

13. COMMUNICATION GUIDELINES

13.1. Introduction

This section serves as a plan of action to ensure clear lines of communication between EEPIC, COTCO, TOTCO, the governmental agencies and oil spill response teams during a response to an oil spill originating from the Project.

Management of an emergency is vital to the potential success of any response. Clear lines of communication between the various parties and the ability to share accurate, up-to-date information as rapidly as possible are keys to good management in emergency situations.

It is Project policy that every reportable incident, such as a spill or toxic release shall be reported to Houston Management (refer to the Incident Investigation Analysis and Reporting Procedure CMS 2-4 for guidance).

In Cameroon, the Maintenance Area (MA 2-4) or FSO Superintendents will make the initial response, which will be supported by and ultimately coordinated from the Occurrence Notification Center (ONC) located near the Oil Traffic Control Center (OTCC) in Douala. In Chad, MA-1 or the Bélabo, Miandoum, or Komé Field Superintendents will make the initial response; the ONC is located at the Operations Center (OC) Komé Base, Chad. The ONCs may make all required agency and company-required notifications detailed in Section 2 of this plan on behalf of the General Managers or Operations Managers.

13.2. Command Center

The command center(s) functions as the communications hub to provide direct technical, logistical, and functional support for Project facilities to meet the resource needs and requirements associated with a spill response. The command center serves as the management control point for incident assessment, categorization, incident command, and communication with the Emergency Operations Center (EOC) in Houston.

13.2.1. Command Centers — Tier 1

Tier 1 response organizations will be established at the drilling and production area, each maintenance area along the PTS, and the FSO, located offshore. For Tier 1 spills, the command center(s) will be located at the following facilities:

OFDA

- OC – Komé, Chad

Pump Stations

- PS-1, Komé, Chad (MA-1)
- PS-2, approx. KP 210 along pipeline, Cameroon (MA-2)
- PS-3, Bélabo, Cameroon (MA-3)
- the FSO/Pressure Reduction Station (PRS), Kribi, Cameroon, or Ngoumou storage yard (MA-4)

Logistics Operations Sites

- Douala, (Cameroon)
- Ngoumou (approx. KP 900) (MA-4)
- N'Gaoundal (MA-3)
- Komé Production Operations (Komé Production Complex)

13.2.2. Command Centers — Tiers 2 and 3

For Tier 2 and 3 spills, the command center will be located at the following facilities:

- the ONC Douala, Cameroon — for spills from the PTS in Cameroon, or
- ONC Komé, Chad (Production OC) — for spills at the OFDA and the PTS in Chad

13.3. External Communications

All external communications (i.e., to the media) by the Project will be made by the Public Affairs Advisor. All Project employees and contractors will be instructed to direct all inquiries regarding the incident to the Public Affairs Advisor.

The Public Affairs Guidance Document will be followed for all external communications and notifications.

Emergency Operations Center (EOC)

An Emergency Operations Center will be established in Houston, Texas and in-country, as needed to support communications. An EOC is reserved for emergency operations but may be used during free time at the discretion of the Management.

An EOC has the following dedicated equipment:

- Cable Television
- Television with built-in VCR (VHS format)
- Two (2) telephones, one specially featured for conference calls, one secured
- Flip chart, world map, bulletin board
- Conference table with 10 chairs
- Credenza for filing

13.4. Establishing a Communications Network

13.4.1. Incident Communications Plan

The priorities in Incident Communications are:

- 1) to establish a communications network that will cover the necessary geographical area, and
- 2) to provide communications between all elements in the response.

A Communications Systems Plan form is provided in Appendix D, Forms. Communications to and from Tier 1 and Tier 2 command centers (i.e. Pump Stations, PRS, and Logistics Sites) will be primarily by UHF, VHF, or SSB radio. A candidate Tier 2 organization, CNA, has additional radio equipment (see Section 11.3).

Initial communications to and from the Tier 3 command center at Douala will be by radio (UHF, VHF, Inmarsat, or SSB). A satellite communications module (described above

under International Resources) will also be brought in, as needed, to provide external telephone service, fax, dial modem access, and electronic photo transmission capabilities as described in the following section.

13.4.2. General Communications Plan for Tier 3 Spills

One of the first priorities will be to establish a communications network that will cover the geographical area to provide communications between all elements in the event of a response. Typical communication systems and their applications are summarized in Table 13-1.

Table 13-1. Typical Communication Applications

Type	Use	Range
UHF-FM Marine	Inter-vessel communications (Use appropriate marine channels)	Line of sight
VHF-AM Aircraft	For ground-to-air communications (use assigned channels)	Line of sight
UHF Oil Spill	Company frequencies for field coordination (Use intrinsically safe radio in hazardous locations)	Line of sight
High Frequency Radio	Single side-band for distances over 30 miles offshore (high frequency-SSB)	30 to 50 miles
Cellular Telephones	Mobile communications where network is available	Within area served
Satellite Telephones	Voice, data and facsimile offshore or remote locations where approved	Worldwide
Telephone, Facsimile, and Data	Transmission systems to cover the geographical area of the spill require time to implement	Not mobile

Key points in implementing a communications network include:

- Ensure sufficient communication specialists are available
- Ensure marine weather forecasts are accessible
- Ensure vessels, aircraft, supervisors, etc., can talk to each other
- Use explosion-proof radios that will not interfere with radio control signals in hazardous atmospheres
- Strive to have individual work crews use separate frequencies
- Place UHF, VHF repeater stations as high as possible
- Make repeater visible from all points in the coverage area
- Maximum range using repeater stations is about 100 km (63 miles)
- Higher frequency signals (UHF) are more attenuated by vegetation than are VHF signals; use VHF in wooded areas

International Resources

A mobile telecommunications system comprised of satellite communications technology will be established from the Houston EOC to permit worldwide management and public affairs communications in the event of a Tier 3 oil spill emergency.

Systems are available that can provide telephone, fax, data, electronic messaging, electronic photographs, and videoconferencing and is intended to be both flexible and expandable depending on the nature of the emergency. Systems normally consist of a number of satellite communications modules (and other equipment) prepositioned at worldwide locations. System components are packaged so that they can be transported easily by commercial or charter aircraft and quickly assembled at an emergency site by accompanying telecommunications experts.

A candidate system that will be evaluated is deployable in a three-phased, modular fashion to expand the communications capabilities already in place. However, equipment of all three systems can be deployed simultaneously if circumstances dictate.

- *#1 module:* A #1 module is capable of providing external telephone service, fax, dial modem access, and electronic photo transmission. Each #1 module has two very small, portable satellite earth stations, and each earth station is capable of providing a single communications channel (i.e., each individual earth station can be used for either telephone or fax, but not simultaneously).
- *#2 module:* A single #2 module is stored in Houston, Texas. The equipment builds on the capability of the two earth stations in a #1 module and provides up to eight telephone/fax lines and direct access to a mainframe for three work stations.
- *#3 module:* A single #3 module is also stored in Houston, Texas. The module contains two additional satellite earth stations, a 120-line local telephone system, twenty-four simultaneous international voice channels, and direct simultaneous access for the 30 work stations in the module.

In addition, the international oil spill cooperatives have pre-packaged communications equipment. Candidate organizations for Tier 2 and 3 oil spill response include:

- Clean Nigeria Associates
- Oil Spill Response, Ltd., and
- Clean Caribbean Cooperative.

Call-out Process for Equipment

A single telephone number will be established for call-out requests for any of the telecommunications equipment. This telephone line will be manned 24 hours each day by employees who have been trained in its use.

Key personnel for requesting communications equipment will include responders and authorized call-out individuals. The employee who receives a request for equipment will ask for basic information about the incident and will obtain a contact telephone number. The employee will then contact a responder by telephone, pager, or cellular phone. The responder will refer to a current list of authorized call-out individuals, verify the call-out request by telephone, and obtain additional information concerning the required response. The responder will then mobilize the appropriate equipment and personnel.

International Water Ways Incidents

In the event of an International Water Ways (IWW) incident, the Government of the country in which the spill originates will be responsible for notification of the neighboring

countries, e.g. Central African Republic, Nigeria, etc. that could be impacted by the spill. The Cameroon and Chad governments will develop IWW incident notification procedures. Testing of the procedures will be included as part of the exercises within this Plan's training guidelines. The ASOSRPs will provide the necessary information to ensure that adjacent countries and other users that are dependent on the affected waters are appropriately notified in a timely manner.