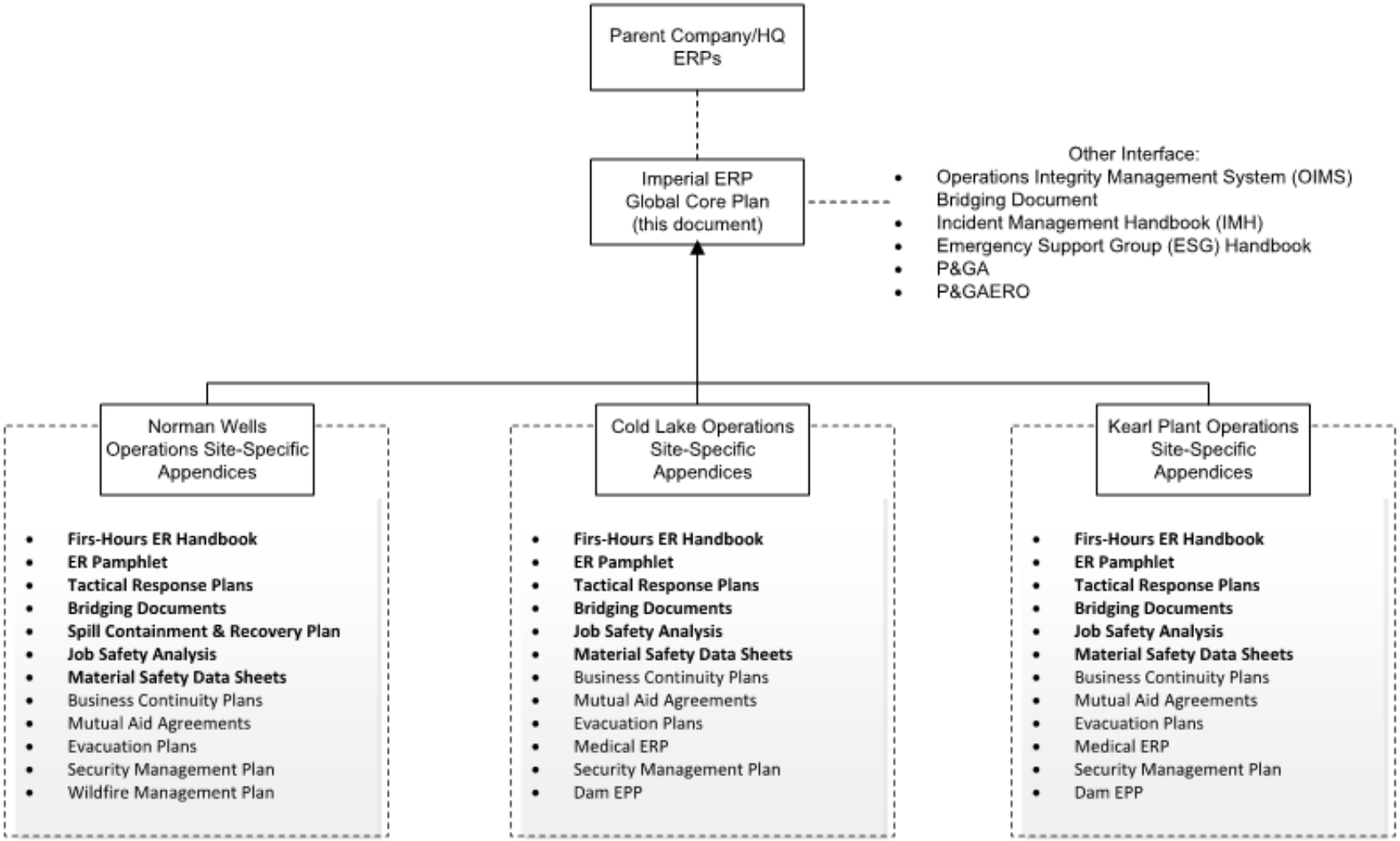
The Company's EP&R Advisor in coordination with the Plan owner shall review the ERP at planned intervals to ensure its continuing suitability, adequacy, and effectiveness. Suggested improvements or content revisions will be documented on the Revision Record Form (Section 11) and submit accordingly. Site Specific revisions will be the responsibility of the Site EP&R Coordinator. The revisions will be reviewed by the EP&R Advisor and revisions are made as necessary.

Documentation and Distribution
All revisions will be recorded on the Record of Revisions table in Appendix D. The Distribution List is also located in this section.

1.5 Response Organization Hierarchy

The figure below illustrates how the Imperial ERP Organization fits into the hierarchy of ERPs across all operations.

Figure 1.1 Hierarchy of Emergency Response Organizations and Plans



1.6 Area and Site Descriptions

The Imperial operations or areas of support spread over a wide geographical area encompassing Alberta, British Columbia and Northwest Territories. Locations and site-specific appendices will be developed accordingly, to capture the arrangements that need to be in place for the operations being executed and undertaken.

The common goal is to maximize development activities, however, this must be achieved in a manner that does not compromise good oil field business practices for safety, security, health, socioeconomic, and environmental management.

The ultimate success of the operations is judged by the ability of Imperial, in support of ExxonMobil, to ultimately develop a world-class production operation, measured by health, safety, and environmental performance, production performance, and project delivery.

Section 2: Emergency Response Overview

2.1 Emergency Response Philosophy

The most-impacted Business affected by the incident has the primary responsibility to implement a response, unless explicitly determined otherwise by its Imperial Executive. To aid in this process, this plan defines incident notification requirements and interaction with the respective Parent Company HQ.

An integral part of ER must be timely and effective communications, both internal and external, which convey care and concern for the situation and provide relevant factual information. The incident description and the Company's response efforts must be conveyed as appropriate, not only to those directly affected and to relevant governmental authorities, but also to the general public whose perception of the event is shaped by media reports.

The initial response during the first 24 to 48 hours is critical since public opinion can be shaped by the public's early perceptions of an event. However, there are risks in making public statements and care must be exercised to effectively manage these risks. Appropriate consideration of the Company's legal position is important for both internal and external communications.

To minimize the impact of emergencies on people, the environment, and Company assets and reputation, the Company is prepared to act as follows:

- If responsible, react rapidly and effectively.
- If responsibility is unclear, be prepared to act.
- If not responsible, provide technical or advisory assistance with appropriate legal safeguards.
- Respond rapidly to life-threatening situations.

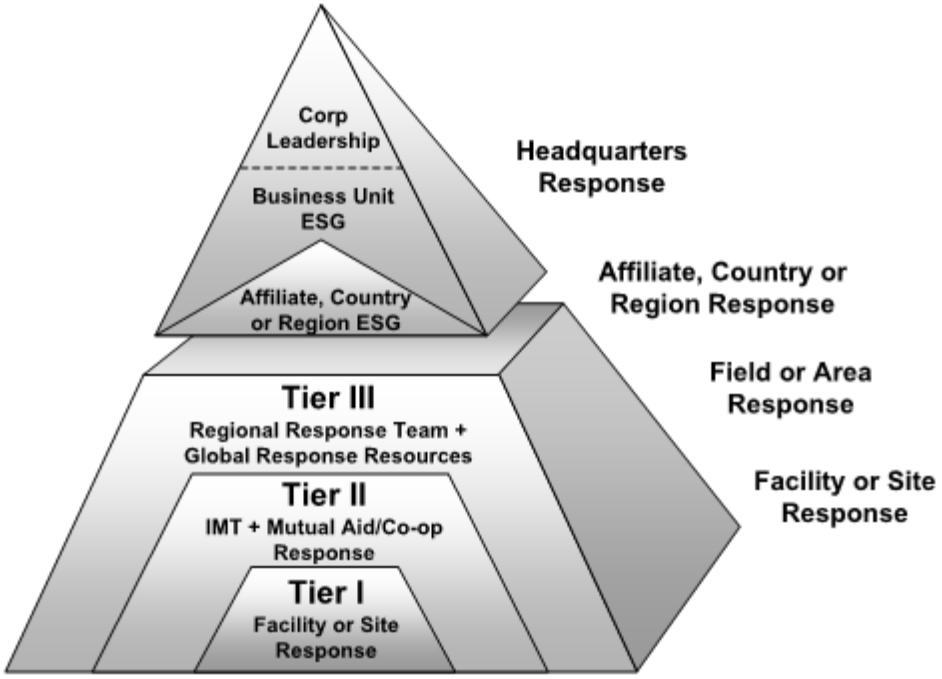
2.2 Emergency Response Model

The response model graphic, Figure 2.1, and the text in the next section, which explains the model, provide guidelines for an appropriate field and issues management response. This model depicts the interaction of both the field (tactical) response levels and the HQ (strategic) support structure.

As illustrated in Figure 2.1, the Emergency Support Group (ESG) is the principal entity for the management of the majority of operational emergencies. As is appropriate, the ESG may include representatives from Parent Companies.

The ESG is designed to provide support to the Incident Management Team (IMT) and any site Emergency Response Team (ERT). This arrangement includes remote sites and field offices.

Figure 2.1 Emergency Response Model



2.3 Emergency Response Principles

The following principles must be considered when dealing with an emergency:

- Affected field, facility, or site teams are responsible for leading the on-site tactical response, while (when activated) the following are responsible for the strategic response:
  - ESG
  - For emergencies, the HQ ESG will be activated and may integrate members from other businesses
- Imperial priorities are the safety of personnel and protection of the environment, company assets and reputation.
- The field-level response is managed at the lowest appropriate tactical level, which is usually at the affected facility or site, by the:
  - Emergency Response Team (ERT).
  - Incident Management Team (IMT).
- The IMT will initially be resourced from within the Imperial businesses.
- The IMT also needs to be augmented and enhanced by the respective parent corporations (including ExxonMobil's North American Regional Response Teams (NARRT) North America Strike Teams. Corporate will deploy subject matter experts (SMEs) to support Imperial's ESG and IMT.
- Strategic issues are managed at the lowest appropriate strategic level.

2.3.1 Tiered Response

As illustrated in Figure 2.1, ER Model, ER (Incident Management at the field level) follows a tiered approach. A tiered approach provides the seamless escalation of field (tactical) response efforts.

Tiers I, II, and III are independent of and different than Incident Severity Levels and should not be confused with severity level. Incident Severity Level is defined in Section 4, "Severity Assessment".

Tier	Definition
I	Incident is small, under control, and may involve a response from a local company-managed resource.
II	Incident is large, under control, and involves mutual aid cooperative response and possibly national media coverage.
III	Incident is large, is not under control, and requires response by the appropriate RRT and specialized resources.

Tier levels are generally matched to the physical size of a spill, release, fire, explosion, or natural disaster.

Labeling an incident by tier-level provides a quick and convenient way of classifying the relative size of the response team needed to mitigate the emergency.

Tier	Characteristics
I	A Tier I response has the following characteristics: • Emergency is small and under control. • Emergency occurs on Company or customer property. • Facility or vessel has the capability of managing the emergency. • Local equipment (owned by the Company or contractor) is sufficient to manage the emergency. • Local media or public attention (or both) are focused on the emergency. • Response is by on-site or local ERT. Example: A motor vehicle or vessel accident resulting in a spill which is quickly contained by the local response team.

Tier	Characteristics
II	A Tier II response involves mutual aid or cooperative response and has the following characteristics: • Emergency is large but under control. • Facility or vessel has the capability of managing the emergency. • Mutual aid cooperatives are activated. • Contractor equipment is needed to aid in managing the emergency. • National media attention is focused on the emergency. • Response is by the following: – On-site ERT and IMT – Local resources – Imperial Emergency Support Group – Specialized contractors from within or outside of (or both) the country Example: A spill resulting in contamination, environmental impact, or injuries (or any combination of the three).
III	A Tier III response typically requires a corporate RRT and other external resources such as Oil Spill Response Organizations (OSROs), and has the following characteristics: • Emergency is large and is not under control. • Significant government presence is focused on the emergency. • Environment is impacted by the emergency. • Human welfare is impacted by the emergency. • Local, national, or international commerce is disrupted. • Partial or full RRT is activated. • OSRO is activated such as Oil Spill Response Limited. • Global media attention is focused on the emergency. • International concern is focused on the emergency. Example: A large spill including a vessel collision, fire, or long-term impact.

2.3.2 Overall Response Management

Imperial follows the organization structure of the ER model and depends on the following three-part strategy, management of the Incident, Issues, and Communications:

- **Incident Management or tactical response** is implemented by a site-level ERT. Site-level Incident Management follows the tiered response model concept. Incident Management is supplemented as required by organizations such as:
  - ExxonMobil's Strike Teams and/or North American Regional Response Team (NARRT)
  - Joint industry response organization (for example, an OSRO, Spill Cooperative)
  - Federal or Local government organizations

- **Issues Management or strategic response** is implemented at Imperial. Issues to be managed include the protection of:
  - People
  - The environment
  - Company assets
  - Company reputation
- **Overall Communication Management** communicates a clear and consistent company message that underscores company concern, commitment, and cooperation. Such communications are not just intended for the media, but also apply to:
  - Employees
  - Affiliates
  - Partners
  - Customers
  - Vendors
  - Support contractors
  - Governmental authorities
  - Other stakeholders
  - Nongovernmental organizations (NGOs)
  - General public

2.3.3 Issues Management

The ERP's primarily focuses on the strategic level response which encompasses the Issues Management portion of the overall response strategy as this relates to Imperial operations.

Two organizational levels execute Issues Management response:

- The ESG.
- Parent Company and Corporate HQ ESG, if needed. HQ ESG members include members of other impacted businesses such as Imperial senior management, core functional members of the Corporate HQ ESG, or Technical Support Team).

The Parent Company Corporate HQ ESG provides Issues Management support beyond the capabilities of Imperial's ESG.

Corporate-level Emergency Management support may also be activated for major emergencies that have implications to both ExxonMobil and Imperial. Should this occur, it is expected that ExxonMobil and Imperial will work through the Parent Company ESG.

Strategic response includes managing issues involving people, environment, assets, and reputation (PEAR). Examples include the following:

- People and the Environment:
  - Support field actions to protect human welfare and the environment as required
- Asset issues:
  - Manage liability issues
  - Evaluate financial exposure
  - Evaluate the loss of production
- Reputation issues:
  - Acknowledge responsibility as appropriate
  - Anticipate public perception
  - Mobilize senior executives
  - Communicate with employees, governments, media, and shareholders
  - Ensure business continuity
  - Meet needs of customers and business partners

2.3.4 Communications Management

An integral part of emergency response must be timely and effective communications, both internal and external to the Company. This role is primarily led by a joint Imperial-ExxonMobil Public and Government Affairs (P&GA) team with the key responsibility of protecting the Company's reputation through an effective communication plan. Company reputation once lost is difficult to reclaim.

Key personnel need to be aware of how answers to the following questions can affect incident outcome:	
✓	Is the Company responsible for this incident?
✓	Has the Company successfully assessed potential exposure from the incident?
✓	Have appropriate notifications been made?
✓	Does the Company understand the needs of governing regulatory agencies?
✓	Can the field organization or a third party manage the response?
✓	Are documented procedures in place to protect the Company?
✓	Should a senior executive visit the incident site?

Key personnel also need to consider the following:	
✓	What are the Company's communication strategies?
✓	Where is the Company on the media curve?
✓	Is the Company managing potential long-term effects of the incident?
✓	Is the Company monitoring public perception of the incident?
✓	Is the Company monitoring stakeholder's perception of the incident?
✓	What public officials, agencies, and organizations have an interest in the incident?
✓	Has the Company taken steps to ensure rapid communication of facts?

The emergency description and the Company's response efforts must be conveyed as appropriate, not only to those directly affected and to relevant government authorities, but also to the general public whose perception of the event is shaped by media reports.
Communications must provide relevant factual information, convey care and concern for the situation, deliver a commitment towards emergency mitigation, and contain a message of willingness to cooperate with others to return the situation to normal.

The initial response during the early hours of an incident is critical since public opinion of the entire matter can be shaped by the public's early perceptions of an event. There are risks in making public statements and care must be exercised to effectively manage these risks. Appropriate consideration of the Company's legal position is important for both internal and external communications.

Communicating a clear and consistent message that underscores corporate concern, commitment, and cooperation is vital to a successful response. The message is not just intended for the media, but also applies to external communication among:

- Employees and customers
- Community
- The general public
- Shareholders and business partners
- Affiliates and operating sites
- Vendors and support contractors
- Unions
- Governmental authorities
- NGOs and special interest groups

It is essential that clear and consistent messages contain the four key elements listed in this table.

Element	Description
Concern	The Company is committed to respond in a timely and caring way.
Working together with government(s)	The Company is cooperating with national, regional, and local government authorities to mitigate the impact of the emergency. (The Company is a responsible company.)
Taking action	The Company is committed to mobilizing significant company and third-party resources to address the requirements of the incident. (The Company is competent.)
Preparedness	The Company is prepared by having trained facility, site, and Business HQ response teams. (The Company is prepared.)

2.4 Emergency Response Strategies

Strategic response includes managing issues to protect people, environment, assets, and reputation (PEAR). Examples include the following:

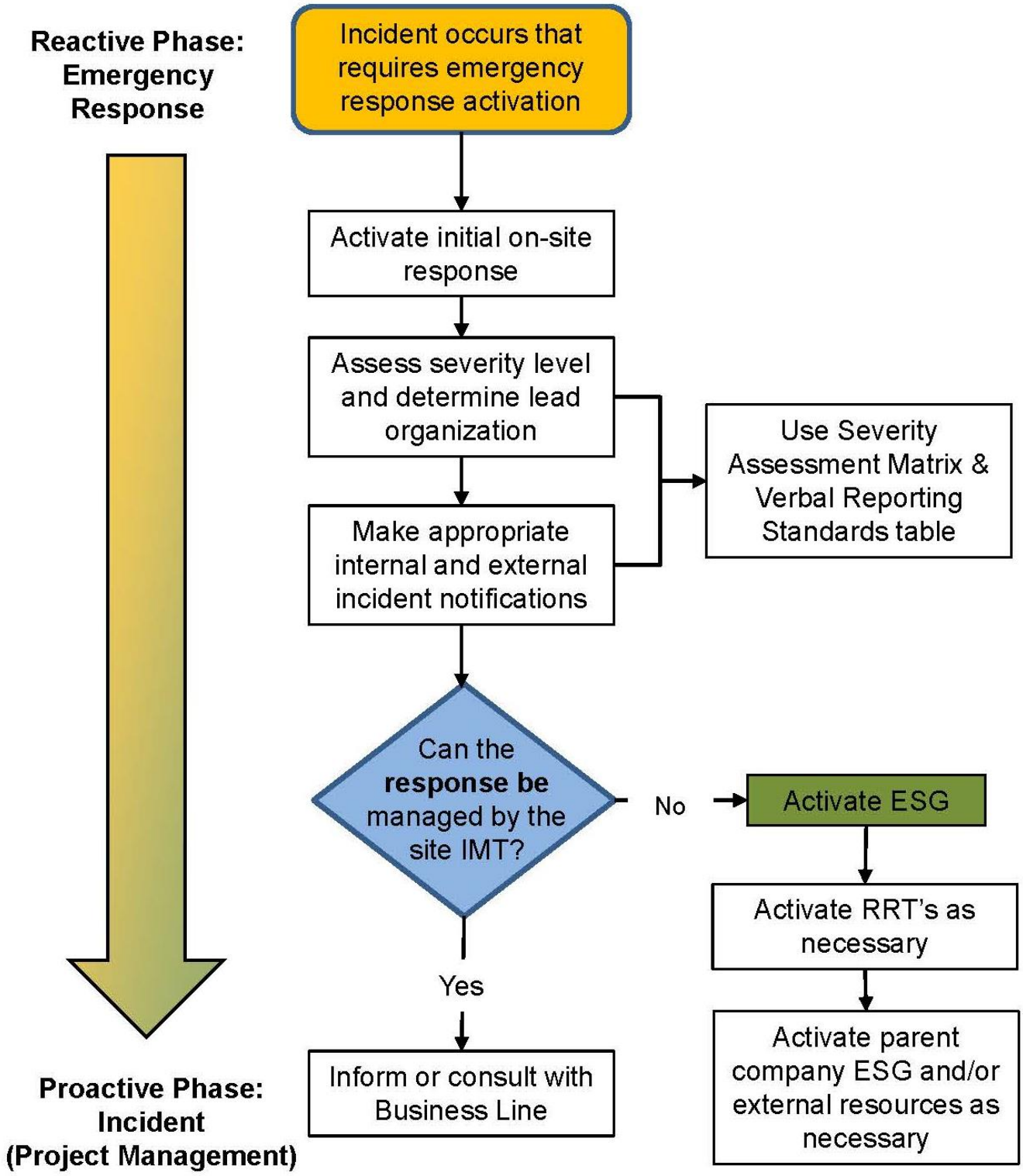
- Protect people and the environment
- Augment field actions to protect human welfare and the environment as required
- Mitigate reputation issues
- Acknowledge responsibility as appropriate
- Anticipate and address public perception
- Mobilize senior executives
- Communicate with employees, governments, media, and shareholders
- Ensure business continuity
- Meet needs of customers and business partners
- Force majeure support or issues
- Address asset issues
- Support or manage legal and liability issues
- Evaluate financial standing, exposure, and resulting third party claims
- Gather security intelligence
- Support government affairs, especially at the national and international levels

2.4.1 Initial Response

The Company's structured process for responding to events addresses the issues, site incident management, and communications strategy required for an effective response. The response process is described in the accompanying table.

Stage	Description
1	An incident occurs.
2	When an incident occurs that warrants an ERT response, incident management (tactical response) is initiated locally in the field by the on-site ERT.
3	In addition to immediate emergency mitigation actions, an incident's severity level is assessed, and the lead ER organization is determined.
4	Operations IMT is mobilized to support ERT
5	Proper incident notifications are made to appropriate company management and appropriate regulatory officials.
6	If the local site is capable of handling both issues management and incident management, then the site only informs the ESG.
7	However, in cases where the site is not capable of both incident and issues management, the ESG is activated.
Note: An ESG should not attempt to direct and control Tactical field-level incident management, as this is the responsibility of the on-site IMT/ERT.	
8	For major incidents where there is a business impact or if the ESG is not solely capable of issues management, HQ ESG (located in Houston) is activated.

Figure 2.2 Emergency Response Process for Significant Emergencies



Section 3: Emergency Response Scenarios

3.1 Emergency Response Scenarios

These scenarios and their procedures support the response and mitigation efforts related to the initial management of emergency situations that might occur within Imperial.

To prepare for an emergency or survival situation, personnel should become familiar with the following emergency techniques. Additional site specific information for certain scenarios can be found in Appendix B.3.

- Before conducting a meeting attended by visiting participants who are unfamiliar with the location, the person in charge of the meeting must inform participants about the evacuation plan and the emergency exits.
- When on a business trip, personnel must become familiar with emergency procedures and escape routes at the work location and at the hotel or motel.
- Exits must be clearly marked and signs properly maintained. Designated emergency exits must be functional at all times. Emergency exits should not be blocked or locked.
- Personnel expected to render first aid in an emergency situation should be trained in the techniques specific to the region. Example: Dealing with blood borne pathogens.
- Personnel must be familiar with the location of first aid kits and must know which designated personnel are trained to provide first aid and cardiopulmonary resuscitation (CPR).
- Management must maintain a list of the current emergency phone numbers for police, fire, and medical aid emergency centers near a centrally located telephone at the work location.
- Only authorized management personnel can release information outside the company.
- In case of an emergency evacuation, unauthorized personnel must not re-enter the emergency area for any reason until the "all clear" signal is sounded.
- Unauthorized personnel should keep clear of the emergency personnel and equipment when responding to an emergency.
- Site or facility management should contact ExxonMobil management to report the emergency situation.
- Personnel should establish radio communications capable of monitoring the weather information frequency in the area.
- Each location determines the appropriate personnel to perform the following emergency functions:
    - Establish a communication network with the site or facility
    - Establish personnel accountability systems (including visitors)
    - Ensure that work ceases in the affected areas
    - Ensure that medical personnel respond as dictated by the emergency

3.2 Aircraft or Vessel Accident

Aircraft or Vessel Accident Checklist	
Key Tips	
✓	Account for all personnel and contractors
✓	Full attention for injured parties
✓	Establish a mobile center for employee and family assistance and counseling
First Steps	
✓	Isolate impacted area
✓	Evacuate surrounding public and block necessary roads/highways
✓	Notify local agencies (e.g. police, fire, highway patrol)
✓	Notify: • Coast Guard or Navy • Chief Pilot/Directory of Operations • Federal Aviation Agency
✓	Mobilize search and rescue teams
✓	Begin active air/marine search with all available resources
✓	Identify victims and notify victim's families
✓	Establish triage, treatment, and transportation functions
✓	Coordinate medical assistance and transportation to specialty hospitals (e.g. burn center)
✓	Place company aircraft/vessels on standby
✓	Authorize P&GA news releases (names of injured withheld pending notification from next of kin)

3.3 Blowout Control

Blowout Control Checklist	
Key Tips	
✓	Account for all personnel and contractors
✓	Full attention for injured parties
✓	Establish a mobile center for employee and family assistance and counseling
First Steps	
✓	Isolate impacted area
✓	Evacuate surrounding public and block necessary roads/highways
✓	Mobilize search and rescue teams
✓	Begin active air/marine search with all available resources
✓	Identify victims and notify victim's families
✓	Notify local agencies (e.g. police, fire, highway patrol)
✓	Establish triage, treatment, and transportation functions
✓	Coordinate medical assistance and transportation to specialty hospitals (e.g. burn center)
✓	Notify: • Coast Guard or Navy • Chief Pilot/Directory of Operations
✓	Place company aircraft/vessels on standby
✓	Authorize P&GA news releases (names of injured withheld pending notification from next of kin)

3.4 Bomb Threat

All bomb threats should be taken seriously. The most popular method of making bomb threats is by telephone. Experience has shown that most anonymous threat calls are a hoax, intended to create an atmosphere of anxiety and panic in order to interrupt normal activities. Therefore, absent positive target identification (PTI) indicators or other credible information, an evacuation should not be carried out automatically before searching for a suspect device.

All persons who may receive a telephone bomb threat message should be instructed on how to handle the situation effectively. It is important that as much information as possible be received from the caller.

The most likely recipients are mailroom personnel and secretaries. When a bomb threat is received by mail, use the following procedure.

Bomb Threat Checklist	
Key Tips	
✓	Stay calm, be courteous, and do not display fear.
First Steps	
✓	Activate telephone recording unit, if available.
✓	Listen carefully. Take notes of exact time the call was received, the exact words of the caller, and all details during or immediately after the conversation, such as sex of caller, accent, attitude, background noises, and motive. (Use the Bomb Threat Report Form in Sect. 11)
✓	Advise the caller that the building, plant, or facility may be occupied and the explosion could result in death or serious injury to many innocent people.
✓	Keep the caller talking; the more they say, the more helpful the information. If the caller does not indicate the location of the bomb or the time of detonation, ask him what time it is to go off and where it is located.
✓	After the phone call, notify the Security Advisor who will take charge of the situation.
✓	Do not discuss the call with anyone else unless authorized to do so.
✓	Notify the Security Advisor who will take charge of the situation. Do not handle the written threat any more than absolutely necessary. Do not allow anyone else to touch the note unless specifically authorized by a security representative or senior management.
✓	Place all papers and envelopes associated with the threat in a bag or large envelope (clear plastic bag if possible).

3.4.1 Bomb Threat Assessment

In all cases of bomb threat, the Facilities Manager should assess the seriousness of the threat using the following Bomb Threat Assessment and Bomb Threat Response Guidelines.

Is the threat credible? Consider the following information to determine the credibility of the threat:

- Time of day and day of week
- Mode – telephone, mail
- Identity of caller – child, female/male, young/old, drunk, used foul language
- Specificity of the threat – time, location, type of explosive device
- Possibility of access to allow placing of the device

Does the threat contain PTIs? Did caller identify any of the following:

- Time the bomb is to detonate
- Target to be destroyed
- Bomb's construction, shape or description
- PTI's
- Bomb's location
- Group/individual claiming responsibility

Response Option	When to Use
Conduct a limited or general search of the facility?	Searches are usually the most appropriate choice and should be the generally chosen response, especially if no PTIs, or only one PTI, was given in the threat.
Order limited evacuation, general evacuation, or move to a safe haven?	Evacuations are usually ordered only when the following judgments are made: • The call is serious – two or more PTIs are given. • The threat is credible. • There is insufficient time to conduct a thorough search. • Employees will be at less risk evacuating or moving to a safe haven than remaining in place and seeking cover.

When the threat is determined to be serious and a search or evacuation is necessary, use the following procedure to respond.

Task	Action
1	Notify the affected personnel via public announcement, telephone cascade, messenger, or other local notification plan.
2	Determine who is to search and what area. In general, the Security Guards should search the area with the help of employees to determine if there are any suspicious objects.
3	Notify public law enforcement and emergency services as appropriate; notify immediately if a suspicious object is found.
4	If appropriate, determine who is to be evacuated and to what location.
5	If evacuation is ordered before a search is done, determine for how long. Consider options if weather is inclement. Consider possible effect on operations if evacuation occurs at or near shift change.
6	Ensure procedures are in place to account for and determine that everyone ordered to evacuate has, in fact, evacuated and there is an orderly shut-down of operations, if required.

3.4.2 Search Procedures

Before a search is initiated, the Floor Warden Coordinator should organize the effort. The most effective search is possible when all employees are calmly told about the bomb threat, the reason for the search, and are then asked to check their familiar areas for suspicious objects.

Note: It is not effective to delegate the search to the police because they are unfamiliar with the area and do not know which objects in the facility would look unusual or out of place.

Include the following actions in the search plan:

- Organize a team to search common areas.
- Designate a search team leader.
- Develop a notification protocol to report search results to the Security Advisor

Develop a plan to designate who is responsible for searching a specific area, for example, Security will search restrooms and outside areas, and Office Services will search LAN and electrical rooms.

The objective of the search activity is to search for and report suspicious objects. There are several points to be stressed within search plans.

The search should be systematic (divide the facility into search areas), it should be thorough, and done calmly. It should be done by company personnel. Identify the areas most accessible to outsiders and areas most vulnerable so they can be searched first.

When searching rooms, the room should be first searched from floor to waist height, then from waist height to eye level, and finally from eye level to ceiling. If the room has a false ceiling, the false ceiling should also be inspected and searched.

Nobody should move, touch, or jar any suspicious object or anything attached thereto. The removal or disarming of a bomb must be left to the professionals.

If no bomb (or suspicious object) is found, the Security Advisor should advise employees, the police, and local management and return the operation to normal activity.

If a suspicious object is found, the Security Advisor should do the following:

- Stress again to personnel not to touch or move the object.
- Evacuate personnel from the surrounding area.
- Prevent re-entering of the evacuated area.
- Inform the police who will take charge of getting the object deactivated and removed.
- After the object has been removed, finish searching to ensure that no other bombs have been placed.

If there is a bomb explosion, the Security Advisor should:

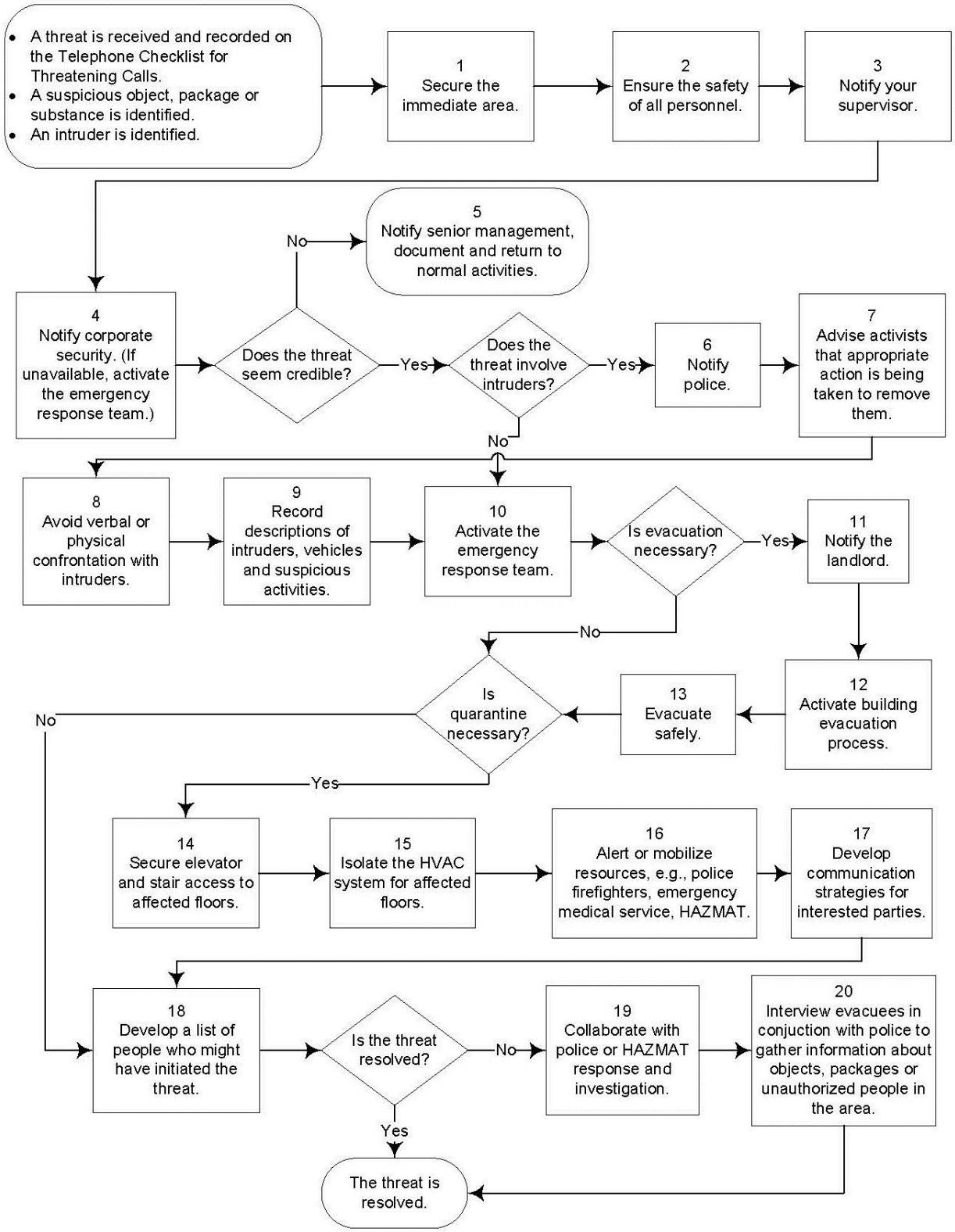
- Determine if there are any injuries and attend to them immediately.
- Evacuate the surrounding area.
- Ensure no one goes near the scene of explosion except to remove the injured.
- Control access to the area as other bombs may have been set to detonate at intervals.
- Advise police who will take charge of the situation.
- Initiate On-site Emergency Plan if firefighting or other medical response becomes necessary.

Bomb Search Checklist	
✓	Look on top of chairs, desks, and bookcases.
✓	Look inside bookcase including behind books.
✓	Look in wastebasket.
✓	Look under furniture.
✓	Check the rest of the room for anything that does not belong there, such as a bag or a package.
✓	Secure all classified and valuable materials.
✓	Lock safe.
✓	Open windows and doors.
✓	Report “room secure” to your supervisor.
✓	Wait for instructions.

Threats (including Intruders, Bombs or Suspicious Substances)

Threats Checklist	
✓	Remain calm.
✓	Ask the caller to speak louder, if he or she is not audible.
✓	If the threat involves a bomb, don't use mobile radios because they might cause detonation.
✓	Leave the handling of suspicious objects, packages or substances to the police or HAZMAT.
✓	Priorities are: • safety for people directly and indirectly involved • mitigating property and environmental damage • mitigating revenue loss • cooperating with police in capturing the perpetrator
✓	Secure the immediate area.
✓	Ensure the safety of all personnel.
✓	Notify your supervisor.
✓	Notify corporate security. (If unavailable, activate the emergency response team.)
If the threat doesn't appear to be credible:	
✓	Notify senior management, document the threat and return to normal activities.
If intruders (activists, trespassers or terrorists) are on site:	
✓	Notify police.
✓	Advise activists that appropriate action is being taken to remove them.
✓	Avoid verbal or physical confrontation with intruders.
✓	If possible, record descriptions of intruders, vehicles and suspicious activities.
✓	Activate the emergency response team.
Evacuation or Quarantine	
If evacuation is necessary:	
✓	Notify the landlord.
✓	Activate building evacuation process.
✓	Evacuate safely.
If quarantine is necessary:	
✓	Secure elevator and stair access to affected floors.
✓	Isolate the HVAC system for affected floors.
✓	Alert or mobilize resources, e.g., police, firefighters, EMS, oil-spill co-op, hazardous material ERT or mutual aid.
✓	Develop communication strategies for neighbors, potentially affected customers, government agencies, media and other public, should there be a spill or release.
Investigation	
✓	Develop a list of people who might have initiated the threat.
If the threat is not resolved:	
✓	Collaborate with police or HAZMAT response and investigation.
✓	Interview evacuees in conjunction with police to gather information about objects, packages or unauthorized people in the area.

Figure 3.1 Threats Flowchart



3.5 Major Business Disruption

Major Business Disruption Checklist	
Key Tips	
✓	Account for all Imperial personnel and contractors
✓	Full attention for injured parties
✓	Establish a mobile center for employee and family assistance and counseling
✓	Refer to the Business Continuity Plan in the Appendices
First Steps	
✓	Identify key issues and conduct risk assessment
✓	Establish logistics/services (purchasing, transportation, etc.)
✓	Deploy/support field assessment team(s)
✓	Conduct daily status briefings
✓	Implement required documentation and reporting
✓	Implement financial controls and accounting system
✓	Conduct gap/risk analysis from field assessments
✓	Develop and implement Incident Action Plan(s)
✓	Prioritize action items/tasks and stabilization activities
✓	Prepare an overall General Plan
✓	Obtain endorsement of General Plan by local management
✓	Implement stabilization activities/plan
✓	Determine/recommend local management project support
✓	Establish replacement strategy/timing for response team
Next Steps	
✓	Establish resource needs
✓	Mobilize required resources (active and standby)
✓	Reevaluate resource needs
✓	Advise/liaise with Headquarters including Corporate P&GA
✓	Prepare/update statement/standby information
✓	Arrange media monitoring
✓	Advise/update local management on public perception of risks
✓	Determine plan of action
✓	Develop key messages
✓	Plan for news conferences in multiple locations
✓	Establish field communication and guidelines
✓	Develop and update field communications
✓	Establish and conduct management briefings
✓	Develop/update list of potential issues
✓	Obtain/review media contact list

Major Business Disruption Checklist	
Next Steps	
✓	Identify key audiences
✓	Obtain information from key audiences
✓	Develop Communications Plan
✓	Obtain appropriate management endorsements and approvals of Communications plan
✓	Names of victims withheld pending notification of next of kin

3.6 Chemical Spill

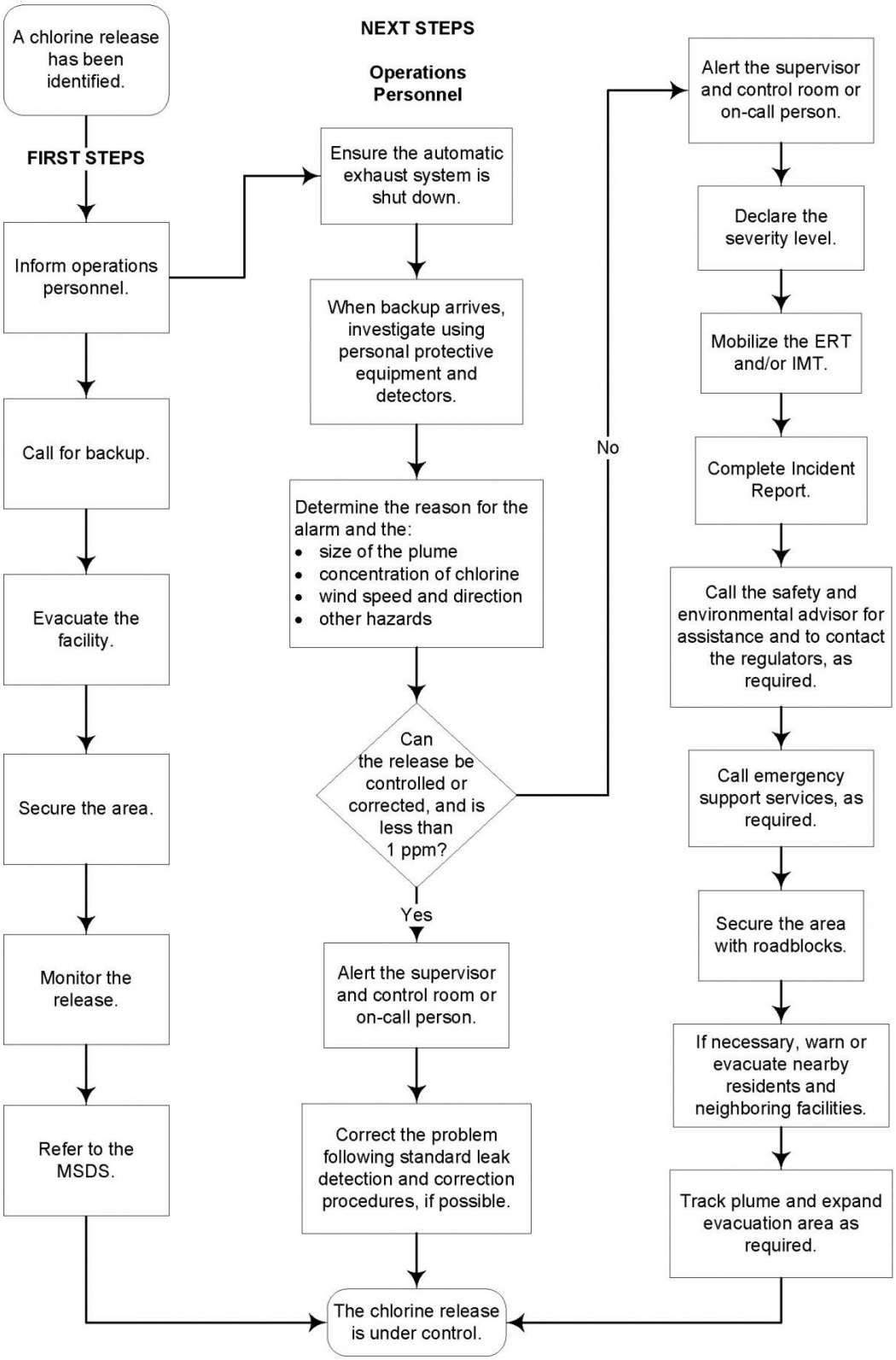
Chemical Spill Checklist	
Key Tips	
✓	Protect the lives of everyone in the area.
✓	Don't attempt to control a spill without appropriate personal protective equipment (PPE).
✓	Determine wind direction and approach from upwind; spills might give off ignitable and toxic vapors.
✓	Don't walk in or drive on the spilled product.
✓	Exercise due care; leaking flanges and valve packings can be damaged when tightened.
✓	Prevent spills from entering water; effective barriers and absorbents are snow, clay, dirt, bales of hay or straw and artificial absorbents.
First Steps	
✓	Determine: • Products • Location • Size • Immediate hazards
✓	Inform operations personnel of the situation and ask for help.
✓	Assess the leak or spill to determine the most appropriate control method.
✓	Determine if control can be implemented safely.
If safe to do so:	
✓	Secure the leak or spill site to prevent additional spills and to protect critically sensitive environmental areas, e.g., waterways.

3.7 Chlorine Release

Chlorine Release Checklist	
Key Tips	
✓	Don't attempt to investigate or control a chlorine release without appropriate personal protective equipment.
✓	If chlorine is less than 1 ppm (the short term exposure limit (STEL)), short period exposures (< 15 minutes) can occur less than four times per day with at least 60 minutes between successive exposures. If chlorine is between 1 ppm and 10 ppm (immediately dangerous to life and health (IDLH)), air-supplied respiratory equipment is required, skin contact should be minimized, and exposure should be limited to less than 10 minutes. If chlorine is over 10 ppm (IDLH) or the concentration is unknown, air-supplied respiratory equipment and a vapor-protective suit are required.
✓	Do not use water directly on a chlorine leak. The corrosive action of water and chlorine will make the leak worse.
✓	Water fog spray can be used indirectly to suppress chlorine vapors.
✓	Reduce the flow by rotating the drum until the hole is above the liquid level.
✓	Maintain control of any release by shutting off the building ventilation system (if applicable).
First Steps	
✓	Inform operations personnel and ask for help.
✓	Call for backup.
✓	Evacuate the plant or immediate area.
✓	Secure the area.
✓	Monitor the release.
✓	Refer to the Material Safety Data Sheet (MSDS).
Next Steps	
Operations Personnel	
✓	Ensure the exhaust system is shut down.
✓	When backup arrives, investigate using the appropriate level of personal protective equipment (air-supplied respiratory equipment and vapor-protective suit) and detectors. SEE CHLORINE RELEASE KEY TIPS FOR GUIDANCE.
✓	Determine reason for the alarm and the: • Wind speed and direction • Size of the plume • Concentration of chlorine • Other hazards
✓	Alert the supervisor, control room or on-call person.
✓	Correct the problem following standard leak detection and correction procedures, if possible.
✓	Declare the emergency (severity) level (see Figure 4.1)
✓	Mobilize the emergency response team and/or incident management team
✓	Complete the Incident Report, when possible (see Sect. 11)
✓	Call the safety and environmental advisor for assistance and to contact applicable

	regulators.
If the release cannot be controlled or corrected or is above 1 ppm:	
✓	Call applicable Emergency Support Services (Fire Department, CANUTECH-CHLOREP, etc.)
In any case:	
✓	Secure the area with roadblocks.
✓	Warn and evacuate nearby residents and neighboring facilities, if necessary.
✓	Track plume and expand evacuation area as required.
Medical Aid	
✓	On call nurse/medic.
✓	Ambulance
✓	Hospital/health center
Notification	
✓	CANUTECH-CHLOREP
✓	Disaster services
✓	Fire Department
✓	Operations Manager
✓	Police
✓	Public Information Officer (PIO)
✓	Incident Management Team (IMT)
✓	Safety and Environmental advisor
✓	Supervisor

Figure 3.2 Chlorine Release Flowchart



3.8 Cold Weather

3.8.1 Cold Weather Survival

Personnel working in the Arctic should carry a copy of, and be familiar with, the contents of the American Petroleum Institute (API) publication, *Staying Alive in the Arctic*. Personnel working in other extremely cold environments should also be familiar with this publication. Listed below are some general precautions:

- Wear appropriate clothing to prevent exposure that can cause frostbite and hypothermia.
- Protect clothing from wetness, both externally (from rain, water, or wet snow) and internally (from perspiration). Note: Wet clothing does not provide adequate insulation and causes body heat to decrease at extremely rapid rates.
- Protect yourself from intense light reflection from ice, snow, and water. Note: Light reflection can cause snow blindness and sunburn. Wear sunshades and protective screens.
- Protect yourself from wind. It can cause severe burns.

Exposure to cold temperatures and high winds can result in frostbite or hypothermia (or both). The table below illustrates the dangers.

Wind-Chill Chart												
Estimated	**Actual Thermometer Reading, °F**											
Wind Speed (mph)	50	40	30	20	10	0	-10	-20	-30	-40	-50	-60
	Equivalent Temperature, °F											
Calm	50	40	30	20	10	0	-10	-20	-30	-40	-50	-60
5	48	37	27	16	6	-5	-15	-26	-36	-47	-57	-68
10	40	28	16	4	-9	-21	-33	46	-58	-70	-83	-95
15	36	22	9	-5	-18	-36	-45	-58	-72	-85	-99	-112
20	32	18	4	-10	-25	-39	-53	-67	-82	-96	-110	-124
25	30	16	0	-15	-29	-44	-59	-74	-88	-104	-118	-133
30	28	13	-2	-18	-33	-48	-63	-79	-94	-109	-125	-140
35	27	11	-4	-20	-35		-67	-82	-98	-113	-129	-145
40	26	10	-6	-24	-37	-53	-69	-85	-11	-116	-132	-148
Wind Speeds greater than 40 mph have little additional effect.					**INCREASING DANGER**			**GREAT DANGER**				

To use the chart, find the estimated or actual wind speed in the left-hand column and the actual temperature (in degrees Fahrenheit) in the top row. The "Equivalent Temperature" is found where these two intersect. Example: With a wind speed of 10 miles per hour (16 kilometers per hour) and a temperature of –10°F, the equivalent temperature is –33°F.

This temperature lies within the increasing frostbite danger zone, and protective measures should be taken. The preceding table shows wind speed in miles per hour and temperatures in degrees Fahrenheit.

3.8.2 Cold Weather Travel

Prepare a written trip plan and include the following information:

- Intended travel route
- Expected time of arrival
- Names of all members of the group

Always inform appropriate personnel of the origin and destination points of the trip plans. Note: Individuals should travel with operational two-way communication equipment. Follow these additional guidelines when traveling in cold weather:

- Use only vehicles, boats, and aircraft equipped with government-required and other appropriate survival equipment. (See the survival equipment lists on the following page.)
- Check the condition of the transportation equipment regularly.
- Note: Prior to use, check all vital fluids and operation of the equipment.
- In Arctic regions, drive only on designated roads and trails.

If traveling by air over open water where the water temperature is less than 50°F (10°C), a cold-water survival suit must be worn at all times.

Cold Weather Survival Checklist	
Personal Survival Kit: The Personal Survival Kit should be designed for an arctic environment and should include the following:	
✓	Manual
✓	Mirror
✓	Knife
✓	Plastic bags (for flotation or shelter)
✓	Personal medication and eye wear
✓	Seasickness tablets
✓	Sun blockers
✓	Waterproof matches
✓	Whistle
✓	Flashlight
✓	Extra batteries
Vehicle Survivor Kit: The following survival equipment should be kept in all motor vehicles:	
✓	Personal Survival Kit
✓	First aid kit and manual
✓	Two wool blankets in plastic bags
✓	Insulated mittens or gloves
✓	Small stove and utensils
✓	Map
✓	Carbon monoxide monitor
✓	Flashing amber light
✓	Backup communication device

Vehicle Repair Kit Checklist	
✓	Spare tire with proper inflation
✓	Shovel with 8-inch (20-centimeter) blade and 36-inch (91-centimeter) handle
✓	Tool box with wrenches, screwdrivers, and pliers
✓	Assorted nuts, bolts, springs, and nails
✓	Wire and electrical tape
✓	Tire chains and sand
✓	Jumper cables
✓	Motor oil and fan belts
✓	Tow chain or cable
✓	Nylon cord (30 feet [9 meters])
✓	Fuses and flares

Boat Survival Checklist	
The following survival equipment should be aboard boats:	
✓	Personal Survival Kit
✓	First aid kit and manual
✓	Personal flotation devices
✓	Wool blankets in plastic bags
✓	Bell, foghorn, or siren
✓	Fire extinguisher
✓	Radio
✓	Ring buoys
✓	Flares
✓	Transmittal locator

Aircraft Survival Checklist	
The following survival equipment should be aboard aircraft:	
✓	Personal Survival Kit
✓	First aid kit and manual
✓	Inflatable flotation device
✓	Life rafts
✓	Transmittal locator

Protective Clothing	
The recommended clothing for temperatures of –20°F (–29°C) includes:	
✓	Parka with hood
✓	Arctic pants
✓	Wool shirt, pants, and extra wool socks (or wool substitutes)
✓	Wool hat with wool liner, face mask, and safety hat
✓	Insulated mittens
✓	Winter-insulated boots with vapor barrier and rubber bottoms

Personal Supplies	
The recommended personal supplies that should be carried for temperatures of –20°F (–29°C) include:	
✓	First aid kit and manual
✓	Waterproof matches in a waterproof container
✓	Flashlight with extra batteries
✓	Candles, Sterno™, and metal cups
✓	A three-day supply of non-perishable food
✓	Signaling cloth strips in orange or red
✓	Nylon cord
✓	Plastic trash bags
✓	Mirror
✓	Compass
✓	Sunglasses
✓	Whistle

3.8.3 Winter Storm Survival

Winter storms can develop quickly, creating situations in which individuals can become disoriented and lost. In developed areas, remain close to buildings or other fixed reference points. In open areas, stay within a safe distance and in sight of a vehicle. Note: If visual reference no longer exists, you should stay where you are.

Stay with a downed aircraft, boat, or stalled vehicle whenever possible because rescuers can locate a large object more easily than a person.

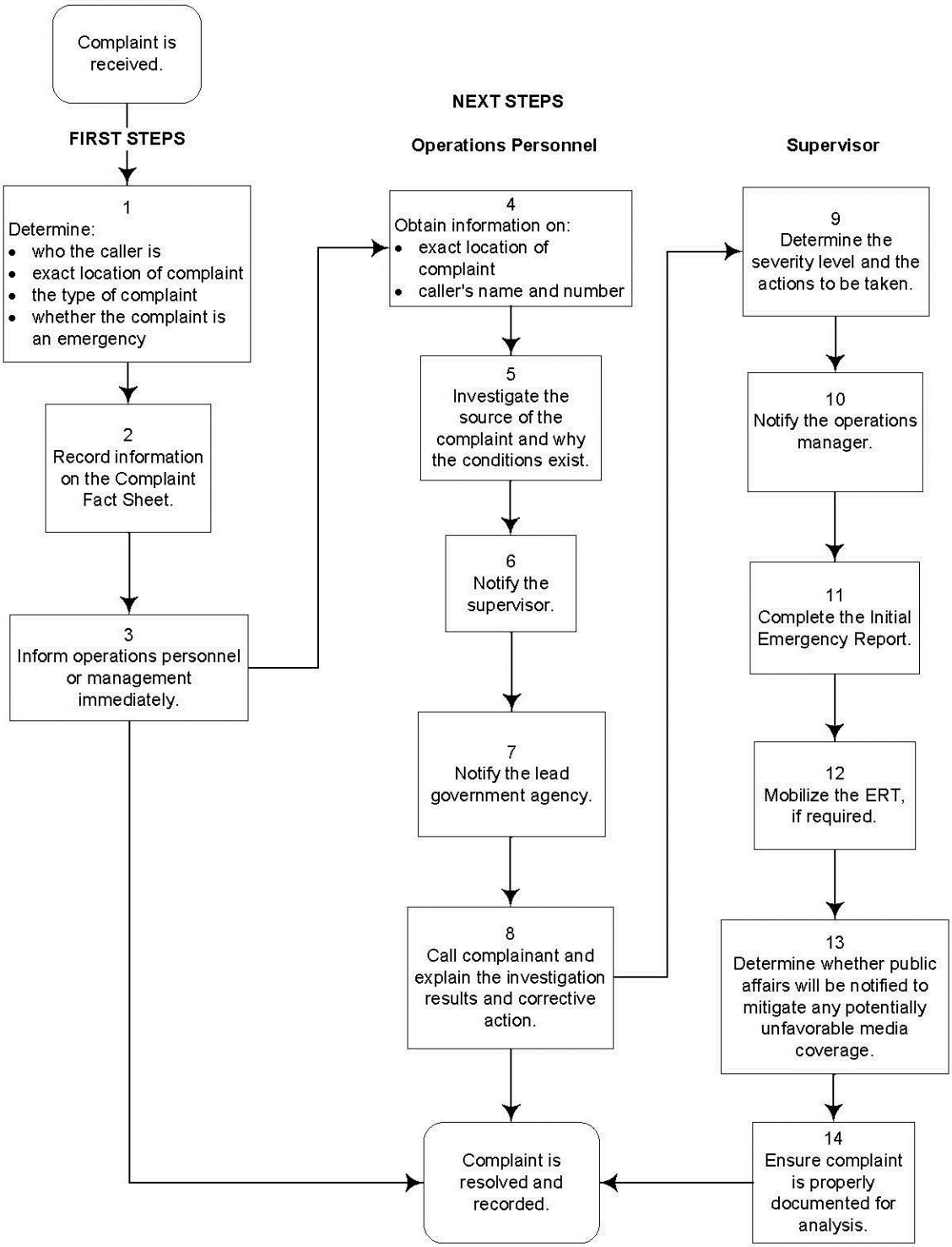
Conserve heat. Avoid over-exertion. This prevents excess perspiration which reduces the insulating value of clothing.

Do not eat snow. Eating snow accelerates body cooling and increases the chance of hypothermia. Melt the snow and ice and consume the warm water.

3.9 Complaints

Complaint Checklist	
Key Tips	
✓	Be courteous and attentive.
First Steps	
✓	Determine: • who the caller is and the caller's telephone number • exact location of the complaint • type of complaint • whether the complaint is an emergency
✓	Record information on the Complaint Fact Sheet (see Sect. 11) by calling back the complainant, if required, and asking for all pertinent information.
✓	Inform operations personnel or management, immediately.
Next Steps	
Operations Personnel	
✓	Obtain information from the receiver of the call on: • exact location of the complaint • caller's name and telephone number
✓	Investigate the source of the complaint and why the conditions exist.
✓	Call the complainant to explain the results of your investigation and outline corrective action taken or planned.
Supervisor	
✓	Determine the emergency (severity) level and the actions to be taken.
✓	Notify the operations manager.
✓	Notify the lead government agency (if required).
✓	Complete General Incident Report, when possible.
✓	Mobilize the ERT and IMT, if required.
✓	Mobilize the Calgary ESG, if required.
✓	Determine whether public affairs will be notified to mitigate any potentially unfavorable media coverage.
✓	Ensure complaint is properly documented, including action plan and resolution, for analysis.

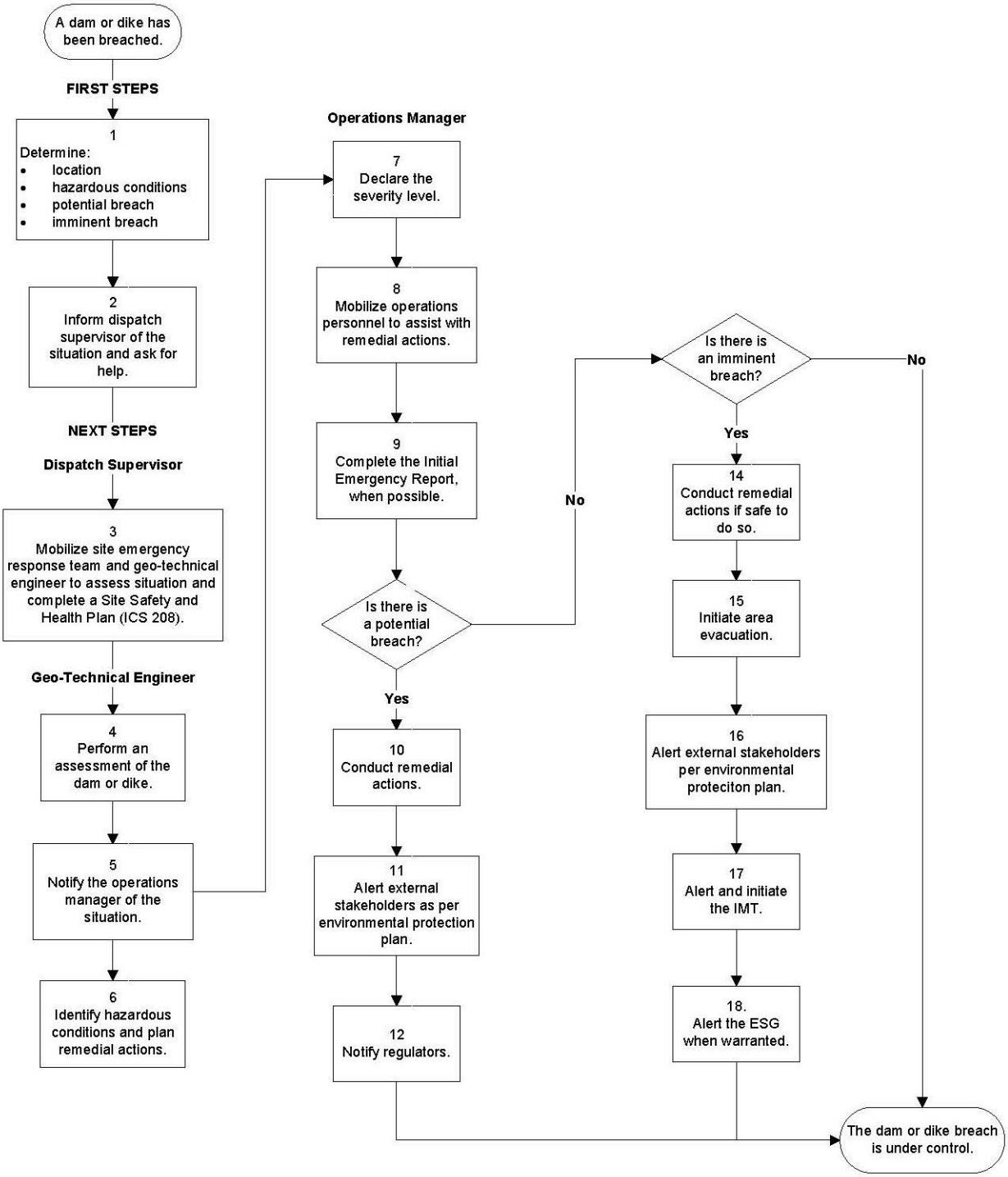
Figure 3.3 Complaints Flowchart



3.10 Dam or Dike Breach

Dam or Dike Breach First Steps Checklist	
Key Tips	
✓	Watch for the following to indicate dam or dike failure: • Sand boils in the toe ditch • Sinkholes on the slope • Cracks or slumping on the slopes • Active erosion on the slopes (gullies more than 3 m deep or 10 m wide) • Slope inclinometer movements • Persistent freeboard violation • Pond fluids near cresting the dam or dike structure • Collapse of the shell or uncontrolled discharge of fluids from the dam or dike
First Steps	
✓	Determine: • location • hazardous condition • potential breach • imminent breach
✓	Inform dispatch supervisor of the situation and ask for help.
Next Steps	
Dispatch Supervisor	
✓	Mobilize site ERT/IMT and geo-technical engineer to assess situation and complete a Site Safety Plan.
Geo-Technical Engineer	
✓	Perform an assessment of the dam or dike.
✓	Notify the operations manager of the situation.
✓	Identify hazardous conditions and plan remedial actions.
Operations Manager	
✓	Declare the severity level.
✓	Mobilize operations personnel to assist with remedial actions.
✓	Complete the Initial Emergency Report, when possible.
If there is a potential breach:	
✓	Initiate area evacuation
✓	Conduct remedial actions.
✓	Alert external stakeholders as per environmental protection plan.
If there is an imminent breach:	
✓	Conduct remedial actions if safe to do so.
✓	Initiate area evacuation.
✓	Alert external stakeholders per environmental protection plan.
✓	Alert and initiate IMT. Alert ESG where warranted.

Figure 3.4 Dam or Dike Breach



3.11 Damage to Facility/Equipment

Damage to Facility/Equipment First Steps Checklist	
Key Tips	
✓	Account for all personnel and contractors
✓	Full attention for injured parties
✓	Establish a mobile center for legal assistance and counseling
✓	Establish a mobile claims center
First Steps	
✓	Isolate impacted area
✓	Evacuate surrounding public and block necessary roads/highways
✓	Mobilize search and rescue teams
✓	Begin active air/marine search with all available resources
✓	Identify victims and notify victim's families
✓	Notify local agencies (e.g. police, fire, highway patrol)
✓	Establish triage, treatment, and transportation functions
✓	Coordinate medical assistance and transportation to specialty hospitals (e.g. burn center)
✓	Notify environmental agencies, military, Coast Guard or Navy, Oil and Gas agencies, Port Authority
✓	Place company aircraft/vessels on standby
✓	Authorize P&GA news releases (names of injured withheld pending notification from next of kin)

3.12 Diving Incident

Diving Incident Checklist	
Key Tips	
✓	Account for all personnel and contractors
✓	Full attention for injured parties
✓	Establish a mobile center for legal assistance and counseling
✓	Establish a mobile claims center
First Steps	
✓	Isolate impacted area
✓	Evacuate surrounding public and block necessary roads/highways
✓	Mobilize search and rescue teams
✓	Begin active air/marine search with all available resources
✓	Underwater activities: • Wet welding - carried out in water • Habitat welding - carried out in dry • Underwater codes and requirements met for rescue • Radiography • Underwater pressure jetting
✓	Identify victims and notify victim's families
✓	Notify local agencies (e.g. police, fire, highway patrol)
✓	Establish triage, treatment, and transportation functions
✓	Potential Hazards: • Limited gas endurance • Lack of sufficient diver position monitoring in ally plane • Limit diving area/perimeter • Umbilical's entanglement or endangerment • Lift wires or vessel taut wire device fouling/failure • Electrical shock hazards • Tidal hazards/Environmental conditions
✓	Awareness Hazards: • Seawater intake pumps • Overboard liquids • Restrict off-loading and back-loading during diving • Noise hazards from power tools, sonar/seismic operation, etc. • Visibility assessment (fog/mist) • Weather conditions permitting helicopter emergency service
✓	Coordinate medical assistance and transportation to specialty hospitals (e.g. burn center)
✓	Notify environmental agencies, military, Coast Guard or Navy, Oil and Gas agencies, Port Authority
✓	Place company aircraft/vessels on standby
✓	Authorize P&GA news releases (names of injured withheld pending notification from next of kin)

3.13 Earthquakes

3.13.1 Earthquake hazards

Most casualties from an earthquake do not result from the actual movement of the ground, but rather from objects and debris falling from buildings, bridges, and other structures that are shaken, damaged, or demolished by the shock of the earthquake.

3.13.2 Earthquake precautions

Earthquake First Steps Checklist	
To prepare for an earthquake:	
✓	*Potential hazards*: Periodically check all offices, storage areas, production areas, and other work locations for earthquake hazards: • Mount all pictures, mirrors, etc. securely on walls so that they would not fall during an earthquake. • Secure gas lines and gas appliances to prevent leaks, and keep a shut- off toll close to the source valve. • Secure top- heavy equipment, file cabinets, and bookshelves, and other heavy items that might tip over during an earthquake.
✓	*Evacuation*: Be familiar with alternative routes of evacuation from the various parts of the building.
✓	*Family communication plans:* Have a prearranged plan for communication with your family, including a designated contact person outside the catastrophe area for telephone communication during an emergency. *Note:* Local phone networks may be overloaded or inoperative.
✓	*Emergency supplies:* In areas where personnel may not be able to leave the building, it is recommended that the following emergency survival supplies be maintained: • Fire extinguishers • A portable AM/ FM radio with extra batteries • A radio for communication purposes • A three- day supply of non- perishable food and water for each individual • Blankets • First aid supplies • Water purification supplies, and • Intrinsically safe flashlights with extra batteries.

3.13.3 During an earthquake

Remain calm and assure others. By doing so, you can help avoid actions that are not well thought out or that may incur unnecessary risk.

If you are outside, move to an open area to avoid the danger of falling trees, power poles, walls, electric lines, etc.

If you are inside, crouch under a solid object such as a desk or table, and cover your head with arms and hands. If no solid object is near, stand in a doorway or against an interior wall.

Do not stand near windows, exterior walls, or objects such as light fixtures, bookcases, etc.

Do not run outside where falling objects may present a hazard.

Do not use the elevator, which might be damaged.

If driving, stop the vehicle.

WARNING: Do not stop on or under any overpass or elevated roadway, because of the possibility of a structural collapse.

3.13.4 After an Earthquake

After an Earthquake Checklist	
Make your area as safe as possible by taking the following actions:	
✓	Check for injuries among other personnel. Administer first aid as needed.
✓	Check the building for damage, such as fire, gas leaks, damaged electrical wires, etc.
✓	Shut off utilities, if required.
✓	Clean up hazardous materials and dangerous spills.
✓	Evacuate the building when directed to do so, and do not reenter it until a safety inspection is performed.
✓	Move to a clear area away from falling objects.
✓	Conserve water.
✓	Contact the emergency response agency when appropriate.
✓	Do not restore gas or electric service until authorized personnel have checked the facility.
✓	Do not use the elevators until they have been inspected and approved.

Be prepared for additional earthquake shocks, called "after-shocks." Most of them are smaller than the main shock, but some may be large enough to cause additional damage, especially to buildings already weakened by the main quake.

If contaminated water is suspected or reported, treat each gallon of drinking water with one of the following:

- Four water- purifying tablets, or
- Twelve drops of two percent tincture of iodine, or
- Eight drops of liquid chlorine household bleach, **if** the label states that hypochlorite is the only active ingredient.

Be prepared for a delay in civil service response of as long as 72 hours.

3.14 Evacuation

3.14.1 Operations Evacuation

An evacuation plan establishes procedures for the systematic, safe, and orderly evacuation of a work site or facility in case of fire or other major disasters.

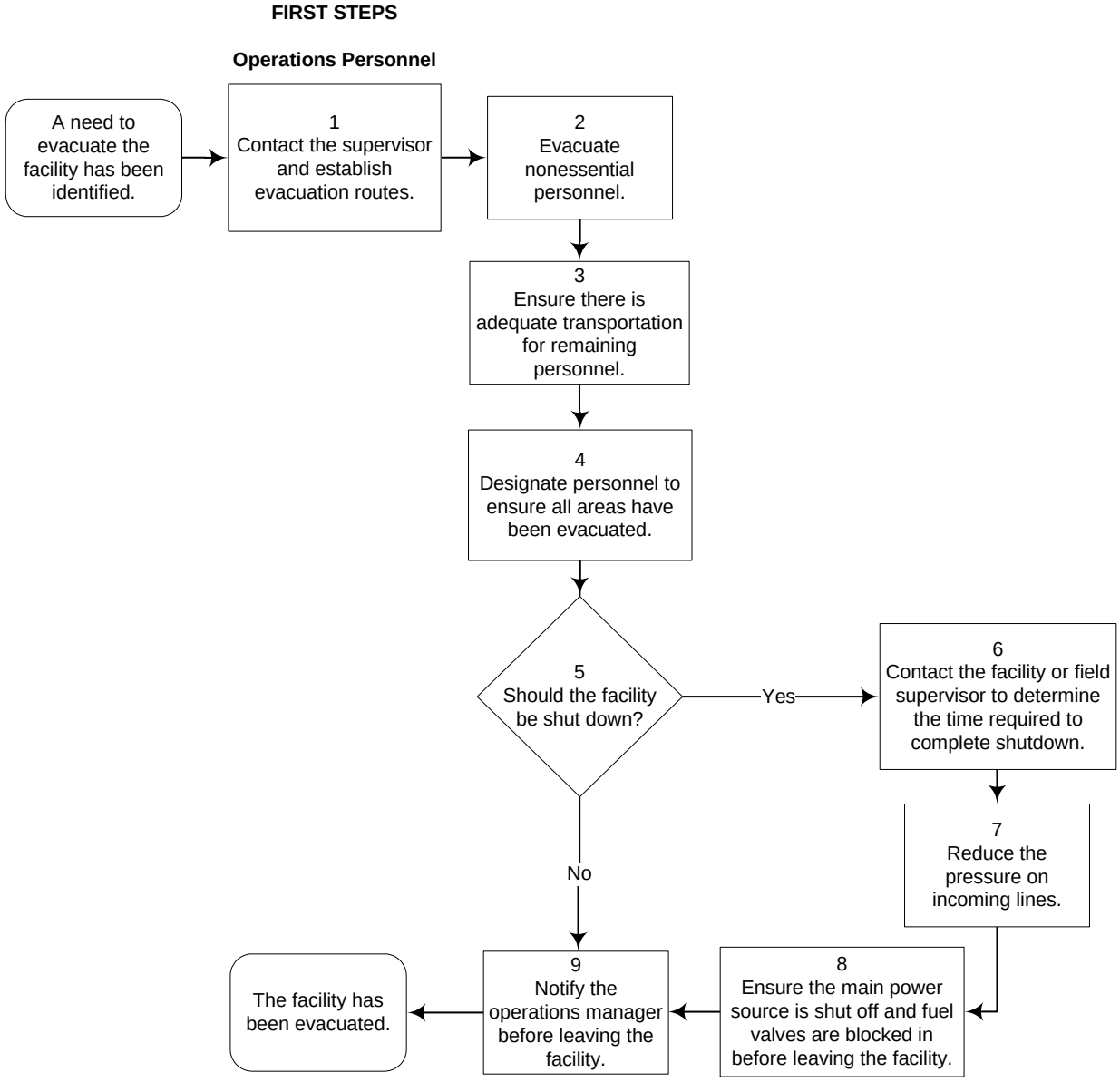
Evacuation First Steps Checklist	
First Steps	
✓	Contact the supervisor and establish evacuation routes. (For area maps and diagrams, see Appendix B.)
✓	Evacuate all nonessential personnel. (For area maps and diagrams, see Appendix B)
✓	Ensure there is adequate transportation for personnel remaining at the facility.
✓	Designate people to check the following areas to ensure all personnel have been evacuated: • all offices and training centers • construction sites and offices • field facilities • maintenance, instrument and lab buildings • purchasing center and warehousing • steam, process and water-reuse buildings
✓	Determine whether the facility should be shut down.
If the facility will be shut down	
✓	Contact the facility or field supervisor to determine the time required to complete the shutdown.
✓	Reduce the pressure on incoming lines (gathering system) as much as possible.
✓	Before leaving the facility, ensure the main power source is shut off and the main fuel valves are blocked in.
If the facility will not be shut down:	
✓	Notify the operations manager before leaving the facility.

After an evacuation notice is given, management should immediately communicate the nature of the emergency to all personnel. The evacuation message should specify the type of evacuation (partial or full) and the personnel to whom it applies

Personnel in the affected area at the time of the incident should go to the pre-designated muster point that can be reached safely. It is important that everyone familiarize themselves with all muster point locations.

Note: Personnel temporarily assigned to areas other than their normal work location are to report to the evacuation point for their temporary work area.

Figure 3.5 Facility Evacuation Flowchart



3.14.2 Public Evacuation (Outside of EPZ)

For EPZ evacuation guidance see Section 3.29.1.

In the case of a gradual buildup of release concentrations, the order for an evacuation outside of the EPZ will usually be made by the local authority rather than by operations personnel.

The local authority orders a general public evacuation when monitored concentrations have reached or are rapidly approaching the levels listed in this ERP (see Figure 3.20) and when they are expected to continue for some time and move outside of the EPZ.

The evacuation can occur in two stages: special-needs people (Level 1), followed by the general population (Level 2 or 3). Usually, residents within the EPZ will be notified by operations personnel responsible for urgent evacuation. The following procedure applies to those outside the EPZ or in a different quadrant.

Notifying Residents Beyond the EPZ

1. Work with the local authority to contact residents outside of the EPZ.

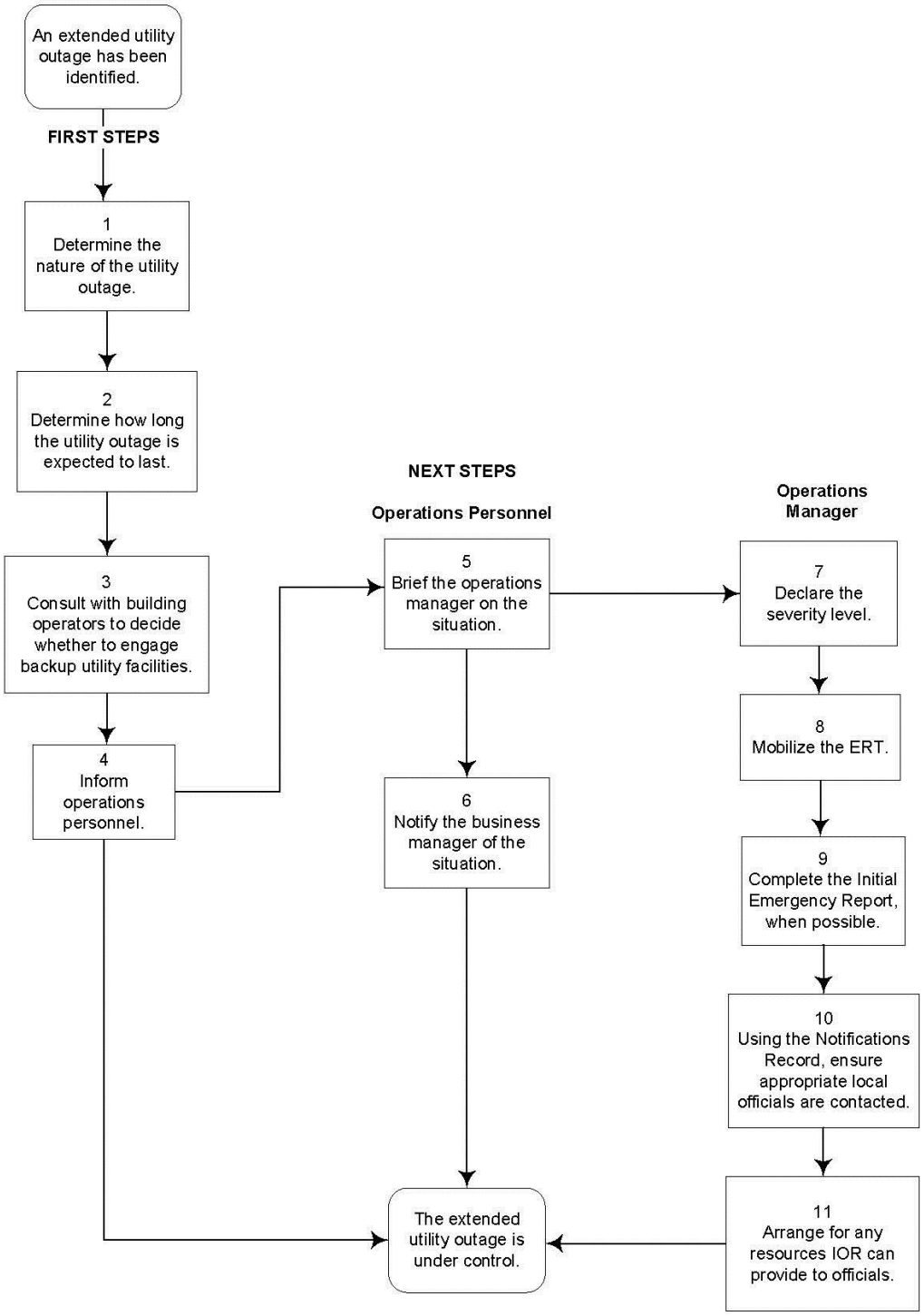
Setting up Roadblocks

1. Establish roadblocks at a safe distance around the plume to ensure no one can enter the hazardous area (Level 2 or 3).
2. Ensure roadblocks are staffed 24 hours per day.
3. Based on plume and air monitoring information, relocate existing roadblocks and set up additional roadblocks as necessary.

3.15 Extended Utility Outage

Extended Utility Outage First Steps Checklist	
Key Tips	
✓	Ensure early notification for extended fuel, gas or power outage, as building heat quickly dissipates at cold temperatures and pressurized containers will soon lose pressure.
✓	Only authorized people are allowed in substations.
✓	Only qualified people are allowed to reset power line fuses.
First Steps	
✓	Determine the nature of the utility outage.
✓	Determine how long the utility outage is expected to last.
✓	Consult with building operators to decide whether to engage backup utility facilities.
✓	Inform operations personnel of the situation and ask for help.
Next Steps	
✓	Brief the operations manager on the situation.
✓	Notify the business manager of the situation.
Operations Manager	
✓	Declare the emergency (severity) level.
✓	Mobilize the emergency response team.
✓	Complete the General Incident Report, when possible (see Sect. 11).
✓	Using the Notifications Record (see Sect. 11), ensure appropriate officials are contacted.
✓	Arrange for any resources Imperial can provide to officials.

Figure 3.6 Extended Utility Outage Flowchart



3.16 Extortion

Extortion Checklist	
Key Tips	
✓	Priorities are: • Safe release of the victim • Supporting the victim's family • Protecting ExxonMobil's legal interests and due diligence requirements • Minimizing management disruption and stress • Documenting events as they occur
✓	Imperial and ExxonMobil's policy is to contact appropriate, trustworthy, senior law enforcement authorities and cooperate to an agreed and mutually satisfactory level. Notification timing will vary but should not precede the notification protocols.
✓	Most kidnapping cases result in a negotiation between the victim's employer and the terrorist or criminal organization holding the victim. Sometimes more than one organization will claim to be holding the victim.
✓	The use pressure tactics will likely be used to panic the victim's company and family.
✓	Communication might be erratic and subject to misunderstanding.
First Steps	
✓	Secure the immediate area.
✓	Ensure the safety of all personnel.
✓	Notify your supervisor.
✓	Notify corporate security. (If unavailable, activate the emergency response team.)
✓	Preserve physical evidence.
Next Steps	
✓	Notify senior law enforcement authorities.
✓	Assemble the emergency support group.
✓	Establish a secure communication link with corporate security.
✓	Record incoming calls.
✓	Develop a list of people who might have initiated the extortion.
✓	Collaborate with police response and investigation.

3.17 Fire/Explosion

3.17.1 Tank Fire

In case of a fire at any Imperial facility, action should be designed to protect human life and control the emergency as rapidly as possible. All steps should be considered; however, timing of these steps may be altered to the individual circumstances to best accomplish these objectives.

Tank Fire First Steps Checklist	
Key Tips	
✓	Don't tackle fire without backup and appropriate extinguishing agent.
✓	Don't attempt to extinguish leaks if the leak or supply to the leak can't be stopped.
✓	Eliminate or minimize the fuel source through emergency shutdowns or isolation points upstream of leak.
First Steps	
✓	Sound the evacuation alarm.
✓	Evacuate and secure the area, establishing a safe perimeter.
✓	Perform emergency shutdown of facility, as required.
✓	Inform operations of the fire and activate the emergency response team.
✓	Determine: • Tank location and number • size of fire • are other tanks involved • how long has the fire been burning • type of fire (structural, liquid) • location of fire (roof, piping, berm) • product type • level in tank (s) involved • if there is a water layer in tank • immediate hazards
✓	Determine if fire is impinging on vessels or piping.
✓	Cool adjacent tanks and piping with fixed fire monitors or water deluge systems, if available.
✓	Isolate the product lines feeding the tank.
✓	Complete Site Safety and Health Plan (ICS 208)
✓	Develop a tactical plan (refer to pre-plan) to extinguish fire, ensuring adequate: • water supply • foam supply • fire apparatus • personnel
✓	Activate mutual-aid agreement, if required.
✓	Consider pumping down tank, if required.

Figure 3.7 Tank Fire Flowchart

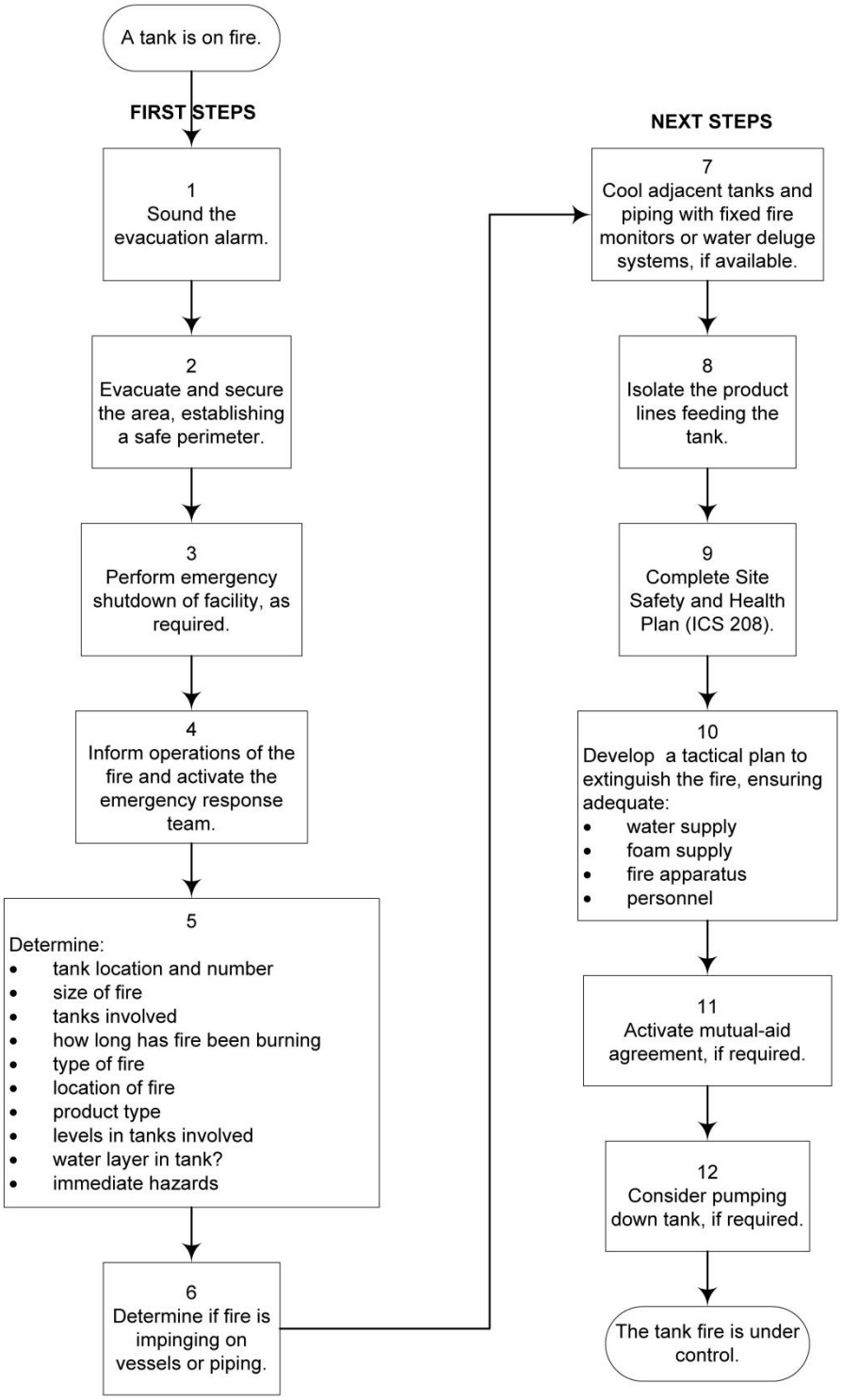
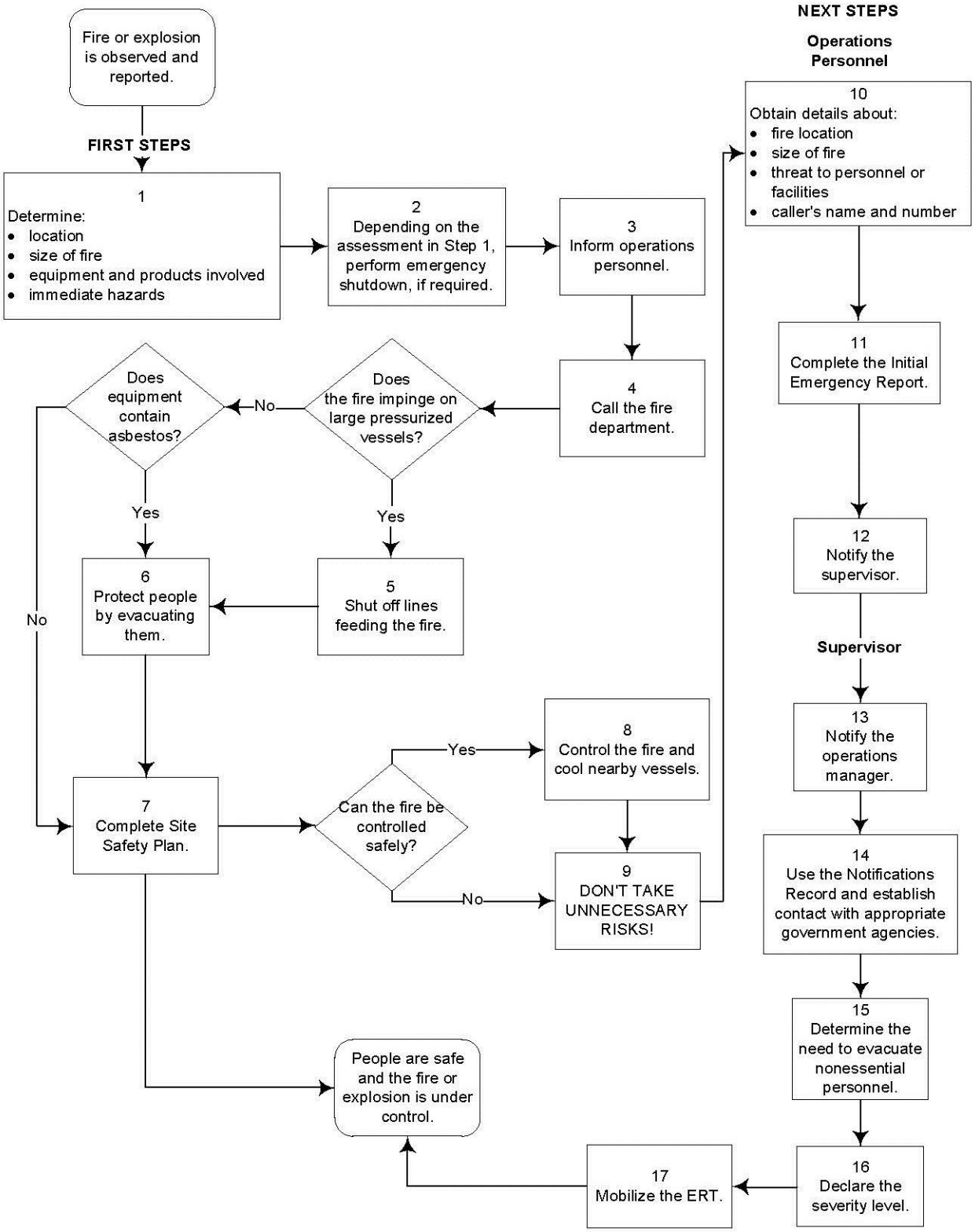


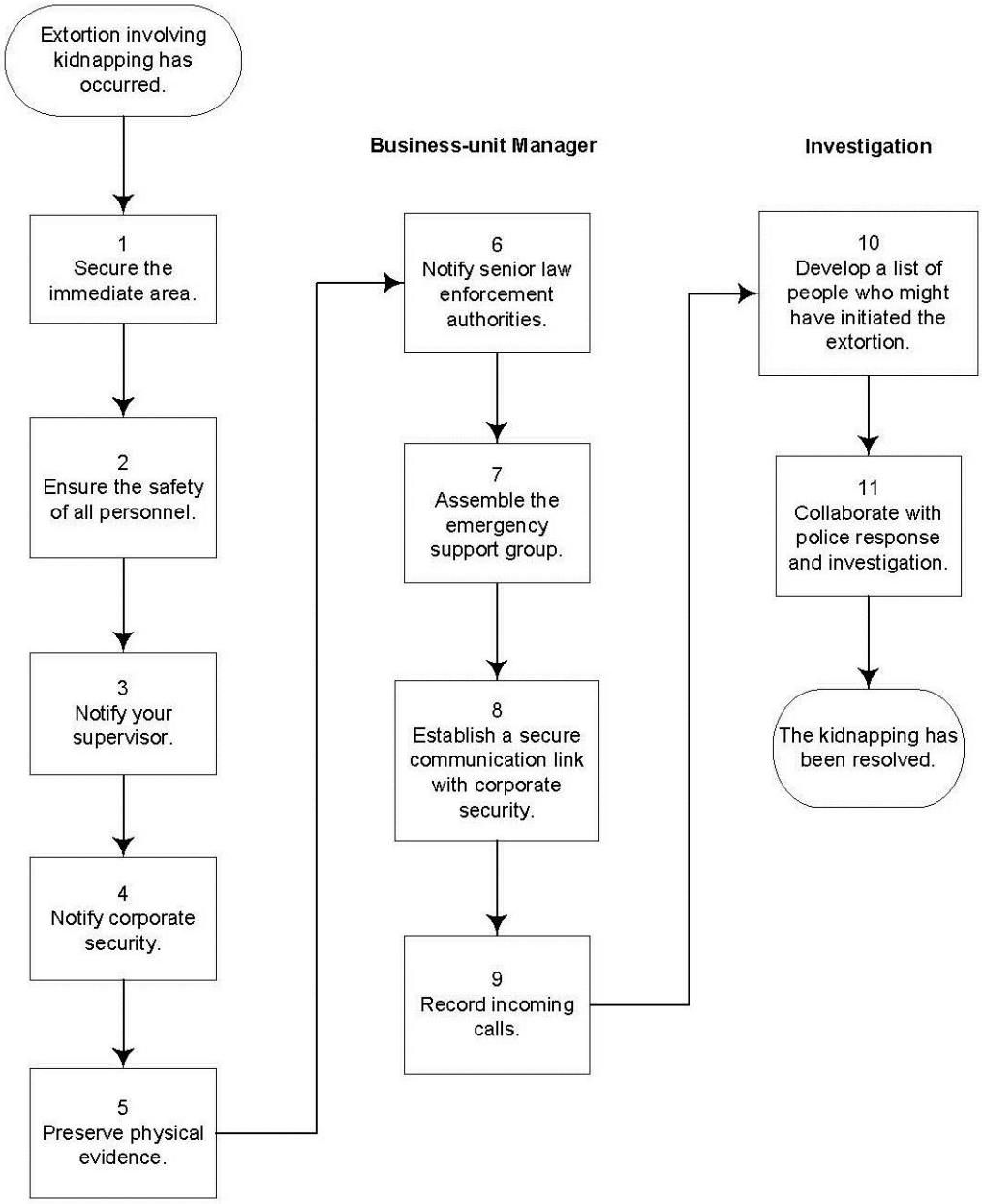
Figure 3.8 Fire or Explosion Flowchart



3.18 Kidnapping Incident

Extortion Involving Kidnapping Checklist	
Key Tips	
✓	Priorities are: • Safe release of the victim • Supporting the victim's family • Protecting ExxonMobil's legal interests and due diligence requirements • Minimizing management disruption and stress • Documenting events as they occur
✓	Imperial and ExxonMobil's policy is to contact appropriate, trustworthy, senior law enforcement authorities and cooperate to an agreed and mutually satisfactory level. Notification timing will vary but should not precede the notification protocols.
✓	Most kidnapping cases result in a negotiation between the victim's employer and the terrorist or criminal organization holding the victim. Sometimes more than one organization will claim to be holding the victim.
✓	The kidnappers will likely use pressure tactics to panic the victim's company and family.
✓	Communication might be erratic and subject to misunderstanding.
First Steps	
✓	Secure the immediate area.
✓	Ensure the safety of all personnel.
✓	Notify your supervisor.
✓	Notify corporate security. (If unavailable, activate the emergency response team.)
✓	Preserve physical evidence.
Next Steps	
Business Unit Manager	
✓	Notify senior law enforcement authorities.
✓	Assemble the emergency support group.
✓	Establish a secure communication link with corporate security.
✓	Record incoming calls.
Investigation	
✓	Develop a list of people who might have initiated the extortion.
✓	Collaborate with police response and investigation.

Figure 3.9 Extortion Involving Kidnapping Flowchart



3.19 Man Overboard

Man Overboard Checklist	
Key Tips	
✓	Account for all personnel and contractors
✓	Full attention for injured parties
✓	Establish a mobile center for legal assistance and counseling
✓	Establish a mobile claims center
First Steps	
✓	Isolate impacted area
✓	Evacuate surrounding public and block necessary roads/highways
✓	Notify local agencies (e.g. police, fire, highway patrol)
✓	Notify environmental agencies, military, Coast Guard or Navy, Oil and Gas agencies, Port Authority
✓	Mobilize search and rescue teams
✓	Begin active air/marine search with all available resources • Platform Retrieval material: ladder rope, stokes, cranes • Capsule – prove adequate manpower, crane operations • Boat – utilize field boat or commuters • Helicopter – notify Coast Guard or Navy
✓	Identify victims and notify victim's families
✓	Establish triage, treatment, and transportation functions
✓	Coordinate medical assistance and transportation to specialty hospitals (e.g. burn center)
✓	Place company aircraft/vessels on standby
✓	Authorize P&GA news releases (names of injured withheld pending notification from next of kin)

3.20 Medical Emergency

3.20.1 Serious Injury/Illness/Fatality

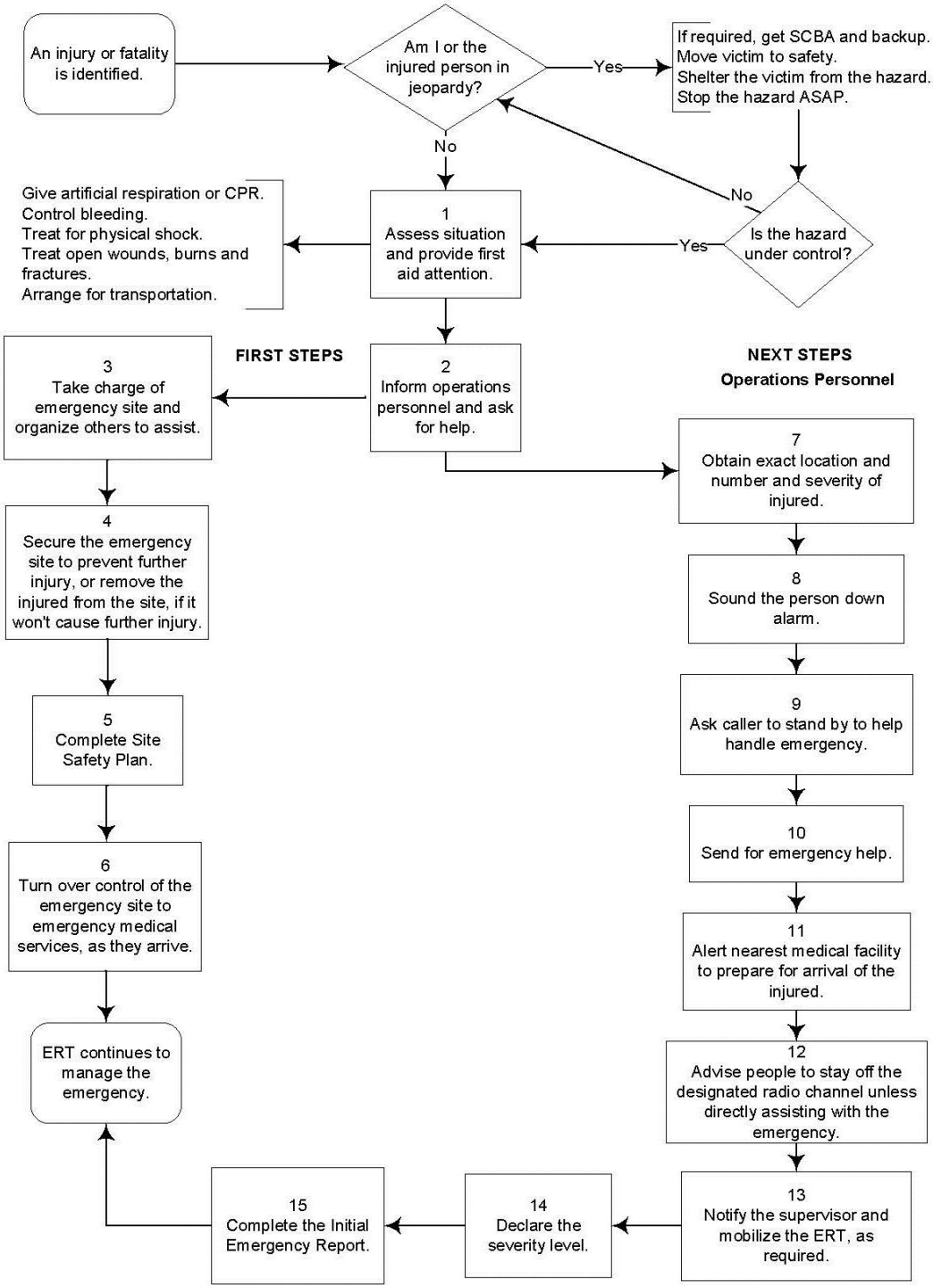
Medical Emergency Checklist	
Key Tips	
✓	Don't attempt a rescue from a confined space or a toxic atmosphere unless you have appropriate breathing protection and a backup.
✓	Don't move victims unless leaving them will cause further injury or endanger their lives.
✓	Administer required first aid in the following order: • Give artificial respiration (victims of H2S exposure require resuscitation within three minutes). • Control bleeding. • Treat for physical shock. • Treat open wounds, burns and fractures. • Arrange for transportation.
✓	Don't disturb the scene beyond what's required to rescue the victim. The conditions must be preserved for the incident investigators, e.g., police, coroner or key government agency.
First Steps	
✓	Assess the situation and provide immediate first aid attention.
✓	Inform operations personnel of the situation and ask for help.
✓	Take charge of the emergency site and organize others to assist.
✓	Secure the emergency site to prevent further injury or remove the injured from the area if it can be done without causing further injury.
✓	Complete Site Safety and Health Plan (ICS 208) (see Sect. 11).
✓	Turn over control of the emergency site to emergency personnel as they arrive.
Next Steps	
Operations Personnel	
✓	Obtain information on: • exact location of injured people • number of injured • severity of injuries
✓	Sound the *person down* alarm for your site. NOTE: All advanced first aiders (AFAs) should respond to the call unless told differently.
✓	Ask the caller to stand by to help handle the emergency.
✓	Send for appropriate emergency help, e.g., 911 or Emergency Link Centre.
✓	Alert the nearest medical facility to prepare for the arrival of the injured.
✓	Advise people to stay off the designated radio channel unless they are directly assisting in the emergency.
✓	Notify the supervisor and mobilize the emergency response team as required.
✓	Declare the emergency (severity) level.
✓	Complete the General Incident Report, when possible (see Sect. 11).

Medical Emergency Checklist	
Follow-Up Steps	
Operations Manager or On-Scene Commander	
✓	Ensure appropriate government agencies are contacted.
✓	After consulting with human resources and the medical department, personally contact the injured employee's next of kin to offer timely and compassionate support.
✓	When contractors are injured, personally contact the supplier's employer to offer timely and compassionate support.
✓	Arrange for all necessary support, both physical and emotional.
✓	Support internal and external reporting and investigations.
If stress debriefing is necessary:	
✓	Make arrangements for responders and coworkers.
✓	Notify divisional executive.

3.20.2 Multiple Casualties

Additional ambulance services can be called as required. Consult with the senior responding emergency medical services representative, firefighter or police officer to arrange transportation.

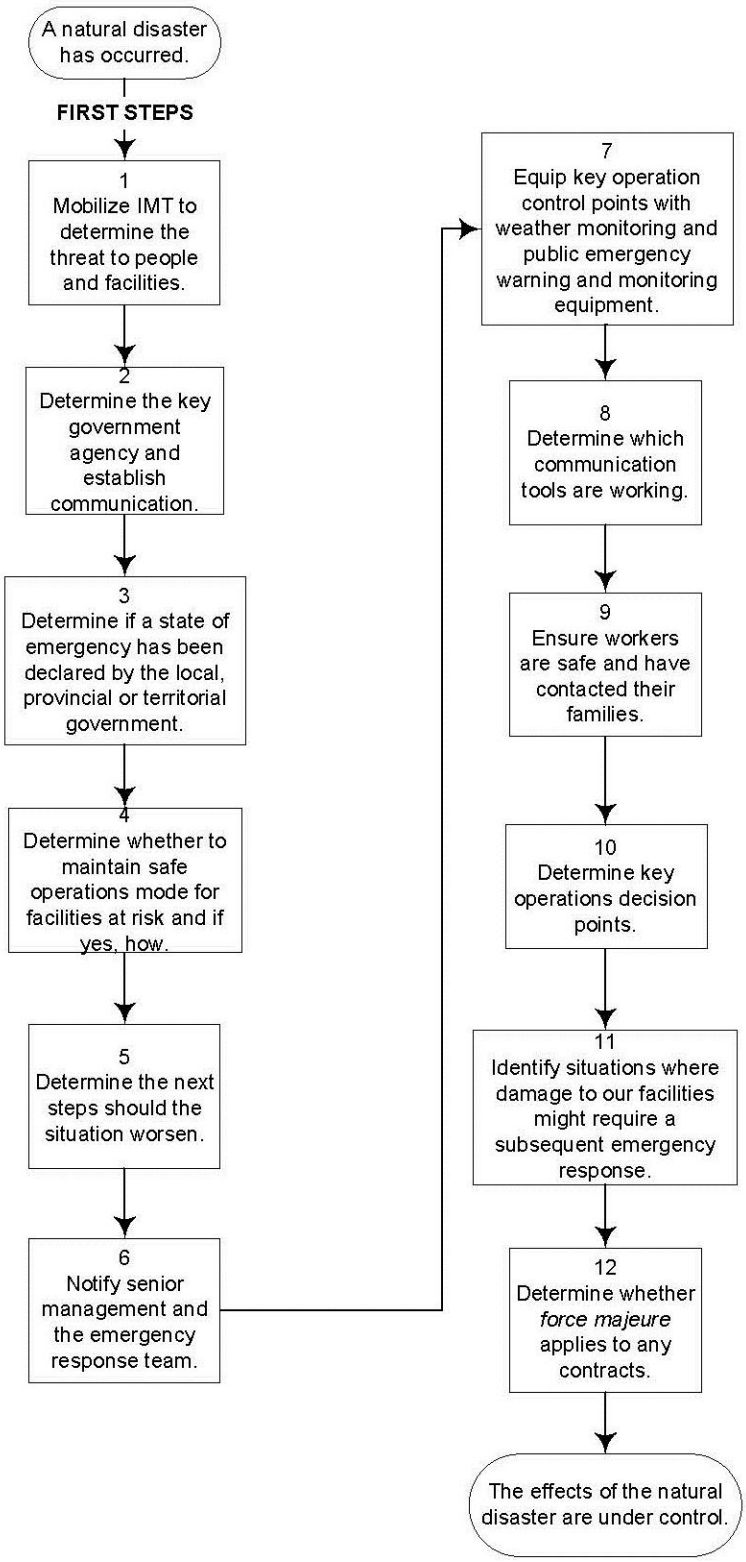
Figure 3.10 Injury or Fatality Flowchart



3.21 Natural Disaster

Natural Disaster Checklist	
Key Tips	
✓	Our goal is to protect people and facilities from the effects of natural disasters, such as a forest fire, flood, tornado, earthquake or severe weather.
✓	Be prepared for public infrastructure systems, e.g., telecommunication, transportation or power, to overload or have outages.
✓	Be prepared to respond to requests and directives from government representatives.
First Steps	
✓	Determine the threat to people and facilities.
✓	Determine which government agency is in charge and establish communication with them.
✓	Determine if a state of emergency has been declared by the local, provincial or territorial government.
✓	Determine whether to maintain safe operations mode for facilities at risk and if yes, how.
✓	Determine the next steps should the situation worsen. (How will severity be measured? What change in severity warrants a change in response strategy?)
✓	Notify senior management and emergency response team.
✓	Equip key operation control points with weather monitoring and public emergency warning and monitoring equipment, e.g., radios.
✓	Determine which communication tools are working, e.g., phone, radio, fax, PCs, LAN-based equipment and public address system.
✓	Ensure workers are safe and have contacted their families.
✓	Determine key operations decision points.
✓	Identify situations where damage to our facilities might require a subsequent emergency response, e.g., fire or spill and develop contingency plans.
✓	Determine if *force majeure* (act of God) applies to any contracts, e.g., gas supply, receipt or delivery.

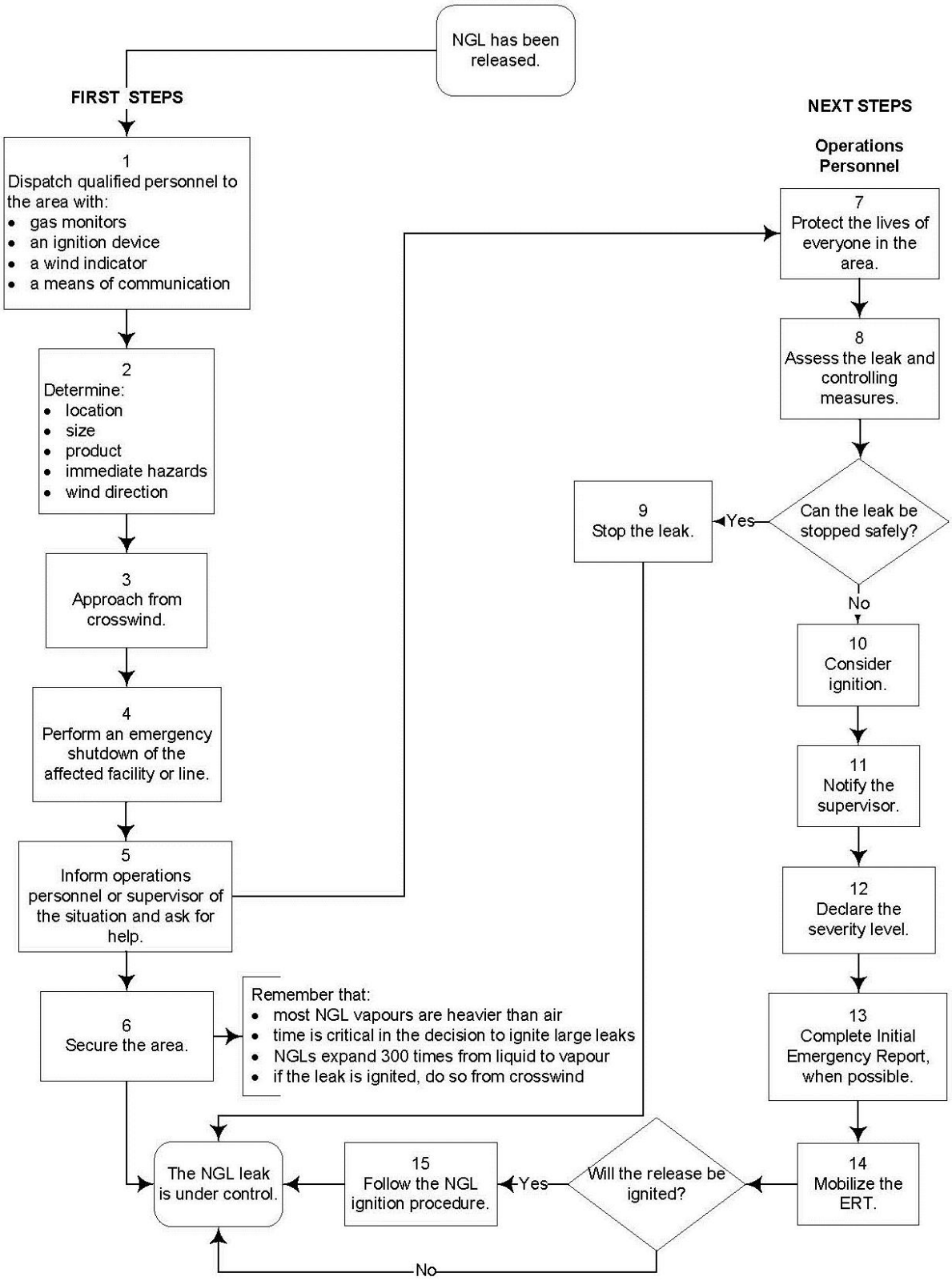
Figure 3.11 Natural Disaster Flowchart



3.22 NGL Release

NGL Release Checklist	
Key Tips	
✓	Don't attempt to investigate an NGL release without appropriate PPE.
✓	**Don't** enter the vapor cloud.
✓	Evacuate the area and eliminate ignition sources immediately.
✓	Ignition warranted – follow NGL ignition procedures
✓	Remember that: • methane vapors rise and dispense in a mushroom cloud formation • most NGL vapors are heavier than air • mobilize ERT and IMT • time is critical in the decision to ignite large leaks • NGLs expand 300 times when changing from liquid to vapor
✓	Establish roadblocks if release is near roads.
First Steps	
✓	Dispatch qualified personnel to the area with gas monitors, an ignition device, a wind indicator and means of communication.
✓	Determine: • location • size • product • immediate hazards (nearby ignition sources) • wind direction
✓	Approach from crosswind.
✓	Perform an emergency shutdown of the affected facility or line.
✓	Inform operations personnel or supervisor of the situation and ask for help.
✓	Activate ERT and IMT.

Figure 3.12 NGL Release Flowchart



NGL Release Checklist	
Next Steps	
Operations Personnel	
✓	Protect lives of everyone in the area.
✓	Assess the leak and controlling measures, taking into account: • whether the leak will continue to spread if it isn't ignited • whether residents are safe or should be evacuated • what toxic conditions and topography are doing to the vapor cloud • whether ignition will cause additional fire hazards • whether personnel can ignite the leak safely • whether the subsequent fire can be controlled
If the leak can be stopped safely:	
✓	Stop the leak.
If the leak can't be stopped safely:	
✓	Consider ignition.
✓	Notify the supervisor.
If the release will be ignited:	
✓	Follow NGL Ignition Procedure.
Supervisor	
✓	Notify the operations manager or backup.
✓	Complete the General Incident Report, when possible (see Sect. 11).
✓	Using the Notifications Record (see Sect. 11), confirm that the lead agencies, particularly the key government agencies, have been notified and notify the Imperial risk management group, within seven days (see Appendix A).
Operations Manager	
✓	Notify: • divisional management • public affairs
✓	Ensure steps have been taken to protect the health and safety of the public.
✓	Make the necessary emergency contacts.
✓	Declare the emergency (severity) level (see Figure 4-1).
✓	Mobilize the ERT and IMT, as required NOTE: Consider the worst possible cases and test against plans and resources (staff and services).
✓	Initiate the mobilization of the corporate regional emergency operations center as required.
Environmental and Regulatory Team	
✓	Assess the situation at the emergency site.
✓	Contact appropriate key government agencies.
✓	Provide advice regarding: • spill control • spill cleanup • company and government reporting requirements

3.22.1 NGL Ignition Standards

Responsibilities

If the emergency situation is critical, on-site personnel with accredited training in ignition procedures (such as that available from Enform) are authorized to ignite the release without consultation. If time allows, the on-scene commander, on-site personnel and the key government agencies representative might be consulted to make the decision to ignite.

Recommended Ignition Device

The recommended ignition device is a Heckler and Koch, 26.5 mm caliber, P2A1 signal pistol with a 4-caliber flare shell. Alternatively, using this pistol with an insert and a 12-gauge flare shell gives reasonable accuracy up to 700 feet (213 m).

Notes and Cautions

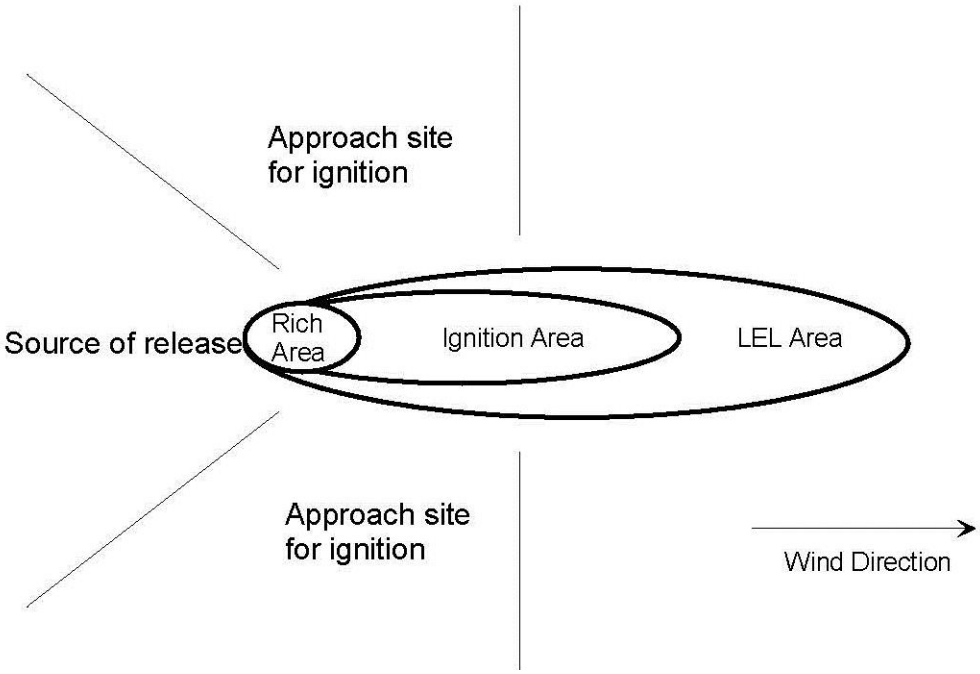
Imminent danger from the plume might force ignition before backup personnel, suitable clothing and other personal protective devices, or special equipment can be obtained. Weigh the risks carefully.

Liquids from the leak could briefly put out the fire and then reignite. This might happen in cycles.

When the ground is covered with snow, liquid hydrocarbons evaporate very slowly and pools of flammable liquid can remain hidden for a long time. Be aware of all ignition sources and take steps to control them.

NGL Ignition Procedure	
✓	Using gas monitoring and combustible gas detector measurements, establish the location of the cloud perimeter.
✓	Evacuate the hazardous area.
✓	Secure the area to prevent anyone from entering.
✓	Account for all on-site response personnel and plan an escape route.
✓	Monitor wind direction and speed as well as ambient temperatures.
✓	Prepare for ignition. • Select the approach area (see Figure 3-13). • Determine the gas perimeter by checking for explosive gas mixtures (using a portable combustible gas detector). • Remember, the cloud perimeter is changing and propane and butane vapors are heavier than air. • Have suitable emergency vehicles on standby.
✓	Prevent all potential injuries. • Designate an ignition team and a backup team if there are other qualified personnel present. • Take into account the potential danger — for people, inhabited buildings and other facilities in the immediate area — and the fire hazard for crops and forests, as well as wind conditions, topography and the ability to control the ignited gas source. • Put on fire-resistant clothing and eye protection. • Carry an explosion-proof radio and a properly calibrated LEL detector.
✓	Approach the ignition site from crosswind and restrict everyone else to the *safe area.*
✓	Confirm the cloud perimeter by checking for explosive gas mixtures using a combustible gas detector.
✓	Tell the on-scene commander and people in the safe area that the cloud is about to be ignited.
✓	Test the approved ignition device.
✓	Starting at a conservative distance (300 m) crosswind of the cloud perimeter, begin firing flares toward the perimeter (cloud edge).
✓	Move toward the cloud perimeter with each successive shot until the flare reaches the point in the cloud where air-to-fuel mixtures are correct for ignition.
✓	Control unwanted fire but do not extinguish the burning vapors.

Figure 3.13 Approach Sites for NGL Plume Ignition

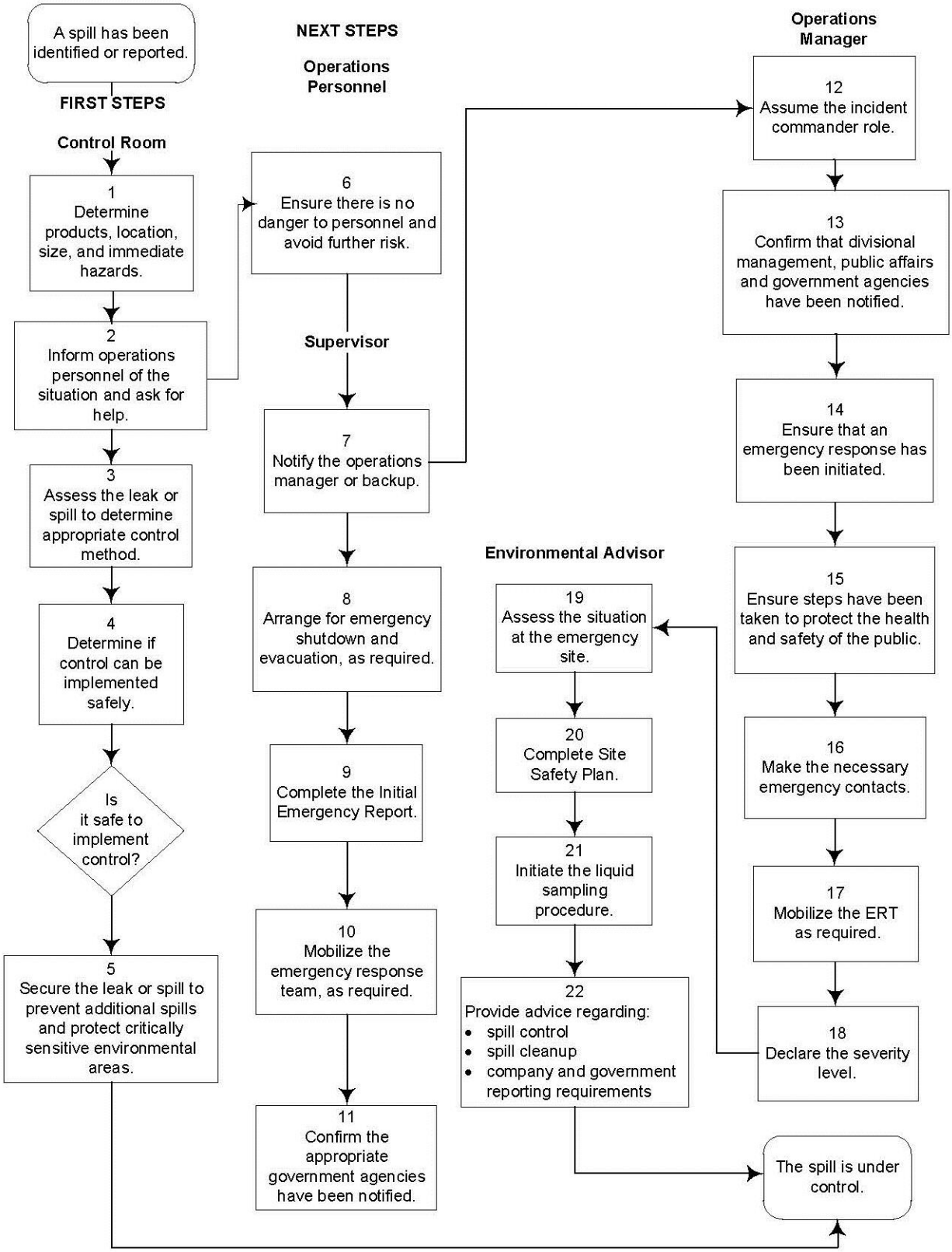


3.23 Oil Spill

Oil Spill Checklist	
Key Tips	
✓	Protect the lives of everyone in the area.
✓	Don't attempt to control a spill without appropriate personal protective equipment (PPE).
✓	Determine wind direction and approach from upwind; spills might give off ignitable and toxic vapors.
✓	Don't walk in or drive on the spilled product.
✓	Exercise due care; leaking flanges and valve packings can be damaged when tightened.
✓	Prevent spills from entering water; effective barriers and absorbents are snow, clay, dirt, bales of hay or straw and artificial absorbents.
First Steps	
✓	Determine: • Products • Location • Size • Immediate hazards
✓	Inform operations personnel of the situation and ask for help.
✓	Assess the leak or spill to determine the most appropriate control method.
✓	Determine if control can be implemented safely.
If safe to do so:	
✓	Secure the leak or spill site to prevent additional spills and to protect critically sensitive environmental areas, e.g., waterways.
Next Steps	
Supervisor	
✓	Notify the operations manager or backup.
✓	Complete the General Incident Report, when possible (see Sect. 11).
✓	Using the Notifications Record (see Sect. 11), confirm that the lead agencies, particularly the key government agencies, have been notified and notify the Imperial risk management group, within seven days (see Appendix A).
Operations Manager	
✓	Notify: • divisional management • public affairs
✓	Ensure steps have been taken to protect the health and safety of the public.
✓	Make the necessary emergency contacts.
✓	Declare the emergency (severity) level (see Figure 4-1).
✓	Mobilize the ERT and IMT, as required NOTE: Consider the worst possible cases and test against plans and resources (staff and services).
✓	Initiate the mobilization of the corporate regional emergency operations center as

	required.
Environmental and Regulatory Team	
✓	Assess the situation at the emergency site.
✓	Contact appropriate key government agencies.
✓	Initiate the sampling procedure.
✓	Provide advice regarding: • spill control • spill cleanup • company and government reporting requirements

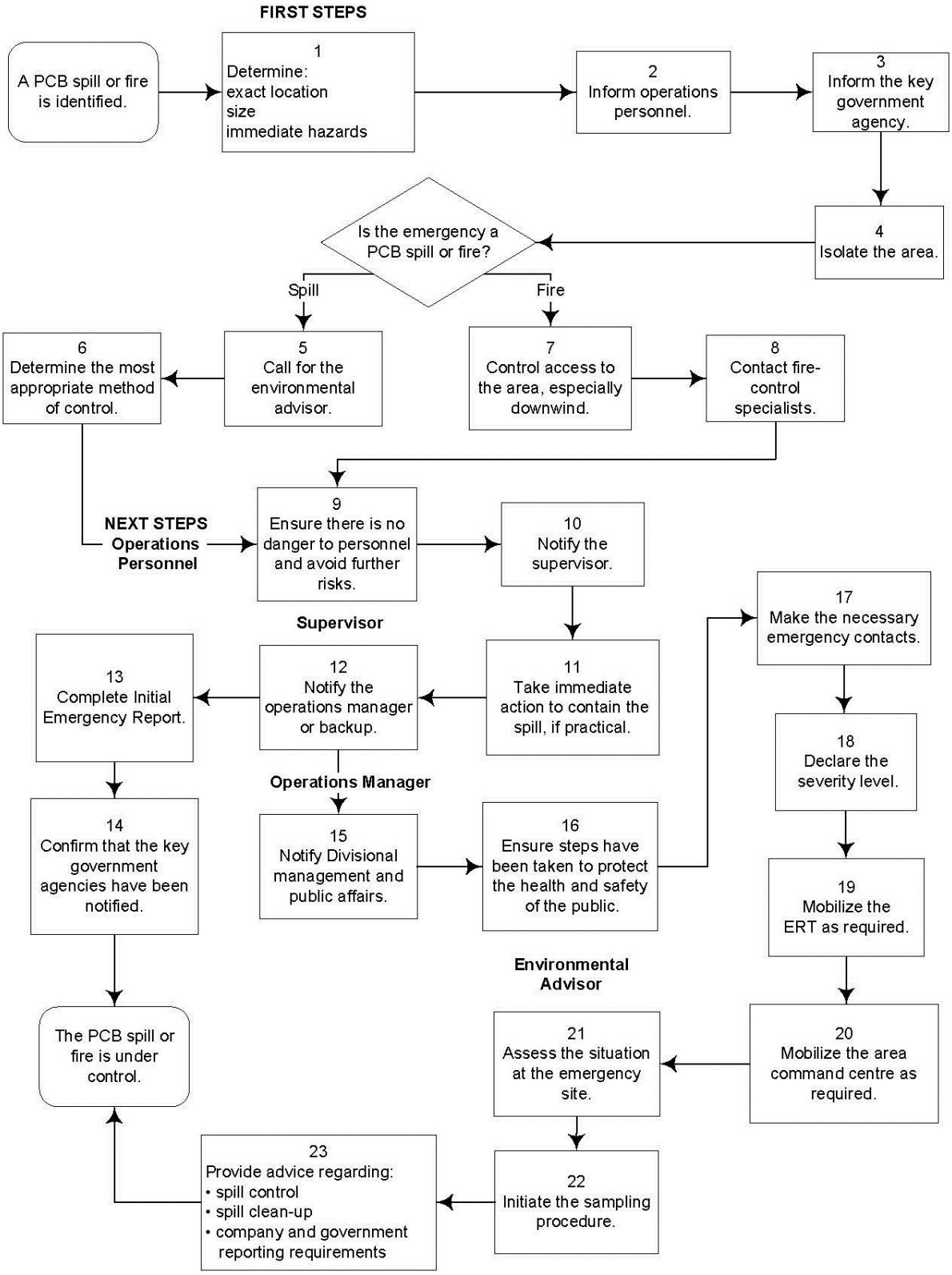
Figure 3.14 Spills Flowchart



3.24 PCB Spill or Fire

PCB Spill or Fire Checklist	
Key Tips	
✓	An emergency involving PCBs is at least a Level 2 emergency.
✓	Don't walk in or drive on the spilled product.
✓	Prevent spills from entering water; effective barriers and absorbents are snow, clay, dirt, bales of hay or straw and artificial absorbents.
✓	PCB fires contain large quantities of contaminated oily soot.
✓	The personal protective equipment required is: • rubber boots and gloves • disposable coveralls (for liquid or chemical protection) • face shield or chemical splash goggles
✓	PCB storage requires monthly inspection for leaks.
✓	Immediately report any sign of leakage to the safety and environmental advisor.
First Steps	
✓	Determine the exact location, size and immediate hazards.
✓	Inform operations personnel and ask for help.
✓	Isolate the area.
If it is a spill:	
✓	Call the environmental advisor.
✓	Assess the leak or spill to determine the most appropriate method of control.
If it is a fire:	
✓	Control access to the area with specific concern for downwind.
✓	Contact fire-control specialists.
Next Steps	
Operations Personnel	
✓	Ensure there is no danger to personnel and avoid further risks.
✓	Notify the supervisor.
✓	Take immediate action to contain the spill.
Supervisor	
✓	Notify the operations manager or backup.
✓	Complete the General Incident Report, when possible (see Sect. 11).
✓	Using the Notifications Record (see Sect. 11), confirm that the lead agencies, particularly the key government agencies, have been notified and notify the Imperial risk management group, within seven days (see Appendix A).

Figure 3.15 PCB Spill or Fire Flowchart



PCB Spill or Fire Checklist	
Next Steps	
Operations Manager	
✓	Notify: • divisional management • public affairs
✓	Ensure steps have been taken to protect the health and safety of the public.
✓	Make the necessary emergency contacts.
✓	Declare the emergency (severity) level (see Figure 4-1).
✓	Mobilize the ERT and IMT, as required NOTE: Consider the worst possible cases and test against plans and resources (staff and services).
✓	Initiate the mobilization of the corporate regional emergency operations center as required.
Environmental and Regulatory Team	
✓	Assess the situation at the emergency site.
✓	Contact appropriate key government agencies.
✓	Initiate the sampling procedure.
✓	Provide advice regarding: • spill control • spill cleanup • company and government reporting requirements

3.24.1 Liquid Sampling Standards

Sample integrity is critical. Therefore, ensure the following standards are adhered to:

- A witness must be present when samples are being taken.
- Sample date, time, location, sampler's name and witness' name must be recorded on the bottle.
- Samples must be contained in bottles with tamper-proof seals.
- Samples must be stored in a **locked** container that is kept cool (4°C) and shaded.
- Each time a sample changes custody, a Change of Custody form must be completed. This form **must** stay with the sample.

3.24.2 Liquid Sampling Procedures

1. Refer to the completed General Incident Report and record the following spill information:
   • Date
   • Time
   • Location
   • Entry point into waterways
2. Place a 1-L sample of the contaminating liquid in an amber-colored bottle.
3. For control purposes, obtain a 1-L sample of uncontaminated water from upstream of the spill.
4. Obtain 1-L samples of contaminated water from the spill site and from various points downstream of the spill.
5. Track the spill along the waterways to predict the spill's future course.

3.25 Personal Safety

Personal Safety Checklist	
Key Tips	
✓	Personnel must avoid traveling alone.
✓	Personnel must avoid traveling at night or in severe stormy conditions Note: It is more difficult to hold one's own with an attacker when visibility is limited.
✓	Personnel must inform someone of plans to travel at night, including their expected time of departure, destination, time of arrival, and the route they will take.
✓	Personnel should ensure that all communication devices are in working order before leaving a living or working area.

Carjackings are a significant risk in some regions. Using the caravan system and limiting travel after dark can reduce the danger of carjacking. Resisting during a carjacking attempt is not recommended. In some regions, carjackers injure or kill resisting victims.

The occurrence and severity of acts of violence are often a result of poorly-planned trips or a failure to follow common sense for a particular region.

Personnel can employ many planning activities to prevent street violence and on-compound attacks.

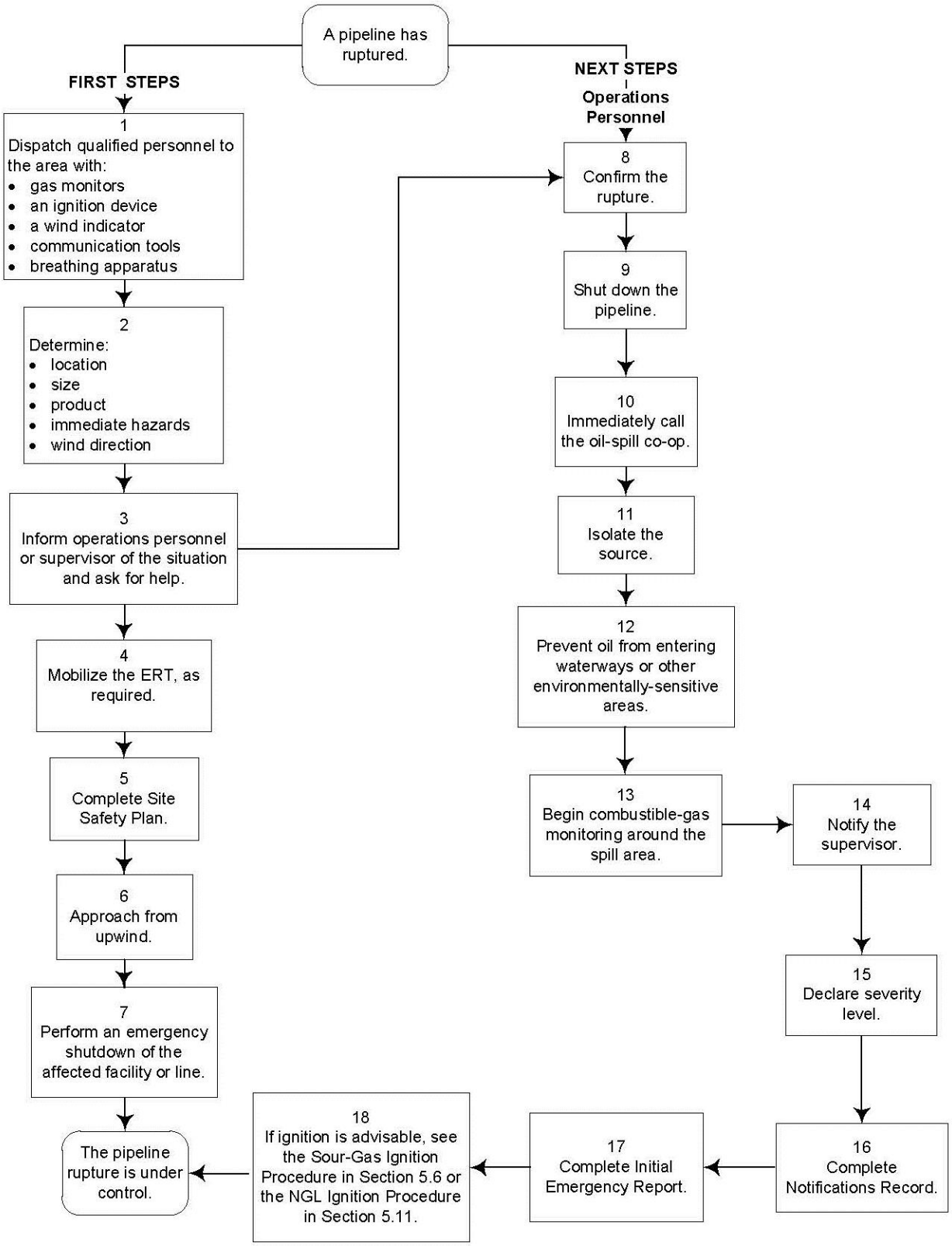
In questionable regions, ExxonMobil personnel must:

- Follow all security measures.
- Be aware of cultural issues.
- Be aware of current events in the region

3.26 Pipeline Leak/Rupture

Piping Rupture/Leak Checklist	
Key Tips	
✓	Don't walk or drive into the leak area (there might be a vapor cloud).
✓	Ensure people wear fire-resistant, protective workwear.
✓	Evacuate the area and eliminate ignition sources.
✓	Perform an emergency shutdown of the affected facility or line.
✓	If it's necessary to ignite the leak, choose the ignition procedure according to the nature of the product: • see the Sour-Gas Ignition Procedure in Sect. 3.29 • see the NGL Ignition Procedure in Sect. 3.22
✓	Remember that: • most NGL vapors are heavier than air • NGLs expand 300 times when changing from liquid to vapor • time is critical in the decision to ignite large leaks
✓	Call the key government agencies immediately in the event of an uncontrolled release of sour gas.
First Steps	
✓	Dispatch qualified personnel to the area with gas monitors, an ignition device, a wind indicator, communication tools and air-supplied respiratory equipment, as required.
✓	Determine: • location • size • product • immediate hazards • wind direction
✓	Inform operations personnel of the situation and ask for help.
✓	Complete Site Safety and Health Plan (ICS 208) (see Sect. 11).
✓	Approach from upwind.

Figure 3.16 Pipeline Rupture Flowchart



Piping Rupture/Leak Checklist	
Next Steps	
Operations Personnel	
✓	Confirm the rupture.
✓	Shut down the pipeline.
✓	Notify the supervisor.
✓	Isolate the source.
✓	Immediately call the oil-spill co-op, if required.
✓	Prevent oil from entering waterways or other environmentally sensitive areas.
✓	Begin combustible-gas monitoring around the spill area.
✓	Declare regulatory body emergency (severity) level.
✓	If ignition is advisable, see the Sour-Gas Ignition Procedure in Sect. 3.29 or the NGL Ignition Procedure in Sect. 3.22.
Supervisor	
✓	Notify the operations manager or backup.
✓	Complete the General Incident Report, when possible (see Sect. 11).
✓	Using the Notifications Record (see Sect. 11), confirm that the lead agencies, particularly the key government agencies, have been notified and notify the Imperial risk management group, within seven days (see Appendix A).
Operations Manager	
✓	Notify: • divisional management • public affairs
✓	Ensure steps have been taken to protect the health and safety of the public.
✓	Make the necessary emergency contacts.
✓	Declare the emergency (severity) level (see Figure 4-1).
✓	Mobilize the ERT and IMT, as required NOTE: Consider the worst possible cases and test against plans and resources (staff and services).
✓	Initiate the mobilization of the corporate regional emergency operations center as required.
Environmental and Regulatory Team	
✓	Assess the situation at the emergency site.
✓	Contact appropriate key government agencies.
✓	Initiate the sampling procedure.
✓	Provide advice regarding: • spill control • spill cleanup • company and government reporting requirements

3.27 Radiation Release

Radiation Release Checklist	
First Steps	
✓	Secure the area.
✓	Call for help.
✓	Notify the radiation safety officer.
If personnel have been contaminated:	
✓	Immediately seek qualified medical assistance.
✓	Immediately flush the contaminated area(s) with copious quantities of water.
✓	Use a mild detergent to help remove the contamination.
✓	Periodically check the contaminated skin with a portable contamination monitor to assess decontamination progress.
If decontamination is not progressing:	
✓	Do not use harsh cleaning agents or methods that could cause skin damaged.

3.27.1 Response Procedures

Although it is very unlikely that damage to an industrial radiation device will result in the release of radioactive material, it is important that procedures be in place to deal with the possibility.

Radiation device sealed radioactive sources, along with their lead and steel source shields, are designed to withstand normal physical abuse and exposure to fire. Failure of either the radioactive source encapsulation or the source shielding can create radioactive contamination and radiation exposure problems in the workplace. The instructions described below are to be followed whenever a radiation device is involved in an incident and/or where there is the potential for personnel to be put at risk.

3.27.2 Situations Requiring ER Action

Emergency response procedures shall be initiated whenever a radiation device is exposed to fire, explosion, and corrosion or has experienced other physical damage or is lost or suspected stolen. The individual who discovers the problem shall follow these steps:

1. While remaining at a safe distance of not less than 100 meters from the radiation device, prevent personnel from entering the area around the damaged source housing.

2. Contact by radio or have someone else contact the radiation safety officer and emergency response person or job title identified on the radiation hazard warning sign.

If another person was assigned the task of contacting the emergency response person:

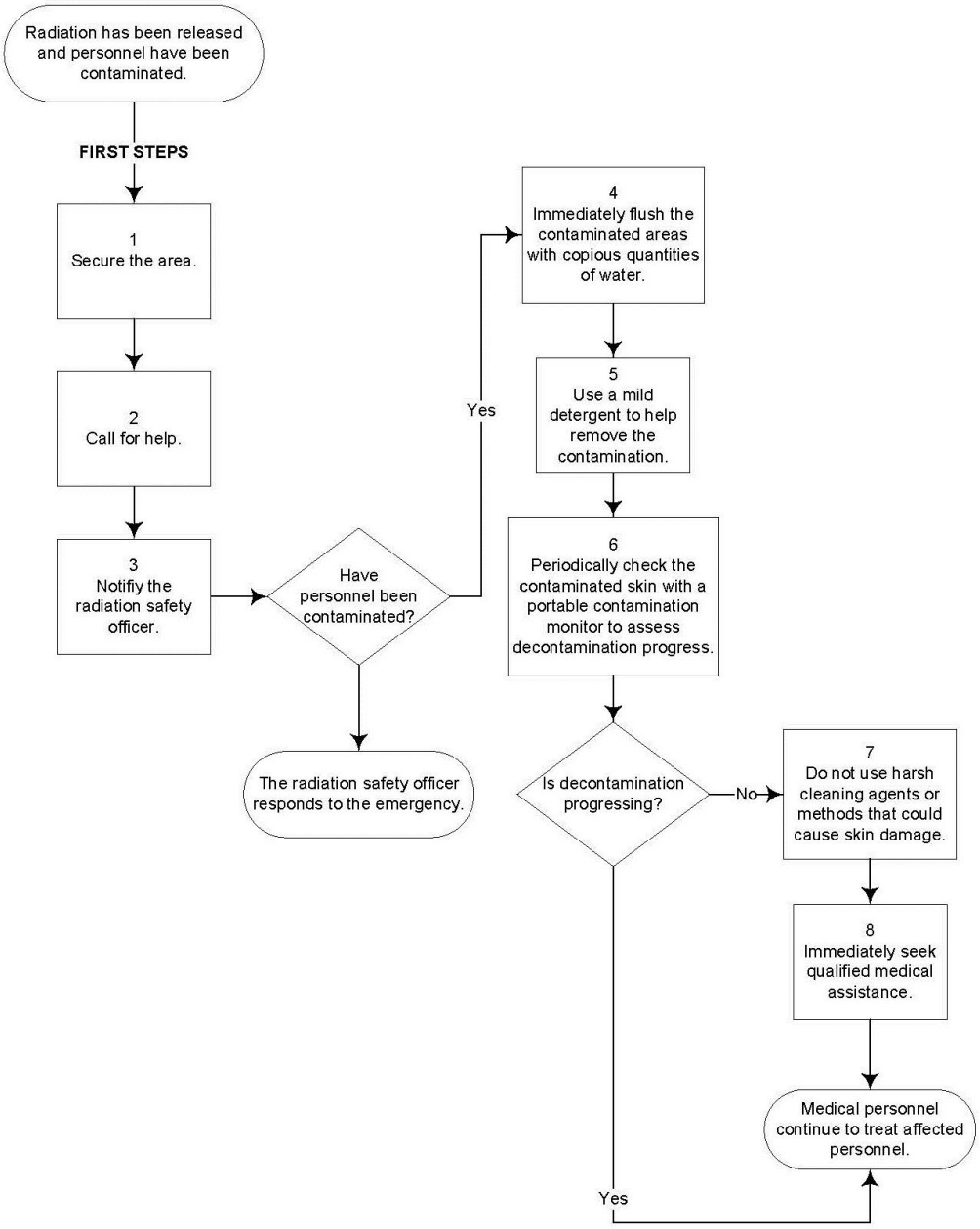
3. The other person must report back to the individual who discovered the problem, confirming that the emergency response person or job title has been contacted.

If the other person who was assigned the task of contacting the emergency response person does not report back:

4. The individual who discovered the problem must request another person to repeat steps 2 and 3.

Treating Personnel Contaminated with Radioactive Material	
✓	Immediately flush the contaminated area(s) with copious quantities of water.
✓	Use a mild detergent to help remove the contamination.
✓	Periodically check the contaminated skin with a portable contamination monitor to assess decontamination progress.
If decontamination is not progressing:	
✓	Do not use harsh cleaning agents or methods that could cause skin damaged.
✓	Immediately seek qualified medical assistance.

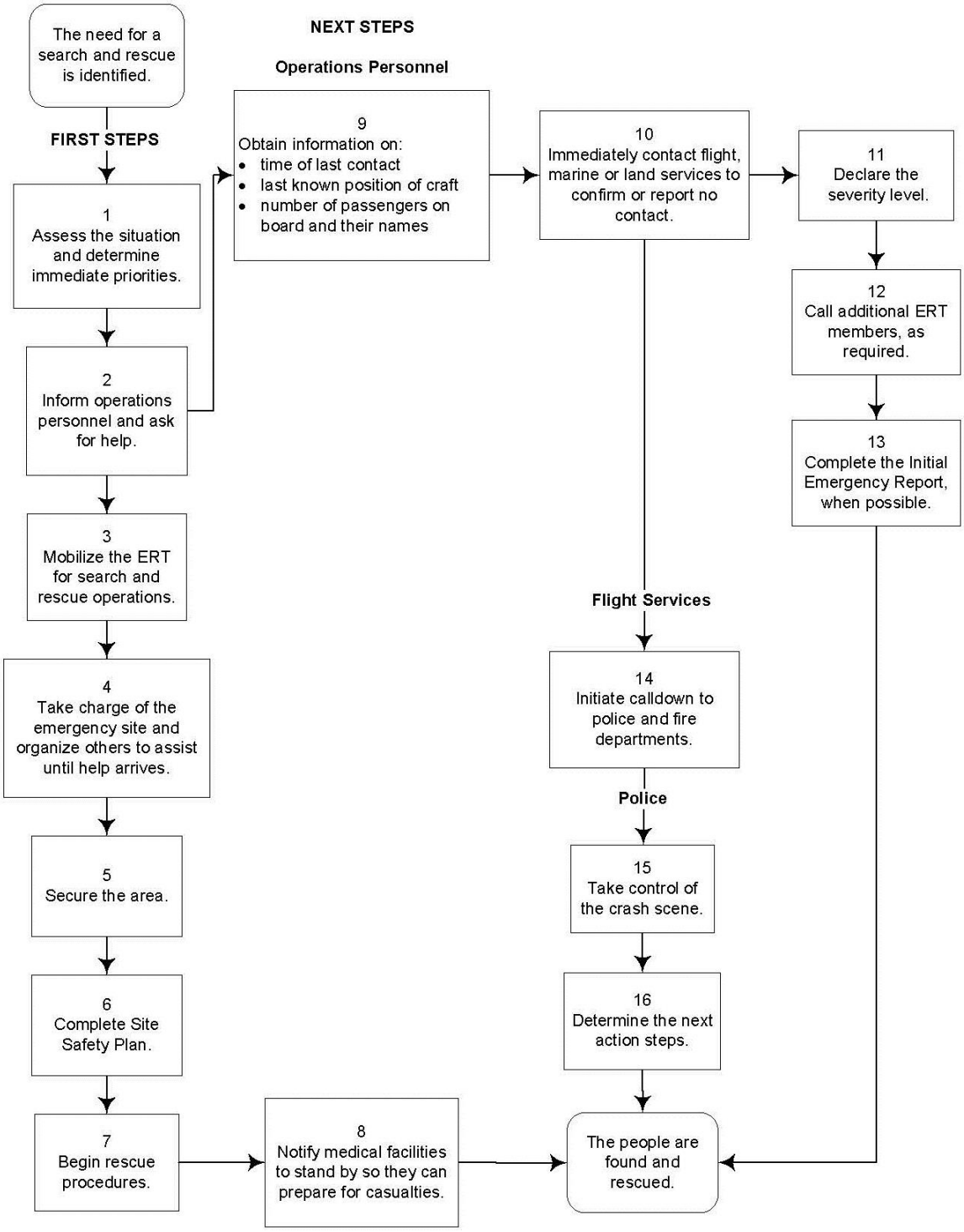
Figure 3.17 Radiation Release



3.28 Search and Rescue

Search and Rescue Checklist	
Key Tips	
✓	Don't attempt a rescue without appropriate personal protective equipment and backup.
✓	Administer first aid in the following order: • Administer artificial respiration. • Control bleeding. • Treat victim for physical shock. • Treat open wounds and burns, then suspected breakages and sprains. • Transport the victim.
✓	Prompt action is required for search and rescue operations.
First Steps	
✓	Assess the situation and determine immediate priorities.
✓	Inform operations personnel of the situation and ask for help.
✓	Mobilize the ERT or IMT for search and rescue operations.
✓	Take charge of the emergency site and organize others to assist until help arrives.
✓	Secure the area.
✓	Complete Site Safety and Health Plan (ICS 208) (see Sect. 11).
✓	Begin rescue procedures if safe to do so.
✓	Notify the medical facilities to stand by so they can prepare for casualties.
Next Steps	
Operations Personnel	
✓	Obtain the following information and record it on the Search and Rescue Record form (see Sect. 11): • time of last contact • last known position of craft • number of passengers on board and their names
✓	Immediately contact flight, marine or land services to confirm that people are missing or to report that there's been no contact with the party.
✓	Declare the emergency (severity) level.
✓	Call additional emergency response team members, as required.
✓	Complete the General Incident Report, when possible (see Sect. 11).
Police	
✓	Take control of the crash scene.
✓	Determine the next action steps. NOTE: Airport fire departments will only respond when requested by police or Imperial.

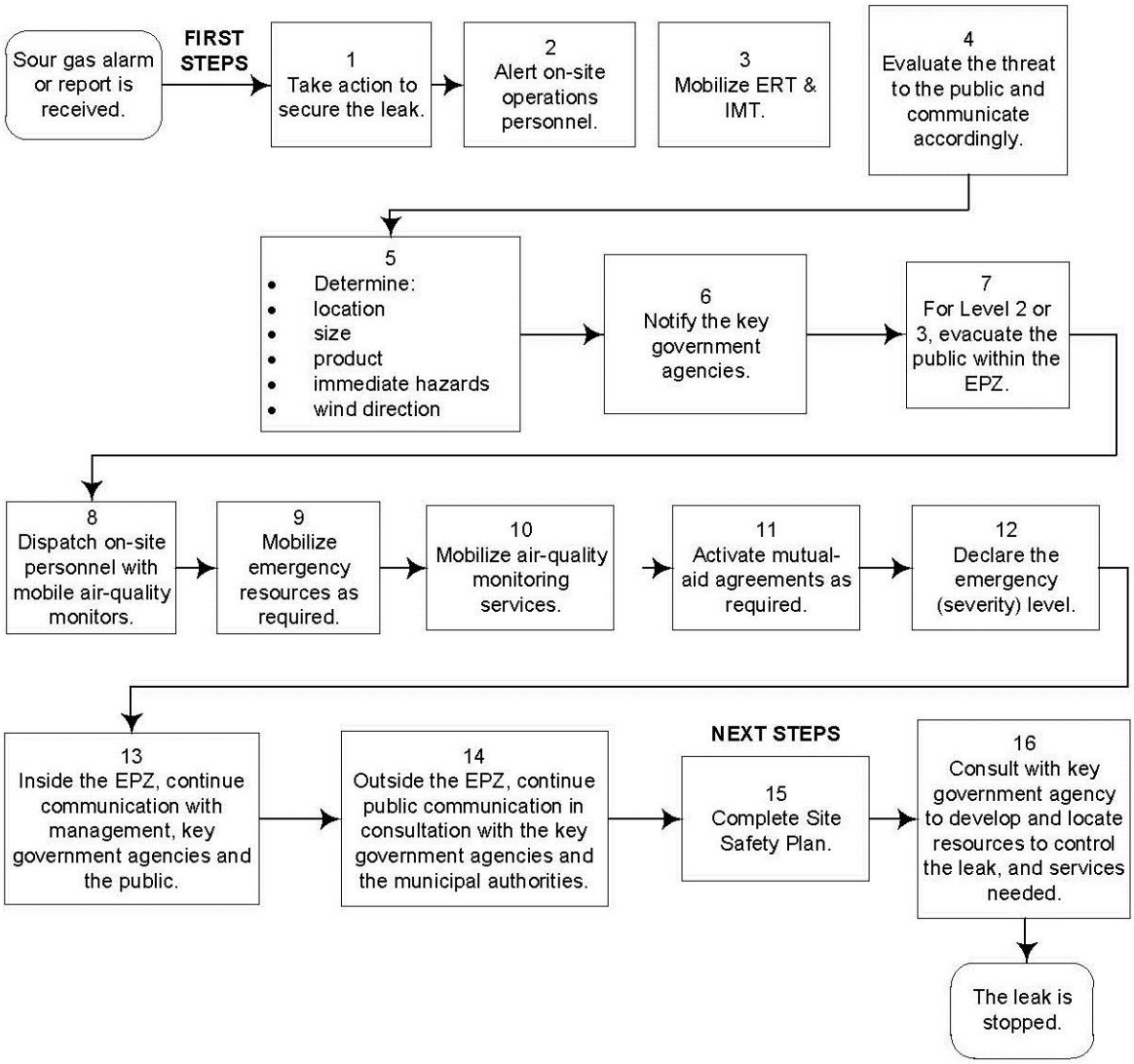
Figure 3.18 Search and Rescue Flowchart



3.29 Sour Gas

Sour Gas Release Checklist	
Key Tips	
✓	Immediately evaluate the potential threat to the public.
✓	Immediately notify your supervisor and production line management personnel.
✓	Initiate protective strategies: • secure the area • provide shelter • prepare to evacuate • prepare for ignition
✓	Call the key government agencies immediately in the event of an uncontrolled release of sour gas.
First Steps	
✓	Take action to secure the leak.
✓	Notify the key government agencies: • AER, OGC, NEB • Municipal disaster services • Provincial environmental agency • Public health authority
If the leak is not immediately controlled initiate an emergency response as follows:	
✓	Alert on-site operations personnel.
✓	Evaluate the threat to the public and communicate with the local authority to protect and inform
✓	Determine: • Location and size • H2S and SO2 concentrations • Wind direction • Potentially affected residents, trappers, transients and nearby industrial operations

Figure 3.19 Sour Gas Release Emergency Flowchart



3.29.1 EPZ Evacuation

The evacuation can occur in two stages: special-needs people (Level 1), followed by the general population (Level 2 or 3). Usually, residents within the EPZ will be notified by operations personnel responsible for urgent evacuation. The following procedure applies to those outside the EPZ or in a different quadrant.

H2S Level	Requirements
1 to 10 ppm (3-hour average)	Notify individuals as requested so that they can voluntarily evacuate before any exposure the H2S.
Above 10 ppm (3-hour average) *	Assess local conditions then advise everyone to either evacuate or shelter in place.
* If monitored levels over the three-minute interval are declining (e.g., three readings show a decline from 15 ppm to 10 ppm to 8 ppm over three minutes), evacuation might not be necessary even though the average over the three-minute interval would be 11 ppm. Use judgment to determine whether or not to evacuate.	
SO2 Level	**Requirements**
5 ppm (15-minute average) 1 ppm (3-hour average) 0.3 ppm (24-hour average)	The area must be evacuated immediately.

H_2S and SO_2 Release Evacuation Checklist	
If the emergency is an Emergency (Severity) Level 2 or greater the EPZ must be evacuated:	
✓	Evacuate the public within the EPZ, beginning with the IIZ, PAZ (those downwind and closest to the release).
✓	Dispatch on-site personnel with mobile air monitors to monitor the release (at Level 1).
If there is a public threat (real or perceived):	
✓	Mobilize emergency resources as required: • IMT • On-site Command Post (OSCP) • Calgary ESG • Emergency Support Center (ESC) • Police • Fire • EMS • Disaster Services
✓	Mobilize air-quality monitoring services, using Imperial personnel and monitors until contract services arrive (Levels 1, 2 and 3 only).
✓	Activate mutual-aid agreements as required.
✓	Declare the emergency (severity) level
✓	Continue communication with management, key government agencies and the public.

3.29.2 Public Evacuation

In the case of a gradual buildup of release concentrations, the order for an evacuation outside of the EPZ will usually be made by the local authority rather than by operations personnel. The local authority orders a general public evacuation when monitored concentrations have reached or are rapidly approaching the levels listed in this ERP and when they are expected to continue for some time and move outside of the EPZ.

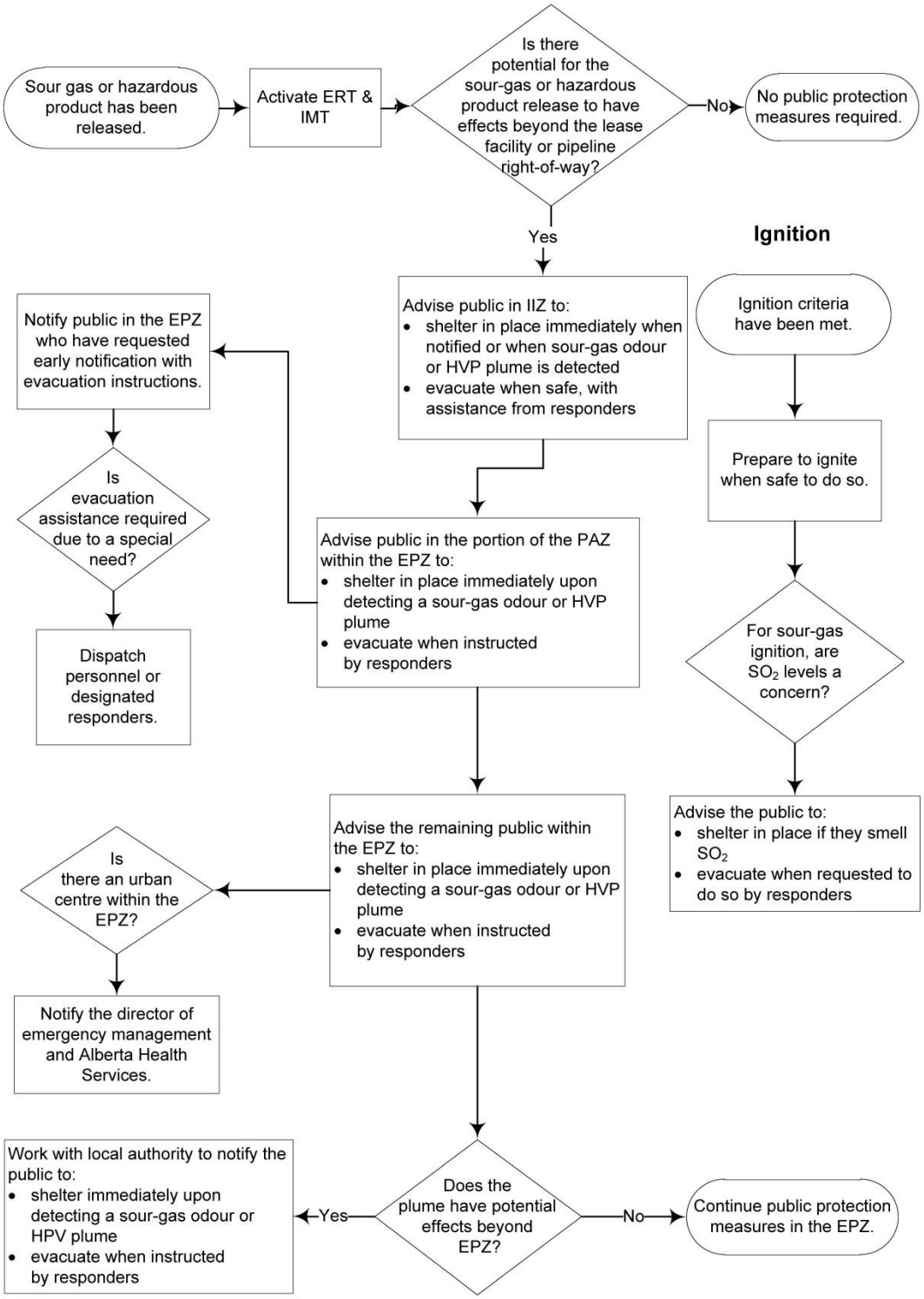
If there is potential for the sour-gas or hazardous-product release to affect people or the environment outside of the facility or pipeline right-of-way, advise the public to:

- shelter in place immediately when notified or when sour gas or HVP plume is detected
- evacuate when safe, with assistance from responders

Notify the public according to where they are located in relation to the incident, in the following order:

1. Initial isolation zone (IIZ)
2. The public awareness zone (PAZ) inside the emergency planning zone (EPZ), including anyone who has requested early notification. Responders should assist people with special needs.
3. The remaining public inside the EPZ. If there is an urban center within the EPZ, notify the director of emergency management and the local regional health authority.

Figure 3.20 Public Protection Measures



3.29.3 Sour-Gas Ignition

In Consultation with key government agencies personnel:

- Develop and locate resources for a response plan to bring the leak under control, possibly including ignition.
- Identify and request services from the key government agencies, such as:
  - coordinating with other government agencies
  - obtaining fire control orders, notice to airmen (NOTAM)

In the event of an uncontrolled or partially controlled flow of hydrogen sulphide (H2S), on-site personnel must immediately ignite the plume if one of the following occurs:

- evacuation of the response zones has not taken place
- monitoring results indicate H2S concentrations in excess of 10 ppm in unevacuated areas
- monitored H2S concentrations exceed 1 ppm in urban density developments
- monitoring has not been established due to weather or other unforeseen circumstances
- the release cannot be brought under control in the short term (ignition decision is made in consultation with the key government agencies)

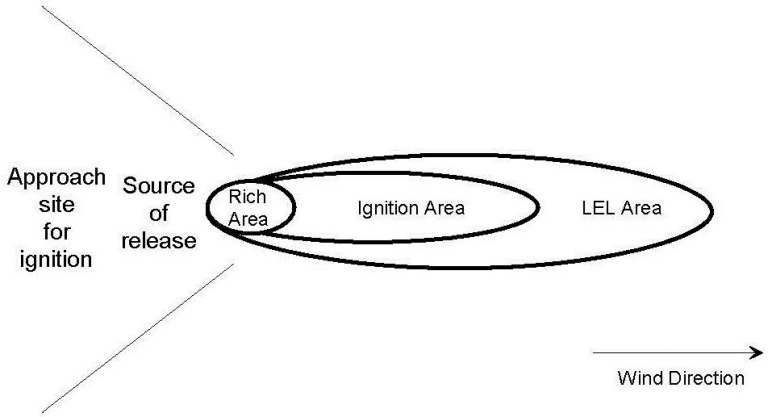
Once any of the above criteria has been met, ignition must occur within 15 minutes of the decision to ignite.

If the circumstances are urgent, on-site personnel with accredited training in ignition procedures (such as that available from Enform) are authorized to ignite the release without consultation. If time allows, the on-scene commander, on-site personnel and the key government agencies representative jointly make the decision to ignite.

Imminent danger from the plume might force ignition before backup personnel, suitable clothing and other personal protective devices, or special equipment can be obtained. Some approvals or protective measures might have to be waived. Weigh the risks carefully. Liquids from the leak could briefly put out the fire and then reignite. This might happen in cycles, resulting in unignited releases of hydrogen sulphide.

When the ground is covered with snow, super cooled liquid hydrocarbons evaporate very slowly and pools of flammable liquid can remain hidden for a long time. Avoid all ignition sources.

Figure 3.21 Approach Sites for Sour-Gas Plume Ignition



Sour-Gas Ignition Checklist	
✓	Using portable gas detector measurements, establish the location of the cloud perimeter.
✓	Evacuate the hazardous area.
✓	Secure the area to prevent anyone from entering.
✓	Account for all on-site personnel and plan an escape route.
✓	Monitor wind direction, wind speed and ambient temperatures.
✓	Prepare for ignition. • Select an upwind approach site. • Determine the gas perimeter by checking for hydrogen sulphide gas (using portable monitors) and explosive gas mixtures (using a portable combustible gas detector). • Remember, the cloud perimeter is changing and propane and butane vapors are heavier than air. • Have emergency vehicles on standby.
✓	Prevent all potential injuries. • Designate an ignition team and a backup team if there are other qualified personnel present. • Take into account the potential danger for people, inhabited buildings and other facilities in the immediate area and the fire hazard for crops and forests, as well as wind conditions, topography and the ability to control the ignited gas source. • Put on fire-resistant clothing and eye protection. • Equip team members with air-supplied protective equipment (although they need not be masked up). • Carry an explosion-proof radio, H2S monitor and a properly calibrated LEL detector.
✓	Approach the ignition site from upwind and restrict everyone else to the *safe area.*
✓	Confirm the cloud perimeter by checking for explosive gas mixtures using a combustible gas detector.
✓	Tell the on-scene commander and people in the safe area that the cloud is about to be ignited.
✓	Test the approved ignition device.
✓	Starting at a conservative distance (300 m) upwind of the cloud perimeter, begin firing flares toward the perimeter (cloud edge).
✓	Move toward the cloud perimeter with each successive shot until the flare reaches the point in the cloud where air-to-fuel mixtures are correct for ignition.
✓	Using portable gas detector measurements, establish the location of the cloud perimeter.
✓	Control unwanted fire but do not extinguish the burning vapors.

3.30 Spill of Flammable Liquids

Spill of Flammable Liquids Checklist	
Key Tips	
✓	Protect the lives of everyone in the area.
✓	Don't attempt to control a spill without appropriate personal protective equipment (PPE).
✓	Determine wind direction and approach from upwind; spills might give off ignitable and toxic vapors.
✓	Don't walk in or drive on the spilled product.
✓	Exercise due care; leaking flanges and valve packings can be damaged when tightened.
✓	Prevent spills from entering water; effective barriers and absorbents are snow, clay, dirt, bales of hay or straw and artificial absorbents.
First Steps	
✓	Determine: • Products • Location • Size • Immediate hazards
✓	Inform operations personnel of the situation and ask for help.
✓	Assess the leak or spill to determine the most appropriate control method.
✓	Determine if control can be implemented safely.
If safe to do so:	
✓	Secure the leak or spill site to prevent additional spills and to protect critically sensitive environmental areas, e.g., waterways.

3.31 Terrorist Incident

Terrorist Incident Checklist	
Key Tips	
✓	Stay calm, be courteous, and do not display fear.
First Steps	
✓	Activate telephone recording unit, if available.
✓	Listen carefully. Take notes of exact time the call was received, the exact words of the caller, and all details during or immediately after the conversation, such as sex of caller, accent, attitude, background noises, and motive.
✓	Advise the caller that the building, plant, or facility may be occupied and the explosion could result in death or serious injury to many innocent people.
✓	Keep the caller talking; the more they say, the more helpful the information. If the caller does not indicate the location of the bomb or the time of detonation, ask him what time it is to go off and where it is located.
✓	After the phone call, notify the Security Advisor who will take charge of the situation.
✓	Do not discuss the call with anyone else unless authorized to do so.
✓	Notify the Security Advisor who will take charge of the situation. Do not handle the written threat any more than absolutely necessary. Do not allow anyone else to touch the note unless specifically authorized by a security representative or senior management.
✓	Place all papers and envelopes associated with the threat in a bag or large envelope (clear plastic bag if possible).

3.32 Threats to Facilities

Threats to Facilities Checklist	
Key Tips	
✓	Stay calm, be courteous, and do not display fear.
First Steps	
✓	Activate telephone recording unit, if available.
✓	Listen carefully. Take notes of exact time the call was received, the exact words of the caller, and all details during or immediately after the conversation, such as sex of caller, accent, attitude, background noises, and motive.
✓	Advise the caller that the building, plant, or facility may be occupied and the explosion could result in death or serious injury to many innocent people.
✓	Keep the caller talking; the more they say, the more helpful the information. If the caller does not indicate the location of the bomb or the time of detonation, ask him what time it is to go off and where it is located.
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✓	Notify the Security Advisor who will take charge of the situation. Do not handle the written threat any more than absolutely necessary. Do not allow anyone else to touch the note unless specifically authorized by a security representative or senior management.
✓	Place all papers and envelopes associated with the threat in a bag or large envelope (clear plastic bag if possible).

3.33 Threats to Personnel

Threats to Personnel Checklist	
Key Tips	
✓	Stay calm, be courteous, and do not display fear.
First Steps	
✓	Activate telephone recording unit, if available.
✓	Listen carefully. Take notes of exact time the call was received, the exact words of the caller, and all details during or immediately after the conversation, such as sex of caller, accent, attitude, background noises, and motive.
✓	Advise the caller that the building, plant, or facility may be occupied and the explosion could result in death or serious injury to many innocent people.
✓	Keep the caller talking; the more they say, the more helpful the information. If the caller does not indicate the location of the bomb or the time of detonation, ask him what time it is to go off and where it is located.
✓	After the phone call, notify the Security Advisor who will take charge of the situation.
✓	Do not discuss the call with anyone else unless authorized to do so.
✓	Notify the Security Advisor who will take charge of the situation. Do not handle the written threat any more than absolutely necessary. Do not allow anyone else to touch the note unless specifically authorized by a security representative or senior management.
✓	Place all papers and envelopes associated with the threat in a bag or large envelope (clear plastic bag if possible).

3.34 Tornadoes

A tornado is a funnel-shaped cloud that spins rapidly and extends toward the ground from the base of a thundercloud. Tornadoes occur most frequently in the months of March and September in the Midwestern, southern, and central states.

The table below describes the conditions under which tornado advisories are issued and the actions to take for personal safety.

Advisory	Weather Condition	Actions to Take
Tornado watch	Weather conditions indicate tornado-like activity.	Listen to the radio or television for current information. Do not tie up phone lines by calling the Weather Bureau, except to report a tornado.
Tornado warning	A tornado is sighted or detected by radar.	Prepare to take immediate cover.

Select a shelter in advance. The shelter should be free from water, gas, or debris and equipped with a pick and shovel if possible. Note: The best tornado shelter is a cellar or underground excavation with an air outlet to equalize the air pressure. Be cautious when selecting a shelter. Flash flooding caused by thunderstorm rains can make some locations dangerous.

Seek a tornado shelter. If a tornado shelter is not close, seek an inside shelter in a strongly reinforced building. Note: The southwest corner of the basement usually provides the best protection. In a building without a basement, stay against the inside wall of a lower floor, and if possible take cover under heavy furniture.

Auditoriums, gymnasiums, or other structures with large, poorly-supported roof structures must be avoided.

If you are in an open area, move at right angles to the path of the tornado to attempt to avoid it. Tornadoes travel at about 25 to 40 miles per hour (40 to 64 kilometers per hour). If there is no time to escape, lie flat in a depression, ditch, or ravine

Remain calm. You must not leave your shelter to go out during the storm, and stay away from windows.

Lie face down, draw your knees up under your body, and cover the back of your head with your hands. Note: This position helps prevent head injuries, the most common cause of death during tornadoes.

When there is a danger of exposure to lightning:

- Remove workers from high elevations such as structural steel members, pipe racks, rooftops, process columns, or antennas.
- Keep personnel away from tall structures or trees.
- Lower all crane booms.
- All cranes, derricks, gin-poles, and erection rigs unable to be boomed down must be grounded from their booms to the ground.

Employees should be encouraged to report funnel clouds to management immediately. The following information should be reported:

- Name and location
- Telephone number
- Approximate location of tornado from their location (north, northwest)
- The direction of movement of the tornado
- Approximate size of the funnel cloud
- Approximate size, in inches, of any hail

Advise employees of the following precautions during a tornado alert:

- Seek areas of the facility that offer the best protection. These areas are underground shelters, basements, or small, interior rooms or hallways on the structure's lowest floor. Employees should be able to reach these areas within two to three minutes of an alert.
- Windows must not be opened. The local weather service states that the force of the wind causes damage during a tornado, not a change in pressure.
- Leave unstable offices or vehicles and seek a sturdier structure.
- If there is no shelter, lie flat in the nearest ditch.
- If caught out in the open, look for a funnel-shaped cloud with obvious rotational movement. Employees should listen for a roaring noise.
- Immediately take cover if a tornado is spotted.
- Avoid going near glass windows, doors, and outer walls.

Take a battery-operated radio, extra batteries, water, and a first aid kit to the shelter area. The radio advises when it is safe to leave the shelter. If the area is damaged, turn the volume to its maximum to attract rescue workers.

3.35 Traffic Emergencies

Traffic Emergencies Checklist	
Key Tips	
✓	In some regions driving is a major hazard. The accident rate can be many times higher than accident rates in the United States. Accidents can be complicated by the: • Lack of medical facilities. • Bad weather conditions. • Lack of local driving safety standards.
✓	Due to the dangers associated with vehicle accidents, driving requirements issued by in-country management must be followed. Note: Where possible, do not drive. Use the dedicated transportation.
✓	Defensive driving is extremely important in preventing accidents: • Use defensive driving techniques at all times. • Personnel must not depend on international traffic standards and having the "right-of-way" to prevent vehicular accidents. • Ensure that defensive driving techniques are effective for the type (truck, off-road vehicle, or car) and size of vehicle being used. • Ensure that your language competency is sufficient to understand directional signs and road condition instructions.
✓	Personnel should always let someone know that they are coming, when they are leaving, and approximately when they will arrive. The vehicle(s) should contain communication devices (such as a cellular phone or radio) that can be used to immediately contact emergency assistance.
✓	Special concerns associated with accident victims should be considered, such as wound contamination, lack of health-care professionals, and recovery planning.
✓	Take the following precautions to prevent a minor automobile injury from becoming lethal: • Injured persons with bleeding injuries must be protected, not only from typical contamination, but also from cross-contamination of blood from accident victims. Injured persons must be handled with personal protective equipment (PPE), if possible, to prevent contamination of the wound.
✓	Soil and vegetation also represent contamination hazards for injured personnel. Place some type of covering between the ground and the injured person to prevent these contaminants from entering the body through a wound.

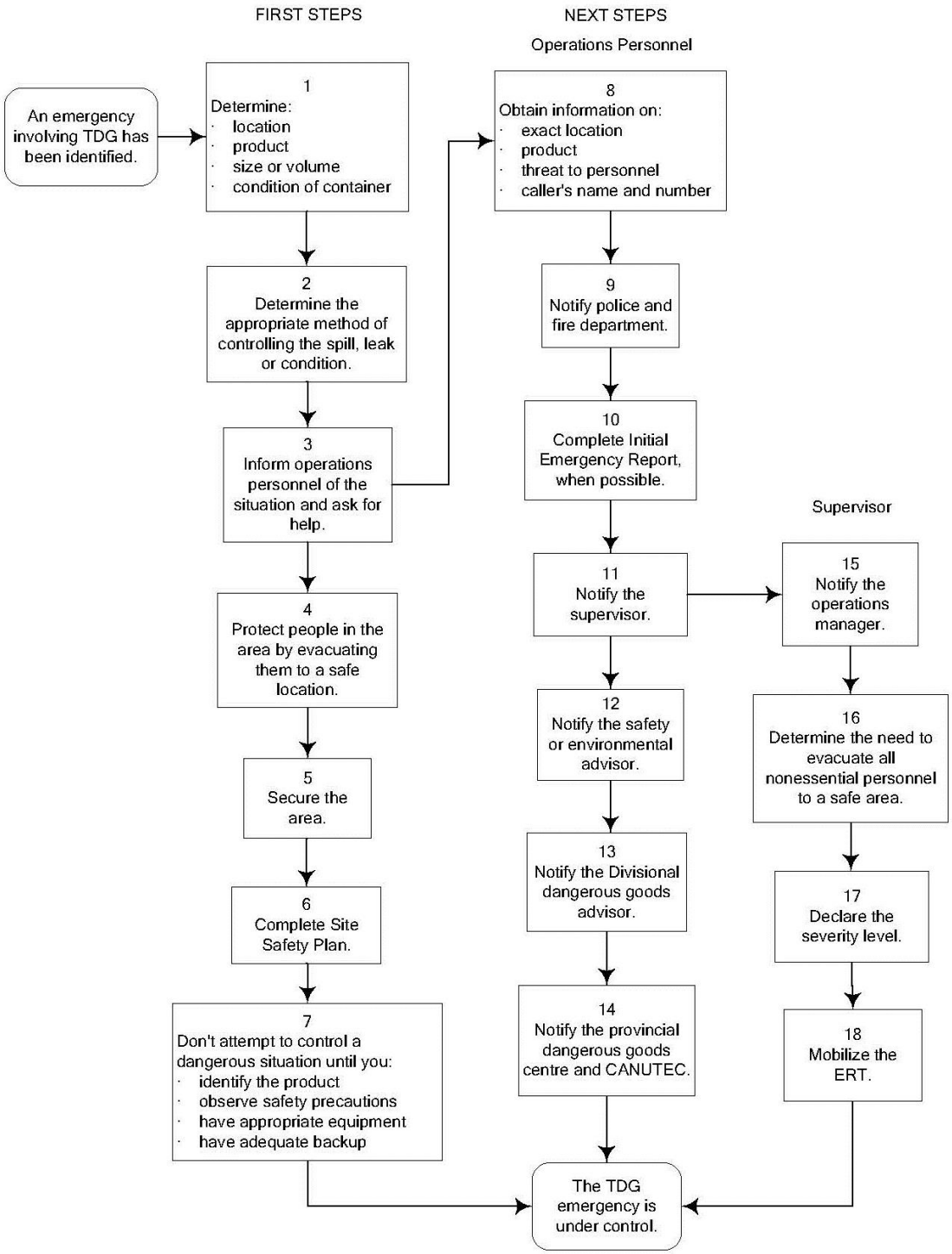
Hepatitis A and B, Human Immunodeficiency Virus (HIV), and other illnesses may be spread due to individuals being improperly handled or cared for after an automobile accident.

3.36 Transportation of Dangerous Goods

Transportation of Dangerous Goods Checklist	
Key Tips	
✓	Put on personal-protective air-supplied respiratory equipment before approaching any leak that might be toxic.
✓	Don't approach an unidentified substance or container.
✓	Evacuate to a safe distance from an emergency involving large pressurized containers, e.g., tank truck.
First Steps	
✓	Determine: • Location • Product (identify by Transportation of Dangerous Goods [TDG] placard) • Size (volume) • Condition of container
✓	Determine the appropriate method of controlling the spill, leak or condition by referring to: • *Transportation of Dangerous Goods – Guide to Initial Response* • *CANUTEC Emergency Response Guidebook* for key response strategies for products identified by the placard number or shipping documents.
✓	Inform operations personnel of the situation and ask for help.
✓	Protect people in the area by evacuating them to a safe location.
✓	Secure the area.
✓	Complete Site Safety and Health Plan (ICS 208).
✓	Don't attempt to control a dangerous goods situation until you: • Identify the product • Observe the safety precautions specified on the data sheet • Have appropriate equipment • Have adequate backup

Transportation of Dangerous Goods Checklist	
Next Steps	
Operations Personnel	
✓	Obtain information on: • Exact location • Product (identify by TDG placard) • Whether there is an immediate threat to personnel • Caller's name and telephone number
✓	Notify the police and fire department.
✓	Complete the General Incident Report, when possible.
✓	Notify the supervisor.
✓	Notify the safety or environmental advisor.
✓	Notify the divisional dangerous goods advisor.
✓	Notify the provincial dangerous goods center and CANUTEC.
Supervisor	
✓	Notify the operations manager.
✓	Determine the need to evacuate all nonessential personnel to a safe area.
✓	Declare the emergency (severity) level.
✓	Mobilize the ERT and IMT, as required.

Figure 3.22 Transportation of Dangerous Goods Flowchart

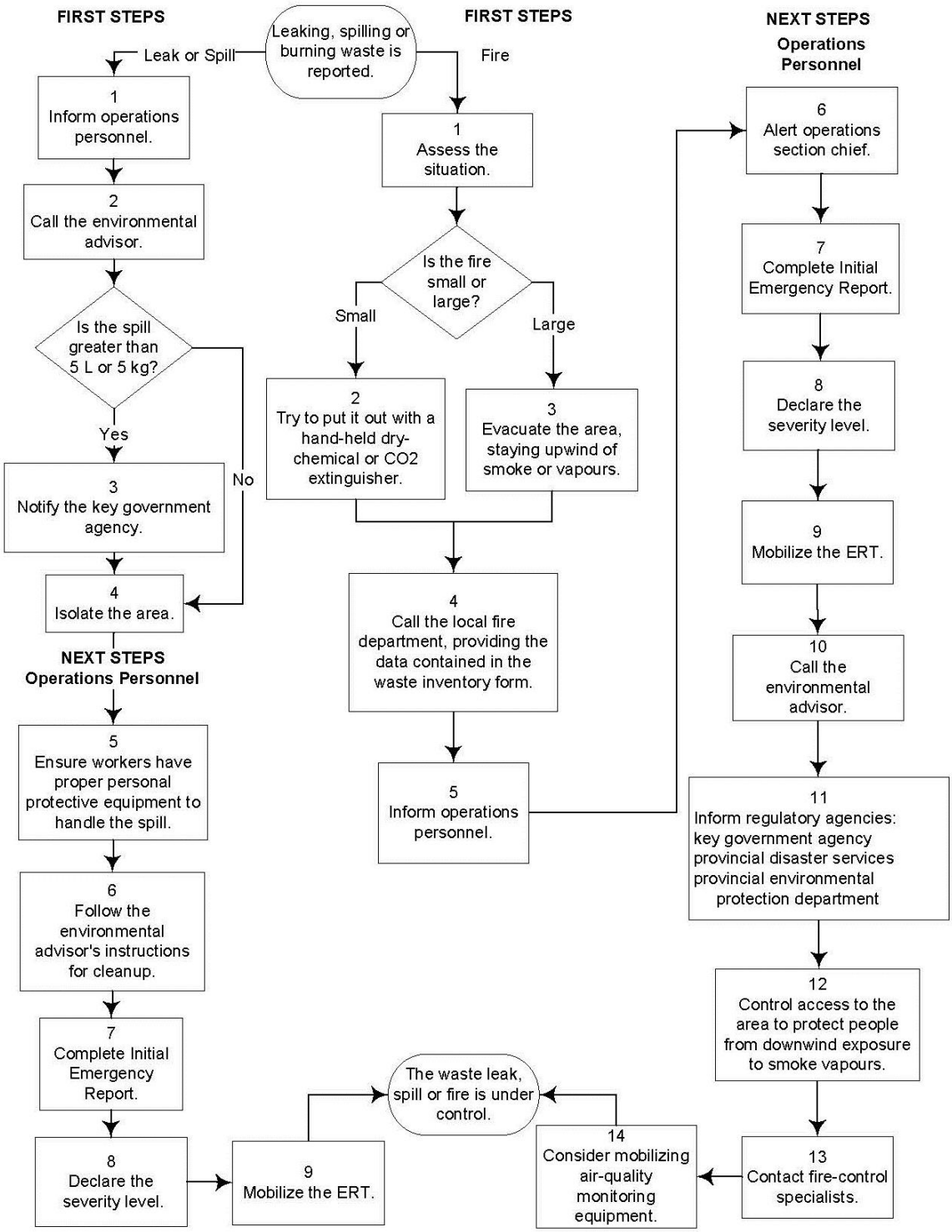


3.37 Waste Management

Waste Management Checklist	
Key Tips	
✓	Don't attempt to investigate or control a waste management incident without personal protective equipment.
✓	Keep the waste storage facility locked at all times and allow only authorized and specifically trained people inside.
✓	Store waste in suitable containers (e.g., sealed barrels, sealed plastic over packs, sealed multilayered mini-bulk bags, above-ground tanks, covered metal dumpsters) labeled with their contents and date of deposition.
✓	Record all material that is put into the waste storage facility on the Special Waste Inventory Form.
✓	Consider any large fire involving a waste storage facility a Level 2 emergency.
First Steps	
Leaks and Spills	
✓	Inform operations personnel of the situation and mobilize the ERT and IMT, as required..
✓	Call the environmental advisor.
If the spill is greater than 5 L or 5 kg:	
✓	Notify the key government agencies.
✓	Isolate the area.
Fire	
✓	Assess the situation.
If the fire is small:	
✓	Try to put it out with a hand-held dry-chemical or CO2-type fire extinguisher.
If the fire is large:	
✓	Evacuate the area, staying upwind of smoke or vapors.
In any case:	
✓	Call the local fire department and provide the fire chief with the data contained in the waste inventory form.
✓	Inform operations personnel of the situation and ask for help.
Operations Personnel	
Leaks and Spills	
✓	Ensure workers have proper personal protective equipment to handle the spill: • Rubber boots and gloves • Disposable coveralls (for liquid or chemical protection) • Face shield or chemical splash goggles • When required, charcoal-filter-equipped respiratory protection devices or air-supplied respiratory equipment
✓	Follow the environmental advisor's instructions for cleanup.
✓	Complete the General Incident Report, when possible.
✓	Determine the emergency (severity) level.

Waste Management Checklist	
Operations Personnel	
Leaks and Spills	
✓	Mobilize the ERT and IMT, if required.
Fire	
✓	Alert the on-scene commander.
✓	Complete the General Incident Report, when possible.
✓	Determine the emergency (severity) level.
✓	Mobilize the ERT and IMT, if required.
✓	Call for the environmental advisor.
✓	Inform regulatory agencies: • Key government agencies • Provincial disaster services • Provincial environmental protection department
✓	Control access to the area to protect people from downwind exposure to smoke or vapors.
✓	Contact fire-control specialists.
If the fire is expected to burn for an extended period of time:	
✓	Consider mobilizing air-quality monitoring equipment.

Figure 3.23 Waste Management Flowchart



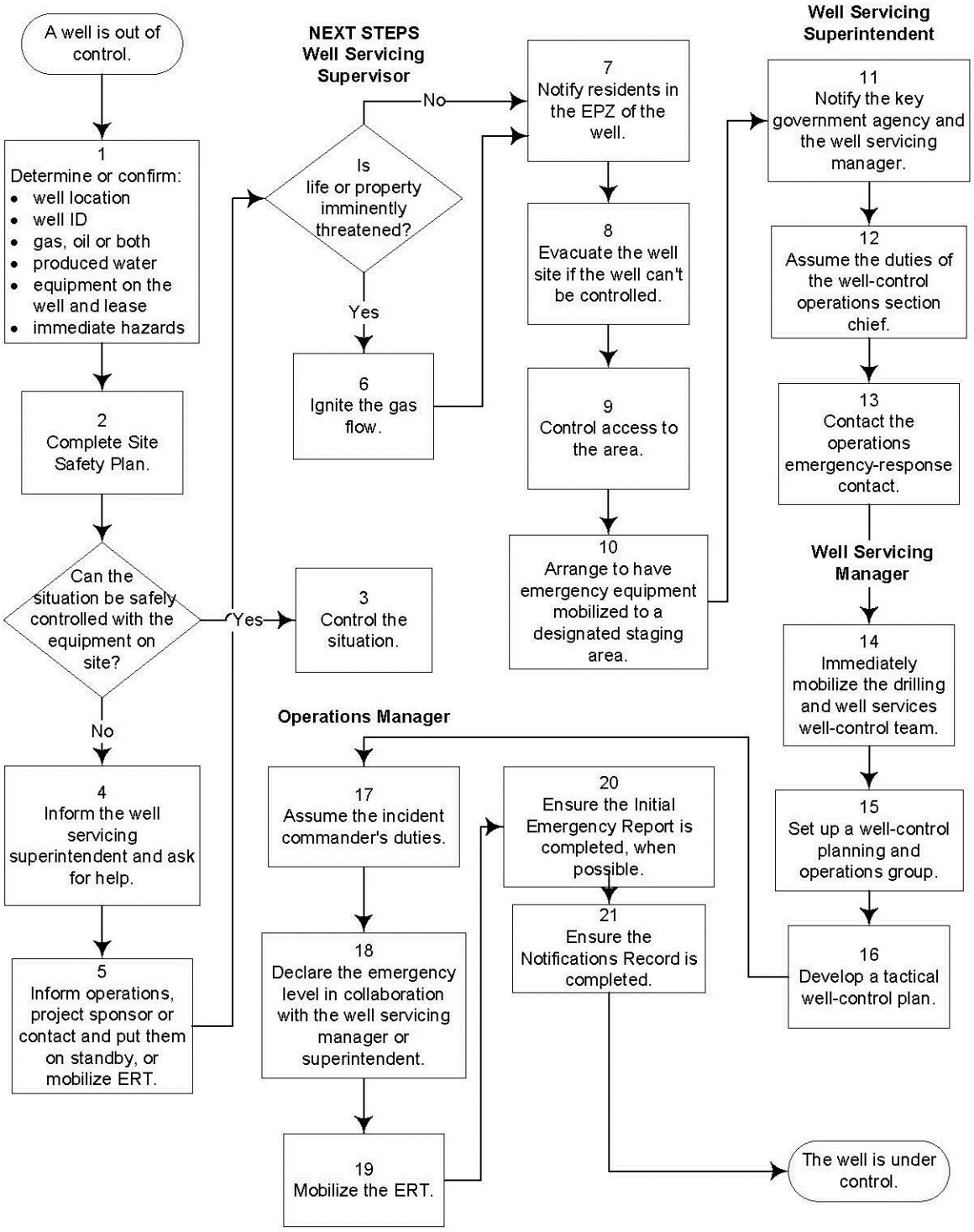
3.38 Well Control

3.38.1 Well Control – Drilling and Well Services

Well Control (Drilling and Well Services) Checklist	
Key Tips	
✓	Don't approach the well without appropriate backup and safety equipment.
✓	If the release contains sour gas (H2S), see the sections on mobilization, evacuation, spills and sour-gas release.
✓	Consult Resources Division well servicing well-control team for response to all well-control situations.
First Steps	
✓	Determine or confirm: • well location • well ID • gas, oil or both • produced water • equipment on the well and lease • immediate hazards
✓	Complete Site Safety and Health Plan (ICS 208).
If the situation can be controlled safely with the equipment on site:	
✓	Control the situation.
If the situation cannot be controlled safely with the equipment on site:	
✓	Inform the well servicing superintendent of the situation and ask for help.
✓	Inform operations, project sponsor or contact and put them on standby, or mobilize ERT or IMT.
Next Steps	
Well Servicing Supervisor	
If life or property is imminently threatened:	
✓	Ignite the gas flow. Select the ignition procedure based on the nature of the release
In any case:	
✓	Notify residents in the EPZ of the well.
✓	Evacuate the well site if the well can't be controlled.
✓	Control access to the area.
Well Servicing Superintendent [Emergency (Severity)Level 2 or 3]	
✓	Notify the: • Key government agency • Well servicing manager
✓	Assume the duties of the well-control on-scene commander.
✓	Contact the operations emergency-response contact.
Well Servicing Manager	
✓	Immediately mobilize the well servicing well-control team.
✓	Set up a well-control planning and operations group.
✓	Develop a tactical well-control plan.

Well Control (Drilling and Well Services) Checklist	
Next Steps	
Operations Manager	
✓	Assume the on-scene commander's duties.
✓	Declare the emergency (severity) level in collaboration with the well servicing manager or superintendent.
✓	Mobilize the ERT or IMT, as required.
✓	Ensure completion of the General Incident Report, when possible.
✓	Ensure completion of the Notifications Record to confirm that appropriate notifications have been made.

Figure 3.24 Well Control (Well Servicing) Flowchart

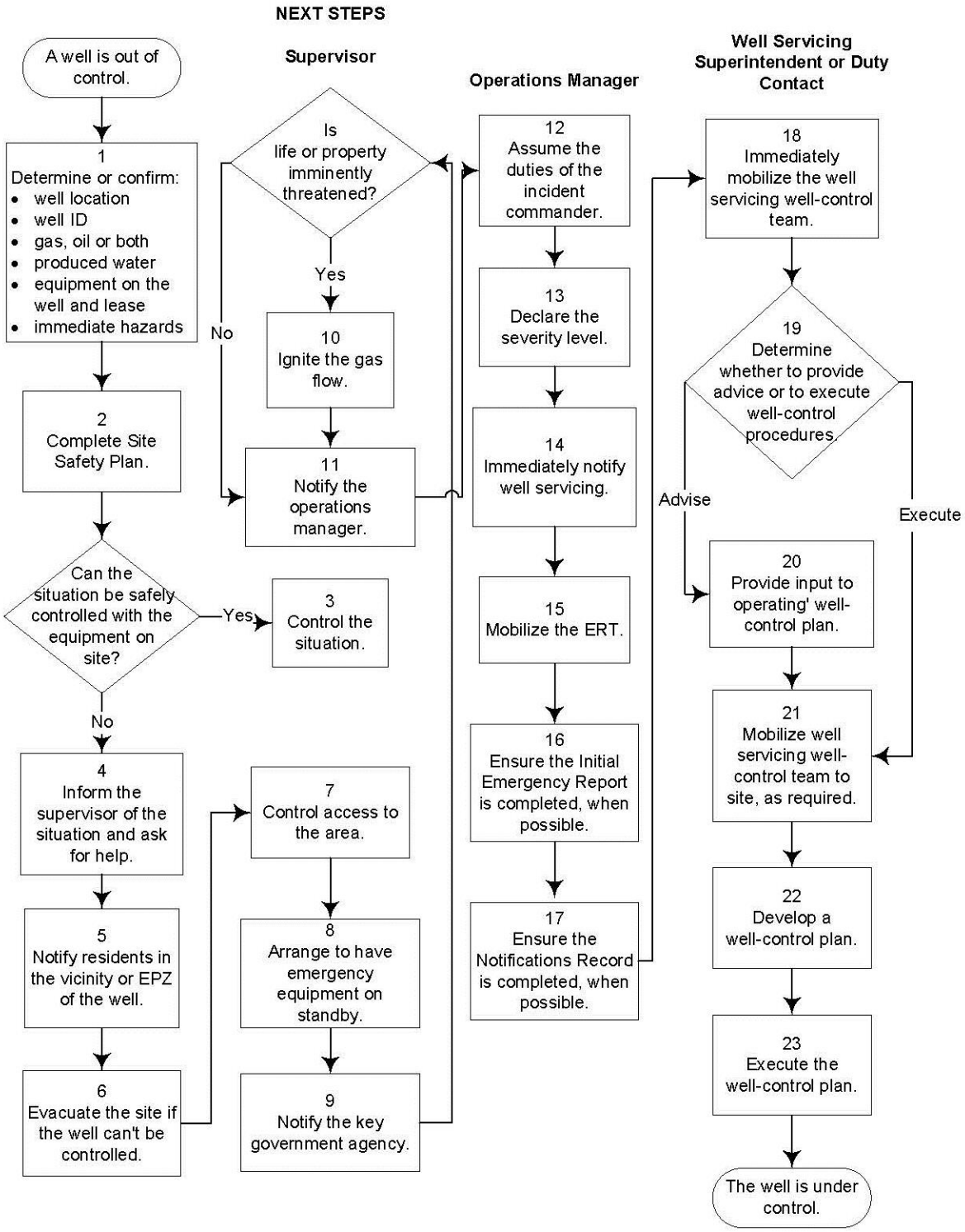


3.38.2 Well Control - Operations

Well Control (Operations) Checklist	
Key Tips	
✓	Don't approach the well without appropriate backup and safety equipment.
✓	If the release contains sour gas (H2S), see the sections on mobilization, evacuation, spills and sour-gas release.
✓	Consult Resources Division well servicing group for response to all well-control situations; well control is a specialty requiring extensive experience.
First Steps	
✓	Determine or confirm: • well location • well ID • gas, oil or both • produced water • equipment on the well and lease • immediate hazards
✓	Complete Site Safety and Health Plan (ICS 208).
If the situation can be controlled safely with the equipment on site:	
✓	Control the situation with the equipment on site.
If the situation cannot be controlled safely with the equipment on site:	
✓	Inform the supervisor of the situation and ask for help.
✓	Notify residents in the vicinity or EPZ of well.
✓	Evacuate the site if the well can't be controlled.
✓	Control access to the area.
✓	Arrange to have emergency equipment (fire, spill response, police, rescue unit) on standby.
✓	Notify the key government agency.
Next Steps	
Supervisor	
If life or property is imminently threatened:	
✓	Ignite the gas flow.
In any case:	
✓	Notify the operations manager.
Operations Manager	
✓	Assume the duties of the on-scene commander.
✓	Declare the emergency (severity) level.
✓	Immediately notify well servicing.
✓	Mobilize the ERT or IMT, as required.
✓	Ensure the General Incident Report is completed, when possible.
✓	Ensure the Notifications Record is completed, when possible, to confirm that appropriate notifications have been made.

Well Control (Operations) Checklist	
Next Steps	
Well Servicing Superintendent or Duty Contact	
✓	Immediately mobilize the well servicing well-control team.
✓	Evaluate situation and determine whether to provide advice on well-control plans and procedures or to execute well-control procedures.
If providing advice:	
✓	Advise by providing input to operations' well-control plan.
If executing well-control procedures:	
✓	Mobilize well servicing well-control team to site as required.
✓	Develop a well-control plan.
✓	Execute the well-control plan.

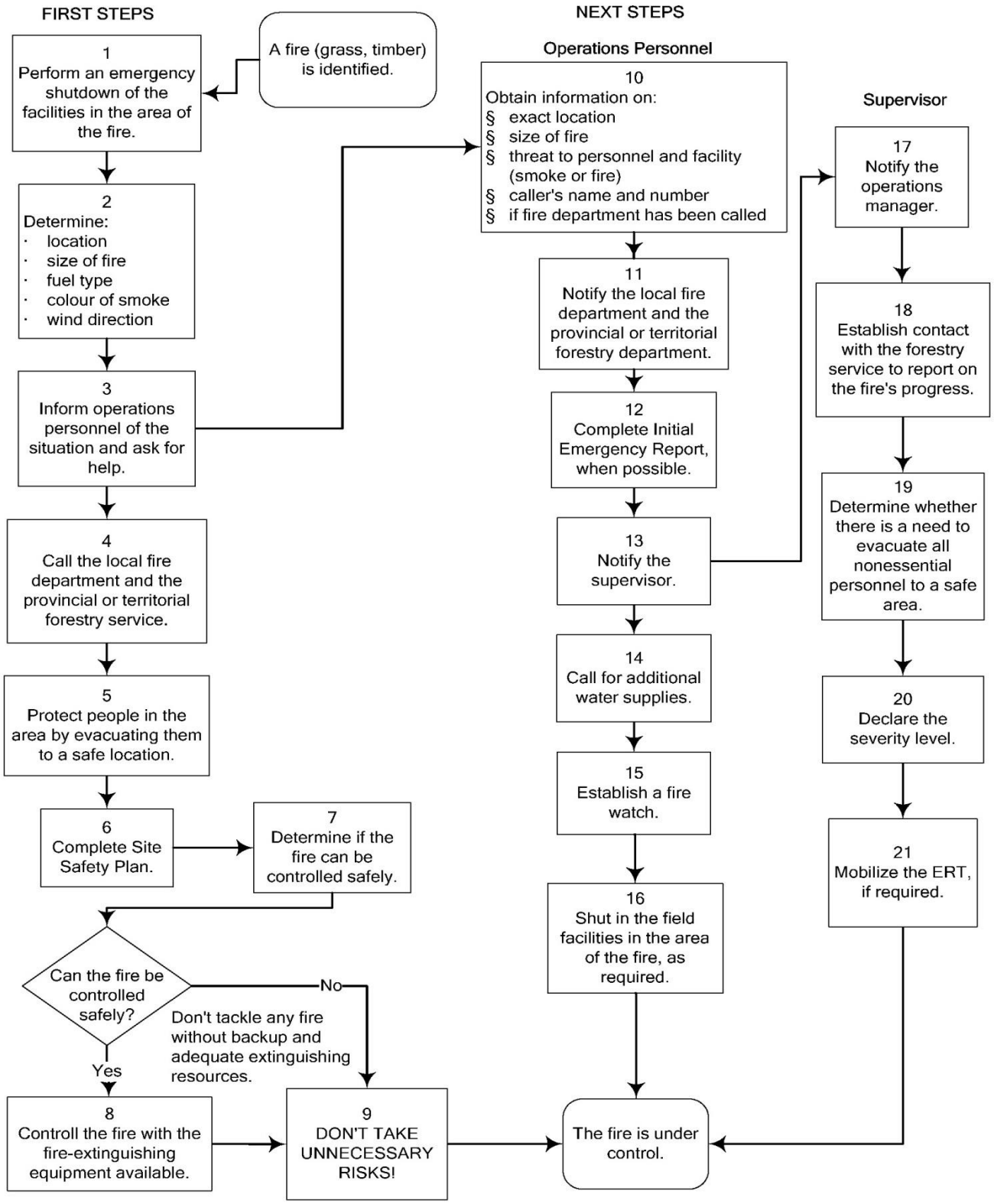
Figure 3.25 Well Control (Operations) Flowchart



3.39 Wildfire (Grass, Timber)

Wildfire (Grass, Timber) Checklist	
Key Tips	
✓	Don't tackle any fire without backup, personal protective equipment and appropriate extinguishing resources.
First Steps	
✓	Perform an emergency shutdown of the facilities in the area of the fire, as required.
✓	Determine: • where the fire is, e.g., on the ground, up in the trees • size of fire • fuel type • color of smoke • wind direction
✓	Inform operations personnel of the situation and ask for help.
✓	Call the local fire department and the provincial or territorial forestry service.
✓	Protect people in the area by evacuating them to a safe location.
✓	Complete Site Safety and Health Plan (ICS 208) (see Sect. 11).
✓	Determine if the fire can be controlled safely.
If it is safe to do so:	
✓	Control the fire with the fire-extinguishing equipment available.
✓	DON'T TAKE UNNECESSARY RISKS!
Next Steps	
Operations Personnel	
✓	Obtain information on: • exact location • size of fire • whether the fire poses an immediate threat to personnel or field facility • caller's name and call number • whether the local fire department or provincial or territorial forestry service have been notified
✓	Notify the local fire department and provincial or territorial forestry service.
✓	Complete the General Incident Report, when possible (see Sect. 11).
✓	Notify the supervisor.
✓	Call for additional water supplies.
✓	Establish a fire watch.
✓	Shut in field facilities in the area of the fire, as required.
Supervisor	
✓	Notify the operations manager.
✓	Establish contact with the provincial or territorial forestry service to report on the fire's progress.
✓	Determine the need to evacuate all nonessential personnel to a safe area. NOTE: The provincial or territorial forestry service's recommendations to evacuate should be followed.
✓	Declare the emergency (severity) level
✓	Mobilize the emergency response team, if required.

Figure 3.26 Wildfire (Grass, Timber) Flowchart



3.40 Wildlife (Oiled or Injured Birds)

Oiled or Injured Birds Checklist	
Key Tips	
✓	The worker must wear the appropriate PPE
✓	Rescue attempts may be suspended if inclement weather or other hazardous conditions exist.
First Steps	
Capturing and Transporting Injured or Oiled Wildlife	
✓	Assess situation • Is the situation safe enough to attempt rescue? • Consider weather conditions, location, species of bird affected, number of birds affected
✓	Assemble team – Never work alone near or on open water
✓	Don appropriate PPE
✓	Assemble appropriate rescue equipment. Commonly-used equipment includes dip nets, towels (capture cloths), and transport kennels.
✓	Conduct Job Hazard Assessment
✓	Work quickly but safely! Every day's delay in retrieval of an injured or oiled bird significantly increases mortality.
✓	During capture: • As oiled birds lose their waterproofing, they will move to shore, first preening on the along the edges of the ETA • Beached birds should be approached quietly and smoothly from the water's edge. If the capture attempts fail, birds should not be chased. • Do not look the bird in the eye. The bird will see you as a predator. • Boats and long-handled dip nets can be used for an approach to birds that have come ashore. • Place dip nets in front of the moving bird, let the bird enter the net. Do not swat the bird. Once the bird is caught, turn the rim sideways against the netting, or against the ground, to prevent escape
Immobilizing Birds	
✓	Get control of a bird's head by GENTLY grasping the beak where it joins the head, by controlling the neck at the base of the skull, or by cupping the skull with a gloved hand.
✓	Remove netted birds from the netting and completely cover the bird with a sheet, towel, or pillow case.
✓	GENTLY fold the bird's wings in a normal position against its body. Secure the bird against your abdomen, at waist height.
✓	Larger waterfowl and some species with sharp bills can be carried in a reverse body hold: the towel-covered bird is placed, facing backward, against the side of the handler's body, under the arm. Support for the bird's legs is provided by the hand and forearm, with the bird's head facing backward between the handler's upper arm and side of the body.
✓	Aggressive species such as raptors, cormorants, and herons can cause serious injury and should be handled by experienced personnel only.

Oiled or Injured Birds Checklist (Cont'd)	
✓	Do not use heavy gloves, which and can cause injury to the animal. Birds are best handled through light coverings that minimize damage to the birds' feathers and human exposure to the oil.
✓	DO NOT hold or carry a bird using a "wing hold". This can seriously damage the bird's shoulder joints.
✓	DO NOT restrict the bird (e.g., by using tape, rubber band) from opening its beak/bill.
Kenneling	
✓	Place bird immediately in well-ventilated, solid-sided carriers—such as cardboard boxes or shipping kennels for transport. Space carriers 1"-1 ½" apart.
✓	DO NOT place kennels in direct sunlight, in cold drafts; birds must be kept in conditions around 20°C (68-70°F). Partially drape kennels with blankets or towels to stop drafts while maintaining ventilation.
✓	Social, non-aggressive birds may be placed with one or two similar species, but aggressive species such as loons and cormorants should be individually housed.
Transport	
✓	Captured birds should receive medical evaluation and preliminary treatment as soon as possible (within 2 hours).
✓	Following the appropriate notification procedure, alert the nearest wildlife rehabilitation center.
✓	DO NOT transport birds in open vehicles such as pickup trucks unless protected against the elements such as wind and rain. Ventilation and temperature control must be maintained during transport. Do not cover the kennels with tarps, as this could restrict air flow to the birds.
✓	Secure kennels in vehicle to minimize shifting during transport.
✓	Check the bird(s) every hour while in transit, more often if birds are in clear distress. Watch for signs of distress such as panting and lethargy.
✓	Minimize noise or other stimuli to the birds (do not look into the kennels more than necessary)
Stabilizing Oiled Waterfowl: Immediate treatment reduces the toxic effects of ingested oils and stabilizes the bird before cleaning. The following measures can be done by a trained responder in the field; otherwise they are part of the entry treatment at a rehabilitation center.	
✓	Clear mouth and nostrils using clean gauze or cotton swabs.
✓	Regulate the birds' temperature by placing sheets and blankets around them.
✓	Flush contaminants from the eyes by irrigation with a warm, sterile, 0.9% (physiologic) saline solution.
✓	Treat for dehydration. Administer a clear electrolyte solution to rehydrate the bird while flushing oil from its gut. ONLY EXPERIENCED PERSONEL SHOULD ATTEMPT TO INSERT STOMACH TUBES.
✓	Follow this by a small volume (2-4 cc/kg) of the enteric protectant Pepto-Bismol. Only birds that can maintain normal head position should be given oral fluids; extremely depressed animals should receive immediate emergency treatment, including intravenous fluids for rehydration.
✓	Minimize stress. Place birds in kennels away from activity area.
✓	Monitor for signs of stress including panting, lethargy.

Section 4: Incident Notification Procedures

4.1 Guidelines

Incident notification requirements are based on assessing an incident's severity, which in turn determines who gets notified and when they get notified.

The applicable Project Manager is informed of all situations considered to be an emergency, or a potential emergency. Once the severity has been confirmed, appropriate notifications are made to partner companies and governmental authorities. Figure 4.1 summarizes the incident notification process.

4.2 Incident Severity

Incident severity is classified as one of four severity levels: 0, 1, 2, or 3, in which 0 is the least severe and 3 is the most severe. Assigning a severity level to an incident defines the notification requirements. The greater the incident severity level, the higher the level of company management involved. Classifying incident severity levels also enables the relative significance of an incident to be communicated to emergency response groups.

The Incident Severity Assessment Matrix contains eight (8) exposure factors to be considered when assessing incident severity, these include:

- Health and injury
- Public disruption
- Environmental
- External exposure
- Financial
- Incident response operations
- Security
- Process safety

To determine an incident's severity a severity level is assessed for each of the applicable exposure factors. Overall incident severity level is then set at the highest level assigned to any one of the eight (8) exposure factors.

When evaluating the potential impact of an incident, the physical characteristics of the incident need to be considered. These include:

- The severity of injuries
- Duration and response requirements
- Community impact
- External exposure

In addition, the media and legal exposure and how the incident may be externally perceived and reported need to be considered.

Figure 4.1 Severity Matrix

NOTE: For clarification, contact your safety, environmental or security advisor or process safety advisor.

Incident Type	Local Management Level	Severity Level 0	Severity Level 1	Severity Level 2	Severity Level 3
				Crisis manager to confirm severity assessment in consultation with public affairs; safety, health and environment; and law	
Health or Injury					
Injury	First aid	Single MTI or RWI	Single LTI or multiple MTIs	Single fatality or multiple LTIs	Multiple fatalities
Occupational illness	Confirmed illness (no lost time)	Confirmed illness (lost time)	Multiple illnesses	Widespread illnesses	—
Public Disruption					
Public water or food supply	—	—	Nearby	Potential impact	Probable impact, isolation
Public evacuation or disruption	—	Minimal	Rural or sparse local roads	Nearby homes or roads or short-term suburban or industrial	Wide area or highway or long-term urban
Navigable water or traffic	—	Industrial only	Light use or pleasure	Substantial recreation or commercial	Major recreation or commercial
Environmental					
Soil or groundwater or marine impacts	Very limited area and no adverse effects	Immediate area and potential or short-term adverse effect	Adverse effect, localized off site	Significant adverse effect	Long-term significant adverse effect
Habitat, crop, wildlife, livestock or fisheries impacts	Inconsequential or no adverse effects	Potential or short-term adverse effects	Adverse effect, localized off site	Sensitive species: medium-term significant adverse effect	Protected or endangered species: long-term significant adverse effect
Hydrocarbon liquid or produced water spills (to land and on lease)	Less than 10 bbl produced water or 1 bbl oil or contained*	10 bbl to 600 bbl produced water or 1 bbl to 600 bbl oil and not contained (see* and **)	More than 600 bbl	Cleanup exceeding site capability (requiring local region or area support) or spill on environmentally sensitive land	Cleanup requiring extensive company support
Hydrocarbon liquid or produced water spills (any spill to water)	—	less than 3 bbl	More than 3 bbl		
Hydrocarbon liquid or produced water spills (to land and off lease)	Less than 1 bbl	1 to 10 bbl **	More than 10 bbl		
Chemical spills or releases	Less than 1 bbl or contained.* (Include total volume for miscible solutions.)	1 bbl to 5 bbls. (Include total volume for miscible solutions.) **	More than 5 bbls. (Include total volume for miscible solutions.)		
Gas or vapour releases	No impact off site	Potential public impact or nonroutine release more than 2 tonnes per any 24-hour-blocked period **	Requiring site evacuation	Requiring public evacuation	Uncontrolled vapour release
External Exposure					
Media coverage	—	None	Local	National	International
Customers or consumers	—	None	Direct and immediate	Secondary or multiple	Consumers or general public
Government	EGN	ECI, AECI and environmental fine, stop order or penalty	Local enforcement action or restriction	Major-business-line enforcement action or restriction	Corporate enforcement action
Activists	—	None	Local	Region	National or international
Public concern	Single complaint	Multiple complaints	Minor	Significant	Widespread or outrage
Financial or Hazard Loss					
Company's assets	Less than $50 k (US)	$50 k (US) to $5 M (US)	Site or business line greater than $5 M (US)	Major business line	Corporate
Business interruption	Less than $50 k (US)	$50 k (US) to $1 M (US)	Site or business line greater than $1 M (US)	Major business line	Corporate
Community and environmental claims	—	Possible	Limited	Significant	Substantial
Incident duration	Brief	Less than one shift (day)	One day	Several days	Continuing
Incident or Response Operations					
Fire or explosion	Nonprocess-related	Less than $50 k (US) process-related	More than $50 k (US)	Significant	Major fire or explosion
Well-control event	—	Less than 24 hours	More than 24 hours		
Third-party or customer response	—	Minimal required	Adequate or on scene	Adequate or not on scene	Inadequate
Vehicle incident	Less than $5 k (US) damage to company vehicle or property, no third-party involvement	More than $5 k (US) damage to company vehicle or property, or IOR impact on third-party	Worker or third-party injury	Worker or third-party fatality	Multiple fatalities
Security	Vandalism, theft or damage less than $5 k (US)	Theft, damage or sabotage greater than $5 k (US), assault, break-in, threat or trespassing against company personnel or local facility	Threat against major business line	Threat against corporation	National or global
Process Safety					
Loss of primary-containment event	—	Tier 2 LOPC events	More than a Tier 1 threshold for flammable, toxic or combustible materials	Fatality or public evacuation (or shelter) in place	Multiple fatalities or major fire or explosion

* Spilled into an impermeable barrier placed to prevent spills from contacting the environment.
** Potentially a Tier 1 process safety event, requiring Severity Level 1 notification.

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Figure 4.2 Response Timing

Notification By	Notification To	Timing			
		Local Management Level	Level 0	Level 1	Levels 2 and 3
Worker	Decision-unit manager	Immediate	Immediate	Immediate	Immediate
Decision-unit manager	Business-unit manager	Before end of shift	Immediate	Immediate	Immediate
	Site SSHE coordinator, advisor and lead	Before end of shift	Immediate	Immediate	Immediate
Business-unit manager	Functional-unit manager	Summarize weekly	Before end of shift	Immediate	Immediate
	Safety, Environment or OI manager	As required	Before end of shift	Immediate	Immediate
SSHE coordinator, advisor and lead, or Safety, Environment or OI manager	IOR SSHE manager	N/A	Within 24 hours	Within 24 hours	Immediate
	*Government	As required	As required	As required	As required
Functional-unit manager	Department manager	N/A	Within 24 hours	Within 24 hours	Immediate
Department manager	Senior Company Representative	N/A	Within 24 hours	Within 24 hours	Immediate
Senior Company Representative	IOL CEO and corporate management	N/A	Summarize weekly	Within 24 hours	Immediate

* SSHE will accept responsibility for government reporting upon request by the functional-unit manager.

Approval Level	Examples
Decision-unit manager	Foreman, maintenance supervisor, operations technical supervisor, OWSR
Business-unit manager	Superintendent, construction manager, project manager
Functional-unit manager	Operations manager
Department manager	All direct reports to Senior Company Representative, e.g., production manager or exploration manager
Senior Company Representative	Imperial Upstream Senior Vice-President

NOTE: For information on OIMS positions with IOL corporate language and IOR organizational chart, refer to.OIMS Position Mapping Tool.

Timing**	Method	Awaken at Night
Immediate	Phone	Yes
Before end of shift	Phone	No
Within 24 hours	Phone	No
Summarize weekly	E-mail or verbal	No

** If timing is delayed two hours or more, escalate notification to the next approval level.

Figure 4.3 Incident Investigation Standards

	Initiation Timing	Participants						
		Involved Workers	Team Leader	SHE Advisor or Safety and Environment Leader	Business-Unit Manager (e.g., superintendent) or Decision-Unit Manager (e.g., foreman)	Functional-Unit Manager (e.g., operations manager)	Law	Government
Local Management Level	Within 6 days	Advisor's or leader's discretion						
Level 0	Within 48 hours	X	X	X	Optional			
Level 1	Within 24 hours	X	X	X	X			
Level 2	Immediately	X	X	X	X	X	Optional	Report only
Level 3	Immediately	X	X	X	X	X	X	Report only

Notes:

1. For incidents that involve more than one type of consequence, assign the severity level based on the most severe consequence.
2. If a serious injury or fatality to other than an employee or contractor is due to third-party negligence, crime, vehicle incident, or civil action that is not under the company's direct control but possibly linked to company activities, report the incident as Level 1 severity.
3. Notification must be made to next higher level if contact cannot be reached in timely manner.
4. Level 2 and 3 investigations must be lead by a safety or environmental advisor from outside the affected business unit.
5. Company risk management must be notified by phone or fax as soon as practical of incidents that involve:
   - substantial damage to noncompany property
   - death (employees, contractors or third parties)
   - potential for significant liability claims

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4.2.1 Responsibility for Determining Emergency Severity

Business-unit line management is responsible for declaring the emergency (severity) level. Level 2 and 3 emergencies are confirmed by senior management within the department.

4.2.2 Using the Matrix

The Severity Assessment Matrix is used to assess the incident and assign an emergency (severity) level for the purpose of determining management notification requirements. The incident severity is determined by the highest level reached in any one of the following eight (8) key factors:

- Health and injury
- Public disruption
- Environmental
- External exposure
- Financial hazard loss
- Incident response operations
- Security
- Process safety

In determining an incident severity, judgment must be used to weigh the characteristics associated with each factor. For example, not all incidents in urban areas are Level 3. An incident that causes a traffic disruption for a few hours, but does not cause a widespread evacuation would not become a Level 3.

4.2.3 Downgrading Emergency (Severity) Levels

Once a situation improves, this decision to downgrade a Level 2 or 3 emergency is made in consultation with the key government agencies and local and provincial disaster service authorities. All affected persons and the media must be kept informed of the status of an emergency.

4.2.4 Level 0

A Level 0 emergency is an emergency of negligible threat with no consequence to people, the environment or property. It is brought under control immediately before any damage occurs. Level 0 emergencies are of no immediate interest beyond the site or location of the emergency. They should be reported as required by the business-unit reporting requirements.

Note that Level 0 emergencies:

- Might also be known by a variety of other names within Imperial, including *site-level concerns* or *minor emergency*
- Are tracked from a statistical perspective for continuous improvement information
- Are reported to management as part of routine stewardship

Level 0 emergencies require no external resources for the response.

4.2.5 Level 1

A Level 1 emergency is a **small** emergency, usually involving limited release of hydrocarbons or fluids within a plant or well-site area. Immediate control of the hazard source is possible. The emergency's effect does not extend beyond company property and would not be of major interest to the media. Emergencies at this level occur occasionally but present little or no environmental problem and there is no immediate threat to people outside the area. Control is immediate.

Response will be by the local-facility ERT and possibly the IMT. Normally, a high level of restoration would be achieved and most of any spilled material would be quickly recovered. In some circumstances, advice on procedures might be required from corporate resources, such as safety, security, health and environment (SSHE) department personnel. Level 1 emergencies occur occasionally.

4.2.6 Level 2

A Level 2 emergency is a **medium-sized** emergency that is too large to be handled by a single facility. The immediate impact of the emergency might extend beyond the facility area. A land-based emergency might be readily confined. However, if material enters a water body or noxious gases are released into the air, effects of the emergency could spread rapidly, increasing the impact area and public attention. The potential for outside damage exists and the emergency will likely attract both media and political attention. There's also the potential for short-term impact or threat to a few people on or off the lease. Control is imminent.

Initial response will be by the ERT and their resources, supplemented by the IMT, external resources, mutual aid and SSHE department personnel. Level 2 emergencies occur infrequently.

4.2.7 Level 3

A Level 3 emergency is a **major** emergency **(crisis)** that is well beyond the resources of a single facility and that might exceed our company's resources. The emergency's effects are far reaching and subsidiary problems, e.g., evacuations, fatalities or environmental damage, complicate the situation. The media will be omnipresent and government agencies will be requesting action, information and involvement. Control is not imminent.

Response will be by the ERT and IMT, with support from the ESG and corporate resources, e.g., SSHE department personnel. Response activities will be supplemented by government agencies, external resources and mutual aid as

required to mitigate the effects of the emergency. Level 3 emergencies are extremely rare.

4.3 Initial Incident Notifications

Initial incident notification must be timely and include internal and (when appropriate) external notifications and communications. Examples of notifications and external communications could be partners, and regulatory required notifications. Notifications should address:

- Factual and technical aspects of the emergency.
- Information needed to properly inform project management.
- Interfaces with external audiences, regulatory agencies, government authorities, non-governmental organizations (NGOs), media and the public.

As a rule, the higher the incident severity, the higher and faster the notification process will be. When making notifications, report only facts. Refrain from speculating causes of the incident. Since incident investigation usually takes some time, conclusions regarding incident causes are normally unavailable for the initial notification. Include potential areas of investigation for a cause of the incident in the notification

The affected on-site supervisor initiates the internal notifications based on the incident severity level. The Project Manager or designee in turn gathers all incident details and ensures that the Initial Incident Notification Form is completed (see Section 11).

When details of the incident are established, the Senior Management (Project Executives and Deputy) further escalates the notifications to their respective parent companies and required regulatory notifications, as needed. All notifications related to the incident must be timely and factual. Speculation on the cause of the incident needs to be avoided.

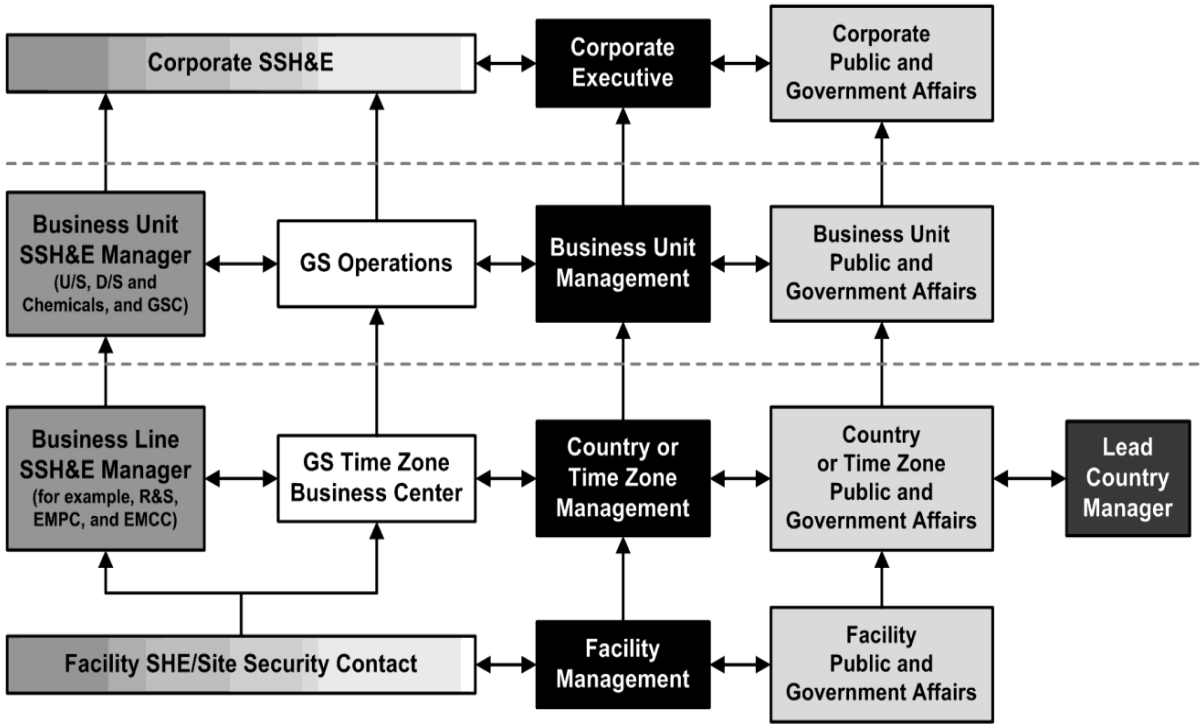
Once the severity level of the incident is confirmed, the Project Manager, in consultation with the incident site and the Project Executive, determines whether the incident warrants activation of the ESG and, if warranted, initiates the activation process (see Figure 4.4).

Figure 4.4 Notification Process

- Evaluate, Process, and document incident information
- Secure the safety of any people affected by the incident
- Assess the Incident Severity Level using the EP&R Severity Matrix
- Notify up-line management
- Activate the appropriate response resources per the Local ER Plan

Severity Assessment Factors:

- Health/injury
- Public disruption
- Environmental
- External Exposure
- Financial
- Incident/Response Operations (Tier I-III)
- Security



Severity Notification Timing:

Level 3: IMM
Level 2: 24H or NBD
Level 1: Not required

Level 3: IMM
Level 2: IMM
Level 1: NBD

Level 3: IMM
Level 2: IMM
Level 1: 24H

Timing Definitions (all notification must be made by phone)	Timing	Weekend/ Holidays	Wake up at Night
	Immediate (IMM)	Yes	Yes
	During Waking Hours (24H)	Yes	No
	Next Business Day (NBD)	No	No

4.4 Company Notifications

Senior Management notifies their respective parent companies. Parent companies in turn follow their corporate notification requirements.

Company Notification Requirements					
		Severity Level			
Notifications by:	**Notifications to:**	**Level 0**	**Level 1**	**Level 2**	**Level 3**
Observer of Incident	On-site Supervisor	IMM[1]	IMM[1]	IMM[1]	IMM[1]
On-site Supervisor	Project Manager	NBD[2]	IMM[1]	IMM[1]	IMM[1]
Project Manager	Senior Management	NBD[2]	NBD[2]	IMM[1]	IMM[1]
Senior Management	Parent Company	As Needed	NBD[2]	IMM[1]	IMM[1]

IMM[1]: Immediate notification by phone; including nights and weekends
NBD[2]: Next business day notification by phone; excluding nights and weekends

4.5 Regulatory Notifications

Requirements and timing for notifications to the appropriate authorities depends on the nature and scale of the incident. Notifications need to be made when sufficient factual information has been gathered, but also need to be timely and should not be delayed. Initial notification will be by phone, followed by a written notification within 24 hours. For larger spills notifications need to be immediate, in order to implement an effective mitigation response.

There are situations where one single event could have several consequences. In such cases, the notifications are made to all authorities identified in Appendix A (for example, oil spill resulting in a fire would trigger notification to agencies per oil spill event and notification to agencies triggered by the fire).

There are specific plans developed to support this ERP. In such cases, the site specific appendices of this ERP are the controlling documents regarding notification processes for the scenarios that they cover. Actions to be conducted during certain emergency situations (for example, oil spill or medical emergencies) can be found in Section 3 and site specific actions in Appendix B. Reference:

- Region/site-specific SCARP
- Region/site-specific MERP
- Regional/site-specific Security Plans

4.6 Ongoing Incident Updates

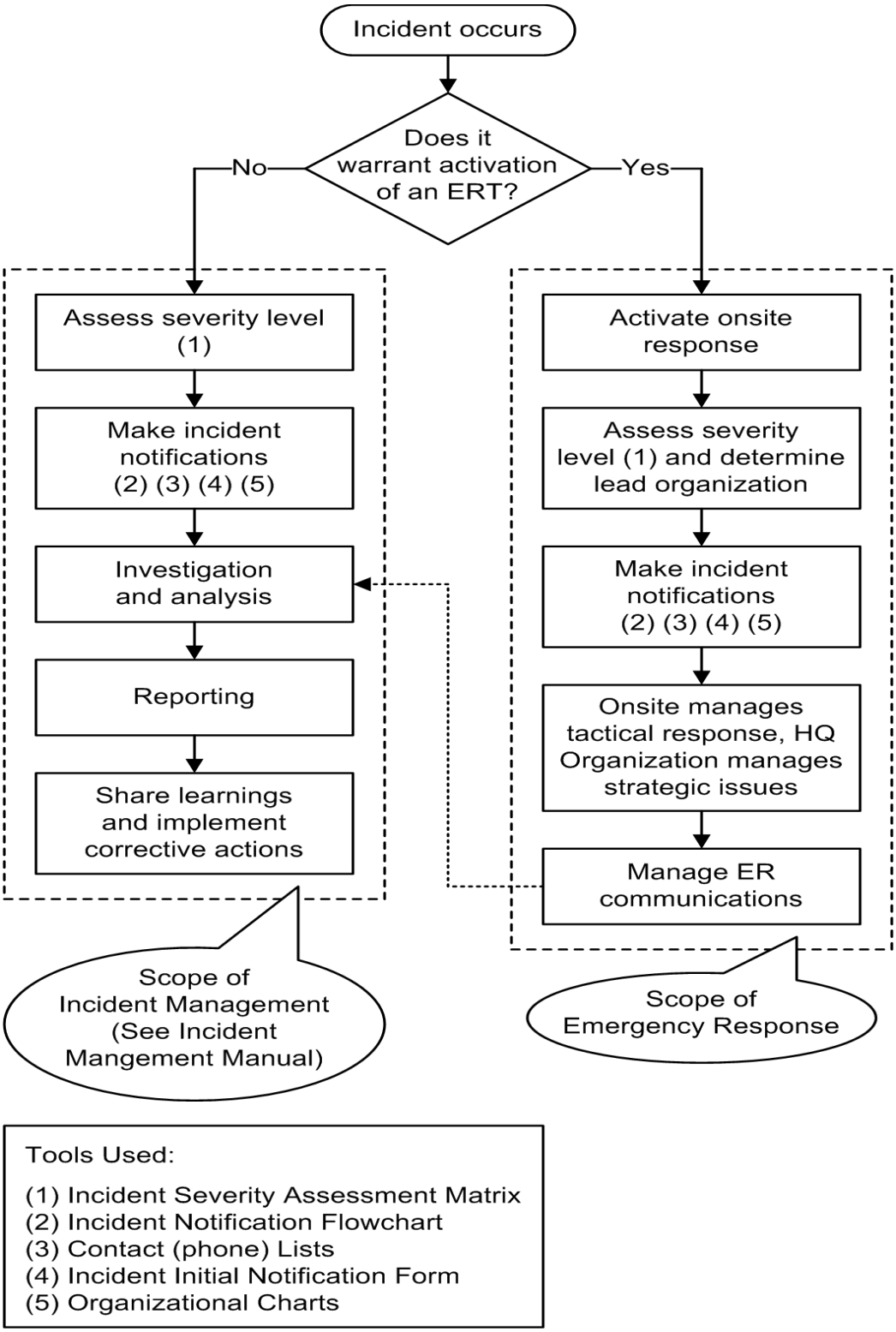
For ongoing incidents, the on-site Emergency Response Team should provide timely updates to the Incident Commander. When appropriate, the Incident Commander provides updates to the Senior Management, who in turn notifies their respective parent company management.

To the extent possible, ongoing incident updates should include evolving information on:

- Updates on any injured personnel
- Changes in incident Severity Level
- Emergency response actions, forward plans, and situational mitigation
- Adequacy of on-site emergency response resources (people and equipment)
- Potential long-term public impact
- Extent of media coverage

An incident update should conclude with the timing of the next planned update. Incident updates continue until the emergency is mitigated.

Figure 4.5 IM and ER Relationship and Scope Coverage



Section 5: ERT and IMT Organization

5.1 ERT/IMT Purpose and Objectives

To assure that the appropriate resources, support, and response management are available to respond to an emergency, the Company maintains an ERT and IMT. In the event of an emergency, the designated person in that role may be assisted by the alternate(s) or other personnel deemed competent to do so.

ERT/IMT Objectives	
Leadership Objectives	
✓	Protect People, Environment, Assets, and Resources
✓	Lead Incident Response
✓	Plan for Actions
✓	Liaise with Local Agencies
Responder Objectives	
✓	Procure Resources and Pay
✓	Deploy People and Equipment
✓	Implement Mitigation Actions
✓	Demobilize
✓	Record Events and Actions
P&GA Objectives	
✓	Public Information
✓	Community Relations
✓	Press Conference

5.2 ERT/IMT Structure

5.2.1 ERT

The ERT structure will include the first responders until the full IMT has mobilized. The ERT is a fully trained and prepared stand-alone response management team, capable of supplementing, relieving or taking command of an emergency. The ERT is based on site and is made up, primarily, of Operations personnel, including Operations support such as Safety, Drilling, and Procurement. The ERT has full access to and incorporates the support and resources available from the IMT. Members of the ERT are listed in Appendix A. Job descriptions for each ERT member is provided in the Company's IMH.

5.2.2 IMT

The IMT is a locally based tactical emergency response organization. The IMT structure is based upon ICS, however, tailored for the organization during the Reactive Phase (0-96 hours). The appropriate structure and supporting resources are determined by the IC based upon incident requirements. The IMT would be activated and mobilized as a group or individually and in accordance with the size and complexity of the Incident. Members of the IMT are listed in Appendix A. Job descriptions for each IMT member are provided in the Company's IMH.

Figure 5.1 ERT Organization Structure

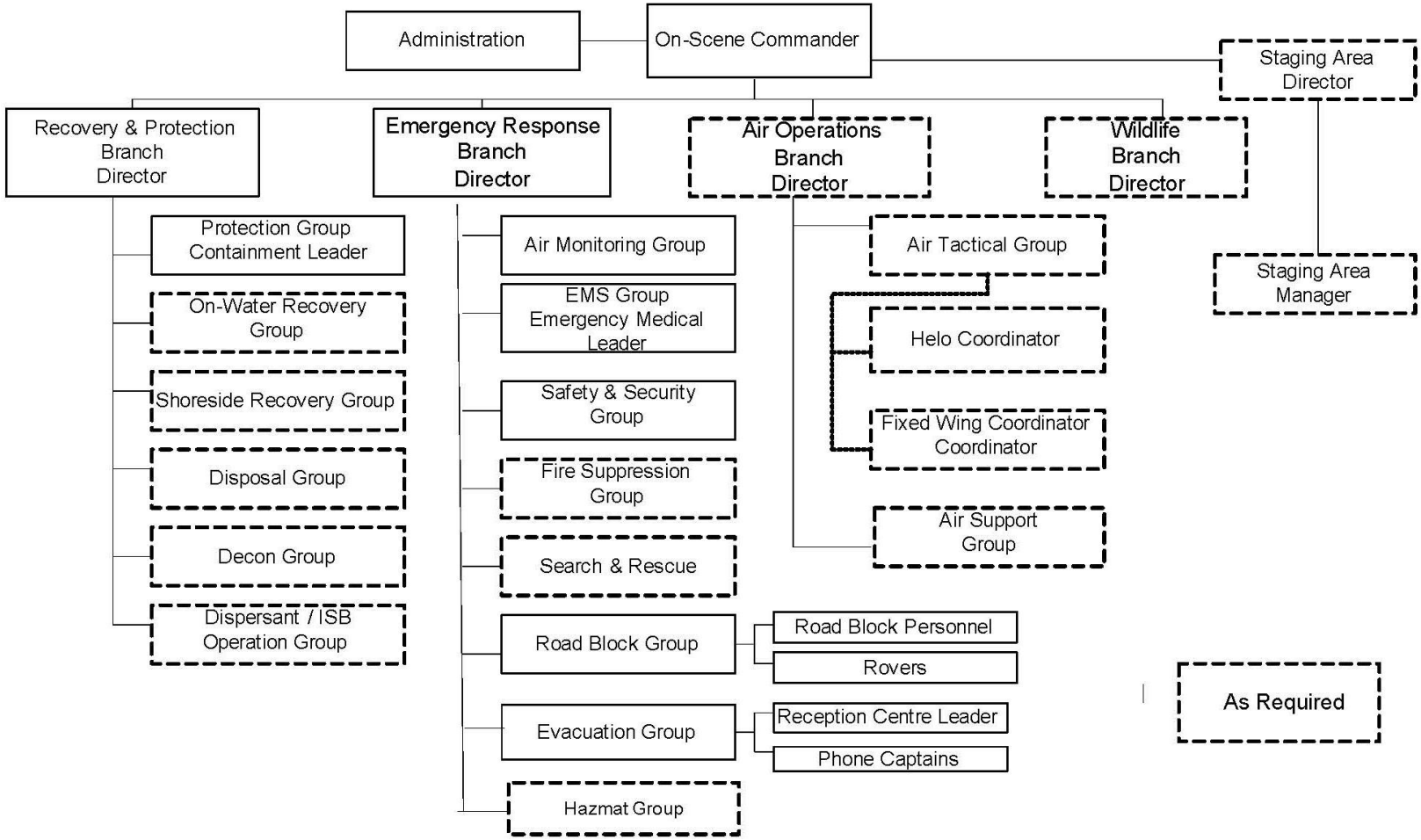
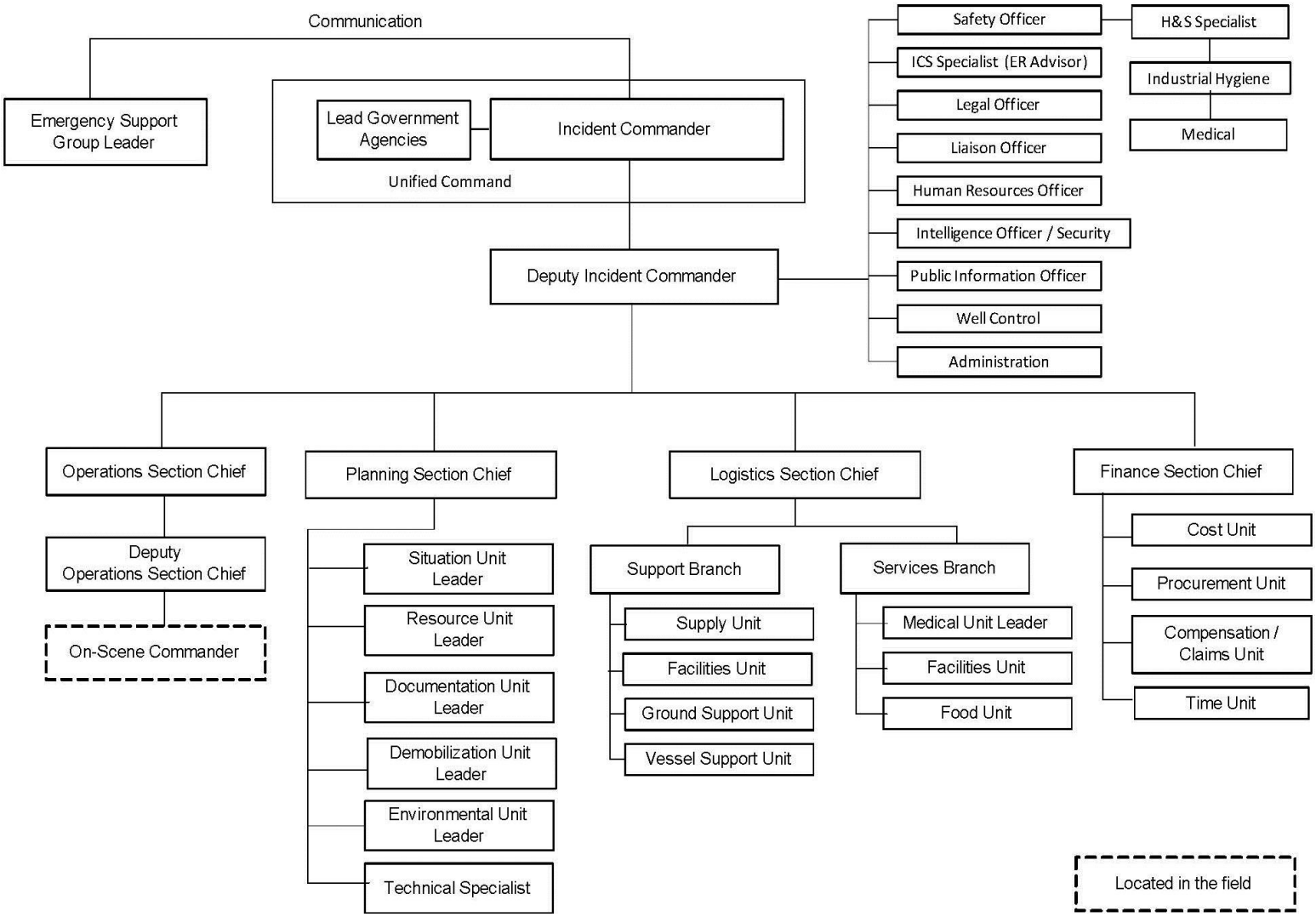


Figure 5.2 IMT Organization Structure



5.3 ERT/IMT Process

If the response requires an IMT in support of the ERT, the IMT is activated and assembles in the designated Incident Command Post (ICP), to begin establishing the appropriate team composition and tactical response objectives. During the initial response, response objectives, strategies, and tactics can cover the full scope of response activities.

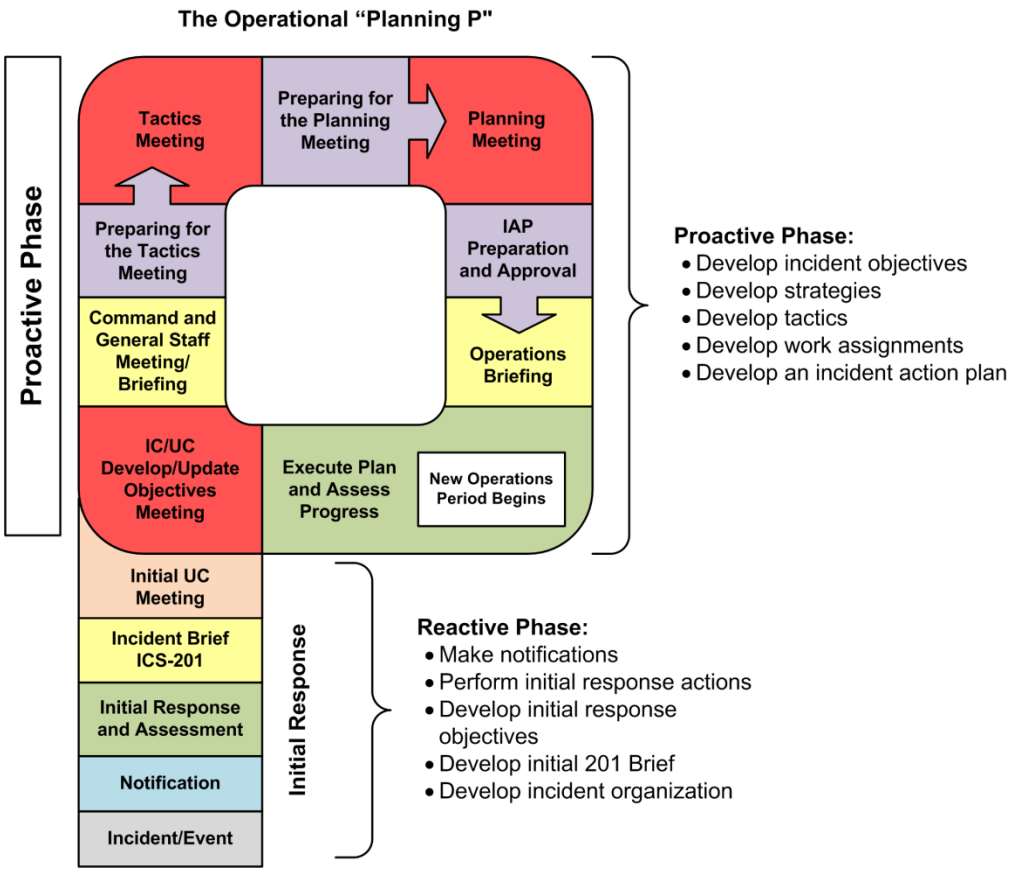
Objectives, Strategies, and Tactics	
Incident objectives	Statements of guidance and direction necessary for the selection of appropriate strategies. Incident objectives are based on realistic expectations of what can be accomplished when all allocated resources have been effectively deployed. Incident objectives must be achievable and measurable, yet flexible enough to allow for strategic and tactical alternatives.
Strategies	The general plan or direction selected to accomplish incident objectives.
Tactics	Deploying and directing resources during an incident to accomplish the desired strategy.
Objectives (unified command)	What is planned, in priority order.
Strategies (planning and operations)	What the plan is to accomplish the objectives.
Tactics (operations)	How resources are used during each operational period to implement strategies.

The IMT response organization is aligned with the ICS. Understanding variability in structure and composition is required based upon incident requirements. The IMT follows the "Planning P" process comprised of two phases, the "Reactive Phase" and "Proactive Phase."

5.3.1 ICS Planning Cycle and “Planning P”

The ICS Planning Cycle is commonly referred to as the Operational "Planning P" or "Planning P" and is depicted in Figure 5-3. As illustrated, there are two separate phases, the initial response or Reactive Phase and Proactive Phase. The Proactive Phase is typically for incidents more complex and longer term in nature, such as a major facility fire or offshore spill. The majority of the incidents (over 90%) are successfully managed during the Reactive Phase. Few incidents require the complete "Planning P" cycle, including the expanded ICS structure.

Figure 5.3 The Planning Cycle – "Planning P"



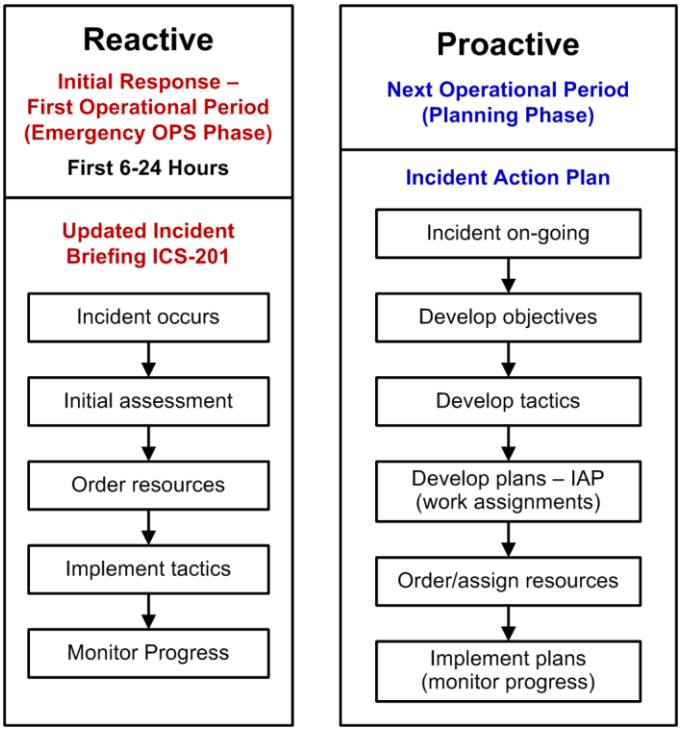
5.3.2 Reactive and Proactive Phases

Major activities of the Reactive and Proactive Phases of the Planning Cycle (or "Planning P") are highlighted in Figure 5.4.

As previously highlighted, the majority of incidents only require the Reactive Phase, beginning with the initial assessment through to monitoring progress utilizing local or area response resources.

Few incidents require both the Reactive and Proactive Phases of the Planning Cycle. Incidents of this type can present challenges due to the longer-term nature and supporting response resources required. These are sometimes not immediately available or contained within exploration or production operations that are remote in nature. For these activities or operations it is important to identify, during preplanning, the applicable risks and response scenarios up to and including Proactive Phase response resources that might be required. These could be the Regional Response Team (RRT) and a third party such as Oil Spill Response Limited (OSRL).

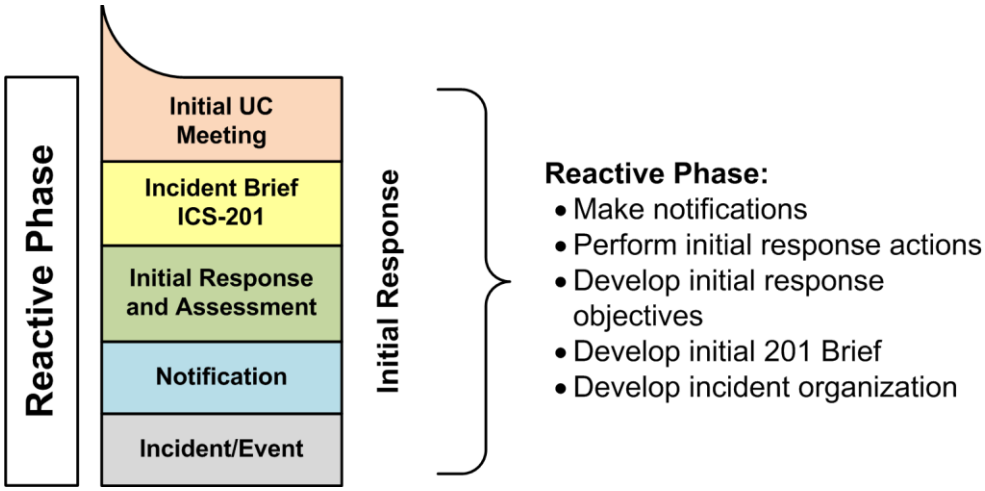
Figure 5.4 Reactive versus Proactive Phase



5.3.3 Reactive Phase

Figure 5-5 is from the IMH and lists the typical Response Team steps and actions for each activity. The majority of incidents, over 90%, only involve the Reactive Phase. This is due to their characteristics such as shorter incident duration (hours) and require only local or area response resources to effectively and efficiently manage the incident.

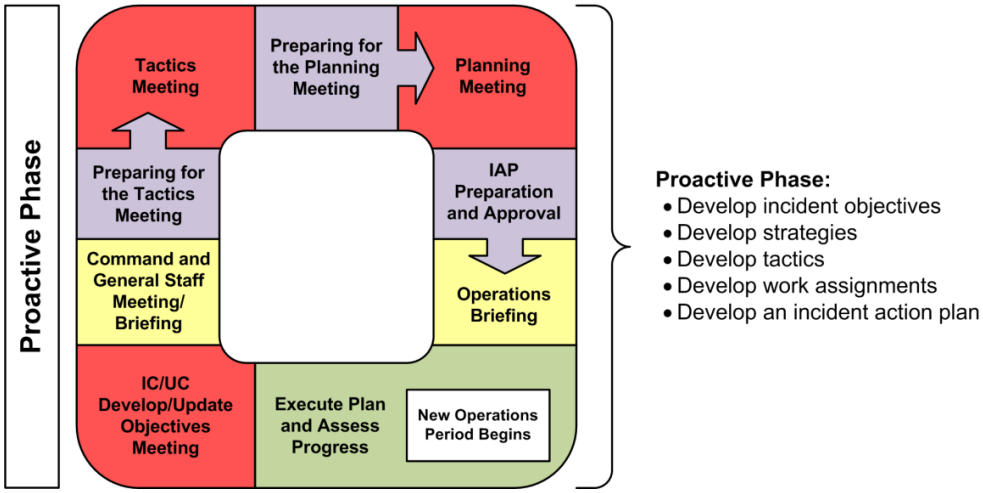
Figure 5.5 Reactive Phase



5.3.4 Proactive Phase

Figure 5-6 is from the IMH and lists the typical Response Team steps and actions for the Proactive Phase. Incidents requiring the Proactive Phase of the "Planning P" are longer term in nature (days) requiring additional resources (people, materials, and equipment). Due to the longer term nature and changing characteristics, including objectives, a more structured operational planning process must be implemented to effectively and efficiently manage the incident through to the recovery and restoration.

Figure 5.6 Proactive Phase



Many of these activities are meetings where information is reported and shared. The table does not cover the critical supporting activities in preparation for key meetings and, ultimately, the development of an Incident Acton Plan involving all key stakeholders.

Summary of Proactive Phase Activities		
Task	**Proactive Phase**	**Activities**
1	Incident Commander/ Unified Command (IC/UC) Objectives Meeting	Meeting conducted by the IC or UC (or both) to review, identify, and prioritize the response objectives for the next operational period using ICS 202.
2	Command and General Staff Meeting	Meeting conducted by the IC/UC to set the framework on how the incident is managed, communicate objectives, assign tasks, provide direction, resolve problems, and clarify staff roles and responsibilities.
3	Preparation for Tactics	Timeframe before the Tactics Meeting where Operations and Planning identify strategies and tactics to accomplish the objectives (ICS 234) and identify tactical resources to carry out the tactics.

Summary of Proactive Phase Activities		
Task	**Proactive Phase**	**Activities**
4	Tactics Meeting	Meeting conducted by the Planning Section Chief to finalize the tactical response strategies for the next operational period based on current response operations and objectives identified in the IC/UC Objectives Meeting for the next operational period.
5	Preparation for Planning (Draft IAP Preparation)	Timeframe before the Planning Meeting where each section prepares Incident Action Plan (IAP) components.
6	Planning Meeting	Meeting conducted by the Planning Section Chief to finalize strategies, tactics, and resource requirements utilizing the ICS Form 215 for the next operational period and to gain verbal approval from UC on tactics presented during the meeting.
7	IAP Preparation	Timeframe defined by the Planning Section Chief following the Planning Meeting to prepare and assemble the IAP for the next operational period. The IAP is then submitted to the UC for approval. After approval, several copies are made to distribute for the Operations Briefing.
8	Operations Briefing	Briefing conducted by the Planning Section Chief to brief the oncoming response team on the approved IAP.

5.4 Incident Management Handbook (IMH)

The IMH has been published as a detailed reference guide for IMT member use during a response. During a response it is expected that IMT members carry and use their IMH throughout the full response.

The IMH is consistent with the ICS emergency response management structure and processes, and contains detailed and supporting information for use during the "Planning-P" process.

The IMH is divided into four primary areas:

- Reactive Phase: Notifications, initial assessment, team meetings, and documentation
- Proactive Phase: Planning meetings, Incident Action Plan (IAP) development and approval, and formal briefings or status updates
- ICS: Structure and section and position roles and responsibilities, and documentation requirements
- ICS Organizational Guide: Staffing requirements

The roles, responsibilities, tasks, and products for each ICS position are specified in the IMH using checklists, charts, and diagrams that allow for effective and efficient information management.

IMT members should utilize the IMH to understand the roles and responsibilities within the ICS structure. The IMH provides guidance on:

- Utilizing the ICS structure for better decision making
- ICS outputs and documentation that should be produced for each positional role
- Standardized activity sequences and timelines
- Expected information flow across the response organization

In summary, all IMT members should be familiar with, consult, and use the IMH during team activation and throughout the response, as well as during training and exercises.

By design this ERP is a higher-level operations document that broadly addresses required aspects of emergency preparedness and response for identified scenarios, such as security, oil spill, and medical incidents.

It is not the intent of this ERP to duplicate the full content of the IMH and other supporting documents, but rather to reference them as needed and to selectively highlight a few key response process actions.

IMT members should:

- Understand the contents and requirements prior to IMT activation
- Possess and frequently reference the IMH during activation, including training and exercises

The IMH contains detailed Proactive Phase information intended to help guide IMT members through the Proactive Phase Planning Cycle. The IMH provides guidance and information for each Proactive Phase activity on a wide range of topics. This information has been sorted to match key positions, including but not limited to, the following:

- Timelines
- Considerations
- Actions
- Checklists
- Responsibilities
- Meeting attendees
- Meeting agendas
- Meeting preparations
- Meeting critical outcomes
- Suggested meeting documents
- Pertinent ICS forms
- Additional documentation tools

5.5 ERT/IMT Roles and Responsibilities

Roles and responsibilities can differ by incident type; however, roles and responsibilities are based upon the Incident Command System (ICS) providing a structured response with flexibility (expansion and contraction) to meet the changing incident requirements. IMT and ERT roles and responsibilities are included in the Company's IMH.

5.6 Delegation of Authority

The IMT delegation of authority guidelines is maintained to ensure identification, by position, of the individuals with authority for making policy determinations and decisions following IMT activation. Generally, pre-determined delegations of authority take effect when normal channels of direction are disrupted and terminate when those channels resume.

The delegation plan identifies triggers for activation, procedures outlining the delegation, including notification of relevant staff of the transfer of power, and the limitations on the duration, extent, and scope of the delegated authority or authorities. Delegation of authority documents relevant legal authority for making key decisions, identifies the programs and administrative authorities needed for effective operations, and establishes capabilities to restore authorities upon termination of the incident.

Section 6: ESG Organization

6.1 ESG Purpose and Objective

The ESG manages strategic issues related to an emergency and its associated response activities. The ESG either directly or indirectly supports the field tactical response across all operations and the IMTs and site-level ERTs.

When the ESG is activated it interfaces directly with and supports the more tactically focused IMT/ERT. Additionally, the ESG may be augmented from the parent company organization for specific technical positions and subject-matter expertise.

Key ESG Objectives	
✓	Supporting the IMT and ERT while managing the field tactical response
✓	Managing the strategic aspects of the incident
✓	Consulting with the parent company and other impacted businesses (as appropriate)
✓	Responding to government groups, regulators, media, and NGOs
✓	Determining the principal and potential impacts of an emergency with regard to: • Human welfare and the environment • Position on responsibility • Operability and business continuity • Liability and loss potential • Reputation within the country • Compliance with applicable laws and regulations (legal issues)
✓	Facilitating the Worst Case Scenario (WCS) process
✓	Preparing briefing material for the ExxonMobil (EM) parent company HQ ESG, other ESGs, and for potential use by the Corporation

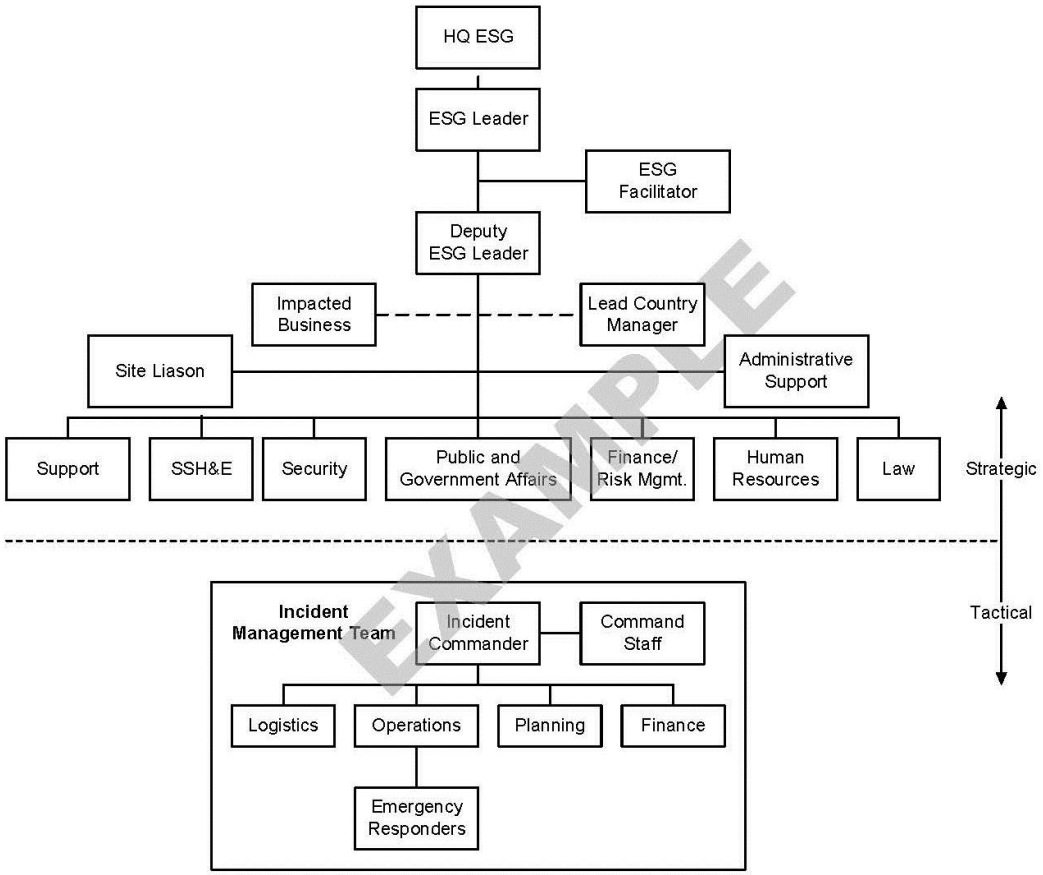
ESG Communication Objectives	
✓	Analyzing information associated with an emergency
✓	Ensuring that external communications are timely, accurate, aligned, and clear
✓	Establishing communication channels between responding groups, ERTs, and the applicable business
✓	Establishing how, through whom, and to what degree external and internal personnel and stakeholders are updated
✓	Reviewing and endorsing external communications
✓	For impacted EM Business Unit (BU) emergencies, such as ExxonMobil Development Company (EMDC) or ExxonMobil Exploration Company (EMEC), periodically and routinely involving or informing the impacted BU ESG or their respective BU Management

ESG Logistics Objectives	
✓	Coordinating business continuity activities
✓	Determining potential response resource needs
✓	Coordinating assistance from other businesses or functional groups
✓	Supporting the field IMT and ERT
✓	Facilitating the mobilization and transportation of the North American Regional Response Team (NARRT) or other external resources once in country

6.2 ESG Structure

The ESG has a specific organizational structure that is based upon a generic industry ER model, as well as the ExxonMobil HQ ESG. Figure 6.1 illustrates the ESG model where specific positions have been resourced or added to match country-specific strategic support requirements. Tactical support is addressed using an IMT structure in conjunction with the ERT structure (see Figures 5.1 & 5.2). Members of the ESG are listed in Appendix A. Job descriptions for each ESG member is provided in the Company's ESG Handbook.

Figure 6.1 ESG Organization Structure



6.3 ESG Process

The following section discusses the ESG process and associated people, environment, assets, and reputation (PEAR) tools.

In general, the ESG process is facilitated through the use of ESG templates within the designated Emergency Response Center (ERC). The ERC location can be changed without affecting applicability of this plan. The initial ESG meeting should:

- Ensure all ESG team members sign in on the sign-in board.
- Provide meeting room safety briefing.
- Provide a concise update of the incident facts.
- Confirm the "incident owner," the most impacted business, and lead business (for example, Production Company, Development Company [includes Drilling], Exploration Company, and so on).
- Confirm the ESG Leader is the outcome owner and key decision maker.
- Confirm the ESG Facilitator is the ESG Process owner.
- Review the emergency response ESG Process and PEAR Board tools.
- Assure clarity of roles for all ESG team members.
- Identify highest priority ESG team objectives.
- Document high-level team issues.

Complete the following steps during ESG team meetings:

ESG Team Meeting	
Step	**Description**
Note: Steps 1-21 apply to the Initial ESG Meeting.	
1	• When the ER Facilitator receives notification of ESG Activation, the ER Facilitator contacts all primary ESG members. The ESG Callout Procedure is documented in Section 7. • The ER Facilitator should request feedback from the ESG Deputy Lead on participation from the field (location of incident). The ER Facilitator should also prompt the ESG Deputy Lead to consider the benefit of external parties participating in the ESG.
2	The ER Facilitator/Administration Support arranges the ERC as defined in the ERC Description and Procedures Guide.
3	The ER Facilitator/Administration Support places position "names tents" and distributes ESG Roles and Responsibilities Cards and other relevant reference documents and information as needed.
4	• The ER Facilitator may recommend setting-up a conference call for large-scale incidents. • Notify all applicable parties of the conference call meeting number.
5	The ER Facilitator reviews the Map Index for a relevant map and verifies the site has the same map. Maps are available in electronic and paper format.
6	As the team assembles in the ERC or *joins the conference call*, the ER Facilitator ensures all ESG team members are listed on the sign-in board.

ESG Team Meeting	
Step	**Description**
7	• The ESG Leader briefs the team. • The preferred method for documenting ESG information is through the use of electronic ESG templates. Laminated boards are available as a back-up. ESG templates and working files are stored on the ESG SharePoint site or WebIAP. **Reference:** Section 6.4, "ESG Information Management" for details on the use of the electronic templates. • The ESG team includes two principal board writers. They capture all Events, Key Facts, and Internal and External Notifications on the applicable electronic templates. The historian captures all additional information using the electronic meeting minutes' template. The meeting minutes should also include a list of all ESG members.
8	The ESG Deputy leader assumes operational control of the ESG.
9	The ESG Deputy leader assigns a Site Liaison; this is normally the most senior impacted business leader. The Site Liaison is the primary contact with the site or field.
10	The Site Liaison provides the ESG an overview of the area surrounding the incident and other relevant local or regional details to orientate the ESG members.
11	• Start the PEAR process; the ESG Team sets three to four high priority PEAR objectives. **Reference:** "ESG discussion guidelines" following this table. • To assist the ESG a list of generic PEAR objectives, issues, and actions have been created. • The board writer documents the PEAR objectives.
12	The ESG team discusses PEAR issues relevant to objectives; the historian documents the PEAR issues.
13	Action items to mitigate the PEAR issues are discussed. The historian documents the action items on the electronic template. **Note:** Consider the need to add an action item that reviews if similar incidents have occurred previously. Is there anything to learn from past incidents?
14	While the ESG team is working the PEAR process the ESG Deputy Lead may ask a small team to start working the WCS. This is reviewed with the ESG members. Additional actions items are added to the action item list, if needed. The historian documents the Worst Case wall board.
15	The Safety, Security, Health, and Environment (SSH&E) ESG member determines the incident severity and notifies the ESG Leader of required upward notifications and any SSH&E.

ESG Team Meeting	
Step	**Description**
16	The Deputy Leader assigns team members to complete the Initial Incident Notification Form. The Deputy Leader reviews the report and provides it to the ESG Leader for upward notification. **Note:** The Initial Incident Notification Form (Section 11) is used as an aid for capturing and conveying relevant information. **Reference:** Section 3.0, "Incident Severity Assessment and Notification" for upward notifications.
17	The Deputy Leader assigns the next formal ESG Meeting time.
18	The ESG Team departs the ERC and works action items.
19	The Deputy Leader, ESG Facilitator, Board-writers, and the Historian develop the Management Summary Report. After the draft has been completed, the ESG Facilitator requests Law review of the Management Summary Report and also sends it to the appropriate managers.
20	The ESG Facilitator: • Provides the Action Items List to the ESG Members and any other personnel who may have received an action item. • Sends out a meeting invite for the next ESG meeting.
21	Before additional ESG meetings, the ER Facilitator repeats steps 2-5.
Note: Steps 22 onwards apply to follow-up ESG Meetings.	
22	The ER Facilitator provides all ESG Members the most recent copy of the Management Summary Report and Action Items List.
23	The Board Writer and Historian capture the same information as in previous ESG meetings.
24	The ESG Deputy Leader starts the meeting by requesting the following: • Update of facts from the field. After this the field may exit the ESG. • Review of new facts from each group in the ESG (Security and so forth). • Update on action items. • Update of internal and external notifications. • Review of PEAR objectives and issues. • Review of worst case scenario. **Reference:** Section 6.6, "Leadership Briefings" for a sample meeting agenda.
25	The ESG Deputy Leader ends the meeting by requesting an update of internal and external notifications. The Board Writer updates the Internal and External Notification Logs.
26	• The ESG Deputy Leader assigns the next ESG Meeting time. The ESG Team departs the ERC and works action items. • For ESG activations that are greater than one week, the ESG Facilitator should consider utilizing the Timeline template to display key facts.

ESG Team Meeting	
Step	**Description**
27	Update the Management Summary Report, send out action items, schedule the next meeting – refer to steps 20 - 21.
28	The ESG Deputy Leader consults with the ESG Leader when the ESG should be stood-down.
29	Prior to the ESG being stood-down, the ESG Deputy Leader conducts a "lessons learned" meeting for the ESG Activation. **Reference:** Section 9, "After the Incident"
30	Upon standing down the ESG, the ESC Facilitator completes a final Management Summary Report. The Key Facts portion of the report contains the following: ESG stood down <Insert Date>. End of report.
31	After the ESG has been stood-down, all outstanding actions are stewarded by the business line or project (or both).

While working the ESG process, maintain awareness of the PEAR objectives, which focus on:

PEAR	
Safeguard the	**P**eople
Protect the	**E**nvironment
Protect the Company	**A**ssets
Protect the Company	**R**eputation

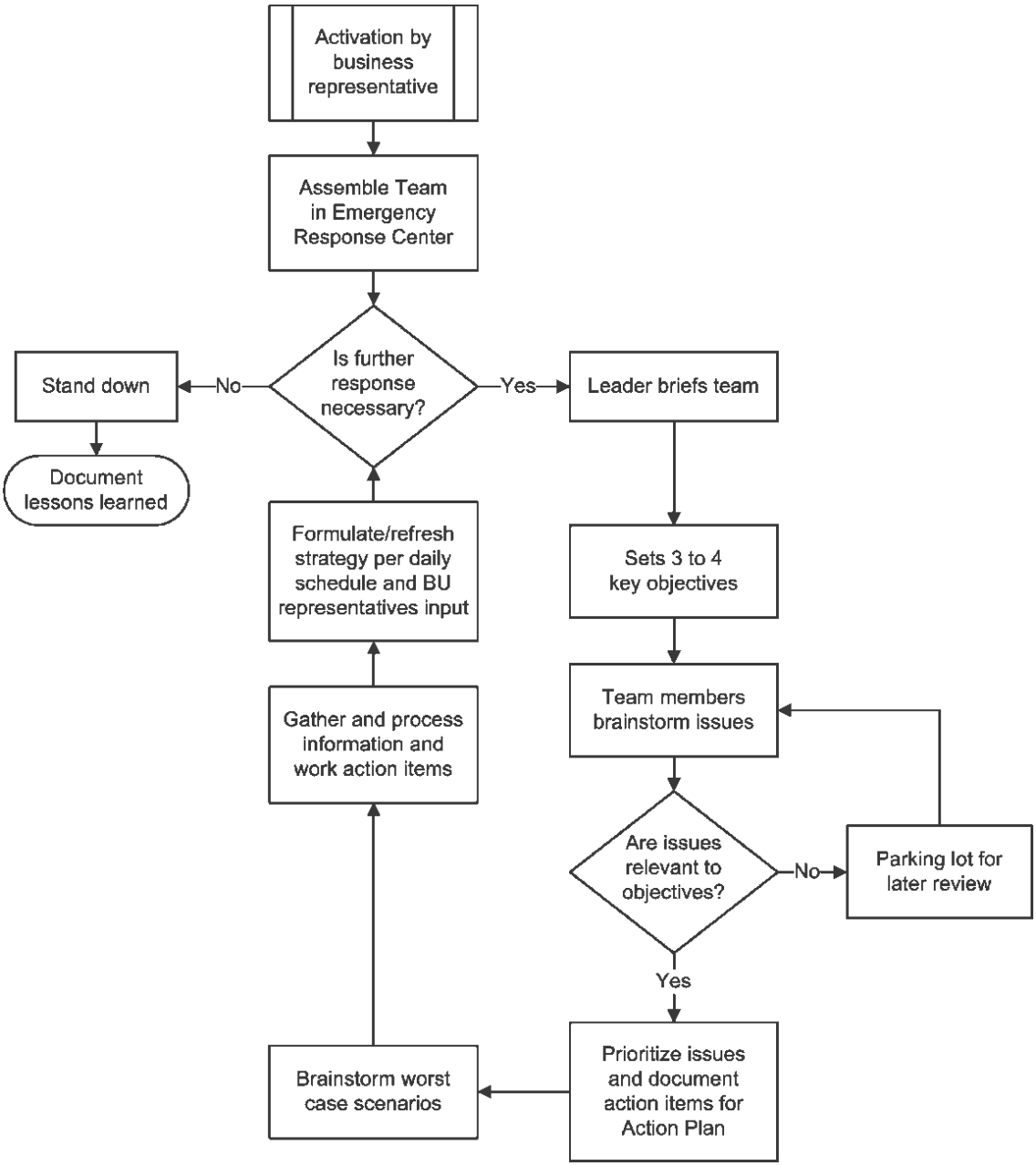
Guidelines for ESG discussions are as follows:

- Keep discussions high level. Avoid overworking details with the full ESG team. Instead, work details with smaller teams outside of full ESG team meetings.
- Consolidate and prioritize issues related to PEAR objectives. Develop an Action Plan based on the issues.
- Work high priority issues under time constraints (for example, allow 30 minutes for three to four issues).
- Keep objectives, issues, and actions segregated.
- Set aside issues not immediately related to objectives and revisit later (move issues to a parking lot).

The following flowchart illustrates the ESG work process:

Note: The ESG process should be worked and repeated until all objectives are satisfied and all issues are resolved or addressed.

Figure 6.2 ESG Work Process



6.4 ESG Information Management

The ESG uses facilitation tools during the ESG Work Process to help improve incident awareness and team meeting effectiveness.

The ERC is equipped with various templates, consisting of both electronics templates and wall charts. The templates are listed and described here:

- **Event Log** – Captures all event information that is being provided to the ESG. Continuously updated as information is provided.
- **Key Facts** – All currently known key facts about the incident. This information requires continuous updating until the incident is resolved.
- **PEAR Objectives** – Objectives that are based on safeguarding People, and protecting the Environment, Company Assets, and Company Reputation.
- **PEAR Issues** – All identified issues (terrorist, oil spills, gas release, evacuations, supplies, manpower, and so on).
- **Action Plan** – An ESG Action Plan to document team member actions, work, and deliverables.
- **Worst Case Scenarios** – Worst potential scenario that can be envisioned for each of the four aspects of PEAR.
- **Internal Notification** – Captures all internal company notifications (for example, management notifications).
- **External Notification** – Captures all external notifications (for example, government reporting).
- **Management Incident Update Summary** – Used to compile and summarize information from the wall charts to brief line management.
- **Other Status Boards.**

6.5 ESG Meeting Facilitation Tools

The ESG uses facilitation tools during the ESG work process to help improve incident awareness and team meeting effectiveness.

The ERC (ESG Room) is equipped with the TV or projection screens (or both) capable to show the following electronic ESG Templates:

- Key Facts
- PEAR Objectives
- PEAR Issues
- Action Plan with timing and assigned responsibility
- Worst Case Scenarios
- Other Status Boards (such as Event Log, Casualty, Logistics, Incident Notification, External Communication, and any other company-specific boards)
- Daily Schedule

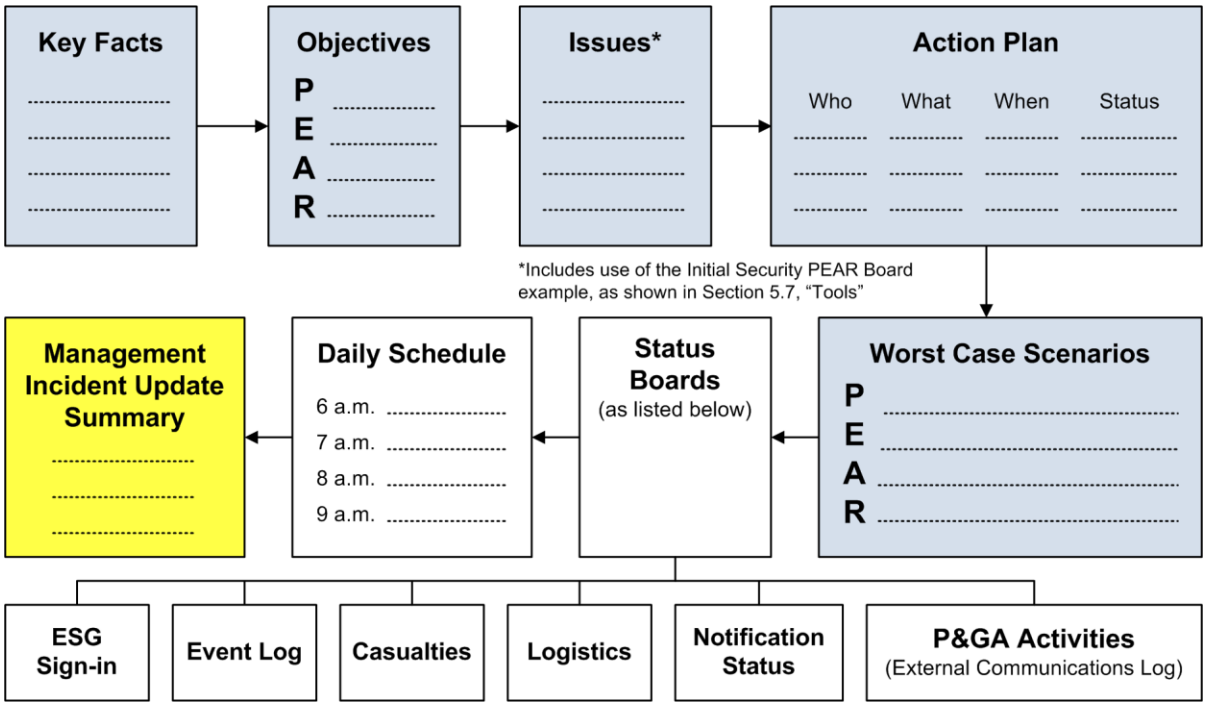
Electronic ESG Templates will be projected on screens located in the ER Center and are used to record the following known information. Laminated versions of the ESG Templates will be available as back up:

- All currently known key facts about the incident. This information requires continuous updating until the incident is resolved.
- Objectives that are based on safeguarding People, and protecting the Environment, Company Assets, and Company Reputation.
- All identified issues (terrorist, oil spills, gas release, evacuations, supplies, manpower, and so on).
- An ESG Action Plan to document team member actions, work, and deliverables.
- Worst case scenarios that can be envisioned for each of the four aspects of PEAR.
- Other Status Boards that are used to document event narratives, information about casualties, logistics, notifications, team member names, and status of external communications.
- The Daily Schedule for planning to inform ESG members of meetings, deliveries, flights, visitors, and must-do items.

A remote access web-based information management system, known as WebIAP, has been established to act as the principal emergency response incident documentation management systems. WebIAP access is controlled through the use of unique combinations of username and password to be issued to each individual:

- The site is used to store data and information created and generated during all ESG activations or exercises.
- The site is also designed to be a reference library for the ESG members, to access training material and ER plans and maps.

Figure 6.3 Electronic ESG Template Example



6.6 Leadership Briefings

The ESG Facilitator, Site Liaison, and impacted Business Leader work with the ESG Leader to provide comprehensive leadership briefings that cover ER status updates and actions.

Leadership briefings are scheduled at an appropriate frequency. The ESG Leader conducts and chairs the meeting and briefs all attending ESG members on priorities, key objectives, and important updates. The initial (first) briefing preferably communicates the Leader's key PEAR objectives.

The briefing should follow an agenda and at a minimum include the following:

- Update of incident facts and actions being taken by the Field Response and other responding groups (for example, Parent Company ER, EM RRT, third-party oil spill response organizations, joint industry responses, national or government response support efforts, and so on)
- Discussion of WCSs and any related preparatory actions
- Issues requiring guidance and assistance of the LCM or Parent Company leadership
- Issues requiring action on the part of the LCM or Parent Company leadership
- Plan and timings for the next briefing

Meeting Agenda Example	
✓	Update of facts
✓	Public safety issues
✓	Personnel issues
✓	Environmental issues
✓	Security issues
✓	Incident update-operational or facility issues
✓	Incident mitigation issues
✓	Review of responsibility position
✓	Public affairs issues
✓	Governmental or regulatory agency issues
✓	Business continuity issues
✓	Cost issues
✓	Issues requiring corporate leadership guidance
✓	Communications strategy
✓	Possible senior executive site visit
✓	External notifications (for example, government or regulatory agency)
✓	Relationships with joint-venture partners, host country, major customers, or suppliers

Meeting Agenda Example	
✓	Worst case scenario confirmed that it reflects current escalation potential
✓	Long-term strategy
✓	Issues requiring corporate leadership action
✓	Communications strategy
✓	Possible senior executive site visit
✓	External notifications (for example, government or regulatory agency)
✓	Relationships with joint-venture partners, host country, major customers, or suppliers
✓	Worst case scenario confirmed that it reflects current escalation potential
✓	Long-term strategy
✓	Issues requiring corporate leadership action
✓	Plan for the next meeting (including approximate time)

When advantageous, the ESG Facilitator or designee with administrative assistance develops and distributes ESG meeting minutes. The minutes are reviewed with the ESG Team Leader and other parties as appropriate and are then stored in WebIAP or SharePoint IDD as part of the historical record of events and key decisions. The ESG Facilitator is also responsible for assisting the ESG Leader in establishing subsequent ESG meeting agendas, the Management Incident Update Summary, and the preparation of briefings to Parent Company senior management.

6.7 ESG Roles and Responsibilities

The ESG Handbook outlines a common, standardized set of roles and responsibilities for ESG members that aligns with other typical industry ESGs (or equivalent organizations).

The site most impacted by the incident has the primary responsibility to initiate the first level of response. This includes:

- Immediate on-site ground level response to the incident
- External communications necessary to manage immediate incident business impacts
- Evaluation of internal capability and, if needed, requests for additional support
- Initial Public Affairs support associated with the response

This continues to be the case unless the ESG Leader, in consultation with the affected site, determines otherwise.

The Imperial ESG develops response strategies based on the following incident information:

- Evaluation of business impact (including potential impact) with regard to:
  - Human welfare
  - The environment
  - Company reputation
  - Operability and business continuity
  - Company's position on responsibility
  - Potential liability and loss issues
  - Cost and budgets
- WCS identification
- Need for senior management site presence at the emergency scene
- External perceptions
- Utilization of lessons learned from previous incidents

The Imperial ESG as a team assumes the following roles and responsibilities:

- Support the field-level tactical response of the IMT/ERTs.
- Assess country-level incident impacts.
- Use the PEAR Process (as explained in this Chapter) gather information, identify issues, and formulate strategic response strategies.
- Utilize WCS planning.
- Keep senior management informed.
- Ensure that information flows between the site, imperial ESG and parent company ESG appropriately.
- Ensure that external communications are timely, accurate, and clear.
- Monitor external perceptions.
- Coordinate business continuity activities.

Section 7: ESG and Additional Resource Activation Procedures

7.1 Activation of the ESG

Following receipt of an Initial Incident Notification, the ESG Leader is responsible for making the decision to activate the ESG.

ESG activation follows these steps:

Step	Personnel and Actions
1	When an incident is larger or more significant than the site can manage, the impacted IMT Incident Commander (IC) contacts the ESG Leader -to make an initial incident notification and discusses incident severity, impact, facts, and emergency response needs.
2	Taking into consideration overall incident impact, the IMT IC and ESG Leader determine whether the incident (emergency) warrants full or partial ESG activation. NOTE: For some incidents the ESG may only be activated without an ERT or IMT. These types of incidents such as Activision, Business Continuity and Evacuation typically do not require an organized tactical response including management of tactical response resources; the ESG has the capability effectively manage.
3	If an ESG is activated, the ESG Leader calls an ESG Facilitator and requests ESG activation. During this initial call the ESG Leader and Facilitator discuss the: • Extent of ESG activation (full or partial). **Note:** The default case should be full ESG activation. • Key situational facts. • Initial response objectives, priorities, and potential issues. Optionally, in some cases the ESG can develop the facts, objectives, and issues in the Emergency Response Center (ERC).
4	The ESG Facilitator initiates the local ESG callout procedure, and phone calls are placed to ESG team members with a request to assemble in the Company ERC. **Note:** The ESG call outs are managed by the Production Organization.
5	The ESG Facilitator activates the ERC (ESG Room) with the assistance of the designated Emergency Response (ER) Center Administrative Support Assistant and Information Technology representative.

In general it is expected that the ESG is activated for incidents that:

- Are relatively long lasting.
- Might have a significant impact on Company business or outside communities, including a significant effect on the safety or wellbeing of people, the environment, including employees, the public or the community.
- Might have extensive national or international media exposure or have government involvement.
- Might require special attention to strategic issues related to legal, liability, compliance, human resources, medical, media, security, company reputation, or environmental impact.

After the ESG has assembled, ensure that the names and phone numbers of the activated ESG team members are documented in the ESG Contacts List Template. Then distribute the List (by fax or e-mail) to other active and supporting emergency response (ER) groups.

Because every incident is different, ESG-specific procedures have not been written. Instead, each ESG member should refer to his or her positional ER role, responsibility, and duty list as contained in the Company ESG Handbook and should review Section 6.

7.2 Activating Additional Resources

Additional field-based resources include the following:

- Parent Company resources such as the ExxonMobil Regional Response Team (RRT)
- Other tactical resources (such as a joint industry response organization)
- Crisis management contractors
- Other BU such as the ExxonMobil Development Company (EMDC)

There are three ExxonMobil Regional Response Teams (RRTs):

- Americas RRT
- Europe, Africa, Middle East Regional Response Team (EAME RRT)
- Asia-Pacific Regional Response Team (APRRT)

These teams represent all ExxonMobil businesses and are ready to respond to a broad scope of emergency situations that require resources outside of the Company's capabilities.

Each RRT covers a specific area. Imperial contacts the Americas RRT when needed.

The ESG Leader analyzes the incident situation, determines the appropriate resourcing needed, and makes a decision regarding RRT activation.

In the unlikely event that RRT support is requested without activation of the ESG, the Production Manager, his or her designee, or the senior site manager makes such a decision.

Functional resourcing within a region can occur independently of Americas RRT activation.

Example: P&GA may draw on regional P&GA resources before an RRT is activated.

The ExxonMobil Americas RRT can be partially or fully activated. Partial activation is more common than full activation. Partial activation is used when functional augmentation is required to the field-located ERT or the regional-based ESG. Should this occur, functional RRT members fall within the existing emergency response structure responding to the incident. For large emergencies, the entire RRT can be activated. Full activation is more likely when the incident occurs in a remote location where local ExxonMobil resources are not available and an entire functional team is necessary to effectively manage an incident.

7.3 Parent Company/HQ Emergency Response

Formal incident notification to the Parent Company should include sufficient emergency-related information to determine if a Headquarters (HQ) Emergency Response (ER) is needed to support the emergency. The decision to activate the Parent Company ESG or equivalent organization lies with the Parent Company.

When activated, the Parent Company HQ is the focal point at that level and communicates closely with Imperial.

The Parent Company HQ Emergency Response mission is to:

- Support the response organization, including affiliated operating companies.
- Monitor and provide guidance related to the strategic aspects of the incident.
- Inform Corporate Business Unit (BU) senior executives (President or Executive VP [or both]).
- Evaluate principal impact and potential impact of the emergency to the Corporation.
- Consult with the Corporation.
- Consult with other impacted BUs or organizations when appropriate.

Section 8: Internal and External Communications

8.1 Overview

An integral part of ER is the timely development and release of internal and external communications that convey care and concern for the situation and provide relevant factual information. Messages must be consistent to protect the parent company's reputation and license to operate.

Internal communications assure employees receive appropriate and accurate information that is consistent with public statements from the Company regarding emergencies with important corporate implications. Just as with external communications, internal communications should convey care and concern for the situation and provide factual information.

For external communications, the incident description and the Company's response must be conveyed as appropriate, not only to those directly affected, but also to government authorities and to the general public, whose perception of the event is shaped by news reports and what others say about the incident.

8.2 P&GAERO Activation and Responsibilities

8.2.1 Responsibilities

The Public and Government Affairs Emergency Response Organization (P&GAERO) may convene in support of an incident at any level. The P&GAERO may provide support for the ERT, IMT and the ESG. If required, the P&GAERO expands to the P&GA functional level in Houston. All P&GAERO members, regardless of location, operate as a virtual team reporting to the ESG Leader through the ESG's P&GA representative.

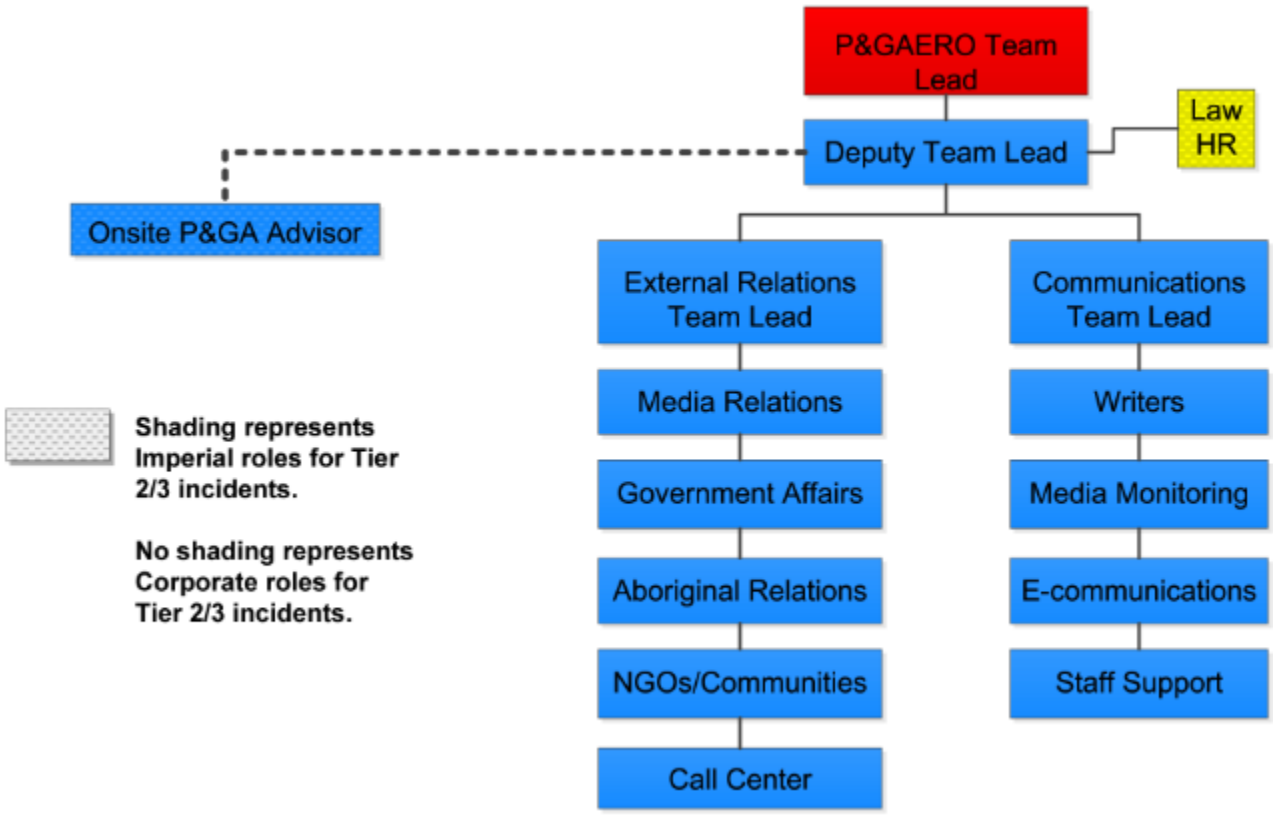
The convened P&GAERO and its members have predetermined roles and responsibilities to ensure the P&GAERO's effective management of emergency communications in the communications strategies tools.

The P&GAERO may have personnel fulfill more than one position or some of the P&GAERO positions may not be filled depending on the nature and severity of the incident. The P&GAERO is organized to ensure coverage of the following areas as required by the characteristics of the emergency:

- Media relations
- Government relations
- First Nations, Aboriginal groups
- General public, community relations, NGOs
- Employee communications
- Customers and suppliers communications as requested by the affected Business Unit (BU)

For a significant incident and unless otherwise notified by the lead BU, the ESG has the overall responsibility for managing communications. The ESG also keeps the BU management apprised of all internal and external communications.

Figure 8.1 Imperial P&GAERO



8.2.2 Activation

The P&GAERO is convened in support of the ESG. Both parent company P&GA organizations are part of P&GAERO with assigned roles and responsibilities.

The Chief Public Affairs Officers' (CPO) roles are filled by the Parent Company P&GA Manager and the Company P&GA Manager. They both serve as the principal Public Affairs (PA) Advisors to the ESG. If the IMT is formed, the CPOs also becomes the principal PA Advisors to the IMT to ensure alignment at all levels of the response.

For specific incidents, extra P&GA support may be requested from parent companies. In those cases P&GAERO roles and responsibilities should be assigned accordingly.

The P&GAERO Chart (Figure 8.1) represents the typical P&GA roles for an on-going incident, once the P&GAERO has been activated. It assumes that the full P&GA Team as shown has been mobilized, and provides guidelines for each role. In practice, it may be necessary for one individual to perform several roles in the initial phase of emergency response activation. The P&GAERO can be activated and scaled based on the size of the response.

The CPOs work with their respective P&GA teams to ensure coverage of the following:

- Media relations
- Government relations
- General public, community relations, nongovernmental organizations (NGOs)
- Special interest groups
- Other stakeholders
- Employee communications (in coordination with the Human Resources [HR] department)

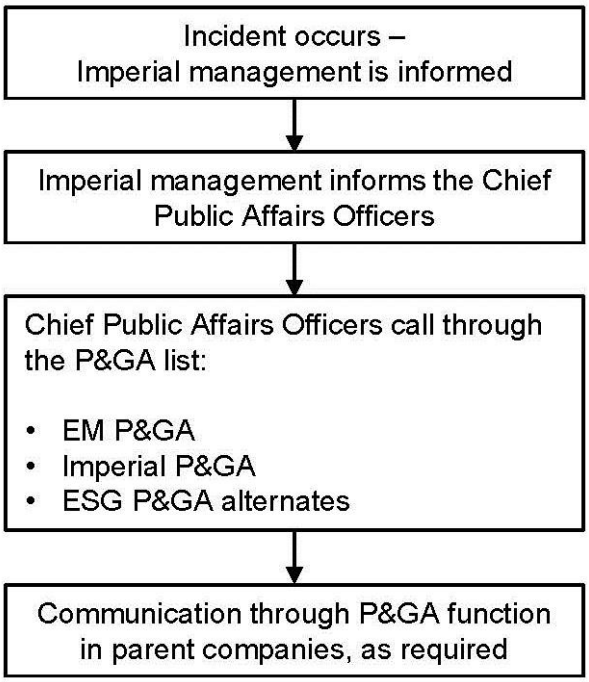
The CPOs maintain an updated flow of information about the emergency to the rest of the P&GAERO through the Deputy Chief Public Affairs Officers (DPOs). He or she should communicate the "stand down" or end of the emergency as soon as it is declared.

The P&GAERO remains on duty until advised by the CPOs.

In anticipation of subsequent enquiries from news media, officials, and third parties, the DPOs draw up a plan to respond to these enquiries and agree on this plan with the relevant senior manager. P&GA captures lessons learned post-incident for improvements in future responses.

The P&GA Emergency Response Organization (P&GAERO) activation and responsibilities call-in flowchart is shown in Figure 8.2.

Figure 8.2 P&GAERO Call-In Flowchart



8.3 ER Communications Approach and Interfaces

Parent companies will develop, coordinate and agree upon the content and timing related to the release of information on behalf of the Company.

A parent company may directly respond to inquiries that are focused on and directed to that parent company. In such cases, parent companies will continue to coordinate responses.

For Level 1 incidents, the P&GA Contact works closely with the functional P&GA in Houston and provides ongoing, updated information, as appropriate.

For Level 2 and 3 incidents, the P&GA Contact communicates with the BU P&GA Contact and Corporate P&GA and provides ongoing, updated information, as appropriate.

P&GA representatives from Imperial or EM (or both) may be deployed to the incident site or the closest suitable location to:

- Work close to the response location
- Capture the community concerns to be addressed in response statements
    - Primarily, it is understood that community concerns will be captured through communication with local authorities of cities and villages or the municipal district of the nearest location to the incident.
- Assist management in communicating with officials, community members, media, or other stakeholders on or near the incident site
    - In case of incident substantial impact on the community, consider installing a Local Content Contact (LCC) to work closely with the community.
- Have the LLC report to the Emergency Response Communications Center on main issues and concerns of the local community to be considered and addressed

In this case P&GA representatives on-site manage notifications of the P&GA of parent companies respectively and provide ongoing, updated information.

For larger or prolonged emergencies or incidents, it is expected that the EM functional P&GA will deploy to the response site to support the alignment of corporate communications between Imperial and to oversee the preparation of Communication Plans. This plan includes the crisis communications objectives and strategies as determined by the BU ESG Leader. P&GA divides lead responsibilities for communications to various audiences among virtual P&GA team members.

8.4 Internal Communications

P&GA simultaneously provides public statements regarding an emergency situation to appropriate internal contacts by public release. These contacts may include:

- The site
- Imperial's office
- ExxonMobil affiliates in region
- The impacted BU and BU ESG
- Corporate P&GA

The decision to further disseminate employee communications is made by the BU or Corporation, depending on the incident's severity.

When an incident occurs, parent company P&GA managers should ensure that employees receive appropriate information regarding the incident and response. Internal communications should convey care and concern and provide factual information related to the response effort.

Initial internal communication regarding the response is issued by senior management to parent company management for release to company employees. Upon senior managerial decision and alignment, communication may be issued by parent companies through their respective P&GA departments to employees. The Imperial and EM management, together with P&GA organizations, should determine what further distribution is needed, ensuring that employees receive factual information in a timely manner.

P&GA departments of both companies will monitor employee concerns related to the incident and bring findings to the attention of the ESG Leader and Chief Public Affairs Officers to be reflected in corrected actions, if necessary.

P&GA or Human Resources (HR) typically distributes communications to employees. HR is responsible for employee notifications and communications on sensitive personnel issues.

As a general rule, P&GA provides employees with public statements regarding an emergency that receives significant external interest. Statements regarding less severe incidents may also be distributed if the incident is of widespread local interest. The P&GA Manager for the function that owns the incident coordinates and implements the statement. Information to employees about the incident is primarily communicated electronically (that is, through the intranet, Incident Response website, and e-mail).

Communication to employees regarding serious local emergencies, such as weather, transportation, communications, and electricity remains the responsibility of the Global Real Estate and Facilities (GREF) organization and is not covered by this plan.

For major incidents, the site provides copies of local employee communications to the functional Headquarters (HQ) P&GA. Further dissemination of employee communications is made by the BU or Corporation, depending on the incident's severity. Approvals for the release of provincial internal communications follow the Imperial P&GA Plan and include the Production Manager.

8.5 External Communications

P&GA responders must have pre-approved emergency communications messages (such as the First Response booklet) in both official languages with a set of media response templates and suggested answers to typical questions. These are pre-approved for use by P&GA responders and other authorized spokespersons.

External communications are released from an incident site when sufficient P&GA resources are in place to handle the communications. For example, at the outset of the emergency specific factual information may be released based on the judgment of site management, which is based on the Emergency Communications Materials Guidelines. Therefore, the site P&GA representative in charge must be sufficiently senior to appropriately represent the interests of the site management. Promptly forward external communications such as these to functional P&GA in Houston. Per guidelines, such communications must not deal with corporate commitments, policy matters, or other sensitive matters.

Official statements related to the emergency or incident must contain factual information only and require prior approval of the ESG Leader and Law. This should not prevent issuance of pre-approved statements reflecting care and concern, and close cooperation with authorities. It should focus on protection of people and the environment. These communications are available in the set of pre-approved emergency communications messages (such as the First Response booklet) and should be made as quickly as possible.

Until an approved statement with facts on the incident is ready for use, responders should use the holding statement that appears on the First Hours Media Release (see Section 11 of this plan). Basic facts about the incident should be released as soon as possible, and updated regularly, with Law and ESG Leader approval.

Governmental policies of the national jurisdiction in which the emergency occurs dictates the framework within which the Company conducts its on-scene activities. Therefore, many aspects of the coordination between incident site and BU P&GA (including the degree of direct communications) are determined on a case-by-case basis.

Functional P&GA consults with and provides sufficient feedback and support to the site to meet the objectives of the incident leadership.

If Imperial P&GA resources at the incident site are limited, the responsibility for communications may be largely assumed by P&GA at the functional level.

8.5.1 Communications Plan

A Communications Plan may be required for more significant incidents. Detailed external contact lists, templates, and P&GAERO role checklists are maintained by Imperial P&GA.

A public information emergency response (PIER) website may be activated, in accordance with ExxonMobil P&GA guidelines, depending on the severity and duration of the incident. Should a Unified Command (UC) be established, a PIER site is activated on behalf of the Joint Information Center. A Communications Plan is required for incidents; it will be prepared jointly by P&GA teams of the parent companies and approved by Imperial management and parent companies.

8.5.2 Press Releases and Media Inquiries

All communication materials will be developed, reviewed, and endorsed jointly by both parent companies, led by respective P&GA Managers or their delegated representatives.

If a media inquiry is received by phone or in person, it should be immediately referred to the Emergency Response Communications Center media contact.

If an Imperial staff member receives an inquiry from government bodies (that is, from Regulatory organizations) by e-mail or phone, he or she should provide initial comments and response in line with approved response statements or forward the request to the Emergency Response Communications Center (See Appendix A). The P&GAERO should be made aware of communications that may be handled directly by Imperial or the business line by the Chief Public Affairs Officer.

8.5.3 Other Inquiries

In addition to media, the P&GAERO handles inquiries from community stakeholders, including but not limited to the general public. The P&GAERO supervises activities by P&GA staff or contractors (or both) to receive incoming calls or e-mails from community or other stakeholders, provides real-time responses, ensures timely follow-up, and identifies trends in concerns that should be addressed through proactive communications or other actions.

If an Imperial staff member requires approval to publicly release any content initially produced and therefore owned by Imperial, he or she should send the content to the Public Affairs Officers, who will pass it along to the parent company P&GA for review and approval. This release includes technical papers, presentations, and photos of operations, equipment, and people.

All inquiries should be logged in the P&GA electronic database.

8.5.4 Media Training Requirements

The Primary Spokespersons will be selected from the senior leadership team from impacted business and those who have been media trained to handle live interviews as part of the response. Talking points are prepared and approved by P&GA teams of parent companies and provided to the appointed spokesperson prior to any interviews. P&GA prepares for and assists with all media interactions.

8.5.5 Record Keeping

Maintain a log of media inquiries, interview requests, and dispositions. Maintain a copy of all releases and information provided orally. Distribute it to all communicators, including those with responsibility for internal communications. A PIER website may be activated, in accordance with ExxonMobil P&GA guidelines, depending on the severity and duration of the incident. Should a UC be established, a PIER site is activated on behalf of the Joint Information Center.

8.6 Senior Management On-Scene

Based on advice from the responsible contact executive following consultation with BU senior management, the Corporate Law Department, and Security, the ESG may determine that it is appropriate for a senior corporate management representative to participate in some activities (such as media briefings at the site of a major incident).

Since such visits can occur during the early stages of the response effort when resources are still being mobilized, preplanning ensures the desired results are achieved. If a senior corporate presence is desired, the BU ESG can anticipate or ensure that:

- The senior management representative receives a pre-departure briefing on the incident and has established the primary objectives of the visit with the contact executive and BU management.
- Transportation is by Corporate or approved commercial aircraft to the nearest feasible location, and that due to communications limitations the senior corporate management representative may not have received updates on the incident while in transit.
- Both parent companies' P&GA representatives accompany Imperial and EM Managers respectively. P&GA representatives are in place for support and for managing the primary objectives of the visit.
- Members of Corporate or BU staff (such as Law, P&GA, or SSH&E), who have been following the incident may accompany the senior management representative.
- The Corporate Chief P&GA Officer may elect to send another P&GA Advisor to assist the senior manager representative. During the early stages of the incident, the BU P&GA manager should discuss this possibility with the Chief P&GA officer.

The BU plans provide for:

- Local onsite transportation and security.
- A member of the BU senior management to act as liaison between visitors and the local response organization.
- A visit plan and agenda consistent with agreed objectives.
- Briefings (upon arrival and at appropriate intervals) covering:
  - Operational issues
  - Response issues
  - Legal liabilities
  - Regional sensitivities
- Support, such as communications capability, administrative service, needed protective equipment, workspace, and accommodations.
- The senior onsite P&GA representative coordinating with the Corporate Chief PA&G Officer to determine the appropriate division of responsibilities for news media and government briefings between the senior management representative, the On-Scene Commander, and the senior onsite P&GA representative prior to the senior management representative's departure for the incident site.
- Ongoing communications with the ESG on the incident and senior corporate management activities during the onsite visit.

8.7 Emergency Response Communications Center

Clear and accurate communications between team members is critical to effective ER.

The Emergency Response Communications Center will be established for coordination and support of business interactions with the general public and the media, including social, handling media inquiries, and responses. The Center representatives will communicate on behalf of parent companies. The Emergency Response Communications Center may also be located near the incident site.

Step	Task	Action
1	Information	• Gather information by function • Separate activities from issues
2	Objectives	• People • Environment • Assets • Reputation
3	Issues	Identify the issues by function
4	Action Plan	• Determine who, what and when
5	Daily Schedule	Plan the daily schedule based on the Action Plan and issue resolution.

The role of the P&GA Emergency Response Communications Center includes but is not limited to:

- Receive and respond to calls from the media and other interested external parties including government and NGOs in the event of a significant incident affecting the IMPERIAL and parent companies, using material approved for release, developing new material as needed
- Prepare factual updated information for external release to the public, the media, and employees
- Monitor through approved third-party contractors and social and conventional media for issues or misinformation
- Develop and prepare key messages and response statements to address identified issues
- Handle inquiries and expressions of concern by the general public and community stakeholders through a hotline
- Develop external communications, as appropriate
- Based on the information available, prepare worst case scenario key messages and be ready for response

Section 9: After the Incident

9.1 Response Review Considerations

In reviewing an incident response or exercise, consider everything, including small details. Take the time to fine-tune response plans. Document lessons learned to improve emergency responses in the future.

The EP&R Advisor facilitates the after incident review and the SSH&E Manager endorses changes to the ESG process.

Keep the following in mind when reviewing the plan:	
✓	Was internal contact information correct?
✓	Was external contact information correct?
✓	Was any contact missing from the list?
✓	Were all appropriate notifications made?
✓	Were the correct documentation procedures used?
✓	How effective were internal communications?
✓	How effective were external communications?
✓	Were steps taken to ensure rapid communications of facts?
✓	Did communications stay ahead of the media curve?
✓	Did any outside resources, suppliers, vendors, or contractors have to be brought in?
✓	Was there sufficient field equipment?
✓	Was the response manned adequately?
✓	Was the response team adequately trained?
✓	Was the response team adequately equipped?
✓	Were support resources adequate?
✓	Did the layout of the Response Center work?
✓	Were the needs or pressures of involved regulatory agencies understood?
✓	Was the Company's potential exposure properly managed?
✓	What can be improved?

9.2 Post Incident Assessment Checklist

Post-Incident Response Assessment	Incident Location: _____ Date: _____ Start time: _____ End time: _____

Issue	Response (What Was Done)		Improvements
Initial actions and mobilization	✓	How was the initial incident handled by ESG, IMT or site ERT personnel?	
	✓	How was the incident reported?	
	✓	Who reported the incident?	
	✓	How well did the ESG, IMT or site ERT assess the incident?	
	✓	Were the appropriate Incident Management Guidelines applied?	
	✓	Did the ESG, IMT or site organization match the incident demands and available resources?	
	✓	Additional comments:	
Site safety	✓	Were site safety procedures established?	
	✓	How was the Site Safety Plan developed?	
	✓	Was proper PPE used?	
Prevention systems	✓	Did prevention systems function?	
	✓	Were adequate prevention systems in place?	
	✓	Were prevention systems operated properly?	
Communications	✓	Was the Incident Command System clearly organized and communicated?	
	✓	Were proper radio channels used?	
	✓	Were clear communications used?	
	✓	Were there adequate mutual aid links?	
	✓	Additional comments:	

Issue	Response (What Was Done)		Improvements
Response equipment and resources	✓	Were resources deployed adequately/inadequately?	
	✓	Were resources deployed effectively?	
	✓	Were resources adequately maintained?	
	✓	Did resources/contractors perform satisfactorily?	
Evacuation	✓	Was evacuation initiated effectively?	
	✓	What areas were evacuated?	
	✓	Were all personnel accounted for?	
Health and medical	✓	Were needed medical services available?	
	✓	Were sanitary systems adequate?	
	✓	Were personnel maintained sufficiently?	
Injuries	✓	Were injuries sustained during the incident? If yes, #_____and type_____	
	✓	What was the cause of the casualties?	
	✓	Who provided initial care?	
	✓	Was advanced life support required?	
	✓	Who transported the patients?	
Emergency Plans	✓	Were emergency plans implemented by the ESG, IMT or site?	
	✓	Are there any planning gaps?	
Outside agencies	✓	What agencies were activated?	
	✓	Did operations between the Company and outside agencies operate satisfactorily?	
	✓	Fire	
	✓	Ambulance	
	✓	Police	
	✓	Additional comments:	
News/media	✓	Was public information released?	
	✓	Did the In-Country Manager approve released information?	
	✓	Was the interface with the news media satisfactory?	
	✓	Additional comments:	

Section 10: Exercise and Training Program

10.1 ER Organization Exercise and Training

Regular testing of the ERP and ER personnel supports emergency response readiness. Realistic exercises support the measurement of ER preparedness. Schedule and conduct exercises in accordance with operational readiness requirements, Upstream guidelines, and possible regulatory requirements.

The primary objectives of the exercise program are to:

- Determine the readiness of emergency responders
- Assess and determine the adequacy of emergency plans and procedures
- Assess and determine the adequacy of business continuity plans
- Provide opportunities to practice and train response teams such as ERT, IMT and ESG
- Employ potential scenarios involving tactical and strategic issues

Every year, the EP&R Contact or OIMS System Administrator prepares a schedule of exercises and training for the upcoming year. A draft schedule is forwarded to management for comment.

Following endorsement, the EP&R Advisor or OIMS System Administrator distributes the schedule to IMT ICs.

10.2 Types of Exercises, Training and Minimum Requirements

The types of exercises and training with minimum requirements are listed in the table below and are consistent with OIMS expectations and guidelines. Considerations for an increased frequency may include changes in key personnel or operations (such as a new organizational structure, new or modified facility, or operational process change), and is approved by the Imperial Operations Manager.

In all cases, local regulatory requirements and management discretion may dictate higher frequencies and increased levels of emergency preparedness activity.

10.2.1 Training Requirements

The following emergency response courses are available from Upstream SSH&E and the Global EP&R group.

The Site EP&R Coordinator maintains formal training records for the review upon request by regulatory authorities.

As each facility completes an Exercise Report Summary, the specific area or facility Superintendent, Supervisor, or designee prepares and submits their training requirements to the EP&R Advisor and OIMS System 10-2 Administrator. The OIMS System 10-2 System Administrator reviews these reports and uses them to develop a report for delivery to the System Owner as part of ongoing verification and measurement.

Types of Training with Minimum Requirements		
Initial IMT/ESG Training	Required education of new IMT/ESG members to ensure understanding of the IMT/ESG Process. New members receive training as soon as practicable.	Once per IMT/ESG member
Advanced ESG Process Training	New ESG team members who have had little to no exposure to ER or ESG	Once per IMT/ESG member
ESG Process Training	ESG team members who have had exposure to ER or who have taken the ER Process Overview Training class (or both)	Once per IMT/ESG member
Incident Command System (ICS) Introduction (CBT)	Any personnel who could be exposed to ER, more specifically the tactical response and use of the ICS for the ERT/IMT as well as interaction with the ESG or strategic response	Once per IMT/ESG member
ICS 100/200 (CBT or classroom)	Required for all IMT members	Once per IMT/ESG member
Specialized Training	Education in a technical or specialized area. Examples include third party seminars, conferences, or visits, such as: • EP&R or ER Overview • CBT Overview • ESG CBT • Source Control CBT • Incident Action Plan (IAP) software • IMT Section/Unit Specific Training • Public and Government Affairs Emergency Response Organization (P&GAERO) • Outside seminar training	As applicable
ExxonMobil University of Spill Management	Available from the ExxonMobil Central SSH&E – EP&R. Recommended for EP&R advisors & EP&R coordinators	Once per EP&R Advisor

As each site completes an Exercise Report Summary, the Supervisor or designee prepares and submits their training requirements to the EP&R Advisor. The EP&R Advisor reviews these reports and uses them to develop report for delivery to the SSH&E Manager and System Owner as part of ongoing verification and measurement.

The following training is conducted for appropriate site personnel:

- Media Training (Operations and Project Managers and Supervisors)
- Incident Command System (ICS)
- Emergency Exercises

Imperial handles training, drills, and simulation exercises for the IMT and ERT. They have worked with the project to identify key personnel to participate on those teams. They have the following training requirements:

- Imperial internal, mandatory IMT training:
  - ICS 100/200
- HAZWOPER (US only for Operations Section, IC, and all Section Chiefs)
- Imperial internal, suggested IMT training:
  - Section Specific Training
  - Incident Action Plan (IAP) Software Training

10.2.2 Exercise Requirements

Scheduling of Simulation Exercises with HQ ESGs is coordinated by the Global EP&R Contact in conjunction with the Affiliate or site EP&R Coordinator. Scheduling of RRT Simulations is coordinated with respective RRT Coordinators.

Before each exercise, all participants and stakeholders must be informed. "Exercise, Exercise" is to be spoken at the beginning of each phone call and written on all documentation.

The exercise program is conducted with the following frequency for each of the various response teams:

- The Imperial ESG conducts a training session or exercise at least once per year. The EP&R Advisor is responsible for scheduling this exercise.
- Each IMT and ESG team conducts exercises at least four times per year.
- Local site ERTs should plan exercises on the frequency stated on the site-specific schedule. The simulations are of a sufficient number to test the team's overall preparedness and knowledge of regulatory requirements. All facilities conduct an exercise once per year for each shift and each manned facility. These should be exercises that include activating the facility ERT.

Contractors should participate in drills and exercises. The simulations are of a sufficient number to test the contractors' overall preparedness and knowledge of regulatory requirements. Results should be communicated to the applicable Company contact.

The EP&R Advisor Lead should review the upcoming year's plans for all major simulations with Public and Government Affairs (P&GA) and Safety, Security, Health and Environment (SSH&E) contacts. This review enables joint development with the parent company or senior business Emergency Response advisors for these major simulations. Following the simulation, Imperial will coordinate reviews of lessons learned and implement any necessary changes or improvements. Corporate or parent company P&GA departments and SSH&E have the primary responsibility for overall coordination of HQ participation in major simulations. This includes planning, control, and post-simulation review of HQ participation in the simulation.

The Imperial ESG conducts annual major simulations that include HQ notification and participation as part of the simulation. Simulations that include Corporate HQ notification or activation (or both) are scheduled during the joint business HQ planning process.

RRTs schedule exercises annually and coordinate scheduling with Company HQ and Affiliates. The Imperial annual schedule of EP&R exercises is endorsed by the SSH&E Manager and maintained by the ERP Administrator.

Types of Exercise with Minimum Requirements

Type of Exercise or Training	Description	Minimum Frequency
ER contact list verification	Verification of emergency response team contact lists by authenticating responder names and phone numbers to ensure contact lists are accurate and up to date.	Quarterly, 4 times per year.
Notification callout	An exercise that uses a business's normal ESG callout procedure. Normally includes a phone call to ESG members to test the ability to contact members at various times in and outside office hours. The phone call includes a discussion to determine the estimated time needed to assemble an ESG. If appropriate, may include response team or group assembly at a predefined location.	1 per year. May be conducted as part of a simulation exercise.
Tabletop exercise	Team practice or discussion of roles, duties, and responsibilities as related around aspects of a scenario or scenarios. Does not involve external communications or role player simulation.	No annual requirement; if desired may be conducted as part of a training session.
Equipment Deployment Exercise	Deploy and operate response equipment identified in the response plan.	Once per year

Types of Exercise with Minimum Requirements		
Type of Exercise or Training	**Description**	**Minimum Frequency**
Simulation exercise	Team exercise focused on and driven by a simulated emergency where the ESG responds to scripted inputs. Includes incoming and outgoing communications with field and facility installations and live role-players. If applicable, includes unit P&GAERO activation. May include third-party contract or support companies, external agencies, or organizations.	1 per year or as required by regulators.
Simulation exercise with headquarters (HQ) participation*	Same as a Simulation Exercise, but scope includes in-country ESG participation with parent company HQ ESG (or equivalent).	Every 3 years, or based on HQ's availability.
Regional Response Team (RRT) Simulation*	Same as a Simulation Exercise with HQ participation; however, the scope includes RRT activation and oil spill response (OSR) equipment deployment.	Annually within each RRT region rotating among regional countries.
ER Center mobilization	Practice establishment of ER Center room and improve knowledge and confidence in use of ER Center equipment and facilities.	1 per year. May be combined with a Simulation Exercise.
Actual response	A response to an actual incident. If applicable, may be substituted for one or more of the above exercises having equivalent scope.	N/A

10.3 Conducting Simulations and Exercises

Conduct simulations and exercises on a regularly scheduled basis to ensure:

- Proper personnel training in the ERP
- Proficiency in executing the ERP for a wide range of emergencies
- Equipment is maintained and ready for use

Upon conclusion of exercises, prepare an Exercise Summary Report and include the following:

- Objectives and description of the exercise
- Teams, names, and numbers of participants involved
- Lessons learned and suggestions for improvements
- Follow-up action plan
- Legal review of the summary, if appropriate

Exercise evaluations may also identify recommended upgrades and improvements to the exercise process, system documentation, and Emergency Response Plans. The Imperial EP&R Advisor stewards, reviews, and recommends appropriate items for inclusion in the follow-up action plan.

One of the primary stewardship tools is the Post-Exercise Summary Report. As the exercise information is summarized, an indication of the level of emergency preparedness should be provided. Measures, such as the number and type of exercises and actual activations (arising from incidents), may also be captured on a performance indicator report (or dashboard) which can be used as part of the annual Imperial SSH&E performance reporting process.

10.4 Key Performance Indicators

Imperial, in coordination with EM Projects, collects key performance indicators (KPIs) for exercises and training sessions conducted at the project site. These KPIs are collected by the Imperial EP&R Advisor for Imperial requirements. The report includes the following information:

- Exercises that identify major participants and key learnings
- Actual ERT activations
- Planned exercises and training for the remainder of the year

Section 11: Forms and Documentation

11.1 Company Forms

The forms provided in this section are both internal Imperial forms as well as agency forms. They can be used in all drills, exercises and real events.

These forms serve a number of functions:	
✓	They provide guidance with steps & procedures to be taken in order to ensure nothing is left out
✓	They provide a historical account of the incident (both exercise and real)
✓	They provide documentation of all procedures taken during an exercise and a real event
✓	They serve as a training tool after the fact

The forms below are local forms that could be used in a exercise or real event. These are non-ICS forms, however they play a vital role in documentation efforts of an incident.

The following forms should be used during all real events and exercise and drills.

11.1.1 First Hours Media Release

NOTE: FHMR should be used only in response to media / public relations inquiries. They should be issued widely only in the event of an incident of immediate severity or widespread public or media interest.

First statement in response to an inquiry about a major incident (FHMR)
Category B (Authorized for use after facts are confirmed by Site ESG.)

Imperial Oil Limited
Street Address
City, Province
Canada Postal Code

News Release

FOR IMMEDIATE RELEASE

(Location, date) -- Imperial crews are responding to a *(description of incident)* at *(location)*. The incident occurred at *(time)*.

No injuries have been reported; however, the number and location of people near the incident scene needs to be confirmed, and the families of any injured would be contacted before their names are released.

The incident happened when *(describe incident briefly)*. The exact cause will be investigated by Imperial and *(other agencies, if applicable)*.

To contain and correct the incident, a combined team of Imperial and *(other agencies)* are responding.

Regulatory authorities have been notified, including: *(name)*. Company officials have also been alerted.

- 30 -

For further information, please contact:

(Name)
(Telephone)

11.1.2 Initial Emergency Report

Initial Emergency Report

Incident Name _____

Report Completed By _____ Report Number _____

Report Completed _____

Date (yy mm dd) Time (hours 0-2400) Time Zone Number of Pages

Caller Information

Caller's Name _____ Home Telephone _____

Call Made From _____ Telephone _____

Caller Can Be Reached At _____ Telephone _____

Description of Emergency (P=Primary, S=Secondary)

P	S		P	S	
☐	☐	Abandon Platform	☐	☐	Natural Disaster
☐	☐	Aircraft or Vessel Accident	☐	☐	NGL Release
☐	☐	Blowout Control	☐	☐	Oil Spill
☐	☐	Bomb Threat	☐	☐	PCB Spill
☐	☐	Business Crisis	☐	☐	Pipeline Leak/Rupture
☐	☐	Chemical Spill	☐	☐	$S0_2$ Gas Release
☐	☐	Chlorine Release	☐	☐	Search and Rescue
☐	☐	Dam or Dike Breach	☐	☐	Serious Injury/Illness/Fatality
☐	☐	Damage to Facility/Equipment	☐	☐	Sour Gas
☐	☐	Diving Incident	☐	☐	Spill of Flammable Liquids
☐	☐	Earthquake	☐	☐	Sweet Gas Release
☐	☐	Extended Utility Outage	☐	☐	Tank Fire/Explosion
☐	☐	Extortion	☐	☐	Terrorist Incident
☐	☐	Grass/Timber Fire	☐	☐	Threat to Facility
☐	☐	H_2S Gas Release	☐	☐	Threat to Personnel
☐	☐	Hurricane	☐	☐	Tornadoes
☐	☐	HVP Product Release	☐	☐	Traffic Emergency
☐	☐	Kidnapping	☐	☐	Transportation Accident
☐	☐	Major Chemical Release	☐	☐	Typhoon
☐	☐	Man Overboard	☐	☐	Well Servicing
☐	☐	Missing Person	☐	☐	Other:_____

Description of Emergency Site

Location (ask caller for directions, if necessary):

Emergency Site is primarily:	Emergency site is near:	Gas is how many km away?
☐ Forest	☐ Waterways	☐ Smelled:
☐ Field	☐ Residence	☐ Heard
☐ Hills	☐ Campground	☐ Seen
☐ Flat	☐ Industry (specify):_____	

Distance to nearest people? _____ Is there immediate Danger? _____

Has evacuation begun? _____ What are the access conditions? _____

Wind and Weather Conditions

Wind Direction _____ Approximate wind speed _____

Temperature _____ Other (specify) _____

Emergency (Severity) Level

☐ Level 0 (AB only) ☐ Level 1 ☐ Level 2 ☐ Level 3

Notifications Made (State Individual's Name)

Police_____ Key Government agency_____

Fire_____ Environment_____

Ambulance_____ Disaster Service_____

11.1.3 Trajectory Request Form

The Response Group

SPILL TRAJECTORY REQUEST FORM

THE RESPONSE GROUP		
OFFICE: (281) 880-5000	**EMERGENCY/24-HOUR: (800) 651-3942**	**CELL: (713) 906-9866**
FAX: (281) 880-5005	**EMAIL: trajectory@responsegroupinc.com**	**EFAX: (281) 596-6976**

COMPANY INFORMATION

Company Name: _____

Company Contact Name: _____

Phone #: _____

Alternate # (ie: Mobile, Pager): _____

Fax #: _____

Email Address: _____

SPILL SITE INFORMATION

Source Type (Circle): Platform/Well Pipeline Vessel Facility

Source Name & Location (Name/Area/Block): _____

Latitude: ____° ____' ____" | Longitude: ____° ____' ____"

Date & Time of Incident (mm/dd/yy): ___/___/___ ___:___ (Military)

Type of Product (ie: Medium Crude): _____ | API Gravity ____

Estimated Volume of Release: _____ Barrels or Gallons

Continues Release Rate: _____ bbls/hr How Long: _____ hrs.

WEATHER CONDITIONS

Wind Direction (From the): _____ | Wind Speed: _____ MPH or Knots

Current Direction (Toward): _____ | Current Speed: _____ MPH or Knots

Air Temperature: _____° C or F | Water Temperature: _____° C or F

High Tide: _____ | Low Tide: _____

Weather Forecast:

OVERFLIGHT INFORMATION

Date & Time of Overflight (mm/dd/yy): ___/___/___ ___:___ (Military)

Leading Edge Location:

Latitude: ____° ____' ____" | Longitude: ____° ____' ____"

Trailing Edge Location:

Latitude: ____° ____' ____" | Longitude: ____° ____' ____"

Length: _____ Feet / Yards / Miles | Width: _____ Feet / Yards / Miles

Slick Appearance (Percent & Estimated Length & Width)

Barely Visible: ____% L x W: _____ | Silvery: ____% L x W: _____

Slight Color: ____% L x W: _____ | Bright Color: ____% L x W: _____

Dull: ____% L x W: _____ | Dark: ____% L x W: _____

THE RESPONSE GROUP 13939 Telge Rd. Cypress, TX 77429

11.1.4 Shelter-in-Place Message

Esso Imperial Oil

Shelter-in-Place Message

Instructions

Ensure you are speaking with the correct person.
Speak slowly, calmly and clearly.
Report immediately, to the phone captain, the names of residents not contacted.

Sample Message

Hello, this is: _____ calling from: _____
(telephoner's name) (company's name)

Is this the: _____ residence at: _____
(family's name) (residence telephone number)

I must be brief as I have other residents to call.

_____ is responding to a potential problem at a site
(company's name)

in the: _____ area.
(area name)

For your safety, it is extremely important that you and your family stay indoors until the potential hazard no longer exists or you are advised to evacuate. To help us understand your immediate needs, we need to know:

How many people are at your residence now? _____ (adults) _____ (children)

Is there is anyone outside you cannot easily contact? _____ (yes or no)

If yes:

Do you know the location of the person(s)? _____

I can assure you that we will be sending someone to find them as soon as possible.

Do you have children in school at this time?_____ (yes or no)

If yes:

What is the location of the children and the school(s)? _____

I can assure you the school(s) will be contacted and instructed to keep the children at school or to redirect their bus back to the school.

Shelter-in-Place Message (cont'd)

Please follow the shelter-in-place instructions previously given to you or:

- immediately gather everyone indoors and stay there
- close and keep closed all windows and outside doors
- turn off gas equipment that uses indoor air or moves air in and out of your building, e.g., stoves, fireplace or clothes dryer
- move to an upper-level inside room
- avoid the use of your telephone so we can contact you again with additional information

If you have urgent questions, please call me at: _____

(telephoner's telephone number)

Remember my name is: _____

(telephoner's name)

Thank you for your cooperation.

11.1.5 Urgent-Evacuation Message

Imperial Oil

Urgent-Evacuation Message

Instructions

Ensure you are speaking with the correct person.

Record answers to your questions on a separate sheet of paper.

Speak slowly, calmly and clearly.

Report immediately, to the phone captain, the names of all residents not contacted.

Sample Message

Mr./Mrs. _____, this is _____ of Imperial Oil calling.
I want to tell you about a / the serious _____ we are experiencing at our _____ location.

The wind is carrying the escaping gas to the north/south/east/west.
YOU ARE IN NO IMMEDIATE DANGER.
However, as a safety precaution, we want you to leave your premises and go right away to the reception centre located at _____.

How many people are currently at your home?
Are there any medical considerations or other special concerns that could affect your safe evacuation?

Do you have transportation? If *not*, please stay indoors and close all windows and doors.
We will send one of our drivers and vehicles to get you right away.

If you *have* transportation, please take the north/south/east/west route, which will take you safely out of the endangered area. You can then travel by _____ to get to the reception centre.

Read the following paragraph only during school hours:

Do you have children attending area schools?
We have contacted the schools and have arranged to hold students at the schools.
You may pick them up there, or would you like to have us take them to the reception centre?
What are your children's names and which school(s) do they attend?

It is **very important** for us to know where you are or where you can be contacted both during and after the evacuation! Please report to the _____ reception centre to confirm your accommodations and other support you might need.

Any concern you have regarding livestock, pets or property will be addressed by our representatives at the reception centre.

Please try not to use your telephone as it might tie up the lines and prevent us from calling other residents.

11.1.6 General-Evacuation Message

Esso Imperial Oil

General-Evacuation Message

Instructions

Ensure you are speaking with the correct person.

Record answers to your questions on a separate sheet of paper.

Speak slowly, calmly and clearly.

Report immediately, to the phone captain, the names of residents not contacted.

Sample Message

Mr./Mrs. _____, this is _____ of Imperial Oil calling.

I am phoning you because we are experiencing some _____ problems at the nearby _____ property.

This situation does not pose any immediate threat, but we want you to be aware of it in case the situation gets worse.

If it does, we will call back and ask you to go to the _____ reception centre.

Would you need any help in getting to the _____?

I will be calling back, in any event, to give you an update.

If you have any questions, please phone me, collect, at _____.

Please try to minimize use of your telephone during this period.

Thank you.

11.1.7 Search and Rescue Report

Esso Imperial Oil

Search and Rescue Record

Incident name:

Completed by:

Completed:

Date (yy mm dd) Time (hours 0-2400) Time zone Number of pages

Emergency Identification

Who or what is missing?: Number of people:

Last known position: Time of last contact:

Information Receiver Procedure

1. Begin log sheets for time and content of incoming and outgoing calls.
2. Use your radio to contact operations personnel. (Norman Wells: Use Channel 3 and call *95872862.)
3. Record call on the outgoing call log sheet.
4. Give emergency identification recorded above.
5. Sign off the emergency radio channel. (Norman Wells: Sign off Channel 3.)
6. Switch to monitoring channel and continue to monitor the radio. (Norman Wells: Monitor Channel 1.)

Imperial Oil Emergency Response Notification Record

1. Begin notifying our response management team according to your most recent contact list.
2. Record responses below or on a separate sheet, if required.

Name	Telephone Numbers		Contacted		Time
	Office	Alternate	Yes	No	

External Emergency Response Notification Record

1. Begin notifying external emergency responders according to your most recent contact list.
2. Record responses below or on a separate sheet, if required.

Name	Telephone Numbers		Contacted		Time
	Office	Alternate	Yes	No	

11.1.8 Evacuation and Shelter Registration Form

Esso Imperial Oil

Evacuation and Shelter Registration Form

Incident name:

Person on duty:

Reception centre:

Completed:

Date (yy mm dd) Number of pages

Name	Zone	Resident Phone	Number in Party	Destination (Location, Phone and Comments)		
				Shelter	Evacuation	

Evacuation and Shelter Registration Form (cont'd)

Name	Zone	Resident Phone	Number in Party	Destination (Location, Phone and Comments)		
				Shelter	Evacuation	

© The Response Group

11.1.9 Air Monitoring Log

Esso Imperial Oil

Air Monitoring Log

Date yy/mm/dd	Time	Location	LEL	SO_2	H_2S	Atmospheric Conditions	Temperature °C	Wind Direction	Wind Speed km/hr	Comments

Completed by: _____

(print name and sign)

11.1.10 Complaint Fact Sheet

Esso Imperial Oil

Complaint Fact Sheet

Incident name: Date (yy mm dd):

Facility:

Person on duty:

Preliminary Information

Reported by: Call-back number:

Reported to: Time of call:

Also reported to: First time reported:

Location (specify): Weather conditions:

Wind direction: Wind speed:

Nature of Complaint (e.g., odour, flare, noise)

Complainant's Personal Condition

Discomfort: ☐ Eyes ☐ Nose
☐ Throat ☐ Nausea
☐ None ☐ Other: _____

Assistance needed: ☐ Yes ☐ No

Response

Closest safe place:

Place to meet help:

Monitors ordered: ☐ Yes ☐ No Monitors dispatched: ☐ Yes ☐ No

11.1.11 Facsimile Transmission Cover Sheet

Esso Imperial Oil

Facsimile Transmission Cover Sheet

Date: Time: Time zone:

Delivery Instructions

This is an urgent and confidential transmission. Please deliver *immediately* to the addressee without reading or discussing the following pages.

To

Name:

Company: Location:

Fax number: Telephone:

From

Name:

Company: Location:

Fax number: Telephone:

Details

Number of pages, including cover page:

☐ Initial Emergency Report ☐ Notifications Record ☐ Roadblock Control Log

☐ Emergency Status Report ☐ Complaint Fact Sheet ☐ Evacuation Registration Form

☐ Response Organization Record ☐ Threats Checklist ☐ Search and Rescue Record

☐ Other: _____ Next report will be sent at: _____

11.1.12 Emergency Response Bridging Document

Date: _____
Project Group: _____ **Operating Area:** _____
Operations Manager: _____ **On-site supervisors:** _____
Project Name: _____
Term: _____

The purpose of this document is to clarify and document the interfaces and responsibilities for any level of emergency that may be associated with this activity. It does not apply to exploration activities outside the capability of an operating area. This document should be attached to the respective area and project group emergency response plan. When personnel, terms or other conditions change, revise and publish a new bridging document.

	Level 0	Level 1	Level 2	Level 3	Comments
Incident commander • provides overall leadership • handles internal notifications • directs first-hours crisis communication					
ERT – Roles					
On Scene Commander • directs all field tactical operations					
ER Branch Director					
Recovery & Protection Branch Director					
Staging Area Director					
IMT & ESG Roles					
Security officer • provides site security					
Safety officer • provides on-site safety support as required					
Operations Section chief • management of all operational activities associated to the response					
Planning Section chief • collects, evaluates, disseminates information and identifies need for specialists					

Logistics Section chief • coordinates acquisition, receipt and deposition of resources					
Public Information Officer • supports the area Incident Management Team and coordinates with Emergency Support Group Public Affairs					
Liaison officer • maintains working linkages with government agencies					
Recovery					
ESG –Roles					
Emergency Support Group • provides leadership and crisis management					

Note: First Hour communication pamphlets should be included onsite with bridging documents

11.1.13 General-Evacuation Notice

Imperial Oil

General-Evacuation Notice

URGENT

While you were away from your home, Imperial Oil's _____

facility experienced a _____,

which created a state of emergency in this area.

We have detected concentrations of _____ that could be

dangerous to your health.

PLEASE DO NOT STAY HERE.

A reception centre is set up at _____

Please travel to this centre via _____

Leave this tag on your door.

Please indicate the time you left. _____

Telephone _____ if you require information or assistance.

11.1.14 Roadblock-Control Log

Imperial Oil

Roadblock-Control Log

Incident name

Person on duty

Roadblock site

Public road ☐ Yes (requires regulatory approval) ☐ No

Completed

Date (yy mm dd) Number of pages

Time In	Driver's Name	Vehicle Description and Licence Number	Phone Number and Emergency Contact	Time Out

11.2 ICS Forms

1. IAP Cover Sheet
2. General Incident Report
3. General Incident Report – Facility
4. General Incident Report – Pipeline
5. Notification Report
6. Weather Report
7. Incident Briefing (ICS Form 201)
8. ICS 201-1 Incident Briefing Map/Sketch
9. ICS 201-2 Summary of Current Actions
10. ICS 201-3 Current Organization
11. ICS 201-4 Incident Resources
12. ICS 201-5 Site Safety and Control Analysis
13. ICS 202 General Response Objectives
14. ICS 202a Command Direction
15. ICS 203 Organization Assignment List
16. ICS 204 Assignment List
17. ICS 205 Communications Plan (Radio)
18. ICS 205a Communications List
19. ICS 206 Medical Plan
20. ICS 207 Incident Organization Chart
21. ICS 208 Site Safety and Health Plan
22. ICS 209 Incident Status Summary – Oil Spill
23. ICS 209 Incident Status Summary
24. ICS 210 Change Status
25. ICS 211 Check In List
26. ICS 213 General Message
27. ICS 213RR Resource Request
28. ICS 214 Unit Log
29. ICS 214a Individual Log
30. ICS 215 Operational Planning Worksheet
31. ICS 215a Safety Analysis
32. ICS 215e Environmental Analysis
33. ICS 220 Air Operations Summary
34. ICS 221 Demobilization Check Out
35. ICS 223 Health and Safety Message
36. ICS 224 Environmental Unit Summary
37. ICS 230 Daily Meeting Schedule
38. ICS 231 Meeting Summary
39. ICS 232 Resources at Risk
40. ICS 233 Open Action Tracker
41. ICS 234 Work Analysis Matrix

IAP Cover Sheet

Purpose: The Incident Action Plan (IAP) Cover Sheet documents the signature approval by Unified Command to implement the Incident Action Plan and may serve as a table of contents for the Incident Action Plan.

Preparation: The Planning Section Chief and/or the Situation Unit Leader, while assembling the Incident Action Plan, complete The Incident Action Plan Cover Sheet.

Distribution: Sufficient copies of the Incident Action Plan will be reproduced and to all supervisory personnel at the Section, Branch, Division/Group, and Unit leader levels.

IAP Cover Sheet	
Item Title	**Instructions**
Version Name	Enter the version name for the form.
Incident Name	Enter the name assigned to the incident.
Period	Enter the Operational Period for which the form applies.
Approved By	Signature line for the Unified Connamd (Federal, State, Local, and Responsible Party).
Notes	Enter a brief summary of the incident.
Prepared By	Enter name of the person preparing the form and date/time (Military Time).

The IAP should include the following forms:

Incident Action Plan Cover Sheet
Weather Report
ICS-201 Incident Briefing (Optional)
ICS-202 Response Objectives
ICS-203 Organization Assignment List
ICS-204 Division Assignment List
ICS-205 Communications Plan
ICS-206 Medical Plan
Incident Map(s) (present situation, future trajectories, and plans)
ICS-208 Site Safety Plan (As required)
ICS-209 Incident Status Summary
ICS-220 Air Operations Plan
ICS-230 Meeting Schedule
ICS-232 Resources at Risk Summary
Other forms/sheets as needed for tactical operations

IAP Cover Sheet	Version Name:
Incident Name:	Period: / / : to / / :

Approved By

Federal OSC: Date:

State OSC: Date:

Incident Commander: Date:

Date:

Date:

Incident Action Plan

The items checked below are components included in this IAP.

☐ ICS 202 Response Objectives	☐
☐ ICS 204 Assignment List	☐
☐ ICS 203 Organization Assignment List / ICS 207 Organization Chart	☐
☐ ICS 205 Communications Plan	☐
☐ ICS 206 Medical Plan	☐
☐ ICS 208 Site Safety Plan	☐
☐ Weather Report	☐
☐ Incident Map	☐

Notes

IAP Cover Sheet	Prepared By:	At: / / :
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General Incident Report

Purpose: The General Incident report provides the Incident Commander (and the Command and General Staff assuming command of the incident) with basic information regarding the incident situation and conditions.

Preparation: The responder receiving the first call reporting the incident prepares the General Incident Information Report. The Situation Unit makes subsequent updates to the form.

Distribution: The initial form will be given to the Incident Commander. When updated, the Planning Section Chief will duplicate the General Incident Information Report and post a copy at the Situation Display in the Command Post. Single copies may then be distributed to the Command Staff, Section Chiefs, and Joint Information Center.

General Incident Report				Version Name:			
Incident Name:				Period: / / : to / / :			
Drill Report	☐ Yes ☐ No			Email			
Reporting Party				***Suspected Responsible Party***			
Name				Name			
Phone 1				Phone 1			
Phone 2				Phone 2			
Phone 3				Phone 3			
Company				Company			
Org Type	☐ Contractor	☐ Federal	☐ Local	Org Type	☐ Contractor	☐ Federal	☐ Local
	☐ Other	☐ Responsible Party	☐ State		☐ Other	☐ Responsible Party	☐ State
Address				Address			
Are you calling on behalf of the responsible party?				☐ Yes	☐ No		
Are you or your company responsible for Material released?				☐ Yes	☐ No		
Incident Description							
Date/Time		☐ Occurred	☐ Discovered	☐ Planned			
Incident Type	Aircraft	Incident Cause					
Incident Location							
Location Description:							
Location Address:							
State		Direction					
County		Range					
Postal Code		Section					
Coordinates		Township					
Nearest City		Distance					
Material Involved							
Material:							
CHRIS		CAS					
Amount Released		Amount in Water					
Prepared By:		At: / / :		Page of			
GENERAL INCIDENT REPORT		**INCIDENT ACTION PLAN SOFTWARE™**		The Response Group **© 1997-2016**			

General Incident Report				Version Name:		
Incident Name:				Period: / / : to / / :		
Material in Water Information						
Body of Water Affected				Offshore	☐ Yes	☐ No
River Mile Marker				Tributary of		
Water Supply Contaminated	☐ Yes	☐ No		Water Temp.		
Wave Condition				Speed		Direction
Spill Information						
Spill Length				Spill Width		
Color				Direction of Movement		
Odor Description						
Impact Information						
Medium Impacted				Detailed Medium Information		
Fire	☐ Yes	☐ No	☐ Unknown	Fire Extinguished	☐ Yes	☐ No
Injuries	☐ Yes	☐ No	☐ Unknown	Number of Injuries		
				Number to Hospital		
Fatalities	☐ Yes	☐ No	☐ Unknown	Number of Fatalities		
Evacuations	☐ Yes	☐ No	☐ Unknown	Number Evacuated		
				Evac. Radius/Area		
				Who was Evacuated		
Damages	☐ Yes	☐ No	☐ Unknown	Damage in Dollars		
Road Closed	☐ Yes	☐ No	☐ Unknown	Road		
Track Closed	☐ Yes	☐ No	☐ Unknown	Track		
Air Corridor Closed	☐ Yes	☐ No	☐ Unknown	Air Corridor		
Waterway Closed	☐ Yes	☐ No	☐ Unknown	Waterway		
Environmental Impact	☐ Yes	☐ No	☐ Unknown	Type of Impact		
Media Interest	☐ Yes	☐ No				
Weather Information						
Weather Conditions				Air Temp		
Wind Speed				Wind Direction (from)		
Remedial Action Information						
Remedial Action Taken						
Release Secured	☐ Yes			☐ No	☐ Unknown	
Rate of Release				Release Duration		
Additional Agency Information						
Federal Agency Notified						
State/Local Agency Notified						
State/Local Agency On-Scene						
State Agency's Report Number						
General Information						
Additional Information:						
Prepared By:		At: / / :		Page of		
GENERAL INCIDENT REPORT		**INCIDENT ACTION PLAN SOFTWARE™**		The Response Group **© 1997-2016**		

General Incident Report- Facility Attachment

General Incident Report Attachment - Fixed Location Details		Version Name:	
Incident Name:		Period: / / : to / / :	
Fixed Incident Location Details			
Facility Name/ID			
Fixed Incident Description Details			
Fixed Object/Facility Type			
Power Generating Facility		☐ Yes	☐ No	☐ Unknown
Compliance with NPDES Permits		☐ Yes	☐ No	☐ Unknown
Prepared By:	At: / / :	Page of	
GENERAL INCIDENT REPORT ATTACHMENT- FIXED LOCATION DETAILS	**INCIDENT ACTION PLAN SOFTWARE™**	The Response Group	**© 1997-2016**

General Incident Report- Pipeline Attachment

General Incident Report Attachment - Pipeline Details				Version Name:		
Incident Name:				Period: / / : to / / :		
Pipeline Details						
Pipeline Type			DOT Regulated	☐ Yes	☐ No	☐ Unknown
Underwater	☐ Yes	☐ No	Above or Below Ground	☐ Above	☐ Below	
Covered/Marked	☐ Yes	☐ No	☐ Unknown			
Prepared By:		At: / / :		Page of		
GENERAL INCIDENT REPORT ATTACHMENT - PIPELINE DETAILS		**INCIDENT ACTION PLAN SOFTWARE™**		The Response Group		**© 1997-2016**

Notification Report

Purpose: The Notification Report is used to document each Government and Non-Government Organizations (NGO) notified and briefed on the incident.

Preparation: The company representative or the Liaison Officer in the Command Staff prepares the Notification Report.

Distribution: The Notification Report is a critical part of the incident briefing and the Incident Action Plan. When updated, the Situation Unit Leader will post/update the Situation Display in the Command Post.

Notification Report	
Item Title	**Instructions**
Version Name	Enter the version name for the form.
Incident Name	Enter the name assigned to the incident.
Period	Enter the Operational Period for which the form applies
External	
Organization Notified	Enter the name of the Organization notified
Phone Number	Enter the phone number of the Organization notified.
Date/Time	Enter the date and time the notification is made.
Person Contacted	Enter the name of the person notified.
Person Contacted Email	Enter the email address of the person notified.
Case Number	Enter the Case Number where applicable (e.g. NRC Case Number).
Notes	Enter relevant notes e.g. if follow up is required, ETA of the organization.
Notified By	Enter the name of the person making the notification.
Internal	
Organization Notified	Enter the name of the Organization notified.
Phone Number	Enter the phone number of the Organization notified
Date/Time	Enter the date and time the notification is made.
Person Contacted Email	Enter the email address of the person notified.
Notes	Enter relevant notes e/g/ if follow up is required, ETA of the organization
Notified By	Enter the name of the person making the notification.
Prepared By	Enter the name of the person preparing the form and date/time (Military Time).

Notification Status Report	Version Name:
Incident Name:	Period: / / : to / / :

External

Organization Notified	*Phone*	*Date/Time Notified*	*Person Contacted*	*Person Contacted Email*	*Case No.*	*Notes*	*Notified By*

Internal

Organization Notified	*Phone*	*Date/Time Notified*	*Person Contacted*	*Person Contacted Email*	*Notes*	*Notified By*

Notification Status Report	Prepared By:	At: / / :
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Weather Report

Purpose: The Weather Report form provides the Incident Commander (the Command and General Staffs assuming command of the incident) with basic information regarding current incident specific weather conditions, forecast for the next twenty-four (24) and forty-eight (48) hour period. Personnel or responders at the incident location should provide real time current weather data. It also serves as a permanent record of the initial response to the incident.

Preparation: The Planning Section prepares the briefing from data gathered from NOAA's National Weather Service and other sources. The information will be provided to the Situation Unit Leader so he may maintain the information on his static display.

Distribution: After the initial briefing of the Incident Commander and General Staff members, the Incident Briefing is duplicated and distributed to the Command Staff, Section Chiefs, Branch Directors, Division/Group Supervisors, and appropriate Planning and Logistics Section Unit Leaders.

Weather Report	
Item Title	**Instructions**
Version Name	Enter the version name for the form.
Incident Name	Enter the name assigned to the incident.
Period	Enter the Operational Period for which the form applies.
Present Conditions	
Weather Conditions	
Weather Conditions	Enter the Date/Time the conditions are reported/
Wind Speed	Enter wind speed. (Indicate either knots or mph)
Wind Direction	Enter the direction from which the wind is blowing.
Temperature	Enter on the air temperatures in °F.
Feels Like	Enter the Wind Chill or Heat Index.
Dew Point	Enter the current Dew Point.
Pressure	Enter current barometric pressure in inches.
Visibility	Enter visibility in miles. (Use data from surveillance aircraft)
UV Index	Enter the UV Index.
Ceiling	Enter ceiling in feet. (Use data from surveillance aircraft)
Humidity	Enter current humidity in percent.
Nautical Data	
Current Speed	Enter the speed of water current. (indicate either knots or mph)
Current Direction	Enter the direction which the water current is moving.
Wave Height (feet)	Enter the wave height in feet. (e.g., 1-3 feet)
Wave Direction	Enter the direction, which the waves are moving.
Swell Height	Enter the swell height. (feet)
Swell Interval	Enter the swell interval. (seconds)
Water Temperature	Enter the water temperature in °F.
Forecast Data	
Date	Enter the Date to which the forecast applies.
Wind	Enter forecasted wind speed and direction.
Temp Hi/Lo	Enter the forecasted Hi and Low Temperatures.
% Precipitation	Enter the forecasted chance of precipitation.
Sunrise/Sunset	Enter the forecasted time of sunrise and sunset
Notes	Enter notes about weather data. (e.g. thunderstorm activity, wind shift, front movement)
Tides	
High/Low Tide	Enter the High or Low Tide.
Date & Time of tide	Enter the date and time of tide
Prepared By	Enter the name of the person completing the form.

Weather Report		Version Name:	
Incident Name:		Period: / / : to / / :	
Present Conditions			
Weather Conditions as of (Date/Time):			
Wind Speed:		***Wind Direction:***	
Temperature:		***Feels Like:***	
Dew Point		***Pressure***	
Visibility:		***UV Index:***	
Ceiling:		***Humidity:***	
Nautical Data			
Current Speed:		***Current Direction***	
Wave Height		***Wave Direction:***	
Swell Height:		***Swell Interval:***	
Water Temperature:			

Notes:

Forecast Date	***Wind***	***Temp Hi/Lo***	***% Precip***	***Sunrise/ Sunset***	***Notes:***

Tides

High/Low Tide	Date & Time of Tide	Height

Weather Report	Prepared By:	At: / / :
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Incident Briefing (ICS Form 201)

Purpose: The Incident Briefing form provides the Incident Commander, the Command Staff and General Staff assuming command of the incident with basic information regarding the incident situation and the resources allocated to the incident. It also serves as a permanent record of the initial response to the incident.

Preparation: The Initial Incident Commander prepares the briefing form for presentation to the relieving Incident Commander along with a more detailed oral briefing.

Distribution: After the initial briefing of the Incident Commander and General Staff members, the Incident Briefing is duplicated and distributed to the Command Staff, Section Chiefs, Branch Directors, Division/Group Supervisors, and appropriate Planning and Logistics Section Unit Leaders. The sketch map and summary of current action portions of the briefing form are given to the Situation Unit while the Current Organization and Resources Summary portion are given to the Resources Unit.

Incident Briefing (ICS Form 201)	
Item Title	**Instructions**
Version Name	Enter the version name for the form.
Incident Name	Enter the name assigned to the incident.
Period	Enter the Operational Period for which the form applies.
ICS 201-1 Map Sketch	Show the Areas of Operations, the incident site, overflight results, trajectories, impacted shorelines, or other graphics depicting situation and response status on a sketch or attached map.
ICS 201-2 Summary of Current Actions	Enter information on: – What, when, and how the incident occurred – Surveillance & weather information – Overall initial response objectives – Timeline of major events or actions that have taken place.
ICS 201-3 Current Organization	Enter on the organization chart the names of the individuals assigned to each position. Modify the chart as necessary.
ICS 201-4 Incident Resources	Track the following information about the resources allocated to the incident. – Name of supplier providing the resource – Resource Type (e.g. fire truck, boom, skimmer) – Description (e.g. size, name, capacity) – Quantity or amount of resource(s) – Area of Operation – destination of the resource (e.g. staging area, division, group, task force) – Status of each resource (e.g. Standby, En-route with estimated time of arrival, At Staging, Assigned, & Out of Service).
ICS 201-5 Site Safety and Control Analysis	Enter safety information related to the incident.
Prepared By	Enter name of the person preparing the form and date/time (Military Time).

ICS 201-1 - Incident Briefing Map/Sketch	Version Name:
Incident Name:	Period: / / : to / / :

Incident Map/Sketch

Situation Summary and Health and Safety Briefing

Approved By

Incident Commander: Date:

Date:

ICS 201-1 - Incident Briefing Map/Sketch	Prepared By:	At: / / :
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ICS 201-2 - Summary of Current Actions	Version Name:
Incident Name:	Period: / / : to / / :

Current and Planned Objectives

Current and Planned Actions, Strategies and Tactics

Date/Time	*Action/Event/Notes*

Approved By

Incident Commander: Date:

Date:

ICS 201-2 - Summary of Current Actions	Prepared By: At: / / :	
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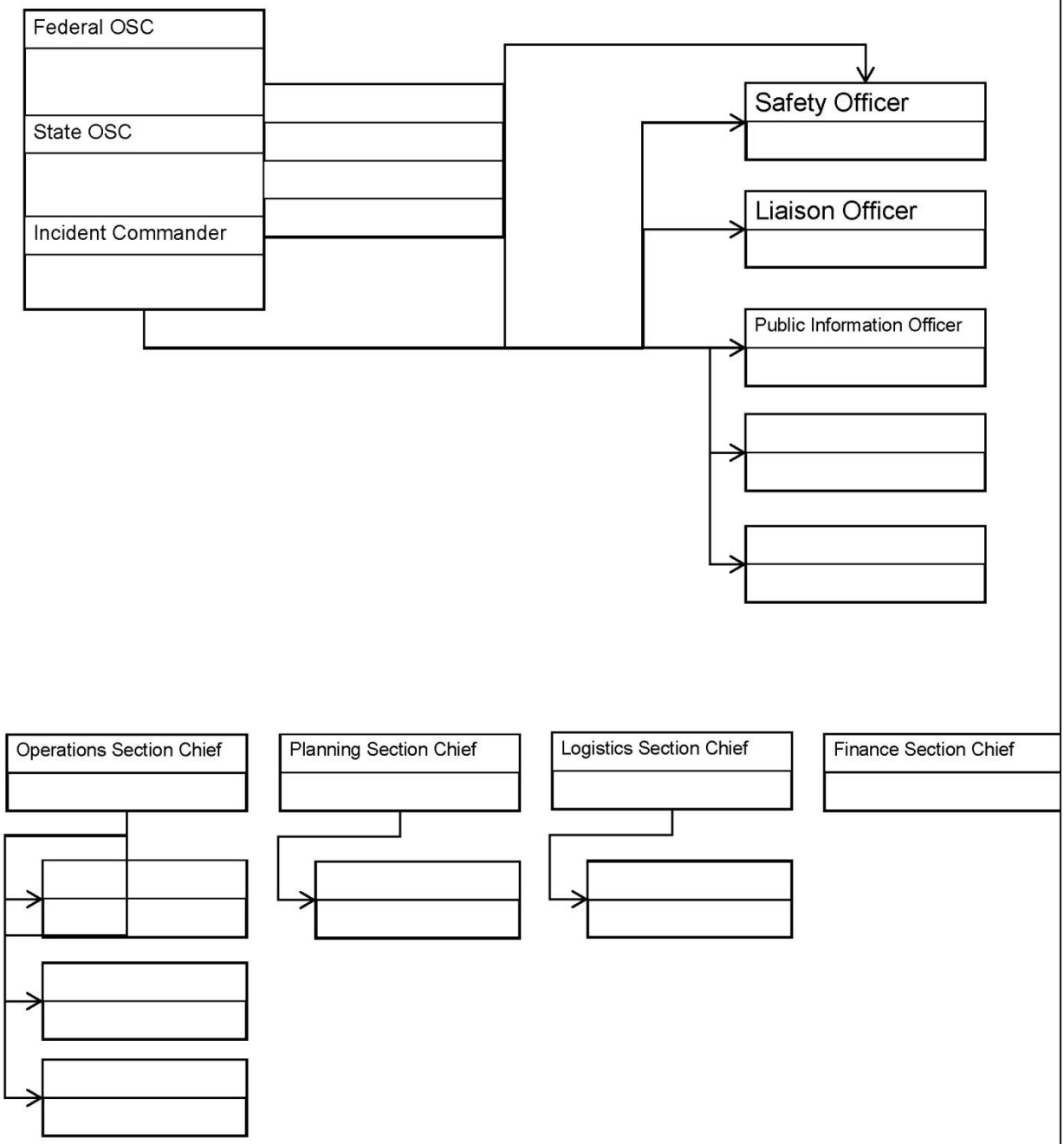
ICS 201-3 - Current Organization	Version Name:
Incident Name:	Period: / / : to / / :



ICS 201-3 - Current Organization	Prepared By:	At: / / :
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ICS 201-4 – Incident Resources				Version Name:			
Incident Name:				Period: / / : to / / :			
	Resource						
ID	*Quantity*	*Type*	*Description*	*Ordered*	*ETA*	*Arrived*	*Area Of Operation*
						☐	
						☐	
						☐

ICS 201-5 - Site Safety and Control Analysis	Version Name:
Incident Name:	Period: / / : to / / :
Site Control	
1. Is Site Control set up? ☐ Yes ☐ No	2. Is there an on-scene command post? ☐ Yes ☐ No If so, where?
3. Have all personnel been accounted for? ☐ Yes ☐ No ☐ Don't Know	Injuries: _____ Fatalities: _____ Unaccounted: Trapped:
4. Are observers involved, or rescue attempts planned? Observers: ☐ Yes ☐ No Rescuers: ☐ Yes ☐ No	5. Are decon areas setup? ☐ Yes ☐ No If so, where?
Hazard Identification	
1. Electrical line(s) down or overhead? ☐ Yes ☐ No Remarks:	2. Unidentified liquid or solid products visible? ☐ Yes ☐ No Remarks:
3. Wind direction across incident: ☐ Towards your position ☐ Away from your position Wind Speed:	4. Is a safe approach possible? ☐ Yes ☐ No Remarks:
5. Odors or smells? ☐ Yes ☐ No Remarks:	6. Vapors visible? ☐ Yes ☐ No Remarks:
7. Holes, ditches, fast water, cliffs, etc. nearby? ☐ Yes ☐ No Remarks:	8. Fire, sparks, sources of ignition nearby? ☐ Yes ☐ No Remarks:
9. Is local traffic a potential problem? ☐ Yes ☐ No Remarks:	10. Product placards, color codes visible? ☐ Yes ☐ No Remarks:
11. Other Hazards? ☐ Yes ☐ No Remarks:	12. As you approach the scene from the upwind side, do you note a change in the status of any of the above? ☐ Yes ☐ No Remarks:
Hazard Mitigation	
1. Entry Objectives:	
2. Warning sign(s), barriers, color codes in place? ☐ Yes ☐ No	
3. Hazardous material being monitored? ☐ Yes ☐ No 3a. Sampling Equipment: _____ 3b. Sampling location(s): _____ 3c. Sampling frequency: _____ 3d. Personal exposure monitoring:	
4. Protective gear / level: 4a. Gloves: _____ 4b. Respirators: _____ 4c. Clothing: _____ 4d. Boots: _____ 4e. Chemical cartridge change frequency:	
5. Decon 5a. Instructions: _____ 5b. Decon equipment and Materials:	
6. Emergency escape route established? ☐ Yes ☐ No Route?	
7. Field responders briefed on hazards? ☐ Yes ☐ No	
8. Remarks:	

Approved By		
Incident Commander:		Date:
Safety Officer:		Date:
ICS 201-5 - Site Safety and Control Analysis	Prepared By:	At: / / :
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Response Objectives Form (ICS Form 202)

Purpose: The Response Objectives Form describes the basic incident strategy, control objectives, and safety considerations for use during the next operational period.

Preparation: The Response Objectives Form is completed by the Planning Section Chief following each formal Planning Meeting conducted in preparation for the Incident Action Plan.

Distribution: The Response Objectives Form will be reproduced with the IAP and given to all supervisory personnel at the Section, Branch, Division/Group and Unit leader levels.

Response Objectives Form (ICS Form 202)	
Item Title	**Instructions**
Version Name	Enter the version name for the form.
Incident Name	Enter the name assigned to the incident.
Period	Enter the Operational Period for which the form applies.
Overall and Strategic Objective(s)	Overall: What you plan to do in priority order. Enter short, clear and concise statements of the objectives for managing the response. The overall incident objectives usually apply for the duration of the incident. (e.g. Contain and Recover Spilled Material) Strategic: How you plan to accomplish objectives. Enter short, clear and concise statements of the objectives for the incident response for this operational period. Include alternatives. (e.g. Deploy containment boom at appropriate collection areas)
Operational Period Command Emphasis (Safety Message, Priorities, Key Decisions/Directions)	Enter clear, concise statements for safety message, priorities, and key command emphasis/decisions/directions. Enter information such as known safety hazards and specific precautions to be observed during this operational period. If available, a safety message should be referenced and attached.
Approved By	Enter the signature and date of approving parties.

NOTE: ICS 202, Response Objectives, serves as part of the IAP, which is not considered complete until attachments are included.

ICS 202 – General Response Objectives	Version Name:
Incident Name:	Period: / / : to / / :

Overall and Strategic Objectives

Objective	*Assigned To*	*Status*

Operational Period Command Emphasis
(Safety Message, Priorities, Key Decisions/Directions)

Incident Action Plan Components

☐ ICS 202 Response Objectives	☐ ICS 206 Medical Plan
☐ ICS 204 Assignment List	☐ ICS 208 Site Safety Plan
☐ ICS 203 Organization Assignment List / ICS 207 Organization Chart	☐ Weather Report
☐ ICS 205 Communications Plan	☐ Incident Map

Approved By

Date:

Date:

ICS 202 – General Response Objectives	Prepared By:	At: / / :
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ICS 202 – General Response Objectives	Version Name:
Incident Name:	Period: / / : to / / :

Overall and Strategic Objectives

☐	**1. Ensure the Safety of Citizens & Response Personnel**	
	☐	Identify hazard(s) of emitted material
	☐	Establish site control (hot zone, warm zone, cold zone and security)
	☐	Consider evacuations, as needed
	☐	Establish vessel and/or aircraft restrictions
	☐	Monitor air in impacted areas
	☐	Develop site safety and health plan for response personnel
	☐	Ensure safety briefings are conducted
	☐	
☐	**2. Control the Source**	
	☐	Complete emergency shutdown
	☐	Conduct firefighting
	☐	Initiate temporary repairs
	☐	Transfer and/or lighter product
	☐	Conduct salvage operations, as necessary
	☐	
☐	**3. Manage Coordinated Response Effort**	
	☐	Complete or confirm notifications and provide updates as required
	☐	Establish a unified command organization and facilities (command post, etc.)
	☐	Ensure local and tribal officials are included in response organization
	☐	Initiate emergency response Incident Action Plans (IAP)
	☐	Ensure mobilization and tracking of response resources & personnel
	☐	Complete documentation
	☐	Evaluate planned response objectives vs. actual response (debrief)
	☐	
☐	**4. Maximize Protection of Environmentally-Sensitive Areas**	
	☐	Implement pre-designated response strategies
	☐	Identify resources at risk in impacted and potential impacted areas
	☐	Track pollutant movement and develop trajectories/plume modeling
	☐	Conduct visual assessments (i.e., over-flights)
	☐	Develop/implement appropriate protection tactics
	☐	
☐	**5. Contain and Recover Spilled Material**	
	☐	Deploy oil containment boom at the spill source
	☐	Deploy containment boom at appropriate collection areas
	☐	Conduct open water skimming with vessels
	☐	Evaluate time-sensitive response strategies (i.e., dispersants, in-situ burning)
	☐	Develop disposal plan
	☐	

ICS 202 – General Response Objectives	Prepared By:	At: / / :
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☐ **6. Recover and Rehabilitate Injured Wildlife**
- ☐ Establish oiled wildlife reporting hotline
- ☐ Conduct injured wildlife search and rescue operations
- ☐ Setup primary care unit for injured wildlife
- ☐ Operation wildlife rehabilitation center
- ☐ Initiate citizen volunteer effort for oiled bird rehabilitation
- ☐ _____

☐ **7. Remove Oil from Impacted Areas**
- ☐ Conduct appropriate shoreline cleanup efforts
- ☐ Clean oiled structures (piers, docks, etc.) & oiled vessels
- ☐ _____
- ☐

☐ **8. Minimize Economic Impacts**
- ☐ Consider tourism, vessel movements, and local economic impacts throughout response
- ☐ Protect public and private assets, as resources permit
- ☐ Establish damage claims process
- ☐ _____
- ☐

☐ **9. Keep Stakeholders Informed of Response Activities**
- ☐ Provide forum to obtain stakeholder input and concerns
- ☐ Provide stakeholders with details of response actions & concerns and issues, and address as practical
- ☐ Provide elected officials details of response actions
- ☐

☐ **10. Keep the Public Informed of Response Activities**
- ☐ Provide timely safety announcements
- ☐ Establish a Joint Information Center (JIC)
- ☐ Conduct regular news briefings
- ☐ Manage news media access to spill response activities
- ☐ Conduct public meetings, as appropriate
- ☐

☐ **11. Minimize Business Interruption**
- ☐ Identify business interruption and potential business interruption issues
- ☐ Notification of joint venture partners
- ☐ Assist with internal/external investigations
- ☐

Operational Period Command Emphasis
(Safety Message, Priorities, Key Decisions/Directions)

Approved By

_____ Date: _____

Date:

ICS 202 – General Response Objectives	Prepared By:	At: / / :
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Command Direction Form (ICS Form 202a)

Purpose: The Command Direction form supplements the ICS 202 form by documenting the IC/UC strategic direction and guidance through Key Decisions/Procedures, Priorities and Limitations/Constraints for use during the next operational period.

Preparation: The Command Direction form is completed by the Planning Section following each Unified Command Objectives Meeting conducted (input may be made during the Initial Unified Command Meeting) and aids with Command Direction for the Command and General Staff meeting and when preparing the Incident Action Plan.

Distribution: The Command Direction form may be included with the IAP and given to all supervisory personnel at the Section, Branch, Division/Group, and Unit levels.

Command Direction Form (ICS Form 202a)	
Item Title	**Instructions**
Version Name	Enter the version name for the form.
Incident Name	Enter the name assigned to the incident.
Period	Enter the Operational Period for which the form applies.
Priorities	Enter clear, concise statements of strategic direction for managing the response. These priorities are for the incident response for this operational period and for the duration of the incident. Listed in order of importance.
Limitations and Constraints	Enter clear, concise guidelines for response limiting factors and and Constraints restrictions due to operations, weather, jurisdictions, resources and parameters agreed upon by the Unified Command.
Key Decisions and Procedures	Enter operational guiding measures from the Unified Command. Provide and Procedures IMT process guidance for delegation of authority, agency cooperation, cost sharing, resource ordering and other administrative guidance.
Approved By	Enter the signature and date of approving parties.
Prepared by	Enter name of the person preparing the form and date/time (Military Time).

ICS 202a – Command Direction	Version Name:
Incident Name:	Period: / / : to / / :

Priorities		

Limitations and Constraints		

Key Decisions and Procedures		

Approved By			
		Date:	
		Date:	

ICS 202a – Command Direction	Prepared By:	At: / / :
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Organization Assignment List (ICS Form 203)

Purpose: The Organization Assignment List provides ICS personnel with information on the units that are currently activated and the names of personnel staffing each position/unit. It is used to complete the Incident Organization Chart (ICS Form 207), which is posted on the Incident Command Post display. Not all positions need to be filled. The size of the organization is dependent on the magnitude of the incident and can be expanded or contracted as necessary.

Preparation: The list is prepared and maintained by the Resources Unit under the direction of the Planning Section chief.

Distribution: The Organization Assignment List is duplicated and included in the Incident Action Plan.

Organization Assignment List (ICS Form 203)	
Item Title	**Instructions**
Version Name	Enter the version name for the form.
Incident Name	Enter the name assigned to the incident.
Period	Enter the Operational Period for which the form applies.
Position and Name	Enter the name of personnel staffing each of the listed positions. Use at least the first initial and last name. For Units, indicate Unit Leader and for Divisions/ Groups indicate Division/Group Supervisor. Use an additional page if more than three branches are activated. If there is a shift change during the specified operational period, list both names, separated by a slash.
Approved By	Enter the signature and date of approving parties.
Prepared by	Enter name of the person preparing the form and date/time (Military Time).

NOTE: An Organization Assignment List may be completed any time the number of personnel assigned to the incident increase or decrease or a change in assignments occurs.

ICS 203 – Organization Assignment List		Version Name:	
Incident Name:		Period: / / : to / / :	
Incident Commander(s) and Command Staff		***Operations Section***	
Federal OSC		***Operations Section Chief***	
State OSC		***Operations Section Deputy***	
Local OSC		***Staging Area Manager***	
Incident Commander			
Deputy Incident Commander			
Public Information Officer			
Safety Officer			
Liaison Officer			
Agency/Organization Representatives			
Planning Section			
Planning Section Chief			
Planning Section Deputy			
Resource Unit Leader			
Situation Unit Leader			
Documentation Unit Leader			
Environmental Unit Leader			
Demobilization Unit Leader			
Logistics Section			
Logistics Section Chief			
Logistics Section Deputy		***Finance/Administration Section***	
Support Branch Director		***Finance Section Chief***	
Supply Unit		***Finance Section Deputy***	
Communications Unit Leader		***Compensation/Claims Unit Leader***	
Facilities Unit Leader		***Procurement Unit Leader***	
Ground Support Unit Leader		***Cost Unit Leader***	
Medical Unit Leader		***Time Unit Leader***	
Food Unit Leader			

Other Sections/Positions		
Section	***Position***	***Person***

Approved By		
Planning Section Chief:	Date:	
	Date:	

ICS 203 – Organization Assignment List	Prepared By:	At: / / :
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Assignment List (ICS Form 204)

Purpose: The Assignment List(s) is used to inform Operations Section personnel of Incident assignments. Once the Incident Command and General Staff agree to the assignments, the assignment information is given to the appropriate Units/Divisions/Groups.

Preparation: The Operations & Planning Staff will prepare the Assignment List(s) using guidance from the Response Objectives (ICS Form 202), the Operational Planning Worksheet (ICS Form 215) and Resource Unit Leader. The Planning Section Chief will approve the Assignments List. When approved, it is included in the Incident Action Plan.

Distribution: The Assignment List is duplicated and included in the Incident Action Plan. In some cases, assignments may be communicated via radio.

Assignment List (ICS Form 204)	
Item Title	**Instructions**
Area of Operation	Enter the Branch, Division, Group, Task Force, or Strike Team to which the form applies.
Incident Name	Enter the name assigned to the incident.
Period	Enter the Operational Period for which the form applies.
Incident Resources	Enter the resource information for each resource assigned to the area or site such as resource type, description, quantity, size, and status.
Operations Personnel	Enter the manpower assigned to the area or site.
Communications	Enter specific communications information (including emergency numbers) for this division /group. If radios are being used, enter function (command, tactical, support, etc.), frequency, system, and channel from the Incident Radio Communications Plan (ICS 205). Note: Phone numbers should include area code.
Assignments	Provide a statement of the tactical objectives to be achieved within the operational period by personnel assigned to this Division or Group.
Special Instructions	Enter a statement noting any safety problems, specific precautions to be exercised, or other important information.
Tactical Objective	Enter a brief statement of the tactical objective to accomplish for the specified area.
Location of Work	Enter directions how to access the site or work area.
Special Equipment/ Supplies Needed for Assignment	Enter special equipment/supplies needed for assignment. (e.g. hand tools, equipment attachments, GPS units)
Environmental Considerations	Enter any environmental issues or areas to consider.
Safety Message	Enter information such as known safety hazards and specific precautions to be observed in the area.
Approved By	Enter the signature and date of approving parties.
Prepared By	Enter name of the person preparing the form and date/time (Military Time).
Area Map (optional)	Enter a map of the operational area assigned.

NOTE: A separate sheet is used for each Division or Group.

ICS 204 – Assignment List	Area Of Operation:
Incident Name:	Period: / / : to / / :

Operations Personnel

Title	*Name*	*Affiliation*	*Contact Number*	*Work Shift*

Incident Resources

Area of Operation	*Resource Type*	*Description*	*Quantity*	*Size*	*Status*

Communications

Name/Function	*Contact Details*

Assignments

Special Instructions

ICS 204 – Assignment List	Prepared By:	At: / / :
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ICS 204 – Assignment List	Area Of Operation:
Incident Name:	Period: / / : to / / :

Tactical Objectives

Location of Work

Special Equipment/Supplies Needed for Assignment

Special Environmental Considerations

Special Site-Specific Safety Considerations

Additional Information

Approved By

Operations Section Chief: Date:

Planning Section Chief: Date:

Date:

ICS 204 – Assignment List	Prepared By:	At: / / :
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ICS 204 – Assignment List	Area Of Operation:
Incident Name:	Period: / / : to / / :

Area Map/Picture/Diagram

ICS 204 – Assignment List	Prepared By:	At: / / :
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Communications Plan (ICS Form 205)

Purpose: This form, ICS 205, is used to provide, in one location, information on all radio frequency assignments down to the Division/Group level for each operational period; whereas, the Communications List, ICS 205a is used to list methods of contact for personnel assigned to the incident (radio frequencies, phone numbers, pager numbers, etc.).

Preparation: The Communications Plan is prepared by the Communications Unit Leader and given to the Planning Section Chief.

Distribution: The Incident Radio Communications Plan is included in the Incident Action Plan and duplicated and given to others requiring incident communications information including the Incident Communications Center. Information from the plan is normally placed on the appropriate Assignment List(s) (ICS Form 204).

Communications Plan (ICS Form 205)	
Item Title	**Instructions**
Version Name	Enter the version name for the form.
Incident Name	Enter the name assigned to the incident.
Period	Enter the Operational Period for which the form applies.
Zone Group	Enter information designating assigned grouping.
Channel #	Use at the Communications Unit Leader's discretion. Channel Number (Ch #) may equate to the channel number for incident radios that are programmed or cloned for a specific Communications Plan, or it may be used just as a reference line number on the ICS 205 document.
Function	Function each channel is assigned (e.g., command, support, division tactical, and ground-to-air).
Channel Name/Trunked Radio System Talkgroup	Enter the nomenclature or commonly used name for the channel or talkgroup such as the National Interoperability Channels which follow DHS frequency Field Operations Guide (FOG)
Assignment	Enter the name of the ICS Branch/Division/Group/Section to which this channel/talkgroup will be assigned (e.g., Branch I, Division A, Hazmat group).
Rx Freq N or W	Enter the Receive Frequency (RX Freq) as the mobile or portable subscriber would be programmed using xxx.xxxx out to four decimal places, followed by either an "N" or a "W", depending on whether the frequency is narrow or wide band. The name of the specific trunked radio system with which the talkgroup is associated may be entered across all fields on the ICS 205 normally used for conventional channel programming information.
Rx Tone/NAC	Enter the Receive Continuous Tone Coded Squelch System (CTCSS) subaudible tone (RX Tone) or Network Access Code (RX NAC) for the receive frequency as the mobile or portable subscriber would be programmed.
Tx Freq N or W	Enter Transmit Frequency (TX Freq) as the mobile or portable subscriber would be programmed using xxx.xxxx out to four decimal places, followed by either an "N" or a "W", depending on whether the frequency is narrow or wide band.
Tx Tone/NAC (this section is missing from our form)	Enter Transmit Continuous Tone Coded Squelch System (CTCSS) subaudible tone (RX Tone) or Network Access Code (RX NAC) for the receive frequency as the mobile or portable subscriber would be programmed.
Mode A, D or M	Mode refers to either "A" or "D" indicating analog or digital or "M" indicating mixed mode.
Remarks	Enter miscellaneous information concerning repeater locations, information concerning patched channels or talkgroups using links or gateways, etc. and narrative information regarding special situations.
Approved By	Enter the signature and date of approving parties.
Prepared By	Enter name of the person preparing the form and date/time (Military Time).

ICS 205 – Radio Communications	Version Name:
Incident Name:	Period: / / : to / / :

Radio Channel Information

Zone Grp	Ch #	Function	Channel Name/ Trunked Radio System Talkgroup	Assignment	Rx Freq N or W	Rx Tone/NAC	Tx Freq N or W	Tx Tone/NAC	Mode (A, D, or M)	Remarks

Special Radio Instructions

Approved By

Logistics Section Chief: Date:

ICS 205 – Radio Communications	Prepared By:	At: / / :
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Communications List (ICS Form 205a)

Purpose: The Communications List records methods of contact for personnel on scene.

Preparation: The Communications List can be filled out during check-in and is maintained and distributed by Communications Unit personnel.

Distribution: The Communications List is distributed within the ICS and posted, as necessary.

Communications List (ICS Form 205a)	
Item Title	**Instructions**
Version Name	Enter the version name for the form.
Incident Name	Enter the name assigned to the incident.
Period	Enter the Operational Period for which the form applies.
Name	Enter the name of the contact person for the assignment.
Incident Assigned Position	Enter the ICS Organizational assignment.
Mobile Phone	Enter the mobile phone number of the corresponding incident responder.
Work Phone	Enter the work phone number of the corresponding incident responder.
Email	Enter the email of the corresponding incident responder.
Notes	Enter any relevant notes.
Approved By	Enter the signature and date of approving parties.
Prepared By	Enter the name of the Communications Unit Leader preparing the form.

NOTE: This optional form is used in conjunction with the Incident Radio Communications Plan, ICS 205. Whereas the ICE205 is used to provide information on all radio frequencies down to the Division/Group level, The Communications List, ICS 205a, lists methods of contact for personnel assigned to the incident, and functions as an incident directory.

ICS 205a – Communications List	Version Name:
Incident Name:	Period: / / : to / / :

Local Communications Information

Name	Incident Assigned Position	Mobile Phone	Work Phone	Email	Notes

Approved By

Logistics Section Chief: Date:

ICS 205a – Communications List	Prepared By: At: / / :
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Medical Plan (ICS Form 206)

Purpose: The Medical Plan provides information on incident medical aid stations, transportation services, hospitals and medical emergency procedures.

Preparation: The Medical Plan is prepared by the Medical Unit Leader and reviewed by the Safety Officer.

Distribution: The Medical Plan may be an attachment to the Response Objectives Form (ICS 202), or information from the plan pertaining to incident medical aid stations and medical emergency procedures may be taken from the plan and placed on the Assignment list(s) (ICS Form 204).

Medical Plan (ICS Form 206)	
Item Title	**Instructions**
Version Name	Enter the version name for the form.
Incident Name	Enter the name assigned to the incident.
Period	Enter the Operational Period for which the form applies.
Medical Aid Stations	Enter name, location, and contact information for the incident medical aid stations (e.g. Staging Area, Camp Ground) and indicate if paramedics are located at the site by entering “Yes” or “No” in the Paramedics (EMT) field.
Transportation	List name and address of ambulance services (e.g. Shaeffer, 4358 Brown Parkway, Corona). Provide phone numbers and indicate if the ALS (Advanced Life Support) level of service is available for each ambulance.
Hospitals	List hospitals, which will serve this incident. Hospital name, address, phone number, radio and enter “Yes” or “No” to indicate whether the hospital has a helipad, burn center and/or Trauma Center.
Medical Emergency Procedures	Note any special emergency instructions for use by incident personnel. Note any special emergency instructions for use by incident personnel, including (1) who should be contacted, (2) how they should be contacted; and (3) who manages an incident within an incident due to a rescue, accident, etc. Include procedures for how to report medical emergencies.
Approved By	Enter the signature and date of approving parties.
Prepared By	Enter the name of the Communications Unit Leader preparing the form.

ICS 206 – Medical Plan	Version Name:
Incident Name:	Period: / / : to / / :

Medical Aid Stations

Name	*Location Name*	*Radio*	*Phone*	*Paramedic On Site*
				☐
				☐
				☐
				☐
				☐
				☐
				☐
				☐
				☐
				☐

Transportation (Ground and/or Air Ambulance Services)

Ambulance Service	*Location*	*Radio*	*Phone*	*Air*	*ALS*
				☐	☐
				☐	☐
				☐	☐
				☐	☐

Hospitals

Hospital	*Location*	*Phone*	*Radio*	*Helipad*	*Burn Center*	*Trauma Center*
				☐	☐	☐
				☐	☐	☐
				☐	☐	☐
				☐	☐	☐

Special Medical Emergency Procedures

Approved By

Planning Section Chief: Date:

Date:

ICS 206 – Medical Plan	Prepared By: At: / / :
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Incident Organization Chart (ICS Form 207)

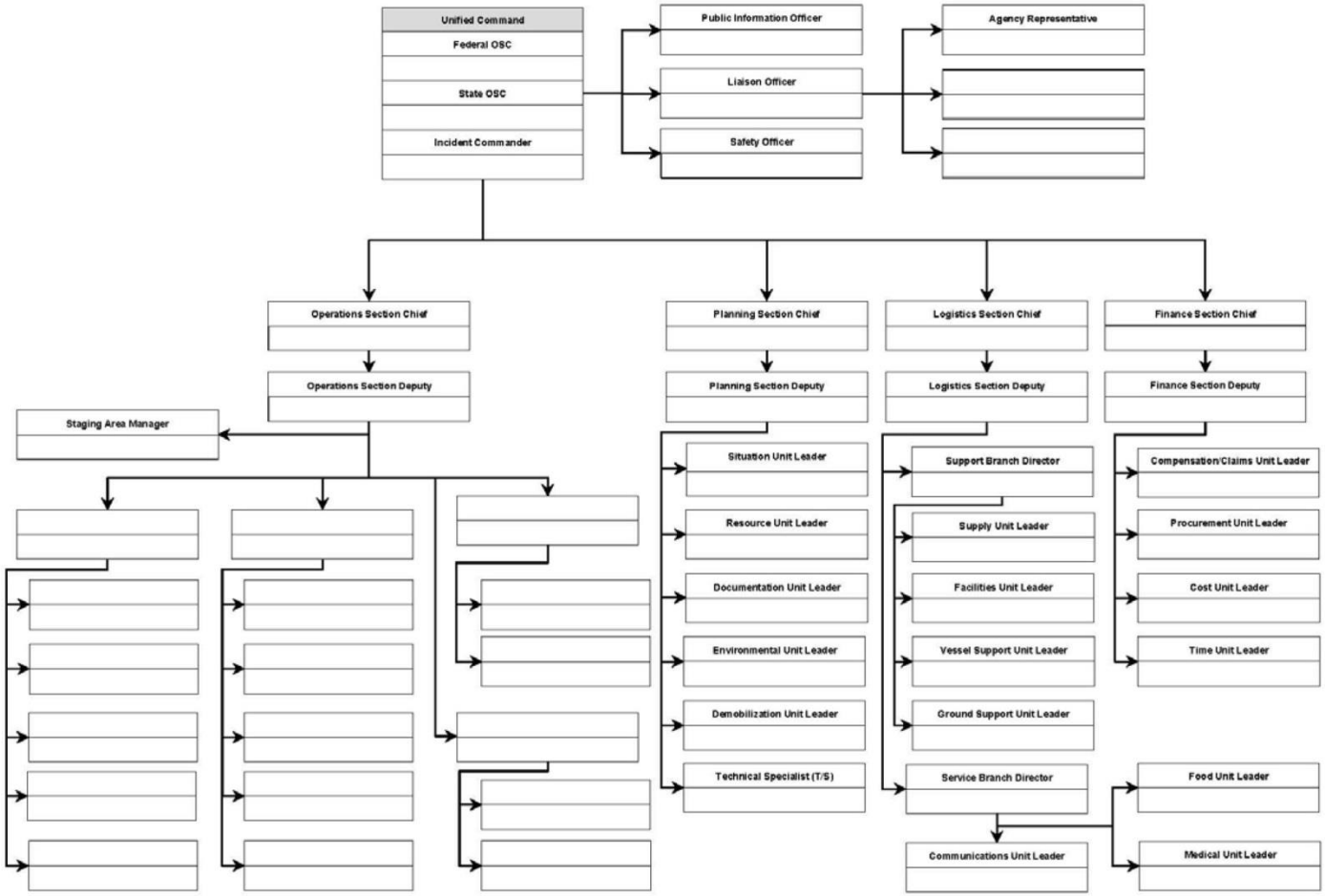
Purpose: The Incident Organization Chart is used to indicate what ICS organizational elements are currently activated and the names of personnel staffing each element. The attached chart is an example of the kind of Organizational Chart used in the ICS. Personnel responsible for managing organizational positions would be listed in each box as appropriate.

Preparation: The organization chart is prepared by the Resources Unit and posted along with other displays at the Incident Command Post. A chart is completed for each operational period and updated when organizational changes occur.

Distribution: When completed, the chart is posted on the display board located at the Incident Command Post.

Incident Organizations (ICS Form 207)	
Item Title	**Instructions**
Version Name	Enter the version name for the form.
Incident Name	Enter the name assigned to the incident.
Period	Enter the Operational Period for which the form applies.
Positions	Enter the name of personnel staffing each of the listed positions. Use at least the first initial and last name. For Units, indicate Unit Leader and for Divisions/ Groups indicate Division/Group Supervisor. If there is a shift change during the specified operational period, list both names, separated by a slash.
Prepared By	Enter the name of the Communications Unit Leader preparing the form.

ICS 207 – Organization Chart	Version Name:
Incident Name:	Period: / / : to / / :



ICS 207 – Organization Chart	Prepared By:	At: / / :
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Site Safety and Health Plan (ICS Form 208)

Purpose: The Site Safety and Health Plan (SSHP) is a site specific document required by state and federal OSHA regulations and specified in the Area Contingency Plan.

The SSHP, at Minimum addresses, includes, or contains the following elements:

- health and safety hazard analysis for each site task or operation
- comprehensive operations work plan
- personnel training requirements
- PPE selection criteria
- site specific medical monitoring requirements
- air monitoring plan
- site control measures
- confined space entry procedures (if needed)
- pre-entry briefings (tailgate meetings)
- pre-operations commencement health and safety briefings for all incident participants
- quality assurance of SSHP effectiveness

Preparation: The Safety Officer prepares the SSHP with input from the Industrial Hygienist and Medical Unit Leader.

Distribution: The SSHP is distributed to the Operations Section Chief for implementation and promulgation to all operation groups and responding agencies. A copy is provided to the Incident Commander, the Command Staff, and the General Staff.

Site Safety and Health Plan (ICS Form 208)	
Item Title	**Instructions**
Version Name	Enter the version name for the form.
Incident Name	Enter the name assigned to the incident.
Period	Enter the Operational Period for which the form applies.
Site Safety and Health Plan	Enter Health and Safety information into the appropriate categories: • Site Characterization • Site Hazards • Air Monitoring Limits • Engineering Controls • Personal Protective Equipment Required • Additional Control Measures Established • Work Plan • Training • Organization • Emergency Plan • Notifications • Initial Briefing • Attachments/Appendices
Approved By	Enter the signature and date of approving parties.
Prepared By	Enter name of the person preparing the form and date/time (Military Time).

ICS 208 – Site Safety Plan	Version Name:
Incident Name:	Period: / / : to / / :
Facility:	

Site Characterization

Water:	Land:	Weather:
Wave Height:	Land Use:	Air Temp:
Speed:		Wind Speed:
Direction:		Direction:

Site Hazards

Yes	No	Hazards	Yes	No	Hazards	Yes	No	Hazards
☐	☐	Boat Safety	☐	☐	Fire, Explosion, In-situ Burning	☐	☐	Pump Hose
☐	☐	Chemical Hazards	☐	☐	Heat Stress	☐	☐	Slips, Trips, and Falls
☐	☐	Cold Stress	☐	☐	Helicopter Operations	☐	☐	Steam and Hot Water
☐	☐	Confined Spaces	☐	☐	Lifting	☐	☐	Trenching/Excavation
☐	☐	Drum Handling	☐	☐	Motor Vehicles	☐	☐	UV Radiation
☐	☐	Equipment Operations	☐	☐	Noise	☐	☐	Visibility
☐	☐	Electrical Operations	☐	☐	Overhead/Buried Utilities	☐	☐	Weather
☐	☐	Fatigue	☐	☐	Plants/Wildlife	☐	☐	Work Near Water
☐	☐		☐	☐		☐	☐	

Air Monitoring Limits

Oxygen Level		Hydrogen Sulfide		Total Hydrocarbons	
LEL		Benzene			

Engineering Controls

☐	Source of release secured	☐	Valve(s) closed	☐	Energy sources locked/tagged out
☐	Site secured	☐	Facility shut down	☐	

Personal Protective Equipment Required

☐	Impervious suit	☐	Flame resistant clothing	☐	Eye protection
☐	Inner gloves	☐	Hard hats	☐	Personal flotation
☐	Outer gloves	☐	Respirators	☐	Boots

Additional Control Measures Established

☐	Decontamination	☐	Illumination	☐	Additional stations established
☐	Sanitation	☐	Medical surveillance	☐	Facilities provided

Work Plan

☐	Booming	☐	Excavation	☐	Hot work
☐	Skimming	☐	Heavy equipment	☐	Appropriate permits used
☐	Vac trucks	☐	Sorbent pads	☐	
☐	Pumping	☐	Patching	☐	

Training

☐	Verified site workers trained per local/federal regulatory requirements	***Training Requirements:***	

Organization

Position	Name	Telephone/Radio	Position	Name	Telephone/Radio
Incident Commander			Safety Officer		
Deputy Incident Commander			Operations Section Chief		

ICS 208 – Site Safety Plan	Prepared By:	At: / / :
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ICS 208 – Site Safety Plan	Version Name:
Incident Name:	Period: / / : to / / :

Emergency Plan

☐	Fire Prevention Plan	☐	Evacuation Plan	☐	
☐	Alarm System	☐	First Aid Location	☐	

Notifications

	Facility		Phone		Facility		Phone
☐	Hospital			☐	Fire		
☐	Ambulance			☐	Law Enforcement		
☐	Air Ambulance			☐	Emergency Response/Rescue		

Initial Briefing

☐	***Initial safety briefing prepared for each site.***

Attachments/Appendices

	Attachments		Appendices
☐	Site Map	☐	Site Safety Program Evaluation Checklist
☐	Hazardous Substance Information Sheets	☐	Confined Space Entry Checklist
☐	Site Hazards	☐	Heat Stress Consideration
☐	Monitoring Program	☐	Cold Stress and Hypothermia Consideration
☐	Training Program	☐	First Aid for Bites, Stings, and Poisonous Plant Contact
☐	Confined Space Entry Procedure	☐	Safe Work Practice for Oily Bird Rehabilitation
☐	Safe Work Practices for Boats	☐	SIPI Site Pre-Entry Briefing
☐	PPE Description	☐	Personnel Tracking System
☐	Decontamination	☐	
☐	Communication and Organization	☐	
☐	Site Emergency Response	☐	

Approved By

Safety Officer Date:

Planning Section Chief: Date:

ICS 208 – Site Safety Plan	Prepared By:	At: / / :
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Incident Status Summary (ICS Form OS-209 – Oil Spill)

Purpose: The Incident Status Summary serves the following purposes:

- Used by Situation Unit personnel for posting information on Status Boards.
- When duplicated and provided to Command Staff members, it provides them with basic information for use in planning for the next operational period.
- It provides information to the Information Officer for preparation of media releases.
- It summarizes incident information for local and off-site coordination centers.

Preparation: The Situation Unit prepares the Incident Status Summary. Resources information should be obtained from the Resources Unit. It is scheduled for presentation to the Planning Section Chief and other General Staff members prior to each Planning Meeting and may be required at more frequent intervals by the Incident Command or Planning Section Chief.

Distribution: When completed, the form is duplicated and copies are distributed to the Incident Command and staff, and all Section Chiefs, Planning Section Unit Leaders, and the Joint Information Center. It is also posted on a status board located at the ICP.

Incident Status Summary (ICS Form OS 209 – Oil Spill)	
Item Title	**Instructions**
Version Name	Enter the version name for the form.
Incident Name	Enter the name assigned to the incident.
Period	Enter the Operational Period for which the form applies.
Spill Status	Indicate whether the spill source is secured or unsecured and estimate the remaining potential and the rate of spillage discharge or release. Enter the estimated amounts in barrels for each category. Estimate amounts in barrels or gallons for each category.
Mass Balance	Enter the estimated amounts in barrels or to account for all spilled oil whether recovered, evaporated, dispersed, burned, floating, or on shore. The total of these estimates should approximate the total volume spilled, discharged, or released. Initially a trajectory model or the NOAA Adios model can be used. Actual numbers reported by operations should be used when available.
Waste Management	Enter the estimated amounts in barrels or gallons for each category based on report from operations.
Shoreline Impacts	Enter the total miles of shoreline oiled categorized by the degree of oiling (light, medium, heavy).
Wildlife Impacts	Indicate the actual number of oiled wildlife in each category.
Safety Status	Indicate the number of serious injuries.
Equipment Resources	Indicate the number of each type of resource in each status category.
Personnel Resources	Indicate the numbers of personnel assigned by agency.
Special Notes	Use this area for any special notes or other information related to this reporting period.
Prepared By	Enter the name of the person preparing the form.