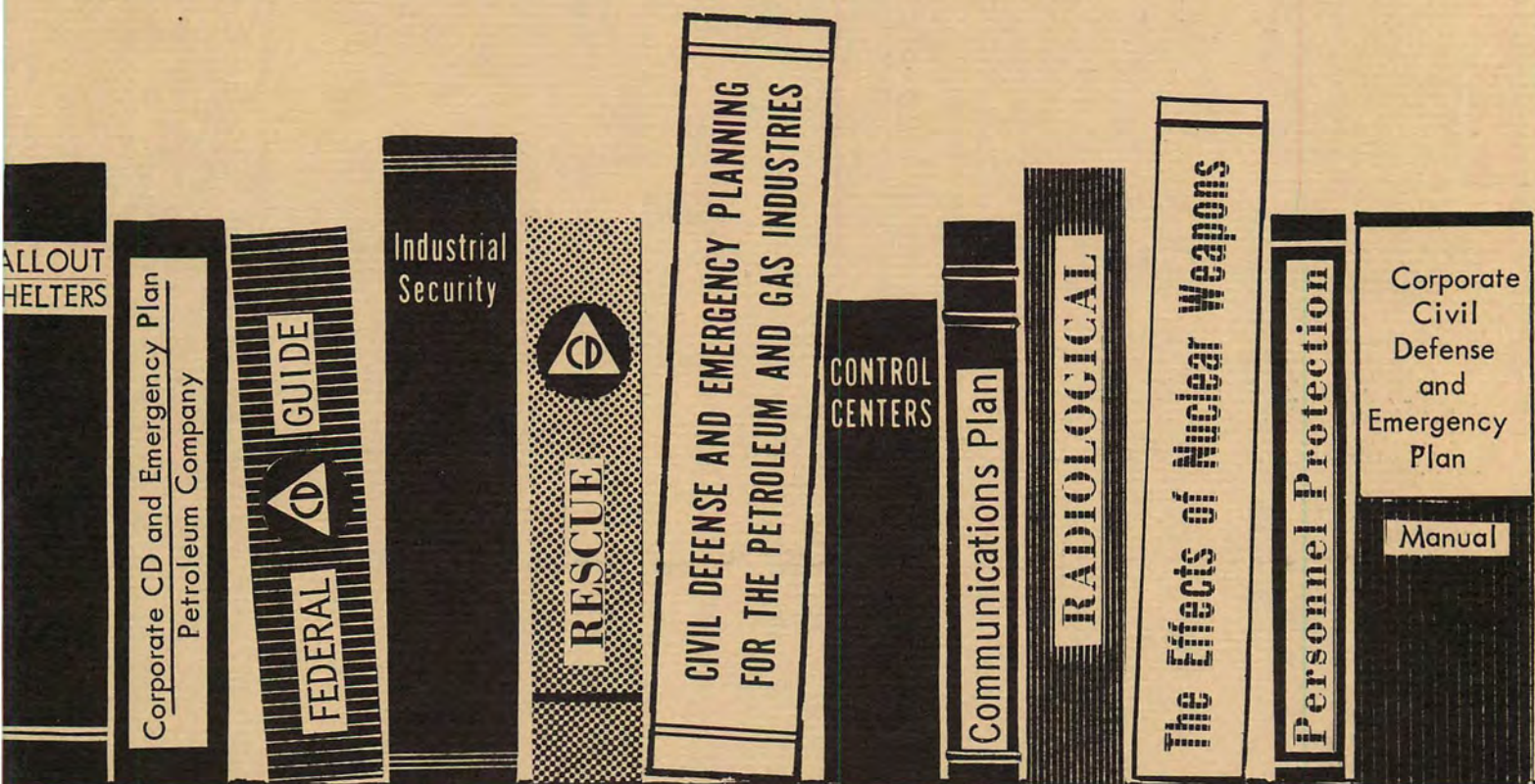


CIVIL DEFENSE and EMERGENCY PLANNING for the PETROLEUM and GAS INDUSTRIES



NATIONAL PETROLEUM COUNCIL

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Petroleum Advisory Council

to the

DEPARTMENT OF THE INTERIOR

Washington, D.C.

Stewart L. Udall, *Secretary*

John M. Kelly, *Assistant Secretary, Mineral Resources*

and to the

OFFICE OF OIL AND GAS

Prepared by the

National Petroleum Council

in response to a request of the

Department of the Interior

and as a

Service to the Petroleum and Gas Industries and

All Others Who May Find

This Manual Helpful in Their

Emergency Planning Programs

Civil Defense
and
Emergency Planning
FOR THE
PETROLEUM AND GAS INDUSTRIES

Volume II—Guide and Sample Company Plans

March 19, 1964

Prepared by the
National Petroleum Council's
Committee on Emergency Preparedness
for the Petroleum Industry
A. L. Nickerson, *Chairman*
with the assistance of the
Subcommittee for Company Survival Plans
W. L. Ingraham, *Chairman*

Preface

The purpose of the National Petroleum Council is solely to advise, inform, and make recommendations to the Secretary of the Interior with respect to any matter relating to petroleum or the petroleum industry submitted to it by, or approved by, the Secretary.

The Secretary of the Interior, by Executive Order 10997, is charged with the preparation and development of plans and programs designed to provide a state of readiness in petroleum and gas with respect to all conditions of national emergency, including attack upon the United States.

In March, 1963, the Hon. John M. Kelly, Assistant Secretary of the Interior for Mineral Resources, advised the National Petroleum Council that it would be of assistance to the Department of the Interior if the Council would undertake to (1) produce a prototype company survival plan which would serve as an example of what preparations a petroleum or gas company should undertake to achieve mobilization readiness in event of a national emergency, and (2) review and revise as necessary both the Disaster Planning and Security Principles manuals for the petroleum and gas industries, originally published by the National Petroleum Council in May, 1955.

Pursuant to this request, the Council's Committee on Emergency Preparedness for the Petroleum Industry, with the assistance of its Subcommittee for Company Survival Plans, has prepared two manuals. The revision of the Council's previous Disaster Planning and Security Principles manuals appears separately in one new manual, Volume I, entitled "Civil Defense and Emergency Planning for the Petroleum and Gas Industries—Principles and Procedures." Volume II, herein, encompasses an emergency planning guide and three sample survival plans for a petroleum or gas company.

Introduction

This manual, the second of two volumes, is prepared for the purpose of providing petroleum and gas companies with a simple guide and sample plans to assist members of management in preparing their organizations for national emergencies. It applies the principles and procedures which are presented in more complete detail in Volume I—Civil Defense and Emergency Planning for the Petroleum and Gas Industries.

The guide portion of this manual has been prepared with the objective of presenting the most important principles essential to a basic emergency plan. It includes those steps which are considered to be realistically adequate to continue operations under either natural or man-made emergencies, including general war conditions.

The sample plans included are based on those now in effect in some companies. They represent practical applications of the principles and steps described in the guide portion.

While effective emergency planning can be accomplished by the direct adoption of the sample plans offered in this manual, additional background information can be found in Volume I.

Recognizing the vital role the petroleum and gas industries play in our industrial complex, it is essential to our national security that the managements of those companies concerned give adequate attention to emergency planning. Such planning need not be complicated, costly, nor restrictive from an operating standpoint. Effective accomplishment of this objective will be attained if each company has in readiness a plan to insure the continuity of its management, protect its employees, safeguard its property, and be prepared to initiate such restoration measures as are reasonable under the prevailing circumstances.

Management can meet the obligation for effective emergency planning by endorsing and implementing the practical principles and steps presented in this manual.

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Emergency Planning Guide

This guide is designed to cover briefly the essential elements of emergency planning to assist individual petroleum and gas companies in the preparation of actual emergency plans. Although these plans would be basically designed to cope with situations arising during and after a nuclear attack, they would also be effective for a natural catastrophe, such as flood, hurricane, earthquake, and other major industrial and transportation emergencies.

Over-all objectives

In the event of a major emergency, management's primary responsibility is to continue operating essential services as directed by appropriate government authorities insofar as conditions permit. To achieve this objective, several factors must be considered.

First, a corporate plan must be designed to assure continuity of company operations through the re-establishment of a headquarters organization. This involves reuniting or reforming a team of officers and key management personnel for the corporation and its subsidiaries, sections, and operating companies.

Second, each subsidiary, section, and operating company must have an emergency plan which is appropriate to its own situation but coordinated with the corporate plan. Each unit must be prepared to operate independently until lines of communication and authority are re-established.

Third, a copy of the emergency plan in complete detail must be available to each management employee involved.

Fourth, all other employees not designated as management must be furnished instructions to guide them in following the emergency plan as it affects them. In addition, education materials must be developed to advise employees of appropriate procedures in the event of an emergency situation.

Initial considerations

Assessment of vulnerability

First, plans should be based on an analysis of the various emergencies to which the company or facility may be exposed.

Second, they should be based on a combined analysis of the physical vulnerability of specific facilities and the relative importance of these facilities to the continuity of operations.

Survival planning

Planning objectives must be realistic. As an example, in critical areas the primary considerations should be protection of vital records and personnel continuity, whereas in non-critical areas emphasis should be placed on plans for continuity of operation.

To assure that a plan is adequate, the most serious eventualities must be considered throughout.

In setting planning goals, it is essential that achievement dates are reasonable.

Internal structure (self-help)

Planning must be based on the existing organizational structures, the available supervisory and technical skills, and the material and equipment on hand.

Mutual aid

The self-help concept must be applied to the entire community, thereby providing emergency planning in depth. Products, facilities, and manpower of all local petroleum and gas companies must be pooled.

Operational readiness

The mere existence of a plan will not guarantee preparedness. Continued publicity, training of personnel, and successful testing are essential in assuring the operational status of any plan.

Government plans

Company plans must be coordinated with government plans—Federal, State, and local—particularly those of the Office of Oil and Gas (Department of the Interior) and the Emergency Petroleum and Gas Administration.

Preparation of the plan

The initial step in preparation of an emergency plan is the selection of a committee to administer the

project. This is commonly called the "Emergency Planning Coordinating Committee." The committee should be comprised of top management personnel and should have the complete backing of the company's chief executive group. The secretary of the committee should be familiar with the principles of emergency planning so he can detail the decisions of the committee.

Following are the essential elements of an emergency plan. They are listed in order of importance and should be made operational as soon as feasible.

Management continuity

A roster of key management personnel should be prepared. These individuals are those needed to form the nucleus of the company executive group and necessary staff assistance.

A special identification card should be developed to identify individuals as key members of an essential industry. Important details of the plan may be included on the card as required. Development should be coordinated with local Civil Defense authorities to assure that it meets their requirements.

Corporate by-laws should be amended, if necessary, to provide for the development of succession lists of key top executive positions for emergency situations only. The vulnerability of the individuals involved must be appraised in selecting successors and in planning succession lists.

Alternate headquarters and emergency operating centers should be designated. These locations would be those to which management personnel would travel or report to in the event emergency conditions prevail and the regular company headquarters is untenable. These alternate locations should be in areas considered relatively safe from the possibility of emergency conditions. Trained personnel should be assigned to these locations to provide for the welfare of administrative personnel and to perform necessary operating functions. Selection of these locations should be coordinated with State and local Civil Defense offices and the Office of Oil and Gas.

Records protection

A study of the company's records should be made, and those considered essential to the continuity of the company should be so designated. Consideration should be given to the relative urgency with which the records will be needed. Some records will be required *immediately* for continued operation or reorganization of corporate and operating functions (short range). Other records may be required

eventually to preserve company assets and the legal rights of employees and stockholders (long range).

A plan for duplication of appropriate records should be developed.

To simplify the filing of essential records, they might be divided into two or more groups—administrative and operations, for example.

One or more records centers should be selected to provide protected storage. These should be at locations known to be safer from emergency conditions than the company headquarters.

Emergency communications

Normal communications will probably break down during an emergency condition, and an auxiliary means of communications should be established to permit reaching a maximum number of the working force. This should be supplemental to telephone, intercom, public address, or radio communications presently used in routine operations.

Plans with local radio stations should be prearranged to facilitate the issuing of instructions to all employees relative to call-out, return-to-work schedules, and other pertinent emergency information.

A tie-in should be established with the Civil Defense communication system (Emergency Broadcast System, successor to Conelrad).

A headquarters control center should be established to house communications equipment needed for contacting emergency operating centers.

All emergency operating centers and records centers should be equipped with communications equipment designed to receive from and broadcast to the headquarters control center and other emergency stations.

Alerting and warning systems should be developed with a reliable stand-by power source.

Emergency control operations

Organizational procedures must be developed for implementation in the event of emergency, and management personnel must become familiar with them. This applies to all emergency operating centers as well as alternate headquarters, emergency headquarters, control centers, records centers, etc.

Personnel protection

Emergency instructions for employees must be developed to coordinate their activities with Civil Defense and other emergency organizations, such as the National Shelter Program.

Protection should be provided for personnel involved in shutdown procedures at facilities such as

refineries, gas plants, etc. To assure the efficient use of a shelter area, information should be provided on requirements, locations, capacity, operations, and other pertinent data. Existing facilities should be used as much as possible, with modifications and expenditures held to a minimum. In all construction of new facilities, consideration should be given to making these suitable for fallout protection.

Physical security

In emergency planning, special attention must be given to matters of physical security such as sabotage, espionage, panic and mob action, vandalism, and theft and looting. Specific security measures to be considered include utilization of the guard force, identification and control, emergency procedures, and critical area protection.

The organization and responsibilities of the present plant security forces should be reviewed. Also, it is necessary to determine the need for additional guards in an emergency, how they will be obtained and trained, and where they will be assigned. Guard orders for the additional posts should be prepared in advance.

An emergency identification and control system should be provided to handle employees, contractors, vendors, and visitors. Provisions should be made for control of vehicular traffic in and out of facilities and for delivery of special packages.

Special procedures must be developed for emergency situations. Authority for use of weapons should be established. Procedures for apprehension and restraint of individuals should be developed in coordination with local law enforcement agencies; places of temporary detention should be designated. A roster of personnel to be notified in the event of disaster or other emergency situation should be developed and plans made to keep the list up to date. Procedures should be developed for safeguarding or removing classified material in the event of an emergency; security personnel should know how to contact designated custodians of such material.

A list of vital or critical areas requiring special protection should be prepared and appropriate protection instructions developed.

Damage control and restoration

Most facilities in the petroleum and gas industries have current plans for control of fires, including emergency shutdown of operating facilities, fire-fighting, and other emergency measures. These should be supplemented to cover emergency conditions resulting from nuclear attack.

Restoration of facilities subjected to nuclear attack will involve recovery from radiological effects. Restoration measures also may include designation of alternate sites, alternate sources of supply, alternate production methods, and special considerations involving utilities such as electricity, water, gas, sewage, fuel, salvage procedures, and transportation.

Mutual aid

In order to provide greater depth to emergency planning, a mutual aid program should be considered. The primary purpose of mutual aid is to develop a plan of cooperative action through which the facilities of all local industry and municipalities are made available to cope with an emergency situation beyond the capability of one or a few individual organizations.

In planning for mutual aid, the following questions should be considered: Which facilities in the areas should be involved? What is the legal responsibility of a company to its employees under mutual aid conditions? Who will supervise employees while on mutual aid assignments? What training is needed? What constitutes an emergency sufficient to put a mutual aid plan into effect? What is the most efficient number of facilities to be included in a mutual aid plan?

Liaison with local government

All emergency planning should include coordination with local Civil Defense and other authorities. This is particularly important in regard to emergency education, emergency transportation, utilization of manpower, communications, fallout shelters, welfare, and testing.

Emergency plan testing

Once plans are complete, it is essential that tests be conducted to determine the operational readiness of the over-all plan. The main objectives in such testing are to familiarize personnel with the plan and acquaint them with their emergency duties and responsibilities, to evaluate the plan to determine its operational effectiveness, and to identify any deficiencies and make corrections or adjustments.

There are various methods for carrying out the tests. Individual parts of the plan can be tested independently, one part can be tested in conjunction with certain others, the whole company emergency plan can be tested in its entirety, or the whole plan can be tested together with Federal, State, and local plans.

Appendix A

Sample emergency plan for the petroleum and gas industries

Corporate-type organization

This sample plan has been prepared to apply to a hypothetical organization. Using this format, together with explanations of the various parts as shown in the preceding Emergency Planning Guide, appropriate remarks and instructions can be entered for any particular organization.

SAMPLE LETTER ANNOUNCING INSTALLATION
OF EMERGENCY PLAN

EMERGENCY PLANNING

(APPROPRIATE ADDRESSEES)

The attached plan, designated "Emergency Plan - ABC Oil Company," is in effect as of the date of this letter. It provides for the assignment of certain key personnel from the Corporation and its operating companies to major functions in the event of an emergency. It further provides for the participation of other employees in the support of any activities required to assure that the plan is operational at all times. The employees involved have been fully informed of their duties and will be afforded any support necessary for organization, training, and periodic testing of this plan. Additional measures for further implementation as indicated in the plan will be expedited by all concerned.

Mr. _____, _____ (title) _____, is designated the Functional Officer and Chairman of the Emergency Advisory Committee and will coordinate all actions under emergency planning. Any changes in personnel, organization, or location which will affect or change this plan will be immediately submitted to him so that appropriate records and procedures can be corrected.

Chairman of the Board,
President,
Head of Organization
(As appropriate)

EMERGENCY PLAN

ABC OIL COMPANY

I N T R O D U C T I O N

Scope

To cover those elements of emergency planning essential to the survival and recovery of the Corporation and its operating companies (or other appropriate units).

Purpose

To provide authority, direction, and guidance to the Corporation and its operating companies in preparing plans to survive and recover from any emergency whether a natural disaster or a nuclear attack and in assuring that such plans are operational at all times.

By-laws and resolutions

By-laws have been amended and Board resolutions adopted to provide for Board action and requirements under emergency conditions as well as the succession to and authorities of a Temporary Chief Executive Officer.

Implementing requirements

To attain the goals set out in the purpose of this plan, the following are necessary:

1. Operating companies will establish a planning committee composed of key personnel with the prestige and authority to support and direct emergency planning.
2. Each operating company will develop a plan best suited to its own situation and coordinated with the Corporate Plan. Where practicable, locations, facilities, and personnel requirements will be consolidated for use by any or all units of the Corporation and operating companies.
3. Each operating company will be prepared to operate on an individual basis following an emergency until definite lines of communication and authority are re-established.

4. All personnel will be provided with information, guidance, training, and authority to carry out their responsibilities in the plan schedule.

C O R P O R A T E P L A N D E T A I L S

MANAGEMENT CONTINUITY

Categories of corporate employees

- Category X - Selected key management employees.
- Category Y - Employees in reserve for Category X employees.
- Category Z - Corporation or operating company personnel assigned to staffs at emergency operating centers.
- Category O - All other employees.

Emergency locations

Emergency operating centers

At any given time, key management personnel may be dispersed throughout the United States or foreign countries. Because of this, specific alternate headquarters will not be designated. However, a number of emergency operating centers, equipped and staffed to support a temporary Corporate headquarters, are in operation throughout the country. They are as follows:

City

State

(Strip maps giving directions to each center are contained in Appendix
_____)

Each emergency operating center is organized with a Coordinator, Assistant Coordinator, and staff. The functions they will provide include local Civil Defense contact and coordination, personnel welfare, communications, damage estimation and resources evaluation, financial assistance, transportation, radiological monitoring, first aid, and security.

Equipment and supplies necessary to support 25 persons for approximately 2 weeks are stored at each emergency operating center.

Employee reporting centers

All other employees who, because of an emergency, are denied access to their usual place of employment, will report their availability for work to one of the following employee reporting centers:

Actions by Corporate employees

Category X

If there is little or no warning of a nuclear attack or other emergency while employees are at work, they should seek shelter in accordance with the local emergency plan.

If away from the office when nuclear attack or other emergency is imminent or actually occurs, they should seek shelter in accordance with local Civil Defense plans, then, as soon as conditions permit, proceed to the nearest safe emergency operating center. Upon arrival, they should attempt to contact the center where the Temporary Chief Executive Officer is located and request instructions.

If it is not safe to travel, they should contact the nearest emergency operating center by any means of communication at their disposal, reporting their availability for work and location where they can be reached.

Category Y

If there is little or no warning of a nuclear attack or other emergency while employees are at work, they should seek shelter in accordance with the local emergency plan.

If away from the office when nuclear attack or other emergency is imminent or actually occurs, they should contact the nearest safe emergency operating center as soon as possible by any means of communication at their disposal, reporting their availability for work and location where they can be reached.

Notification to an emergency operating center may result in an immediate request to proceed to some center. If so, they should comply with the instructions for Category X employees.

Category Z

If there is little or no warning of a nuclear attack or other emergency while employees are at work, they should seek shelter in accordance with local Civil Defense plans.

If away from the office when a nuclear attack or other emergency is imminent or actually occurs, they should seek shelter in accordance with local Civil Defense plans and proceed to their assigned emergency operating center as soon as possible. If they cannot go to the emergency operating center, they should attempt to contact the center by any means of communication available.

Category O

If there is little or no warning of a nuclear attack or other emergency while employees are at work, they should seek shelter in accordance with office building or work location disaster plans.

If away from the office when a nuclear attack or other emergency is imminent or actually occurs, they should seek shelter in accordance with local Civil Defense plans and should communicate with their regular work location or with the nearest employee reporting center as soon as possible.

If, as a result of appraisal, the international situation indicates the necessity for issuing an advance warning, they will be advised by their supervisors what to do.

Identification cards

Cards will be prepared for all "X", "Y", and "Z" category employees. Preparation, issuance, and control will be handled by the secretary of the Emergency Advisory Committee who should be apprised of any changes in personnel which will affect key employees. Category "O" personnel will receive wallet-size instruction cards.

RECORDS PROTECTION

Records storage centers are established to keep duplicates of vital company records, usually in microfilm form.

Vital records are divided into two groups. Group A contains those vital records needed for long-range considerations. Group B contains those required immediately for continued operation or reorganization of Corporate and operating company functions. Copies of both Group A and B records will be maintained at the primary records storage center for the Corporation and its operating companies. In addition, copies of Corporation Group B records will be stored at the two secondary records storage centers. Operating companies will select two alternate locations best suited to their needs for storage of their Group B records. These alternate locations may be one or both of the Corporate secondary centers if they so desire. However, consideration must be given to accessibility in an emergency and, therefore, this should be in fairly close proximity to their own areas of operation.

Primary records storage center

(Name of facility, address, and phone information)

Secondary records storage centers

(Name of facility, address, and phone information)

Records storage centers will be operated in accordance with instructions contained in the Corporate Manual entitled "Safeguarding Company Records Program - Basic Records Maintained at Emergency Operating Centers," a copy of which is kept at each records storage center and emergency operating center.

A guide for the operation of records storage centers is located in the security file at each emergency operating center and records storage center.

COMMUNICATIONS

Primary reliability for communications will be placed on those systems presently installed and operating. In all probability, Company-owned or leased facilities will remain under control of the Company.

Emergency systems consist of both internal and external communications. There are three internal means available: (1) Emergency broadcast system. Standard broadcast radios with modifications to pick up 1000-cycle tone or those provided with power interruption signal oscillator are located at emergency operating centers and the Home Office Building. (2) Local Civil Defense siren systems. (3) The Home Office Building is equipped with an internal loud speaker system operated under the building emergency procedures.

External systems consist of the following: Normal telephone systems will be utilized when operable. VHF radio backup, where established in operating company areas, are also available for emergency Corporate use. Ship-to-shore radio facilities, such as those now in existence in exploration and developmental work and in some offshore operations, will be considered as backup.

EMERGENCY CONTROL OPERATIONS

Mr. _____, _____ (title) _____, has been assigned the functional responsibility for counseling on and reviewing the adequacy of emergency planning in the Corporation and operating companies. He also serves as the Chairman of the Corporate Emergency Advisory Committee which is composed of key management personnel.

Organizational plans for emergency operating centers are set forth in the section on Management Continuity. Guides for emergency operating center operations are contained in the security files at each location. Guides for key management personnel, who may report to these centers under emergency conditions, have been issued to each Category X and Y employee in the form of an "Emergency Operating Center Guide for Corporation Executives".

PERSONNEL PROTECTION PLANNING

The protection of personnel will take first priority in developing emergency plans.

Management at all levels will make arrangements locally to coordinate all personnel protection planning with local Civil Defense authorities. This will include work location participation and coordination as well as community effort.

The protection of the families of employees is as important to the success of the emergency program as the protection of employees themselves. Therefore, management will encourage employees to participate in community National Shelter programs. The Corporation has arranged for participation in the National Shelter Program at those locations where buildings qualify.

PHYSICAL SECURITY

Emergency planning requires special attention to threats to physical security including sabotage, espionage, panic and mob action, vandalism, and theft and looting.

Each physical unit of the Corporation should study its own security problems and consider security measures such as increased guard force, more rigorous systems of identification and access control, arming of guards, emergency lighting, emergency notification of key employees, apprehension and restraint, and safeguarding classified material.

DAMAGE CONTROL AND RESTORATION

Existing damage control and emergency action plans will be utilized as a basis for damage control and restoration measures in the event of nuclear attack.

Restoration of facilities subjected to nuclear attack will, in many areas, involve recovery from radiological effects. Training and preparation for such recovery has been accomplished.

GOVERNMENTAL AGENCIES

Particularly close contact is being maintained with the Office of Oil and Gas (EPGA) which will exercise directional control over operations of petroleum and gas industries during a national emergency. Liaison has been established between the Corporate Emergency Advisory Committee and Civil Defense and Emergency Planning authorities at Federal, regional, and State levels. In addition, contact and coordination with local Civil Defense authorities has been effected at each emergency operating center.

EMERGENCY PLAN TESTING

The Corporate Emergency Plan will be tested as follows: The entire Corporate Plan biennially, emergency operating centers and their staffs quarterly, and communications equipment monthly. These tests will be conducted either individually or jointly.

Appendix B

Sample emergency plan for the petroleum and gas industries

Field-type organization

This sample, an extension of the Corporate-type plan, is appropriate for a subsidiary, section, or operating company. In this sample, the field-type organization is referred to as “the Company.” It is engaged principally in petroleum production, and its area of operation covers parts of four states.

SAMPLE LETTER ANNOUNCING INSTALLATION
OF EMERGENCY PLAN

EMERGENCY PLANNING

(APPROPRIATE ADDRESSEES)

The attached plan, designated "Emergency Plan - Subsidiary M of ABC Oil Company," is in effect as of the date of this letter. This plan provides for the assignment of certain key personnel to major functions in the event of an emergency. It further provides for the participation of other employees in the support of any activities required to assure that the plan is operational at all times. The employees involved have been fully informed of their duties and will be afforded any support necessary for organization, training, and periodic testing of this plan. Additional measures for further implementation as indicated in the plan will be expedited by all concerned.

Mr. _____, _____ (title) _____, is designated the Functional Officer and Chairman of the Subsidiary M Emergency Advisory Committee and will coordinate all actions under emergency planning. Any changes in personnel, organization, or location which will affect or change this plan will be immediately submitted to him so that appropriate records and procedures can be corrected.

President or Head of Organization
(As appropriate)

EMERGENCY PLAN

SUBSIDIARY M OF ABC OIL COMPANY

I N T R O D U C T I O N

Scope

To cover those elements of emergency planning essential to the survival and recovery of this Company and its operating units.

Purpose

To provide encouragement, authority, direction, and guidance to all Company and operating units in preparing plans to survive and recover from any emergency whether a natural disaster or a nuclear attack and in assuring that such plans are operational at all times.

Implementing requirements

To attain the goals set out in the purpose of this plan, the following are necessary:

1. Each department, section, or operating unit which prepares a plan will establish a planning committee composed of key management or supervisory personnel with the prestige and authority to support and direct emergency planning.
2. Each department, section, or operating unit will have a plan to unite officers and/or key employees in order to maintain continuity of operations.
3. Each department, section, or operating unit will have a plan suited to its own situation and coordinated with the Company plan. Where practicable, locations, facilities, and personnel requirements will be consolidated for use by any or all units of the Company.
4. Any segment of the Company which is geographically separated from the main body will be prepared to operate independently following an emergency until definite lines of communications and authority are re-established.

5. All personnel will be provided with information, guidance, training, and authority to carry out their responsibilities in the plan schedule.

P L A N D E T A I L S

MANAGEMENT CONTINUITY

Categories of Company employees

Category X - Selected key management or supervisory employees.

Category Y - Employees in reserve for Category X employees.

Category Z - Employees assigned to staffs at designated emergency operating centers, alternate headquarters, control centers, etc.

Category O - All other employees.

Emergency locations

Emergency operating centers

At any given time, key management and supervisory personnel may be dispersed throughout the area of operation. Because of this, specific alternate headquarters will not be designated. However, a number of emergency operating centers, equipped and staffed to support a temporary Company headquarters, are in operation. They are as follows:

City

State

(Strip maps giving directions to each center are contained in Appendix _____.)

Each emergency operating center is organized with a Coordinator, Assistant Coordinator, and staff. The functions they will provide include local Civil Defense contact and coordination, personnel welfare, communications, damage estimation and resources evaluation, financial assistance, transportation, radiological monitoring, first aid, and security.

Equipment and supplies necessary to support 25 persons for approximately 2 weeks are stored at each emergency operating center.

Employee reporting centers

All other employees who, because of an emergency, are denied access to their usual place of employment, will report their availability for work to one of the following employee reporting centers:

Actions by employees

Category X

If there is little or no warning of a nuclear attack or other emergency while employees are at work, they should seek shelter in accordance with the local emergency plan.

If away from the office when nuclear attack or other emergency is imminent or actually occurs, they should seek shelter in accordance with local Civil Defense plans, then, as soon as conditions permit, proceed to the nearest safe emergency operating center.

If it is not safe to travel, they should contact the nearest emergency operating center by any means of communication at their disposal, reporting their availability for work and location where they can be reached.

Category Y

If there is little or no warning of a nuclear attack or other emergency while employees are at work, they should seek shelter in accordance with the local emergency plan.

If away from the office when nuclear attack or other emergency is imminent or actually occurs, they should contact the nearest safe emergency operating center as soon as possible, by any means of communication at their disposal, reporting their availability for work and location where they can be reached.

Notification to an emergency operating center may result in an immediate request to proceed to some center. If so, they should comply with the instructions for Category X employees.

Category Z

If there is little or no warning of a nuclear attack or other emergency while employees are at work, they should seek shelter in accordance with local emergency plans.

If away from the office when a nuclear attack or other emergency is imminent or actually occurs, they should seek shelter in accordance with local Civil Defense plans and proceed to their assigned emergency operating center as soon as possible. If they cannot go to the emergency operating center, they should attempt to contact the center by any means of communication available.

Category O

If there is little or no warning of a nuclear attack or other emergency while employees are at work, they should seek shelter in accordance with local emergency plans.

If away from the office when a nuclear attack or other emergency is imminent or actually occurs, they should seek shelter in accordance with local Civil Defense plans and should communicate with their regular work location or with the nearest employee reporting center as soon as possible.

If, as a result of appraisal, the international situation indicates the necessity for an advance warning, they will be advised by their supervisors what to do.

Emergency authority

Upon the order of the Corporate Chief Executive Officer or the President of the Company, or in the event of a national Civil Defense alert or an actual attack on any part of the United States, surviving key employees will report to designated emergency operating centers as soon as it is safe. Upon arrival, the highest ranking member of each department, section or operating unit will manage company activities in that area.

During the period Home Office management of the Company is unavailable, the surviving highest ranking member of field management of each department will assume full direction and management of Company-wide facilities and operations of his department. He will continue in this capacity until relieved by a higher operating executive of the Company. The top field managers or supervisors in other areas will assume full direction and management of the departmental facilities and operations under their respective jurisdictions. When possible, they will keep the

senior executive of their department currently informed of their operational capability, requirements, etc., and will receive and act upon the senior executive's counsel and instructions.

Each member of management or supervisory employee will be responsible for taking all actions necessary under disaster conditions to protect Company employees, facilities, assets, and business. Such employees are delegated full authority for such necessary actions, provided these actions are subsequently reported to their superiors as soon as possible. Should the regular supervisor of any operational unit be unavailable or incapable of taking necessary action, the full responsibility and authority of his position devolves upon the next highest ranking employee present and capable of such action. Supervisors of each operating unit will establish communications with higher headquarters as soon as practicable.

Identification cards

Cards will be prepared for all "X", "Y", and "Z" category employees. Preparation, issue, and control will be handled by the Secretary of the Company Emergency Advisory Committee who should be apprised of any changes in personnel which will affect key employees. Category "O" personnel will receive wallet-size instruction cards.

RECORDS PROTECTION

Records storage centers are established to keep duplicates of vital Company records, usually in microfilm form.

Vital records are divided into two groups. Group A contains those vital records needed for long-range considerations. Group B contains those vital records required immediately for continued operation or reorganization of Corporate and operating functions. Copies of both Group A and B records of the Company will be maintained at the Corporate primary records storage center. In addition, copies of Company Group B records will be stored at two secondary records storage centers.

Primary records storage center

(List Corporate primary location)

Secondary records storage centers

(Name of facility, address, phone number)

Records storage centers will be operated in accordance with instructions contained in the Corporate Manual entitled, "Safeguarding Company Records Program - Basic Records Maintained at Emergency Operating Centers," a copy of which is kept at each records storage center and each emergency operating center.

COMMUNICATIONS

Primary reliability for communications will be placed on those systems presently installed and operating. In all probability, Company-owned or leased facilities will remain under control of the Company.

Emergency systems consist of both internal and external communications. There are three internal means available: (1) Emergency broadcast system. Standard broadcast radios with modifications to pick up 1000-cycle tone or those provided with power interruption signal oscillator are located at all emergency operating centers and central work locations. (2) Local Civil Defense siren systems. (3) The Home Office building is equipped with an internal loud speaker system operated under the building emergency procedures.

External systems consist of the following: Normal telephone systems will be utilized when operable. VHF radio backup, where installed, are also available for emergency Company use. Ship-to-shore systems will be utilized where feasible. Other long-range radio facilities will be considered, however, as backup. Such systems are now in existence in exploration and developmental work in some offshore operations.

EMERGENCY CONTROL OPERATIONS

Mr. _____, _____ (title) _____, has been assigned the functional responsibility for counseling on and reviewing the adequacy of emergency planning in the Company and its sections or operating units. He will also serve as Chairman of the Company Emergency Advisory Committee which will be composed of key management and/or supervisory personnel.

Organizational plans for emergency operating centers are set forth in the section on Management Continuity. Guides for emergency operating center operations are contained in the security files at each location. Guides for key management or supervisory personnel, who may report to these centers under emergency conditions, have been issued to each Category X and Y employee in the form of an Emergency Operating Center Guide. A guide for operation of records centers is located in the security file at each emergency operating center and records storage center.

Each separate operating unit or facility will establish a plant control center. The center organization will include the necessary equipment, communications, records, and trained personnel to carry on emergency operations, shutdown and recovery activities.

PERSONNEL PROTECTION

The protection of personnel will take first priority in developing emergency plans.

Management at all levels will make arrangements locally to coordinate all personnel protection planning with local Civil Defense authorities. This will include work location participation and coordination as well as community effort.

The protection of the families of employees is as important to the success of the emergency program as the protection of employees themselves. Therefore, management will encourage employees to participate in community National Shelter programs. The Company has arranged for participation in the National Shelter Program at those locations where buildings qualify.

PHYSICAL SECURITY

Emergency planning requires special attention to threats to physical security including sabotage, espionage, panic and mob action, vandalism, and theft and looting.

Each physical unit of the corporation should study its own security problems and consider security measures such as increased guard force, more rigorous systems of identification and access control, arming of guards, emergency lighting, emergency notification of key employees, apprehension and restraint, and safeguarding classified material.

DAMAGE CONTROL AND RESTORATION

All departments, sections, and operating units have supplemented existing damage control and emergency action plans to include the following considerations for shutdown and restoration in event of a nuclear attack:

1. Shutdown procedures. Considering the possibility of little or no warning of a pending attack, procedures have been established for at least a partial shutdown in the shortest possible time (30 minutes or less). The objective is to save as much machinery, equipment, material, and resources as possible from destruction or loss as a result of the facility or activity being unattended for as long as 2 weeks.

2. Restoration. Personnel have been trained in sufficient numbers and provided with radiological monitoring equipment to assure adequate coverage of the area concerned during recovery operations. In those areas where recovery might involve decontamination in order to effect more rapid restoration, employees have been trained in appropriate procedures. In critical areas, provisions have been made for alternate sources of electricity, water, gas, etc.

MUTUAL AID

The Company has entered into mutual assistance agreements with other industries and governmental groups in the matter of natural and nuclear disasters. Any requests from outside agencies soliciting participation in mutual aid programs should be referred through channels to Company headquarters before commitments are made.

GOVERNMENTAL AGENCIES

Particularly close contact is being maintained with the Office of Oil and Gas (EPGA) which will exercise directional control over operations of the petroleum and gas industries during a national emergency. Liaison has been established between the Company Emergency Advisory Committee, emergency operating center coordinators, and Civil Defense and Emergency Planning authorities at the Federal, regional, State, and local levels. In addition, contact and coordination with local Civil Defense authorities will be effected by each department, section, or operating unit.

EMERGENCY PLAN TESTING

Emergency plans will be tested as follows: The entire Company plan biennially, emergency operating centers and their staffs quarterly, and communications equipment monthly. These tests will be conducted either individually or jointly.

Appendix C

Sample emergency plan for the smaller petroleum and gas companies

This sample plan is designed for a small company, partnership, private ownership, or other entity.

EMERGENCY PLAN

XYZ OIL COMPANY

I N T R O D U C T I O N

It is the purpose of this plan to provide a means to maintain the corporate identity of this Company and to outline those steps considered necessary to assure, to the extent possible, its survival and recovery from the effects of an emergency of any kind.

The responsibility of administering this plan has been assigned to Mr. _____, and any changes in personnel or organization affecting this plan will immediately be brought to his attention.

Vulnerability has been assessed in collaboration with local Civil Defense authorities, and the following plan has been developed accordingly.

C O N T I N U I T Y O F M A N A G E M E N T

Board of Directors

The by-laws of the Company have been amended to permit the filling of vacancies in the Board by a majority vote of the remaining Directors. If no Directors survive, the Temporary Chief Executive Officer will manage the affairs of the Company until a new Board of Directors is elected.

Management succession

In the event that the Chief Executive Officer of the Company is, for any reason, unable to carry out his duties because of a disaster, the responsibility of that office shall be assumed by the surviving individual listed below in the order first named:

1. _____
2. _____
3. _____
4. _____

Preservation of vital records

Duplicate copies of those corporate records essential to the re-establishment of the Company (including those necessary to establish control over its assets and discharge its obligations to employees, creditors, and stockholders) are protected at the following location:

Alternate headquarters

In the event that the headquarters office of the Company is rendered inaccessible because of an emergency, all officers and designated key employees are to report to the following location:

Employee reporting centers

All other employees who, because of an emergency, are denied access to their usual place of employment will report their availability for work to one of the employee reporting centers listed below:

E M E R G E N C Y P R O C E D U R E S

Attack warning

Arrangements have been made with local Civil Defense authorities for the Company to receive prompt warning whenever an enemy attack is probable

or imminent. In the event of a probable attack, a long, steady blast will be sounded to signify an alert. If attack is imminent, a series of six short blasts will be sounded.

Personnel shelters

An analysis of available space in existing plant buildings suitable for use as fallout shelters has been made in cooperation with local Civil Defense authorities, and those areas have been so designated.

Damage control

Existing shutdown procedures will be placed into effect, to the extent possible, immediately upon the receipt of a warning that an emergency exists or threatens.

R E - E S T A B L I S H M E N T O F O P E R A T I O N S

Alternate headquarters

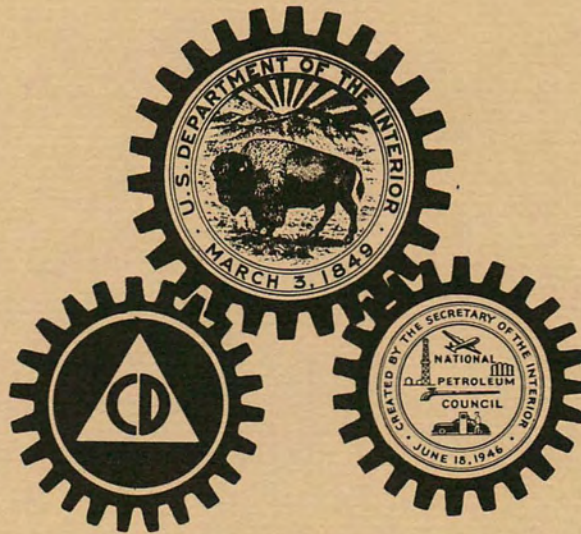
If, as a result of an emergency, it is necessary to activate the Company's alternate headquarters, the affairs of the Company will be managed from that site until new quarters can be found or former offices rehabilitated.

Employee reporting centers

Should it be necessary to activate these centers, the information collected with respect to the availability of employees will be relayed to the alternate headquarters. The recall of employees will be handled through these centers as well.

Liaison with Federal and State authorities

Particularly close contact is being maintained with the Office of Oil and Gas (EPGA) which will exercise directional control over operations of the petroleum and gas industries during a national emergency. The details of this emergency plan have been reviewed with the local and State Civil Defense authorities. The acting Chief Executive Officer should re-establish communication with these and other agencies as soon as possible following an emergency.



Partners in Defense