

Crisis Management: Making It Work

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Scope of The Verizon Wireless Enterprise

Crisis Management at Verizon Wireless oversees:

- **Over 80,000 Employees**
- **Over 2,000 Company Retail Outlets**
- **Over 80,000,000 Customers**
- **Over 180 Switching Locations**
- **Over 46,000 Cellular Towers**

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Communication Communication Communication

“During a crisis the timely and accurate flow of information leads to informed decisions”

- **VZW CMT's (Crisis Management Teams) are designed to provide the conduit for internal communications between all levels of during an event**
- **The VZW Crisis Management Process is designed:**
 - **To be the command and control center of our response to the event**
 - **To provide the form and structure to coordinate the level of resources required to manage the event**
 - **Allow response by teams most familiar with local operations**

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VZW CMT Objectives

The objectives of the VZW CMT's are to:

- **Gather all relevant information**
- **Enhance communications between team members and senior management**
- **Provide factual and timely communications to all stakeholders and respond to their concerns'**
- **Focus on what is critical**
 - **Limit harm to employees, customers, property and the environment.**
 - **Aid employees in need**
 - **Aid community and emergency responders**

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VZW CMT Objectives

The objectives of the CMTs: (continued)

- **Provide command and control structure**
 - **Identify who is in charge**
 - **Identify upward / downward / lateral communications paths**

- **Provide appropriate level of response to the event**
 - **Gather appropriate functional representatives**

- **Coordinate activities of individual departments**
 - **Assure department actions compliment each other**
 - **Avoid conflicts between departments**

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VZW CMT Hierarchy

There are multiple teams mirroring the geographical divisions of the company including major building complexes not associated with a specific regional or area office

- **Headquarters Level**

- **Area Level**

- **Regional Headquarters**

- **Major Building / Campuses**

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History at VZW

- **Response to 9/11 event demonstrated need for coordinated response escalating upwards from the local team.**
- **Realized the need to assign local responsibility and management of an event**
- **Acted to develop and train teams on a local level to respond quickly in order to meet objectives**

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CMT Team Strategy

Membership:

- **Teams are cross functional by design.**
 - **Local core members represent all functions operating from the location,**
 - **Additional members representing global functions from different levels are included**
- **On Building / Campus Teams the process brings together functions which have different reporting structures and management channels and normally do not interact on a daily basis**

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CMT Team Strategy

Infrastructure Support:

- **Each Team has a designated bridge number**
 - **Assures ease of communication**
 - **Consistent internally published number**
 - **Allows for non local members to join calls**
- **Each Team has a designated and backup Emergency Operations Center (EOC)**
 - **Designated space to operate from**
 - **Fully equipped with appropriate supplies to manage event**

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CMT Communication Flow

- **Information flows both upward, downward, and latterly between teams**
- **Local Team will inform next higher level of actions and decisions along with other teams impacted**
 - **Upward: Higher management has high confidence in source of information**
 - **Downward: Allows them to advise team based on quality information**
 - **Lateral: Information flow between different teams who may be actively managing event within their region**

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CMT Roles and Responsibilities

- **Each function is represented by a primary and an alternate member**
- **Each function reports on what issues the function is working on and any additional issues that have developed since the last meeting**
- **Specialized Roles**
 - **Duty Officer**
 - **Designated leader of the team.**
 - **Assigns tasks to members**
 - **Manages team meeting**
 - **Scribe**
 - **Records meeting issues and coordinates information flow between members**

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CMT Process

Based on the COOP methodology

- **Duty Officer leads call**
 - **Representatives report on current open items, and any additional items that may have developed**
 - **Brevity of report is key.... Just the Facts M'am**
 - **Final open round table discussion to assure any possible conflicts or mutual interactions are understood**
 - **Duty Officer assigns tasks if necessary**
 - **Sets next call**

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CMT Team Training Keeping Sharp

- **Monthly updates of rosters**
 - **Manage personnel and functional changes**

- **Yearly team meeting and exercise**
 - **Review membership roles and responsibilities**
 - **Review updates to processes and train on additional tools available**

 - **BC/DR team develops a relevant exercise scenario**
 - **Scenario based on a past event, or general training goal (Pandemic Training)**

- **Advanced training consists of team seminar discussing a recent event and critiquing actions.**

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Equipment at our Disposal

**Portable Generators
GOATS**



**Cell on Light Truck
COLT**



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Equipment at our Disposal

Cell on Wheels COW



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Equipment at our Disposal

Wireless Emergency Communications Center WECC



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CMT Activations How We Managed

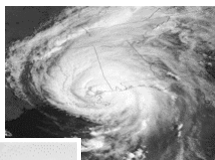
- 2008 there were 12 CMT activations
- 2009 there were 10 CMT activations --so far
- Responded to Floods, Ice Storms, Power Failures, Forrest Fires, Hurricanes
- CMT process allows for team responses were based on severity of effect.

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Some Actual Events

Hurricanes:

Dolly, Fay, Hanna, Ike, Katrina, Wilma, Charley, Frances, Ivan, Jeanne, Isabel, etc.



Flooding:

North Dakota, Oregon, Iowa, Illinois, Maryland, Louisiana, Texas, Mississippi, etc.



Tornados:

Illinois, Kansas, Georgia, Texas, Virginia, Tennessee

Wildfires:

California, Georgia, Arizona, Minnesota, Florida



Other Events:

Democratic/Republican Conventions, Presidential Inauguration, Northeast Blackout, 9/11, regional power outages, ice/wind/snow storms, etc.



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Wildfires

2008: California, Georgia, Arizona, Minnesota

- Mobilized COWs, COLTs and other network support.
- Coordinated with local, county and state agencies to deploy emergency phones and wireless devices to incoming personnel.
- Used permanent and portable generators to power cell sites and other network locations that lost commercial power.
- Teams supported relief efforts providing free phone calls and Internet access at shelters and assistance centers.



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Tornados and Flooding

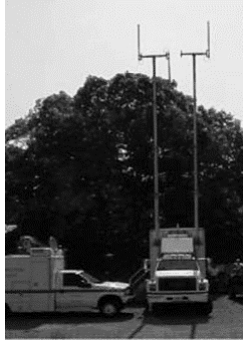
March 2009 – Flood in Fargo, ND

- Deployed COW to provide additional capacity for emergency relief teams.
- Coordinated with local and state agencies.
- Deployed Disaster Response Trailers to support community outreach offering free Internet access, phone calls and battery charging.



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Hurricanes



- Numerous COWs staged/deployed for major hurricanes.
 - Disaster recovery teams coordinated with telco and power companies to reestablish connectivity.
 - Technicians, security, and BC/DR personnel from across the country deployed to support recovery efforts.
 - Coordinate response activities with law enforcement, emergency responders, FCC, DHS/FEMA and military.
 - Retail operations continued to support customers.
 - Delivered over 10,000 wireless phones and data devices to emergency response personnel and agencies.
- Established Emergency Communication Centers in multiple locations to provide community outreach for evacuees to place calls, recharge phones, and receive customer support.

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Proactive Support

PRESIDENTIAL INAUGURATION:

- Validated or increased capacity of landline and wireless network in DC Metro area.
- Activated Crisis Management Teams prior to and on Inauguration Day to monitor situation.
- Coordinated efforts with local, state and federal agencies.
- Briefed local employee teams to ensure awareness and preparation.
- Deployed COWs to Washington DC to support estimated 3 million visitors

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And In The End What Happens Every Day

- **Team are encouraged to activate as a proactive step**
 - **If something looks like it may have an effect.**
 - **Validates local assignments and availability of staff**
 - **Begins the “what if” thought process**
- **Crisis Management Teams are the vehicle to share information and procedures among the team members during an event**
 - **Highlights existing and new capabilities**
 - **Encourages employee awareness**
- **Primary vehicle for gathering vital and accurate information for executive decision makers**

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Questions ?

Thank you

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