Crisis Management Plan

July 2021

Plan Priorities

1. Life Safety
2. Property Protection
3. Incident Stabilization

Keep a Copy Available

Keep this document accessible to you (e.g. briefcase, bookbag, trunk of your car, etc.) or in a secure location at your home, ready for use during an emergency.

Spire – Confidentiality Statement

The Crisis Management Plan (CMP) should be strictly controlled. Spire Inc. data may include personally identifiable information (PII) and proprietary information. The information in this plan is distributed only to Spire Inc. personnel with a "need-to-know" and with the understanding that they will hold this information confidential and will not disclose any information in this plan to third parties without the prior written consent, or the filing by the third party of a binding non-disclosure statement that has been vetted by Spire's Legal department.

Document Change Record

This change record is intended to provide an audit trail of all approved changes made to this document. All changes will be reviewed and approved by the document owner prior to incorporating into this document.

Publish date/ document version	Status (Baseline, revision, cancelled)	Pages(s) affected	Desciption of revision	Author
July 2021	Revion			
August 2019	Revision	3	Removed "Corporate Communications will make certain that Dispatch has current on-call Corp. Communications employee contact telephone numbers."	M. Schormann
	Revision	Attachement	Appendix D references/links updated	M. Schormann

Contents

Section 1: Introduction

CMP Policy Statement

Spire Inc. (Spire) views crisis management as an essential element of its business philosophy. A sound Crisis Management Plan (CMP) positions Spire to preserve our corporate values and reputation, in addition to protecting our assets, providing an uninterrupted flow of natural gas and services to our customer base, and to steward shareholder value.

Purpose & Scope

The purpose of the Spire's CMP is to respond to any major emergency, accident or incident that has or may threaten the security, confidentiality, integrity or general operations of the company. This team is a multifaceted, multitalented group of individuals who are trained and equipped to respond quickly and effectively. Once activated, their immediate goal is to manage the crisis and provide any and all support in order to control the outcome of the situation and minimize the interruption of business operations.

This business process is to ensure that Spire can effectively anticipate support requirements and manage the response and recovery to any crises. The structure described in this plan is meant to complement, not supersede, any type of emergency response plans that exist at various company sites, departments and/or other site procedures or plans. When an incident occurs, it is expected that established regional and/or local response plans and procedures will be followed quickly and effectively by each emergency response team.

Spire's CMP establishes predefined thresholds and activation guidelines for notifying the Incident Support Team (IST) and the Crisis Management Team (CMT) of an incident that is severe enough to benefit from corporate support or that may pose potential and significant negative consequences for the corporation. This Plan provides notification guidelines and a foundation for managing the business consequences of incidents that have the potential to develop into a crisis. This Plan is intended to address potential crises for Spire regardless of their nature or geographic location.

This Plan shall apply to, but not be limited to, Operating Companies, subsidiaries, joint ventures, and any other business or endeavor in which Spire has an equity stake. The extent of Spire involvement in an incident directly related to joint ventures, licensed operations and equity positions will be guided by the potential exposure to the company and the agreements that established these relationships.

Phases of Crisis Management

- Prevention & Mititgation
- Preparedness
- Response
- Recovery

All Threats, Vulnerabilities, and Risks

The ultimate objective of the corporate CMP is to prevent an incident from becoming a crisis or to mitigate its effects and length. This CMP provides the basis for managing incidents regardless of geographic location that could impact our ability to operate and our competitive advantage. It is not the intent of this Plan to identify every imaginable hazard or vulnerability for the Corporation. The following are hazards and vulnerabilities that have been identified as potential crises for Spire:

Potential Crisis Areas for Spire *(Examples)*

Financial
- Rate Fluctuation
- Rogue Trading
- Embezzlement
- Stock Market / Price Collapse
- Employee Misconduct / Fraud
- Transparency Issues

Operational
- Fire / Explosion
- Odorant Release / Foreign Odor
- Construction Incidents / Accidents
- Network Disruption
- Supply Chain Issues
- Pressurization / Gas Supply Issues
- Transporation Accident
- Large Scale IT Failures

Employee Relate
- Labor Strife
- Executive Succession
- Employee Sabotage
- Hostage / Workplace Violence
- Contractor Actions
- Litigation
- Maintenance Oversight
- Injury / Death

Natural Disaster
- Flooding
- Hurricanes
- Tornadoes
- Earthquakes
- Vulcanoes
- Severe Weather
- Solar Conditions
- Polar Vortices

Governmental Regulations
- Service Related
- Facility Related
- Work Place
- Environmental
- Trading

Societal
- Geopolitical Instability
- Civil Unrest
- Acts of Terrorism
- Consumer Protests/Boycott
- Customer Threats
- Cyber Attacks

Public Relations
- Adverse Media Coverage
- Extensive & Continued Media Coverage

Section 2: Crisis Management Structure

Spire's crisis management structure reflects the strategic, operational, and local site response activities that must be carried out in the context of a corporate response and executive mangmanagement responsibilities.

The structure is intended to provide support to Spire and all Spire Operating Companies, Shared Service Departments and Businesses. This structure is designed to consolidate support activity into three principal levels:

Figure 2

Crisis Management Team

Incident Support Team
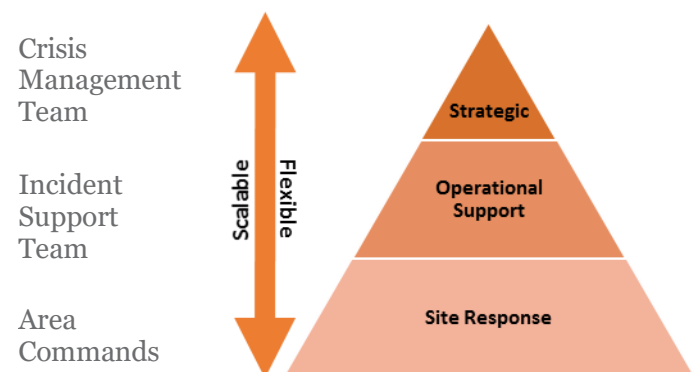
Area Commands

Incident Response Organization – Area Command Teams

Spire's CMP recognizes that the greatest number of incidents or emergencies occurring in our operations will be successfully managed at the local level or within a functioning department. The regional offices, gas operations

sites and other operating locations and/or offices will retain responsibility for immediate response actions by implementing emergency response processes and procedures.

Area Commands (i.e. local site response organizations) are made up of all the teams at a site that may be called upon to respond to alarms, emergencies, service issues and potential crises. The incident response organization is led by a local manager who has oversight of all response actions taken locally and which employs an Incident Command System (ICS) methodology.

Incident Support Team (IST) – Operational Support

The IST is responsible for ensuring that the best available resources necessary to manage an incident effectively are accessible. Such resources may include personnel, equipment and fittings, contractors, funding, fuel, facilities and/or supplies not immediately available to the Area Command Teams. In addition to supporting the site, the IST serves as the information clearinghouse for all data and information about the incident. The IST is charged with keeping executive management and leadership informed about the incident and progress to resolve it, when the CMT may or may not be activated. In the event the CMT is activated, the IST is charged with coordinating the company-wide response to the consequences of an incident and carrying out the direction and decisions of the CMT.

Crisis Management Team (CMT) – Strategic Support

The CMT is the corporate-level decision-making body for the response to all incidents and/or emergencies that threaten to become a crisis to Spire. Membership of the CMT is composed of senior executive leaders of the Corporation with authority to commit and direct major corporate assets in responding to any type of major incident or crisis.

The CMT chooses the appropriate strategy to deal with the various corporate consequences of the incident and develops an overall strategy for the event. Generally, the CMT will become involved with incidents that threaten to have a negative impact on employees, image and reputation of the company, Board of Directors, executive officers, stockholder value and Spire brand.

Section 3: General Concept of Operations

An effective crisis management capability demands simple and disciplined notification of key individuals and team members throughout the response organization. This section sets forth the reporting process and procedures to be followed by sites, the IST and CMT.

Crisis Management - Incident Reporting

The following procedure will be used for the reporting of all incidents, emergencies and emerging issues that meet the reporting criteria.

Any Spire and/or subsidiaries of Spire employees that become involved in an incident will generally utilize the established initial reporting procedures that require prompt notification to Dispatch, Security (Physical/Cyber), and/or Corporate Communications who then reports immediately to the IST Chair and/or Chief-of-Staff, if the incident exceeds normal preparedness, response, and/or recovery efforts.

Other Spire Departments and Business Units should report incidents that meet the reporting criteria directly to Corporate Security and/or Crisis Management.

Developing situations that have the potential to become a crisis for Spire are termed, 'emerging issues'. These situations may not involve a single discrete incident at a site or other physical location. Reporting of an emerging issue will be made directly to either Corporate

Security, or when appropriate, to a member of the Leadership Committee (LC), who will subsequently notify the CMT Chair. The CMT Chair may then elect to brief the IST Chair on the context of the emerging issue facing Spire.

Notification of the IST

Crisis Management will coordinate with the appropriate operating department or business unit to gather facts regarding the incident.

Incidents that appear to meet the following criteria will be reviewed with the IST Chair by the on-scene Incident Commander and/or Corporate Security. All IST members will immediately notify Crisis Management of incidents that cross one or more of these thresholds. The IST Chair will be provided a brief summary of the Incident Report via telephone or electronic means and contact information for the local Incident Commander and key IST stakeholders, as appropriate.

IST Incident Notification Criteria (Figure 3)

Any fire/explosion at Spire office or property

Any gas related fire/explosion within our area of operations

Suspected business-related employee, contractor or visitor death

Suspected business-related hospitalization of employee, contractor or visitor

Incidents requiring notification of the National Response Center or OSHA

Incidents expected to impact more than 100 customers

Critical IT system outage estimated to be greater than four hours

Events which threaten or harm our ability to operate normally

Building evacuation or quarantine of a Spire office or property resulting from an actual incident or threat

Unlawful occupation or disruption of a Spire office or property

Significant environmental contamination or toxic release

Circumstance expected to generate significant negative press coverage

Credible bomb threat

Damage to Spire facilities or injury to Spire employees resulting from severe weather or other events

Potential extreme weather event that holds capacity to disrupt/degrade area-wide operations

An actual or threatened kidnapping of a Spire employee, a hostage situation involving a Spire employee, or a significant incident of actual or threatened violence against Spire employee

Arrest of a Spire employee for allegations of on-the-job criminal activity

Notification of legal action with exposure that has the potential for significant business impact or negative publicity

Notification to regulatory authorities of high profile incidents

Death or severe illness of a Senior Officer

Potential threat of Pandemic disease outbreak with Human to Human infection capabilities

When it is unclear whether the actual or expected consequences of a major incident meet or exceed the above or related criteria, Corporate Communications will make the report to the IST Chair.

IST & CMT Operations

Spire's crisis management structure is intended to allow tailored support of local response and management of cross-operating companies or corporate actions through activation of either the IST or a joint activation of the IST and CMT.

Upon Crisis Management receiving notification and determining that a reportable incident has occurred, the IST Chair will confirm the situation and current status of the incident with the local Incident Commander and/or main incident stakeholder.

The IST Chair may take one of three actions:

- Decide not to convene or activate the IST but continue to monitor the situation
- Convene the IST to discuss the situation and determine potential activation
- Immediate activation of the IST

After reviewing the incident, the IST Chair may notify IST members of the incident and preliminary decisions regarding convening the team. The IST can also be immediately activated at the request of the Chief Executive Officer (or the CEO's designee) of Spire, the CMT Chair, or the Local Response Manager. (Detailed operating procedures for the IST are provided as Section 4).

The Chair of the CMT may convene or activate the CMT following initial notification. If the incident does not appear to present a potential crisis to Spire, but does require coordinated support of the local Area Command Team through the IST, the Chair and CMT members will receive periodic updates from the IST.

In the event either the IST or the CMT is activated, procedures require that they provide for a deliberate process for deactivation that includes provisions for records retention, post incident review, and support of knowledge management efforts.

Records Management

The creation and management of records related to crisis and emergency management

and response efforts is an essential role for the IST and CMT Chiefs of Staff.

The IST is responsible for ensuring that the best available resources necessary to manage an incident effectively are accessible. Such resources may include personnel, equipment and fittings, contractors, funding, fuel, facilities and/or supplies not immediately available to the Area Command Team. In addition to supporting the site, the IST serves as the information clearinghouse for all data and information about the incident. The IST is charged with keeping executive management and leadership informed about the incident and progress to resolve it, when the CMT may or may not be activated. In the event the CMT is activated, the IST is charged with coordinating the company-wide response to the consequences of an incident and carrying out the direction and decisions of the CMT.

After Action Report

An After Action Report (AAR) is an analysis of an organization's response to an incident to identify lessons that can be learned from the event, prompt corrective actions, and evaluate and promulgate what went well. An AAR will be conducted following IST activation or following IST exercises, as warranted.

After an incident has concluded, a AAR will be conducted. The procedure for such a review is as follows:

- Manager responsible for the AAR will generally meet with all activated members of the IST/CMT within 30 days after deactivation. The IST Chief of Staff will facilitate.
- All pertinent information and data collected during the response from colleagues, employees, witnesses and/or contractors involved will be available to provide key information not provided in original interviews.

The deactivation process a AAR Team will be assembled by the IST Chair, CMT Chair or designated Manager depending on the event.

The AAR Team will coordinate with the legal department to ensure adequate internal review of all retained documentation before finalizing crisis and emergency management records.

Membership on the AAR Team should consist of but not be limited to:

- Legal, Corporate Security, Corporate Communications, Enterprise Risk Management (ERM), affected Departments and Business Units

Section 4: IST Operating Procedures & Agendas

This section describes how the IST will function in response to a crisis, from initial detection of an incident through the entire process of convening, activating, responding, and deactivating and conducting the AAR. All members of the IST will remain informed to ensure there is a common operating picture. All IST members are kept abreast of information since the potential exists that other support roles will be required during emergency response and recovery efforts and therefore, the IST will remain capable of 24/7 functionality.

The IST is responsible for:

- Serves as the incident information clearinghouse
- Ensures Area Command Team(s) have the best available resources for responding to the incident
- Implementing the decisions of the CMT.

Convening the IST

The members and alternate members of the IST can be found in Appendix D. Depending on the circumstances of the incident; the IST may expand or contract its membership on a temporary ad-hoc basis to pull in individuals with unique expertise or experience that may be required to support the Site in its response efforts. Crisis Management will automatically convene the IST by telephone bridge call and email notice when a situation or event meets

the activation criteria. However, even if there has not been a notification, the IST may convene if requested by an IST member.

Upon convening, the IST will undertake the following:

- Review the information from the Incident Report, if available.
- Contact the Local Manager to status the incident and gather additional information.
- Complete the initial Planning Case, time permitting. This will be based on the Incident Report, the confirmation of the incident with the Local Manager, as well as subsequent discussions between the Local Manager and IST Chair. The Planning Case ensures that the
- IST considers assumptions about the future potential "worst probable" outcome and consequences of the incident. Initially, the IST may use the Planning Case in discussions with the Local Manager to determine the potential need for additional corporate assets, resources or actions (see Planning Case in Appendix A).
- The IST Chair will notify the CMT Chair of the incidentActivating the IST

The IST Chair in discussions with IST convened members will make the decision to activate, and will undertake the following:

- Inform the Local Manager of IST activation.
- Using the Issues Tracking form, list and track each issue, the Team (IST and/or CMT) that is assigned to manage the issue, and the issue's associated actions that are necessary for resolution of the issue. (see Issues Tracking Form in Appendix A).
- Begin to track the actions necessary for resolving each issue, and the individual or functional group to which the action has been assigned, on the Action Items Status form (see Appendix A).
- Decide upon and carry out support to the Site by remote telephone and email support; deploying company and contract resources to the Site, and/or maintain Schedule of IST meetings and other Team meetings and activities for the duration of the response and recovery effort.

IST Activation Criteria (Figure 4)

Spire would benefit from increased coordination of the overall response.

Spire would benefit from increased information flow within and between all response teams and groups.

The response to this incident will require management focus on substantial mobilization and coordination of Spire personnel and/or resources beyond the routine levels established in existing contingency plans.

The incident resulted in, or has the potential to result in off-site or community impacts, such as a danger to public health or safety or forced evacuation of residents.

The incident has caused, or has the potential to cause, deaths or injuries to employees, contractors or citizens.

The incident resulted in, or has the potential to result in, a major disruption to Spire operations, either at the site or at other facilities.

The incident has caused, or has the potential to cause, serious environmental contamination due to the toxicity or volume of the release or the ecological sensitivity of the area.

The incident resulted in, or has the potential to result in, adverse news coverage and/or impact on Spires' image.

The sensitivity to this type of event is heightened due to a history of similar incidents, either at this site, or within the company or among other members of our industry.

The incident may have substantial legal or financial impacts on Spire.

The incident may result in long-term political or regulatory problems.

The incident has the potential to disrupt or modify our long-term business strategy(s).

Throughout activation, the IST will routinely share information and updates on the following forms with the Local Site Manager and the CMT (see Appendix A):

- Incident Report Updates

- Planning Case

- Action Items Status

- Issues Tracking

- Schedule of Meeting & Activities

Upon activation, each member of the IST will report to:

Figure 5

Principal Location	Alternate Location	Outside Local Area	Other
Spire 1st Flr Multipurpose Conference Room (D/E) 700 Market Street St. Louis, MO 63101	Manchester Multipurpose Room 5311 Manchester Ave St. Louis, MO 63110	St. Peters Trade Center Break/Lunch Room 1999 Trade Center Dr. St. Peters, MO 63376	TBD at the time of incident (i.e. physical and/or vitural)

Deactivating the IST

Every team in the crisis management structure will eventually deactivate and return to normal operations and activity. The following describes a systematic means of determining when and through what process deactivation will be accomplished.

The IST will generally deactivate only after the completion of a series of milestones:

- Completion of analysis and guidance for every identified IST issue and action item;

- Determination by the IST that sufficient guidance and planning has been provided to allow complete response and full recovery;

- Assignment of a AAR team to assess performance, and the agreement on a completion schedule for the assessment; and

- Final briefing of the CMT Chair, and concurrence with the IST's recommendation to deactivate.

Roles and Responsibilities

IST Chair

IST Chair provides overall direction and coordination of IST activities and is responsible for:

- Assessing the report of an incident in consultation with the IST members.

- Completing the Planning Case with input from IST members.

- Providing periodic updates to the CMT Chair and other CMT members as appropriate.

- Conducting IST meetings and activities.

- Reviewing open actions and/or issues and addressing potential overlaps or conflicts in incident support activities among Sites.

- Acting as point of contact with the Local Manager.

- Authorizing activities, communications and response teams that may be necessary for supporting the Site.

- Making a recommendation for the CMT to activate.

- Appointing ad hoc members to the IST.

- Making the decision to de-activate the IST.

- Advise the AAR process.

- Participate in crisis management training and exercises.

IST Members & Ad-Hoc Members

IST Members serve two major roles:

1. As part of the decision team in assessing and addressing the overall consequences of the incident

2. Represent their respective functional departments in supporting the Site.

The duties of the IST members are to:

- Assist the IST Chair in the completion of the Planning Case.

- Give priority to response activity assignments over day-to-day functional responsibilities, as determined by the IST Chair.

- Become familiar with individual roles, responsibilities and IST procedures.

- Contribute functional background and expertise to the response effort.

- Carry out investigations, research, information gathering and other duties as assigned by the IST Chair.

- Designate a replacement to cover functional responsibilities of daily operations while serving on the activated IST.

- Act as part of a response team to provide support to the Site if necessary.

- Participate in the AAR process, if selected.

- Participate in crisis management training and exercises.

IST Chief of Staff

IST Chief of Staff has the following primary duties:

- Manage mass notification efforts

- Assist IST Chair with information collection and liaison with site.

- Activate administrative staff

- Assist with development of the Planning Case
- Assist with maintenance of Incident Report and Planning Case
- Confirm that all response issues, as identified by the IST during activation, are posted and tracked on the Issues Tracking form.
- Ensure that IST policies and procedures are clearly defined and that Team members are trained.
- Ensure new members to the IST are provided training on IST roles and responsibilities.
- Maintain a list of all key contacts.

Administrative Support Staff

Administrative Support Staff should be assigned to act as recorders to collect key information during meetings, assist the IST Chair, answer calls and take messages for IST members. Additional duties are to:

- Assist with mass notification efforts
- Take and publish the notes of IST meetings.
- Document decisions and assigned action items on the Issues Tracking and Action Tracking forms
- Distribute documentation to appropriate Team members.
- Maintain the Incident Report wall charts and other working tools.

IST Meeting Procedures

Initial Meeting

A structured initial meeting agenda should be followed at the initial meeting. This ensures that the team has considered all the key points to effectively manage the crisis. The initial meeting, by its very nature, will take longer than subsequent meetings. The initial meeting will traditionally last for one to two hours.

Subsequent Meetings

The IST meeting should ensure periodic and systematic review and deliberation of the situation and response strategy. IST responsibilities are to:

- Evaluate the situation
- Ensure the response structure and efforts are adequate
- Ensure needed assistance and resources are provided to the affected site
- Establish a Planning Case of the most probable outcome
- Clarify policy issues
- Ensure the development of a general strategy or "plan" and subsequent Action Items
- Continually modify the response strategy and efforts as required.
- Each action item should be assigned to a future IST meeting in which the status will be discussed.

Once the decision is made to activate the IST, it will remain activated on a 24/7 basis as long as any emergency or potential crisis exists. Depending on the duration of the incident, this may require two or more shifts of IST members, utilizing alternate members to provide continuity over a 24/7 activation. Individual IST members should not remain "on-duty" for more than a shift of 14 successive hours. Depending on the duration of the incident, this may require two or more shifts of

IST members, utilizing alternate members to provide continuity for a 24/7 operation.

It is preferable that all members of the IST or their alternates be present if possible while the IST is activated. The absence of just one IST member can produce serious information gaps as well as an incomplete decision-making capability. To ensure full IST member participation, yet allow breaks in the decision-making process for members to leave the meeting to assign or carry out individual actions, a "Meet-Break/Meet-Break" process will be utilized during activation of the IST.

In the "meet" stage, the team is briefed, discusses the situation, makes decisions and makes assignments for action. The Team will

then generally "break" for approximately 1-2 hours, allowing IST members to meet with their functional departments to implement action items, coordinate response activities and conduct research to gather additional information that may be critical to the incident management process. The IST will then reconvene ("meet") at the predetermined time for briefing and reports on assigned action items and identification of additional action items. This process continues until deactivation of the IST is declared.

Issues and Action Tracking

To assist the IST in systematically addressing the issues in response to the incident, the Issues Tracking form will be used. The IST Chair will enter a description of each issue as the IST identifies it during its assessment of the consequences of the incident. The IST will then review this form to confirm or revise the issues listed and to assign/adjust priorities at the appropriate time.

Response issues will usually require multiple actions by various individuals or functional groups in order to be resolved. As actions are selected to address the issues identified during incident support, they will be systematically tracked using the Action Items Status form. This is the primary tool for actions and assignments by the IST. The IST support staff will enter a description of each action to be taken in response to an issue, as the IST identifies the action during its assessment of the consequences of the incident. The IST will review this form to confirm or revise the actions listed, to establish priorities, and to assign leadership responsibilities. This Action Items Status form is intended to be used with the Issues Tracking form to provide a means of tracking overall response (found in Appendix A).

Both the Issues Tracking process and the Actions Tracking process will be shared with the Site Incident Management Team, IST and the CMT, if activated, during briefings.

If the CMT activates, the CMT will be briefed on the content of the Issues Tracking forms, the Incident Report, Planning Case and the strategies developed to resolve those issues. The CMT will then assume responsibility for the business consequences of the event.

IST 'Initial' Meeting Agenda

<u>Instructions</u>: The IST should use this agenda to ensure the initial meeting covers key points. It is likely that this first meeting will require between one and two hours to ensure that all IST members understand the incident, as well as to allow adequate time to develop an initial draft of an Incident Report and Planning
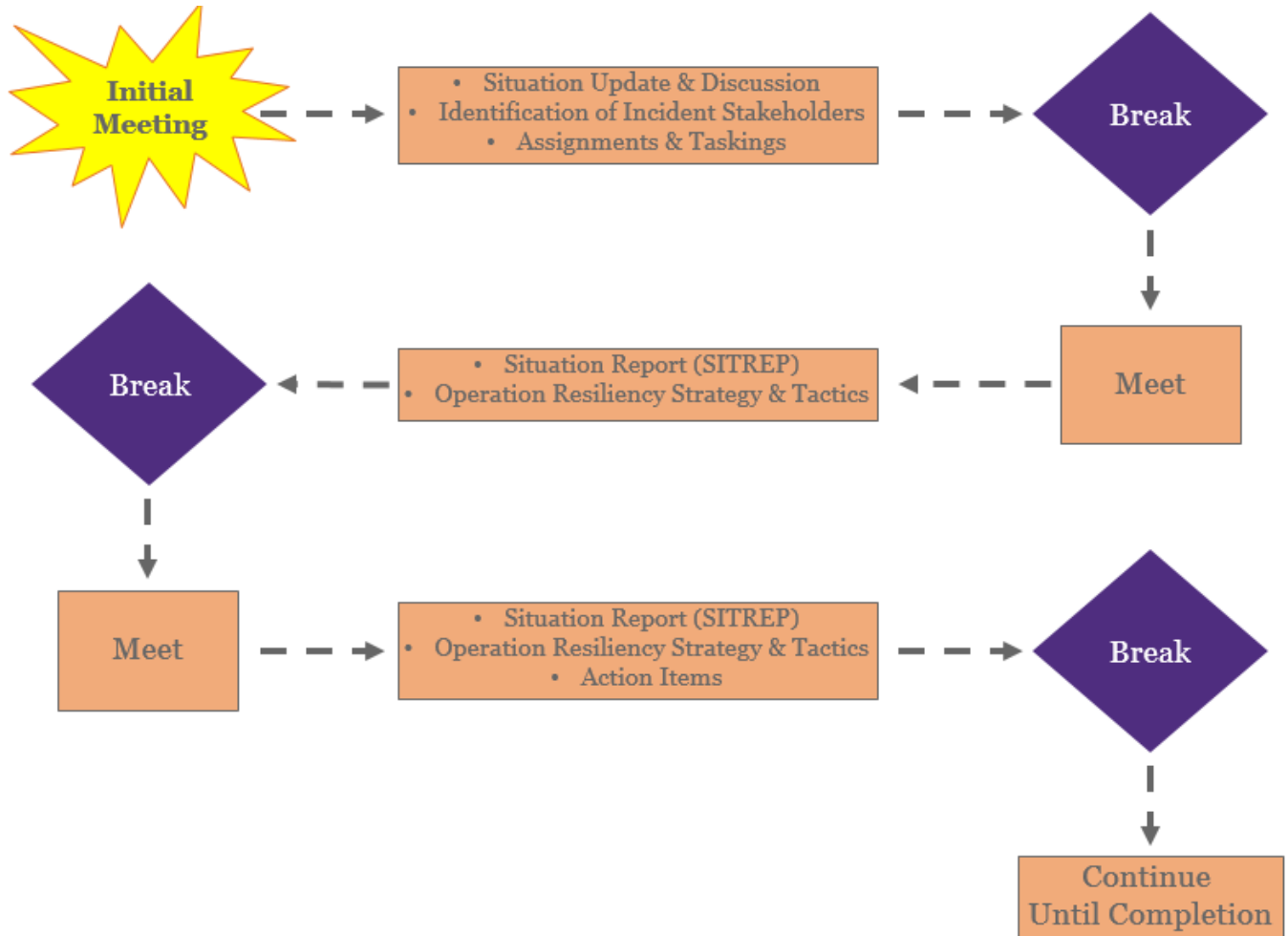
IST Initial Meeting Agenda (Figure 7)

Establish expected duration of meeting

Receive incident update briefing

Receive briefing from Site Incident Manager/IST

Evaluate immediate assistance needs/requests

Define Planning Case

Forecast incident impacts

Assess corporate consequences

Define and capture initial issues/action items

Define IST management role

Confirm action items and assignments

Confirm, prioritize, assign and schedule issue decisions

Review message to advise CMT

Set next two meeting times

Identify issues scheduled for next meeting

IST Meeting Agenda

<u>Instructions:</u> The IST should use this agenda to conduct continuing IST meetings until the IST is fully deactivated. The agenda is designed to ensure relevant issues are covered throughout the crisis. The discussion and decision points will be captured by the IST Support Staff throughout the meeting, and documented on the appropriate forms. These continuing meetings will vary in length, but will likely average between 30 minutes and one hour. They will probably occur more frequently (every 2-3 hours) in the early stages of an incident than in the latter (once a day).

IST Meeting Agenda (Figure 8)

Establish expected duration of meeting
Receive incident update briefing
Receive briefing from IST / Site Incident Manager
Evaluate IST / site needs / requests for additional personnel and/or resources
Review planning case & overall response strategy
Deliberate & Decide—IST agenda issue items
Make assignments
Set deadlines
Confirm action items and assignments
Confirm, prioritize, assign and schedule issue decisions
Set next two meeting times
Identify issues scheduled for next meeting
Set next two meeting times
Identify issues scheduled for next meeting

IST Deactivation Checklist

Instructions: This deactivation checklist provides a list of milestones that can guide Crisis Management's Chair in working with the IST Chief of Staff (or other appropriate member) and other IST members to make the decision to deactivate the team. Following deactivation of the IST, the IST Chair will lead AAR effort.

IST Deactivation (Figure 9)

Ensure that all IST members agree on the following items:
There is no longer the need for substantial corporate management focus.
There is no longer a value-added benefit to the crisis management effort.
The IST has developed a general plan that will enable any remaining issues to be effectively managed.
Determine if the Operating Company / Site / Department can follow through with management of the consequences from this point without IST support.
Establish an approach and plan for evaluation of negative developments and possible reactivation of all or part of the IST.
Confirm assignment and scheduling for preparation and delivery of a post-incident evaluation report of the company's crisis management response.
Establish a schedule for periodic updates (biweekly, monthly and quarterly) on the status of continued resolution of the incident's corporate impacts.

Section 5: CMT Operating Procedures & Agenda

The CMT is the corporate level decision-making body for the response to all incidents that have serious business implications that threaten to become a crisis for Spire. Membership of the CMT is composed of the Senior Leadership Team and alternates.

The CMT may also convene and/or activate at the request of any CMT member. The CMT Chair in coordination with the Chief of Staff will have responsibility for coordinating the strategic corporate level response to the crisis and the conduct of CMT meetings at any time the Team is activated.

Depending on the circumstances of the incident, the CMT may expand its membership on an ad-hoc basis to include individuals with unique expertise or experience that may be required to provide strategic management of the crisis.

The CMT Chair will likely receive notification of potential crisis events from the Chair of the IST or members of the Senior Leadership Team. If the IST has convened or activated, the CMT Chair will receive periodic briefings from the IST Chair. This information will keep the CMT apprised of the situation and help the Chair decide whether or not the CMT should activate to provide executive level support to the response effort.

Convening the CMT

The decision to convene or activate the CMT rests with the CMT Chair, or designated alternate if absent. Upon convening, the CMT will undertake the following:

- Review information from Incident Report and any updates provided by a briefing from the IST Chair.
- Review and re-address the Planning Case. The Planning Case ensures that the IST and CMT consider assumptions about the future potential consequences of the incident.
- Discuss the need to activate the CMT

Activating the CMT

If the decision is made to activate the CMT; CMT members will be notified with brief details of the incident and the time and location of the initial meeting. The initial meeting should take place as soon as possible, but generally not more than 90 minutes after the decision to activate is made.

The CMT Chair will provide the CMT a briefing of the incident, response actions taken, providing continuity of information from any ongoing IST activities.

Upon activation, the CMT will undertake the following:

- Assume ownership of the Planning Case to guide its strategy and policy decisions.
- Inform the IST Chair that the CMT has been activated.
- Using the Issues Tracking form, the team will list and track each issue that is assigned to an activated team or designated individual. Associated actions that are necessary for resolution of the issue will be documented on the Actions Tracking form.
  - Maintain a Schedule of CMT, as well as other Team, meetings and activities for the duration of the response and recovery effort.

Degree of need for Spire executive level support and advice for the overall response to the situation.
Degree to which the situation is associated with location or community impacts, such as a danger to public health or safety.
Degree to which the situation is associated with deaths or injuries to Spire's employees, contractors, or private citizens.
Degree to which the situation could result in a major disruption to Spire operations.
The degree to which the situation could result in significant and continuing adverse media coverage.
Degree to which the situation could impact Spire's reputation or image.
The degree to which the sensitivity of the situation is heightened due to a history of similar incidents.
Degree to which the situation could have substantial legal or financial impacts on Spire.
Degree to which the situation could result in long-term political or regulatory problems for Spire.
Degree to which the situation could disrupt or modify Spire's long-term business strategy.

The CMT may also decide to confer with the Local Manager directly via conference call, including the IST Chair, to:

- Clarify any details of the incident;
- Identify any significant response issues;
- Confirm any potential emerging issues; and
- Provide advice and counsel on media communications activities

Upon activation, the CMT will operate from:

Figure 11

Principal Location	Alternate Location	Outside Metro Area	Other
Spire 6th Floor Conference Room 700 Market Street St. Louis, MO 63101	TBD at the time of incident.	TBD	TBD

It is preferable that all members of the CMT be present, if possible, while the CMT is activated. The absence of just one CMT member can produce serious information gaps as well as an incomplete decision-making capability. Absent CMT members should participate in meetings via telephone whenever possible to maximize CMT member participation.

Deactivating the CMT

The CMT will generally deactivate only after the Team has completed the following series of milestones:

- Guidance and decisions have been addressed for all identified issues
- The long-term consequences of the incident have been assessed and a plan for mitigating the impacts of those consequences has been developed
- A final briefing has occurred and Team members concur on the decision to deactivate

Deactivation should generally take place only when CMT members agree on the following items:

- There is no longer the need for substantial Corporate-level management focus.

- There is no longer a value-added benefit to continuing the CMT effort.

- The CMT has developed a general plan of action that will enable any remaining issues to be effectively managed.

- A determination has been made that the affected site and IST can follow through with management of the consequences from this point without CMT direction.

- That a strategy and plan for evaluation of negative developments and possible re-activation of all or part of the CMT has been established.

- A schedule has been established for periodic updates (biweekly, monthly and quarterly) on the status of the continued resolution of the incident's corporate impacts (if required).

Roles and Responsibilities

CMT Chair

The CMT Chair provides overall direction and coordination of the Corporation's strategic crisis management activities. The CMT Chair's responsibilities include:

- Assessing reports of the incident or crisis in consultation with the CMT members. Making the decision to activate the CMT and appointing ad-hoc team members.

- Conducting CMT meetings and activity.

- Serving as the final decision-maker on CMT actions and strategies.

- Appointing new CMT members.

- Making the decision to deactivate the CMT.

CMT Members

Responsibilities of the CMT members (primary and ad hoc) include:

- Giving priority to crisis response activity assignments over day-to-day functional responsibilities during CMT activation, as determined by the CMT Chair.

- Becoming thoroughly familiar with their roles, responsibilities and overall CMT procedures.

- Contributing functional background and expertise in the development of communications to stakeholders.

- Carrying out investigations, research, information gathering and other duties as assigned by the CMT Chair.

- Developing and approving crisis management strategies.

- Alerting the CMT Chair of situations that may constitute a crisis or potential crisis situation within their functional or operational area of responsibility.

- Participating in training and exercises.

CMT Chief of Staff

The Chief of Staff works initially with the IST to ensure the continuity of information on the incident from the IST to the CMT. The other primary duties of the Chief of Staff will be:

- Ensure that all response issues, as identified by the CMT during activation, are posted and tracked on the Issues Tracking form.

- Ensure that all crisis management activities and communications are consistent with corporate policies and government regulations.

- Assist the CMT Chair when convening the Team by locating and contacting CMT members.

- Ensure that CMT policies and procedures are clearly defined and that Team members are trained.

- Ensure new members to the CMT are provided training on CMT roles and responsibilities.

- Maintain a list of all key contacts.

- Ensure systematic review of the Planning Case by the CMT.

- Coordinate and disseminate the schedule of on-going CMT meetings.

CMT Administrative Support Staff

Predetermined individuals will be designated to collect key information during meetings, assist the CMT Chair, answer calls and take messages for CMT members. Additional duties are to:

- Take and publish the notes of CMT meetings.

- Document decisions and assigned action items on the Issues Tracking and Action Tracking forms

- Distribute information to appropriate members.
- Maintain the Incident Report wall charts and other working tools used by the CMT.
- Perform other tasks as directed by the CMT Chair.

CMT Meeting Procedures

Initial Meeting

A structured initial meeting agenda should generally be followed at the initial CMT meeting. This ensures that the Team has considered all the key points to effectively manage the crisis. The initial meeting, by its very nature, will take longer than subsequent meetings. The initial meeting will traditionally last for one to two hours. A suggested initial meeting agenda structure can be found on page 27.

A "meet-break/meet-break" process will be utilized during activation of the CMT. The breaks in the decision-making process allow members to leave the meeting to assign or carry out individual actions, oversee strategy development or gather new information.

In the "meet" stage, the team is briefed, discusses the situation, makes decisions and makes assignments for action. The Team will then generally "break" for approximately 2 hours, allowing CMT members to meet with their functional departments to implement action items, coordinate response activities and conduct research to gather additional information that may be critical to the incident management process. The CMT will then reconvene ("meet") at the predetermined time for briefing and reports on assigned action items and identification of additional action items. This process continues until deactivation of the CMT is declared. A flowchart of the "meet-break/meet-break" process appears on page 19.

It is essential that all members of the CMT and/or alternates participate either in person or by telephone while the CMT is activated. The CMT should schedule break periods sufficient in length to allow CMT members to perform key management duties.

Subsequent Meetings

Subsequent meetings should also generally follow a preset agenda. These meetings will generally average between 45 and 90 minutes in length. CMT meetings will be more frequent in the early stages of a crisis. Initially, meetings may be necessary every two to three hours (from break to reconvening) and diminish to once a day or once a week until the CMT is fully deactivated.

CMT Issues and Actions Tracking

When activated, the CMT will utilize and share the same Issues Tracking and Action Items Status forms used by the IST and shared with the Local Incident Manager.

To assist the CMT in systematically addressing the issues in response to the incident, the Issues Tracking form will be used. This is the primary tool for tracking issues to be addressed by the CMT. The Chief of Staff will enter a description of each issue as it is identified by the CMT during its assessment of the consequences of the incident. The CMT will then review this form to confirm or revise the issues listed and to assign/adjust priorities at the appropriate time.

Actions arising during incident support will be tracked by the CMT using the Action Items Status form. This is the primary tool for tracking / recording actions and assignments by the CMT. The Chief of Staff will provide a description of each action to be taken in response to an issue, as the action is identified by the CMT during its assessment ofthe consequences of the incident.

CMT Initial Meeting Agenda

Instructions: The CMT should use this agenda to ensure the initial meeting covers key points. It is likely that this first meeting will require between one and two hours to ensure that all CMT members understand the incident, as well as to allow adequate time to develop an initial draft of a Planning Case and an initial corporate response strategy.

CMT Initial Meeting Agenda (Figure 12)

Establish expected duration of meeting

Receive incident update briefing

Receive briefing from the appropriate Corporate-level team

Confirm that the appropriate teams/authorities are in place to manage the incident

Evaluate immediate assistance needs/requests

Review Incident Report and Planning Case

Assess corporate consequences

Define and capture Initial Issues/Action Items

Define CMT management role

Confirm, prioritize, assign, and schedule issue decisions

Confirm Action Items and assignments

Administrative

Determine any extended response operations requirements

Review adequacy of staff support

Set next two meeting times

Identify issues scheduled for next meeting

CMT Meetings Agenda

Instructions: The CMT should use this agenda to conduct continuing CMT meetings until the CMT is fully deactivated. The agenda is designed to ensure relevant issues are covered throughout the crisis. The discussion and decision points will be captured by the CMT Chief of Staff throughout the meeting and documented on the appropriate forms. These continuing meetings will vary in length, but will likely average between 45 and 90 minutes. They will probably occur more frequently (every 2-3 hours) in the early stages of an incident than in the latter stages (once a day).

CMT Meeting Agenda (Figure 13)

Establish expected duration of Meeting

Receive Incident Update Briefing

Receive briefing from the appropriate Corporate-level Team(s)

Review Incident Report and Planning Case

Assess/Update Corporate consequences and define options

Identify and schedule CMT Actions/Decisions required

Deliberate and Decide

Make Assignments

Set Deadlines

Administrative Matters

Determine any additional response requirements

Review staff support

Set next two meeting times

CMT Deactivation Checklist

Instructions: This deactivation checklist provides a list of milestones that can guide the CMT Chair working with Chief of Staff and other CMT members to make the decision to deactivate the team.

Ensure that all CMT members agree on the following items:

CMT Deactivation Checklist (Figure 14)

There is no longer the need for substantial executive level management focus.

There is no longer a value-added benefit to the crisis management effort.

The CMT has developed a general plan that will enable any remaining issues to be effectively managed.

Determine if the originally reporting team can follow through with management of the consequences from this point without CMT support

Establish a strategy and plan for evaluation of negative developments and possible re-activation of all or part of the CMT.

Confirm assignment and scheduling for preparation and delivery of a post-incident review report of the company's crisis management response.

Establish a schedule for periodic updates (biweekly, monthly and quarterly) on the status of continued resolution of the incident's corporate impacts.

Appendix A: Information Collection & Exchange

Throughout the IST (Section 4) and CMT (Section 5) Operating Procedures referenced is made to various reports and formats for information sharing during an activation of the IST and/or CMT. This appendix provides suggested formats and content for these reports. In addition to these reports the IST should assure that a shared schedule of meetings and major milestones is provided periodically to the teams and functions involved in response to an incident that leads to activation of the IST and/or the CMT. When operations allow, this information will be shared on a periodic basis electronically, using the most appropriate technology available. When this is not possible, the IST Chair will designate alternative means and schedules for information sharing.

Action Items Status

Instructions: This is the primary tool for actions and assignments by the IST/CMT. The Chief of Staff may enter a description of each action to be taken in response to an issue, as the action is identified by the Team during its assessment of the consequences of the incident. At the appropriate time (as indicated on the meeting agenda), the Team may review this form to confirm or revise the actions listed, to establish priorities, and to assign leadership responsibilities.

NOTE: This Action Items Status form is intended to be used with the Issues Tracking form to provide a means of tracking overall response.

Incident Title: _____ (Team Assignment can be at Site, IST or CMT levels)

Incident Location: _____ **Time:** _____ A.M.   P.M. on ____ / ____ / ____

Incident Tracking #: _____

Action Item Status (Figure 15)

Team (Dept/business unit)	Priority Immediate Within 12 hrs. Within 24 hrs.	Status	Contact	Action description	Coordinate with	Status A – Assign U – Unassigned N – No action	Deadline
Claims / Insurance							
Corporate Communications							
ITS / Information Technology							
Enterprise Risk Management							
Other							

Planning Case

Instructions: The primary responsibility for completing the Planning Case form rests with the IST Chief of Staff. With input from the Chair and other IST Members, this tool may help identify what the IST can reasonably ascertain what the circumstances and impacts of the incident will ultimately be. The Planning Case may be utilized by IST members, the Site, and the CMT if activated, in order to better anticipate the needs of the affected Site and to pre-position assets and resources at staging areas. The Planning Case will be periodically updated according to the changing situation. It is recommended that it be revised prior to each meeting of the IST or CMT.

Incident Title: _____ (Team Assignment can be at Site, IST or CMT levels)

Incident Location: _____ **Time:** _____ A.M.   P.M. on _____ / _____ / _____

Incident Tracking #: _____

Planning Case (Figure 16)

Description of worst probably <u>On-Site & Off-Site</u> impacts:

Team (Dept/business unit)	Description of functional worst probably outcome assumptions to include scale, scope, nature
Corporate Communications	
Facilities	
Field Operations	
Legal	
Regulatory	
Other	

Appendix B:

CMP Maintenance

Responsibility for Plan Maintenance

The maintenance of this comprehensive CMP is the responsibility of the IST Chief of Staff. In this role, they will determine the optimal mix and frequency of plan activities required to maintain an adequate level of capability.

To maintain an effective response capability for Spire, the CMP must be updated to reflect current capabilities. These capabilities are validated and enhanced through regular training, drills, vulnerability analysis and exercises. This section of the CMP describes Spire Inc. planning, training and exercising maintenance plan.

Training & Exercise

A comprehensive CMP is comprised of a balanced mix of planning, training, exercise activities, self-assessment/performance evaluation, and periodic plan reviews. The Plan serves as a focal point and centerpiece of emergency and crisis management efforts to ensure consistency and focus of plan efforts. The primary components necessary for an effective and capable response organization are:

- Since each crisis is unique, this Plan is intended to provide flexible and adaptable guidance for members of the IST and CMT to handle emergencies and potential crises with good judgment. Integral to the Plan are pre-planned activities that will allow the IST and CMT to continue practicing and growing their crisis management capabilities.

IST Training

- IST members will participate in initial and annual refresher training on the Plan and their roles and responsibilities.
- The IST will participate in quarterly meetings and train on a different aspect of the Plan and their role in the response effort. Real-life IST activations will count towards this requirement. These meetings will include any known updates on any incidents that occurred during the quarter, changes in the Spire policy or new technology that may aid the IST in response support activities.

- Training will be scenario-based, in which, the IST will talk through a short incident that will focus on a different aspect of the Plan.
- The IST will participate in a full tabletop each year and may be conducted with the CMT. Real-life IST activations will count towards this requirement.
- Every other year, the IST will participate in a drill or exercise with the CMT and possibly a Site.

CMT Training

- CMT members and alternates will participate in initial and annual refresher training on the Plan and their roles and responsibilities.
- Every six months the CMT will schedule training on a different aspect of the plan. This may be done in conjunction with the IST during any of its quarterly meetings.
- CMT and all identified Ad Hoc members will
- participate in one crisis management tabletop exercise each year.
- Every other year, the CMT will participate in a drill or exercise with the IST and possibly a Site.

Plan Maintenance

The evolving and dynamic nature of any CMP dictates a continuing review and update of the documents that support the plan. Changes in Spire's policy and procedures, changes in personnel or assignments, improvements in response concepts and technology, government legislation and policy changes must be factored into the planning process on a continuing basis to ensure the plan is viable. This process includes regular review and update of the Spire CMP and supporting documents.

Responsibility for the annual CMP update rests with the CMT Chief of Staff or a designee. The CMT will review this plan on an annual basis. Annual hardcopy revisions of the Plan will be distributed to the IST and CMT membership. An electronic version will be posted and distributed in PDF format.

At a minimum, the following steps should be undertaken by those with review responsibilities:

- Exercise Activity Results—The results of drills and exercises should be reviewed for any recommendations that have the potential to require Plan revisions.

- AAR—Review lessons learned from any actual incidents in which Spire may have implemented portions of the Plan.

- Self-Assessments/Quality Reviews Reports—Review of any internal or independent audits of the Incident Support plan for potential impacts on the Plan.

- Regulatory Review—New laws and regulations should be reviewed for potential impact on the Incident Support Plan.

- Literature Review—Recent case studies, industry standards, and crisis management literature should be reviewed for relevance to the Spire plan.

- Vulnerability Review—Either alone or as part of the risk assessment/management exercise conducted by the Company, an annual vulnerability analysis is performed to ensure planning and response actions are operable for all potential vulnerabilities.

- The overall company CMP should be reviewed to determine if changes in corporate strategy may have an impact on the plan.

Appendix C: Equipment/Supply List

Spire Business EOC Equipment & Supply List (Figure 19)
Television / CD-DVD / Overhead Projector
Laptops / Tablets / Smartphones
Fax Machines/Document Scanner/Printer
SharePoint Site/Thumb-drives
Telephone Sets/Conference Phone w/Multiple Mics
Maps/GIS Access
White Boards
Clocks
Office Supplies
First Aid
Crisis, Business Continuity, Emergency Plans, Emergency Guides, CMP Forms
Furniture, Chairs, Work Tables, Storage Cabinets

Appendix D: Crisis Communications

Location of Crisis Management Plan Materials

1. Crisis Management and Incident Support SharePoint Site
   (https://lacledegas.sharepoint.com/sites/lgas/crisis/SitePages/Home.aspx?e=1%3A8f08ce786472478199eddcf1b175304a)

2. IST/CMT Recall Roster (attachment)

3. Spire Facility Locations (attachment)

Requests for additional information and information access:

Al Moore
Security & Crisis Management, Director
Allan.Moore@SpireEnergy.com
Work: 314-575-4400

Mike Schormann
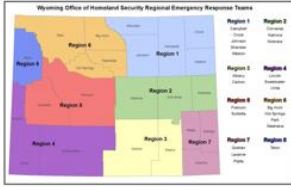Crisis Management, Manager
Michael.Schormann@SpireEnergy.com
Work: 314-342-0798 | Work Cell: 314-502-0427

Appendix E: State Emergency Management Agencies

State Emergency Response Agencies – Regions & Divisions

WY

Wyoming Office of Homeland Security Regional Emergency Response Teams

Region 4		
Uinta County	Kim West	307-783-0327/kiwest@uintacounty.com
Sweetwater County	Judy Roderick	307-922-5370/Roderick@sweet.wy.us

MS

Field Services
Tina Jordan, Director
601-519-1885
tjordan@mema.ms.gov

Area Coordinators/Preparedness Liaison Officers

District 1 David Shaw 769-798-4179 dshaw@mema.ms.gov
District 2 Myrl Williams 769-257-6794 mwilliams@mema.ms.gov
District 3 Brett Miller 601-663-1308 bmiller@mema.ms.gov
District 4 Tracy Pharr 601-259-4034 tpharr@mema.ms.gov
District 5
District 6 Tyler Fleming 601-270-3078 tfleming@mema.ms.gov
District 7 Chaston Bullock 601-946-4771 cbullock@mema.ms.gov
District 8 Heather Miller 601-385-4731 hmiller@mema.ms.gov
District 9 Tim Gentry 601-270-4280 tgentry@mema.ms.gov

MO

Region	Coordinator	Phone Number
A	Gloria Brandenburg	573-645-6646
B	Jeff Alton	573-644-3849
C - UASI	Billy Chambers	573-645-4590
C - Rural	Steve Besemer	573-645-5394
D	Vacant	573-821-4683
E	Hank Voelker	573-290-5125
F	Brenda Gerlach	573-290-5125
G	Kent Edge	573-338-4717
H	Michael Booth	573-301-8794
I	Brett Hendrix	573-680-9815

AL

Alabama Emergency Management Divisions

State Emergency Management Agency – Sites

- Alabama - https://ema.alabama.gov/
- Missouri - https://sema.dps.mo.gov/
- Mississippi - http://www.msema.org/
- Wyoming - http://wyohomelandsecurity.state.wy.us/index.aspx

Appendix F: Glossary

To ensure a common understanding, language within the plan must be consistent and easy to understand. Definitions of terminology in the plan are critical to a user-friendly document.

The basic crisis management terms defined are among those most frequently used; however, the list is not definitive. Various organizations may use different terms or titles. The following identifies the specific characteristics associated with each of the primary crisis and emergency management terms.

Action: A term in crisis management used to identify individual activities that have been authorized and assigned to an individual, team or office for completion within a specified time period.

Activate: Under the plan for responding to an incident, emergency, or crisis, a team assumes its roles and responsibilities and make notifications to other parts of the response organization that it has done so.

Alternate Site: A location where operations can be implemented or relocated in the event of damage or unacceptable vulnerability of the primary or normal location.

Annex: A plan attachment or addendum that establishes the framework for response from a functional perspective, such as communications or human impact, or to a particular type of hazard or situation, such as spill response or hurricane. Normally an Annex is written in a manner that allows it to be a stand-alone portion of the plan.

Appendix: Appendices are used to attach to the plan information or data that may change frequently, such as personnel rosters and phone numbers. Normally an Appendix does not contain procedural instructions.

Area Command Team (ACT): Provides coordination and information sharing capability for the management of multiple incidents by being handled by local incident management teams.

Business Continuity: The development and implementation of pre-planned activities, advance arrangements, and strategies for a business process that facilitate the continuation of operations while recovery actions are taken to restore normal functions.

Business Interruption: An incident that threatens the delivery of products, services, or commercial transactions.

Crisis: Any event, or series of events, that threatens a severe negative impact to our organization's financial results, brand, or reputation, or relations with employees, customers, or suppliers. Characteristics of a crisis for Spire:
- Calls for special management intervention
- Potential for significant regulatory involvement
- Outside the realm of day to day operations
- Requires rapid response

Business Interruption: An incident that threatens delivery of products, services, or commercial transactions.

Business Continuity Planning: A plan created for a specific entity that identifies an organization's exposure to internal and external threats and synthesizes hard and soft assets to provide effective prevention and recovery for the organization, while maintaining competitive advantage and value system integrity.

Crisis: Any event or series of events that threatens a severe negative impact to our organization's financial results, brand, or reputation, or relations with employees, customers, or suppliers. Characteristics of a crisis for Spire:
- Calls for special management intervention
- Potential for regulatory involvement
- Outside the realm of day-to-day operations
- Requires rapid response or an extended response

Crisis Management Capability: The ability to perform with skill or knowledge, or provide a resource to meet a specific crisis management role or requirement.

Crisis Readiness: Crisis readiness is a tested set of capabilities that not only validate a firm's crisis management capability, but serve to strengthen management's confidence in its ability to seamlessly transition from its normal activities to crisis mode and back—with the least possible disruption to its business and impact on reputation.

Catastrophe: A large-scale event, either natural or manmade, causing extreme infrastructure damage or extensive casualties.

Checklist or Response Guide: A list of action steps an individual or team involved in response will use as guidance or procedure during an incident.

Concept of Operations: A defined process for making decisions and managing response during an incident that defines how individual teams will conduct business and how various parts of the response structure will interact and share information.

Contingency Plan: A plan written against a specific circumstance or set of circumstances that pose a defined risk to the organization.

Convene: To bring a crisis or emergency team together for administrative or information sharing purposes. A team may be convened during an incident to share information or discuss the incident; however, a team that is convened has NO authority over the incident. A team must ACTIVATE to exercise authority during an incident.

Corporate Crisis: Any incident that significantly interrupts normal operations or threatens the reputation or financial position of the Company, and requires an immediate, coordinated response by senior management, and has potential to quickly focus extensive news media or public attention on the corporation.

Crisis Center: Room or operations center used by the crisis management team and staff. The term is often used as a synonym for an emergency operations center or EOC.

Crisis Communications: The process of creating and executing a communications strategy that helps a corporation

reach its operational objective and successfully avoid a crisis or minimize its impact.

Crisis Management: A proactive operating capability to prevent, prepare for, respond to, and recover from an event, series of events, or circumstances that threatens to negatively impact a firm's financial results, reputation or brand; or relations with employees, customers or suppliers.

Crisis Management Plan (CMP): The document that provides a framework for response to a potential crisis by providing response coordination, response support, and strategic direction from the corporation's senior management and advisors.

Crisis Management Strategy: A planned set of activities that provides for an integrated Crisis Management Capability through planning, organizational development training, exercising, continuous improvements and technology at each level of the organization.

Crisis Management Team (CMT): A specified group of senior executives or managers and staff charged with developing and implementing crisis management efforts and strategies to minimize the impact of a crisis on the organization.

Disaster: When an incident, emergency, or crisis has extremely adverse consequences for a geographic area.

Disaster Recovery: Activities and programs designed to return the system or organization to an acceptable condition. This term is commonly used for either natural disasters or within corporations for the repair of equipment and recovery of documents following an emergency.

Drill: A mock exercise to test readiness and response. A drill may be done as a tabletop exercise or a field exercise with mobilization of support agencies and contractors (fire, police, etc.).

Emergency: An incident that threatens human life, safety, health, property or the environment if not controlled contained or eliminated immediately. An emergency condition exists when extraordinaryprocedures, equipment, manpower and supplies must be employed to protect the public or property from existing or potential hazards.

Emergency Management: Those measures taken to prevent, prepare for, respond to, and recover from the acute effects of an emergency

Emergency Response Team: A group of individuals and departments which make the immediate physical response to an incident Site and provide control and containment of an incident to mitigate and respond to its immediate impacts.

Emerging Issues: Growing controversy or negative climates that begins to threaten the reputation, brand, organizational or financial stability of the Corporation.

Emergency Operations Center (EOC): A facility or location from which operational response and decision-making may be coordinated between departments or functions. EOCs are often staffed with multi-organizational or multi-departmental representatives.

Evacuation: A protective action of moving threatened individuals completely out of a building, facility, campus or community to remove risk from a life-threatening emergency.

Field Location: A site, geographic location, facility or campus supported by a single emergency management organization.

Hazard: Anything that has the potential to cause harm to the Company's operations, people who work at or live around the facilities, or damage to property and the environment.

Incident: An event, series of events, or set of circumstances that disrupt normal operating conditions, results in significant damage to a company asset or third-party property, injury to people or threatens our brands.

Incident Command (IC): A formal structure and concept of operations for organizing response to business interruption, incident or emergency. This structure is sometimes referred to as incident management.

Incident Command System (ICS): A systematic tool used for the command, control, and coordination of emergency response which includes a set of personnel, policies, procedures, facilities, and equipment, integrated into a common organizational structure. The ICS is designed to improve emergency response operations of all types and complexities. An ICS is based upon a changeable, scalable response organization providing a common hierarchy within which people can work together effectively. These people may be drawn from multiple groups which have different functions, and ICS is designed to create a standard response and operation procedures to reduce the problems and potential for miscommunication on such incidents.

Incident Commander (IC): ICS has been summarized as a "first-on-scene" structure, where the first responder at a scene has charge of the scene until the incident has been declared resolved, a more qualified responder arrives on scene and receives command, or the Incident Commander appoints another individual as Incident Commander.

Incident Response: Those activities that are designed to control and contain an incident and to mitigate and respond to its immediate impacts.

Incident Support: Headquarters or business unit support of the site incident response structure during an incident, emergency or recovery operation.

Issue: A potential consequence identified during crisis management for which the company does not have either an advance strategy (contingency plan) or perhaps simply lacks the necessary policy to authorize action. The identification and assignment of an issue reserves the authority for decision making to the group identified as having authority over the issue.

Mitigation: Activities designed to reduce or negate the impacts of an incident, emergency or crisis.

Natural Disaster: A naturally occurring event usually considered a disaster because of the impact on a broad geographic area and the extent of physical damage.

Natural Hazards: Naturally occurring events that cannot be prevented— "acts of God."

News Media: Local, regional, national or international journalists who supply news through newspapers, television and radio stations, magazines, Internet (Twitter, Facebook, etc.) or wire services.

Non-Operational Hazards: Incidents not directly related to a Company's processes and products, but with potential to cause an incident.

Operational Hazards: Processes and other operational functions related to the work environment that has the potential to become an incident.

Plan: Documentation of a response and recovery capability that has been built through an identified process and which identifies organizational structure, a concept for operations, roles, responsibilities and set of actions that will be adjusted to circumstances as appropriate.

Planning Case: A decision aid that enables a team or manager to proactively anticipate a crisis or emergency situation and to develop an overall response strategy to an incident.

Post-Incident Review: An analysis of an organization's response to an incident, to capture and document lessons that can be learned from the event and prompt corrective actions as well as to evaluate and promulgate what went right. The Post-Incident Review may or may not include an investigation into the cause(s) of an incident.

Preparedness: Those activities identifying existing dangers and concerns, defining management and response roles and requirements, and achieving and maintaining the capability to perform those roles and requirements.

Proactive: An operating concept that foresees potential outcomes, requirements and issues and manages based on both the known facts and the anticipated. Anticipatory as opposed to reactionary.

Protective Actions for Life Safety (PALS): A management best practice to protect employees and visitors from the direct, indirect, or potential consequences of any incident or emergency. Options may include evacuation, sheltering-in-place, or safe haven.

Public: Citizens of a local, regional or national geographic location, who may or may not have a connection to the Company and its products.

Recovery: Those actions taken following an incident, emergency or business disruption to return to normal conditions and a normal operating environment.

Response: That phase of emergency or crisis management that involves performing planned and ad hoc actions to contain an incident and protect life and property.

Risk: The probability or chance of a hazard occurring.

Safe Haven: A protective action of placing threatened individuals in a designated room or space that is equipped or architecturally designed within the building or facility to reduce vulnerability to a life-threatening emergency.

Shelter-in-Place: A protective action of maintaining the current location of individuals for a certain period of time as the best option to remove or lessen their vulnerability to a life-threatening emergency.

Site: A place where company activities occur. Usually a fixed facility such as a Service Center, storage facility, City Gate Station, etc., but may include a non-owned site, customer premise, IT System or a virtual site.

Incident Report: Report that represents all the key facts that are known to be true about an incident at the time of generation. It provides a basis for the initial planning for resources that may need to be deployed, local agencies that may need to be contacted, and stakeholder groups that should be notified and communicated with about an incident. An Incident Report may be updated multiple times prior to it being final.

Spokesperson: The person or persons authorized to speak to the press and other stakeholders on behalf of the Company/organization.

Stakeholders: Specific groups who have an interest in the company and its business. Such groups can include customers, employees, stockholders, news media, vendors, legislators and other elected officials, and the Company's board of directors.

Training: Activities undertaken to educate personnel assigned emergency response and crisis management roles and responsibilities. Training activities are designed to provide an opportunity to practice crisis and emergency management skills, ensuring that personnel are adequately prepared to fulfill these roles in the event of an incident, emergency or crisis. Training activities should include an evaluation to assure individuals have retained the desired learning points.

Vulnerability: The susceptibility of a company or an individual to a hazard. The degree of vulnerability to a hazard depends upon its risk, consequences and the degree of control sophistication and control effectiveness.

Vulnerability Analysis: The process of identifying potential and anticipated impacts of a hazard on the organization or the corporation.