

Section I

Action Plans

Fire

Person Discovering The Fire

1. Initiate facility fire alarm or notify personnel in area.
2. Attempt to extinguish incipient stage fires only if trained to do so. An incipient stage fire is defined as:

"A fire which is in the initial or beginning stage and which can be controlled or extinguished by portable extinguishers, Class II standpipe or small hose systems without the need for protective clothing or breathing apparatus." - OSHA STANDARD 1910.155 (C) 26.

3. Report immediately to your supervisor and the District / Office Manager. Take further defensive action as instructed. Report to facility manager / supervisor if applicable.

District or Office Manager

If the fire is in the incipient stage (see definition above), extinguish with CO₂, foam, water, Halon and/or dry chemical fire extinguishers as applicable. Do so only if trained.

If the fire is of a serious nature (most fires will be):

1. Sound the alarm and evacuate unnecessary personnel to assigned assembly areas. Be cognoscente of fire status and direct personnel to safest location.
2. If possible, shut down affected equipment and fuel sources. Examples include power to fuel pumps, gas lines to heaters or to buildings, operating engines, electricity, etc. Steps to isolate the fire in this manner shall be made only from safe locations at the direction of the facility manager.
3. Discontinue all tasks in progress (truck and equipment maintenance, etc.).
4. Call the necessary public safety officials to assist in the emergency (police, fire, ambulance, etc.), as required.
5. Continue measures to contain and isolate the fire, if practicable. Protect adjacent equipment and buildings if this can be done so safely.
6. Coordinate with public safety personnel, warning them of known hazards and any hazardous materials involved.
7. Contact the home office. Give a complete report and continue to advise with timely status reports.
8. Initiate site security measures.
9. If a fire occurred at a customer's site or facility, identify and notify appropriate customer / facility representatives. Coordinate further activities with the facility manager.

Corporate Home Office

1. Determine seriousness of the situation and notify insurance carrier as needed.
2. Identify and notify state and federal agencies.
3. Fulfill any public relations responsibilities.
4. Follow up on injury reports and reports to state and federal agencies, and to customers.

Hazardous Material Spill Or Release

Person Discovering The Spill Or Release

1. Report the situation to your supervisor or District / Office Manager and take defensive action as instructed. Report to the facility manager / supervisor if applicable.

District or Office Manager

1. If possible, control the source of the spill or release by engaging emergency shutdowns and/or manually closing appropriate valves and, if the spill or release is of a flammable material, take measures to eliminate sources of ignition in the area. Utilize the appropriate personal protective equipment.
2. Identify the material spilled or released from MSDS or other information if possible.
3. Contact the home office and advise of the situation.
4. If practical and safe, take steps to contain the spill or release in the immediate area (trenching, diking). Utilize the appropriate personal protective equipment.
5. Confirm that nonessential personnel are evacuated as necessary.
6. If the spill or release may threaten the public, immediately notify the necessary public safety officials, businesses and the public to initiate an evacuation as instructed.
7. If a spill or release has occurred at a customer's site or facility, identify and notify appropriate customer / facility representatives. Coordinate further activities with the facility manager.

Corporate Home Office

1. Verify that steps have been taken to stop the source of the spill or release.
2. Evacuate personnel and the public from affected areas. Confirm that personnel and public safety precautions appropriate to the circumstances are being taken (i.e., road blocks, ambient air testing, radiation surveys, etc.).
3. Start a Time Log.
4. Initiate spill response containment activities (as necessary).
5. Verify that public safety officials have been notified (as necessary).
6. Make sure that the following information is collected:
 - a. Time and place of spill or release occurred.
 - b. Source of the spill or release.
 - c. Amount and type of material spilled or released.
 - d. Present location of spill or release and direction of travel.
 - e. Possibilities of eminent danger or damage.
 - f. Weather conditions.
 - g. Containment and clean-up actions taken.
 - h. Risk to the public.
7. Properly dispose of the spilled material and contaminated soil and debris.
8. Initiate site security measures.
9. Coordinate with public safety officials as necessary.
10. If needed, contract with an outside service for clean-up.
11. Verify that the appropriate environmental protection measures are being taken and the appropriate external contacts have been made.

Post Response Clean-Up

Spill/Release Site Manager

1. Verify that the identity of the spilled material is known.
2. Establish "safe areas" through the use of appropriate testing equipment. Assign personnel to secure the area. Utilize barricade tape and restrict access to the site as necessary.
3. Establish Site Safety Procedures and designate a person to communicate this information to the site workers.
4. Determine if a clean-up contractor will be needed, and whether HAZWOPER certification is required.
5. Procure the necessary personal protective equipment for site workers.
6. Initiate site monitoring activities as required.
7. Refer to the DOT Emergency Response Guidebook for clean-up procedures. Procure specialized clean-up equipment and services (as necessary).
8. Ensure disposal options are appropriate. Properly transport the material on public roads in accordance with Federal and State requirements.

Corporate Home Office

1. Confirm that appropriate personnel are involved and kept informed both in planning and executing the clean-up operation.
2. Confirm the appropriate regulatory contacts have been made.
3. Verify that the public relations responsibilities are fulfilled.

H₂S Incidents

Person Discovering The Incident

1. Initiate the facility alarm system and report to the facility operator and take action as instructed.
2. Evacuate all persons in the vicinity by way of the predetermined emergency escape route (upwind of the release point).
3. Determine if any persons are missing or disabled. Initiate rescue activities (as necessary). Re-entry into an area of unknown concentration of H₂S will require the use of self contained breathing equipment (30 minute air pack minimum) and "back-up" personnel. Do not re-enter unless safe to do so. Do not allow other personnel to enter the area unless it is safe to do so, including use of proper respiratory equipment.
4. Contact supervisory personnel and advise of the situation. Request EMS response — medical aid is mandatory.
5. In the event of an H₂S release which may affect the public, immediately notify the appropriate public safety officials, businesses and the general public to initiate an evacuation.
6. Take necessary steps to stop the release. Utilize the appropriate personal protective equipment and "back-up" personnel.
7. Note that H₂S exposure may result from "normal" field activities which do not constitute a "release." Escape routes and emergency rescue activities may still be required.

District or Office Manager

1. Confirm steps have been taken to stop the source of the release, if applicable.
2. Confirm public safety officials have been notified as appropriate. Contact EMS service, and evacuate personnel (and the public) from affected areas.
3. Contact the home office and advise of the situation.
4. Start a time log.
5. Initiate site security procedures as necessary.
6. Coordinate with site supervisor / manager as necessary.

Corporate Home Office

1. Determine seriousness of the situation and notify insurance carrier as needed.
2. Identify and notify state and federal agencies.
3. Fulfill any public relations responsibilities.
4. Follow up on injury reports and reports to state and federal agencies, and to customers.

Transportation Incidents Involving Hazardous Materials

The national transportation emergency response organization is called "CHEMTREC" and can be contacted by phone at: 1-800-424-9300. Incidents involving radioactive materials in Cardinal Surveys Company vehicles should be reported to the appropriate supervisor at 1-915-332-8141 (Odessa, Texas) or 1-505-397-1069 (Hobbs, New Mexico). Refer to MSDS "Radioactive Tracer Material" for further details.

Person Discovering The Incident

1. Report the incident to your supervisor immediately and wait for instructions.
2. Take steps to isolate (secure) and evacuate area if applicable.
3. Secure shipping papers and provide hazardous material information to public safety officials as appropriate.

District or Office Manager

1. Notify public safety officials as required. Include hazard communication information (product identity, quantity, physical and health hazards, etc.), if the vehicle or product is Cardinal's responsibility.
2. Confirm that site is isolated (secured) and evacuated.
3. Confirm that personnel and public safety precautions appropriate to the circumstances are being taken. Follow action plans for a hazardous material spill or release.
4. Start a time log (if the incident involved a Cardinal vehicle or product).
5. Take actions for fire or spill as dictated by the circumstances.
6. Coordinate with local public safety officials as necessary.

Corporate Home Office

1. Determine seriousness of the situation and notify insurance carrier as needed.
2. Identify and notify state and federal agencies. Determine the need to notify "CHEMTREC".
3. Verify that personnel and public safety precautions appropriate to the circumstances are being taken.
4. Fulfill any public relations responsibilities.
5. Follow up on injury reports and reports to state and federal agencies, and to customers.

Personal Injury

Following are the responsibilities of Cardinal Surveys Company personnel in case of serious personal injury.

Discovering The Injury

1. Call to nearby personnel for assistance.
2. Administer first aid. Injured personnel should not be splinted or moved unless the situation is life threatening.
3. Activate the Emergency Medical System (EMS). Be sure to give complete information on how to get to the facility as well as the nature and number of injuries. Other emergency medical numbers are provided in the "Notifications" section.

District or Office Manager

1. Dispatch a person to direct the emergency vehicle.
2. Advise the home office of the injury.
3. Verify that the Emergency Medical System has been properly activated.
4. Confirm that all injured employees are accompanied to medical facilities.
5. Investigate the circumstances of the injury and compile the necessary reports, including "first report of injury" and follow-up reports.

Corporate Home Office

1. Determine seriousness of the situation and notify insurance carrier as needed.
2. Verify that personnel and public safety precautions appropriate to the circumstances are being taken.
3. Fulfill any public relations responsibilities.
4. Follow up on injury reports and reports to state and federal agencies, and to customers.
5. In the event of 5 hospitalizations or one or more fatalities, ensure Region O.S.H.A. office is contacted.

Natural Disasters - Earthquake

Following are the responsibilities of Cardinal Surveys Company personnel in the case of an earthquake.

! During an earthquake, all personnel are to first protect themselves.

When ground shaking stops, the following actions are to be taken.

! If a fire or hazardous material spill results, take action in accordance with the applicable emergency response sections.

Affected Personnel

1. Report immediately to your supervisor. Report facility / site conditions and receive instructions.

District or Office Manager

1. Evaluate the extent of the emergency.
2. Cease operations at the site or facility if necessary.
3. Form teams with available personnel and conduct a thorough search of the facility for problems.
4. Inform the home office of the situation and the need for assistance. Follow applicable emergency response procedures as necessary.

Corporate Home Office

Upon review of the seriousness of the situation, if a continuing emergency exists:

1. Notify insurance carrier as needed.
2. Dispatch additional Cardinal Surveys Company personnel and equipment as needed to maintain communications, man equipment and direct emergency equipment to the area.
3. Contact local public safety officials as necessary.
4. Conduct a thorough follow-up inspection for residual safety hazards.
5. Assist in making necessary repairs.

Natural Disasters - Tornado

Affected Personnel

1. Report the sighting immediately to your supervisor. Report facility / site conditions and receive instructions. Alert other personnel.

District or Office Manager

1. Alert personnel of the sighting.
2. Instruct personnel to seek cover under heavy objects in interior rooms of the office or facility. Do not seek refuge in production equipment areas. If caught in the open, seek low areas or ditches. Do not get in vehicles or service units.
3. Cease facility operation if necessary.
4. After the storm has passed, conduct a thorough walk-through of the facilities looking for problems or damage.
5. Notify the home office.

Corporate Home Office

Upon review of the seriousness of the situation, if further action is required:

1. Notify insurance carrier as needed.
2. Dispatch additional Cardinal Surveys Company personnel and equipment as needed to maintain communications, man equipment and direct emergency equipment to the area.
3. Contact local public safety officials as necessary.
4. Conduct a thorough follow-up inspection for residual safety hazards.
5. Assist in making necessary repairs.

Bomb Threat

Following are the responsibilities of Cardinal Surveys Company personnel in the case of a bomb threat.

Person Receiving The Bomb Threat

Remain Calm. Try to get as much information as you possibly can, including specifically where the bomb is, what it looks like, when it should explode and why it was placed.

1. Immediately after the call, completely note all information received. This information should be made available to your manager and to law enforcement authorities as soon as practical.
2. Report to your supervisor and take action as instructed.

District or Office Manager

1. Decide whether to cease operation and evacuate or to attempt to locate the bomb.
2. If the bomb is located, do not attempt to cover or tamper with the bomb.
3. If determined to be the best course, cease operations and evacuate personnel to a "safe area" and await the arrival of authorities.
4. Summon assistance from local law enforcement authorities.
5. Contact the home office.

Corporate Home Office

1. Confirm that personnel are safely evacuated, if this was determined to be the best course of action.
2. Dispatch additional Cardinal Surveys Company personnel and equipment as needed to maintain communications, man equipment and direct emergency equipment to the area.
3. Contact local public safety officials as necessary.
4. Conduct a thorough follow-up inspection for residual safety hazards.

Civil Disturbance

Following are the responsibilities of Cardinal Surveys Company personnel in case of a civil disturbance

! Do not attempt physical force to restrain or detain any person(s) other than to protect yourself or other personnel.

Person Observing The Disturbance

1. Report immediately to your supervisor and take action as instructed.

District or Office Manager

1. Secure or evacuate company locations as practicable.
2. Contact local law enforcement authorities.
3. Notify the home office.
4. Coordinate with law enforcement personnel as required, informing them of facility access and hazards.

Corporate Home Office

1. Confirm company property is secured and/or evacuated.
2. Confirm law enforcement authorities are informed.
3. Contact local public safety officials as necessary.
4. Conduct a thorough follow-up inspection for residual safety hazards.
5. Notify insurance carrier as needed.

Well Control Problems

Well control problems may occur at any time, however, they most commonly occur during oil well drilling, wireline operations and workover operations. Preplanning and well control safety devices are critical in the prevention of blowouts.

Wellsite Personnel

1. Upon observing the potential or actual loss of well control, report the situation to location supervisor. If applicable, initiate control and shutdown actions. Take action as instructed.
2. Evacuate all persons in the vicinity by way of the predetermined emergency escape route (preferably upwind of the well) if necessary.
3. Cooperate with operator's personnel as required, and as safety considerations dictate.

District Manager

1. Notify operator / customer contacts as required.
2. Notify home office.
3. Verify control and shutdown actions have been taken, if possible.
4. Verify company personnel have been evacuated. Determine status of equipment and personnel.

Corporate Home Office

1. Assist District Manager as required.
2. Determine seriousness of the situation and notify insurance carrier as needed.
3. Identify and notify state and federal agencies.
4. Fulfill any public relations responsibilities.
5. Follow up on injury reports, reports to state and federal agencies and to customers.

Section II

Training

Training

Training is based on the duties and functions to be performed by each employee. Employees who participate in emergency response, shall be given training as follows.

HAZWOPER Instruction (Approximately one hour)

As applied to the Company's scope of operation, training for the applicable parts of the Federal HAZWOPER Standard will be provided under various sections of the manual.

Emergency Response/Action Plan (Approximately 30 minutes)

Review of Emergency response Plan to explain the role of the employee including site security and control, notification procedures, when additional resources are necessary and when to evacuate.

Medic First Aid (Approximately four hours)

Train employee in basic emergency medical treatment and cardiopulmonary resuscitation.

Fire Combat Training (Approximately three hours)

Where provided for employee use, employees will be trained in the proper use and operation of fire extinguishers as well as their limitations for use in incipient stage fire fighting only.

Hazard Communication Review (Approximately 30 minutes)

Review employee's knowledge of physical and health hazards, protection methods, detection, emergency procedures, labeling, spill procedures and material safety data sheets.

Respiratory Protection - H₂S (Approximately two hours)

Review employee's ability to select, fit and properly utilize respiratory protection equipment. A practical knowledge of hydrogen sulfide exposure dangers, limits and effects is included.

Radioactive Materials (16 hours)

Certification of affected employees to handle and use radioactive materials as required under agreement state license procedures.

Section III

Public Relations

Public Relations

A. Introduction

Public Relations involves advising the people in the local area of what the danger is; providing facilities for radio and press representatives; releasing factual information; of maintaining good relations with the press and radio representatives; seeing the facts are correctly reported and to eliminate false reports and rumors. Public Relations will be conducted under the direction of the President.

B. Personnel

The Local Management Representative will report to the President. Press releases will normally be issued by the Corporate Home Office under the direction of the President.

A local Management Representative will in most cases act as the Company representative. The President may determine that a representative of the Corporate Home Office should be dispatched to the scene to coordinate public relations.

C. Plan

All information released will be handled in accordance with this policy. The following will serve as a basic guide in the event a response is required:

1. In the event of injuries or loss of life, the names will be withheld until released by the Corporate Home Office (pending notification of relatives).
2. Guards, or individuals assigned to guard duty, in particular should be courteous at such a time as they will generally be the first Company representatives with whom reporters and photographers will have contact. When press representatives ask guards at the gate for permission to enter the site, guards do not have the authority to grant such permission and will suggest that for official information they go the Public Relations Representative who will ordinarily be a member of Local Management.
3. Reporters and photographers are not permitted access to a site during emergencies unless specifically approved by the President.
4. There is to be no Company interference with reporters and photographers who are not on Company property. Photographers have a right to take photographs from public highways, railroad property and the like. Employees, particularly guards, are not to confiscate cameras or film when photographers are working on such properties, which do not belong to our company and are not inside plant fences.
5. Our representatives must not speculate on what has occurred. State only established facts. Whenever it is evident the reporter is trying to sensationalize the incident, to represent the danger or loss as being much greater than it is, our representatives are to restate the facts to ensure the incident is reported as fairly as possible. This is particularly necessary in the case of petroleum product fires which are spectacular and may appear more serious than they are.

Specifically, representatives should NOT

- ! Discuss or speculate about the CAUSE of the incident.
- ! Discuss or estimate the AMOUNT of DAMAGE.
- ! Discuss the IMPACT of the incident on the facility, employees, customers, suppliers, the community, the company or the environment.

! Say "NO COMMENT" - this implies covering up. If not familiar, or not comfortable answering the questions, say "I DON'T KNOW" OR "I'M NOT QUALIFIED TO ANSWER THAT".

Specifically, representatives should TELL

! What happened, when and where.

! The presence or absence of continuing threat to life or property.

! Brief, non technical explanation about the function of the damaged area or site.

! Only the points above. Do not feel obligated to fill up dead air time or quiet periods. State the facts, answer the question and then WAIT for the next question. Otherwise, comments are often made that should not be made.

Section IV

Notifications

Notifications

In the event of an incident or emergency situation that requires activation of this plan, the next level of supervision is to be contacted directly. Further notification, as required, will be initiated by others as listed in the line of communications.

ALL ACCIDENTS require prompt reporting to the Corporate Home Office. Further reports are required as the situation develops. Federal and State agencies and company insurance carriers may require written reports. Document and note all significant events!

1. During Office Hours

James S. McLaughlin	President/Odessa District Manager	(432) 580-8061
Juan Carreon	Hobbs District	(505) 397-1069 (505) 393-6858
George W. Newman	Radiation Safety Officer	(432) 580-8061

2. After Office Hours

James S. McLaughlin	President/Odessa District Manager	(432) 699-1757
Juan Carreon	Hobbs District	(505) 397-2223
George W. Newman	Radiation Safety Officer	(432) 366-5013

3. Field Mobil Units

James S. McLaughlin	President/Odessa District Manager	(432) 557-2070 (432) 557-2066
Juan Carreon	Hobbs District	(505) 369-8909
George W. Newman	Radiation Safety Officer	(432) 557-2071

4. Pager Units

James S. McLaughlin	President/Odessa District Manager	1-877-364-6431
George W. Newman	Radiation Safety Officer	1-877-364-6478

5. Answering Services

Odessa District (432) 580-8061
Hobbs District (505) 397-1069

* Answering Services are 24 hour/day and list "On Call" representatives to contact.

6. Facility Security Services

Odessa District APROTEX (Midland, Texas) (432) 570-0188

Outside Contractors / Services

Affirmed First Aid And Safety	(432) 580-7171
American Red Cross	(432) 570-6161/1-800/219-2154
Callaway Safety	(505) 392-2973
Donaldson Fire & Safety, Inc.	(432) 334-8523
Leek Fire & Equipment Company	(432) 332-1693 (Day)
Mobil Medical & Safety	(432) 332-5911
Vallen Safety Supply	(432) 561-8418

Public Service Notification

Local

911

Ambulance

- Midland County (432) 685-7346
- Reagan County NO EMS AVAILABLE
- Glasscock County (432) 354-2361
- Martin County (432) 756-2211
- Sterling County (325) 378-3201
- Upton County (Midkiff/Rankin) (432) 693-2422
- Upton County (McCamey) (432) 652-8232
- Crockett County (325) 392-2671
- Howard County (Big Spring EMS) (432) 263-8111
- Lea County (505) 397-9308
- Andrews County (432) 523-5675
- Crane County (432) 558-3567
- Ector County (Odessa) (432) 335-3378
- Ector County (Goldsmith) (432) 827-3445
- Ward County (Monahans) (432) 943-8622
- Ward County (Granfalls/Royalty) (432) 547-2240
- Ward County (Pyote/Wickett) (432) 943-6703
- Winkler County (432) 586-5860

Fire Department

- Midland County (432) 685-7499
 - Reagan County (432) 884-2423
 - Glasscock County (432) 354-2361
 - Martin County (432) 756-3345
 - Sterling County (325) 378-4001
 - Upton County (432) 693-2252
 - Crockett County (325) 392-2626
 - Howard County (432) 267-5521
 - Howard County (Sand Springs) (432) 263-7312
 - Lea County (505) 397-9308
 - Andrews County (432) 523-3833
 - Crane County (432) 558-3567
 - Ector County (Odessa) (432) 335-3378
 - Ector County (Goldsmith) (432) 827-3445
 - Ward County (Granfalls/Royalty) (432) 547-2240
 - Ward County (Pyote) (432) 389-5600
 - Ward County (Wickett) (432) 943-2551
 - Winkler County (Kermit) (432) 586-2577
-
- Winkler County (Wink) (432) 527-3333
 - Ward County (Monahans) (432) 943-2211

Highway Patrol

- Central Dispatch-Midland (432) 697-2211

- Ector County (432) 332-6100
- Reagan County (432) 884-2301
- Glasscock County (325) 354-2361
- Martin County (432) 756-3448
- Sterling County (325) 378-4581
- Upton County (432) 652-3232
- Crockett County (432) 392-2621
- Howard County (432) 263-3841
- Lea County (State Police) (505) 392-5588

Hospital

- Midland Memorial Hospital (432) 685-1111
- Medical Center Hospital (Odessa) (432) 640-4000
- Reagan Memorial Hospital (432) 884-2561
- Scenic Mountain (Big Spring) (432) 263-1211
- Martin County Hospital Dist (432) 756-3345
- Shamrock Clinic (Sterling) (325) 378-2112
- Rankin District Hosp (Upton Co) (432) 693-2443
- Crockett County (325) 392-2671
- Lea Regional (Lea County) (505) 392-6581

Emergency Management

- Midland County (432) 685-7440
- Ector County (432) 335-3318

National Response

(800) 424-8802

Poison Control

(800) 432-6866

Sheriff

- Midland County (432) 688-1228
- Ector County (432) 335-3050
- Reagan County (432) 884-2424
- Glasscock County (325) 354-2361
- Martin County (432) 756-3336
- Sterling County (325) 378-4771
- Upton County (432) 693-2422
- Crockett County (432) 392-2661
- Howard County (432) 263-7654

State and Federal Agencies

- Texas Air Control Board
 - Odessa (432) 367-3871
 - Austin (512) 908-1000
- Railroad Commission Of Texas
 - Midland (432) 684-5581
 - San Angelo (325) 942-8393
- U.S. Environmental Protection Agency
 - Dallas (214) 655-2222
- National Response Center (800) 424-8802
- Occupational Health & Safety Administration
 - Lubbock (800) 692-4202

xxv

- Department Of Transportation,
Federal Highway Administration
Ft. Worth (817) 334-3225
- Texas Department Of Health
Radiation Control Branch
Austin (512) 458-7341
- New Mexico Environmental Department
Hobbs (505) 393-4302
- New Mexico Oil Conservation Commission
Hobbs (505) 393-6161