



HOLLY ENERGY PARTNERS

Woods Cross Response Zone WCD Tabletop Exercise (TTX) Exercise Plan (ExPlan)

Wednesday, April 24th 2024

Facilitated by:

CONTINGENCIES

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Overview

The Woods Cross Response Zone WCD Tabletop Exercise (TTX), scheduled for Wednesday, April 24th, 2024, serves as an opportunity for Holly Energy Partners (HEP) to evaluate emergency response plans, policies, and procedures in response to a pollution incident.

This functional exercise, conducted under the National Preparedness for Response Exercise Program (NPREP), is designed to appraise response preparedness, specifically focusing upon notifications, command and control, critical decisions, public/environmental protection, and the integration of assets necessary to respond to a worst case discharge (WCD) oil spill.

A particular emphasis will be placed upon activities during the “proactive” (Day 2) phase of the response, including preparation of the Incident Action Plan (IAP). The exercise will feature several meetings and briefings as part of the Operational Period Planning Cycle (Planning “P”).

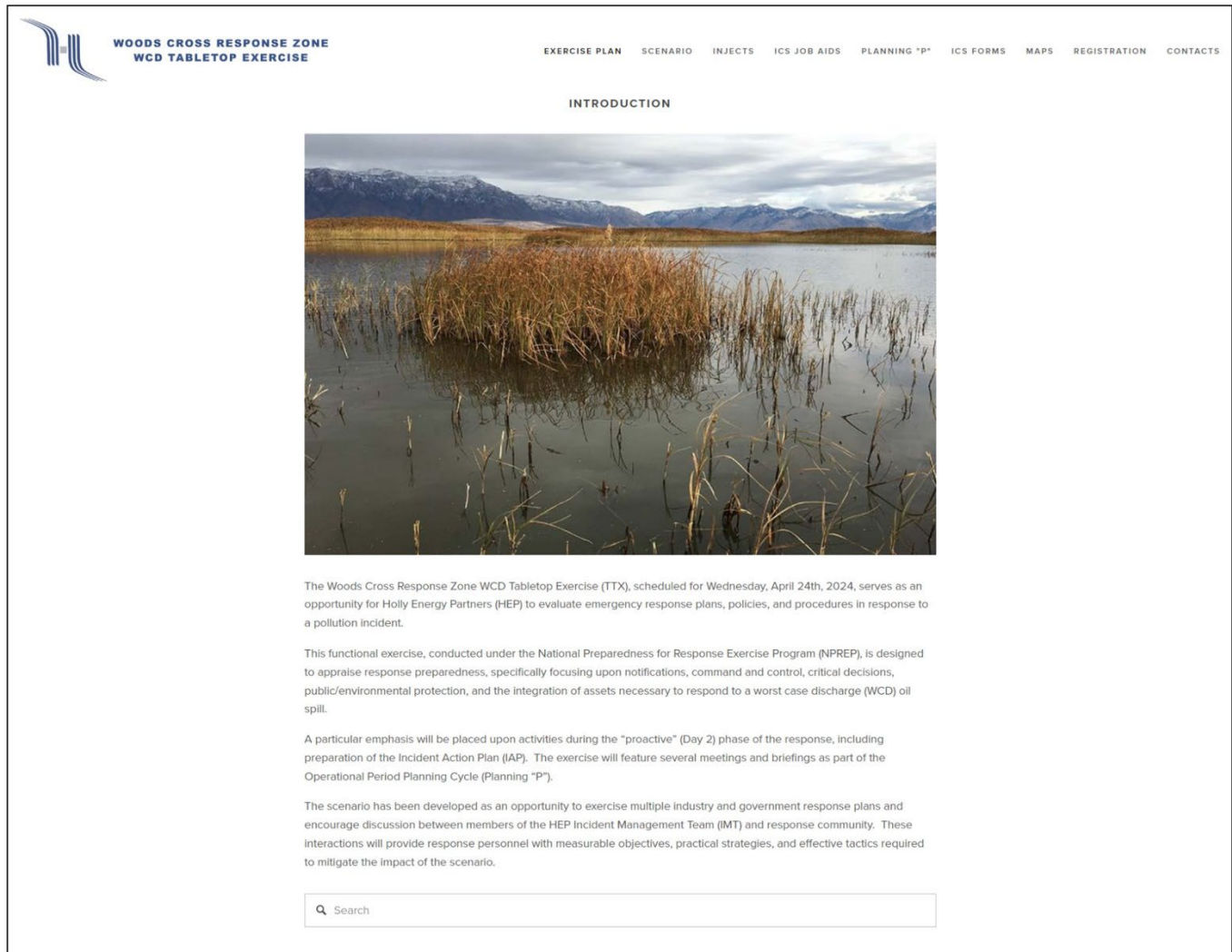
The scenario has been developed as an opportunity to exercise multiple industry and government response plans and encourage discussion between members of the HEP Incident Management Team (IMT) and response community. These interactions will provide response personnel with measurable objectives, practical strategies, and effective tactics required to mitigate the impact of the scenario.

Any questions regarding the exercise may be directed to the following individuals:

Name	Affiliation	Telephone #	Email
Morgan Wagner	HEP	469-416-0769	charles.wagner@hfsinclair.com
Jerome Flores	HEP	307-321-1090	jerome.flores@hfsinclair.com
Scott Meyers	Contingencies	281-635-5214	scott.meyers@contingenciesLLC.com

Overview


A website has been developed specifically for this exercise. The website features elements of the Exercise Plan (ExPlan), in addition to the scenario, ICS job aids, Planning "P" meeting agendas, electronic forms (in both PDF and Microsoft Word), and various map products.



**WOODS CROSS RESPONSE ZONE
WCD TABLETOP EXERCISE**

EXERCISE PLAN SCENARIO INJECTS ICS JOB AIDS PLANNING "P" ICS FORMS MAPS REGISTRATION CONTACTS

INTRODUCTION



The Woods Cross Response Zone WCD Tabletop Exercise (TTX), scheduled for Wednesday, April 24th, 2024, serves as an opportunity for Holly Energy Partners (HEP) to evaluate emergency response plans, policies, and procedures in response to a pollution incident.

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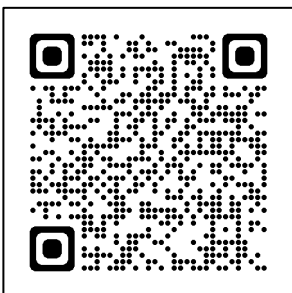
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Search

The website may be accessed at the following URL/barcode:

www.hep-woods-cross-ttx.com



Participants

Agencies and organizations participating in the exercise include the following:

- Holly Energy Partners (HEP).
- Utah Division of Wildlife Resources (DWR) (invited).
- Salt Lake City Fire Department.
- Salt Lake City Police Department.
- Salt Lake City International Airport (invited).
- Marine Spill Response Corporation (MSRC).
- GrayMar Environmental.
- Contingencies.

Schedule

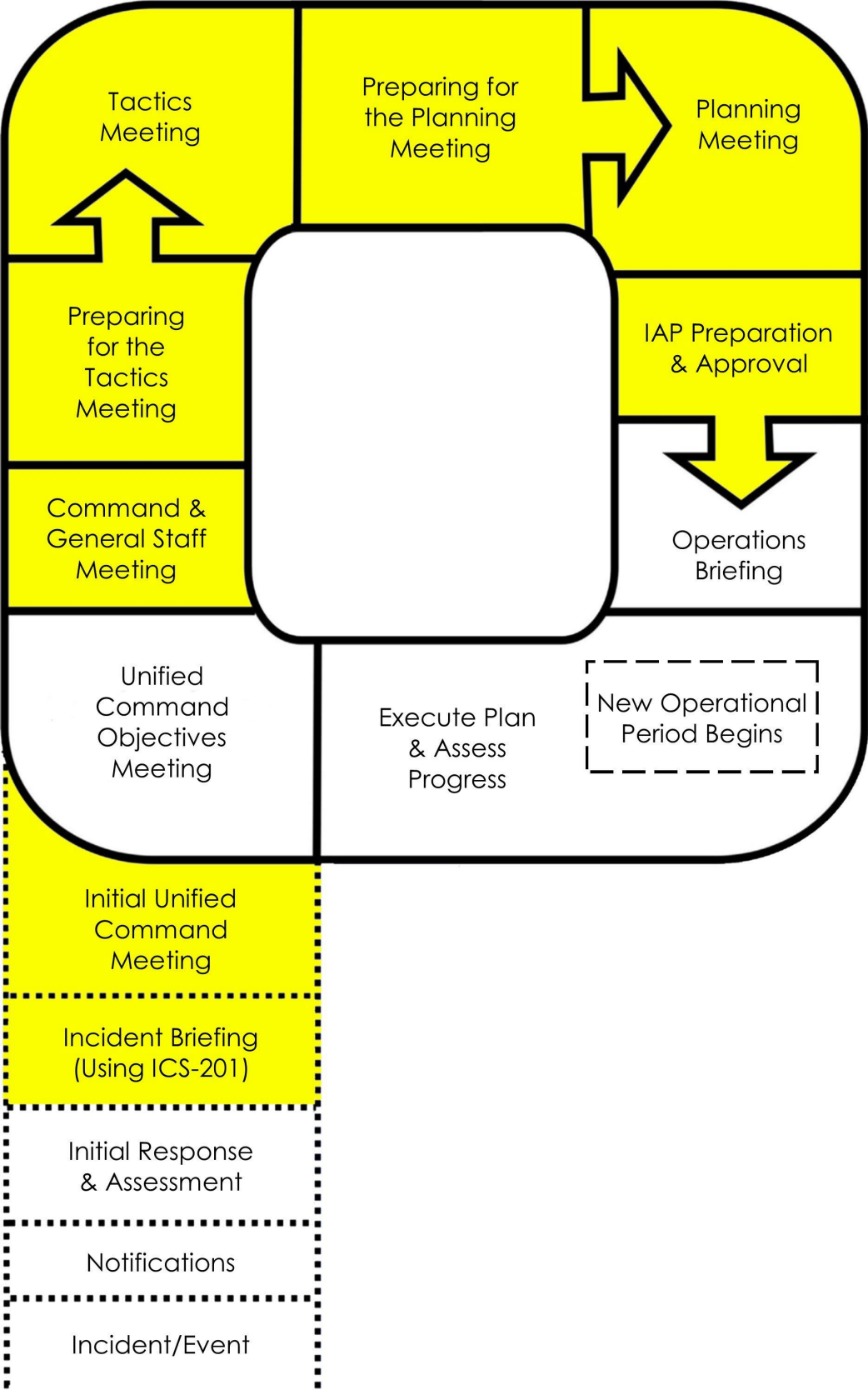
Wednesday, April 24th, 2024

Time (MT)*	Subject
0800	Welcome, Introductions, Agenda, Ground Rules
0820	Start of Exercise (StartEx)
	Incident Briefing, facilitated by the Incident Commander (IC)
0845	Transfer-of-Command
0915	Operations personnel dispatched to multiple field locations
0930	Initial Unified Command Meeting
1030	Command & General Staff Meeting
1145	Operations personnel return to Incident Command Post (ICP)
	“Working” Lunch (no exercise stoppage)
1215	Tactics Meeting
1400	Planning Meeting
1430	Incident Action Plan (IAP) Preparation
1500	Exercise Play Suspended
1515	Debrief/Hotwash
1600	Closing Thoughts/Farewell
	End of Exercise (EndEx)

* All times are approximate.

Sequence of Events

Planning "P"



Sequence of Events

- The spill scenario originates on Tuesday afternoon, April 23rd, at approximately 1500 hours. However, response actions taken by HEP personnel during the afternoon/evening and overnight hours (up until 0800 hours on Wednesday morning) will be simulated.
- Presumed initial response actions are detailed on the Incident Briefing (ICS-201) forms, which were pre-completed in advance of the exercise. Details of the initial response will be presented to team members during a formal Incident Briefing, scheduled for 0820 hours on Wednesday morning. The briefing will be facilitated by the Incident Commander (IC), in accordance with the recommended agenda. ICS-201 handouts will be provided to attendees at the onset of the briefing.
- As the briefing unfolds, team members will be assigned specific ICS roles as determined by the Incident Commander (IC). Upon completion of the Incident Briefing, exercise players are expected to begin addressing tasks associated with their assigned ICS position/function.
- Exercise play will continue through the “proactive” phase of the ICS Operational Period Planning Cycle and feature an Initial Unified Command Meeting, Command & General Staff Meeting, Tactics Meeting, and Planning Meeting.
- Operations personnel assigned as Division/Group Supervisors (DIVS) and Staging Area Managers (STAM) will be dispatched to various field locations following the Incident Briefing. These individuals will observe and record site-specific data/information at the simulated leak site and along the downstream corridor affected by the incident. Plans for the containment and recovery of spilled oil and protection of sensitive areas should be formulated. An exercise facilitator will accompany Operations personnel to the respective field locations.
- Operations personnel will report back to the Incident Command Post (ICP) just before noon (prior to the Tactics Meeting) to assist with the formulation of strategies and tactics. Operations and Planning staff will jointly complete Operational Planning Worksheet (ICS-215) during the Tactics Meeting, which will be followed by preparation of individual Assignment Lists (ICS-204) as part of the Incident Action Plan (IAP).
- Various ICS forms and technical reports/plans are expected to be addressed and/or completed during the exercise (refer to pages 17-18).
- At the conclusion of the exercise, a formal Incident Action Plan (IAP) should be readied for submission to the Unified Command (UC) for review and approval.

Objectives

- 1. Notifications:** Initiate and document notifications to the HEP Artesia Pipeline Control Center, Oil Spill Removal Organizations (OSROs), local emergency responders, corporate managers, etc.
- 2. Staff Mobilization:** Assemble members of the HEP Incident Management Team (IMT). Execute a transfer-of-command from the Woods Cross Manager of Pipeline & Terminals to the Rockies/Northwest General Manager as the incident transitions from the “reactive” phase to the “proactive” phase during the Incident Briefing.
- 3. Incident Command System (ICS):** Organize the HEP Incident Management Team to operate under the framework of the Incident Command System (ICS). Complete forms, reports, and plans coinciding with assigned ICS functions. Adopt an ICS Operational Period Planning Cycle and convene the appropriate meetings and briefings as part of the Planning “P”, including an Incident Briefing, Initial Unified Command Meeting, Command & General Staff Meeting, Tactics Meeting, and Planning Meeting.
- 4. Unified Command (UC):** Institute a Unified Command (UC), providing representation from involved regulatory agencies and stakeholders. Develop incident objectives (ICS-202), set response priorities (ICS-202a), and identify limitations/constraints.
- 5. Safety:** Conduct an initial site safety assessment. Prepare the Site Safety & Health Plan (ICS-208) and Medical Plan (ICS-206).
- 6. Liaison:** Serve as the point-of-contact (POC) for assisting/cooperating government agencies and stakeholders. Provide agency representatives and stakeholders with information and updates on incident status and response operations. Profile the needs of political and environmental stakeholders, in a measure to gain information on possible concerns and perceptions.
- 7. Operations:** Coordinate and manage field operations with a combination of company-owned and contractor resources, in accordance with Unified Command (UC) objectives. Provide an initial estimate of the quantity and extent of the discharge, along with a spill trajectory. Formulate plans to contain and recover spilled oil and protect sensitive areas at risk of contamination. Assist with preparation of the Assignment List (ICS-204) worksheets for inclusion in the Incident Action Plan (IAP).
- 8. Equipment Deployment:** Deploy a representative sample of oil spill containment and recovery equipment in response to the scenario.
- 9. Planning:** Develop strategies and tactics based on Unified Command (UC) objectives, in coordination with other ICS sections. Outline a Meeting Schedule (ICS-230) and orchestrate meetings/briefings as part of the ICS Operational Period Planning Cycle. Commence work on a formal Incident Action Plan (IAP) for the next operational period.

Objectives

10. Situation Assessment: Collect, organize, evaluate, and disseminate information regarding the current/forecasted status of response operations. Prepare a highly-visible Situation Display in the Incident Command Post (ICP), using status boards, maps/charts, diagrams, etc., to keep team members informed of ongoing operations.

11. Resource Management: Maintain a master roster and track the status of all equipment and personnel assigned to the incident. Establish check-in functions. Prepare Organization Assignment List (ICS-203) and Incident Organization Chart (ICS-207) for inclusion in the Incident Action Plan (IAP).

12. Documentation: Collect, maintain, organize, store, and disseminate incident files and documentation for ready reference, analytical, legal, and historical purposes. Establish documentation protocols for members of the Incident Management Team (IMT). Ensure team members maintain a log of actions, decisions, events, and conversations, using Section/Unit Activity Log (ICS-214) and/or Individual Log (ICS-214a).

13. Environmental: Manage environmental matters relating to the response. Identify and prioritize sensitive areas at risk of contamination, using Resources at Risk Summary (ICS-232). Prepare a Waste Management Plan that addresses waste collection, characterization, segregation, minimization, quantification, temporary storage, transportation, and disposal options. Address the Shoreline Cleanup Assessment Technique (SCAT) process. Consider proper wildlife protection, recovery, and rehabilitation measures.

14. Logistics/Supply: Identify and provide necessary personnel, facilities, services, and materials in support of the response. Formalize a resource ordering process, using the appropriate requisitioning and ordering forms (ICS-213-RR).

15. Logistics/Communications: Establish an intra-organizational network capable of providing effective communications between the Incident Command Post (ICP), Staging Area, field units, and HEP corporate office. Prepare Incident Radio Communications Plan (ICS-205) and Communications List (ICS-205a) as part of the Incident Action Plan (IAP).

16. Logistics/Personnel Support: Outline a plan to support response personnel with food, water, sanitation, transportation, lodging, shelter, communications, security, medical, misc. supplies, etc.

17. Logistics/Facilities: Outfit the Incident Command Post (ICP) with the necessary infrastructure, including telecommunications, internet, printers, photocopiers, etc., plus arrange for housekeeping, catering, sanitation, maintenance, etc.

Ground Rules

- This exercise is being conducted in a “no-fault” learning environment, wherein systems and processes, not individuals, are being evaluated.
- This exercise should be viewed, above all other considerations, as a training opportunity. Exercise participants who diligently pursue execution of their responsibilities cannot fail. Everyone involved in the exercise is there to learn and heighten his/her state of preparedness. Exercise players who are uncertain of their responsibilities or actions are encouraged to ask for help from their fellow participants or the exercise facilitators.
- Safety is of paramount importance during the exercise. Any observed or potential safety hazards must be immediately reported to the exercise facilitators and designated Safety Officer (SOFR). Upon correction, exercise play may resume.
- Real-world emergencies take obvious precedent over exercise play. The exercise will be suspended in the event of an actual incident or other emergency. The 911 dispatch should be immediately contacted in response to a medical emergency, security incident, etc.
- All internal/external telephone calls must be prefaced with the phrase “**This is a Drill**”. All other written and electronic correspondence, including emails, text messages, radio transmissions, and faxes, should be similarly marked. This precaution shall be taken to ensure any individuals who overhear conversations or read drill-related correspondence don’t mistake exercise play for a real-world emergency.
- Similarly, all exercise documentation, including ICS forms, technical reports/plans, maps, etc., should be distinctly marked “**This is a Drill**”.
- In addition to engaging in dialogue with those in attendance, players are highly encouraged to communicate with non-participating agencies, contractors, vendors, and other members of the response community, with the exception of elected officials and actual news media, as if this was an actual spill event. This will promote realism and help facilitate a working relationship with those who may become involved in an actual emergency response.
- However, no materials or supplies should be procured unless so authorized. All actions must be stopped short of expenditures for actual mobilization, purchase, or contract.

Ground Rules

- Exercise controllers will relay certain physical descriptions of what is theoretically occurring at the incident site, either verbally or with written materials/illustrations. Such information may include air monitoring readings, spill plume trajectories, equipment arrival times, wildlife casualties, oil recovery volumes, etc. Exercise controllers may also role-play non-participating agencies, stakeholders, contractors, politicians, news media, and public.
- “Injects” will be introduced into exercise play at various time intervals during the exercise. These “injects” present players with information and challenges associated with the incident and are specifically designed to stimulate discussions regarding a particular subject matter. For benefit of the exercise, please react to these scenarios as they are presented, in the same manner as if the simulated “injects” were real.
- Unless otherwise informed, existing (real-time) weather/meteorological and streamflow conditions will apply during the exercise.
- Parts of the exercise scenario may seem implausible. Players should recognize certain exercise objectives need to be satisfied, which may require the incorporation of unrealistic aspects.
- Exercise participants are expected to complete incident-related documentation and various ICS forms and technical reports/plans coinciding with their assigned ICS function. Blank ICS forms (in both hard-copy and electronic formats) will be made available during the exercise.
- Exercise play spaces will be outfitted with poster-size enlargements of various ICS forms, maps, diagrams, and aerial photographs, as part of the Situation Display.
- Exercise players are expected to reference and follow the procedures outlined in the HEP OPA '90 Master Oil Spill Response Plan, which is available on the Witt O'Brien's ePlanPro online platform.
- Exercise players are requested to keep a record of events, using Individual Activity Log (ICS-214a), along with lessons learned during the exercise, as they would in an actual incident.
- All paperwork should be turned in to the exercise facilitators upon conclusion of the exercise.

- **Exercise Venue:** The HF Sinclair corporate office, located at 550 East South Temple in downtown Salt Lake City, serves as the venue for the exercise (refer to the street map on page 15). The office is located on the south side of the street in a multi-story building with concrete planter boxes and flagpole in front of it.
- **Parking:** The entrance driveway is located on the east side of the building, just before a crosswalk and historic home on at the intersection with 600 East.



There is limited visitor parking; however, those attending the exercise are encouraged to park on the employee P1 parking level where there is ample space. As drivers make their way down the entrance ramp, they will need to turn right into the P1 parking lot shortly after driving underneath the cement canopy, which has a maximum height of 6' 10". All visitors are required to use the west doors to access the Reception Desk and Lobby on the first floor. Permits are not required for parking and any reserved spaces are noted with placards.

- **Arrival/Check-in:** All visitors must check in at the Reception Desk in the Lobby on the first floor. Individuals should indicate they are attending the Woods Cross Tabletop Exercise (TTX) being held in the 1-East Training Room. The Receptionist will be able to provide access to the east side of the building where the meeting space is located.

Note: The Receptionist does not arrive prior to 0745 hours, so if individuals arrive in advance of that time, they will need to wait in the Lobby to check-in and receive a badge.

- **Badges:** Security badges will be issued to all visitors. Badges must be returned prior to exiting the office for the day.
- **Play Spaces:** The exercise will be held in the 1-East Training Room. The room will be outfitted with tables and chairs, arranged to accommodate the respective ICS sections. Wall (and window) space should be suitable for the posting of maps and status boards as part of the Situation Display.

Note: An adjacent room/cubicle should be available in support of meetings and briefings as part of the Operational Period Planning Cycle.

- **Check-in:** Attendees are requested to check-in upon entering the exercise play space. Individuals will be asked to provide their name, affiliation, telephone number, and email address on the provided sign-in sheets (ICS-211p).
- **Restrooms:** Men's and women's restroom facilities are conveniently located inside the office building, near the elevators.
- **Snacks/Refreshments:** Refreshments, including snacks, coffee, soft drinks, and bottled water, will be available throughout the exercise.
- **Lunch:** A "working" lunch will be provided at approximately 1145 hours on Wednesday afternoon. Menus with a variety of food choices will be circulated on Wednesday morning, prior to exercise play. Attendees will have an opportunity to select their preferred menu item.
- **Communications:** Communications during the exercise may originate via telephone conversation, text message, and email. HEP's WebEx video conferencing platform may also be used to communicate with any exercise attendees participating remotely. All spoken, written, and electronic communications must start and end with the phrase **"This is a Drill"**.

- **Information Technology (IT):** Participants are highly encouraged to use their personal/company-issued laptop computers during the exercise to generate ICS forms, reports, logs, maps, etc., as well as access Witt O'Brien's ePlanPro software platform and exercise website. A photocopier/printer will be available to reproduce and print hard-copy documents.
- **Wi-fi:** Internet service is available inside the conference room:

Network	Password
REH Guest	rehguest
REH Public	rehpublic

- **ICS Vests:** Members of the HEP Incident Management Team (IMT) are encouraged to wear color-coded vests, corresponding to their assigned ICS function, throughout the exercise.

ICS Function	Vest Color
Command Staff	White
Operations Section	Red
Planning Section	Blue
Logistics Section	Orange
Finance Section	Green

- **Tobacco Use:** Use of tobacco products in any form is not allowed on property. Visitors will need to exit the building, parking level, and/or front plaza area to partake.

HF Sinclair Salt Lake City Corporate Office

1-East Training Room



Deliverables

The following ICS forms and technical reports/plans are expected to be addressed and/or completed during the exercise:

ICS Form/Technical Plan	Primary ICS Responsibility
IAP Cover Sheet (ICS-200)	Planning/Resources Unit
Incident Briefing (ICS-201)	Pre-Completed
Incident Objectives (ICS-202)	Planning
Command Direction (ICS-202a)	Command
Critical Information Requirements (ICS-202b)	Command
Organization Assignment List (ICS-203)	Planning/Resources Unit
Assignment List (ICS-204)	Safety
	Operations
	Planning/Resources Unit
	Planning/Environmental Unit
	Logistics
Incident Radio Communications Plan (ICS-205)	Logistics
Communications List (ICS-205a)	Logistics
Medical Plan (ICS-206)	Safety
Incident Organization Chart (ICS-207)	Planning/Resources Unit
ICS-Compatible Site Safety & Health Plan (ICS-208)	Safety
Site Safety & Health Plan (Short Form) (ICS-208a)	Safety
Incident Status Summary (ICS-209)	Planning/Situation Unit
Equipment Check-in List (ICS-211e)	Planning/Resources Unit
Personnel Check-in List (ICS-211p)	Planning/Resources Unit
Resources Request (ICS-213-RR)	All ICS Positions/Functions
Section/Unit Activity Log (ICS-214)	All ICS Sections/Units
Individual Activity Log (ICS-214a)	All ICS Positions/Functions
Operational Planning Worksheet (ICS-215)	Operations
	Planning
	Logistics
IAP Safety Analysis (ICS-215a)	Safety

Deliverables

ICS Form/Technical Plan	Primary Responsibility
Air Operations Summary (ICS-220)	Operations
Meeting Schedule (ICS-230)	Planning/Situation Unit
Meeting Summary (ICS-231)	Planning/Documentation Unit
Resources at Risk Summary (ICS-232)	Planning/Environmental Unit
Open Action Tracker (ICS-233)	Planning/Documentation Unit
Work Analysis Matrix (ICS-234)	Operations
	Planning
Facility Needs Assessment (ICS-235)	Logistics
Feeding Plan (ICS-308)	Logistics
Shelter/Accommodations Plan (ICS-308a)	Logistics
Air Monitoring Plan	Safety
Stakeholder Coordination Plan	Liaison
Pipeline Excavation & Repair Plan	Operations
Spill Trajectory Analysis	Planning/Environmental Unit
Waste Management Plan	Planning/Environmental Unit
SCAT Survey Plan	Planning/Environmental Unit
Wildlife Response Plan	Planning/Environmental Unit
Soil/Water Sampling Plans	Planning/Environmental Unit
Resource Procurement Plan	Logistics
Incident Security Plan	Logistics
Incident Traffic Plan	Logistics

Debrief/Hotwash

- A debrief/hotwash session will be held immediately following exercise play. All exercise players, evaluators, and observers are highly encouraged to attend this session.
- Players will be divided into work groups, consistent with the various ICS sections and functions, e.g., Incident/Unified Command, Safety, Liaison, Operations, Planning, Logistics, etc., and asked to formulate opinions of the exercise, as well as identify strengths and any noted deficiencies.
- Each work group should identify:
 - things that went well during the exercise.
 - opportunities for improvement.
 - specific recommendations for improvement.
 - any suggestions for future exercises/training programs.
- A hard-copy Participant Feedback Form will be provided to assist with documentation. Alternatively, exercise participants may complete an online version of the Participant Feedback Form through the exercise website.
- Exercise participants will have approximately 10 to 15 minutes to complete the debrief process and prepare a brief summary of their opinions.
- A spokesperson from each breakout group will be requested to present their findings to the entire gathering.

Participant Feedback Form

Name (optional) _____ ICS Position _____

1. What things do you think the team performed well? _____

2. What things do you think the team needs to improve upon? _____

3. What lessons did you learn, if any? _____

4. Do you feel you are sufficiently prepared to perform your specific ICS function during an actual emergency response? Yes _____ No _____

If not, within what subjects do you think you might need additional training? _____

5. What "tools" or information do you think you might need in advance of an incident that would better enable you to perform your assigned ICS function? _____

Participant Feedback Form

6. What was your assessment of the exercise design and conduct? _____

Rate, on a scale of 1 to 5, your overall assessment of the exercise relative to the statements provided below, with 1 indicating strong disagreement and 5 indicating strong agreement.

a. The exercise was well structured and organized: 1 2 3 4 5

b. The exercise scenario was plausible and realistic: 1 2 3 4 5

c. The facilitators were knowledgeable about the material, kept the exercise on target, and were sensitive to group dynamics: 1 2 3 4 5

d. The Exercise Plan (ExPlan) and exercise website served as valuable references. 1 2 3 4 5

e. The injects were challenging and complemented the exercise: 1 2 3 4 5

f. Participation in the exercise was appropriate for someone in my position: 1 2 3 4 5

g. The participants included the right people in terms of level and mix of disciplines: 1 2 3 4 5

7. Provide any recommendations on how this exercise (or future exercises) could be improved or enhanced. _____

~ Thank you for your valuable input! ~

Acronyms

AAR	After Action Report
AREP	Agency Representative
CHKN	Check-in Recorder
CIR	Critical Information Requirement
COML	Communications Unit Leader
COP	Common Operating Picture
DIVS	Division/Group Supervisor
DOCL	Documentation Unit Leader
EndEx	End of Exercise
ExPlan	Exercise Plan
FOSC	Federal On-Scene Coordinator
FRP	Facility Response Plan
FSC	Finance Section Chief
HEP	Holly Energy Partners
HSEEP	Homeland Security Exercise & Evaluation Program
IAP	Incident Action Plan
IC	Incident Commander
ICP	Incident Command Post
ICS	Incident Command System
IMT	Incident Management Team
IT	Information Technology
JIC	Joint Information Center
LOFR	Liaison Officer
LOSC	Local On-Scene Coordinator
LSC	Logistics Section Chief
MEDL	Medical Unit Leader
MSEL	Master Scenario Events List
MSRC	Marine Spill Response Corporation
NPREP	National Preparedness for Response Exercise Program
NRC	National Response Center
OSC	Operations Section Chief
OPA	Oil Pollution Act
OPBD	Operational Branch Director
OSRO	Oil Spill Removal Organization
PIO	Public Information Officer
PPE	Personal Protective Equipment
PSC	Planning Section Chief
QI	Qualified Individual
RESL	Resources Unit Leader
RP	Responsible Party
RPIC	Responsible Party Incident Commander
RR	Resources Request
SDS	Safety Data Sheet

Acronyms

SITL	Situation Unit Leader
SOFR	Safety Officer
SOSC	State On-Scene Coordinator
StartEx	Start of Exercise
STAM	Staging Area Manager
STL	Strike Team Leader
TFL	Task Force Leader
THSP	Technical Specialist
TTX	Tabletop Exercise
UC	Unified Command
WCD	Worst Case Discharge

