

TO: J. A. DeBernardi, T. H. Huffman

TGG: ~~JCL~~: ~~ERT~~: MJH: ~~AJO~~: RF

XF: None

FROM: T. G. Grumbles

DATE: September 20, 1990

SUBJ: LESSONS LEARNED

Interoffice
Communication

VISTA

Attached is a memo from Chris Bozman, listing the "lessons learned" from the LCCP EO incident. This information should be communicated to Plant Managers, as well as appropriate staff.

I'd like your help in doing this in the most effective manner. A Plant Manager's meeting presentation would seem the best way. We would involve Chris if that's the chosen method.

Thoughts please.

Tom

T. G. Grumbles

dlj
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Attachment

cc: R. D. Gamblin

VVV 000013803

To: Tom Grumbles

From: Chris Bozman

Date: September 19, 1990

Interoffice
Communication

Subject: **LESSONS LEARNED FROM THE APRIL 1990 EO INCIDENT**

VISTA

As you requested, the following is a list of lessons learned, PR-related and otherwise, from the EO incident last April at LCCP. We compiled this list in May.

WHAT WORKED:

- Being proactive. First, spending time months before the April incident, building relationships with local press. Second, during the incident, working with the press as a team—initiating contact, asking for their assistance, providing them with continual updates and access to company people.
- Having two PR crisis teams, one in Houston and one at the site.
- Plant personnel (Miller and Friend) trained in media communication to carry the ball until PR backup arrived.
- Having file photos available to use in press kits and at the LEPC de-briefing meeting, even though last minute enlargements had to be ordered.
- Vista employees taking photos for the media, both still and video, when safety concerns prohibited their entry.
- Running our media center from Westlake City Hall, away from the site.
- Accessibility of Tom Grumbles to help answer technical questions.
- Carrying our own computer and printer from Houston to the site.
- Cooperation from shift supervisors, engineers and others to reconstruct incident for debriefing.

WHAT DIDN'T WORK:

- Finding PR people and getting them on the road to LC quickly.
- No fax machine at media center first night.
- MSDS couldn't be understood by PR people.
- Legal failed to notify PR when they were notified about problem 30 minutes earlier.
- Notifying and updating people in Mossville.
- Lack of communication and updates to roadblock personnel.
- No secretarial/clerical help at media center and plant.

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- Some plant workers didn't get food.
- Didn't reveal 5-lb. release until it was brought up at debriefing.
- Coordination/communication with EAB and VCM plants.

WHAT WE NEED:

- Close working relationships with emergency personnel near ALL plants.
- Emergency plans for ALL plants, including media communication. (Emergency media/communication plans are in the works now.)
- Drills to practice these plans.
- Close working relationships with local media and officials at ALL plant sites.
- Chemical data in language for the layman. (Will be included as part of each plant's emergency communication plan.)
- Pagers for key employees. (Done for PR people.)
- Change of clothes for PR people at the office.
- Arrangements for rapid travel to sites other than LC.
- A spare, lighter printer. (Done.)
- A portable fax machine. (Done.)
- Walkie/talkies, cellular phones. (Done.)
- New aerial and ground-level photos of ALL plants. (Aerial photos done.)
- Aerial-view drawings/maps of plants and surrounding areas. (Will be included as part of each plant's emergency communication plan.)
- Ammerman training for Diana Thomas. (Done.)

I'll be in the office the rest of the week. Let me know if you'd like to discuss any of the above.

cc: Elliot Vogelfanger
Mike Reynolds
Gretchen Weis
Mary Ann Stephenson
Diana Thomas

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