

Hurricane Matthew

Some lessons learned

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What are we covering

- Real-life lessons learned the location name is withheld
- The focus is on crisis management, emergency response & preparation and business continuity
- The magnitude of the damage is not significant (or the lessons learned would have a greater impact)
- The program is mature

- Questions are encouraged! Please keep them on content and I may delay the answer to better match an upcoming slide.

Time is the enemy to preparedness

- It is not what you might expect. The time between major storms, not the time before the storm.
- Personnel had changed and new employees had no experience
- Training was neglected
- Tabletop exercises for management did not translate to knowledge to the workers



Look to the “savior”

- Decisions not made because a specific person was not there
- Pro-active is not in the vocabulary
- The incident commander and the entire structure circumvented or not effective
- No good deed goes unpunished – attitude (no trust present)
- Shift schedule!



Finance

- Even though the plan calls for it, finance codes and expense tracking not implemented in early stages
 - Tabletop never implements the code
 - No practice doing it; so, no muscle memory
- Waiting for approvals
 - Even though in the plans, no action without specific approval
 - Bottleneck in decisions and delayed responses
- Proper leadership by CFO w/in EOC to correct defects (after CFO arrived)



Documentation

- Severe enough to get its own slide
- If you don't practice using the tools – you will not use them
- Need a running action item log (color coded is nice)
- Review the action items at each meeting time
- Have a briefing ready for the next shift – use your documentation!



**Important
Information**

Drive away kits

- The chosen name for the ready kits (stored away from the work location) that you grab to setup your new location
- Not really the right contents – not updated after each exercise
- Not actually reviewed – just a contents list review (there are spiders in that room...)
- Batteries, power adapters, surge strips – did you know batteries expire?



Crisis Management

- We don't have a Crisis...
- Public affairs and legal on the team – but never used for the communications
- Highest executive leads the press conferences – all of them (do we need a PIO)
- I'm in charge



People

- Incident command at the EOC established schedules after a period of time.
- Roles not understood by assigned personnel
 - Training not current
 - Training not refreshed
 - Never practiced in that role
- Entire system circumvented (didn't you mention that before...)
- Inaction is safe
- Fill the room to be visible



Transitions

- Although discussed at all tabletops, transition from emergency to recovery actions was not accomplished
- Advice from others who had experience was not implemented
- Without the EOC transition, recovery efforts were assumed by maintenance teams and communications decreased.
- Plans? What plans?



Ask Away

- If you haven't taken the opportunity to ask those burning questions as we went through the slides...
- Ask them now please!



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