

# Emergency Response

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PPSA June 2019

# An Emergency Happens



**My Heart Sank: Mill Manager Speaks Out About Explosion, Future Of IP**

January 30, 2017





# Pensacola Digester Explosion (Two Events In One)

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## Inside the Fence

- Emergency Plans initiated
  - Mill Emergency Response Team swung into action
  - Operations completed a safe shutdown
  - More went right than wrong
- No LIFE injuries during event, response, clean-up, or restart

## Outside the Mill

- An unexpected Threat
  - Blew pulp into a neighborhood
  - Not something that was practiced
- No good plan to address
  - Resources not readily available
- Legally complicated

# Pensacola Digester Explosion (Two Events In One)

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## Inside the Fence

- IP in control
- IP Technology and Consulting Partners assembled to assess damage and plan for restart
  - Debris cleared
- Digester restarted in 2 months

## Outside the Mill

- Community needs to address
- Several agencies to work with
- New (to IP) command structure
- Several weeks to clean streets, yards, cars, and houses of pulp

# Pensacola Digester Explosion (Two Events In One)

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## Inside the Fence

- IP workers retained
- Expedited effort to put the mill right
- Run portions of the mill
- Protect the WWT System
- Ship as soon as possible

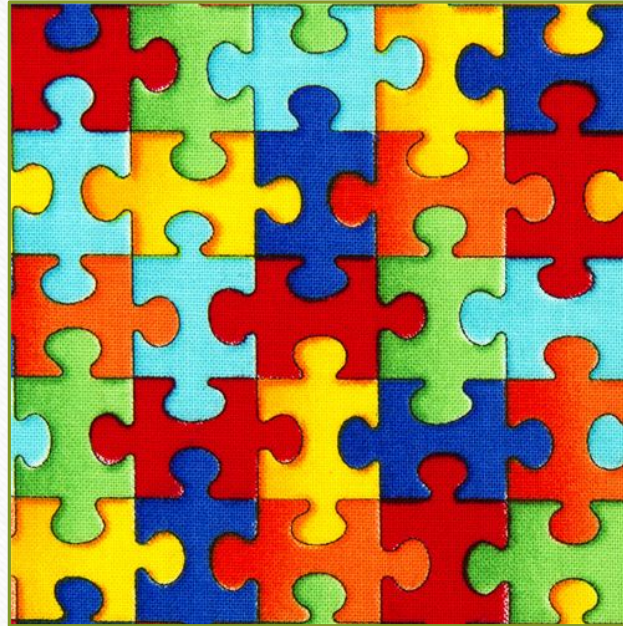
## Outside the Mill

- Mostly contracted clean-up crews
  - HazMat Trained
- Multiple public meetings
- Worked to “make it right” for the community



# Many Pieces to an Emergency

Identify the Event  
Stop the Event (if possible)  
Tend to the Injured  
Evacuate to Safety  
**Accounting for Evacuees**  
Begin Notifications  
Secure the Area  
Assure Responder Safety  
Collateral Mill Impacts  
Off-Site Impacts  
Coordinate Initial Response  
Orderly Shutdown  
Fix Damage  
**Communicate with Others**  
Plan for Restart, Etc.



When does the Emergency End??

Work with Multiple Agencies  
**(Unified Command)**

Legal Involvement

Business Involvement

Customer Impacts

Labor Impacts

Investor Relations

Technology and EHS Support

Community Outreach

Employee Outreach

# Communications: A Puzzle Within a Puzzle

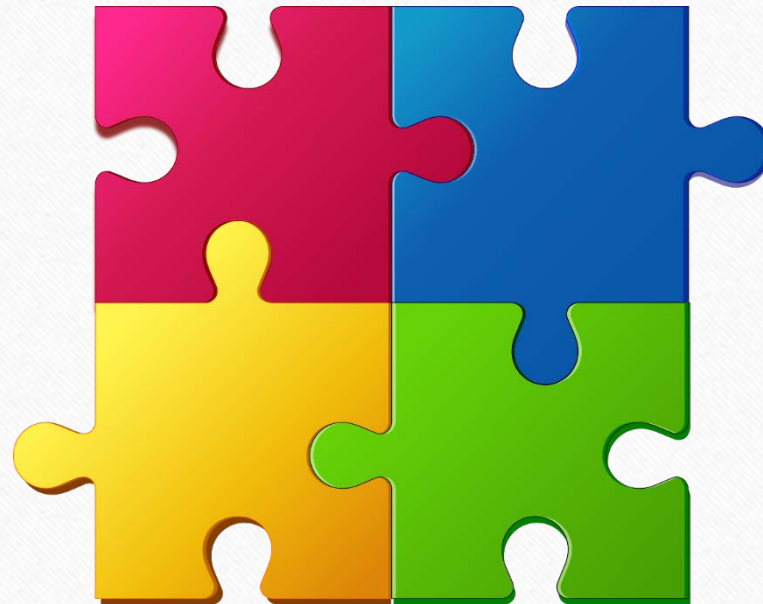
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To the Company

To the Agencies

To Employees

To the  
Community/Public



To Other Stakeholders

# Communication Flows



Families  
Employees  
Emergency Responders  
Press  
Management



Families  
Employees  
Emergency Responders  
Press  
Management



# Old-Fashioned Calling Tree

Crisis Line

Legal

EHS

Business



# Future State - Push Technology



TEXT

Email

Call

TEXT

Email

Call

TEXT

Email

Call

# Impact of Social Media

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- They are talking about you
- Are you in, or out, of the conversation?
- How to Harness the Power of Social Media?





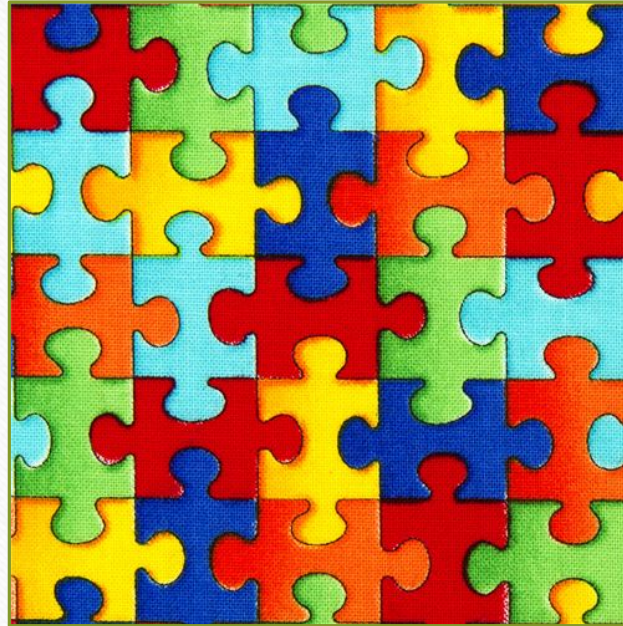
# Off-Site Information/Reunification Center

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- If you have a “big deal” better to have families and employees gather off-site.
  - Does not impeded with emergency response
  - Does not divert mill resources
  - Maybe a better setting
    - More accessible
    - Counseling
    - Resource distribution

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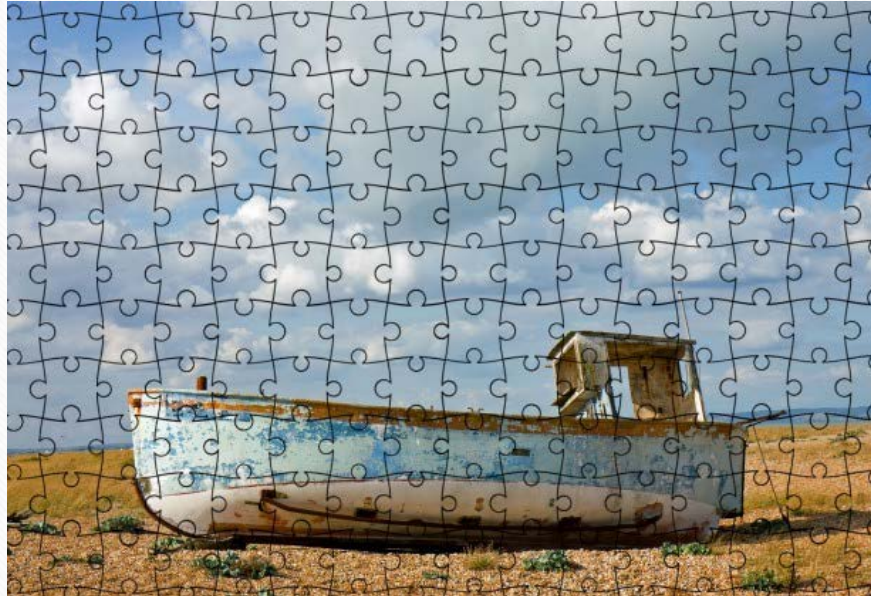
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# Incident Command - Somebody Has to See the Big Picture

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Tendency is to focus on the individual pieces



# Plans Need to Mesh

**This is rarely  
needed, but ...**



**Incidents Handled  
at Mill/Site Level**

**Engage Community  
Resources (Fire, Police,  
Agencies, etc.)**

# General Structure

## UNIFIED COMMAND



# Incident Command Structure

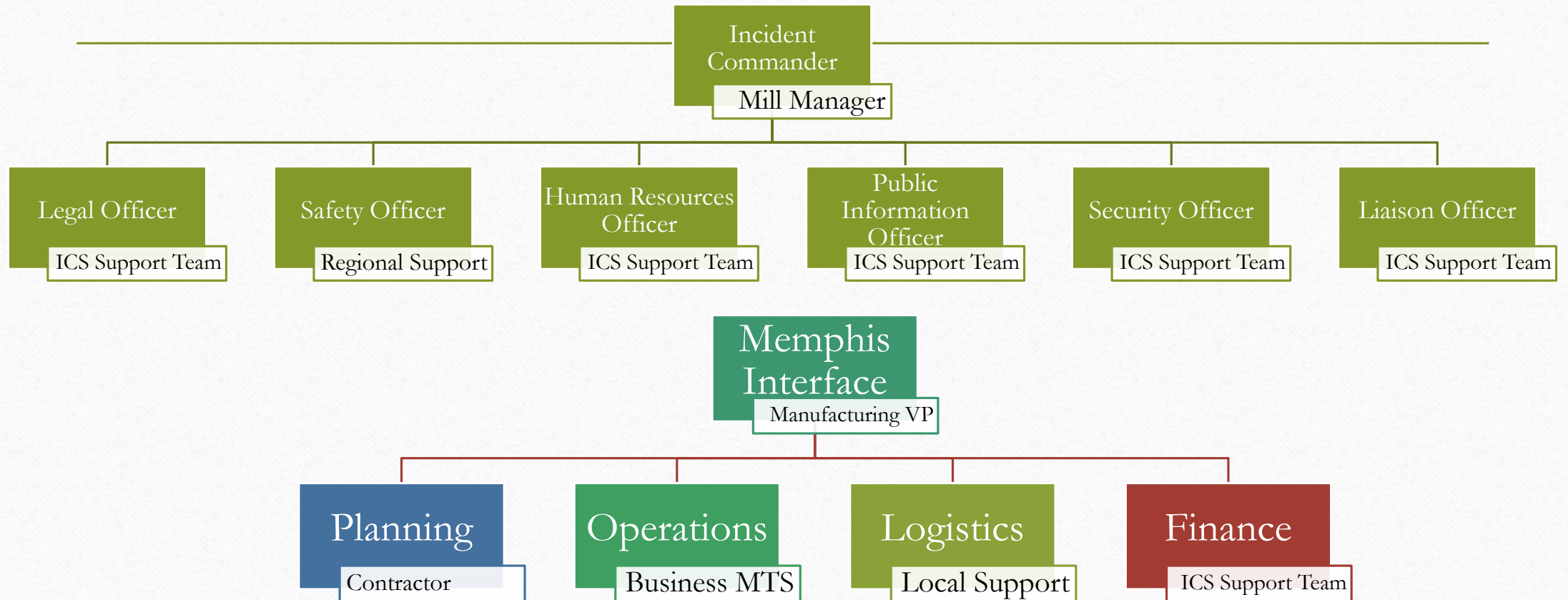
## INCIDENT ORGANIZATION CHART (ICS 207)

1. Incident Name: _____		2. Operational Period: Date From: _____ Date To: _____ Time From: _____ Time To: _____	
3. Organization Chart			
<pre> graph TD     IC[Incident Commander(s)] --- LO[Liaison Officer]     IC --- SO[Safety Officer]     IC --- PIO[Public Information Officer]     IC --- OSC[Operations Section Chief]     IC --- PSC[Planning Section Chief]     IC --- LSC[Logistics Section Chief]     IC --- FASC[Finance/Admin Section Chief]     OSC --- SAM[Staging Area Manager]     OSC --- U1[ ]     OSC --- U2[ ]     OSC --- U3[ ]     OSC --- U4[ ]     PSC --- RUL[Resources Unit Ldr.]     PSC --- SUL[Situation Unit Ldr.]     PSC --- DUL[Documentation Unit Ldr.]     PSC --- DUL2[Demobilization Unit Ldr.]     PSC --- U5[ ]     LSC --- SBD[Support Branch Dir.]     LSC --- SUD[Supply Unit Ldr.]     LSC --- FUL[Facilities Unit Ldr.]     LSC --- GUSD[Ground Spt. Unit Ldr.]     LSC --- SBD2[Service Branch Dir.]     SBD2 --- CUL[Comms Unit Ldr.]     SBD2 --- MUL[Medical Unit Ldr.]     SBD2 --- FUL2[Food Unit Ldr.]     FASC --- TUL[Time Unit Ldr.]     FASC --- PUL[Procurement Unit Ldr.]     FASC --- CUL3[Comp./Claims Unit Ldr.]     FASC --- CUL4[Cost Unit Ldr.]     FASC --- U6[ ]     </pre>			
ICS 207	IAP Page ____	4. Prepared by: Name: _____	Position/Title: _____ Signature: _____ Date/Time: _____



# Basic Structure of ICS

Recommended Parts of ICS that should be part of ICS Support Team



# Role of ICS Support Team

(Should be viewed as a support team)

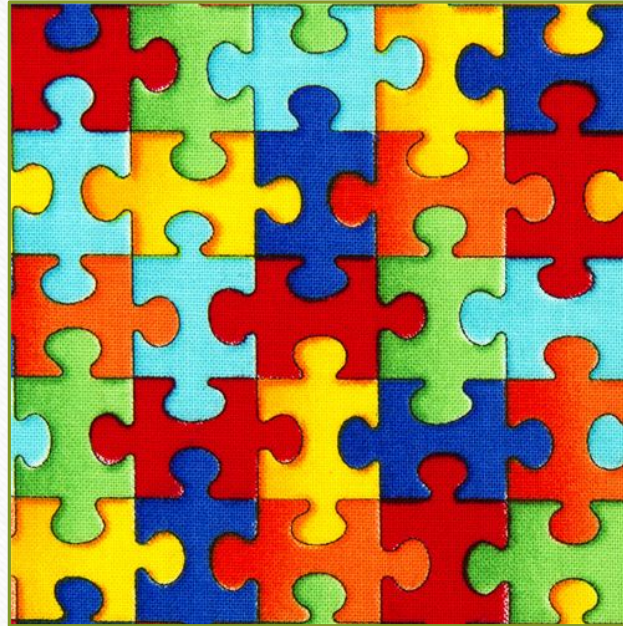
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- The Mill retains responsibility and command of an emergency event
- Mill will need to provide basic emergency response until ICS Support Team can arrive
  - General rule would be that Support Team can mobilize in 24 hours
  - Agencies (except local agencies) are not going to mobilize faster
- Allows the mill to focus on the mill and ICS Support Team to focus on the event and aftermath
- To the extent the mill can handle various functions, the Support Team can move to other needs or stand-down
- Let's the Agencies know that we understand their expectations
- Can be scaled up or down depending on the event



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# Accounting for ALL Personnel

16	 	             
17	 	 
18	       	             

# How You Respond??

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## Have a Good Plan and Train Your People

- Your Planning
- Your Training
- Your Resources
  - Access to the Resources of Others

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## Planning Starts With a Risk Assessments

- Risks by Area/Process
  - Prevention Activities??
- Training is Typically Done
  - With the A-Team on a Sunny Day
  - Emergencies, Not So Much
- What You Have on Hand is What You Will Have for 24 Hours



# Train the Organization

(Note: The Order is Intentional and Important)

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## Your Objectives

- People
- Environment
- Assets
- Restoration
  - Business, reputation, etc.



## Ask These Questions

- Is everyone OK?
  - Is it Safe to \_\_\_\_?
- Any Environmental Impacts?
- How bad is the damage?
  - What do you need?
- How long will it take to get back up?