U.S. Chemical Safety and Hazard Investigation Board



Public Meeting January 28, 2016

West Fertilizer / Adair Grain Company Ammonium Nitrate Fire and Explosion

West, Texas April 17, 2013

Investigation Team

- Johnnie Banks, Supervisory Investigator
- Mike Corona, Attorney/Investigator
- Jerad Denton, Attorney/Investigator
- Beeta Lashkari, Attorney/Investigator
- Samuel Oyewole, Ph.D, Investigator
- Reepa Shroff, Investigator
- Lucy Sciallo-Tyler, Investigator
- Veronica Tinney, Recommendations
 Specialist

Meeting Agenda

- Video Overview of Incident
- Incident Description
- FGAN Hazards and Contributing Factors
- Inherently Safer Technology
- Insurance
- Land Use Planning
- Emergency Response

Meeting Agenda (Continued)

- Regulatory Analysis
- Key Findings
- Recommendations
- Board Q&A
- Intermission (10 minutes)
- Public Comment
- Board Deliberations
- Board Vote



U.S. Chemical Safety and Hazard Investigation Board





252 Explosion-Related Injuries





WFC Overview



| City of West Legend | | Approximate Distance from Seat of Blast to Fenceline (Feet) |
|---------------------|--------------------------------|--|
| | West Fertilizer Company | 0 |
| | West High School | 1,157 |
| | West Intermediate School | 552 |
| | Basketball Court | 249 |
| | Playground | 366 |
| | West Terrace Apartment Complex | 454 |
| | West Rest Haven Nursing Home | 629 |

| WFC Facility Legend | | | |
|---------------------|--|--|--|
| 1 | Grain Silos | | |
| 2 | Location of Overturned FGAN Railcar (post- | | |
| | explosion) | | |
| 3 | Corn Silo | | |
| 4 | Office/Chemical Storage | | |
| 5 | Fertilizer Building | | |
| 6 | Liquid Fertilizer Tanks | | |
| 7 | Anhydrous Ammonia Pressure Vessels | | |
| 8 | Scale House | | |
| 9 | Nearest Fire Hydrant | | |

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At No

600

Blast Wave - Intermediate School



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FGAN Facilities in Texas and the Potential for Offsite Consequences

| Community Structure | West Fertilizer Company | Example of an FGAN Facility in Texas |
|---------------------|-------------------------|---|
| School | 552 Feet | 1,432 Feet |
| Healthcare Facility | 629 Feet | 278 Feet |
| Residence | 287 Feet | 220 Feet |





Proximity of FGAN Facilities to Schools Throughout Texas





Proximity of FGAN Facility to School in Texas



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Blast Wave - West Terrace Apartments



Blast Wave - Rest Haven Nursing Home



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Video Footage of Community Property Damage



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Virtual Tour of WFC and Fertilizer Building



17



Overview of Fertilizer Building -Crater Under AN Bin





Crater Dimensions











FGAN Hazards and Contributing Factors

ØSŁ

Fertilizer Grade Ammonium Nitrate (FGAN)



Prills (pellets) of FGAN piled in wooden storage bin





Hazards of Ammonium Nitrate



MAIN HAZARDS in fire situations:



AN is unpredictable when exposed to fire. Always assume an AN fire can detonate.

1. Uncontrollable Fire

- Oxidizing properties support combustion
- Can increase the flammability or explosibility (or both) of other combustible substances when it decomposes after exposure to heat

2. Decomposition

- Can produce toxic and flammable byproducts during thermal decomposition
- The reactions release gases such as nitric acid (HNO₃), ammonia (NH₃), nitrogen oxides (NO, NO₂), nitrous oxide (N₂O), nitrogen, oxygen, and water vapor

3. Explosion

- May undergo detonation when heated under confinement
- Contaminants such as combustible materials, metal fines, flammable liquids, and sulfurs can decrease AN stability and increase its sensitivity to detonation

West Fertilizer Fire and Explosion: Contributing Factors

1. Contamination of the FGAN pile

2. Heating and ventilation inside the fertilizer building

Contamination of the FGAN pile

Combustible construction materials

 Storage of combustible materials near the FGAN pile

PVC and roofing materials

Combustible Construction



Combustible Construction

- In fires, FGAN-saturated wood burns with greater intensity
- The wood constructed bins at WFC likely led to the intensity and spread of the fire throughout the fertilizer building

Heating and Ventilation

 Oxygen depleted as the fire progressed from the seed room



Cupola with ventilation louvers on top

> Limited ventilation at ground level

Heating and Ventilation



Heating and Ventilation



Historical FGAN Explosions

- Most explosions resulted from a massive fire
- Occurred within 20 min. to 1 hour from the initial report of the fire
- Slight variations in storage conditions, such as ventilation, construction materials, or nearby combustible storage can impact AN detonability during fires

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Inherently Safer Technology

Inherently Safer Technology (IST)

 Under certain conditions FGAN is inherently dangerous:

Oxidizer

- Used to manufacture explosives
- Traditional safety practices can be used to control FGAN fire and explosion hazards, however the concept of IST can further reduce or eliminate the risk of consequences.

Inherently Safer Technology



Inherently Safer Technology



Inherently Safer Technology


Applying IST to FGAN

Alternate Formulations



Source: Nutricarefertilisers.com

Inherently Safer Building Design



Alternate Formulations of FGAN

- Modify or substitute the formulation of FGAN, making it less susceptible to a fire or explosion
 - Adding inert chemicals during prill manufacture
 - Applying inert coatings
 - Diluting FGAN in mixtures of fire retardant chemicals

Alternate Formulations of FGAN

 Hundreds of formulations have been introduced

| Calcium Ammonium Nitrate | AN and calcium carbonate |
|--------------------------|--------------------------------|
| ASN-26 | AN fused with ammonium sulfate |
| Ferti-Safe | Fly-ash and gypsum coated AN |

- Limited large scale testing in sustained fires
- Further testing to determine agricultural compatibility

Inherently Safe Building Design

 Modify the conditions in which FGAN is stored to eliminate the possibility of a massive fire and explosion

Prior to the fires in Athens, Bryan and West, the FGAN facilities were constructed with combustible materials and had limited fire safety features.

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Athens

Brvan

West o

Inherently Safer Building Design

Traditional Storage Practices

Wooden FGAN – storage bins



Safer Storage Options



Concrete bins

Wooden construction materials





Concrete storage dome

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Insurance Inspections

WFC's Insurance Coverage

- Policies held by WFC in 2013:
 - Commercial Property
 - General Liability
 - Commercial Automobile
 - Inland Marine (property in transit)
- Coverage by Triangle Insurance
 2007-2009
- Coverage by U.S. Fire Insurance – 2010-2013

Triangle Insurance 2007-2009

- Triangle conducted annual loss control inspections in 2006 through 2009
 - Made several recommendations for safety improvements
 - Some remained outstanding
- 2006 initial inspection

 RMP for anhydrous ammonia was out of date

Triangle Insurance Inspections

 2007 and 2008 inspections revealed electrical wiring hazards



Corroded 440 volt wire



Corroded aluminum ground wire

Triangle Insurance Inspections

- 2009 annual loss control inspection

 Noted "written programs are outdated and there is no structured safety program"
- Due to lack of compliance, Triangle decided not to renew WFC insurance policy for 2010

U.S. Fire Insurance

- WFC obtained an insurance policy from U.S. Fire
- No documentation of onsite inspections from 2010-2013

Texas Insurance Requirements

- WFC was not required to obtain property or liability insurance
- Texas only requires certain businesses to obtain liability insurance

| Business/Operation | Minimum |
|------------------------------------|---------------|
| | Amount |
| Amusement ride operators | \$1.5 million |
| Elevator/escalator contractors | \$1.5 million |
| Mold assessors and remediators | \$1 million |
| Electricians | \$600,000 |
| Residential appliance installers | \$600,000 |
| Plumbers | \$300,000 |
| Tow truck operators | \$300,000 |
| Structural pest control providers | \$300,000 |
| Used automotive parts recyclers | \$250,000 |
| Air conditioning service providers | \$200,000 |

Insurance Inspections

- Compliment government oversight by identifying hazards and reducing losses through the insurance process
- Reinforces government regulations and industry practices
- Insurance audits can be more frequent than state or federal enforcement activities

Insurance Inspections at WFC

- Triangle's loss control surveys did not focus on FGAN
- U.S. Fire provided no documentation of onsite inspections

Insurance Inspections

 Previous incidents demonstrate the risk imposed by FGAN facilities on Texas communities



 CSB recommends TDI issue guidance for insurers to focus on FGAN hazards







West, Texas – Before and After



- Why was the City of West located so close to the WFC facility?
 - The City expanded in the direction of the WFC facility over time
 - The WFC facility was constructed and began operations in 1962
 - A lack of zoning regulations
 - At the local, state, and federal levels



West Through the Years



- Zoning codes are typically adopted as ordinances at the county or local level
- However, at all levels of government there has been a <u>failure</u> to adopt codes concerning the siting of many types of hazardous facilities near communities – This includes FGAN facilities

- Land use planning and zoning codes typically <u>do not</u> apply to existing AN storage facilities
- Facilities that are covered:
 - Facilities constructed <u>after</u> zoning codes haven been enacted
 - Existing facilities which undergo significant modifications <u>after</u> code enactment

- The issue of locating AN facilities near the community is not limited to the WFC incident
 - There are over 1,350 bulk AN retail facilities nationwide
- In Texas alone, the CSB identified 19 FGAN facilities in the State being located within a half-mile of a school

AN Fertilizer Storage



CSB Investigations with Land Use Issues

- Land use issues have been identified in prior CSB investigations involving other hazardous chemicals and various public receptors
- 13 CSB investigations:
 - 6 offsite fatalities
 - 15,670 injured or sought medical treatment



Addressing Land Use after West

- Land use and zoning remain at a county or local level in Texas
- The City of West plans to site any new fertilizer facilities away from the community
- The McLennan County LEPC agreed to focus on "upfront planning" when siting community buildings near chemical facilities

Addressing Land Use after West

- The SFMOs is providing software demonstrations to all counties that estimate blast impacts from FGAN storage facilities
- The Fire Protection Research Foundation, sponsored by the NFPA, has engaged in an effort to further develop separation distances for NFPA codes that can be adopted at a state level

Addressing Land Use after West

- The International Building Code has established separation distances for the storage of oxidizers
- Land use planning and zoning remains an important issue for the CSB
 - CSB plans to study the issue of locating communities within proximity of chemical facilities









Emergency Response

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Emergency Response

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Emergency Response

 The explosion fatally injured emergency responders and nearby residents

| Organization | Casualties |
|---|------------|
| West Volunteer Fire Department | 5 |
| Abbott Volunteer Fire Department | 2 |
| Navarro Mills Volunteer Fire Department | 1 |
| Dallas Fire Department | 1 |
| EMT (West Volunteer Fire Department) | 1 |
| Members of the public | 5 |

Key Contributing Factors

- Incident command system
- Incident management system
- HAZMAT Training
- Pre-incident planning
- Limited and conflicting technical guidance on FGAN

Inconsistent firefighting measures

Lack of Incident Command System

- Incident command system was not established
 - No evidence of routine NIMS process
 - No evidence of discussion on who should be Incident Commander
 - No prior IC experience with industrial fires

Lack of Established Incident Management System (IMS)

- IMS not effectively set up, implemented, or coordinated
 - Public emergency alert systems not activated before explosion
- Residents left unaware of risk
 - Watched fire from inside their homes and vehicles or from the street
 - Placed within range of high-pressure blast wave and debris

HAZMAT Training & Knowledge

- Lack of knowledge and understanding of FGAN detonation hazards
 - Few responding firefighters had HAZMAT training
 - Hazards and severity of FGAN incidents not addressed in HAZMAT training


Firefighting Training Organizations and Programs in Texas & Nationwide



Lack of Pre-Incident Planning

- Pre-incident planning for FGAN not conducted
 - No anticipation of possible FGAN explosion
 - Efforts concentrated on anhydrous ammonia tanks
- Anhydrous ammonia drills conducted
 - None focused on FGAN-related fire

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Lack of Pre-Incident Planning

- Pre-incident planning provides the foundation for decision-making during an emergency
 - NFPA 1620 Standard for Pre-Incident Planning (2010 Edition)
- Pre-incident plan development depends on volunteer fire departments
- Currently, no federal agency regulates municipal fire departments in the U.S.

Situational Awareness & Risk Assessment Knowledge

- Firefighters must rapidly 'size-up' any fire situation and make quick, informed decisions
 - NFPA 472, Standard for Competence of Responders to Hazardous Materials/Weapons of Mass Destruction Incidents (2013 Edition)
- Firefighters' training courses provided limited information

Conflicting Firefighting Guidance

| El Dorado SDS for FGAN (2000) | CF Industries SDS for FGAN (2012) | NFPA 400 (2013) Annex E (Section E.2.1) | DOT ERG (2012) |
|--|--|--|--|
| If confined when an ignition occurs, an explosion may occur. | FGAN may undergo detonation if heated under confinement. | Should a fire break out in an area where FGAN is stored, keep mass cool and promptly extinguish the burning. | FGAN may explode from heat or contamination. |
| Flood with water. | Flood fire area from a distance . | Apply large volumes of water as quickly as possible. | Flood large fire with water from a distance. |
| Fire fighters should wear property protective equipment and self contained breathing apparatus. | For massive fires, use unmanned fire nozzles if this is impossible, withdraw from area and let burn. | If fires reach massive and uncontrollable proportions, fire-fighting personnel should evacuate the area and withdraw to a safe location. | For massive fire, use unmanned hose holders or monitor nozzles; if this is impossible, withdraw from area and let fire burn. |

Lessons Not Learned

 Previous lessons learned from firefighter fatalities and emergency response to FGAN incidents were not effectively disseminated to firefighters and emergency responders in other communities where FGAN is stored or utilized



Lessons Not Learned



GIE







Regulatory Analysis



U.S. Chemical Safety and Hazard Investigation Board

| Agency | OSHA | | EPA | |
|-------------------|---|--|---|---|
| Rule | Explosives and Blasting Agents Standard | Process Safety Management Standard | Risk Management Program Rule | Emergency Planning and Community Right- to-Know Act |
| Requirements | Based on prior versions of NFPA Codes (has not been revised since 1971) | Covered processes must follow 14 minimum performance- based elements | Based on Program Level classification for covered processes | Emergency planning and reporting sections based on chemicals covered at specified thresholds |
| Applicability | Storage, use, and transportation of explosives and blasting agents | Chemicals at or above specified threshold quantities on the PSM list of covered chemicals | Substances at or above specified threshold quantities on the RMP list of covered flammables and toxics | Substances and chemicals covered at specified thresholds |
| Covers FGAN | | × | × | |
| WFC Compliance | × | | | |

Executive Order (EO) 13650: Improving Chemical Facility Safety and Security



- Issued on August 1, 2013
- Created EO Working Group, co-chaired by OSHA, EPA, and DHS
 - Tasked to improve operational coordination with state, local, and tribal partners, enhance Federal coordination, improve information collection and sharing, modernize key policies, regulations, and standards, and identify best practices

Executive Order (EO) 13650: Improving Chemical Facility Safety and Security

Chemical Advisory: Safe Storage, Handling, and Management of FGAN (August 2013, revised June 2015)

Actions to Improve Chemical Facility Safety and Security – A Shared Commitment (June 2014)



EXECUTIVE ORDER 13650 ACTIONS TO IMPROVE CHEMICAL FACILITY SAFETY AND SECURITY – A SHARED COMMITMENT

REPORT FOR THE PRESIDENT May 2014





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OSHA Explosives and Blasting Agents Standard (29 CFR 1910.109)

- Regulates the storage, use, and transportation of explosives and blasting agents
- Specifies safety requirements for various grades of AN, including FGAN

1910.109(i)(1)(i)(a)

Except as provided in paragraph (i)(1)(i)(d) of this paragraph applies to the storage of ammonium nitrate in the form of crystals, flakes, grains, or prills including fertilizer grade, dynamite grade, nitrous oxide grade, technical grade, and other mixtures containing 60 percent or more ammonium nitrate by weight but does not apply to blasting agents.

OSHA Explosives and Blasting Agents Standard (29 CFR 1910.109)

- Fertilizer industry unfamiliar with standard applicability at the time of the incident
 - OSHA has since worked to increase awareness



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OSHA Process Safety Management Standard (29 CFR 1910.119)

- Contains requirements to prevent or minimize the consequences of catastrophic releases of toxic, reactive, flammable, or explosive chemicals
- Applies to processes that involve a chemical on the PSM list at or above a specified threshold quantity
 - More than 130 toxic and reactive chemicals
- "Process" means any activity involving a highly hazardous chemical



Application of PSM to FGAN & WFC

- CSB found that OSHA omitted FGAN from the PSM list
 - FGAN possesses reactive characteristics that would have triggered inclusion
 - CSB believes FGAN should be included on the PSM list
- Anhydrous ammonia is on the PSM list at a threshold quantity of 10,000 pounds
 - WFC stored 34,000 pounds at the time of the incident
 - WFC should have adhered to PSM, but it did not do so due to an exemption

Ammonium Nitrate

Colorless crystals; odorless. Irritating to eyes/skin/ respiratory tract.

AISO causes difficulty

breathing, acidic urine, systemic acidosis, and abnormal hemoglobin. Strong oxidizer capable of igniting combustible materials.



CAS No. 6484-52-2

Anhydrous Ammonia



EPA Risk Management Program Rule (40 CFR Part 68)

- Intended to prevent or minimize the consequences
 of accidental releases of toxic or flammable substances
- Applies to facilities that contain a substance on the RMP list at or above the substance's specified threshold quantity
 - Processes are then categorized into three program levels, depending on size and risk level
- Covered facilities must:
 - 1. Perform a hazard assessment
 - 2. Establish an emergency response program
 - Develop a Risk Management Plan and submit it to EPA

Application of RMP to FGAN & WFC

- FGAN is not on the RMP list
- FGAN possesses explosives and reactive characteristics that should trigger inclusion
 - CSB believes FGAN should be included on the RMP list



Application of RMP to FGAN & WFC

- WFC qualified as a Program Level 2 facility for its storage of anhydrous ammonia
 - WFC submitted a Risk Management Plan in 2011 and implemented a prevention program that included a hazard review



EPA Emergency Planning and Community Right-to-Know Act

 Intended to address concerns about local preparedness for chemical emergencies and ensure public access to information

| | Emergency Planning | Emergency and Hazardous Chemicals Inventory Reporting |
|----------------------|--|---|
| Chemicals Covered | 355 Extremely Hazardous Substances (EHSs) | Approximately 500,000 hazardous chemicals |
| Thresholds | Threshold Planning Quantity: 1 to 10,000 lbs. onsite at any one time | For EHSs: 500 lbs. or TPQ (whichever is lower) For gasoline: 75,000 gallons For diesel: 100,000 gallons For all other hazardous chemicals: 10,000 lbs. |

EPA Emergency Planning and Community Right-to-Know Act

- EHSs and hazardous chemicals must be reported to State Emergency Response Commissions, Local Emergency Planning Committees, and local fire departments
- LEPCs must be composed of at least the following:
 - Elected state and local officials
 - Police
 - Fire, civil defense, public health, transportation, and environmental professionals



- Representatives of facilities subject to EPCRA emergency planning requirements, community groups, and the media
- LEPCs develop and review emergency response plans and provide information to the public

Application of EPCRA to FGAN & WFC

- FGAN is listed as a hazardous chemical under EPCRA
 - FGAN triggers reporting requirements for Safety Data Sheets and Tier I/Tier II forms
- WFC complied with EPCRA by reporting its anhydrous ammonia and FGAN to the Texas SERC, McLennan County LERC, and the West Volunteer Fire Department
 - CSB found that WFC was not listed in the McLennan County emergency response plan due to a misunderstanding of an exemption
 - CSB recommends that guidance be developed to provide greater clarity on this exemption

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| Agency | OSHA | | EPA | |
|-------------------|---|--|---|---|
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| Covers FGAN | ✓ | × | × | |
| WFC Compliance | × | | | |

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Recommendations

U.S. Environmental Protection Agency (EPA)

2013-02-I-TX-R1

Develop a guidance document on EPCRA requirements that is issued to SERCs and LEPCs, that explains which chemicals are exempt and what must be reported.

U.S. EPA 2013-02-I-TX-R2

Develop a guidance document pertaining to the agricultural exemption under EPCRA to clarify that fertilizer facilities that store or blend fertilizer are covered under EPCRA. Communicate the guidance document to the fertilizer industry.

U.S. EPA

2013-02-I-TX-R3

Revise the RMP rule to include FGAN on the List of Regulated Substances.

- Ensure the calculation for the offsite consequence analysis considers the unique explosive characteristics of FGAN.
- Develop RMP guidance documents for FGAN facilities.

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U.S. Occupational Safety and Health Administration (OSHA)

2013-02-I-TX-R4

Develop a Regional Emphasis Program for Section (i) of the Explosives and Blasting Agents Standard in regions where FGAN facilities similar to the WFC facility are prevalent.

U.S. OSHA

2013-02-I-TX-R5

Implement one of the following regulatory changes to address the hazards of FGAN:

a) Add FGAN to the OSHA List of Highly Hazardous Chemicals, Toxics and Reactives and establish an appropriate threshold quantity. Identify NFPA 400 as a source of Recognized and Generally Accepted Good Engineering Practices (RAGAGEP) for PSMcovered FGAN equipment and processes.

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U.S. OSHA

2013-02-I-TX-R5 cont'd

b) Revise the OSHA Explosives and Blasting Agents Standard (29 CFR 1910.109) to ensure that the scope establishes that the standard applies to facilities that store bulk quantities of FGAN. Revise "Storage of Ammonium Nitrate," to include requirements similar to NFPA 400-2016, *Hazardous Materials Code*, Chapter 11.

International Code Council (ICC)

2013-02-I-TX-R6

In a subsequent edition of the International Fire Code (IFC), include requirements for the storage and handling of AN. The CSB recommends that requirements include: automatic fire detection, ventilation requirements, smoke and heat vents, minimum separation distances, and prohibition on the use of combustible materials of construction.

Department of Homeland Security (DHS) / Federal Emergency Management Agency (FEMA)

2013-02-I-TX-R7

Through a new or existing program, create and implement a competitive funding mechanism to provide training to regional, state, and local career and volunteer fire departments on how to respond to fire and explosion incidents at facilities that store FGAN. Continue to use available funding to ensure training effectiveness.

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DHS/FEMA

2013-02-I-TX-R8

During the program proposal review process, ensure that the FGAN training includes multiple delivery methods to allow for a broad reach. The training should allow for instructor led, web-based and "train the trainer" courses, initial orientation, and refresher training. The training should allow for flexibility in delivery.

DHS/FEMA

2013-02-I-TX-R9

Assist training partners to develop and provide continual oversight for an FGAN training program. In addition, evaluate the training curriculum to confirm that it adequately meets course objectives as well as the details of recommendation 2013-02-I-TX R8.

DHS/FEMA

2013-02-I-TX-R10

Develop an outreach program that notifies regional, state, and local fire departments of available FGAN training opportunities.

Texas Commission on Fire Protection (TCFP)

2013-02-I-TX-R11

- Develop standards for course curricula to include hazard awareness of FGAN for those fire departments that have FGAN facilities in their jurisdiction.
- Develop a training program specific to FGAN.

2013-02-I-TX-R12

Implement outreach to fire departments that either have FGAN facilities in their jurisdictions them about the new FGAN training certification requirements and opportunities to receive training.
State Firefighters and Fire Marshals' Association of Texas (SFFMA):

2013-02-I-TX-R13

Develop an FGAN training certification program. The certification program should include multiple delivery methods to allow for a broad reach and flexibility in delivery.

SFFMA

2013-02-I-TX-R14

Develop an outreach component to the training certification program that notifies regional, state, and local fire departments with FGAN facilities in their jurisdiction of training certification opportunities available for FGAN.

Texas A&M Engineering Extension Services (TEEX)

2013-02-I-TX-R15

Develop a hazardous materials training module that addresses FGAN and other hazardous materials. Ensure that the training includes multiple delivery method.

2013-02-I-TX-R16

Develop an outreach program that notifies state, regional, and local fire departments about available FGAN training opportunities.

Texas Department of Insurance

2013-02-I-TX-R17

For companies that provide insurance to agricultural facilities storing FGAN, develop and issue guidance to assist in underwriting risk and conducting annual loss control surveys.

West Volunteer Fire Department

2013-02-I-TX-R18

Develop standard operating procedures for pre-incident planning for facilities that store or handle HAZMAT such as FGAN.

El Dorado Chemical Company (EDC)

2013-02-I-TX-R19

For all distributors and bulk retail sites that receive FGAN: encourage customers to conduct internal monitoring and communicate that such internal monitoring and auditing may be conducted through established product safety programs; and develop a process to establish mutual product stewardship expectations for the downstream chain of customers.

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Board Questions

TL4 i think we should put the following 4 or 5 agenda items on one slide. We usually won't change slides during this portion of the presentation anyway. Tyler, Lucy, 1/12/2016







Public Comment







Board Deliberations







Board Vote







Final Comments/ Adjourn



U.S. Chemical Safety Board 1750 Pennsylvania Ave, NW Suite 910 Washington, DC 20006 202-261-7600

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