

*Am
Conrad*

TO: Mike Reynolds

FROM: R. A. Conrad

DATE: February 22, 1991

VISTA

Interoffice
Communication

SUBJECT: VCM Plant Community Outreach Goals & Objectives

Attached is a copy of the subject goals and objectives for the VCM Plant that were attached to your January 28, 1991 memo. One goal that the VCM Plant agreed to do was to develop by February 28, 1991 what the Manager's Natural Team believes should be communicated to achieve the Secondary Goal Item 1.(2).

The Natural Team has determined the following should be communicated to employees:

- Responsible Care is a voluntary method to assure that the Chemical Industry can survive, that Vista Chemical Company survives, that the VCM Plant survives and that our employees jobs depend upon the success of this program. It is also a program that is good for the environment and the community. Our program will not solve all the problems at once, but will commit to make progress in all areas of concern. The program has a long way to go but we intend to be proactive in our efforts and to reach beyond the regulatory requirements whenever possible.
- Employees should be given feedback on the Responsible Care survey that was done in 1990 as well as a refresher course on what is Responsible Care. They should be advised that much of what we are doing now is Responsible Care. We should communicate more about what we are doing and what it will accomplish and do it on a continuing and frequent basis. The areas that should be communicated early on include:
 - 1) How many dollars have we spent in the last several years for this purpose?
 - 2) How many manhours were spent in 1990 by our employees for this purpose?
 - 3) Outline and discuss our EDC exposure reduction program including new FPM, double pump seals, CPS and new administrative procedures.

CWH 000012154

- 4) That we have developed a reporting protocol that is conservative towards over reporting and we believe it is recognized by the regulatory agencies.
- 5) That we have a VOC program that goes beyond the regulatory requirement. Valve bagging frequency and laboratory emissions reduction programs are examples.
- 6) We are continuing major successful efforts in reducing EDC to the ASU. This includes upgrading steam strippers, controlling C-500 water, solving the Rupture Disk failures and improving equipment clearing methods to avoid unusual releases. List and document these efforts and the results to date.
- 7) Improvements in the C-500 stack. Replacement piping and high expenditures to seal the remaining wood pipe until it is replaced.
- 8) Continuous efforts to improve the sample systems and procedures so that employee exposure is reduced.
- 9) Expanding the Industrial Hygiene personnel exposure tracking and reporting program to cover additional chemical exposure data.
- 10) Efforts to continue to stress doing the job safely and in an environmentally acceptable way. Turnaround safety meetings with contractors and employees is an example.
- 11) Continuation of the Consent Decree program on a voluntary basis even though no longer required.
- 12) Upgrading our efforts to reduce incinerator bypasses and miscellaneous leak situations by documenting a clear cut corrective action and follow up program.
- 13) To point out Vista's participation and leadership in various community projects such as the CAER program, the air monitoring program, the Calcasieu Estuary program and the Public Advisory Panel.
- 14) Development of the leak reporting protocol procedures and subsequent training so that we do a first class job of communicating to the public.
- 15) Upgrading our inspection programs and developing new corrosion inhibiting programs that will reduce the potential for leaks.

CWH 000012155

- 16) Conservative program developed to monitor as well as to change out the H-101 Direct Chlorination Cooler.
- 17) General efforts to improve and upgrade our overall safety programs and fire water systems through the use of the Safety Action Team as well as providing additional temporary safety manpower. Examples include: New breathing air equipment has been purchased, tank dikes have been upgraded, fall protection has been emphasized and the fire water system has been upgraded.
- 18) Establish a one page weekly newsletter that includes something on Responsible Care every week.
- 19) Make employees aware of the giant scope and effort underway for the Vision project.

This outline of communications obviously would need considerable fleshing out and refinement before it can be achieved.

We await your focus groups proposal due February 28 after which these group or groups will meet to determine what employees want or need to hear in order to achieve the objectives of this program.



R. A. Conrad

br(7)

cc: THH TGG MAS JCG (HOUSTON)

PDC - Mgr. Natural Team Members

JF JWW

CWH 000012156

VCM Plant Community Outreach Goals & Objectives

Overall Goal: Establish attitude that Vista as a company is making progress in protecting the environment, and the safety and health of its employees and neighbors.

Secondary Goals

1. Continue to educate employees on Responsible Care, and safety and health matters.

Objectives

1. Determine where we are.....MAS to complete questionnaire with VCM..... Feb. 23
personnel, write defining document
- 2. Determine what we should.....Connad's team Feb. 23
tell employees
3. Determine what they.....MSR, MAS, JCB to prepare focus group
proposal Feb. 23
want to hear Apr. 15
Complete focus groups
4. Determine best way.....Complete focus groups Apr. 15
to communicate with
employees
5. Communicate.....To be set
6. Determine what employeesTo be set
thought about what we said

2. Improve relations with the community to the point they will not put us out of business.

Objectives

1. Determine where we are.....MAS to complete questionnaire with VCM..... Feb. 23
personnel, write defining document
2. Determine who nearbyMSR to call Ed Taylor, Robert Handy, other Feb. 28
community is sources re. demographics of near neighbors
3. Other objectives to come

3. Establish Vista as a company that has and supports a strong environmental policy.

No objectives set. Objectives for Goals 1&2 will accomplish

4. Have employees be proactive for Vista.

No objectives set. Objectives for Goals 1&2 will accomplish

5. Develop potential employees from neighborhood. Establish Vista as a company that strongly supports and promotes the local educational system.

Objectives

1. Identify individuals for vocational training
2. Sponsor classes on shop math, mechanical aptitude

VCM Community Outreach Goals

- A. Establish attitude that Vista as a company is making progress in protecting the environment, and the safety and health of its employees and neighbors
1. Continue to educate employees on Responsible Care, and safety and health matters.
 2. Improve relations with the community to the point they will not put us out of business.
 3. Establish Vista as a company that has and supports a strong environmental policy.
 4. Have employees be proactive for Vista.
 5. Develop potential employees from neighborhood. Establish Vista as a company that strongly supports and promotes the local educational system.

VCM Objectives

Objectives for Goal 1

Determine where we are--position paper, MAS, end of Feb.
Determine what we should tell employees, Conrad team, end of Feb.
Determine what they want to hear--focus groups, April 15
Determine best way to communicate--focus groups, April 15
Communicate--to come
Determine what employees think of what we said--to come

Objectives for Goal 2

Determine where we are--position paper, MAS, end of Feb.
Determine who they are--MSR, work on demographics with call to Ed Taylor
(Other objectives to follow)

LAB Community Outreach Goals

Look for and analyze proactive and reactive approaches to community outreach program regarding HF.
Continue PIE, get four teachers out for lunch per month (elementary)
Analyze SAFER system scenarios, possible impacts
Edit, change presentation on HF--Ware

01/30/91 15:43 12028358879

KETCHUM COMM. DC

002

To: John Friend
Joe Ware
Dick Conrad
Paul Carrico

From: Mike Reynolds
Date: Jan. 28, 1991

Interoffice
Communication

Subject: Community Outreach

VISTA

Thanks for meeting with Chris, Mary Ann and me last week to discuss Community Outreach and Responsible Care.

Action items coming out of our meeting included:

1. JF to check with Mike Guillory, Louisiana Emergency Planning Council, regarding possible announcement of report on estimated releases from area industry's large vessels and units.
2. Chris Bozman will review presentation prepared for resident industry visit, considering how to best add safety, health and environmental issues to it.
3. Three plant managers to name Lake Charles Earth Day Team members. Chris Bozman to kick off planning with a conference call after team is formed.

It's our understanding that Community Outreach Goals and Objectives for all three plants for the year include:

1. Conduct open houses or tours for media, legislators and other governmental employees (incl. C&I board), retirees.
2. Present tour (overview) presentation to all employees.

We, of course, are ready to help with these goals and objectives in any way we can.

Attached are fleshed-out versions of the Community Outreach Goals and Objectives developed for the VCM Plant and the LAB Plant. As we go forward with possible community outreach efforts, we'll focus on whether and how we would use the two Mossville residents, Kingmaiden and LaDalle, because they are already participating in the Industry focus group.

Mike
cc: Chris Bowman
Mary Ann Stephenson
Elliot Vogelfanger
Tom Grumbles

CWH 000012159

VCM Plant Community Outreach Goals & Objectives

Overall Goal: Establish attitude that Vista as a company is making progress in protecting the environment, and the safety and health of its employees and neighbors.

Secondary Goals

1. Continue to educate employees on Responsible Care, and safety and health matters.

Objectives

1. Determine where we are.....MAS to complete questionnaire with VCM..... Feb. 28
personnel, write defining document
2. Determine what we should.....Conrad's team..... Feb. 28
tell employees
3. Determine what they.....MSR, MAS, JCB to prepare focus group
proposal Feb. 28
want to hear Apr. 15
Complete focus groups
4. Determine best way.....Complete focus groups..... Apr. 15
to communicate with
employees
5. Communicate.....To be set
6. Determine what employeesTo be set
thought about what we said

2. Improve relations with the community to the point they will not put us out of business.

Objectives

1. Determine where we are.....MAS to complete questionnaire with VCM..... Feb. 28
personnel, write defining document
2. Determine who nearbyMSR to call Ed Taylor, Robert Handy, other Feb. 28
community is sources re. demographics of near neighbors
3. Other objectives to come

3. Establish Vista as a company that has and supports a strong environmental policy.

No objectives set. Objectives for Goals 1&2 will accomplish

4. Have employees be proactive for Vista.

No objectives set. Objectives for Goals 1&2 will accomplish

5. Develop potential employees from neighborhood. Establish Vista as a company that strongly supports and promotes the local educational system.

Objectives

1. Identify individuals for vocational training
2. Sponsor classes on shop math, mechanical aptitude

01/30/91

15:43

12028358879

KETCHUM COMM. DC

003

LAB Plant Community Outreach Goals & Objectives

Goals

1. Look for and analyze proactive, reactive approaches to community outreach program regarding HF

Objectives

1. Update, reissue HF if-neededMSRASAP statement
2. Investigate CMA HF group, prepareMSR, Joe WareFeb. 15 recommendation for Vista participation
3. Further investigate circumstancesRandy Gantz, JCBFeb. 15 surrounding Mobil's decision to eliminate HF in California in 7 years, begin HF PR campaign at Chalmette refinery
4. Edit, change plant presentation on HFMSR, Joe WareFeb. 15
5. Write defining document on whereMASFeb. 30 plant stands now in regard to community outreach
6. Analyze SAFER system scenarios,Plant personnel, MAS, JCBFeb. 30 possible impacts
7. Look over presentation prepared forJCBMar. 15 resident industry tour, and determine changes needed to add LAB HF and other environmental issues to it.
8. Develop proposal of both reactive andMSR, MAS, JCB proactive communication plans for now; later once equipment is in place

2. Continue Partners in Education

Objectives

1. Get four teachers out for lunch each month (elementary)

CWH 000012161

Natural Team Meeting Agenda

Meeting Subject: MANAGER'S NATURAL TEAM

Date/Time: FEBRUARY 8, 1991 12:30 - 2:00 PM

Place: MAIN OFFICE CONFERENCE ROOM

Attendees: SEE DISTRIBUTION

Purpose/Objectives: DISCUSS RESPONSIBLE CARE PROGRAM
AND DEVELOP ACTION STEPS - BRAINSTORM ACTION
STEPS FOR COMMUNICATIONS AND POLICY GUIDE

Agenda Item	Responsibility	Time
Statement of Objectives	Leader	2
Code Of Conduct	Leader	1
Review of Last Meeting	Leader	5
Recognition	All	3
Communications	All	7
Process Improvement Strategy	Leader	-
Problem Solving Model	Leader	-
• DISCUSS NEW RESPONSIBLE CARE PROGRAM DEVELOPMENT	RAC-ALL	20
• DISCUSS HOW NATURAL TEAMS CAN HELP IMPLEMENT THE PROGRAM.		10
• DETERMINE WHAT NAT. TEAM BELIEVES NEEDS TO BE COMMUNICATED TO EMPLOYEES FOR RESPONSIBLE CARE		20
• BRAINSTORM COMMUNICATIONS ACTION STEPS - ALSO POLICY GUIDE ACTION STEPS AS TIME PERMITS		15
Action Steps/Schedule	Leader	7

Next Meeting _____

- Reminder:
1. Start/End on time.
 2. Designate a secretary.
 3. Distribute meeting notes.

CWH 000012162

Distribution: DRB-TRC-BTR-DJK-SAR-GMS-SMS-RAL



Responsible Care Communication–Houston



Pretty good start, compared to codes

Already doing many things before Responsible Care

Baseline survey of employees

Focus-group leadership, training

Newsletter

Communication Team–TGG, MSR, MAS, JCB

Steering Team–RDG, THH, TGG





Community Outreach



Defining goals & objectives

Identifying and prioritizing potential audiences

Gathering audience info

Determining techniques for outreach

Message development, testing

Dialogue with community

Assessing effectiveness





Defining Goals, Objectives

What are the problems?

Who is affected, how?

Are they aware? What activities, groups addressing problems?

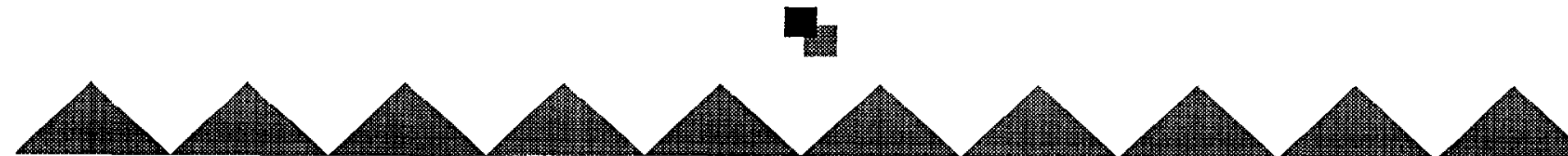
Who is, could be interested?

Media doing anything?

What can we say or do?

What do we want to accomplish?

What resources are available?





Identifying Audiences



CUH 000012166

Any previous expression of interest?

Who likely to be affected?

Who upset if not alerted, consulted?

Who could be helpful?

Who needs to be involved?

Our employees well informed?





Audiences



Employees

Recreational groups

Facility neighbors

Media

Public interest groups

Government agencies

Emergency responders

Professional or trade associations

Civic organizations, others

Educational groups

Youth groups

Religious organizations

Customers





What Do We Know About Our Neighbors



Physical—sex, age, proximity to plant

Demographic—occupation, education level, income level, place of
occupation, cultural characteristics

Behavioral—media exposure, memberships, lifestyle

Psychographic—beliefs, values, attitudes, opinions on plant,
environmental issues



Natural Team Meeting Agenda

Meeting Subject: Plant Manager's Natural Team

Date/Time: Friday, July 22 @ 2:00

Place: main Conference Room

Attendees: POC, PJV, SAR, TCC, DDB, BJR, SMS

Purpose/Objectives: Environmental - Permit vs. Actual 3

1) Define our understanding of the communication problem associated with this item
2) Develop a plan to get employee input regarding the communication problem they see with this item.

<u>Agenda Item</u>	<u>Responsibility</u>	<u>Time</u>
Statement of Objectives	Leader	2:00
Code Of Conduct	Leader	2:01
Review of Last Meeting	Leader	2:02
Recognition	All	2:05
Communications	All	2:10
Process Improvement Strategy	Leader	
Problem Solving Model	Leader	

<u>Define our understanding of the communication problem</u>	<u>All</u>	<u>2:15</u>
--	------------	-------------

<u>Develop a plan to get employee input regarding the communication problems they see with this item</u>	<u>All</u>	<u>2:25</u>
--	------------	-------------

Action Steps/Schedule	Leader	2:55
-----------------------	--------	------

Next Meeting	Adjourn	3:00
--------------	---------	------

- Reminder:
1. Start/End on time.
 2. Designate a secretary.
 3. Distribute meeting notes.

Distribution: _____

CWH 000012169

LABORATORY QA PROGRAM

- . TRAIN ANALYSTS**
- . REQUEST CUSTOMER INPUT**
- . LAB TEAMS FORMED**
- . EVALUATE LAB METHODS**
- . DEVELOP CONTROL CHARTS**
- . DEVELOP FEEDBACK MECHANISM**
- . FORMATION OF NATURAL TEAM**

LABORATORY QA TEAM PROJECT
CUSTOMER INPUT

PVC PLANTS

BUTADIENE

OXYGEN

IRON

CAUSTIC - PA, H+

WATER

ACETYLENE

ACETALDEHYDE

MONOVINYLACETYLENE

OPERATIONS

R-101 CHLORINE

T-102 EDC PH

C-102 FEED PH

C-102 REFLUX EDC

C-103 REFLUX CCl_4 , HCCl_3

TRI, BENZENE, 112

VCMTS P/O EDC

C-202 OH VCM

C-203 REFLUX HCL

C-203 REFLUX BD

S-309 EDC CONC.

S-309 WATER HCL CONC.

S-102 PH

R-102 CHLORINE

PURGE GAS ETHYLENE

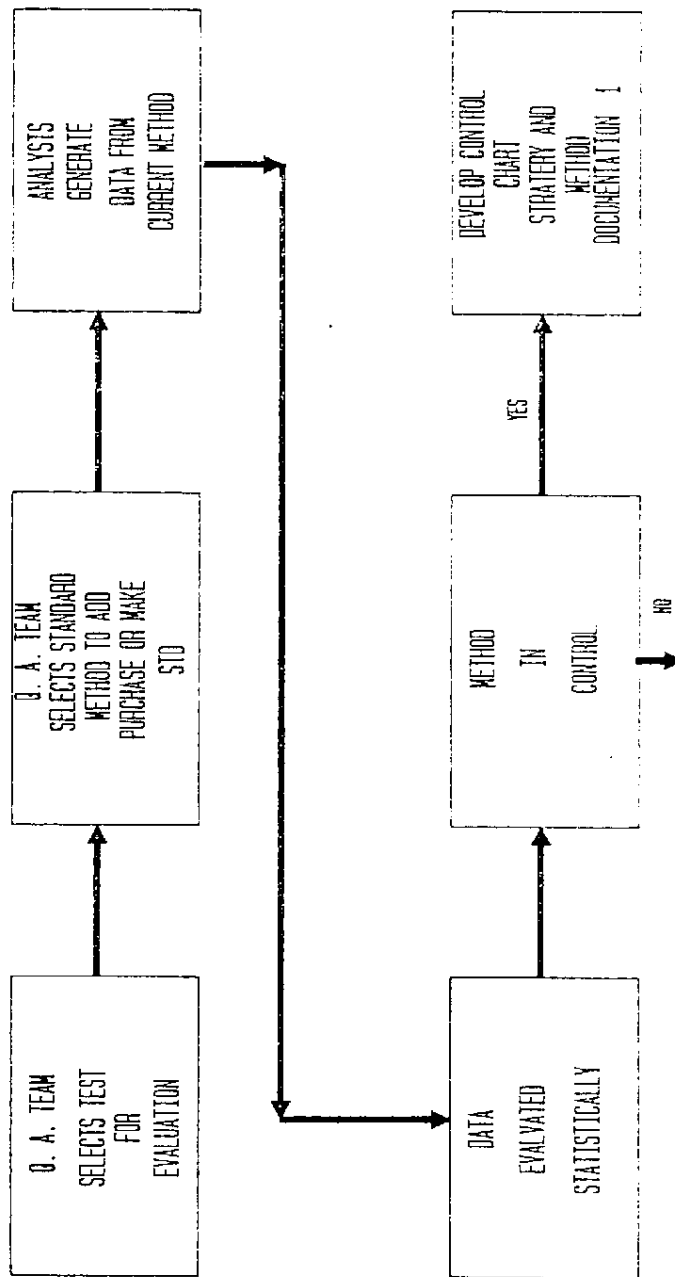
C-902 CAUSTIC SCRUBBER

PH/HOCL

C-901 ABSORBER BOTTOMS

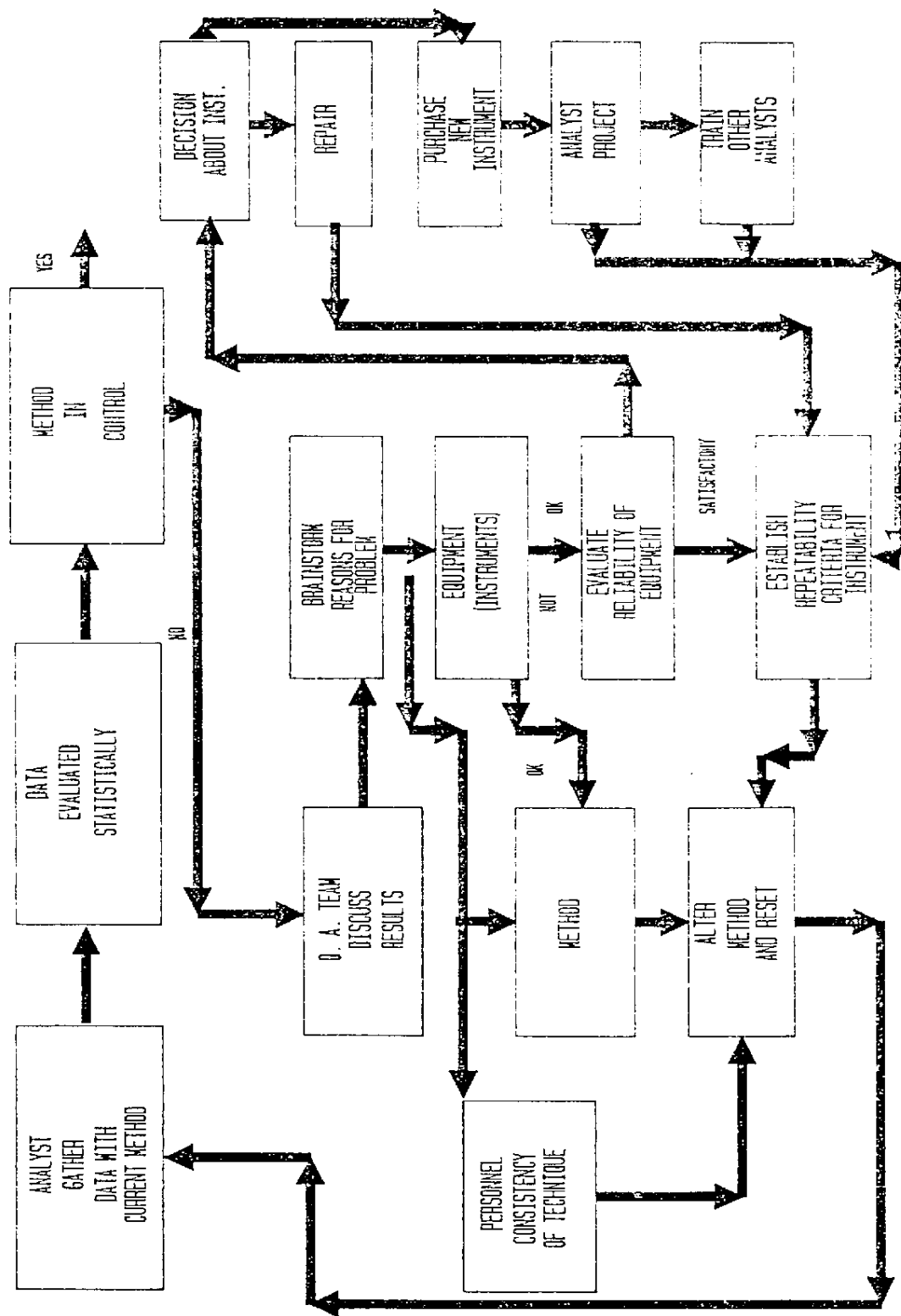
% HCL

LABORATORY Q. A. PROJECT PROCESS FLOW



1 NO. OF CONTROL CHARTS IS DEPENDENT ON NUMBER OF COMPONENTS

LABORATORY Q. A. PROJECT PROCESS FLOW



LAB QA TEST DESIRED

1. ENSURE INSTRUMENTATION IS WORKING PROPERLY:

- UV/VISIBLE SPECTROPHOTOMETER MAY/JUNE 1988
- BRINKMAN AUTOTITRATION INSTRUMENT MAR/APR 1988
- MITSUBISHI WATER ANALYZER FEBRUARY 1988
- CAPILLARY EDC GAS CHROMATOGRAPH OCT/DEC 1987
- LOW BOILER CAPILLARY GAS CHROMATOGRAPH JUL-OCT 1988
- HIGH BOILER CAPILLARY GAS CHROMATOGRAPH JUL-OCT 1988

LAB QA TEST DESIRED

2. METHODS TO BE EVALUATED (DEVELOPED MAY 1988):

- T-102 CAUSTIC*
- S-309 ACID*
- PH OF WATER*
- T-102 EDC PH
- CHLORINE ON EDC*
- WATER IN EDC*
- WATER IN VCM*
- WATER IN TARS
- WATER IN OIL
- ALKALINITY/
ACIDITY ON VCM*
- ACETALDEHYDE
IN VCM
- IRON IN VCM*
- $FeCl_3$ IN EDC*
- HYPOCHLORITE
ANALYSIS
- ORGANICS IN
CONDENSER H_2O
ETHYLENE, VCM,
EtCl, EDC*
- C-101 EDC
ANALYSIS*
- ORGANICS IN VENT
GAS
- INORGANIC GAS IN
VENT GAS
- PERSONNEL
DOSIMETER
VCM, EDC, CCl_4
- EDC ANALYSIS
 CCl_4 , BENZENE,
 $HCCl_3$, TRI, 112*
- LOW BOILER
ANALYSIS*
 - A. BD
 - B. $MeCl$
 - C. ACETYLENE
 - D. OTHERS
- HIGH BOILERS (EDC)
- MURIATIC ACID
- METALS IN WATER*
IRON, CHROMIUM,
ZINC, OTHERS
- AMMONIA*
- TSS*
- COD*
- BOD*
- CHLORINATED HCL
- INORGANIC CHLORIDE
- GC/MS*
 - A. SURROGATE
 - B. EDC
 - C. $CHCl_3$
 - D. BENZENE
 - E. TOLUENE
 - F. METHYL
CHLORIDE

* COMPLETE

STATUS OF CONTROL CHARTS

WET CHEMISTRY

IN USE/CONTROL

PH

CHLORINE

IRON IN VCM

HCL (WT. %)

NAOH (WT. %)

ALKALINITY IN VCM

ANALYSIS OF H₂O STANDARD

T-102 CAUSTIC

A. TURN NAOH

B. Na_2CO_3

C. ALKALINITY

PHOSPHATE

IRON IN EDC

STATUS OF CONTROL CHARTS

GAS CHROMATOGRAPH

IN USE/CONTROL

CONDENSER WATER STANDARD

VCM, ETCL, VCM EDC

VCM STANDARD

ETHYLENE, PROPYLENE

ACETYLENE

BD, MECL

MVA, ETCL, EDC

EDC STANDARD

CCL₄, BENZENE, TRI

CHLOROFORM, 1,1,2

BEING DEVELOPED

ENTRY SAMPLE ANALYSIS

VCM

EDC

CWH 000012177

STATUS OF CONTROL CHARTS

ENVIRONMENTAL

IN USE/CONTROL

TSS

COD

BOD

AMMONIA (N)

ZINC

CHROMIUM

IRON

BEING DEVELOPED

AA INSTRUMENT EVALUATION

INORGANIC CHLORIDES

NICKEL

CWH 000012178

STATUS OF CONTROL CHARTS

GC/MS

IN USE/CONTROL

METHYLENE CHLORIDE

CHLOROFORM

BENZENE

TOLUENE

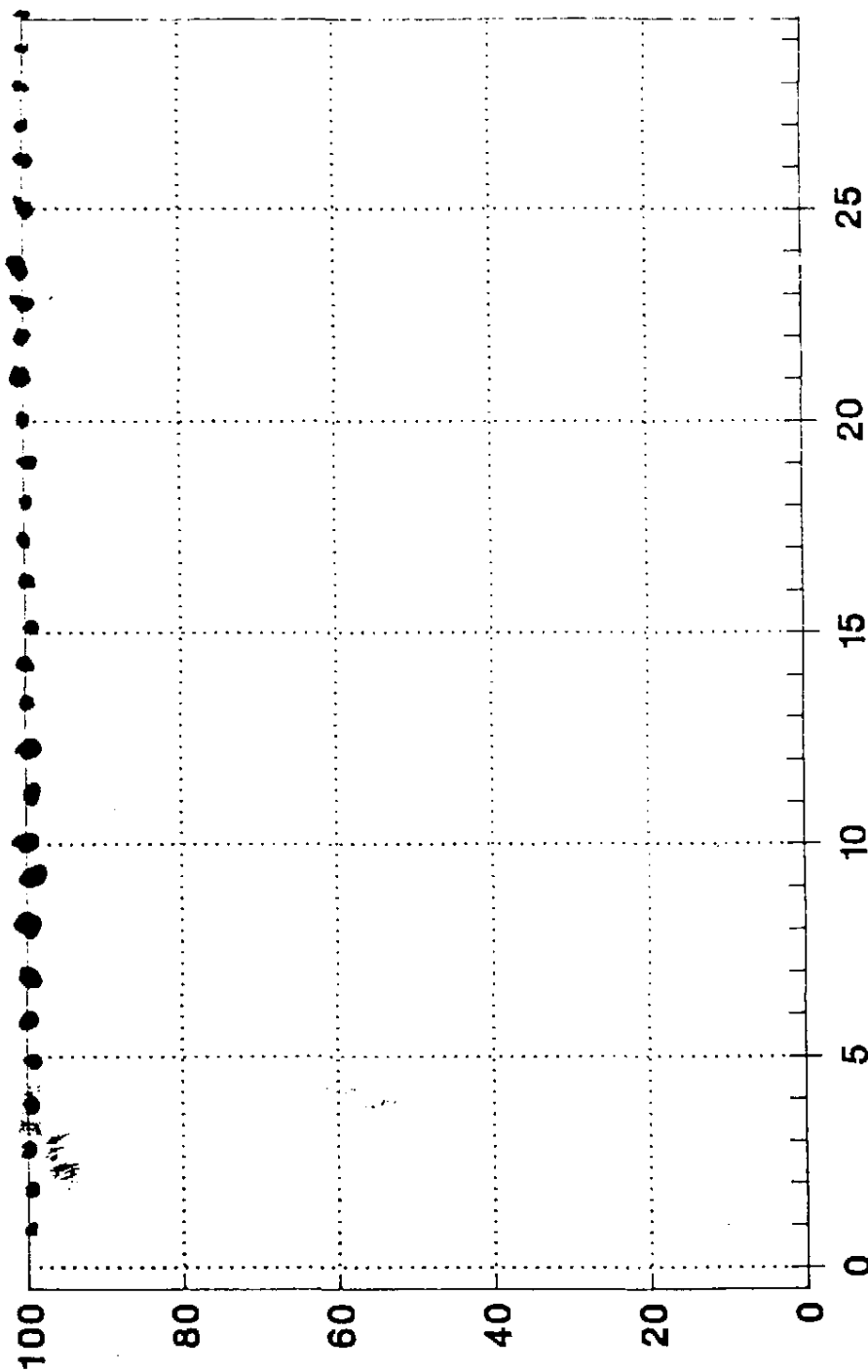
EDC

3 SURROGATES

SEPT

1989

GC Lab % of Required SPC Analyses Run

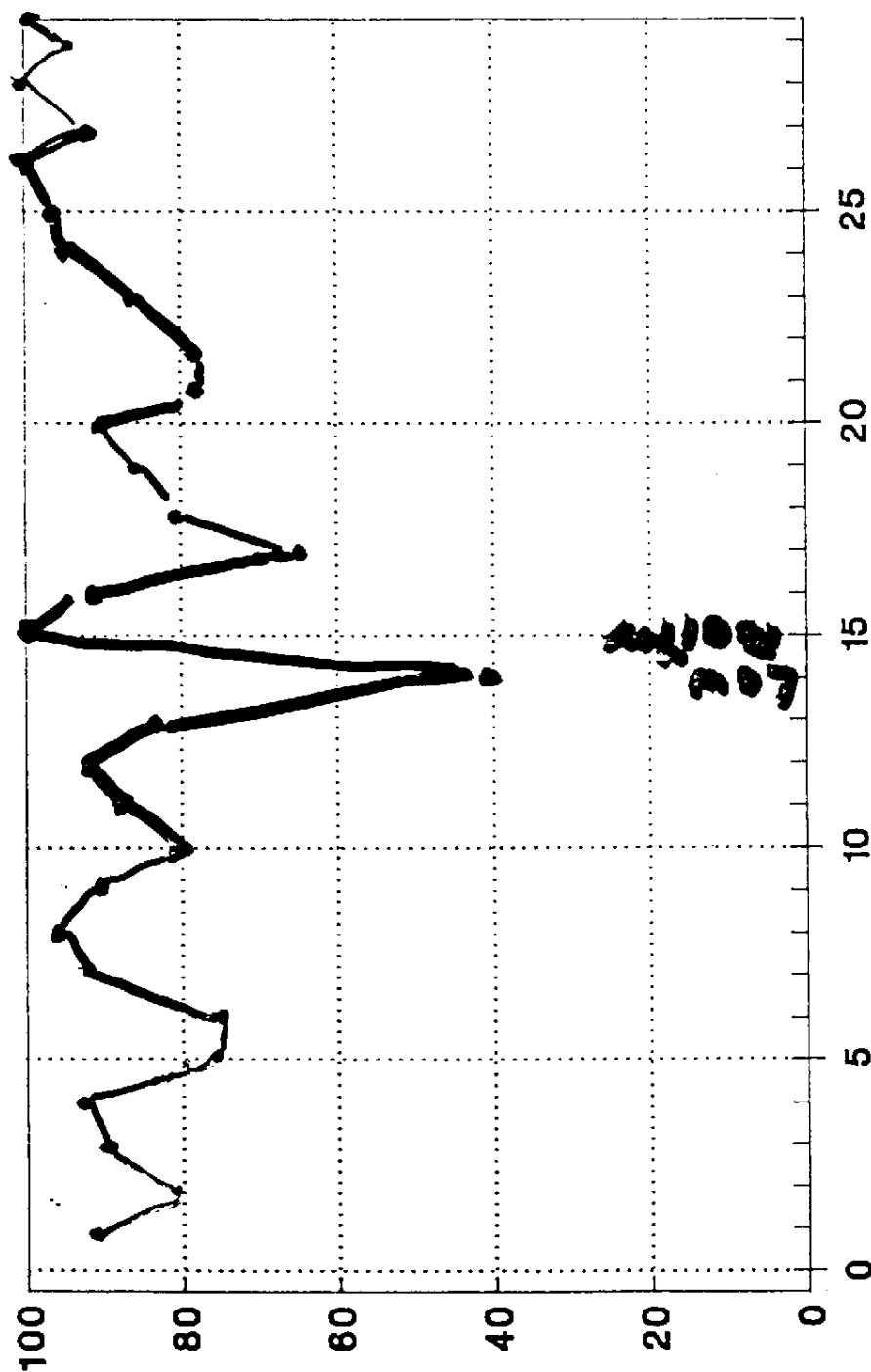


SEPT.

1989

GC Lab

% of Charted Analyses in Control



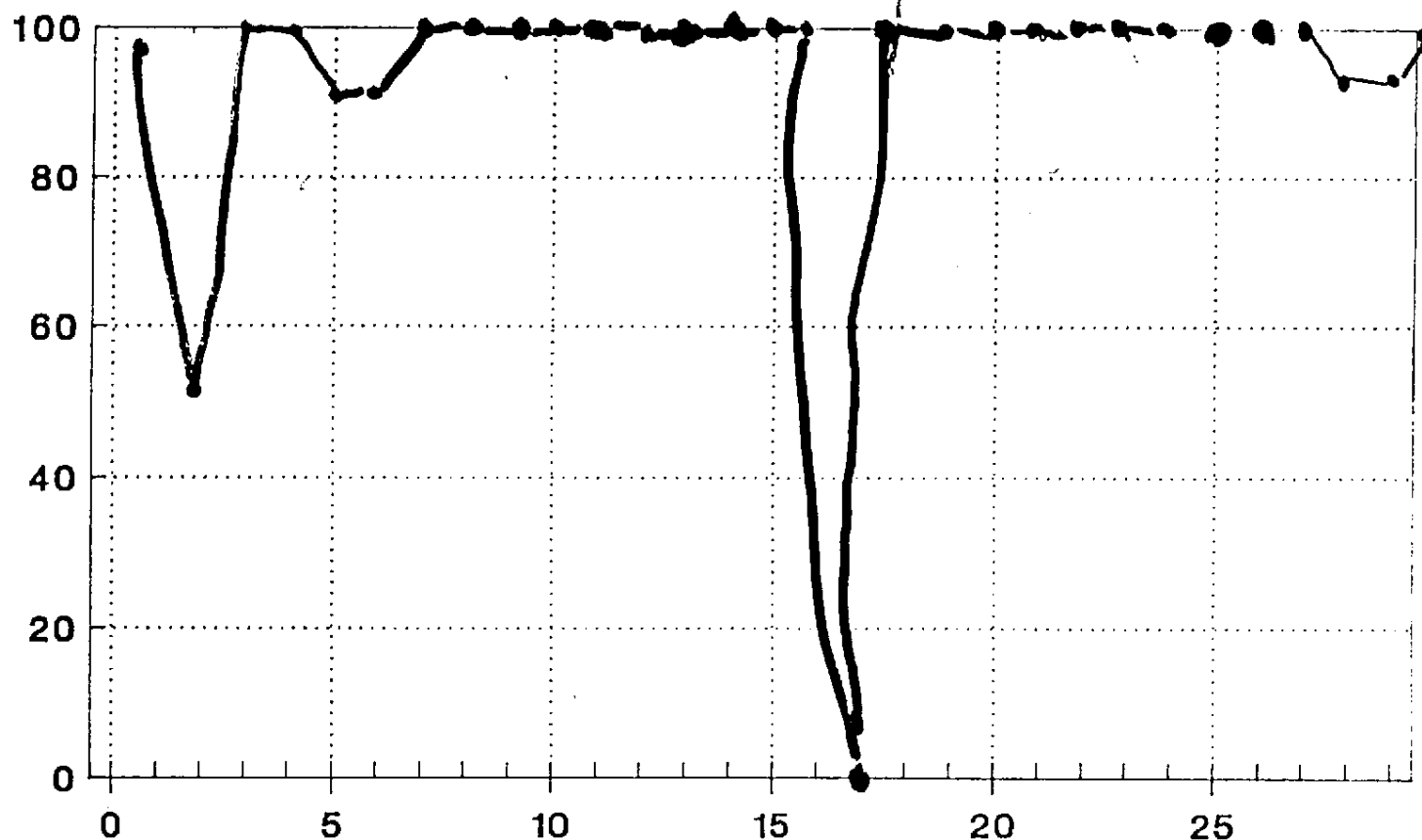
CWH 000012181

SEPT

1989

Wet Chemistry Lab

% of Required SPC Analyses Run



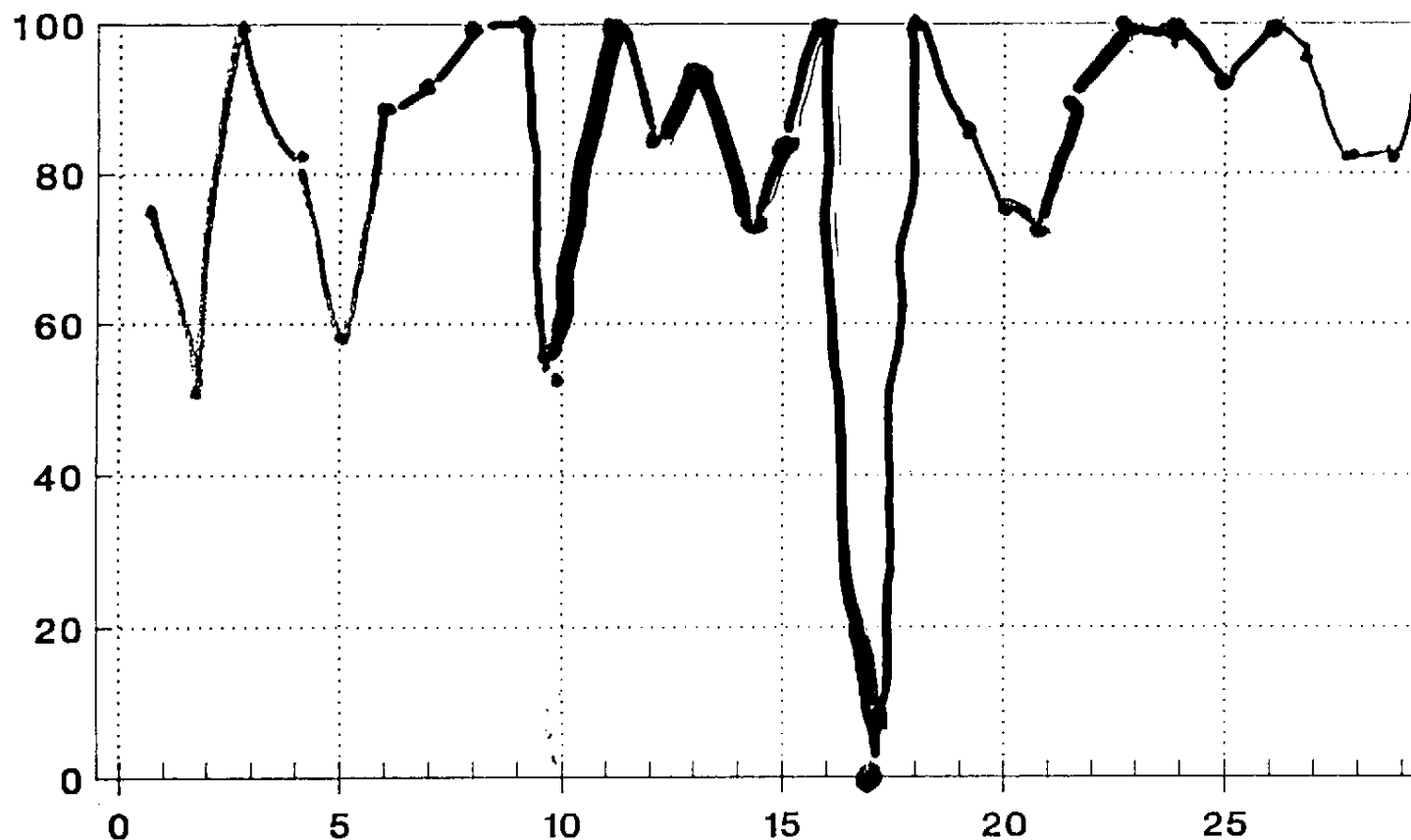
CWH 000012182

SEPT

1989

Wet Chemistry Lab

% of Charted Analyses in Control



CMH 000012183

WHAT'S BEEN DONE

- 8 ANALYSES IDENTIFIED BY PVC PLANTS
 - LAB STANDARDS CHARTED AND IN CONTROL ON 6
 - OXYGEN AND ACETYLENE ANALYSES PENDING
 - 5 OTHER COMPONENTS CHARTED AND IN CONTROL
- 16 SAMPLES PRIORITIZED BY VCM OPERATIONS REQUIRED 31 ANALYSES
 - 29 CONTROL CHARTS DEVELOPED TO DATE
- ENVIRONMENTAL REGULATIONS REQUIRE MAINTENANCE CONTROL CHARTS ON ALL PARAMETERS TESTED (14)
- ANALYST SETTING UP PROGRAM AS TIME PERMITS
 - HAS RESULTED IN GOOD "BUY IN"
 - BECOMES PART OF NORMAL ROUTINE
 - HAVE WEEKLY QA MEETINGS
- DEFINE PROGRAM LIMITATIONS
 - LACK OF TIME TO ADDRESS OUT OF CONTROL POINTS
 - NEED FOR STANDARD OPERATING PROCEDURES FOR EACH INSTRUMENT
 - NEED CURRENT ANALYTICAL METHODOLOGY DOCUMENTED
 - DOCUMENTATION OF CONTROL CHART STRATEGY

FUTURE PLANS

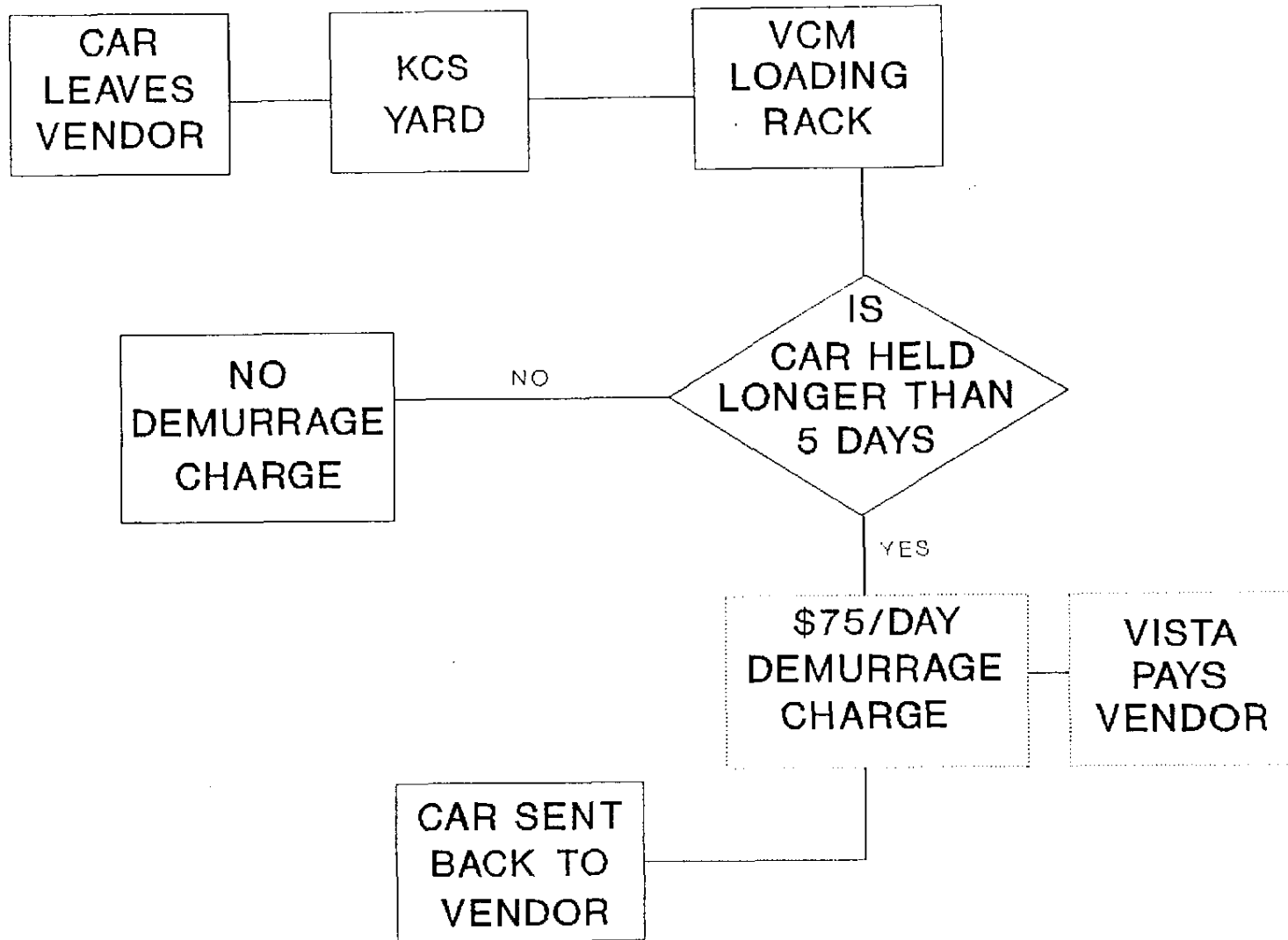
- * ADDRESS SPC UTILIZING NATURAL TEAM**

- * CONTINUE PROGRAM DEVELOPMENT WITH ANALYST**

- * EVALUATE LABORATORY MANPOWER NEEDS TO
SUPPORT SPC PLAN**

- * REQUEST STAFFING TO MEET NEEDS**

EXCESS RAIL CHARGES



Interoffice
Communication

TO: WRH, WPB, KCC, JLP

FROM: P. J. Kober
DATE: March 1, 1991

SUBJECT: Plant Superintendent Natural Team Meeting
Minutes, February 27, 1991

VISTA

- 1) Meeting minutes from the January 28, 1991, meeting were reviewed.
- 2) Recognition
 - a) KCC recognized the Pumper Loaders that were on February 26, 1991 for their efforts in loading two full racks of cars even though the empty cars were not spotted until after 6 a.m.
 - b) WPB recognized R. Handy and D. R. Booth for their follow up on an asbestos handling incident that took place at the Ethylene Storage terminal during the week of February 18, 1991.
 - c) PJK recognized the efforts of the sample review team for completing Phase I.
- 3) Communication Survey
 - a) The team reviewed the revised survey and made some minor changes.
 - b) The team agreed that all Plant employees should be asked to complete the survey. Distribution of the survey will be handled through the Department Heads.
 - c) JLP will collect the completed surveys. (You should have been at the meeting to defend yourself.)
 - d) The raw data will be reviewed at the next team meeting to determine the most meaningful method of analyzing the survey responses.
- 4) Fixed and Variable Cost Performance
 - a) It was noted that two expenditures have occurred in F91 that are extraordinary and should be excluded from the gainshare scorecard:

CWH 000012187

Light Ends Disposal	\$160M
ASU Cleaning (1990)	<u>280M</u>
TOTAL	\$440M

- b) Current fixed and variable cost variance for LCVCM for 91 FYTD is \$193M unfavorable.
- 5) Team Measure
 - a) The team discussed attendance and the recent efforts that have been made to control the occasions of absence. It was agreed that this is a meaningful team measure.
 - b) PJK will get the data from K. Faulk regarding the number of occasions of absence in the CY90 for Operations and Maintenance. This will serve as a bench mark to measure performance in CY91.
- 6) Next meeting: March 22, 1991
PJK's Office
1:30 p.m.

P.J. Kober

P. J. Kober
Plant Superintendent

da