## **Crisis Management: Handling EHS Crisis Situations and Major Incidents**

April 11, 2018

**MECC Conference – Kansas City, Missouri** 













#### Overview

- Chemical manufacturing plant that manufactures polymers
- Company is publicly-traded entity with HQ in Ohio
- Incident occurs at one of company's largest polymer manufacturing plants in Region 7 EPA
- 250 employees (including Union represented employees) and 20 contractors on site at time of incident
- Facility situated on major navigable waterway
- Town of 45,000 individuals, including major highway interstate







#### Day-of Activity

- Routine maintenance occurring on Tuesday morning at 9:30 am
- Vinyl chloride tank taken out of service and contract welders are conducting hot work to replace a corroded inlet valve identified in inspection
- Vinyl chloride tank located near rail car unloading
- Rail car filled with chlorine within general vicinity of vinyl chloride tank and in process of unloading and chemical transfer







#### Incident Escalation

- Vapors from vinyl chloride tank ignite from hot work causing catastrophic explosion, killing two welders instantaneously
- Explosion heard and seen up to one-half mile away
- Blast impacts transfer hose and coupling device from chlorine rail car causing leak from transfer hose
- Chlorine gas begins to leak from rail car
- Chlorine exposure injures ten employees and vapor cloud drifts offsite into town
- Ongoing fire







#### Graniteville









## **First Hour**





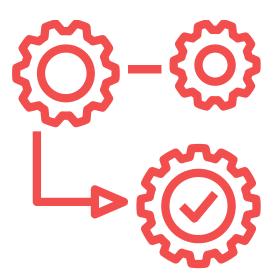






### First Hour: Environmental Response

- Response Activities
- Deployment
- Communication(s)

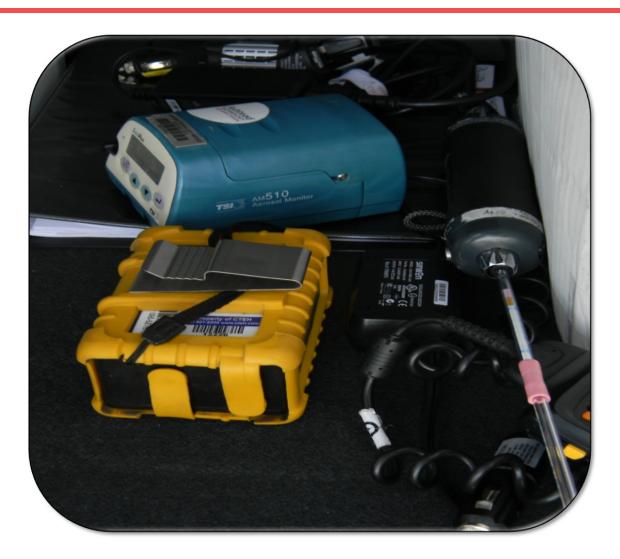




















## HAPSITE® Used to measure VOCs during test controlled burn



- VOCs + Some SVOCs (up to naphthalene)
  - Carbon 1-12
  - Mass fragments 45-300 AMU
  - BP ≥ 250 °C
- Few compounds = < DL</li>
  - Ex. Benzene = 0.1 ppb

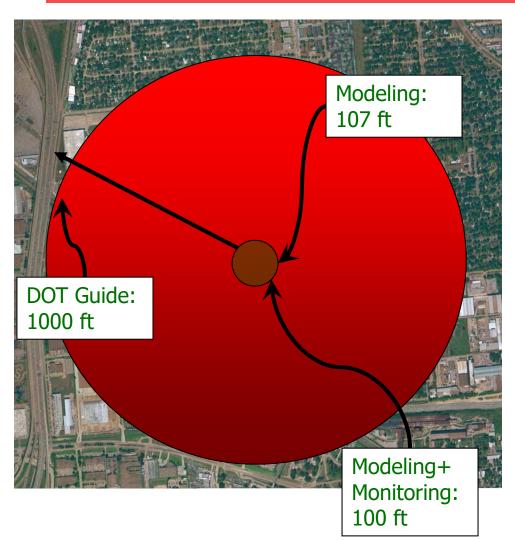








#### **Remote Emergency Management**



- Real-time updates of critical information collected on-site
- Meteorological Data
- Evacuation Zones
- Incident Time Line
- Air Quality
- Chemical Info
- Gateway for clients, contractors, & agencies to view & share incident info



















### First Hour: Communications Response

- Crisis plan
- Core team roles and responsibilities
- What Where Who How Why



- Establish monitoring social media, digital media
- Identify key audiences and communications channels
- Key messages / standby statement









### First Hour: Legal Response

- Shelter-in-Place and/or Evacuation Order
- RQ Release Reporting and Notification to Emergency Responders
- Stop the ongoing release
- Crisis management plan
- Assemble team of experts and deploy to location









## First Day





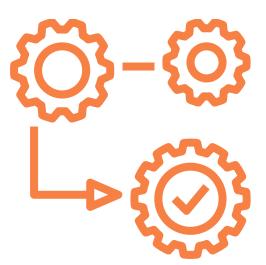






### First Day: Environmental Response

- Response Management
- Operation(s)
- Air Monitoring/Data Collection/Toxicology
- Situational Awareness

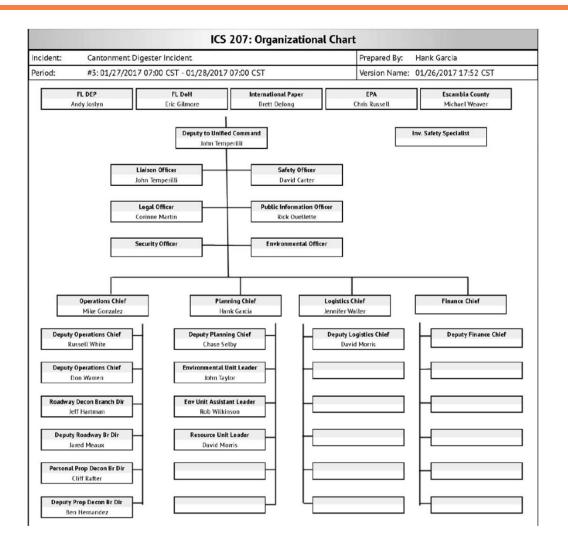


















### Mobile IC



### Houma IC











Vinyl Chloride

#### Vinyl Chloride (C<sub>2</sub>H<sub>3</sub>Cl) CAS 75-01-4; UN 1086

Synonyms include chloroethene, chloroethylene, 1-chloroethylene, ethylene monochloride, monochloroethylene, monovinyl chloride, MVC, VC, VCM, and vinyl chloride monomer.

- Persons exposed only to vinyl chloride gas pose no risk of secondary contamination.
   Persons whose clothing or skin is contaminated with pressurized liquid vinyl chloride can secondarily contaminate rescuers by direct contact or through off-gassing of vanor.
- At all ambient temperatures, vinyl chloride is an extremely flammable and
  potentially explosive gas that is heavier than air. It has a mild, sweet odor, but odor
  is not an adequate warning of hazardous concentrations.
- Inhalation is the major route of vinyl chloride exposure; absorption is rapid and nearly complete. Gastrointestinal absorption is unlikely as vinyl chloride is a gas at room temperature. Dermal absorption is negligible.

#### Description

At room temperature, vinyl chloride is a colorless, highly flammable, potentially explosive gas. It has a faint sweet odor. The odor threshold for vinyl chloride is about 3,000 ppm in air, depending on the individual. When confined under high pressure in special containers, vinyl chloride exists in a liquefied state. It is shipped and handled this way. When burned or heated to a high enough temperature, vinyl chloride decomposes to hydrogen chloride, carbon monoxide, carbon dioxide, and traces of phosgene. Vinyl chloride should be stored in a cool, dry, well ventilated location, separate from oxidizing materials and accelerants. Phenol is often added as a stabilizer.

#### Routes of Exposure

#### Inhalation

Inhalation is the primary route of exposure, and vinyl chloride is readily absorbed from the lungs. Its odor threshold is too high to provide an adequate warning of hazardous concentrations. The odor of vinyl chloride becomes detectable at around 3,000 ppm and the OSHA PEL is 1 ppm (8-hour TWA). Therefore, workers can be overexposed to vinyl chloride without being aware of its presence. A 5-minute exposure to airborne concentrations of 8,000 ppm can cause dizziness. As airborne levels increase to 20,000 ppm, effects can include drowsiness, loss of coordination, visual and auditory abnormalities, disorientation, nausea, headache, and burning or tingling of the extremities. Exposure to higher concentrations of vinyl chloride for longer durations can cause death, presumably due

ATSDR • General Information 1











# CTEH® Site-Specific Health and Safety Plan (HASP)

For use by CTEH® employees only

NBU 3208 CO<sub>2</sub> Well Control Monitoring

Perdure Petroleum

Shidler, OK

March 2, 2018

	Name/Position	Signature	Date Signed
Prepared By:	Heath Cobb, Senior PM	Health Cobb	03/02/2018
Reviewed By:	Mike Berg Ph.D., CIH, CSP	I lichael The	03/02/2018

\$120 Northshare Drive . North Little Rock, AR 7218 . (p) 5018018500

www.cteh.com

Toxicology Emergency Response 24 Hour Halp Desk 1,866,869,2834

Sound Scientific Solutions









#### **Gulf**of**Mexico**SPU **GoM Drilling, Completions and** Interventions - MC252 **Operational Note to Transition and Demobilize Branch Perimeter Air Monitoring** Plan PLANNING SECTION APPROVAL: In reference to procedures: Houma MC 252 Oil Spill Branch Area Perimeter Air Sampling and Analysis 10/4/2010 Approved - Issued for GoM Use **David Dutton** Mike Utsler Document Status Custodian/Owner Document Sector ID Discipline ID Document Revision









"... I pity the fool that has no data..."









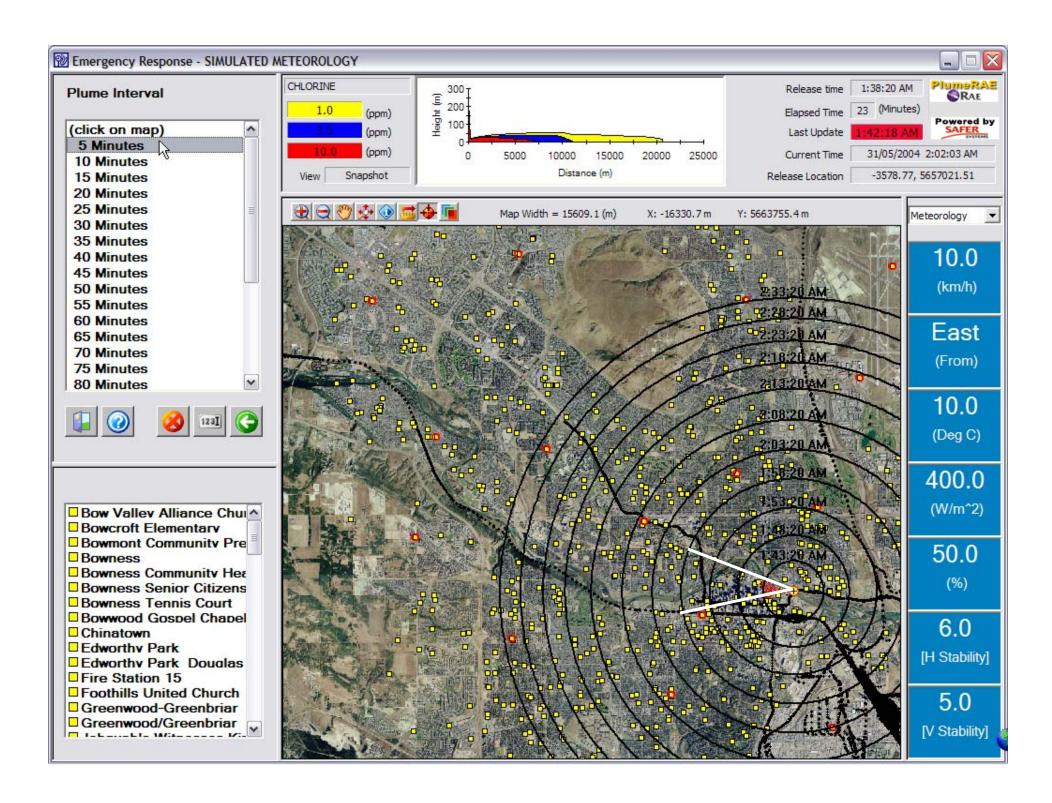


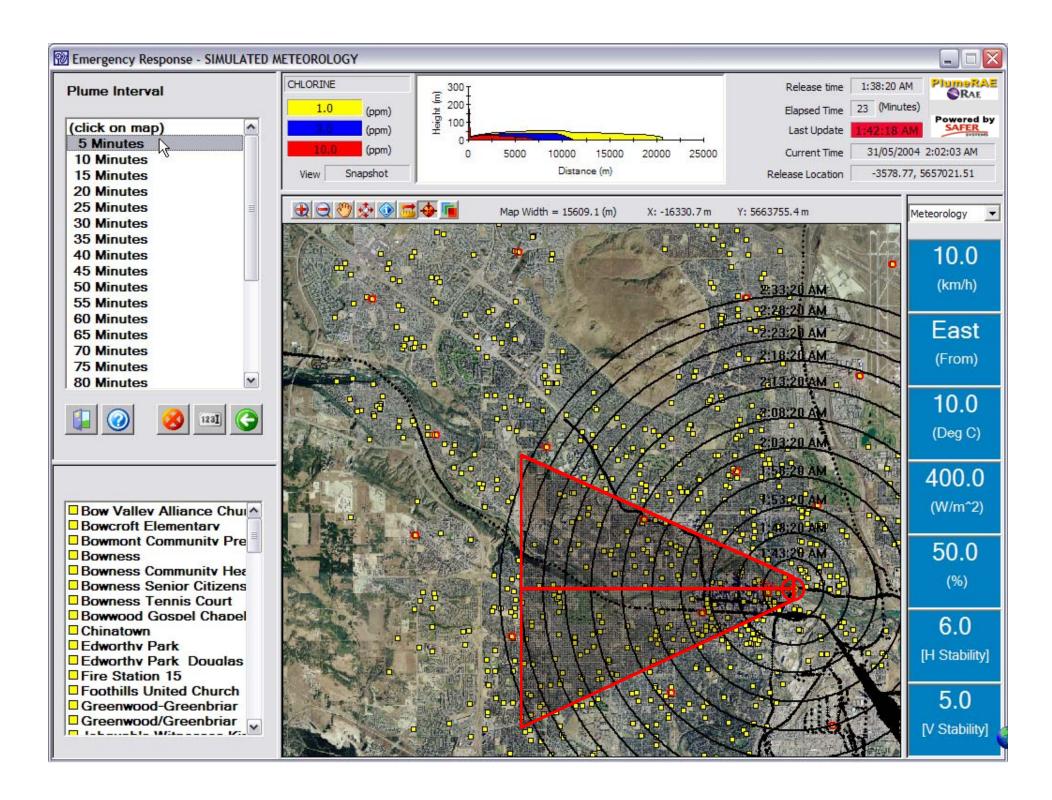


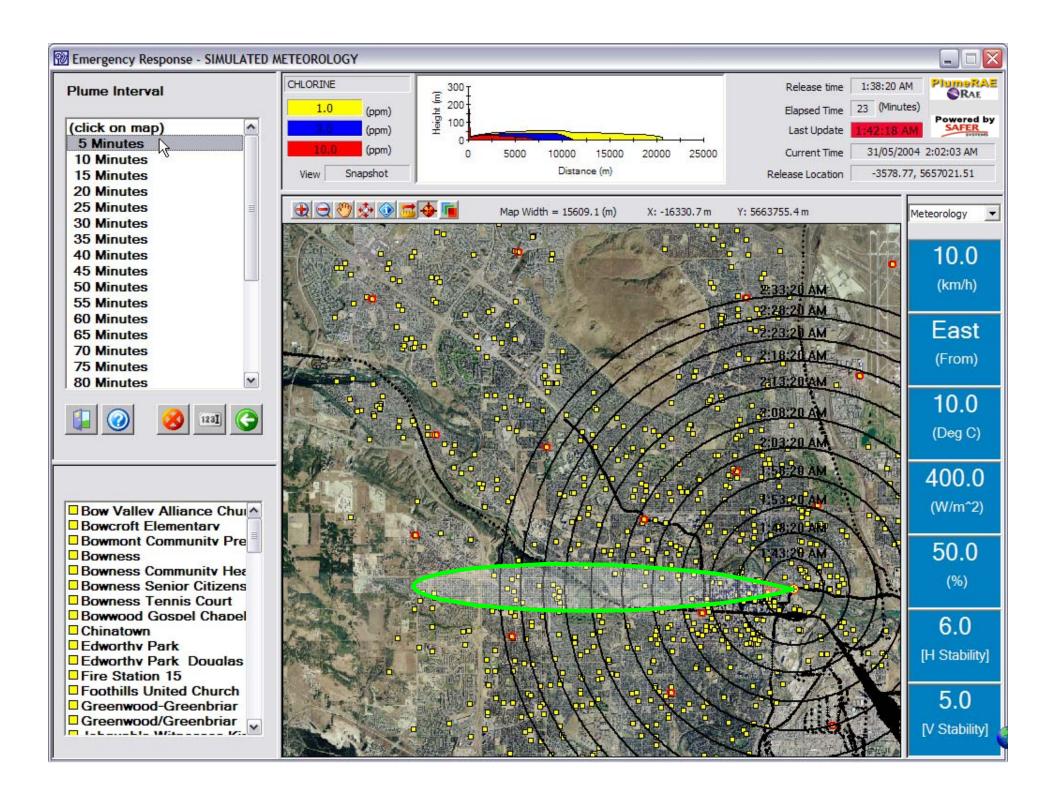


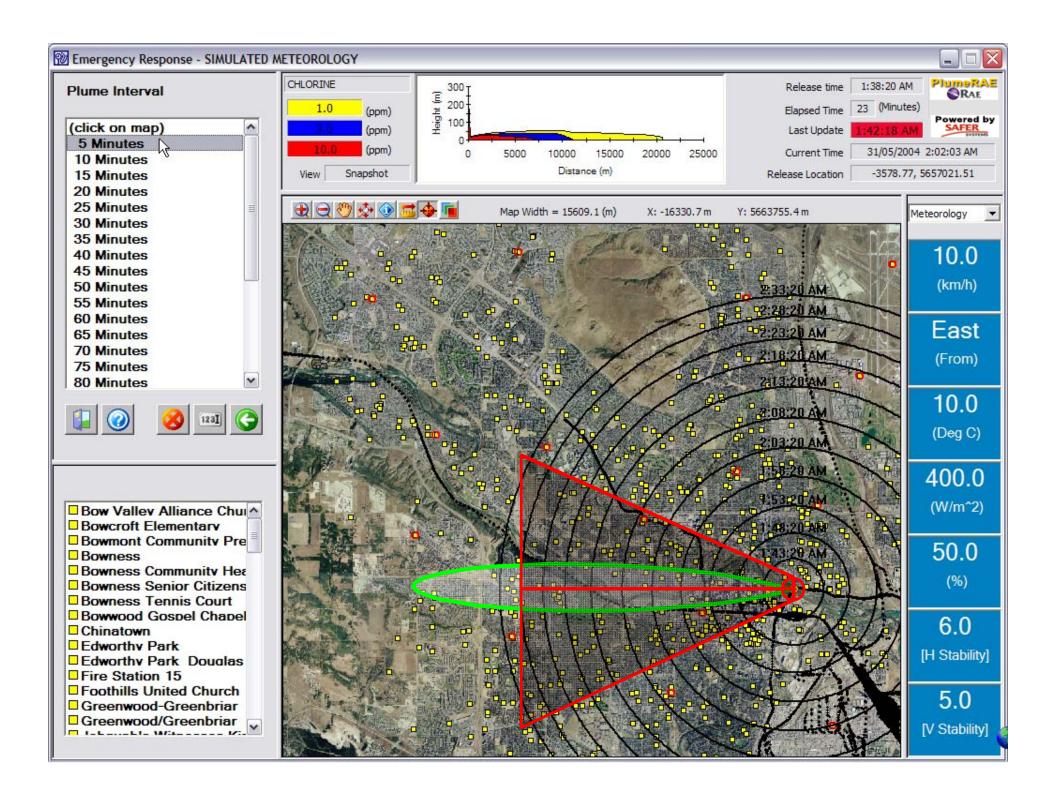


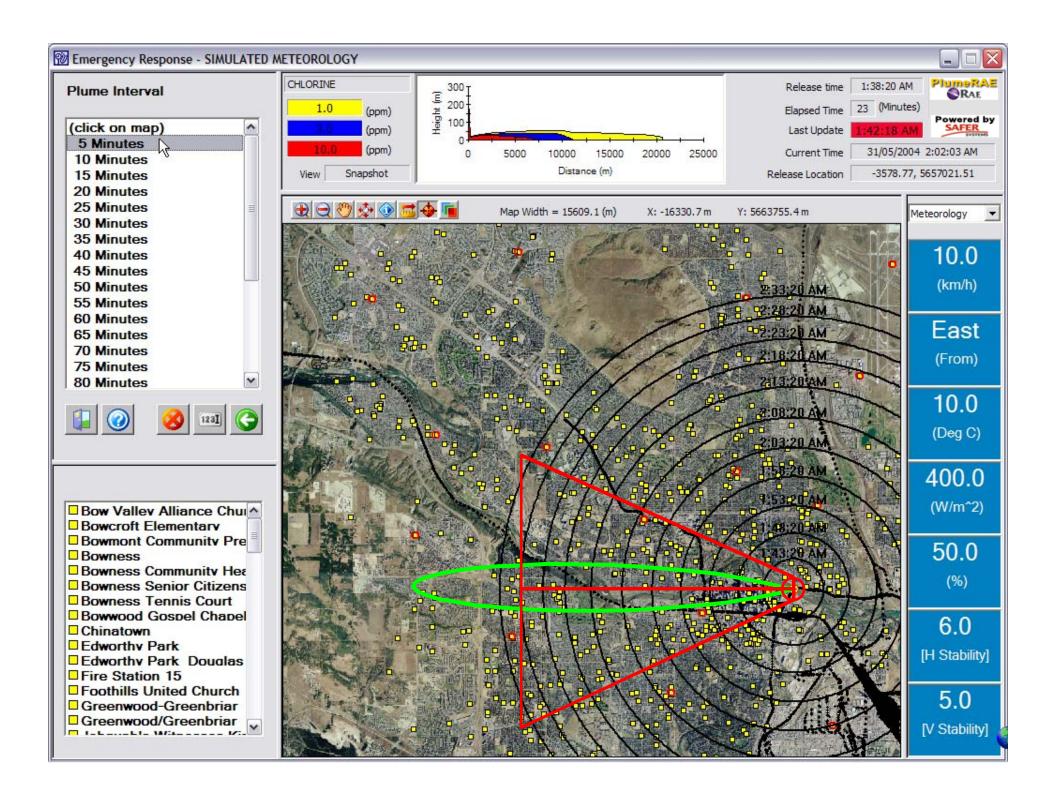


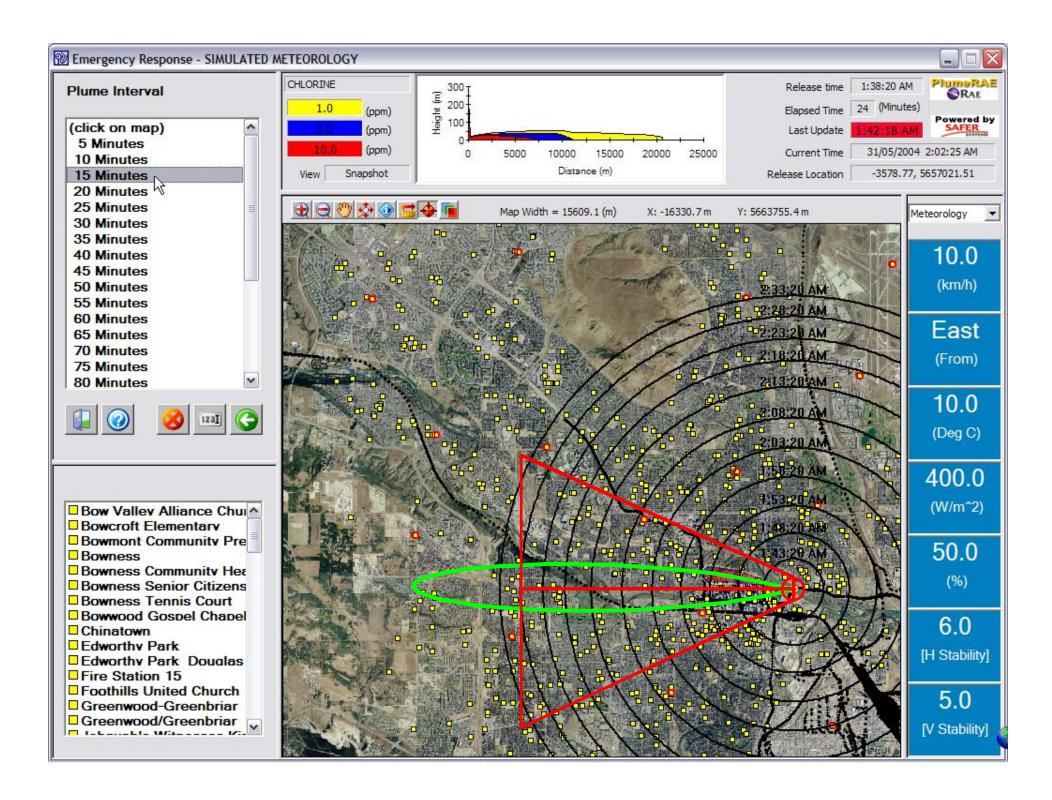


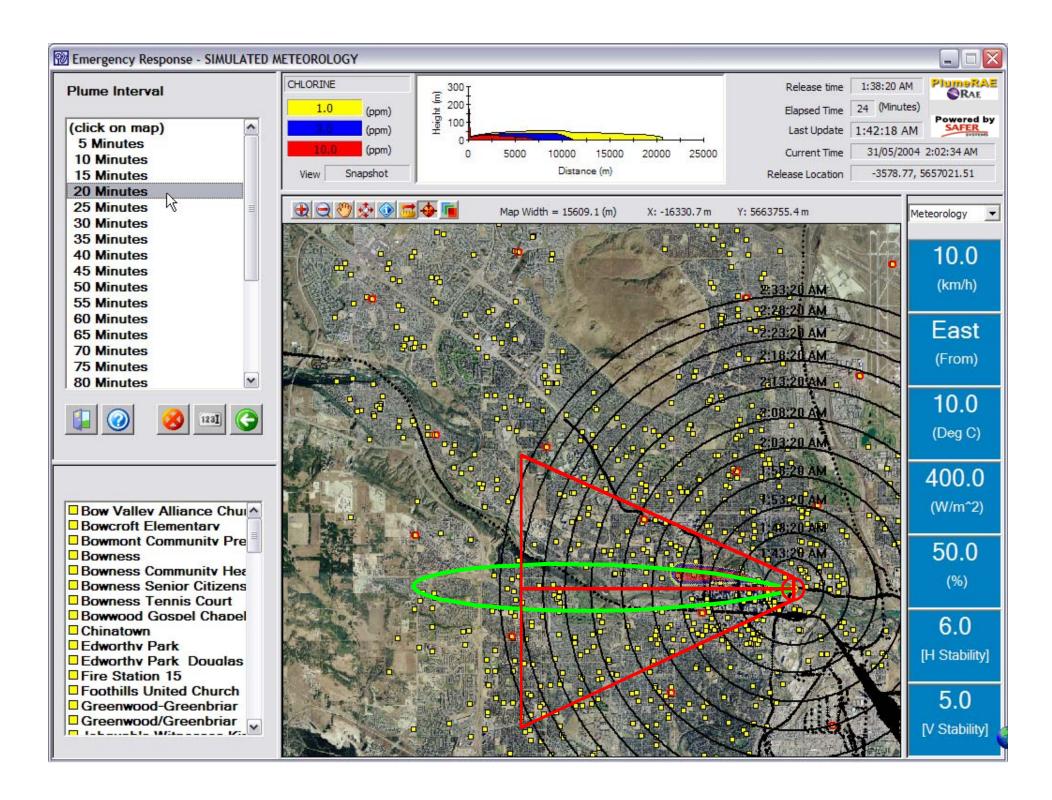


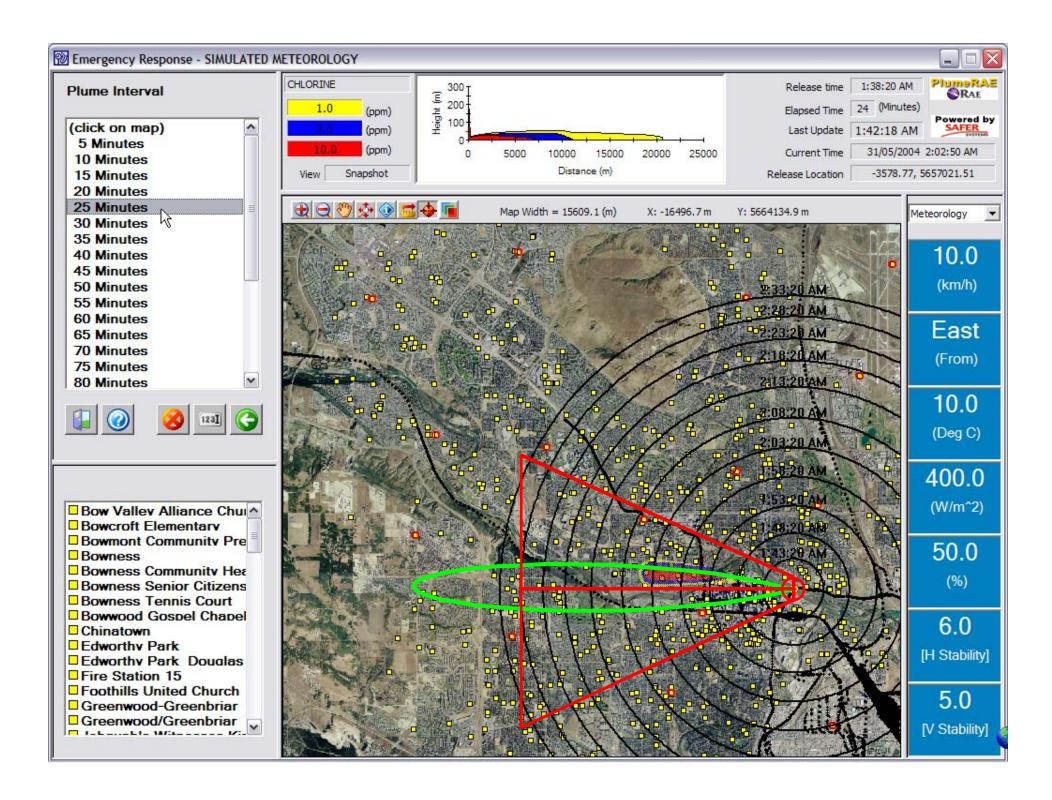


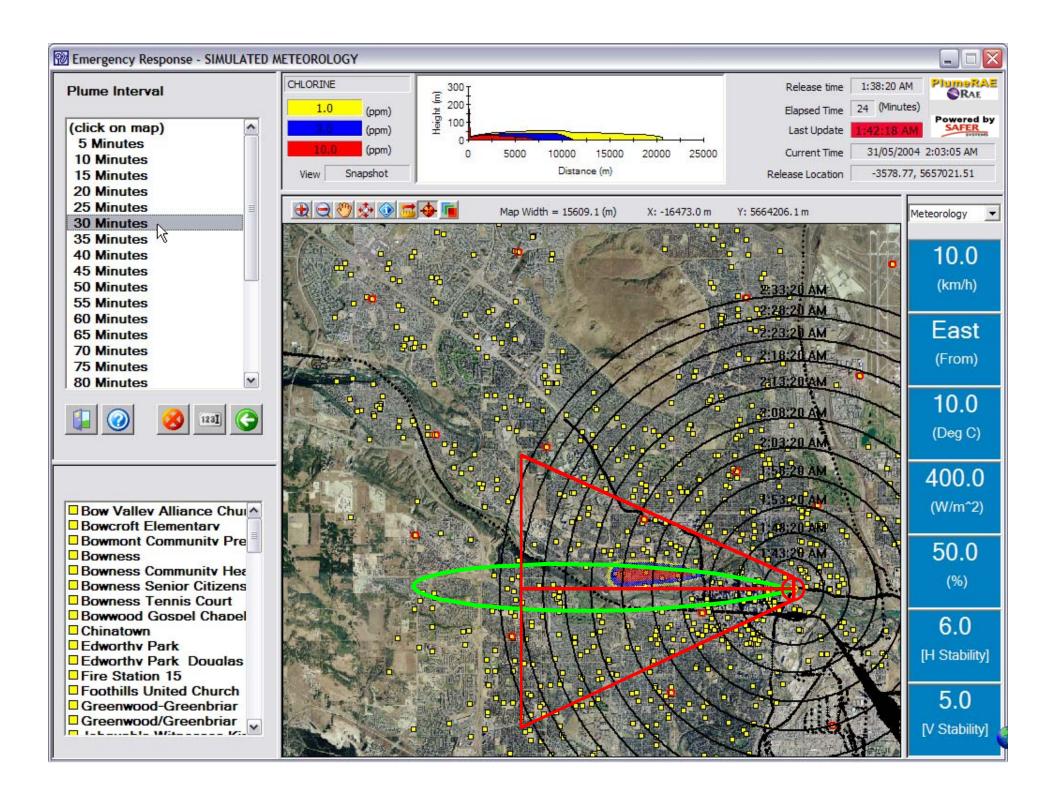


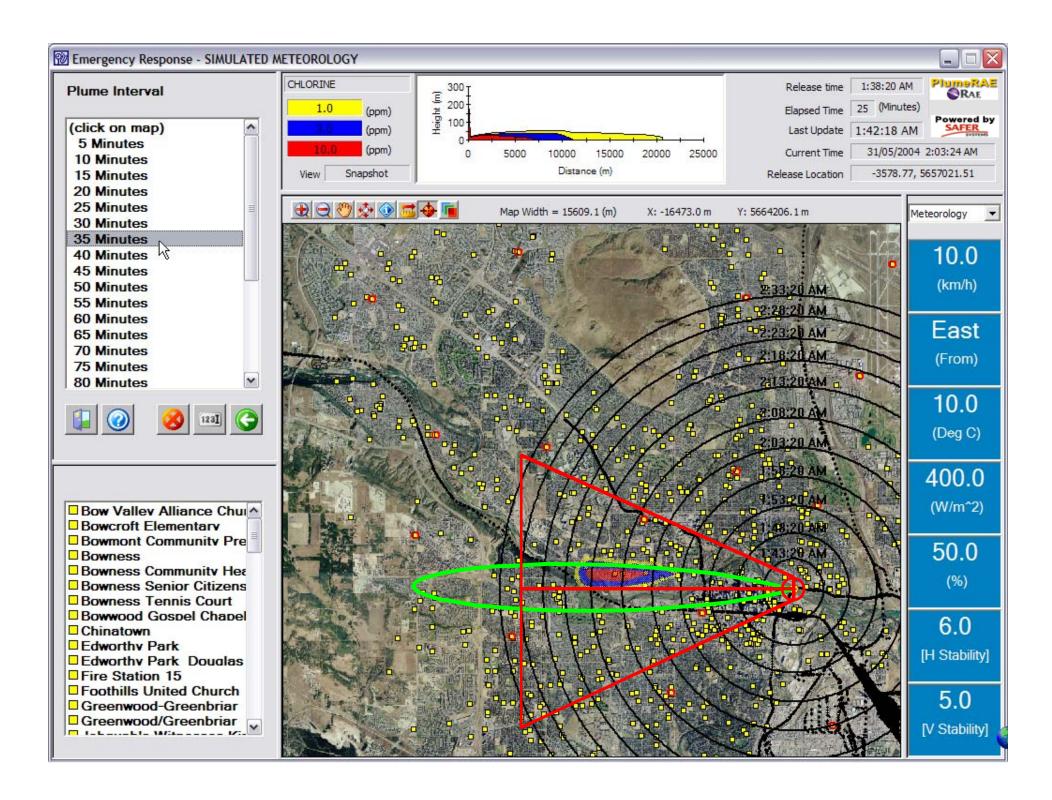


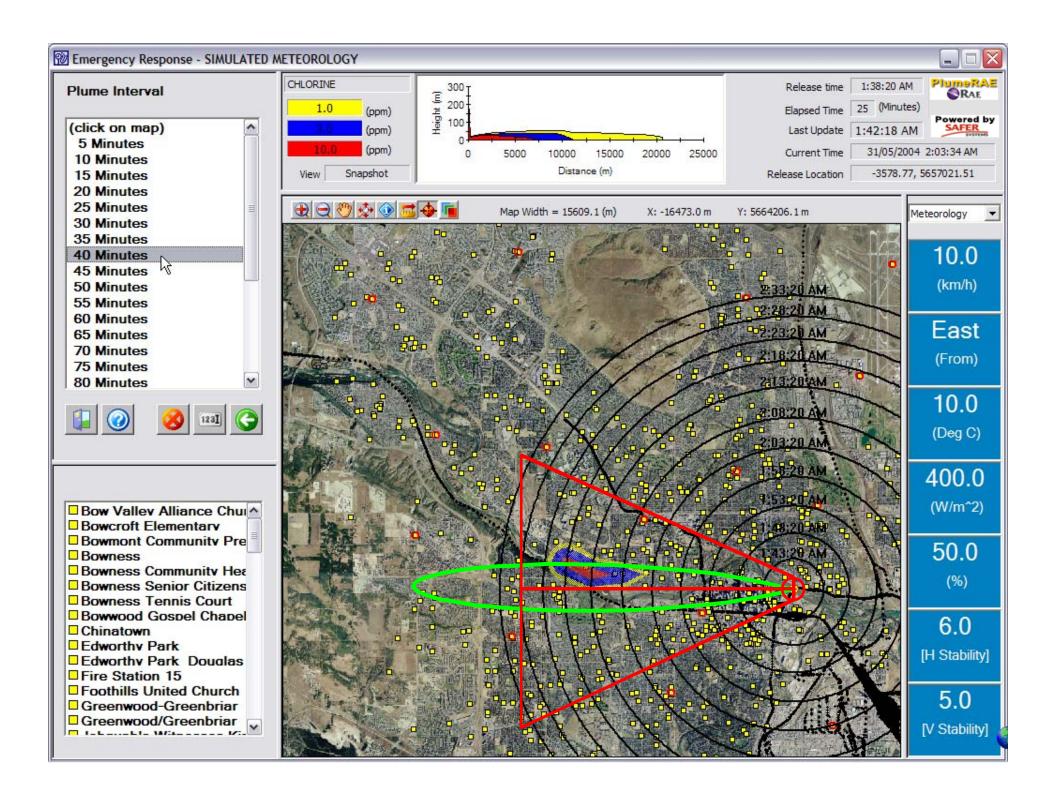


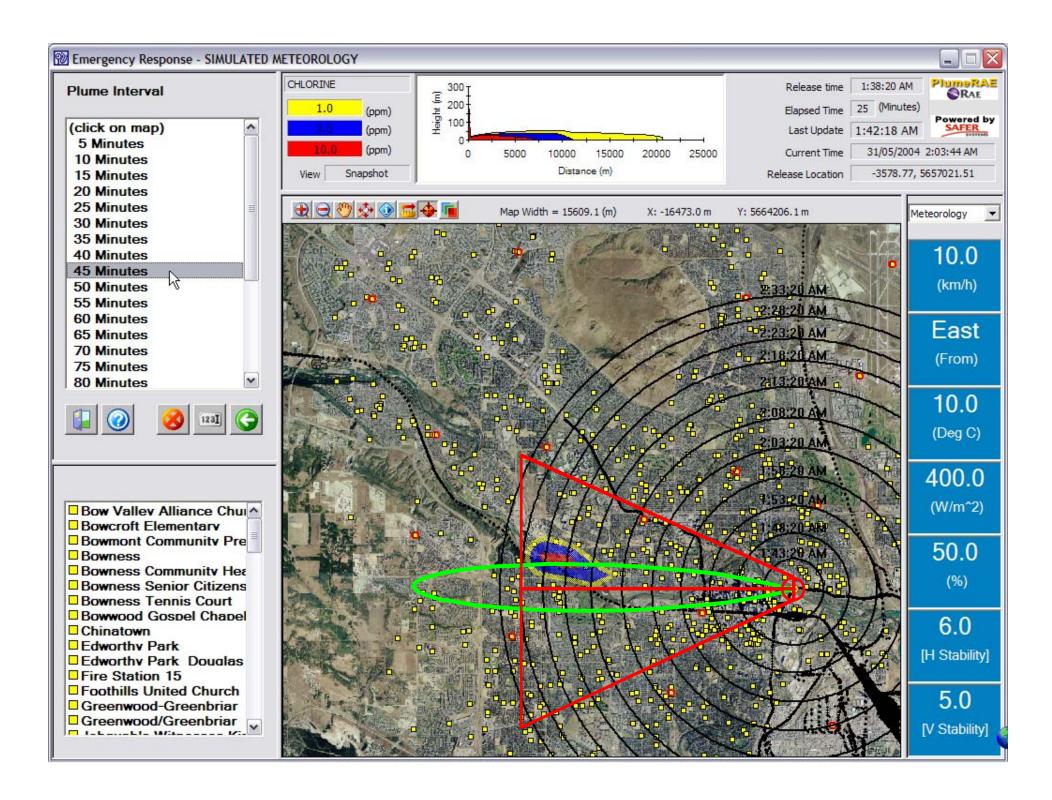


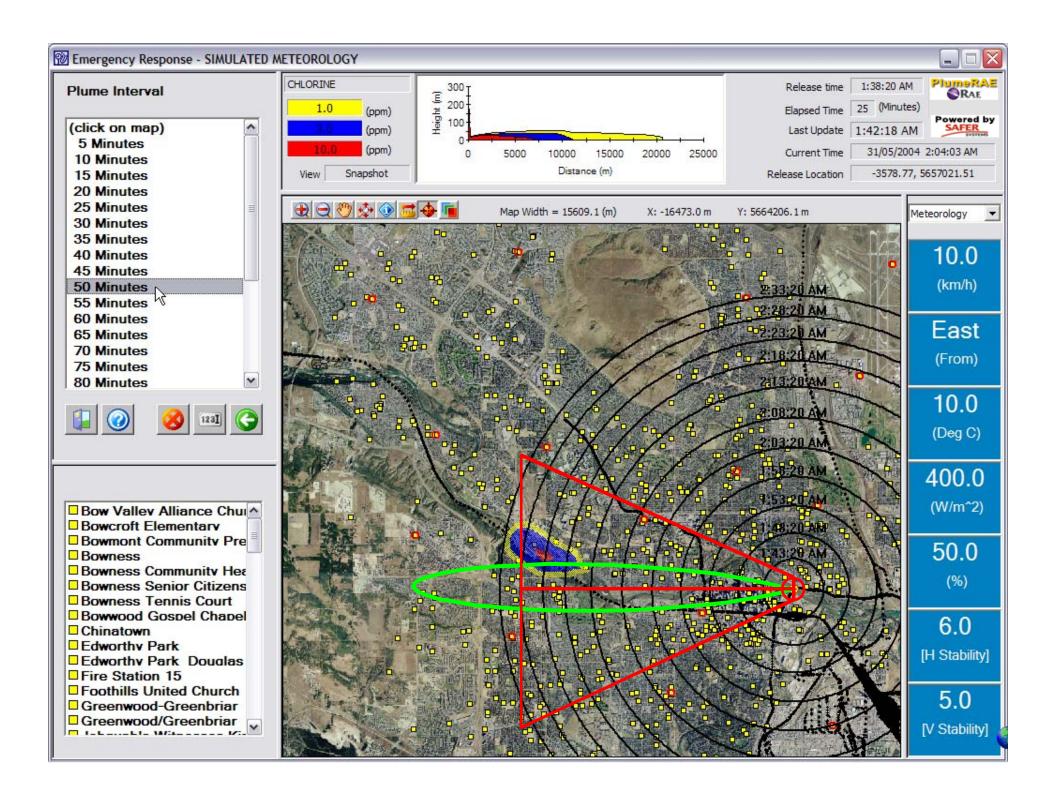


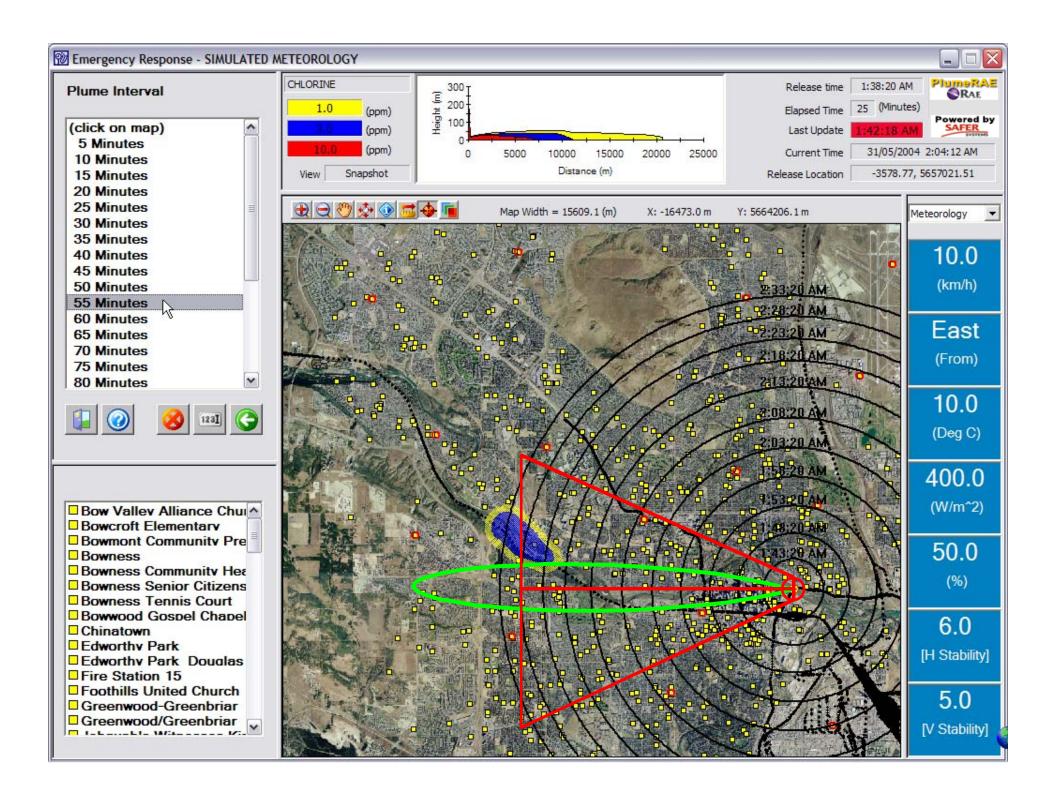


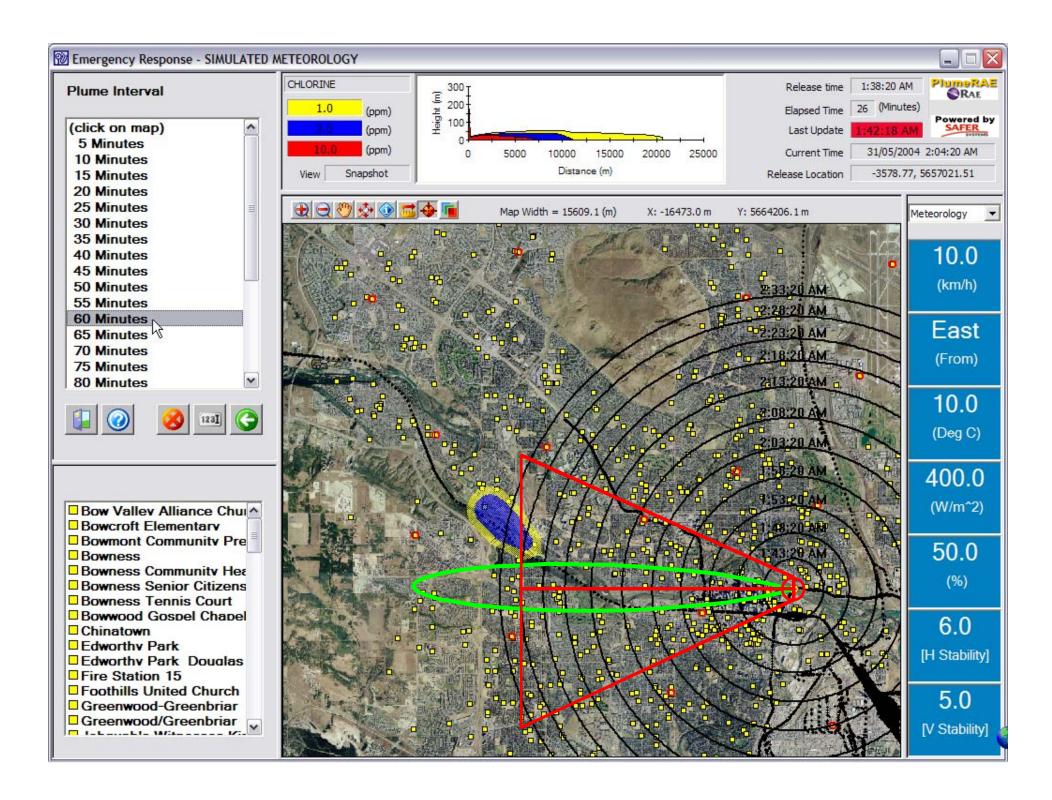


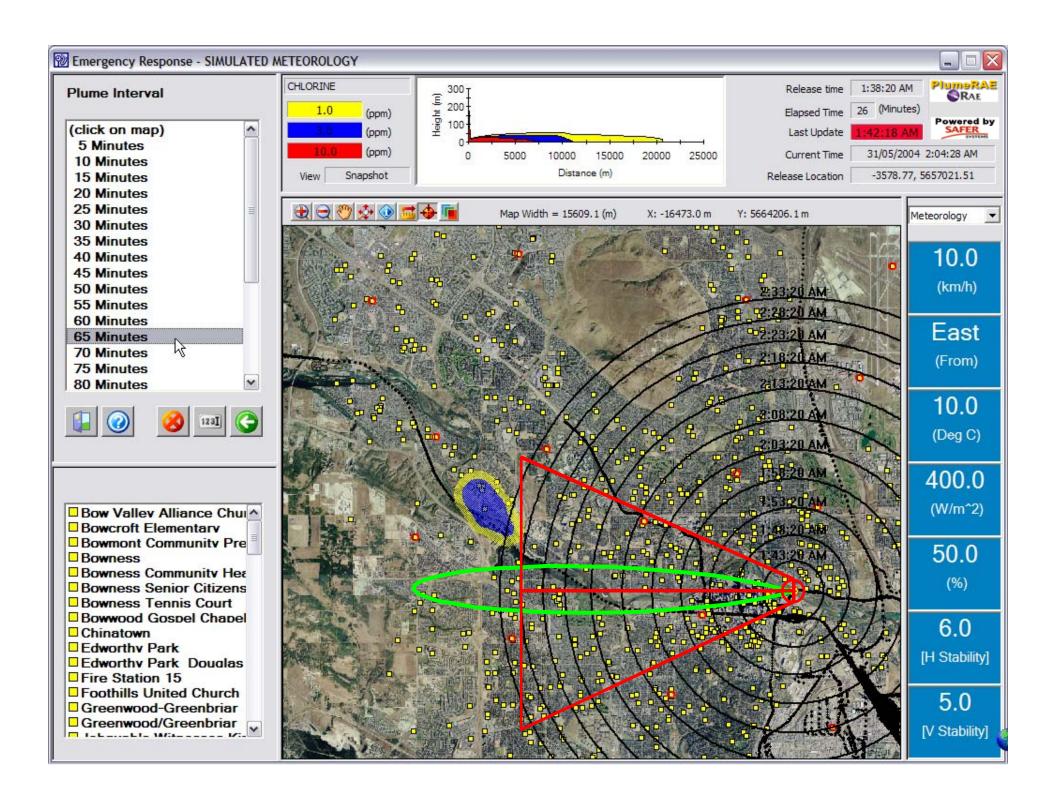


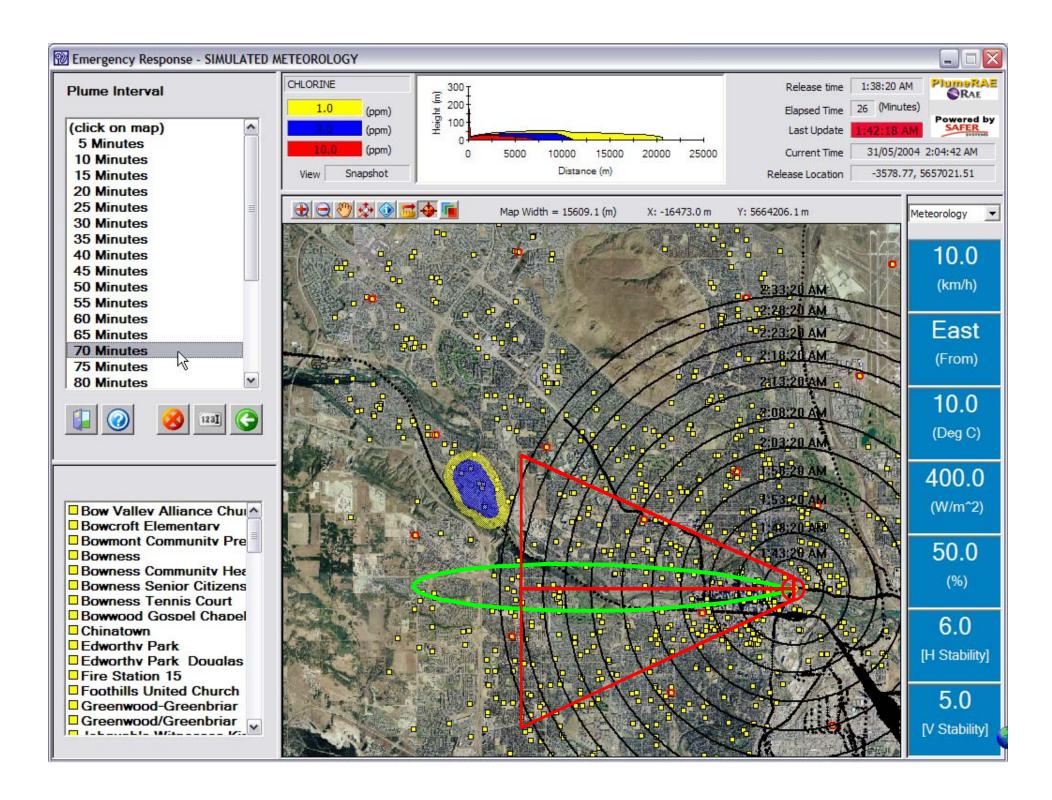


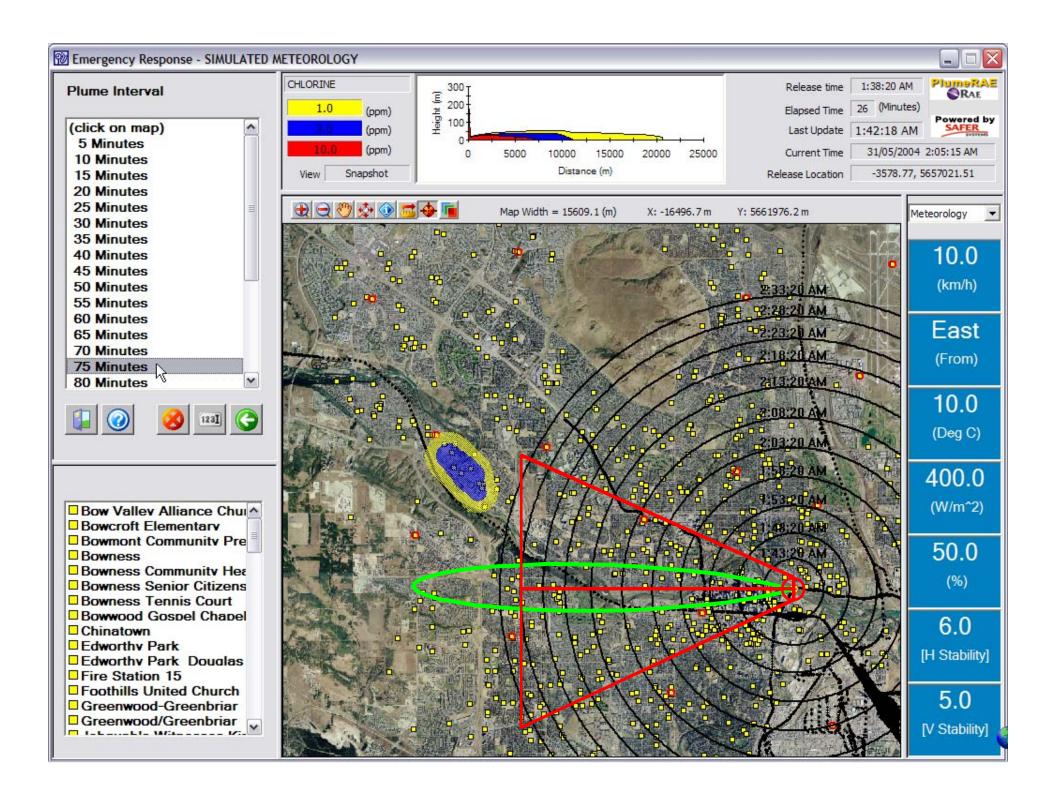


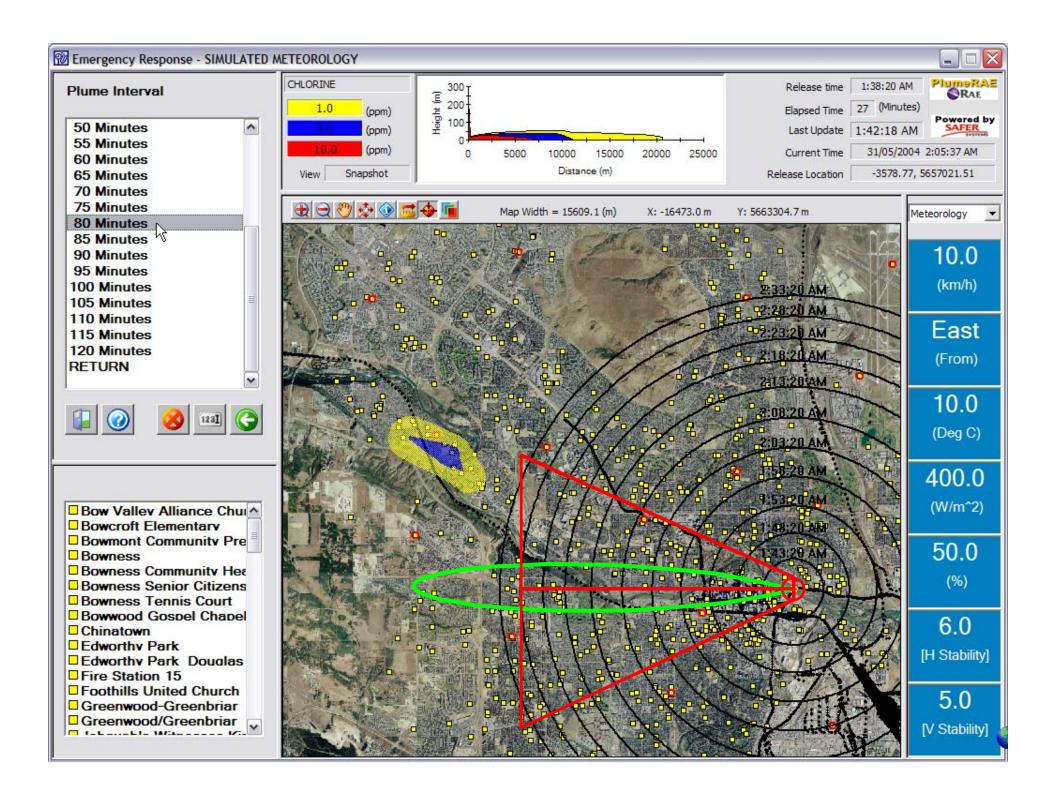


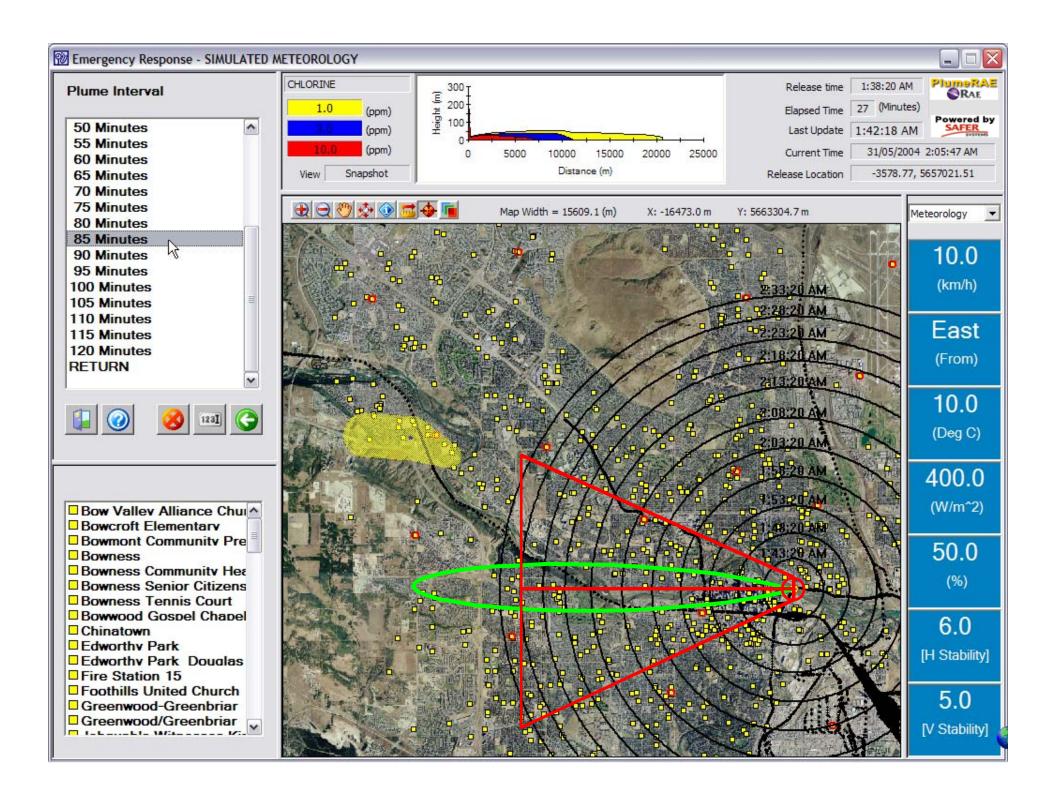


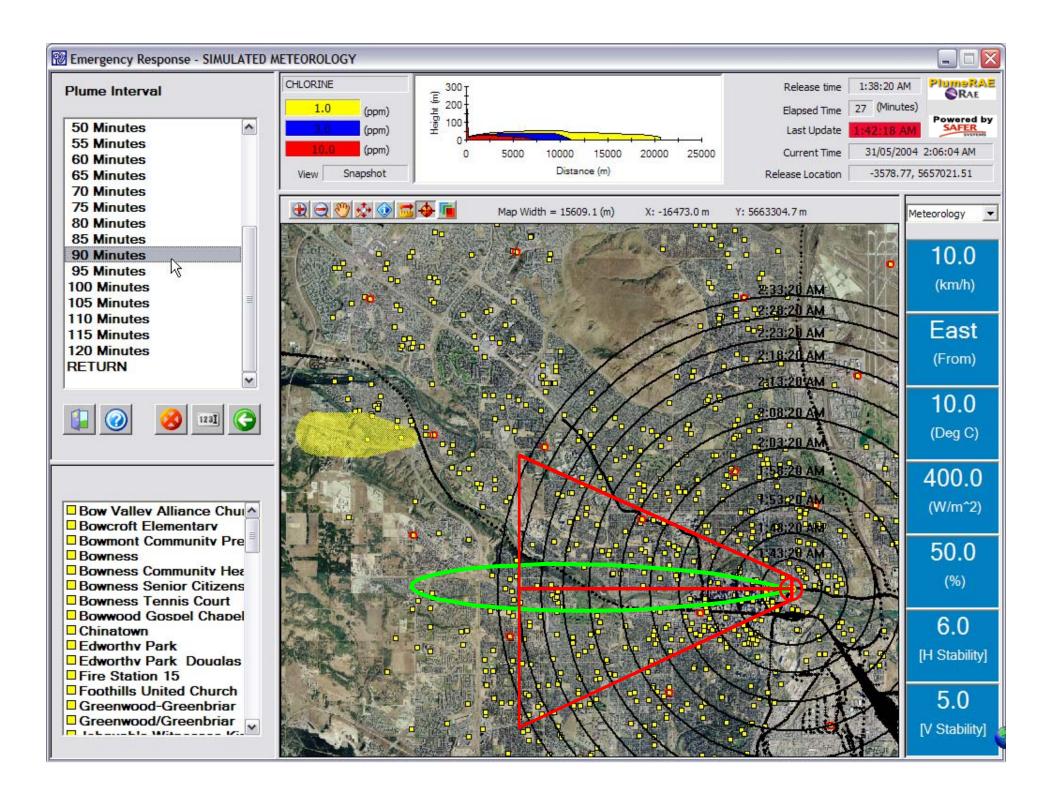


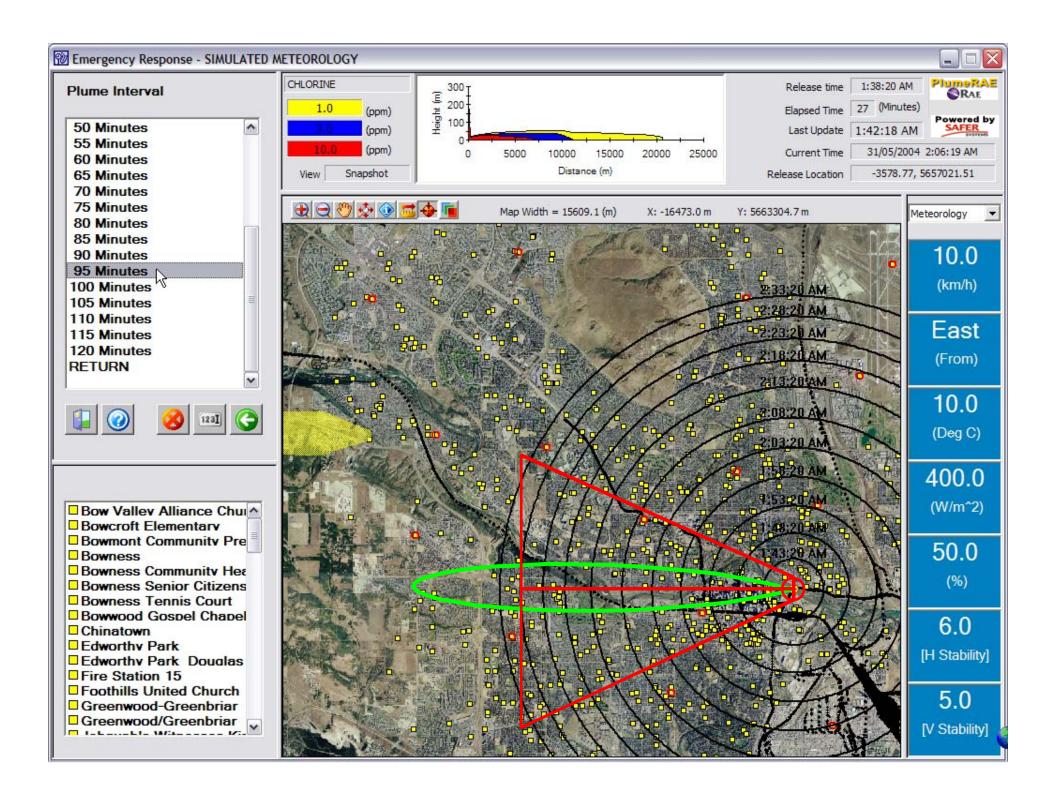


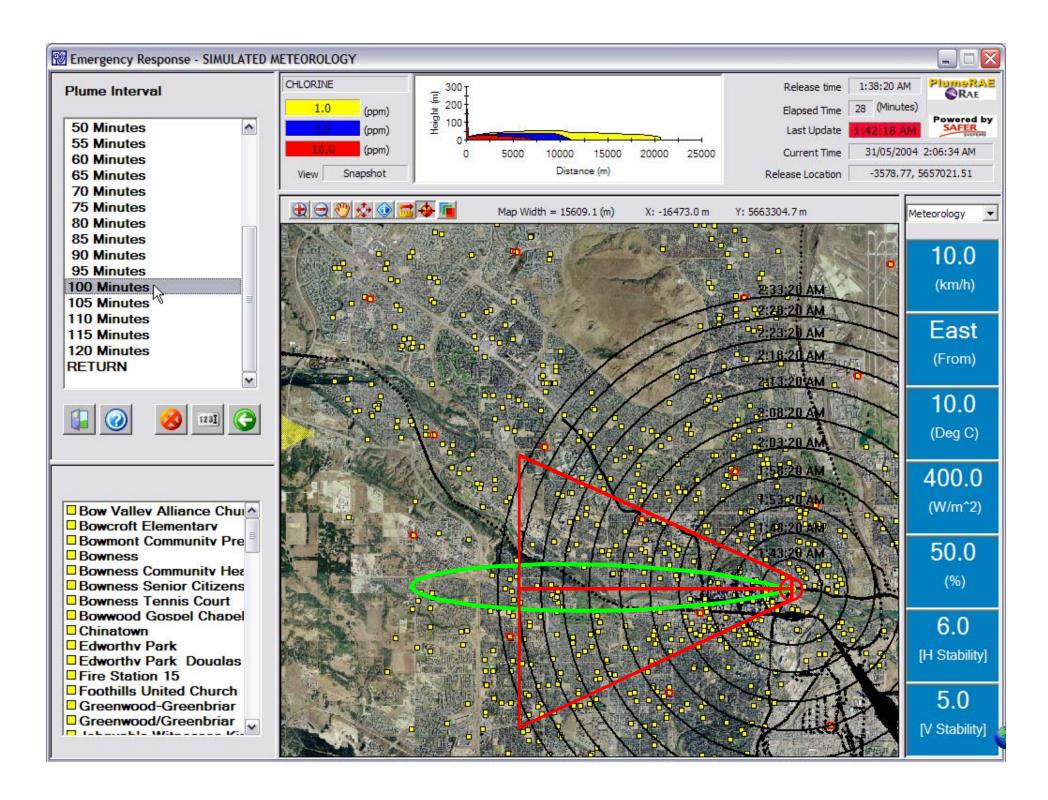


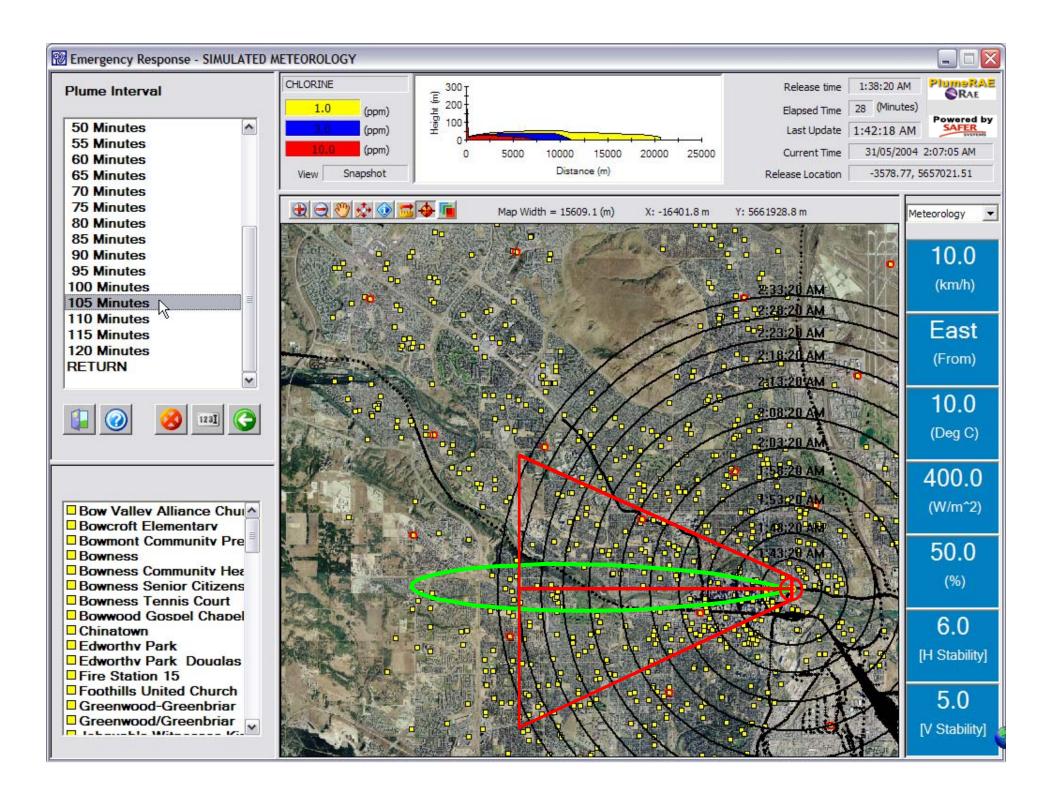


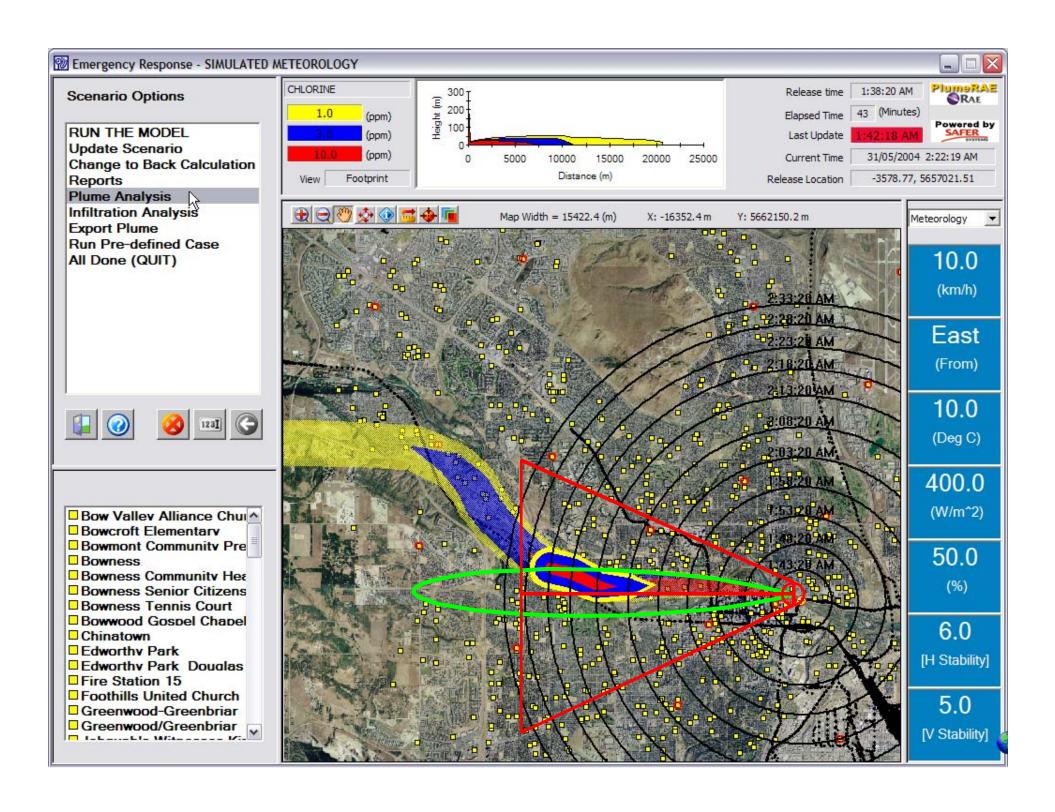


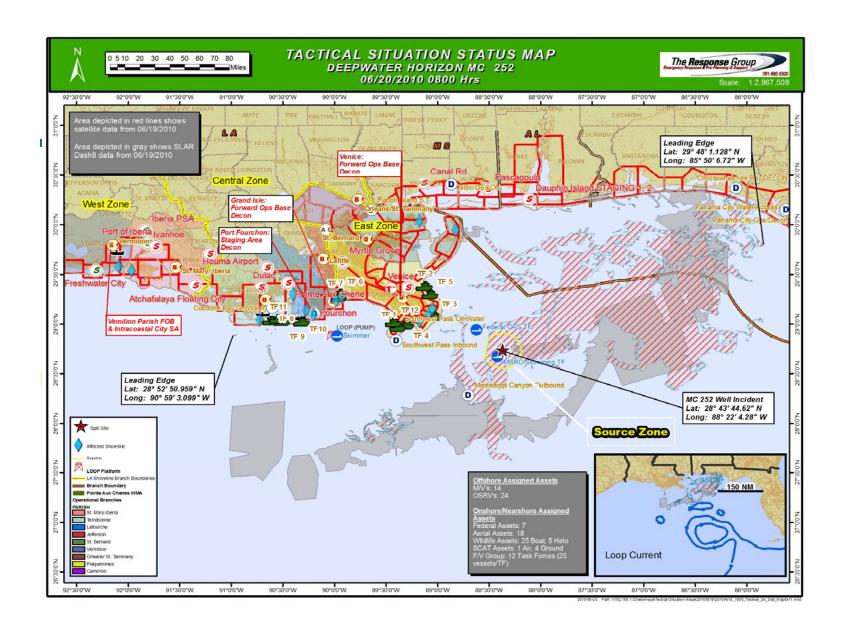








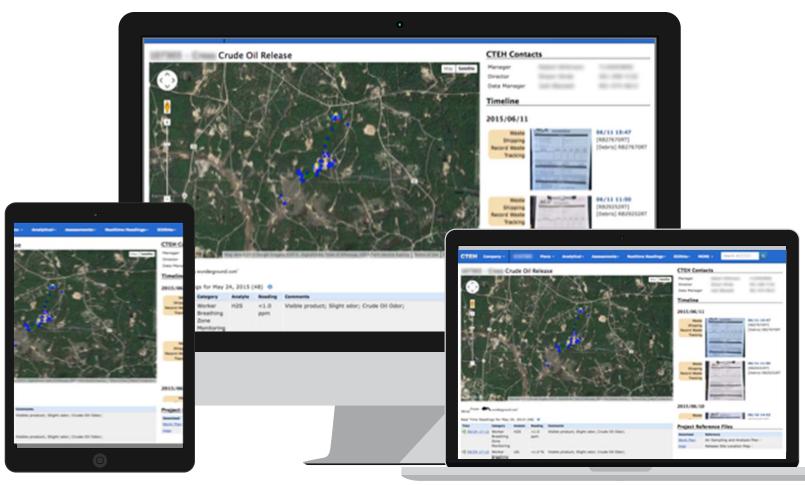














#### **NEAR REAL-TIME VISIABILITY**

View sample collections as they are captured with field notes of local conditions and readings



#### **PERSONALIZED LOGIN**

Data is accessible with a simple username and password.



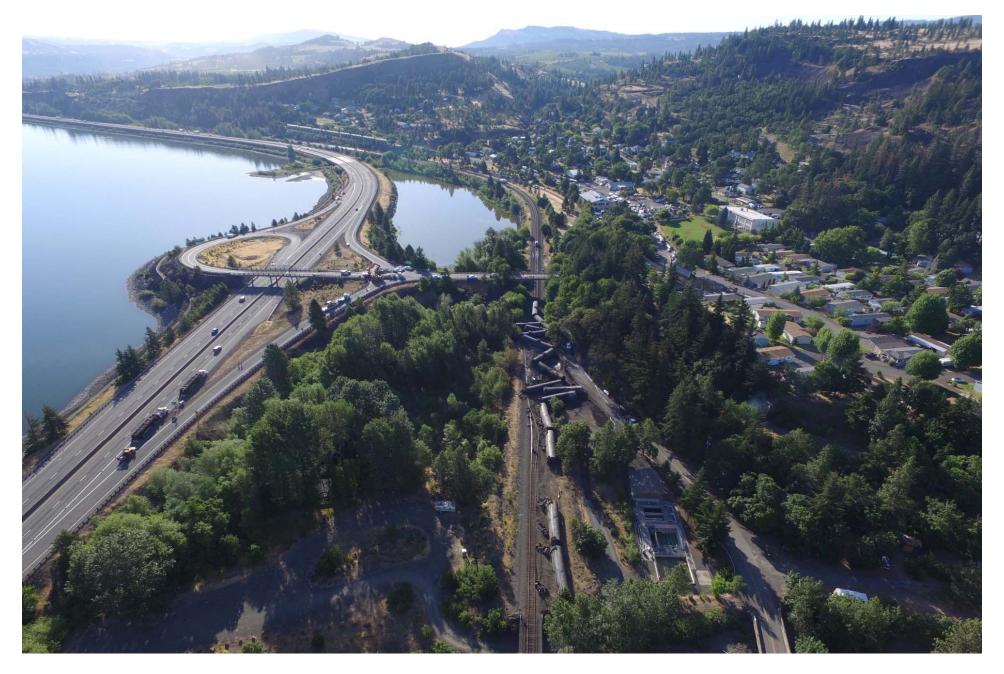
#### **KEYWORD SEARCHABLE**

Search your project by date, keyword, and location









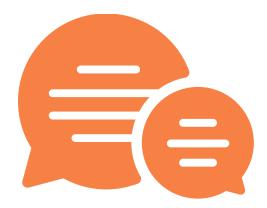






#### First Day: Communications Response

- Do our words and our actions align?
- Do we have a plan?
  - Media
  - Social media
  - Communications (internal and external)



- Establish timeline for coming days
- Continue ongoing media monitoring / responding
- Schedule daily touch base with core team, more if necessary









#### First Day: Legal Response

- OSHA fatality and severe injury reporting
- Establish designated point of contacts with government agencies
- Evidence preservation
  - Electronic and physical evidence
- Preservation hold memorandum
- Eyewitness statements
- Work with PR Team on media alerts / social media
- Contact / tender notice to Insurance Carriers









## First Week





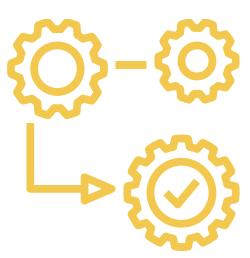






### First Week: Environmental Response

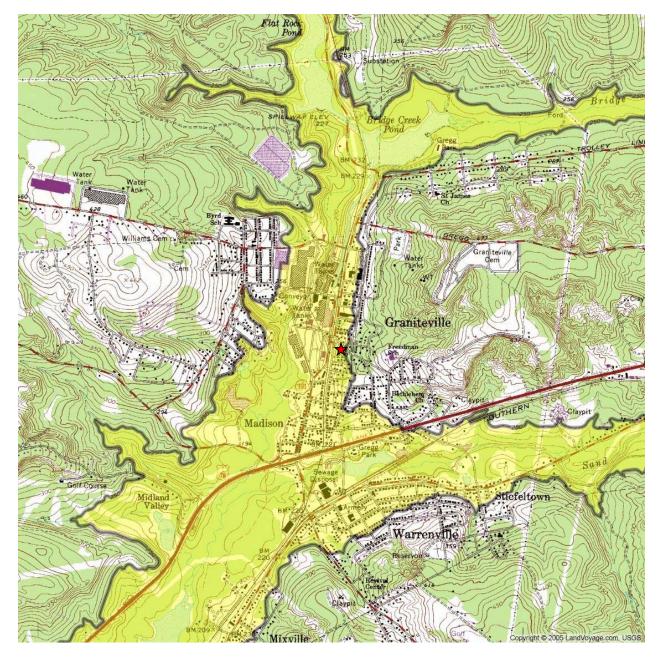
- Ongoing Operations
- Address Stakeholder Concerns/Issues
- Communication(s)
- Data Analyses and Presentation











- ✓ Chlorine gas is 2.5 times heavier than air
- ✓ Chlorine was below the 250 ft elevation shown on the map
- ✓ Wind was from the South
- ✓ Homes affected by the Chlorine were localized to directly east of the accident (west of Gregg Street) and just west of the Avondale plants









### **Risk Communication**







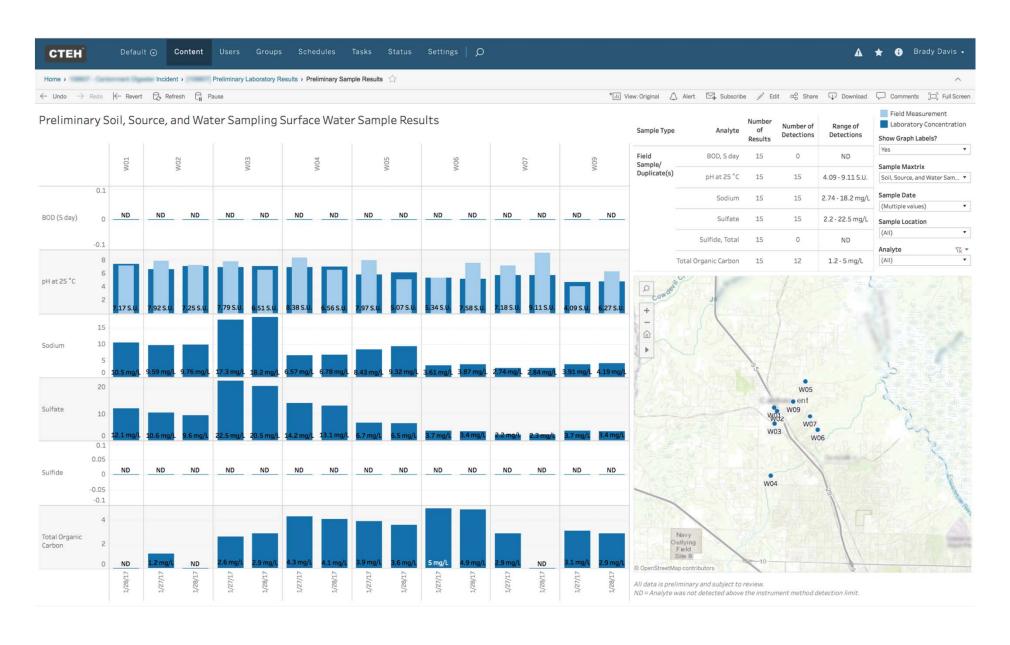


# CTEH Lac-Mégantic Derailment Legend **Monitoring Location** O Detect (ppm) Non-Detect Site Boundaries Exclusion Zone 01 Restructured Evacuation Zone 02 Restructured Evacuation Zone 01 Initial Evacuation Zone Support Zone 01 Incident Site





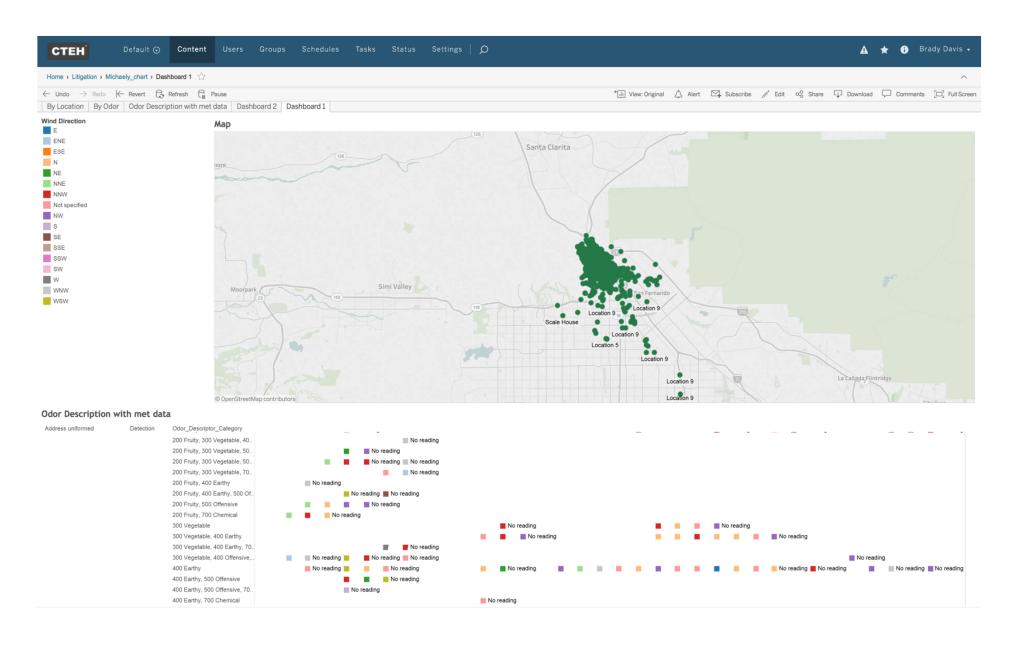




















#### First Week: Communications Response

- Work the plans
  - Crisis
  - Media
  - Social Media
  - Communications



- Assess and determine if all audiences have been reached and if messages are resonating; adjust as necessary
- Identify vulnerabilities and plan accordingly
- Ongoing monitoring and coordination with core team









### First Week: Legal Response

- Facilitate and handle requests from government inspectors (CSB, EPA, OSHA, DOT, State agencies):
  - Site visits;
  - Document requests;
  - Witness interviews
- Work with company on its own Incident Investigation / Root Cause Analysis
- Begin your own Internal Investigation
- Key aspects of Witness interviews
- Experts
- Develop framework for claims processing / litigation
  - Workers Compensation
  - Personal injury
  - Other entities involved
- Continue to work with PR Team and insurance carrier(s)









## **First Month**





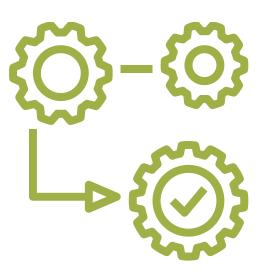






### First Month: Environmental Response

- Ongoing Operations
- Address Public and Business Claims/Concerns
- Return to normal operations
- Legal





















## **Door Knob at Heavily Impacted Property**



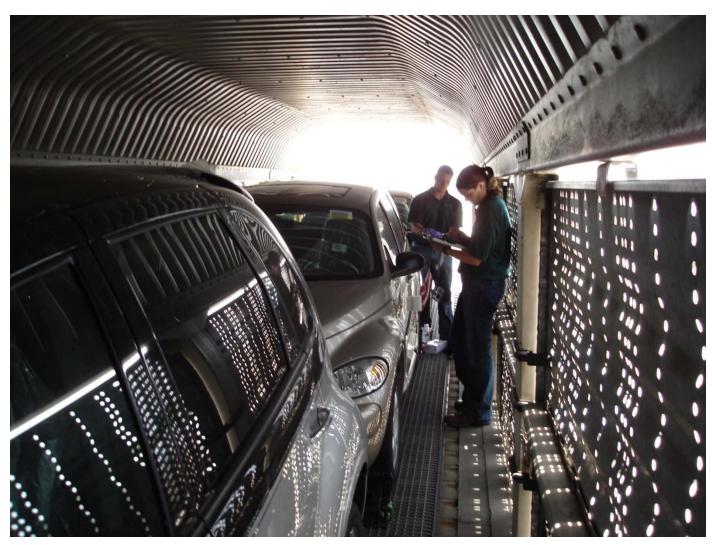








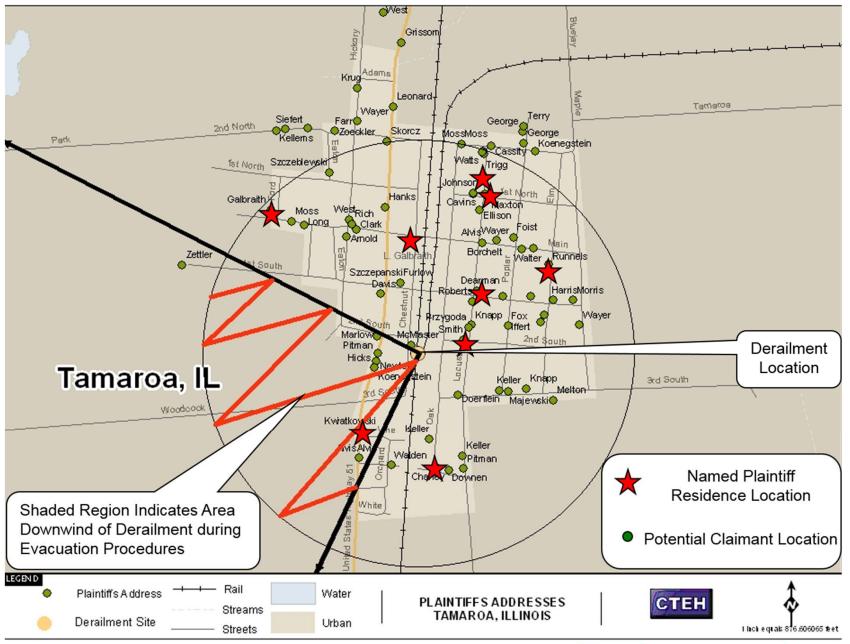
### **Impacted Car Dealership**



















### First Month: Communications Response

- Assess media coverage and stakeholder engagement
- Update key messages and material as appropriate
- Upcoming milestones regulatory, legal
- Ongoing communications planning











#### First Month: Legal Response

- Facilitating Government Investigation
  - Be prepared for hundreds of document requests
  - Multiple witness interviews
- Incident Investigation and Root Cause Analysis
- Internal Investigation
- Begin obtaining reports from emergency responders
- Employee discipline
- Corrective actions and subsequent remedial measures
- Personal injury claims management
- Causation and contributing factors from other parties
  - Preservation demand letters to other parties









# Questions?









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# **Appendix**







### **MC252 Deepwater Horizon**









### April 20, 2010 | Deepwater Horizon Rig

































#### **El Dorado Chemical**









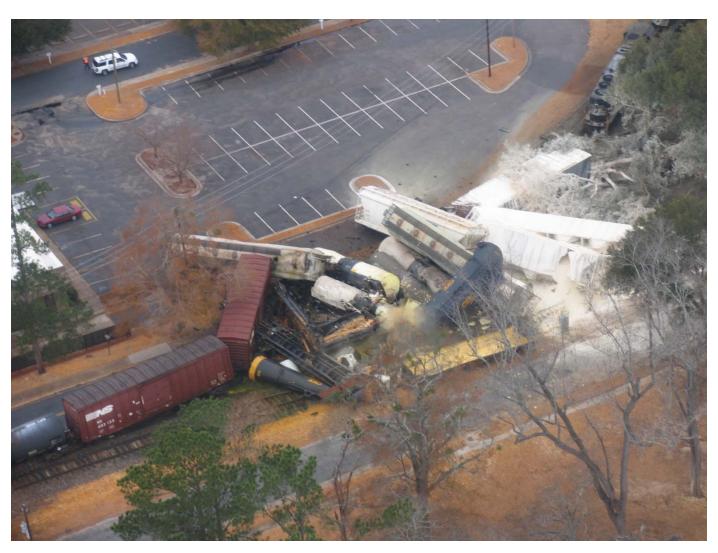
### Potterville, MI







### **Graniteville, SC**







## **Murphy Oil Spill**









### Farragut, TN - Oleum









#### Minot, ND - Ammonia







