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April 5, 2013

Nigel Hearne
Refinery Manager
Chevron Richmond Refinery
Chevron Way
Richmond, CA

Subject: Contra Costa Health Services Safety Evaluation

Dear Mr. Hearne:

Contra Costa Health Services is exercising its authority under the Richmond Industrial Safety Ordinance section 6.43.100 (g) as part of the continuous follow-up work that has been performed since the August 6, 2012 Chevron Richmond Refinery fire, to conduct a full safety inspection and audit of the refinery.

The purpose of the safety inspection/audit is to review the safety culture, process safety management systems, and human factors associated with the operation of the refinery. Safety culture is a measure of the importance that individuals and organizations exhibit towards working safely. Process safety management system is a means to show management's commitment to process safety at the refinery. Human Factors is defined as: "A discipline concerned with designing machines, operations, and work environments so that they match human capabilities, limitations, and needs"¹. Human Factors can be further referred to as: "...environmental, organizational, and job factors, and human and individual characteristics which influence behavior at work in a way which can affect health and safety."²

To assist in the safety inspection/audit, Contra Costa Health Services will work with the City of Richmond in establishing an oversight committee made up of community members, representatives of the USW Local 5, Contra Costa Building and Construction Trades, a Contra Costa Health Services staff representative, and a City of Richmond staff representative. The oversight committee will review and approve: 1) the scope of work of the safety inspection/audit, 2) the request for proposal for an outside consultant to work with Contra Costa Health Services in performing the safety inspection/audit, and 3) the selection of the outside consultant. Contra Costa Health Services is requesting that Chevron will work cooperatively in the performance of the safety inspection/audit.

¹ American Chemistry Council, formerly called the Chemical Manufacturers Association or CMA, (1990) A Manager's Guide to Reducing Human Errors

² Reducing Error and Influencing Behavior, HSG48, United Kingdom Health and Safety Executive (1999)



The safety inspection/audit will include public meetings; the onsite work of Health Services personnel and the consultant that will include interviews of Chevron personnel, review of documents, review of policies and procedures, inspection records, and other documents that will assist in achieving the purpose of the safety inspection; the preparation of a draft report; the preparation of a final report; and reports to the Richmond City Council and the Contra Costa County Board of Supervisors.

Work will commence immediately in establishing the oversight committee, and preparing both the draft scope of work and the draft request for proposal. When the consultant has been selected, the onsite work will start shortly after the contract has been approved.

Chevron will be billed for the cost of the consultant and the Health Services staff that will work with the consultant during the safety inspection/audit process.

Please contact me if you have any questions.

Sincerely,



Randall L. Sawyer
Chief Environmental Health and Hazardous Materials Officer

cc: Bill Lindsay, Richmond City Manager
Richmond City Council Members
Contra Costa County Board of Supervisors
William B. Walker, M. D., Contra Costa Health Services Director