Lessons Learned
SUPER-STORM SANDY 2012

Agenda
- What Went Well During Crisis Response
- Challenges and Lessons Learned
- Opportunities / Improvements

What Went Well During Crisis Response
- Process
  - A mature corporate crisis response and training program enabled the company to respond to this crisis in a defined, orderly, and effective manner
  - All critical business operations continued without interruption
  - Alert and severe weather tracking systems/protocols were valuable
  - Proactively took measures to protect staff, facilities, technology, and business operations
  - Communications were timely, clear and concise
  - Decisive action was taken based on available information
  - BCPlans and AWS strategies activated as defined resulted in effective continuity of business operations with minimal disruption
  - Logistics Team negotiated and obtained alternate work space at hotel conference areas to provide local alternate work locations for staff without power and/or internet capabilities

What Went Well During Crisis Response
- Process
  - Crisis Command Center structure, email, and toll free number provided optimized resources, appropriate bandwidth, communication, and capability to perform ongoing assessment of storm related impacts, establishment of additional alternate work spaces, tracking of staff, and effective response to all business requests

What Went Well During Crisis Response
- People
  - Crisis Management Team did not have sufficient resources to support the magnitude of the event, additional resources were required
  - Critical and essential personal items left in office (notary stamps, critical files, passports, keys, medical records, shoes, etc.)

Challenges and Lessons Learned
- Process
  - Some business areas’ BCPlans and AWS strategies were not adequate and required significant changes at time of event
  - Some SrBCCs did not have adequate authority to make decision or take action. Additionally, some were new in this role and did not have opportunity to participate in various training sessions
  - Difficulty obtaining data from landlord regarding status of and damage assessment of building or infrastructure for NY office

Challenges and Lessons Learned
- People
  - Crisis Leadership provided Psychological First Aid to first responders and Senior BCCs (SrBCCs) aiding in their ability to effectively respond to the crisis and remain focused on key objectives
  - HR effectively implemented an employee reach out program to assist associates experiencing significant storm related hardships
**Challenges and Lessons Learned**

- **People continued**
  - HR “Reach-Out” program helped those in need but caused strain on Logistics Team in securing hotel space for impacted staff
  - Many staff left laptops in the office
  - Some critical staff were not provided laptops (using desktops) which delayed their response
  - Some associates didn’t follow direction and/or acted inappropriately

**Facilities/Technology**

- Physical access control system backup system ineffective
- Lack of building power generators in some alternate work locations required relocation of AWS staff
- Impact to phones, voicemail and RightFax not clearly planned or communicated when NY Data Center forced shut down
- Certain infrastructure for Crisis Command Center had to be built during time of crisis
- Reliance on cell phones produced mixed results

**Opportunities / Improvements : Process**

- **Problem Statement:**
  - Crisis Management Team does not have sufficient resources to support large scale crisis event (such as Superstorm Sandy) or an event that prohibits access to any building for an extended period of time

- **Potential Impact**
  - Loss of proper crisis response management and leadership to the business as well as breakdown in communications with executive management

- **Near Term Next Steps/Action Items**
  - Establishment of a permanent Security Operations Center and Risk & Resiliency Center in opposite sites that can back each other up
  - Staffed by existing crisis response and physical security staff
  - Ability to convert into Crisis Command Center model at moments notice
  - Identified others within company that will act as members of the Crisis Command Center when activated
  - Key first responders provided with radio communications

- **Long Term Next Steps/Action Items**
  - Incorporate incident command structure into Business Continuity/Disaster Recovery testing

**Opportunities / Improvements : People**

- **Problem Statement:**
  - Test I’m OK feature of automated call notification system
  - We do not have an efficient way to confirm the safety of staff and account for staff at alternate work locations during crisis events.

- **Potential Impact**
  - Loss of staff, hampered ability to keep staff safe

- **Near Term Next Steps/Action Items**
  - Meet with HR opportunities to leverage WorkDay
  - Create graphical mappings of staff based on office location, type, Profit/Support Center
  - Create graphical mappings of staff by residential locations (City, County, State, Zip)
  - Meet with vendor to assess opportunities to leverage existing tools

- **Long Term Next Steps/Action Items**
  - Implement staff tracking system

**Opportunities / Improvements : Facilities**

- **Problem Statement:**
  - There is a lack of backup power generation in some of our office locations that serves as an alternate work location for key business operations

- **Potential Impact**
  - Inability to support business continuity/operational requirements at time of crisis

- **Near Term Next Steps/Action Items**
  - Investigate cost of installing a “hitching post”
  - Investigate cost of installing a generator

- **Long Term Next Steps/Action Items**
  - Implement backup power generation for office locations currently without
Opportunities / Improvements : Technology

- Problem Statement:
  - Impact to phones, voicemail and RightFax not clearly planned or communicated. Some essential technology was deemed non critical.

- Potential Impact
  - Inability to support business continuity/operational requirements at time of crisis

- Near Term Next Steps/Action Items
  - IT to re-assess technology in each data center to confirm criticality and/or impact of its loss
  - Document what the impacts are to technology when a site is shut down so it is clearly understood

- Long Term Next Steps/Action Items
  - Adjust solutions based on criticality/impact