

DISASTER PREPAREDNESS PLANNING



Hurricane Michael – Landfall October 10, 2018



Hurricane Michael was the first Category 5 hurricane to strike the contiguous United States since Andrew in 1992. In addition, it was the third-most intense Atlantic hurricane to make landfall in the contiguous United States in terms of pressure, behind the 1935 Labor Day hurricane and Hurricane Camille of 1969.

Management Systems

- Enterprise Disaster Protocol

RESPONSE	Operations Impact	Infrastructure Impact	Community Impact
LEVEL 1	Low	Low	Low
LEVEL 2	Medium	Medium	Low
LEVEL 3	High	Medium	Medium
LEVEL 4	High	High	Medium
LEVEL 5	High	High	High

High

- Facility idled/shutdown
- Major utility & transportation disruption of significant duration
- Significant loss of availability to local suppliers/contractors
- Significant number of employees personally impacted by event

Medium

- Non-essential operations idled/shut down/limited
- Minor utility & transportation disruption for significant duration or major disruption for a short period
- Some supplier availability affected/may need non-local suppliers
- Some employee families impacted by the event

Low

- Minor issues that can be handled by local resources

Management Systems



- **Individual Support Function Plans (Template – Examples – Standard)**

Risk Management

HR

Logistics

Safety

Employee Relief

Legal

Procurement

Government Affairs

Communications

Environmental

IT

Forestry

Security

Finance/Treasury

Enterprise Operations

Engineering

Supply Chain

Site Operations

What Went Well – Timely Mill Shutdown

Initiated Shutdown Phases at Right Time

- Time for EEs and Contractors (Major Capital projects) to evacuate, if they chose, or prepare, if they stayed
 - Monday – communicated shutdown plan
 - Tuesday – Volunteers / Shutdown Crews
 - Initial Plan for Cat 3, Wednesday mid-day – 1 turbine generator, 1 boiler & water treatment functional thru storm (enough Volunteers next time??)

Based on Good Information

- Contracted Weather Service – **StormGeo**
 - Example from 2017 - IRMA
 - StormGeo Updates – accurate & timely
 - Weather Channel Updates – widespread panic...we were only Industrial site in Panama City that did not curtail operations. Hurricane landfall in Florida's Big Bend.
 - 2018 – Hurricane Michael: StormGeo predicted Panama City landfall on Sunday...although, as Cat3
- **Local EMA** – bridge closure timelines [40mph] and pre-notification of County Evacuation plan

What Went Well – Mill Resources

Communicated Mill Plan / Status with Employees

- Crew Meetings
- **VOLO**, text system

The right volunteers on-site...for right amount of time

- Maintenance
- Heavy Equipment Operators
- Fire Protection / ERT Members

Provisions for Volunteers

Disaster Recovery Passes, thru Bay County EMA

Secured Employee Contact information prior to storm

What Went Well – Employee / Contractor Resources

What Co-workers/Contractors needed to be at Mill:

- Gasoline / Diesel
- Meals (Employees & Families, Contractors)
- On-site Sleeping / Shower Facilities – primarily contractors
- Off Site Accommodations – primarily WestRock resources

What Co-workers needed to get back to Mill:

- Gift Card / Pay Continuation
 - Pay continuation allowed employees to focus on priorities
- Debris Clean-up Assistance (Hodge / Demopolis / Stevenson / Panama City crews)
- Generators, Chainsaws, Propane, Tarps, Home Repair Items, Apparel, etc...

What Went Well – Safety & Security

24hr Armed Security at All Gates

Revised Safety Provisions / Policies

- Reflective Vests, Mill-wide
- Assigned Work Partner, no solo excursions into mill
- No Smoking anywhere in mill

Sign-In Process, with pre-designated sign-out time

Contracted Safety and Confined Space / Rescue Team resources

Manual LOTO process (old school still works...but also Lesson Learned)

Lessons Learned...Communication / Systems

- Utilize multiple cell phone carriers for Company phones, especially within departments.
- Verizon service not restored for weeks, AT&T/T-Mobile never lost service
- Stage spare mill radios in secure location
- Require SAT phone training for multiple users
- Receive Hot Spots for all major carriers, before storm
- Save LOTO to standalone system and USB drive (no internet)
- Print out hard copy storeroom inventory before storm (no JDE)
- Set-up message system thru WestRock I.T. (800#), to supplement VOLO

Lessons Learned...Safety / Security

- Rail cars stored on-site must be full / Send out empty rail cars or place on inside track
- Coordinate security plan to supplement quick response in lieu of local resources
- Safety goggles / glasses, rubber boots and rain suits staged with storm gear
- Fire system drawings and required checks included in storm plan
- Purchase road magnet to save equipment tires following storm
- Perform pre-storm audits on Mill fueling stations / systems
- Secure entrances to the mill with jersey barriers

Lessons Learned...Mill Resources

- Identify corporate resource(s) to assist in event of need / offsite procurement
- Coordinate resources before storm – gas, diesel, water, roof tarps, ice, etc. Prepare capability to dispense resources
- Determine staging area for vehicles (& keys) to minimize damage potential
- Generators staged to additional priority systems, i.e. Electronics Storage
- Have 120' manlift and/or crane onsite for overhead debris removal
- Bring rental Bobcat and Loaders onsite ahead of storm



