

APPENDIX G: Corporate Emergency Response Plan



CORPORATE EMERGENCY RESPONSE PLAN

December 9, 2014

EMERGENCY RESPONSE PLAN

TABLE OF CONTENTS

SECTION 1. OVERVIEW

- 1.1 Introduction
- 1.2 Scope and Objectives
- 1.3 Health, Safety, Security and Environment Policy
- 1.4 Plan Format
- 1.5 Administration
- 1.6 Training
- 1.7 Drills & Exercises

SECTION 2. NOTIFICATION/ACTIVATION

- 2.1 Notification Protocol
- 2.2 Levels of Alert
- 2.3 Initial Emergency Management Team Notification
- 2.4 Emergency Management Team Activation
- 2.5 Notification of the Crisis and Emergency Management Teams

SECTION 3. EMERGENCY MANAGEMENT TEAM STRUCTURE

- 3.1 Response Structure Overview
- 3.2 EMT Specific Roles and Responsibilities

SECTION 4. EMT ORGANIZATION

- 4.1 EMT Organization Chart
- 4.2 EMT Response Structure Overview

SECTION 5. FORMS

- 5.1 Standard ICS Forms

SECTION 6. CONTACT DIRECTORY

- 6.1 Emergency Management Team

SECTION 7. APPENDICES & SUPPORT INFORMATION

- 7.1 Post-Incident Procedures
- 7.2 Incident Reports
- 7.3 Mutual Aid
- 7.4 Training and Exercises
- 7.5 Emergency Command Center (COC)
- 7.6 Emergency Management Team Position Checklists
- 7.7 Emergency Specific Response Procedures:
 - Active Shooter Response Procedure
 - Anthrax
 - Bomb Threat Call Checklist
 - Bomb Threat Procedure
 - Civil Disorder and Demonstrations
 - Death in the CLR Community
 - Earthquake Procedures
 - Evacuation Procedures
 - Hazardous Material Accident
 - Psychological Crisis
 - Shelter-In-Place
 - Tornado Preparedness
 - Utility Failures
 - Violent or Criminal Behavior
 - Weapons of Mass Destruction Information
 - Weather Emergency Operating Plan

SECTION 1

OVERVIEW

- 1.1 Introduction
- 1.2 Scope and Objectives
- 1.3 Health, Safety, Security and Environment Policy
- 1.4 Plan Format
- 1.5 Administration
- 1.6 Training
- 1.7 Drills & Exercises

1.1 Introduction

At Continental Resources, Inc. (CLR), we are committed to dealing with all emergency and crisis situations in an effective and efficient manner. The company must maintain a high level of preparedness to meet this responsibility.

Our HSSE vision is to comply with applicable health, safety, security and environmental regulations and conduct our operations in a manner which promotes an injury free workplace, manages HSSE risk and protects our stakeholders, assets and the environment from harm. CLR is committed to responding quickly and effectively to emergencies related to our operations and crises that impact our business.

1.2 Scope and Objectives

The CLR Emergency Response Plan covers exploration, drilling and production related operations and business support activities managed across the USA and headquartered in Oklahoma City, Oklahoma.

The purpose of the Emergency Response Plan is to provide direction and guidance to company employees when preparing for and responding to emergency situations and crises involving CLR and its affiliated operations. This plan will follow the internationally recognized Incident Command System (ICS) structure.

The plan covers tasks associated with supporting emergency response activities and focuses on the consequences and strategic aspects or impacts of the incident. This Emergency Response Plan will address issues relevant to operational emergencies and business crisis situations. The plan is further supported by other field-based well control and production region plans, as well as Business Continuity and Security Plans.

The emergency response actions taken at the field level are either linked to this plan or plans that have been established by contractor companies working on our locations.

1.3 Health, Safety, Security and Environment Policy

Vision

At Continental Resources, Inc. (“CLR”), we are committed to HSSE and Operational Excellence as a cornerstone of our company’s culture and a guiding principle for its continued growth. To achieve HSSE Excellence, we will ensure CLR’s compliance with applicable health, safety, security and environmental regulations and conduct our company’s operations in a manner which promotes an injury free workplace, manages HSSE risk, and protects our stakeholders, assets, and the environment from harm. By building upon the foundation of our uncompromising HSSE culture and common passion for continuously improving performance, we will achieve our vision of HSSE Excellence.

Core Principles

At Continental Resources, we believe:

- Demanding strong HSSE performance is good business and goes hand in hand with strong operational performance.
- Building a positive HSSE culture requires EVERY employee and contractor to share in the responsibility of working safely and being a good steward of the environment.
- Being committed to HSSE Excellence means having the courage to Stop Work and never sacrificing safety or protection of the environment just to get the job done.
- Managing HSSE risk is accomplished by taking the time to think through and plan our work, ensuring we are in compliance with internal and external requirements, and effectively implementing our HSSE Management System.
- Promoting continuous improvement means we are a learning organization, openly communicating, sharing in our HSSE successes, and proactively addressing opportunities when we find them.

Signed,

Harold Hamm – Chairman and CEO

Jack Stark – President and COO

Gary Gould – Senior VP Operations

Tom Oddie – VP HSE

1.4 Plan Format

This Emergency Response Plan is comprised of distinct components that function together as an integrated document. The content of the separate components is described as follows:

Emergency Response Plan

The plan outlines the command structure, notification, activation, duties and checklists, which provides a common framework for response to incidents for all operations. Key contacts and resources are also provided.

Supporting Information

Additional information is provided in the Appendices for reference to preparedness, training and response. Included in this supporting information are specific guidelines, policies and additional information regarding the Incident Command System.

Incident Command System (ICS)

On March 1, 2004, the Department of Homeland Security (DHS) published the National Incident Management System (NIMS). It incorporates many existing best practices into a comprehensive national approach to domestic incident management, applicable at all jurisdictional levels and across all functional disciplines.

NIMS represents a core set of principles, terminology and organizational process to enable effective, efficient and collaborative incident management at all levels. It provides the framework for interoperability and compatibility, based on a balance between flexibility and standardization. This flexibility applies across all phases of incident management: prevention, mitigation, preparedness, response, recovery and resumption.

The concept of Crisis/ Incident Command System (ICS) was developed more than 35 years ago in the aftermath of a devastating wildfire in California. ICS was established by NIMS as the common organizational structure for the management of all incidents and is based on an on-scene, all hazards approach to incident management.

ICS provides a consistent, flexible and scalable framework within which companies and government can work together to manage incidents, regardless of nature, size, location and complexity. ICS has been adopted as the all hazards incident management system

EMERGENCY RESPONSE PLAN

by numerous emergency response agencies including firefighters, hazardous materials teams, rescuers and emergency medical teams.

ICS is a comprehensive and practical emergency management system that is widely used by both government and industry for effectively organizing and using resources for any type or size of operation. Common technology has been developed to identify major functions, personnel and responsibilities.

CLR has adopted the ICS as the core organizational structure from which response support is built because:

- It is the most widely used management system in North America and globally.
- It provides a common organization structure, terminology, and procedures that facilitates team building and communications within the emergency response organization and between them and government response organizations.

The key characteristics of ICS are:

- Standardized organizational structures.
- Common terminology.
- Unified Command capability.
- Functional jobs.
- Performance oriented by unit; task oriented by position.
- Applicable to all emergency situations.

The benefits of using ICS are:

- Efficient deployment of personnel.
- Maximized incident control.
- Modular structure expands and contracts to meet incident requirements.
- Effective incident management for fires, explosions, spills, releases and other emergency situations (all-risk).
- ICS organizational structure does not change with changes in personnel or organization in the host business.
- Easy coordination with other responders.

EMERGENCY RESPONSE PLAN

- Responders can be directed with job position information rather than depending on knowledge of specific aspects of emergency response.
- Federal and provincial response agencies are increasingly using ICS.

1.5 Administration

The responsibility for maintaining this Emergency Response Plan is as follows;

1. The Crisis and Emergency Management Director for CLR will be responsible for reviewing, revising and distributing updates to this plan. The CEM Director will also be responsible for training and exercises to ensure the plan's effectiveness and responder preparedness.
2. Recipients of this plan are responsible for ensuring their assigned plans are current and updated to align with plan revisions. They are also responsible for maintaining their knowledge of the plan and participating in the crisis management training and exercises that are arranged.

The plan will be reviewed on an annual basis and revised as necessary.

1.6 Training

The Crisis and Emergency Management Director from CLR will ensure that training and appropriate resources are provided for successful implementation of the Emergency Response Plan.

Training for assigned roles will be critical in determining the effectiveness of the response effort. Those assigned to key roles within the ICS structure will be required to attend training according with established ICS training protocols and their competencies evaluated to ensure they are suitable to fill their designated role.

1.7 Exercises and Drills

Conducting emergency exercises and drills allows CLR to validate and improve response capability without actually going through real-life incidents. The benefits of conducting drills and exercises are well known. While adding to our overall understanding and preparedness, they also meet the needs and requirements of external stakeholders.

The internal benefits of exercises include:

- Enhance capability of individuals filling key response roles;
- Improve co-ordination and proficiency;
- Find areas in need of program improvements;
- Identify resource requirements;
- Validate existing plans and procedures;
- Promote cost savings during actual response.

The external benefits of exercises include:

- Meet regulatory requirements;
- Increase stakeholder confidence;
- Respond to political and public concern;
- Avoid response being taken over by local response agencies;
- Demonstrate a commitment to preparedness and meet expectations.

Goals and objectives for each exercise or drill will be predefined, and the response evaluated against these goals and objectives.

Exercise documentation will include objectives, the scenario, and personnel in attendance, participant feedback, and an action plan and timeline for addressing the identified opportunities for improvement.

SECTION 2

NOTIFICATION/ACTIVATION

- 2.1 Notification Protocol
- 2.2 Levels of Alert
- 2.3 Initial Emergency Management Team Notification
- 2.4 Emergency Management Team Activation
- 2.5 Notification of the Emergency Management Teams

2.1 Notification Protocol

Initial notifications of actual or potential emergency situations can be received from any employee, contractor or member of the public.

The **Incident Commander** for the Emergency Management Team (EMT) is responsible for overall incident management and as such has the authority to mobilize and deploy resources as required. ***Incident Commander is the term used for the person in “command” of the emergency response efforts related to an incident.*** The degree of incident response will always remain at the lowest level that can ensure adequate response. The Incident Commander will assess the overall risk and declare or raise the emergency level as required.

In order to notify the Incident Commander and initiate a response by the EMT, the following steps should be taken:

1. Contact a CLR supervisor immediately.
2. Contact the on-duty EMT Incident Commander or alternatively, call the 24/7 CLR Security Operations Center hotline (405-234-9050).
3. The CLR supervisor or Security Operations Center officer will alert the on-duty Incident Commander and make them aware of the situation.
4. When notifying or being notified, clearly provide details and all relevant information about the situation. Document the communication for future reference and submit for document control purposes.
5. The on-duty Incident Commander will evaluate the situation and make a determination regarding full or partial activation of the EMT.
6. The Incident Commander may assign an on-scene Deputy Incident Commander at the field level, as required, to initiate response activities and ensure initial notifications are made to regulatory agencies as per local, state or federal reporting requirements.

Notifications to members of the EMT may be made concurrently through the one-call “Send Word Now” system making direct contact by telephone, cell phone, text, email and/ or other approved electronic emergency notification devices.

The Incident Commander (or their delegate) will be responsible for upward notification for all serious incidents, and ensuring that immediate notifications are made to key senior executives, including the Chief Executive Officer, the President and Chief

Operations Officer, the Senior VP Legal and the Senior VP of Operations and Resource Development.

Notifications are to be documented on a Situation Report.

2.2 Levels of Alert

Emergencies related to CLR business operations will be classified as: Level 1 (Low), Level 2 (Moderate) and Level 3 (High). The CLR Alert Level table outlines these levels and their respective criteria. Typically, the Emergency Response Plan will be activated for all Level 3 incidents or when there is a serious business crisis. The Plan may be activated for any level where the Emergency Management Team takes a lead role.

By categorizing an emergency or incident, CLR responders will be able to clearly communicate severity to other responders, both internally and externally.

The on-call Emergency Management Team Incident Commander in Oklahoma City must be notified for all Level 3 incidents. The IC will assess the emergency and support needs and notify the on-call EMT.

Key senior executives, including the Chief Executive Officer, President/ Chief Operations Officer, Senior VP Legal and Senior VP of Operations and Resource Development must be notified as soon as possible for all Level 3 incidents.

The Response Levels identified in the table are provided for guidance only. Use the following chart as a general guide for possible activation characteristics for each response team.

CLR ALERT LEVELS

INCIDENT LEVEL	CRITERIA	TYPICAL RESPONSE EXAMPLES
1 (Low)	<p>An incident that meets <u>ALL</u> of the following conditions:</p> <ul style="list-style-type: none"> ▪ Causes no serious threat to health and safety of workers; however, personal protective equipment may be required. ▪ Causes minimal environmental impact. ▪ Impacts company property only. ▪ Creates little or no media interest. ▪ Handled entirely by company or contract personnel. 	<ul style="list-style-type: none"> ▪ The Supervisor will assess and confirm the situation. ▪ Additional company personnel may be placed on standby. ▪ External notifications are made as required, complying with appropriate regulatory reporting. ▪ Local responders prepare for potential escalation to a Level Two or Level Three incident
2 (Moderate)	<p>An incident that meets <u>ANY</u> of the following conditions:</p> <ul style="list-style-type: none"> ▪ Presents a definite risk to the public, workers or the environment. ▪ Requires significant involvement of external emergency services, federal and/or provincial agencies. ▪ Requires some assistance from local response agencies, mutual aid partners and regulatory authorities. ▪ Causes moderate environmental impact that extends or has the potential to extend beyond Company property. ▪ Creates local/regional media interest. 	<ul style="list-style-type: none"> ▪ Local responders prepare for escalation to Level Three. Level One response duties are continued as appropriate. ▪ Additional internal and external resources are activated. ▪ Lead regulatory agencies are notified and involved. ▪ Additional notifications are made as required. ▪ Sheltering or evacuation may be required. ▪ Planned ignition of the product may be required.
3 (High)	<p>An incident that meets <u>ANY</u> of the following conditions:</p> <ul style="list-style-type: none"> ▪ Causes serious threat to the public, workers and/or the environment. ▪ Requires extensive involvement of external emergency services, federal and/or provincial/state agencies. ▪ Requires considerable assistance from outside parties. ▪ Causes significant and ongoing environmental impact which extends beyond company property. ▪ Creates national media interest. 	<ul style="list-style-type: none"> ▪ Level One and Two responses are continued as appropriate. ▪ The Emergency Response Plan is fully activated (including executive involvement). ▪ External government agencies are extensively involved. ▪ The Company continues to liaise with key government agencies and sends representative(s) to the government's command center if established.

The Response Levels identified above are provided for general guidance only.

IF IN DOUBT ABOUT WHICH RESPONSE ACTIVATION LEVEL IS APPROPRIATE, IMPLEMENT THE HIGHER LEVEL.

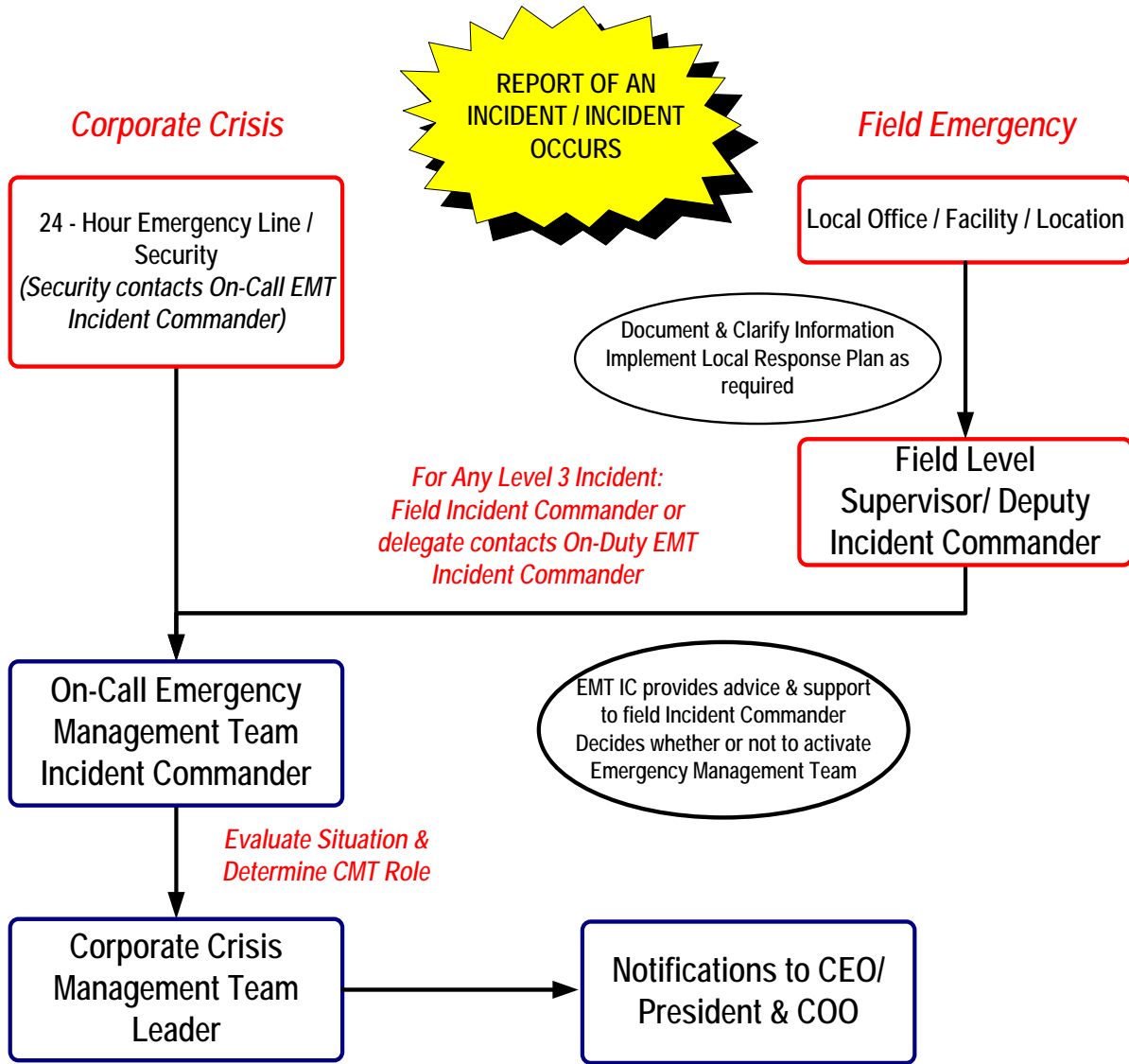
2.3 Initial Emergency Management Team Notification

Timely and appropriate communication during an incident is critical to the successful handling of the incident. Defining the type of incident and required level of involvement is the responsibility of the Incident Commander and members of the Emergency Management Team.

The on-duty Incident Commander for the Emergency Management Team **MUST** be notified of all Level 3 incidents and specifically for the following:

- Fatality or severe personal injury to employees or contractors on location
- Fatality or severe injury to public related to operational incident
- Uncontrolled hydrocarbon/ produced water release from a well bore
- Significant toxic/ hazardous material release
- Hostile action or media scrutiny that threatens company license to operate
- Major spills affecting off location environment with risk of entering a water body
- Serious explosion or fire
- Serious threats made to an employee or Company property
- Major asset damage (> \$500,000), pipeline or vessel ruptures
- Major process safety/ equipment integrity issues
- Major operational interruption or work stoppage

CLR EMERGENCY NOTIFICATION PROCESS



2.4 Emergency Management Team Activation

Notifications will start with the impacted CLR Supervisor followed by notification to the on-duty Incident Commander. Communication may be by phone or any other approved electronic emergency notification device. Contact details for the Incident Commander are located in the emergency contact directory.

*Note: All On-Call Emergency Management Team members will carry cellular phones and be available to respond to the Emergency Command Center within a **2 hour response window**.*

If the on-duty Incident Commander for the Emergency Management Team is not contacted directly, notification of the Incident Commander may be made through the CLR 24/7 Security Operations Center in the Oklahoma City office. The Security Desk will assume the task of contacting the Incident Commander and release the caller to return to duties related to the emergency situation, as required.

CLR Security Operations Center

Main Number – (405) 234-9050 or (855)258-9601

Internal Extension – 1050

Emergency Contact Responsibilities – Security Operations Center

In the event of incoming emergency calls (by CLR field staff or the public) on the main CLR emergency line, during or outside of regular work hours, the following steps will be taken by the Security staff.

- Immediately contact the On-Call Emergency Management Team IC and relay the incident details and contacts to him / her.
- If the Emergency Management Team IC cannot be reached, call an alternate Incident Commander.
- Record every incident detail (phone calls made, received, action items carried out)

2.5 Notification of the Emergency and Crisis Management Teams

As the primary management contact and leader of corporate response, the Emergency Management Team Incident Commander has full authority to mobilize and direct Company resources and personnel to support any field or office emergency, and minimize real or potential loss or damage to CLR.

The Crisis and Emergency Management Director will provide ongoing advice and support to the Incident Commander for a field emergency, and support decisions on whether or not to activate the Emergency Management Team under the following guidance:

- At the request of the field unit or Deputy Incident Commander (person in charge of local response).
- Based on the Emergency Management Team Incident Commander's own evaluation and judgement of the current and potential corporate risk / impact.
- In accordance with the initial risk assessment of other solicited on-call core Emergency Management Team personnel.
- Where the physical requirements to meet the emergency (manpower, equipment and material) clearly exceed the authorization of the designated field unit Incident Commander.

During any emergency, time is valuable, especially for the Incident Commander. Therefore, rather than attempting to make separate notifications to various corporate personnel, the Incident Commander can simply call the one-call "Send Word Now" system for notifications of the EMT. Communication is critical and needs to be initiated to those that can provide support (both internally and outside CLR) as soon as possible.

The IC also maintains communication with executive management in accordance with standing emergency response protocols and plans. The potential exists for incidents that require a response capability beyond that provided by the EMT. If such incidents occur, executive management will be called upon to provide support and resources to the EMT.

Once the EMT is activated, response to the emergency will take precedence over the team members every day duties.

SECTION 3

EMERGENCY MANAGEMENT TEAM STRUCTURE

3.1 Response Structure Overview

3.2 EMT Specific Roles and Responsibilities

3.1 Response Structure Overview

Emergency Management Team (EMT)

The Emergency Management Team develops and implements tactics to carry out the strategies and priorities developed by the **Incident Commander** for emergency response operations. The EMT is comprised of management and staff who take on assigned roles under the Incident Command System (ICS). An on-scene Deputy Incident Commander may be initially assigned to coordinate local response activities.

Designated ICS Section Chiefs from the EMT will convene initially at the Continental Operations Center **Emergency Command Center** in Oklahoma City (11th Floor), and may subsequently operate from a designated **Forward Command Post**. Designated members of the EMT team will be responsible for emergency management, public and employee safety issues, liaison with primary responders and regulatory agencies, legal matters, internal and external communications, insurance and liability claims, processing invoices related to the emergency, and security pertaining to the incident.

Large incidents or events, however, may require that several functional layers be set up as separate Sections within the EMT. Each of the primary EMT Sections may be subdivided as needed. The EMT may expand or contract to meet the needs of the incident.

Most incidents will not require the activation of the entire Command and General Staff. Other incidents will require some or all members of the Command Staff and all sub-elements of each General Staff Section. Only functions and positions that are required to achieve the incident objectives should be filled. The Legal group will be notified of all incidents that may reasonably result in third party claims or litigation or regulatory issues that may result in potential regulatory claims, notices of violation, citations and penalties.

A basic ICS operating guideline is that the person at the top of the organization is responsible until the authority is delegated to another person. Thus, on smaller incidents when these additional personnel are not required, the Incident Commander will personally accomplish or manage all aspects of the incident organization.

3.2 EMT Specific Roles and Responsibilities

The Emergency Management Team (EMT) is responsible for managing the operational emergency on-site. The EMT is designed to respond rapidly to address incidents that pose a threat to personnel, property, and the environment. Typical EMT tasks may

EMERGENCY RESPONSE PLAN

include oil spill response, operational fire and explosion response, safety related injury and fatality response, security response, well or pipeline source control, emergency medical response and evacuation.

Depending on the incident, these tasks may take place in conjunction with local government authorities and other specialized teams responsible for firefighting, well control, medical and technical rescue to form a Joint Command under the Incident Command System. The EMT will utilize existing site emergency procedures to deal with most incidents.

Members of the EMT should remain flexible while on duty and be prepared to mobilize to a pre-determined Forward Command location on short notice. In certain operational situations it will be more expedient for key members of the EMT to travel directly to the Forward Command location and assemble there rather than assemble in the COC Emergency Command Center.

Members of the Emergency Management Team will have predefined roles and responsibilities. Section 7 of this Plan provides detailed checklists for members to assist in accomplishing assigned tasks.

Incident Commander

The Emergency Management Team is led by the Incident Commander – the person in charge. The **Incident Commander (IC)** is responsible for the overall coordination and direction of all incident activities. This includes overall responsibility for the safety and health of all personnel and the public. The senior person at the scene of the emergency becomes the field unit Deputy Incident Commander until relieved or replaced by another qualified CLR Incident Commander or authorized government response agency (fire department, EPA, OCC, etc.).

The Incident Commander will establish a command structure that meets the particular needs of each situation. They determine the overall organization to be used, then summon and assign adequate resources under Command Staff and General Staff to deal with the situation. The IC evaluates the response progress, changes strategy as appropriate, and bring incidents to a close.

The Incident Commander will establish the appropriate command structure and assign responsibility for communicating that structure within the EMT and to senior executives to ensure clarity that a formal command structure has been established.

The **General Staff** positions include an on-scene Deputy Incident Commander, Operations Section Chief, Planning Section Chief, Logistics Section Chief, Administration/ Finance Section Chief and Communications Section Chief.

The **Command Staff** positions include a Public Information Officer, Safety Officer, Legal Advisor, Liaison Officer and Security/ Intelligence Officer. The IC will also establish the role of specialized support personnel, such as well control specialists, and ensure they are assigned reporting responsibilities through a member of the General Staff (e.g., Operations Section Chief).

In small incidents and events, the **Deputy Incident Commander** or **EMT Incident Commander** may accomplish many (or all) of the five management functions. In fact, the Incident Commander is the only position that is always staffed.

Command Staff

Safety Officer – This position monitors incident operations and advises the IC on all matters relating to operational safety and potential environmental hazards that might affect emergency response personnel. This position is typically filled by a HSSE or Operations representative. Safety is the primary concern whenever an incident occurs, and is the key objective on which all operations are based. Therefore, the Safety Officer position will be manned whenever physical work is being performed.

Liaison Officer – This position serves as the point-of-contact for representatives of government or private agencies involved in the incident response. This position is typically filled by a HSSE or Regulatory Affairs representative.

Public Information Officer – This position interfaces with the public and media and/or with other agencies having incident-related information requirements. This position is also responsible for the development and issuance of all internal and external communications. This position is filled by a Public Relations representative.

Legal Officer – This position advises the IC on legal matters such as emergency proclamations, evacuation orders, notices of violation, legal rights/restrictions and media access. This is an advisory position to the different elements of the EMT. This position is filled by a representative from the Legal department.

Security / Information & Intelligence Officer – This position is responsible for developing, conducting, and managing security plans and operations as directed by the Incident Commander. These can include information security and operational security activities. This position can also be responsible for the gathering of specialized information and may be filled at the discretion of the Incident commander based upon the size, type, and severity of the incident. This position may be moved to other parts of the ICS organization based on Command needs and is typically filled by a HSSE representative.

General Staff

Deputy Incident Commander – This position typically handles all Level 1 and some Level 2 incidents without mobilizing the EMT and initiates local response activities for Level 3 incidents. The Deputy Incident Commander is located at the scene of the emergency and manages all locally assigned EMT members and responders.

Operations Section Chief – This position executes the Incident Action Plan (IAP) and directs all tactical operations for the incident. The Operations Section Chief will also supervise support provided by specialized services such as 3rd party well control contractors.

Planning Section Chief – This position develops the Incident Action Plan (IAP); and is responsible for the collection, evaluation, dissemination, and use of incident information and maintaining status of assigned resources. This position is filled by any number of department representatives with skills in planning.

Logistics Section Chief – This position is responsible for providing facilities, services, and material in support of the incident. This position is typically filled by a Purchasing, Logistics or Operations representative.

Finance and Administration Section Chief – This position manages the financial and human resource aspects of the response, workman compensation & benefits issues, insurance matters, procurement and payment of services, and time sheets. Finance or HR personnel will normally fill this role.

Communications Section Chief – This position is responsible for identifying the communication needs of the incident and developing strategies to meet those demands. It is also responsible for establishing emergency communications (voice, data) in support of the incident informational and operational needs. IT personnel will normally fill this role.

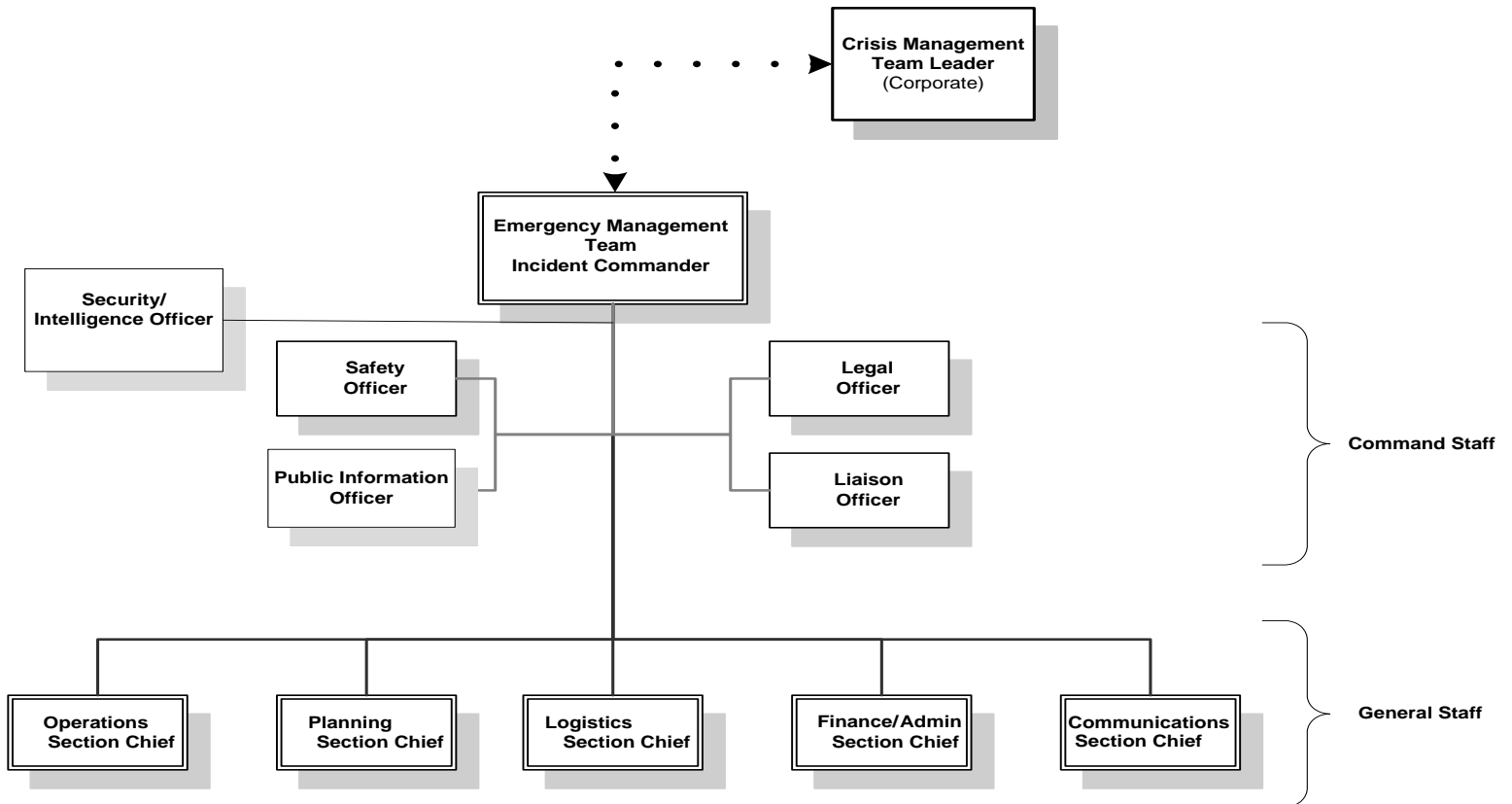
SECTION 4

EMERGENCY MANAGEMENT TEAM ORGANIZATION

4.1 EMT Organization Chart

4.2 EMT Structure Overview

Emergency Management Team Organization Chart



Note: The Emergency Response structure may be aligned differently than portrayed herein. The attached graph is for illustration purposes only.

EMERGENCY MANAGEMENT TEAM (EMT) OVERVIEW

Led by **Incident Commander**
or **Deputy Incident Commander**

RESPONSE FOCUS:

Execute Field or Facility emergency response and control actions

- Implement the Field or Well site Emergency Response Plan
- Assess incident type, magnitude and required response level
- Develop initial Incident Action Plan
- Protect safety and health of responders and the public
- Establish Base and Forward Command Centers and establish required positions consistent with the Field or Well Response Plan.
- Conduct actions to mitigate, control, secure, clean-up and recover
- Perform required regulatory notifications and reports
- Notification of Crisis Management Team Leader where applicable
- Interface with on-scene response and media
- Ensure early activation of local/regional support (when available) as incident exceeds or could exceed field resources

NOTE: The Incident Commander must be notified of all significant or high potential (Level 3) incidents.

During any incident – notification to the On-Call Emergency Management Team Incident Commander constitutes the initiation of all initial corporate notification requirements. The IC will then decide whether or not to activate all EMT members, based on the support required by the Incident Commander and the potential risk to CLR.

SECTION 5

FORMS

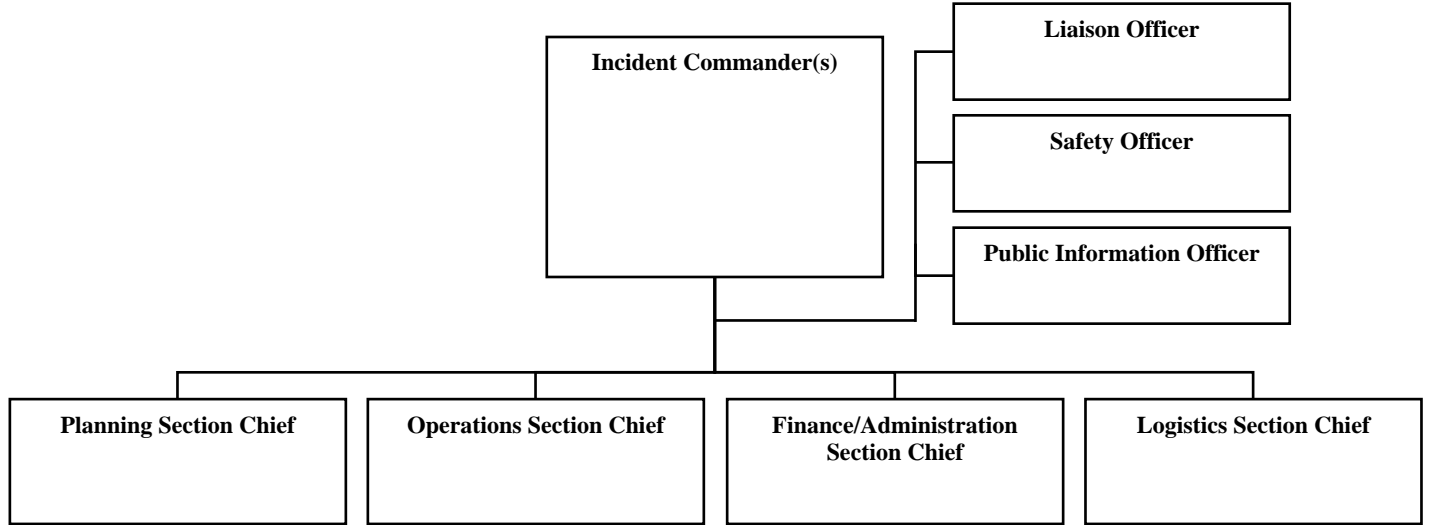
5.1 Standard ICS Forms

ICS 201	Incident Briefing/Incident Action Plan
ICS 202	Incident Objectives
ICS 203	Organization Assignment List
ICS 204	Assignment List
ICS 205	Incident Radio Communications Plan
ICS 205A	Communications List
ICS 206	Medical Plan
ICS 207	Incident Organization Chart
ICS 208	Safety Message Plan
ICS 209	Incident Status Summary
ICS 210	Resource Status Change
ICS 211	Incident Check in List
ICS 213	General Message
ICS 214	Activity Log
ICS 215	Operational Planning Worksheet
ICS 215A	Incident Action Plan Safety Analysis
ICS 213RR	Resource Request Message

INCIDENT BRIEFING (ICS 201)

1. Incident Name:	2. Incident Number:	3. Date/Time Initiated: Date: _____ Time: _____
--------------------------	----------------------------	---

9. Current Organization (fill in additional organization as appropriate):



6. Prepared by: Name: _____ Position/Title: _____ Signature: _____

ICS 201, Page 3 Date/Time: _____

ORGANIZATION ASSIGNMENT LIST (ICS 203)

1. Incident Name:		2. Operational Period: Date From: _____ Date To: _____ Time From: _____ Time To: _____	
3. Incident Commander(s) and Command Staff:		7. Operations Section:	
IC/UCs		Chief	
		Deputy	
Deputy		Staging Area	
Safety Officer		Branch	
Public Info. Officer		Branch Director	
Liaison Officer		Deputy	
4. Agency/Organization Representatives:		Division/Group	
Agency/Organization	Name	Division/Group	
		Division/Group	
		Division/Group	
		Branch	
		Branch Director	
		Deputy	
5. Planning Section:		Division/Group	
Chief		Division/Group	
Deputy		Division/Group	
Resources Unit		Division/Group	
Situation Unit		Division/Group	
Documentation Unit		Branch	
Demobilization Unit		Branch Director	
Technical Specialists		Deputy	
		Division/Group	
6. Logistics Section:		Division/Group	
Chief		Division/Group	
Deputy		Air Operations Branch	
Support Branch		Air Ops Branch Dir.	
Director			
Supply Unit			
Facilities Unit		8. Finance/Administration Section:	
Ground Support Unit		Chief	
Service Branch		Deputy	
Director		Time Unit	
Communications Unit		Procurement Unit	
Medical Unit		Comp/Claims Unit	
Food Unit		Cost Unit	
9. Prepared by: Name: _____ Position/Title: _____ Signature: _____			
ICS 203	IAP Page _____	Date/Time: _____	

SAFETY MESSAGE/PLAN (ICS 208)

1. Incident Name:	2. Operational Period:	Date From: Time From:	Date To: Time To:
3. Safety Message/Expanded Safety Message, Safety Plan, Site Safety Plan:			
4. Site Safety Plan Required? Yes <input type="checkbox"/> No <input type="checkbox"/> Approved Site Safety Plan(s) Located At:			
5. Prepared by: Name: _____ Position/Title: _____ Signature: _____			
ICS 208	IAP Page _____	Date/Time: _____	

EMERGENCY RESPONSE PLAN

INCIDENT STATUS SUMMARY (ICS 209)

*1. Incident Name:		2. Incident Number:		
*3. Report Version (check one box on left): <input type="checkbox"/> Initial Rpt # <input type="checkbox"/> Update (if used): <input type="checkbox"/> Final		*4. Incident Commander(s) & Agency or Organization:		5. Incident Management Organization:
*6. Incident Start Date/Time: Date: _____ Time: _____ Time Zone: _____				
7. Current Incident Size or Area Involved (use unit label – e.g., “sq mi,” “city block”):	8. Percent (%) Contained _____ Completed	*9. Incident Definition:	10. Incident Complexity Level:	*11. For Time Period: From Date/Time: _____ To Date/Time: _____

Approval & Routing Information

*12. Prepared By: Print Name: _____ ICS Position: _____ Date/Time Prepared: _____	*13. Date/Time Submitted: Time Zone:
*14. Approved By: Print Name: _____ ICS Position: _____ Signature: _____	*15. Primary Location, Organization, or Agency Sent To:

Incident Location Information

*16. State:	*17. County/Parish/Borough:	*18. City:
19. Unit or Other:	*20. Incident Jurisdiction:	21. Incident Location Ownership (if different than jurisdiction):
22. Longitude (indicate format): Latitude (indicate format):	23. US National Grid Reference:	24. Legal Description (township, section, range):
*25. Short Location or Area Description (list all affected areas or a reference point):		26. UTM Coordinates:
27. Note any electronic geospatial data included or attached (indicate data format, content, and collection time information and labels):		

Incident Summary

*28. Significant Events for the Time Period Reported (summarize significant progress made, evacuations, incident growth, etc.):				
29. Primary Materials or Hazards Involved (hazardous chemicals, fuel types, infectious agents, radiation, etc.):				
30. Damage Assessment Information (summarize damage and/or restriction of use or availability to residential or commercial property, natural resources, critical infrastructure and key resources, etc.):	A. Structural Summary	B. # Threatened (72 hrs)	C. # Damaged	D. # Destroyed
	E. Single Residences			
	F. Nonresidential Commercial Property			
	Other Minor Structures			
	Other			
ICS 209, Page 1 of ____		* Required when applicable.		

EMERGENCY RESPONSE PLAN

INCIDENT STATUS SUMMARY (ICS 209)

*1. Incident Name:	2. Incident Number:
---------------------------	----------------------------

Additional Incident Decision Support Information

*31. Public Status Summary:	A. # This Reporting Period	B. Total # to Date	*32. Responder Status Summary:	A. # This Reporting Period	B. Total # to Date
<i>C. Indicate Number of Civilians (Public) Below:</i>			<i>C. Indicate Number of Responders Below:</i>		
D. Fatalities			D. Fatalities		
E. With Injuries/Illness			E. With Injuries/Illness		
F. Trapped/In Need of Rescue			F. Trapped/In Need of Rescue		
G. Missing (<i>note if estimated</i>)			G. Missing		
H. Evacuated (<i>note if estimated</i>)			H. Sheltering in Place		
I. Sheltering in Place (<i>note if estimated</i>)			I. Have Received Immunizations		
J. In Temporary Shelters (<i>note if est.</i>)			J. Require Immunizations		
K. Have Received Mass Immunizations			K. In Quarantine		
L. Require Immunizations (<i>note if est.</i>)					
M. In Quarantine					
<i>N. Total # Civilians (Public) Affected:</i>			<i>N. Total # Responders Affected:</i>		

33. Life, Safety, and Health Status/Threat Remarks:	<table border="1" style="width:100%; border-collapse: collapse;"> <tr> <th style="width:80%; padding: 5px;">*34. Life, Safety, and Health Threat Management:</th> <th style="width:20%; padding: 5px;">A. Check if Active</th> </tr> <tr> <td style="padding: 5px;">A. No Likely Threat</td> <td style="text-align: center; padding: 5px;"><input type="checkbox"/></td> </tr> <tr> <td style="padding: 5px;">B. Potential Future Threat</td> <td style="text-align: center; padding: 5px;"><input type="checkbox"/></td> </tr> <tr> <td style="padding: 5px;">C. Mass Notifications in Progress</td> <td style="text-align: center; padding: 5px;"><input type="checkbox"/></td> </tr> <tr> <td style="padding: 5px;">D. Mass Notifications Completed</td> <td style="text-align: center; padding: 5px;"><input type="checkbox"/></td> </tr> <tr> <td style="padding: 5px;">E. No Evacuation(s) Imminent</td> <td style="text-align: center; padding: 5px;"><input type="checkbox"/></td> </tr> <tr> <td style="padding: 5px;">F. Planning for Evacuation</td> <td style="text-align: center; padding: 5px;"><input type="checkbox"/></td> </tr> <tr> <td style="padding: 5px;">G. Planning for Shelter-in-Place</td> <td style="text-align: center; padding: 5px;"><input type="checkbox"/></td> </tr> <tr> <td style="padding: 5px;">H. Evacuation(s) in Progress</td> <td style="text-align: center; padding: 5px;"><input type="checkbox"/></td> </tr> <tr> <td style="padding: 5px;">I. Shelter-in-Place in Progress</td> <td style="text-align: center; padding: 5px;"><input type="checkbox"/></td> </tr> <tr> <td style="padding: 5px;">J. Repopulation in Progress</td> <td style="text-align: center; padding: 5px;"><input type="checkbox"/></td> </tr> <tr> <td style="padding: 5px;">K. Mass Immunization in Progress</td> <td style="text-align: center; padding: 5px;"><input type="checkbox"/></td> </tr> <tr> <td style="padding: 5px;">L. Mass Immunization Complete</td> <td style="text-align: center; padding: 5px;"><input type="checkbox"/></td> </tr> <tr> <td style="padding: 5px;">M. Quarantine in Progress</td> <td style="text-align: center; padding: 5px;"><input type="checkbox"/></td> </tr> <tr> <td style="padding: 5px;">N. Area Restriction in Effect</td> <td style="text-align: center; padding: 5px;"><input type="checkbox"/></td> </tr> <tr> <td style="padding: 5px;"></td> <td style="text-align: center; padding: 5px;"><input type="checkbox"/></td> </tr> <tr> <td style="padding: 5px;"></td> <td style="text-align: center; padding: 5px;"><input type="checkbox"/></td> </tr> <tr> <td style="padding: 5px;"></td> <td style="text-align: center; padding: 5px;"><input type="checkbox"/></td> </tr> </table>	*34. Life, Safety, and Health Threat Management:	A. Check if Active	A. No Likely Threat	<input type="checkbox"/>	B. Potential Future Threat	<input type="checkbox"/>	C. Mass Notifications in Progress	<input type="checkbox"/>	D. Mass Notifications Completed	<input type="checkbox"/>	E. No Evacuation(s) Imminent	<input type="checkbox"/>	F. Planning for Evacuation	<input type="checkbox"/>	G. Planning for Shelter-in-Place	<input type="checkbox"/>	H. Evacuation(s) in Progress	<input type="checkbox"/>	I. Shelter-in-Place in Progress	<input type="checkbox"/>	J. Repopulation in Progress	<input type="checkbox"/>	K. Mass Immunization in Progress	<input type="checkbox"/>	L. Mass Immunization Complete	<input type="checkbox"/>	M. Quarantine in Progress	<input type="checkbox"/>	N. Area Restriction in Effect	<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>
*34. Life, Safety, and Health Threat Management:	A. Check if Active																																				
A. No Likely Threat	<input type="checkbox"/>																																				
B. Potential Future Threat	<input type="checkbox"/>																																				
C. Mass Notifications in Progress	<input type="checkbox"/>																																				
D. Mass Notifications Completed	<input type="checkbox"/>																																				
E. No Evacuation(s) Imminent	<input type="checkbox"/>																																				
F. Planning for Evacuation	<input type="checkbox"/>																																				
G. Planning for Shelter-in-Place	<input type="checkbox"/>																																				
H. Evacuation(s) in Progress	<input type="checkbox"/>																																				
I. Shelter-in-Place in Progress	<input type="checkbox"/>																																				
J. Repopulation in Progress	<input type="checkbox"/>																																				
K. Mass Immunization in Progress	<input type="checkbox"/>																																				
L. Mass Immunization Complete	<input type="checkbox"/>																																				
M. Quarantine in Progress	<input type="checkbox"/>																																				
N. Area Restriction in Effect	<input type="checkbox"/>																																				
	<input type="checkbox"/>																																				
	<input type="checkbox"/>																																				
	<input type="checkbox"/>																																				
35. Weather Concerns (synopsis of current and predicted weather; discuss related factors that may cause concern):																																					

36. Projected Incident Activity, Potential, Movement, Escalation, or Spread and influencing factors during the next operational period and in 12-, 24-, 48-, and 72-hour timeframes:

12 hours:

24 hours:

48 hours:

72 hours:

Anticipated after 72 hours:

37. Strategic Objectives (define planned end-state for incident):

EMERGENCY RESPONSE PLAN

INCIDENT STATUS SUMMARY (ICS 209)

*1. Incident Name:	2. Incident Number:
---------------------------	----------------------------

Additional Incident Decision Support Information (continued)

38. Current Incident Threat Summary and Risk Information in 12-, 24-, 48-, and 72-hour timeframes and beyond. Summarize primary incident threats to life, property, communities and community stability, residences, health care facilities, other critical infrastructure and key resources, commercial facilities, natural and environmental resources, cultural resources, and continuity of operations and/or business. Identify corresponding incident-related potential economic or cascading impacts.

12 hours:

24 hours:

48 hours:

72 hours:

Anticipated after 72 hours:

39. Critical Resource Needs in 12-, 24-, 48-, and 72-hour timeframes and beyond to meet critical incident objectives. List resource category, kind, and/or type, and amount needed, in priority order:

12 hours:

24 hours:

48 hours:

72 hours:

Anticipated after 72 hours:

40. Strategic Discussion: Explain the relation of overall strategy, constraints, and current available information to:

- 1) critical resource needs identified above,
- 2) the Incident Action Plan and management objectives and targets,
- 3) anticipated results.

Explain major problems and concerns such as operational challenges, incident management problems, and social, political, economic, or environmental concerns or impacts.

41. Planned Actions for Next Operational Period:

42. Projected Final Incident Size/Area (use unit label – e.g., “sq mi”):

43. Anticipated Incident Management Completion Date:

44. Projected Significant Resource Demobilization Start Date:

45. Estimated Incident Costs to Date:

46. Projected Final Incident Cost Estimate:

47. Remarks (or continuation of any blocks above – list block number in notation):

ICS 209, Page 3 of ____	* Required when applicable.
-------------------------	-----------------------------

INCIDENT CHECK-IN LIST (ICS 211)

1. Incident Name:	2. Incident Number:	3. Check-In Location (complete all that apply):					4. Start Date/Time:
		<input type="checkbox"/> Base	<input type="checkbox"/> Staging Area	<input type="checkbox"/> ICP	<input type="checkbox"/> Helibase	<input type="checkbox"/> Other	Date: Time:

Check-In Information (use reverse of form for remarks or comments)

5. List single resource personnel (overhead) by agency and name, OR list resources by the following format:								6. Order Request #	7. Date/Time Check-In	8. Leader's Name	9. Total Number of Personnel	10. Incident Contact Information	11. Home Unit or Agency	12. Departure Point, Date and Time	13. Method of Travel	14. Incident Assignment	15. Other Qualifications	16. Data Provided to Resources Unit
State	Agency	Category	Kind	Type	Resource Name or Identifier	ST or TF												

ICS 211	17. Prepared by: Name: _____ Position/Title: _____ Signature: _____ Date/Time: _____
----------------	---

GENERAL MESSAGE (ICS 213)

1. Incident Name (Optional):		
2. To (Name and Position):		
3. From (Name and Position):		
4. Subject:	5. Date:	6. Time
7. Message:		
8. Approved by: Name: _____ Signature: _____ Position/Title: _____		
9. Reply:		
10. Replied by: Name: _____ Position/Title: _____ Signature: _____		
ICS 213	Date/Time: _____	

OPERATIONAL PLANNING WORKSHEET (ICS 215)

1. Incident Name:					2. Operational Period: Date From: _____ Date To: _____ Time From: _____ Time To: _____											
3. Branch	4. Division, Group, or Other	5. Work Assignment & Special Instructions	6. Resources										7. Overhead Position(s)	8. Special Equipment & Supplies	9. Reporting Location	10. Requested Arrival Time
			Req.													
			Have													
			Need													
			Req.													
			Have													
			Need													
			Req.													
			Have													
			Need													
11. Total Resources Required				/	/	/	/	/	/	/	/	/				
ICS 215													14. Prepared by: Name: _____ Position/Title: _____ Signature: _____ Date/Time: _____			

RESOURCE REQUEST MESSAGE (ICS 213 RR)

1. Incident Name:				2. Date/Time		3. Resource Request Number:	
Requestor	4. Order (Use additional forms when requesting different resource sources of supply.):						
	Qty.	Kind	Type	Detailed Item Description: (Vital characteristics, brand, specs, experience, size, etc.)	Arrival Date and Time		Cost
					Requested	Estimated	
5. Requested Delivery/Reporting Location:							
6. Suitable Substitutes and/or Suggested Sources:							
7. Requested by Name/Position:				8. Priority: <input type="checkbox"/> Urgent <input type="checkbox"/> Routine <input type="checkbox"/> Low		9. Section Chief Approval:	
Logistics	10. Logistics Order Number:					11. Supplier Phone/Fax/Email:	
	12. Name of Supplier/POC:						
	13. Notes:						
	14. Approval Signature of Auth Logistics Rep:					15. Date/Time:	
16. Order placed by (check box): <input type="checkbox"/> SPUL <input type="checkbox"/> PROC							
Finance	17. Reply/Comments from Finance:						
	18. Finance Section Signature:					19. Date/Time:	
ICS 213 RR, Page 1							

SECTION 6

CONTACT DIRECTORY

6.1 Emergency Management Team

6.1 Emergency Management Team

The contact lists in this section are for Emergency Management Team members who are required to carry out Emergency Command Center responsibilities. These lists show the primary candidate for each position. Alternate candidates who may be more suitable depending on the incident circumstances are also listed.

These individuals will not always be available at the time of an emergency. Therefore, each member will ensure that a candidate is assigned to substitute in his/her absence. This will normally be the member who acts in the capacity of the absentee unless specified otherwise.

Name	Position	Telephone Numbers		
		Office	Cellular	Residence
Executive Management Sponsor				
	Lead			
	Alternate			
Crisis and Emergency Management Team				
	Lead			
	Alternate			
Incident Commander				
	Lead			
	Alternate			
	Alternate			
Operations Section Chief				
	Lead			
	Alternate			
Planning Section Chief				
	Lead			
	Alternate			

EMERGENCY RESPONSE PLAN

Name	Position	Telephone Numbers		
		Office	Cellular	Residence
Logistics Section Chief				
	Lead			
	Alternate			
Finance/ Admin Section Chief				
	Lead			
	Alternate			
Communications Section Chief				
	Lead			
	Alternate			
Liaison Officer				
	Lead			
	Alternate			
Legal Officer				
	Lead			
	Alternate			
Public Information Officer				
	Lead			
	Alternate			
Safety Officer				
	Lead			
	Alternate			

EMERGENCY RESPONSE PLAN

Name	Position	Telephone Numbers		
		Office	Cellular	Residence
Security/ Intelligence Officer				
	Lead			
	Alternate			

SECTION 7

APPENDICES & SUPPORT INFORMATION

- 7.1 Post-Incident Procedures
- 7.2 Incident Reports
- 7.3 Mutual Aid
- 7.4 Training and Exercises
- 7.5 Emergency Command Center
- 7.6 Emergency Management Team Position Checklists
- 7.7 Emergency Specific Response Procedures

7.1 Post-Incident Procedures

The Emergency Management Team Leader is responsible for coordinating post-incident activities. These include but are not limited to:

Emergency Management Team (EMT) stand-down notification:

- Ensure that all EMT members are notified about the incident stand-down.
- Ensure that all external contacts (government, investment community, etc.) are notified about the stand-down.
- Advise all EMT members to document their participation and call-down notifications.
- Prepare and release a statement to the Media as required.
- Provide updates to employees about the incident.
- Notify and conduct debriefing meetings with stakeholders as required.

Support on field level incidents:

- Ensure support from EMT continues for field units as required.
- Ensure follow-up with field units on incident reporting and investigation.

Public assistance and support:

- Ensure ongoing support to the public affected.
- Support field unit where necessary to visit all members of the public who have been directly affected by the incident and assist in addressing their outstanding concerns or problems.
- Assist the Division where required in providing all affected public with post-incident CLR contacts and telephone numbers. If an incident has affected a large number of the public, a temporary public relations office should be set up in the affected community.
- Schedule follow-up meetings with the public to ensure that concerns are fully addressed.
- Ensure all public damage claims are dealt with in an expedient manner.

EMERGENCY RESPONSE PLAN

Communications:

- Ensure all communication issues are addressed following incident; these include the public, media, communities, investor relations, etc.

Document Control:

- Collect and compile all incident records, event logs, forms and other documentation that may be relevant to the incident.
- Make copies of originals and work only from the copies.
- Securely store all incident documentation.
- Ensure that all reports are provided to senior management as required.

Incident investigations and report follow-up:

- Participate in Level 3 field level incident investigations.
- Lead all Corporate incident investigations.
- Ensure that the field unit receives support required to assist in the Incident investigation process.
- Obtain a copy of the incident investigation report and any follow up documentation to assist in the de-briefing meetings.
- Third party investigations by regulators, insurance companies and others may be required, given the complexity and severity of the incident. It is important to fully cooperate with all third party investigators, thus the following guidelines should be adhered to:
 - Give third party investigators only the information they request.
 - Always speak the truth and never speculate.
 - Ensure legal counsel is present if the investigator is from a body that has the authority to prosecute or file civil claims.

Post Incident De-Briefing:

- De-briefing sessions should be held within a few days following the incident with the IC and the affected Emergency Response team leaders where applicable. These sessions should focus on the response and opportunities for improvement.
- These sessions should be recorded and agreed changes implemented where applicable into the response plans.

7.2 Incident Reports

There are two main types of reports when dealing with an incident:

1. Incident Report
2. Incident investigation, containing follow-up information

Incident Reports

Any reports that define responsibility or liability could have the potential to be presented during legal proceedings. Where there is a risk of litigation, reports should be generated under legal privilege to provide legal protection. Incident reports include facts such as the location of the incident, when it occurred, who responded, the number of injuries, casualties or property type damage.

Investigation Reports

An Investigation Report contains the analyses and evaluation of the incident. The report will provide advice on how to prevent a reoccurrence and will make emergency preparedness recommendations. In addition, it may identify the immediate and root causes of the incident, if known.

Reports will contain information collected during the interview and incident investigation process, including:

- Sequence of events that led up to the incident, during the incident & follow-up of incident.
- Details relating to the severity and the potential of reoccurrence of the incident.
- A root-cause determination of the cause of the incident.
- Evaluation of the emergency management response.
- Systems used for internal and external communications.
- Effectiveness of communication efforts with the media, community and government.
- Public safety actions.
- All actions taken to reduce risks and liability.
- Assessments of legal or environmental issues that were raised because of the incident or the company's response actions.
- Plans to reduce the risk of a similar incident including recommendations for future actions and improvements to the emergency preparedness program.

In addition to internal company reports, there may be a detailed report (s) prepared by other agencies such as the police, fire department, and government departments. In the case of certain incidents, the regulating body has jurisdiction over an incident investigation and becomes the prime investigator, being directly responsible to identify the cause of the incident. There are times where it may become necessary for CLR investigators to obtain permission from regulatory bodies to carry out an investigation following an incident.

7.3 Mutual Aid

Mutual aid agreements may be established within each field unit area. For corporate related incidents the mutual aid process is through the established legal jurisdictions of the government policing, firefighting and emergency responder agencies.

7.4 Training

Training is a key to maintaining the company's emergency preparedness standards. Training exercises are an integral part of the training process. The exercises may involve mutual aid partners and regulatory agencies. These exercises allow responders to practice their roles and identify opportunities to improve emergency preparedness.

An Emergency Management Plan training exercise will be held annually and may be held in conjunction with the field emergency response exercises or separate. Training may include any of the following types of exercises:

Tabletop Exercise

Tabletop exercises are conducted in a conference room setting. Participants discuss the responses to various prepared scenarios. Tabletop exercises can involve small or complex emergencies (Level One, Two or Three) or any combination or escalation of incidents.

Drills

Drills require responses by individuals and teams and limited mobilization of personnel, equipment and resources. Examples are notification drills, evacuation drills, Emergency communications drills or fire drills.

Communication Exercises

Communication exercises require responders to play their roles from their assigned locations using the communication equipment that would usually be deployed in a real emergency. However, there is little or no mobilization of resources other than company personnel.

Full-scale Exercises

Full-scale exercises validate the major aspects of the company's emergency preparedness program and involve all levels of the organization and other stakeholders, agencies and regulators.

7.5 Emergency Command Center

In the event of an incident that would necessitate the activation of the Emergency Management Team, the section chiefs will meet in the Emergency Command Center on the 11th Floor of the Continental Oil Center. The Emergency Command Center is located in Room 11.244. Surrounding the command center are several offices and breakout rooms that may be utilized during an incident to meet the requirements of individual team working areas. Also located on the same floor are copy / fax / print and kitchen. A table outlining the available breakout and resource rooms with their accompanying contact numbers is listed below:

Room	Room #	Telephone #	Fax #
Emergency Command Center	11.244	(855) 387-9189	(405) 234-9370
Conference Room 11th Floor	11.212	(405) 234-9205 X1205	N/A
Conference Room 12th Floor	12.250	(405) 234-9546 x1546	N/A
Board Room 14th Floor	14.206	(405) 234-9400 x1400	N/A
Copy / Fax 11th Floor	11.456 11.426	N/A	(405) 234-9293 (405) 234-9562
Copy / Fax 14th Floor	14.202	N/A	(405) 234-9082
Break Room 11th Floor	11.204	N/A	N/A

7.6 Emergency Management Team Position Checklists

Incident Commander

Security/Intelligence Officer

Safety Officer

Public Information Officer

Legal Officer

Liaison Officer

Operations Section Chief

Planning Section Chief

Logistics Section Chief

Finance/Admin Section Chief

Communications Section Chief

Incident Commander Checklist

- Establish communication with the field based Deputy Incident Commander or individual reporting the incident
- Obtain a status briefing.
- Complete an Incident Notification Report form.
- Document all actions, decisions, contacts and requests (chronologically) on a Time and Event Log.
- Assess the severity of the incident and the potential to escalate.
- Determine the level of alert.
- Establish immediate priorities.
- Provide an initial status briefing for senior management.
- Determine the requirement for, and size of, the Emergency Management Team.
- Establish and activate the Emergency Command Center.
- Appoint members to the Emergency Management Team as required.
- Distribute all available incident documentation to the Emergency Management Team members.
- Brief the Emergency Management Team on the following issues:
 - Incident status
 - Estimated impact (based on Incident Commander's assessment)
 - Projected outcome (based on Incident Commander's assessment)
- Solicit preliminary and intermediate evaluations about the following issues:
 - Potential risks to CLR (legal, financial, environmental, security, etc.)
 - Regulatory reporting requirements
 - Potential business impact (e.g. business interruption, duration, severity, stakeholder impact, etc.)
 - Recommended course of action
- Establish preliminary and intermediate goals and objectives related to the incident
- Develop a 12-hour corporate action plan. The period may be reduced, but not extended, depending on the scale of the incident.
- Coordinate the initial activities of the Emergency Management Team.

EMERGENCY RESPONSE PLAN

- Assign responsibility for communicating the command structure across the EMT, the Crisis Management Team and senior executives to ensure clarity that a formal command structure has established control.
- Establish and maintain ongoing communications with the on-site Deputy Incident Commander.
- Identify the support requirements of the site based Emergency Response Team.
- Co-ordinate the follow-up activities of the Emergency Management Team.
- Conduct frequent planning meetings.
- Mobilize additional Company resources as required.
- Ensure that the Crisis Management Team Lead has mobilized support units for complex incidents.
- Review and authorize all media releases.
- Update the senior management team regularly.
- Review and update the Incident Action Plan.
- Ensure that for prolonged incidents, provisions for relieving and rotating personnel on a regular basis is arranged.
- Collaborate with the site based Deputy Incident Commander regarding reducing or calling down the level of alert.
- Direct the demobilization of the Emergency Management Team.
- Initiate and co-ordinate the post-incident activities of the Emergency Management Team.
- Ensure that the critical post-incident services are provided for employees, first responders, families, members of the public and next of kin.

Security/Intelligence Officer Checklist

- Proceed to the Emergency Command Center.
- Obtain a status briefing from the Emergency Management Team Leader.
- Document all actions, decisions, contacts and requests on a Time and Event Log.
- Identify and Provide Emergency Team Leader with assessment of current security requirements.
- Liaise with local authorities and provide support as necessary.
- Consider ongoing security requirements and develop short term and long term security needs.
- Oversee implementation of short term and long term security needs.
- Liaise with other Officers.
- Participate in status meetings as necessary.
- Report problems to the Emergency Team Leader.
- Assist with post incident security matters.
- Liaise with and provide support to local authorities in any post-incident investigation.

Safety Officer Checklist

- Obtain briefing from Incident Commander.
- Coordinate Search and Rescue Operations.
- Follow up on evacuated personnel until they reach a safe location/medical facility.
- Advises HR on issues related to Workers Compensation claims or sensitive communications that require further attention.
- Debrief Team, including medical fit for return screenings or baseline medical exams.
- Consider drug testing, if appropriate.
- Consider safety of personnel at site, spill responders and surrounding population.
- Establish a Site Safety Plan, including areas for controlled access by first responder equipment, fluid recovery and earth moving equipment, and specialized well control equipment.
- Evaluate and ensure monitoring of the following (if applicable):
 - Oxygen levels
 - Explosive character
 - Toxicity of the air on scene
 - Splash and ingestion hazards.
 - Confined space and other PTW programs.
- Determine if off site operators or public could be affected by the spill or incident.
- Ensure the preparation and implementation of a Site Safety Plan.
- Issue Safety Guidelines for all personnel.
- Establish First Aid Posts and Rest Stations.
- Ensure Safety Inspections are conducted.
- Verify personnel have appropriate PPE.
- Consider use of local fire, police, etc. for safety support and establishing access control.
- Monitor personnel for conformance with Site Safety Plan.
- Ensure site safety plan is communicated to field work groups.
- Ensure the preparation and implementation of a medical plan, if needed.
- Ensure the preparation and implementation of a decontamination plan, if needed.
- Ensure response operations are conducted in compliance with HAZWOPER requirements.
- Exercise emergency authority to stop and prevent unsafe acts, if necessary.
- Develop and issue safety bulletins, alters, etc. on issues affecting or likely to affect worker safety.

EMERGENCY RESPONSE PLAN

- Investigate, report and record safety-related accidents that occur during response operations. Develop remedial actions to avoid future occurrences.
- Demobilize as ordered.
- Facilitate the investigation process and establishment of root cause and contributing factors related to the incident.
- Evaluate and discuss possible worst-case safety escalation associated with emergency.

Public Information Officer Checklist

- Proceed to the Emergency Command Center.
- Obtain an incident status briefing from the Emergency Management Team Leader.
- Document all actions, decisions, contacts and requests on a Time and Event Log.
- Determine the immediate personnel requirements to support the Emergency Management Team
- Assess who in community organizations, local, regional, provincial, state and national government bodies or regulators needs to be informed of the incident.
- Following discussions with fellow Emergency management team members, contact all appropriate officials and provide clear information and details as required.
- Create a go – forward plan for communications during the incident.
- Work with all community and government officials and agencies to help minimize the public impact of the incident.
- Provide ongoing support to the Division / BU / Corporate response teams for Public Relations issues
- Participate in status meetings as necessary.
- Once the immediate crisis is over, assess what follow up actions are required and ensure that all are completed in order to maintain favourable relations with all organizations and officials.
- Assist the Emergency Management Team Leader with required post-incident activities.

Legal Officer Checklist

- Obtain a status briefing.
- Document all actions, decisions, contacts and requests on a Time and Event Log.
- Identify and provide the Emergency Management Team Leader with evaluations regarding the following issues:
 - Possible exposures to CLR
 - Liability implications of response
 - Liability implications of news releases
 - Mobilize additional legal support staff as required.
- Assist with other functional leaders.
- Advise the Emergency Management Team about legal obligations and consequences.
- Ensure that the Emergency Management Team members are aware of document requirements and liability implications of incident documentation.
- Ensure documentation procedures for responders are communicated to the field based Emergency Response Team.
- Assist the Finance Lead in reviewing and auditing claims as required.
- Assist the Finance Lead in assessing/authorizing compensation as required.
- Identify potential legal actions and make necessary preparations.
- Assist with post-incident activities as required.

Liaison Officer Checklist

- Obtain briefing from IC.
- Notify Federal, State and Local Agencies as required.
 - Record names of agency personnel notified.
 - Record time/date of each call and appropriate spill # assigned to the incident.
 - Advise each agency that you will be the Responsible Party Contact.
 - Respectfully request review of all public statements prior to issuance by agencies, in order to ensure accuracy of data.
- Identify representatives from each agency, including communications link and location.
- Participate in planning meetings. Provide current agency resource status information.
- Prepare “initial” written reports to agencies as required. Obtain approval from Legal Officer and Incident Commander prior to submittal to agencies.
- Work with Logistics Section Chief to arrange tours and briefings for elected officials, if appropriate
- After cleanup operations cease, obtain composite log from agencies Documentation Unit Leader and prepare final written reports as required. Obtain approval from Incident Commander and Legal Office prior to submittal to agencies.

Operations Section Chief

- Obtain briefing and special instruction from IC regarding:
 - Status of incident.
 - Assist with personnel safety.
 - Notification of offset operations.
 - Notification to affected pipeline companies.
 - Objectives.
 - Resources already called out.
 - Determine personnel needed for Operations Section and brief same as they arrive at the IMC.
- Send representative to field. Assistant response personnel and report status to IC.
- Establish surveillance program.
 - If on water, track spill by use of small aircraft, helicopter, vessels (applicable for oil spill).
 - Work with Logistics Section Chief to obtain resources necessary to support surveillance ops, including aircraft, maps, and communications equipment.
 - Advise Planning Section of status as appropriate.
- Contact spill reporting agency; discuss strategy, availability and location of equipment. Involve Logistics Section Chief in initial call.
- Report results of slick surveillance as follows:
 - Status of source
 - Size of slick
 - Description of slick
 - Leading edge of slick
 - Direction of slick movements.
 - Status of response operations
 - Threat to shoreline/ coastline
 - Wildlife spotted in area
- Obtain samples of spilled oil.
- Work with Spill Consultants/Oil Spill Response Organizations to develop and implement response strategies.

EMERGENCY RESPONSE PLAN

- Request resources needed to implement the Operations tactics as part of the Incident Action Plan development.
- Identify shoreline sites for immediate pre-cleaning operations.
- Participate in planning meetings as required.
- Supervise the execution of the Incident Action Plan for Operations.
- Coordinate operations with those conducted by Federal and State agencies.
- Make or approve expedient changes to the Incident Action Plan during the operation period as necessary.
- Submit daily summary for each location to Situation Unit Leader.
- Work with Planning to de-mobilize equipment not in use.
- Assist in investigating the cause of the incident and the effectiveness of the spill response operations.
- Provide relief for essential employee assignments.
- Do not use collecting agent or dispersant without express approval from the Incident Commander.

Planning Section Chief Checklist

- Obtain briefing from IC
- Activate Planning Section Units as necessary to support planning needs.
- Request weather reports and trajectories.
- Determine sensitive areas.
- Consider available strategies
- Gather/display incident information and ensure Status Boards are kept updated.
- For oil spills to water, coordinate immediate submission for Dispersant Pre-Approval Initial Call Checklist, or direct development of Dispersant Use Information Form (long form), if necessary.
- Collect and process situation information about the incident.
- Monitor Situation Status Report prepared by Situation Unit Leader.
- If EMT is activated, establish contact with Information Coordinator, provide requested information and establish plan for routine updates.
- Advise CMT Leader of any special requests for needs from the EMT.
- Assess resources at risk and suggest plans to protect accordingly.
- Supervise preparation of the Incident Action Plan. (Only applicable for oil spill).
- Develop short range and long range tactical plans.
- Participate in Planning and other meetings as required.
- Establish information requirements and reporting schedules for all ICS organizational elements for use in preparing the Incident Action Plan.
- Provide Situation Unit Leader with the Planning Section organizational structure including names and locations of assigned personnel.
- Determine need, call out and assign the following Technical Specialists as required:
 - Legal Specialist
 - Sampling Specialist
 - Responder Training Specialist
 - Disposal (Waste Management Specialist)
 - Alternative Response Technologies (ART) Specialist
- Assemble information on available strategies
- Assemble and disassemble Teams or Task Forces as necessary.
- Provide periodic predictions on incident potential.
- Prepare and distribute orders from Incident Command.
- Instruct Planning Section units in distribution and routing of incident information.

EMERGENCY RESPONSE PLAN

- Ensure that information collection and reporting requirements are being met.
- Prepare recommendations for release of resources for submission to members of Incident Command
- Maintain Section records.
- Demobilize in accordance with the Demobilization Plan.

Logistics Section Chief

- Obtain briefing from IC
- Locate and mobilize equipment, personnel and transportation as requisitioned by EMT.
- Identify service and support requirement for planned and expected operations and inform Operations Section of the following:
 - The types and capabilities of on-site equipment, personnel and material assets.
 - Logistics shortfalls.
 - The assets received into/released out of operating areas.
- Communicate directly with contractors in the field to identify and resolve logistics requirements.
- Support decontamination, reconstitution and redeployment of equipment resources.
- Provide input to and review Communications Plan and Medical Plan.
- Review Incident Action Plan and estimate Section needs for next operational period.
- Ensure Incident Communications Plan is prepared.
- Prepare service and support elements of the Incident Action Plan.
- Receive Demobilization Plan from Planning Section.
- Recommend release of unit resources in conformance with Demobilization Plan.

Finance/Admin Section Chief Checklist

- Proceed to the Emergency Command Center.
- Obtain a status briefing from the Emergency Management Team Leader.
- Document all actions, decisions, contacts and requests on a Time and Event Log.
- Determine the immediate logistical requirements to support the Field Emergency Response Team.
- Identify and provide the Emergency Management Team Leader with evaluation regarding the following issues:
 - Status of available logistical services for supporting the Field Emergency Response Team tactical activities
 - Possible exposures to CLR
 - Recommended course of action
- Implement procedures to secure the Emergency Command Center.
- Mobilize personnel, equipment and services requested by the Emergency Management Team Leader and Emergency Management Team Leads.
- Ensure that communication equipment at the Emergency Command Center is adequate.
- Arrange special transportation and accommodation needs for Emergency Management Team members.
- Ensure the Emergency Management Team logistical requirements are supported.
- Consider and make necessary preparations to ensure an alternate Emergency Command Center is available, if required.
- Determine the funding requirement for the incident response activities.
- Arrange banking for funding incident activities.
- Contact Rating Agencies if required.
- Advise the Corporate / Division / Business Unit Emergency Response Team on incident banking procedures.
- Ensure that accounting procedures are in place for the Corporate/Division/ Business Unit Emergency Response Team to record and collect all financial transactions related to the incident.
- Ensure that accounting procedures are in place for the Emergency Management Team to record and collect all financial transactions documents related to the incident.

EMERGENCY RESPONSE PLAN

- Dispatch financial or administration staff as required, supporting the Division/Business Unit Emergency Response Teams efforts.
- Establish payment authorization limit for Public Protection staff to provide for evacuee basic needs and legitimate expenses.
- Review/audit evacuee and other third party claims.
- Assist in the procurement of materials and resources as required.
- Participate in frequent Emergency Management Team meetings.
- Prepare a 12-hour plan.
- Refer media and public inquiries to Media Relations.
- Assist with post incident activities.
- Consider the 24-hour staffing requirements. Call in off-duty staff as required.

Communications Section Chief Checklist

- Obtain briefing from Logistics Section
- Determine level of service required to support operations. Source and mobilize the following as necessary:
 - Field communications.
 - Incident Communications Center and Message Center.
 - Phone system in Command Center.
- Maintain radio logs
- Ensure accountability for communications equipment (log).
- Advise communications capabilities/limitations.
- Prepare and implement the incident Radio Communication Plan.
- Prepare telephone directory.
- Initiate request to FCC for temporary radio frequencies.
- Determine requirements and provide communications equipment for Security personnel.
- Implement request to establish 800 number access for Claims and PR
- Establish appropriate communications distribution/maintenance locations.
- Ensure communications systems are installed and tested.
- Distribute communication plans to field personnel.
- Ensure personal portable radio equipment is distributed per radio plan.
- Recover equipment from relieved or released units and de-con as necessary.

7.7 Emergency Specific Response Procedures

Active Shooter Response Procedure

Anthrax

Bomb Threat Call Checklist

Bomb Threat Procedure

Civil Disorder and Demonstrations

Death in the CLR Community

Earthquake Procedures

Evacuation Procedures

Hazardous Material Accident

Psychological Crisis

Shelter-In-Place

Tornado Preparedness

Utility Failures

Violent or Criminal Behavior

Weapons of Mass Destruction Information

Weather Emergency Operating Plan

Active Shooter Response Procedure

Nationally, active shooter situations do not occur often on inside of large businesses, but we know all too well that the possibility exists and it is important to have protocols in place on how to respond. These kinds of situations are unpredictable and usually evolve rapidly and the response decisions are influenced by numerous variables.

Members of Law Enforcement are trained and equipped to respond to an emergency incident of this nature. The police will evaluate the situation to determine the best course of action for the safety of the CLR community. Law enforcement Officers will be responsible for all tactical operations and CLR/COC security officers will provide assistance.

The immediate response of the first officers on the scene is to take aggressive action to find and stop the shooter or shooters. As they move into the affected area, rescue efforts will be delayed until the shooter is located and stopped or no longer a threat to life safety. If you are wounded or with someone who is wounded, these officers will bypass you to search for the shooter. Rescue teams will follow shortly to aid you and others.

*The following protocol is sound and generally applicable but must be adapted to the specific situation. **Bottom line, if you hear shots fired, or if you see or know that an armed person is shooting people, protect yourself first – move to a safe location.***

IF THE SHOOTER IS OUTSIDE YOUR BUILDING:

- If you can do so safely, inform building occupants.
- Close and lock your office door and all windows. If you cannot lock the door, place your door keeper in the downward position to prevent it from being opened and try to block the door with furniture.
- Turn off all lights.
- Close the blinds and stay away from the windows and doors.
- Seek protective cover.
- Keep quiet and act as if no one is in the room.
- Do not answer the door or respond to commands until you are certain they are issued by a police officer.
- Silence your cell phones.
- Have ONE person call 911.
- Call the Security Operations Center; 234-9050 (x 1050)
- Wait for police to assist you in getting out of the building.

IF THE SHOOTER IS INSIDE THE BUILDING:

- If it is possible to escape the area safely and avoid danger, do so by the nearest exit or window.

EMERGENCY RESPONSE PLAN

- Evacuate to the established area of safe refuge away from the danger, and take protective cover. Stay there until emergency responders arrive. Leave books, backpacks, purses, laptops, etc. in your office or the room you are currently in.
- Notify anyone you may encounter to exit the building immediately.
- As you exit the building, keep your hands above your head and listen for instructions that may be given by police officers. If an officer points a firearm at you, make no movement that may cause the officer to mistake your actions for a threat. Try to stay calm.
- If you get out of the building and do not see a police officer, call 911 and Security at x1050 or (405) 234-9050 and provide the following information:
 - Your name
 - Location of the incident
 - Number of shooters, if known
 - Identification or description of shooter(s)
 - Number of persons who may be involved
 - Your exact location
 - Injuries to anyone, if known
- If you are unable to escape the building, move out of the hallway and into an office or classroom and lock the door.
- If you cannot lock the door, place your door keeper in the downward position to prevent it from being opened and/or try to block the door with furniture.
- Remain silent.
- Silence cell phones.
- If possible, place signs in exterior windows to identify the location of injured persons.
- Wait for the police to come and find you.

IF THE SHOOTER ENTERS YOUR OFFICE:

There is no set procedure in this situation.

- If possible call 911 and talk with a police dispatcher.
- If you cannot speak, leave the phone line open so the police can hear what is going on.
- Use common sense. If you are hiding, stay hidden,
- If flight is impossible, attempts to negotiate with the suspect may be successful.
- Playing dead may also be a consideration.
- Attempting to overcome the suspect with force is a last resort that should only be considered in the most extreme circumstances. **Only you can decide if this is something you should do.**

If the shooter exits your area and you are able to escape, leave the area immediately. Do not touch anything in the area and remember to be alert for responding police officers who may mistake you as the shooter.

ANTHRAX

Introduction

Anthrax is an acute infectious disease caused by the spore-forming bacterium *B.anthraxis*. It occurs most frequently as a disease of herbivores (e.g., cattle, goats and sheep) that acquire spores from direct contact with contaminated soil. Humans usually become infected through contact with, or ingestion of, *B.anthraxis* spores from infected animals or their products. Human-to-human transmission has not been documented.

The spore form of *B.anthraxis* is durable and can be delivered as an aerosol, making it an effective biological warfare candidate. The incubation period of anthrax is 2 – 60 days. Inhalation causes the most serious form of human anthrax, and although contemporary experience in humans is limited, mortality may be high even with the appropriate therapy.

In order to cause disease, at least 8,000 to 10,000 spores need to lodge deep in the lungs, in the tiniest air sacs known as alveoli. This warm environment stimulates the bacterium to emerge from its protective spore. As each bacterium reproduces it releases toxins, which eventually spread throughout the body and destroy tissue and organs. One of the toxins, called protective antigen, attaches to a receptor found on most cells. Once seven of these antigens find a cell, they latch together to form a ring with a hole in the middle. Then one of the other toxins produced by the bacterium—either a killing or swelling toxin—plugs the hole and puts the cell immune system into overdrive to the point where tissue destruction starts.

The likelihood of developing cutaneous disease (i.e., being infected through the skin) is low, however, in situations where the threat for transmission of *B.anthraxis* spores is deemed credible, decontamination of skin and potential contact points (i.e., clothes, disks, chairs, etc.) must be considered, to reduce the risk of cutaneous and gastrointestinal (ingested) forms of disease.

Symptoms and Effects of Anthrax

After an incubation period of 1-7 days, the onset of inhalation anthrax is gradual. Possible symptoms may include; fever, malaise/depression, fatigue, cough or mild chest discomfort followed by severe respiratory distress. This mild illness can progress rapidly to respiratory distress and shock in 2-4 days followed by a range of more severe symptoms, including breathing difficulty and exhaustion. Death usually occurs within 24 hours of respiratory distress.

Clinical Features of Anthrax

Anthrax is an acute bacterial infection of the skin, lungs or gastrointestinal tract. Infection occurs most commonly via the skin. The cutaneous or skin form of the infection occurs most frequently on the hands and forearms of persons working with infected livestock or contaminated animal products and represents 95% of cases of human anthrax. It is initially characterized by a small solid elevation of the skin, which progresses to a fluid-filled blister with

swelling at the site of infection. The scab that typically forms over the lesion can be black as coal, hence the name anthrax—Greek for coal.

Risks Associated with Anthrax

Anthrax is only deadly when you inhale a huge number of spores. Once the spores hit the ground, they stay there, so the risk from re-aerosolization is minuscule. In Sverdlovsk (now Ekaterinburg) there was a large release of anthrax spores from a bio-weapons factory, due to a faulty or missing filter, in 1979. Only 66 people in the town of more than 1 million died from anthrax, although the citizens were not notified of the release, and therefore did not receive prompt antibiotics or optimal medical therapy.

Anthrax does NOT spread from person to person. When it travels with the wind, it follows a narrow path, and does NOT spread out widely over long distances. That is why there were so few cases in Sverdlovsk. Workers in American factories who were grossly contaminated with anthrax spores, who inhaled hundreds of spores a day, almost never developed inhalation anthrax, the most deadly form of the disease. Therefore, if anthrax is used, it will affect only a limited area, and relatively small numbers of people.

Coordination of Response Teams

The public health response to bioterrorism requires effective communication and coordination with response teams and law enforcement. Senior management personnel should work with these groups to define the roles of each agency, including protection of first responders; and ensure that procedures are tested through simulation.

Terrorist Attacks – Chemical and Biological Agents

In the aftermath of the September 11, 2001, World Trade Center and Pentagon tragedies, fears mounted that both chemical and biological agents could be used in terrorist actions against civilian targets. In fact, chemical agents identified as Anthrax have been sent through the mail in such a fashion, affecting the Washington, DC area and other communities throughout the United States.

Emergency Supplies

It is recommended that the COC keep an ample supply of bathrobes, plastic trash bags, soap, and household bleach reserves onsite in a detached storage facility (i.e., external to central air-conditioning supply system that feeds main building/office areas). If practical, portable shower enclosure(s) should also be kept onsite. These resources will be used to effectively mitigate further spread of anthrax on clothing and skin beyond the primary infection area.

Information About Possible Exposure to Anthrax

What constitutes a “suspicious parcel?”

Some typical characteristics that Postal Inspectors have detected over the years, that ought to trigger suspicion, include parcel's that;

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

What should a person do who has received a suspicious parcel in the mail?

- Do not try to open the parcel.
- Isolate the parcel.
- Evacuate the immediate area.
- Call the SOC (x1050)

What should a person be advised to do if they receive an anthrax threat by mail?

The person should be advised not handle the mail piece or package suspected of contamination. Notify the SOC (x1050) and the Director of Emergency Response and Crisis Management (x1394). Make sure that damaged or suspicious packages are isolated and the immediate area cordoned off.

All persons who have handled a suspicious package should wash their hands with soap and water. List all persons who have touched the letter and/or envelope. Place all items worn when in contact with the suspect mail in plastic bags and keep them available for law enforcement agents. Contact Security and provide the above list of involved persons, informing them if clothing has been collected. Security will contact the police who will collect the mail, assess the threat situation, and coordinate with responding authorities. When practical, shower with soap and water.

Preserve the Immediate Area

Avoid moving items in the direct area of the perceived threat. If possible, cover the threat area with a cloth or piece of clothing to prevent additional aerosol contamination. Leave the immediate area closing the door behind you. Evacuate the building, and immediately wash your hands with soap and water.

Evacuation – to “Staging Areas” only

Security (once notified) should evacuate personnel from the building, but ensure that they remain at the secure, localized staging area until emergency authorities arrive and conduct an initial assessment of the threat. Personnel should NOT be sent home or allowed to leave the assembly area(s) until an initial assessment has been completed, and they have been properly debriefed by responding authorities.

HVAC shutdown

If time permits, Facilities Management should shut down all HVAC systems to prevent further spread of airborne contaminants. HVAC systems should NOT be restarted until an initial assessment has been completed, and only under the instruction of responding authorities.

Evidence Preservation

Local police and Scene of Crime officials will coordinate the collection of evidence (e.g., letters, packages, or air-handling supply system samples) and deliver materials to an authorized local laboratory for testing. The intent is to obtain either a false or positive indication of anthrax contamination with 24-48 hours following a reported incident. This timeline is mission critical in order to commence treatment within the first 48 hours; otherwise, incubation of the disease will transpire, and the effects may not be controlled even given the proper treatment.

CLR management is NOT to engage in any anthrax investigation activities. This task is to be left to the properly tooled and trained emergency response authorities.

Signs and symptoms debriefing

Once the initial assessment is complete, local authorities should collect contact information for potentially exposed persons and all personnel should be debriefed and provided with information about the signs and symptoms of illness associated with the suspected biologic agent, and given details about who to contact if they develop a related illness. All staff is to be advised to also contact their supervisor if they become ill.

Once debriefed, all personnel should be instructed to engage in precautionary decontamination activities at the designated on-site location (if practical), or sent home to carry out these initial prevention activities.

Decontamination – personal

All staff should remove their clothing and personal effects, place clothing items in a sealed plastic bag, and shower using copious quantities of soap and water. All personal effects (i.e., watches, bracelets, etc.) should be decontaminated with a 0.5% hypochlorite solution (i.e., one part household bleach to 10 parts water).

EMERGENCY RESPONSE PLAN

Clothing and personal items not decontaminated using hypochlorite solution must be kept in labeled plastic bags as potential evidence. These items will be quarantined by responding authorities and returned to the owner once the threat has been analyzed and a false-positive, or retained indefinitely as evidence if the threat is real.

Decontamination – Affected Environment

For incidents involving possibly contaminated letters, the environment in direct contact with the letter and its contents should be decontaminated with a 0.5% hypochlorite solution (i.e., one part household bleach to 10 parts water) following a crime scene investigation.

CLR personnel are NOT to engage in any anthrax abatement activities. This task is to be left to the properly tooled and trained emergency response authorities.

What is the treatment for anthrax?

Treatment with antibiotics beginning one day after exposure has been shown to provide significant protection against death in tests with monkeys, especially when combined with active immunization. Penicillin, doxycycline, ciproflaxin, are all effective drugs against most strains of the disease. Penicillin is the drug of choice for naturally occurring anthrax. If untreated, inhaled anthrax is fatal.

A Cipro vaccine is available and consists of a series of six doses over 18 months with yearly boosters. This vaccine, while known to protect against anthrax acquired through the skin, is also believed to be effective against anthrax inhaled spores. Does the government have a plan in place to make Cipro available if there were mass exposure to anthrax? Yes. Under emergency plans, the Federal government in the USA would ship appropriate antibiotics from its stockpile to wherever they are needed.

Effective decontamination can be accomplished by boiling contaminated articles in water for 30 minutes or longer and using common disinfectants. Chlorine is effective in destroying spores and vegetative cells. Remember, anthrax spores are stable, able to resist sunlight for several hours and able to remain alive in soil and water for years.

Anthrax Treatment Recommendations from the CDC

Post-exposure treatment (prophylaxis) for personnel infected with *B.anthraxis* consists of chemoprophylaxis and vaccination. Oral (i.e., ingested) flouroquinolones are the drugs of choice for adults, including pregnant women. If flouroquinolones are not available, or are contraindicated by medical practitioners, doxycycline is an alternative. Treatment (prophylaxis) should continue until *B.anthraxis* exposure has been excluded.

Post-exposure vaccination with an inactivated, cell-free anthrax vaccine is indicated in conjunction with chemoprophylaxis following a proven biologic incident. Post-exposure

EMERGENCY RESPONSE PLAN

vaccination consists of three injections; 1) as soon as possible after exposure, 2) at 2 weeks after exposure, and 3) at 4 weeks after exposure. Anthrax vaccine can be requested through the CDC or locally supplied agency; however, routine vaccine of civilian populations is not recommended as this vaccine has not been evaluated for safety and efficacy in children less than 18 years of age or adults more than 60 years of age. Recommended post-exposure prophylaxis for exposure to *B.anthraxis**

Drug: Oral Fluoroquinolones One of the Following	Adults	Children**
Ciprofloxacin	500mg daily twice	20-30mg per kg of body mass per day divided every 12 hours
Levofloxacin	500mg daily twice	Not recommended
Ofloxacin	400mg daily twice	Not recommended
If Fluoroquinolones are not available or are contraindicated: Doxycycline	100mg daily twice	5mg per kg of body mass per day divided every 12 hours

*Prophylaxis should continue until exposure to *B.anthraxis* has been excluded. If exposure is confirmed, prophylaxis should continue for 4 weeks and until 3 doses of vaccine have been administered, or for 8 weeks if vaccine is not available.

**Use of tetracyclines and fluoroquinolones in children has well-known adverse effects. These risks must be weighed carefully against the risk for developing life threatening disease. If a release of *B.anthraxis* is confirmed, children should receive oral amoxicillin 40mg per kg of body mass per day divided every 8 hours (not to exceed 500mg three times daily) as soon as penicillin susceptibility of the organism has been confirmed.

Bomb Threat Call Checklist

EMERGENCY RESPONSE PLAN

Use the bomb threat call checklist below to record details of the threat. Call the SOC at X1050. Security will respond and evaluate the threat. In the event an evacuation is necessary, the Police Bomb Squad and Security will coordinate an orderly and safe evacuation.

Questions to Ask:

- 1. When will it go off?
- 2. Where is it located?
- 3. What type of bomb is it?
- 4. What type of explosive is it?
- 5. Why are you doing this?
- 6. Who are you?

Exact wording of the threat:

Date _____ **Time of call** _____

Voice on the phone (circle as applicable): Male Female Adult Child

Estimated age _____ **Race** _____

Speech (circle as applicable):

Slow	Foul	Impeded
Rapid	Broken	Soft/high pitched
Normal	Sincere	Deep
Excited	Accented	Calm
Loud	Intoxicated	Angry

Background Noises (circle as applicable):

Music	Typing	Factory
Talking	Machines	Trains
Laughing	Traffic	Quiet

Additional Observations:

Bomb Threat Procedures

Overview

In most cases, bomb threats are designed to disrupt the normal business operations of the company. Additionally, true terrorists are interested in killing or maiming as many people as possible and therefore will not typically make phone calls prior to the bomb going off. For these reasons and others, the recommended course of actions is to:

- Notify Security that we have received a bomb threat.
- Have Security inconspicuously conduct a visual search for suspicious packages or devices.
- Notify Security if a suspicious device or package is located.
- If package is confirmed as suspicious, conduct a safe and orderly evacuation of the building.
- Notify law enforcement that a suspicious device or package has been located in the building after receiving a bomb threat.

It must be emphasized that Security has no credible information that Continental Resources is the proposed target of any attack. This plan is being devised simply as a precautionary measure and predefined plan to deal with bomb threats and suspect devices or packages. This plan is designed to have Security, the EMT and law enforcement work as a team to ensure a safe environment.

Notification

It is extremely important that staff members avoid using terms like “we have a bomb threat” or providing members of the audiences with details about what is going on. Any inquiries, especially from members of the press, should be directed to the Public Relations spokesperson. Except for making visual searches for suspect devices, staff members should look and act like nothing is wrong.

Searches

- Staff members should simply visually look in their immediate surroundings for packages or items that look out of place or unusual.
- DO NOT TOUCH ANY SUSPICIOUS DEVICES.
- If you see something that truly looks suspicious, then quietly notify the nearest security officer or call the SOC (x1050).
- Try to be as accurate as possible about the device and why you deem it to be suspicious.
- Avoid using radios or walkie-talkie devices as radio signals can detonate explosive devices.
- Do not start any evacuation procedures without authority from Security, law enforcement or the Incident Commander.
- Security officers or a member of law enforcement will conduct visual searches of primary areas and report back to the Incident Commander on status.

Evacuation

If a suspect device is located and verified then the building will need to be evacuated. The decision to evacuate will only be made by the President or CEO after consultation with the Incident Commander. If evacuation is decided, the President or CEO and others should use soft words like “We have a possible problem in the building and would like to ask you to leave the building in an orderly fashion while the situation is further evaluated.”

Security officers will assist staff in evacuation of building. All evacuation efforts should be directed away from the area where the suspect device is located. The recommended safe distance from an explosive device is 300 feet. Security and the EMT should evacuate patrons so that all are outside the 300 foot radius.

Law Enforcement will be notified to respond to check out the suspicious device. No one will be allowed back in the building unless local law enforcement provides the ALL CLEAR.

All Clear

If no suspicious device is located, then the incident commander will issue an “All Clear” and all personnel can resume normal operations.

Examples of packages or devices that can be suspicious:

- Unattended book bags, brief cases, knapsacks, etc.
- Boxes with strange markings on them and look out of place.
- Packages or boxes with unexplained “ticking or humming.”
- Items or boxes with wires protruding from it in an unexplained manner.

Remember, bombs can be concealed in just about anything these days. When looking for these items, also look for anything that looks out of the ordinary. Do not touch the item. Contact Security immediately (x1050).

It must be emphasized that 99.9% of the time, no evacuation will be necessary. This plan is a simple precautionary measure to ensure that we are ready to handle a bomb threat situation in an organized and professional manner with minimum disruption to Company activities and no loss of life or property.

Monitoring Suspicious Activities & Items

Maintain a high level of awareness at all times. Monitor and observe people, events, activities, and items around you and note irregular or suspicious behavior or happenings.

Look for people who:

- Are not where they are supposed to be (restricted area, etc.);
- Look lost and/or wandering around;
- Appear to be conducting unusual surveillance;
- Cause disruptions or intentionally distracting behavior;
- Show an unusual interest in employees;
- Abandon an item and leave the area quickly;
- Openly possess a dangerous item; and/or
- Use a vehicle in a suspicious way (parking, erratic driving, following, etc.).

*Monitoring a suspect should not be based on national origin, ethnicity, color, race, gender or age.

Look for items or devices that:

- Were abandoned and left in the open;
- Were abandoned and hidden;
- Appear to be suspicious or dangerous, such as a canister, tank, metal box, bottle, etc.;
- Have an attached message;
- Appear to be emitting a mist, gas, vapor, or odor;
- Seem to have seepage or leakage of a suspicious substance;
- Are connected to wires, timers, tanks or bottles; and/or
- Appear to be the source of a foreign substance that is causing people to cough, have trouble breathing, feel nauseated, lose consciousness, or have any other medical reaction.

Identifying and Responding to Suspicious People

ONLY approach or question a suspicious person if you feel comfortable. If you feel uncomfortable or threatened, seek assistance from Security or a law enforcement officer.

Avoid using a “rough” approach – being aggressive, confrontational, abusive or offensive. Avoid detaining or getting physical with the suspect. Make sure to note individual’s original location. Focus on his/her behavior and physical characteristics. Keep him/her in your sight, if possible. If suspicious person is no longer visible, note the last known direction headed. If he/she is seen in a vehicle, be ready to describe the vehicle, including license plates, stickers and/or logos.

When reporting on individual(s), note the following characteristics:

- Head – eyes, ears, hair, mouth, nose, forehead, cheeks, chin, complexion, and if wearing any jewelry, clothing, hats.
- Body – neck, arms, chest, stomach, shirt/blouse/dress, coat, accessories, tattoos, scars, and/or birthmarks.
- Legs – pants, skirt, belt, feet, socks, shoes.
- Overall appearance – height, weight, gender, age.

Mail Bombs

Public awareness of mail bombs has increased at all levels, including mailrooms and offices. To apply proper safety procedures, it is important to know the type of mail normally received and be aware of the following:

- Mail bombs come in letters, books, and packages of various sizes, shapes, and colors.
- Letter texture may feel ridged, look uneven or lopsided, or feel bulkier than normal.
- Excessive amounts of postage may be present—often far more than needed.
- Sender is unknown or there is no return address.
- Handwritten notes appear such as “rush” “personal” or “private.”
- Addressee normally does not receive mail at the office.
- Cut or pasted homemade labels are used for lettering.
- The letter or package may emit an odor or appear to have been disassembled and re-glued.
- Distorted or foreign writing is present.
- Resistance or even pressure is felt when trying to remove contents from package.
- Several combinations or tape are used to secure the package.
- Contents of the parcel may slosh or sound like liquid; some packages may emit noises.

If suspicious piece of mail is received and its contents cannot be verified, the following protocol applies:

- Stop. Do not open the item. Do not panic.
- Isolate the letter, parcel, or package.
- All people should be asked to leave the area quickly.
- The package should be observed from a safe distance until the bomb squad arrives.
- Call Security at x1050.
- Never move or place the item in water, a drawer, or a cabinet.

Civil Disorder and Demonstrations

Most demonstrations that might take place such as marches, meetings, picketing and rallies will occur at the COC and are peaceful and non-obstructive. **However, Security and Field Offices reserve the right to call for police assistance without counsel from others if it is deemed to be of paramount importance to the safety of the persons involved.** Any demonstration should not be disrupted unless one or more of the following conditions exists as a result of the demonstrations:

- Interference with the normal operations of the company.
- Prevention of access to office buildings or other facilities.
- Threat of physical harm to persons or damage to company property.

If any of these conditions exists, Security should be notified at x1050. Security will be responsible for contacting and informing the President and appropriate CLR executives. Depending on the nature of the demonstration, the appropriate procedures listed below should be followed:

- The President or CEO, Director of Corporate Security, the Senior VP of Legal and Chief Counsel, and the HSSE VP will consult and determine the need for an injunction and intervention by civil authorities.
- If civil authorities are asked to intervene, the Director of Corporate Security will inform the demonstrators, if possible.
- If demonstrators are still remaining when civil authorities arrive, they will be warned of the intent to arrest and, if necessary, demonstrators may be arrested for violations of law.

Peaceful, Non-Obstructive Demonstration

Peaceful, non-obstructive demonstrations should not be interrupted, blocked or provoked, and efforts should be made to conduct business as usual.

If demonstrators are asked to leave, but refuse to do so by regular facility closing time, the Director of Corporate Security will make arrangements to monitor the situation during non-business hours or decide to treat the violation of regular closing hours as a disruptive demonstration.

If the demonstrators persist in the disruptive activity, the Director of Corporate Security will inform them that failure to discontinue the activity within a specified period of time may result in possible intervention by civil authorities.

Efforts should be made to secure positive identification of demonstrators, including photographs or videotaping, to facilitate later identification and testimony, if necessary.

Nonviolent, Disruptive Demonstrations

Demonstrations that block access to facilities or interfere with the operation of the COC are considered disruptive and will be responded to by:

- Director of Corporate Security, COC Security Manager, Vice President of the HSSE Department or alternate designee asking demonstrators to terminate the disruptive activity.
- Director of Corporate Security or appropriate designee asking key COC personnel to go to the area and request that the demonstrators desist.

Violent, Disruptive Demonstrations

During Business Hours

- Security should be immediately notified of the disturbance (x1050).
- If injury to persons or property appears to be imminent in a violent demonstration, Director of Corporate Security, COC Security Manager, Vice President of the HSSE Department or alternate designee will be notified.
- The President or CEO, appropriate senior vice president or alternative designee will assemble a crisis management team and will respond accordingly.
- If physically possible, photographing and videotaping the incident should be considered.
- The President or CEO, in consultation with the senior VP of Legal, security and other appropriate COC executives, will determine the possible need for an injunction.

After Business Hours

- Security should be immediately notified of the disturbance (x1050).
- Security will investigate the disruption immediately and report and notify the Director of Corporate Security.
- The Director of Corporate Security will report the circumstances to the President or CEO, notify key Senior Executives, and/or public relations.

Death in the CLR Community

One of the important touchstones for creating community involves establishing guidelines for use on the occasion of the death of a member of the CLR community. Continental Resources needs to provide caring leadership when a member of the CLR community passes.

When CLR learns of the death of a member of the CLR community, the Vice President of Human Resources will immediately notify the president and/or CEO. A chaplain contracted by CLR, if needed, will initiate steps to assist the larger community in coping with the loss.

CLR Community Notification

Employee Death

In the event of an employee death, the Human Resources Vice President will notify the employee's family and will inform the President and the CEO of CLR. The HR VP's staff will then inform the CLR community of the death through the following contacts:

- Public relations (x1480), in case there is media interest in the death.
- Marquee at the south and north entrances to the COC to notify all employees of the death.
- Provide CLR printing department (x1033) with an advance copy of the printed announcement to the CLR community.
- The HR department (x1422) and a staff contact designated in the event that family and friends of the deceased wish to make gifts to a chosen charity in the person's memory.

COC Security, if appropriate, will be asked to adjust the CLR flag to half-staff for 48 hours following notification of an employee death.

Memorial Service

The HR Vice President or an appropriate contributing faith chaplain will consult with the family of the deceased to ascertain whether it is all right to proceed with a CLR memorial service, and if so, what role the family may wish to have in planning and participating in the service. If the family has no objection to the CLR service, but chooses not to participate or attend, the HR VP or chaplain will organize a memorial service consistent with the needs of individuals and CLR groups affected by the loss.

Counseling Service

Psychological Support

A contracted chaplain will work with a counseling center to insure that all affected parties and groups know about the availability of counseling services provided by CLR. Counseling may be provided to individuals or groups. The counseling staff suggests sending the following notice to all CLR employees via email, in the CLR Employee Handbook, and in policy manuals or other guides on CLR's response to the deaths of fellow employees:

EMERGENCY RESPONSE PLAN

Continental Resources offers counseling and support to members of the CLR community experiencing bereavement and grief. If you wish to talk to a counselor, please call the CLR Employee Assistance Program at 800-272-7255 to arrange for an appointment. A support group may also be offered during the work week if needed.

Spiritual Counseling

A contracted member of the chaplain's staff will use internal communication means to remind the CLR community that contributing faith community chaplains are available for spiritual counseling as well.

Death of a CLR Executive

In the event of the death of a CLR executive, Continental Resources will need to inform internal and external audiences of this matter ensuring that other executives and capable, experienced staff will provide stable interim management. This will be accomplished in the following manner:

- As soon as possible, informing CLR staff about the death and circumstances.
- Presenting information to staff about who will assume duties on an interim basis.
- Informing CLR staff about funeral/memorial services.
- Informing the media about the death and CLR plans to move forward.
- Providing opportunities for CLR staff to grieve and share appropriately.

Communication Steps

The President or appropriate vice president will notify the immediate family of the death and circumstances, and will provide appropriate assistance. He or she will then notify the CLR community of the death as quickly as possible through the Sendwordnow notification system and through the CLR Intranet website providing as much information as possible.

The President and/or the CEO and the public relations office will work together to notify CLR publications, local, national and international media.

The President and/or the CEO, appropriate senior vice president or appropriate designee will ask facilities to adjust the flags to half-staff for 48 hours following notification of the death. The President and/or the CEO and the public relations office will be designated recipients in the event that family and friends wish to make gifts to CLR in memory of the deceased.

Earthquake Preparedness

Preparation

Know the safest places in your office or work area. These areas should be away from heavy furniture, appliances, and large panes of glass (windows, mirrors, etc.).

During an Earthquake

- If you are indoors, drop to the floor. Take cover under a sturdy desk, table or other furniture. Hold on to it and be prepared to move with it. Hold the position until the ground stops shaking and it is safe to move. Stay clear of windows, fireplaces, wood stoves, and heavy furniture or appliances. Stay inside. If you are in a crowded area, take cover and stay where you are; encourage others to do likewise.
- If you are outside, get into the open, away from buildings and power lines. Be watchful for falling glass and building debris.
- If you are driving, stop if it is safe, but stay inside your car. Stay away from bridges, overpasses and tunnels. Move your car as far out of the normal traffic pattern as possible. If possible, avoid stopping under trees, light posts, power lines or signs.

After an Earthquake

- Check for injuries. Do not move a seriously injured person unless he or she is in immediate danger of further injuries. If you need emergency assistance, call the security operations center at x1050.
- Be aware of any structural damage around you. If necessary and safe to do so, carefully leave the building per the “General Emergency Evacuation Procedures.”
- Check for hazards:
 - Fire and fire hazards.
 - Damaged electrical wiring.
 - Downed or damaged utility lines. Stay away from downed lines, even if power appears to be off.
 - Fallen objects in closets and cabinets. Displaced objects may fall when you open the door.
 - Potentially harmful materials and/or medicines that may have spilled.
- Expect aftershocks. Most of these are smaller than the main earthquake, but some may be large enough to do additional damage to weakened structures.
- Make sure each phone is on its receiver. Telephones off the hook can tie up the telephone network.
- If you are instructed to go to a shelter, take blankets, a flashlight, clothing, prescription medications, and snack items, etc.

Evacuation Procedures

- All occupants are required to evacuate the building immediately when a fire alarm sounds or some other evacuation signal is given.
- Individual personnel will turn off personal computers to protect CLR data from possible damage.
- The last person to leave an office will close and lock the door behind them.
- Keep calm.
- Use the nearest exit to leave the building.
- Use the exit stairwells only (hold on to hand rails).
- **Do not use elevators.**
- In the COC, person(s) with disabilities should be assisted to the stairwell landing.
 - Request assistance from local Fire Department personnel and direct them to the area where the disabled person(s) is waiting.
- In a medical emergency, seriously injured persons should not be moved unless they are in an immediately life-threatening situation. If medical assistance is needed, contact the SOC (x1050).
- Do not smoke.
- Do not panic – walk slowly.
- Never attempt to travel through smoke-filled or other imminently hazardous areas. If you encounter smoke in the stairwells, close the door and use a different exit.
- Never assemble near exits or fire lanes.
- A perimeter will be established by CLR Security personnel and/or the local Fire Department.
- Do not return to the evacuated building unless you are told to do so by Security, HSSE or local Fire Department personnel.

General

All CLR employees should be aware of emergency evacuation procedures. Each office has personnel assigned to assist in the case of emergency.

Process

Each department/office is responsible for ensuring that its employees are aware of the proper emergency evacuation procedures. Each department/office should also consider the particular activities being conducted in the department, as well as a means to account for all individuals after an evacuation.

Evacuation Plans

Evacuation plans consist of written statements describing exit routes and the expected response of personnel to an alarm or other call for evacuation. These plans are located on the CLR Intranet.

EMERGENCY RESPONSE PLAN

The evacuation plan addresses, as appropriate, the following:

- Sensitive or valuable items to be secured.
- Assembly areas after evacuation and accounting for personnel.
- All building occupants should be familiar with evacuation plans through training sessions provided or arranged by the HSSE Department.
- For a list of Assembly points, please refer to the respective Emergency Action Plan

Hazardous Material Accident

Spills of a hazardous chemical or radioactive material need to be reported immediately to the security operations center at x1050. When reporting, be specific about the kind of material involved and exact location of the spill. The SOC will contact the necessary specialized authorities and medical personnel.

Anyone who may have been contaminated by a spill should avoid contact with others as much as possible, and remain in the vicinity. Specialized personnel will provide required first aid and cleanup such as removing contaminated clothing, and flushing with water. Small spills are best handled by the person(s) using the material because he/she is probably familiar with the hazardous material.

The key person on site should vacate the affected area at once, if necessary, and seal it off to prevent further contamination of other areas until the arrival of emergency response personnel.

If an emergency exists:

- Do not attempt to clean up a spill yourself.
- Alert others and quickly exit the building, if appropriate.
- The nearest exit may be blocked in the event of a hazardous material accident. The building marshal will assist with evacuation; however, building occupants should try to familiarize themselves with all building exits.
- Assist the handicapped in exiting the building. Do not use elevators and do not panic.
- Once outside, move to a clear area away from the affected building(s).
- Keep streets, fire lanes, hydrants and walkways clear for emergency vehicles and crews.

An Incident Command Center may be set up near the emergency site. Do not return to an evacuated building unless you have permission to do so by the EMT or HSSE.

Psychological Crisis

A psychological crisis exists when an individual is threatening harm to him or herself, to others, or is out of touch with reality because of a drug reaction or psychosis.

A major psychological crisis always requires the intervention of trained personnel. Public Safety personnel should immediately be contacted in situations requiring medical or peace-keeping intervention. A Counseling Center employee may also be contacted for consultation or assistance in resolving the situation.

Less severe psychological crises may involve uncontrolled crying, feelings of panic, or anger/yelling (without indications/threats of physical harm). If the psychological crisis resolves quickly in response to attention and kindness, no intervention of professional counselors or officers may be necessary. Plans for follow-up support should be put in place (i.e., a follow-up conversation, a referral to counseling, an action-plan should the situation become acute again, etc.). If the crisis does not resolve, or escalates, follow the guidelines above for a major psychological crisis.

If a psychological crisis occurs:

- Never try to handle a situation on your own that you feel is dangerous.
- Notify the SOC at x1050. Clearly state that you need immediate assistance, give your name, your location and the area involved.
- A counseling center or the CLR Employee Assistance Program will provide post-trauma counseling and referrals.
- In extreme situations, call 911.

Shelter-In-Place

In certain emergency situations, the employees and visitors may be advised to shelter-in-place to avoid or minimize exposure to outside risks. Risks could include chemical or radioactive releases and some weather-related emergencies.

Once shelter-in-place instructions have been communicated, employees and visitors should stay in the building and await further instructions.

The Emergency Management Team (EMT) will be responsible for keeping Floor Wardens/EAP Coordinators informed of the situation as it unfolds. In addition, Floor Wardens/EAP Coordinators will:

- communicate information to occupants in their building;
- shut and lock all windows and doors;
- limit egress to one door or area of the building;
- instruct occupants to gather in the center of the room, away from doors and windows;
- account for employees in the building;
- communicate when the all clear message is received.

A member of the EMT or Security will communicate the appropriate message (based on information provided) to facilities staff about shutting down heating, ventilating and air conditioning systems in all buildings.

Tornado Preparedness

Tornado Watch - tornadoes are possible in the warning area

Tornado Warning - a tornado has actually been sighted somewhere in the warning area

During a Tornado

- If you are indoors and if time allows, move to the lowest floor possible or tornado shelter. Move into an inside room away from windows. Everyone must remain inside the building for maximum protection. If time allows, close all doors to rooms. Assume the fetal position to protect your head and eyes.
- If you are outside and hear a tornado warning or see a tornado, try to reach a building immediately. If you cannot reach a building, then you should lie flat in the nearest depression such as a ditch or ravine away from power lines, buildings and trees.
- If you are driving, do not remain in the vehicle. Get out of your vehicle and follow the instructions above. Do not attempt to outrun a tornado.

After a Tornado

- Check for injuries. Do not move a seriously injured person unless he or she is in immediate danger of further injuries. If you need emergency assistance, call the SOC at x1050.
- Be aware of any structural damage around you. If necessary and safe to do so, carefully leave the building per the “General Emergency Evacuation Procedures.”
- Always check for hazards:
 - Fire or fire hazards.
 - Damaged electrical wiring.
 - Downed or damaged utility lines. Stay away from downed lines, even if power appears to be off.
 - Fallen objects in closets and cabinets. Displaced objects may fall when you open the door.
 - Make sure each phone is on its receiver. Telephones off the hook can tie up the telephone network.
 - Potentially harmful materials and/or medicines that may have spilled.

Utility Failures

If a major utility failure occurs, immediately call the SOC at x1050. If there is the potential danger to people, ensure the SOC has been made aware of this information.

- If an emergency exists, activate the building alarm.
- Assist the disabled in getting to the marked areas of refuge so they can safely wait to be evacuated.
- Once outside, move to a clear area at least 500 feet away from the affected building.
- Keep streets, fire lanes, hydrants, and walkways clear for emergency vehicles and crews.

Electrical/Light Failure

- Building lighting is designed to provide only minimal lighting in corridors and stairs for exiting. Flashlights and portable radios should be kept available for emergencies.

Elevator Failure

- If you are trapped in an elevator, use the emergency phone to notify Security.

Plumbing Failure/Flooding

- Cease all operations.
- Do not turn on any lights or any electrical equipment.
- Wet areas can present the danger of electrocution if someone comes in contact with the wet area and electricity at the same time.
- Leaking natural gas can be ignited or exploded by lighting or electrical equipment. Notify the SOC at x1050 and if possible, evacuate the area.

Ventilation Problem

- If smoke odors come from the ventilation system, notify the SOC at x1050.
- If necessary, cease all operations and vacate the area.

Violent or Criminal Behavior

Everyone is asked to assist in making the company a safe place by being alert to suspicious situations and promptly report them. If you are a victim or a witness to any offense, avoid further risks. Immediately notify Security at x1050 and report the incident, including the following information:

- Nature of the incident
- Location of the incident
- Description of person(s) involved
- Description of property involved

Additionally,

- Assist Security when they arrive by supplying them with any additional information requested and ask others to cooperate.
- Take cover immediately using an available concealment if gunfire or explosives endanger you or others.
- After the disturbance, seek emergency first aid if necessary.

If taken hostage, try to remain calm, avoid drastic action, and try to keep the following ideas in mind:

- The initial 45 minutes are the most dangerous.
- Try to stay alert.
- Don't speak unless you are spoken to and then only when necessary.
- Don't talk down to the captor, who may be in an agitated state, but treat him or her with dignity.
- Avoid appearing hostile.
- Maintain eye contact if the captor is engaging in conversation, but do not stare.
- Avoid maintaining eye contact if the captor is hostile, agitated, or aggressive.
- Avoid speculating, and arguments. Expect the unexpected and comply with instructions as best as you can.
- Inform the captor, if medications, first aid, or restroom privileges are needed.

Weapons of Mass Destruction

This document is intended to provide general information to assist in efforts to recognize potential WMD-related threats or incidents. The information is not all encompassing, and its applicability should be evaluated on a case-by-case basis, in accordance with local conditions, policies, and procedures.

Chemical, biological, and radiological material can be dispersed in the air we breathe, the water we drink, or on surfaces we physically contact. Dispersion methods could include placing an open container in a heavily used area, using conventional (garden/commercial) spray devices, or detonating an improvised explosive device to disseminate chemical, biological or radiological material.

Chemical incidents are characterized by the rapid onset of medical symptoms (minutes to hours) and easily observed signatures (colored residue, dead foliage, pungent odor, and dead insect and animal life). In the case of a biological or radiological incident, the onset of symptoms requires days to weeks and there are typically few characteristic signatures

In all cases, being alert to the following could assist law enforcement and emergency responders in evaluating potential threats.

Potential Indicators of WMD threats or Incidents

- Unusual packages or containers, especially those found in unlikely or sensitive locations, such as near HVAC or air intake systems.
- Unusual powders or liquids/droplets/mists/clouds, especially those found near air intake/HVAC systems. Indications of tampering in targeted areas/equipment (i.e., locked ventilation/HVAC systems; stocks of food; water supply).
- Reports of suspicious person(s) or activities, especially those involving sensitive locations within or around a building.
- Surveillance of targeted areas, including but not limited to hotels, entertainment venues, subway systems, aircraft; water sources, office buildings, apartment buildings.
- Theft of chemical products/equipment.
- Dead animals/birds, fish, or insects.
- Unexplained/unusual odors. Smells may range from fruity/flowery to sharp/pungent, garlic/horseradish-like, bitter almonds, peach kernels, and new mown grass/hay.
- Unusual/unscheduled spraying or discovery of spray devices or bottles.

Protective Measures

- Maintain a heightened sense of awareness.
- Place an increased emphasis on the security of immediate surroundings.

EMERGENCY RESPONSE PLAN

- Conduct periodic inspections of building facilities and HVAC systems for potential indicators/irregularities.
- Review emergency operations and evacuation plans/procedures for all locations/organizations to ensure that plans are up-to-date.
- Promptly report suspicious activities to appropriate law enforcement authorities.

Emergency Procedures – Potential Threat Identified/Confirmed

- Maintain a safe distance/evacuate area (if outside move to upward location; if inside keep outside doors/windows closed).
- Call your local 911 (law enforcement and Security at x1050) after reaching safe area.
- Do not handle or disturb suspicious objects.
- Remove possibly contaminated external clothing (including hats, shoes, and gloves).
- Follow emergency operations plans/instructions from emergency response personnel.

Please contact the SOC (x1050) if you observe any suspicious activity.

Weather Emergency Operating Policy

Operating Status of Continental Resources

The operating status of Continental Resources will be determined by evaluating the condition of the downtown area, the condition of roads and public transportation, and the predicted weather. When a decision is announced, it will only apply to all activities in all Oklahoma City facilities.

Activities at all other locations outside of Oklahoma City will be governed by the operating status of that location. This policy and the decision-making process are in effect seven days a week and apply to all CLR activities. An announced decision will reflect one of the following choices:

- Open – Continental Resources is open as usual with all services normally provided.
- Closed – Only designated “essential” personnel are expected to work unless told otherwise.
- Department heads are responsible for designating essential personnel and notifying those employees prior to a weather emergency.
- Delayed – If conditions are unsafe in the early hours but expected to improve through the day, Continental Resources may delay opening until an appropriate time.
- Employees on Liberal Leave – If conditions are such that travel is extremely difficult, Continental Resources will announce liberal leave and non-essential staff will have the discretion to decide whether or not they come to work. Days/hours not worked will be charged against vacation time as per Continental Resources policy. Any employee choosing to take the day off must notify his/her supervisor immediately.

Communicating Continental Resources Operating Status

Continental Resources operating status will be communicated to employees via the Sendwordnow mass communications/notifications system.

Information will be available by the following times so that employees can make appropriate arrangements:

- Morning closing or delayed opening – by 6:00 a.m.
- Changing a delayed opening to a closing – by 7:30 a.m.
- Early dismissal – by 2:00 p.m.

Leave and Compensation

Full-time employees excused due to an emergency closing or delay will be paid for the days and hours they were scheduled to work. Part-time staff will not be compensated for time lost due to a closing. Non-exempt employees classified as essential will receive an additional hour's pay for each hour worked during an emergency closing period. The effective times of emergency closing periods are as follows:

EMERGENCY RESPONSE PLAN

- Closed for the entire day – from 6:00 a.m. on the day of closing until 6:00 a.m. the following day.
- Closed during the day – from the announced time of closing until 6:00 a.m. the following day.
- Delayed opening – from 6:00 a.m. until 11:00 a.m. If a delayed opening is changed to a closing, the emergency pay period is extended to 6:00 a.m. the following day.