



# **Crisis Response Tested: Hurricane Ike**

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# Introduction

- It's an honor to be here!  
Thank you!
- Importance of Food Safety/QA teaming with Risk Management / Safety Department
  - Group effort

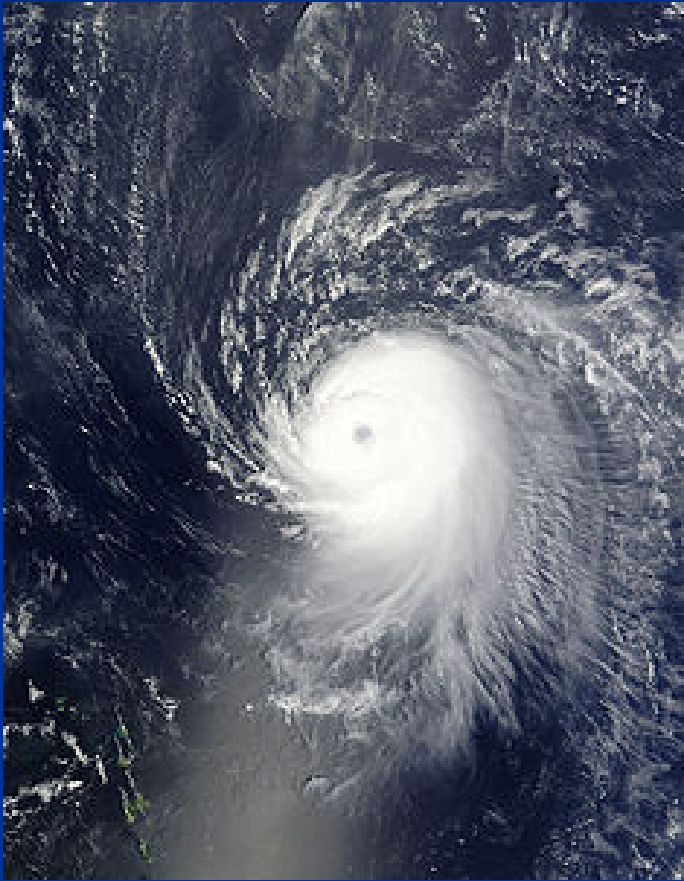


# Introduction

- Outline for Today:
  - Pappas Restaurants Background
  - Previous Hurricane History
  - Hurricane Ike Predicted
  - How Did We Prepare Before the Storm?
  - Aftermath of Storm
  - Challenges Faced
  - What We Learned
  - Summary – Key Points to Take Home



# Gulf Coast Major Hurricane History



- Carla – 9/11/1961
- Alicia – 8/18/1983
- Andrew – 8/26/1992
  
- Katrina – 8/29/2005
- Rita – 9/24/2005
- Dolly – 7/20/2008
- Gustav – 8/30/2008
- Ike – 9/13/2008

# Hurricane Ike Predictions

- On September 11, 2008, forecasting models began to show Ike making landfall just south of Galveston
  - Mandatory Evacuations for:
    - Entire Island of Galveston
    - Low-Lying Areas Around Houston
  - Predicated Storm Surges up to 20 feet
  - Category 4 Hurricane
  - Winds as High as 145 MPH



# Hurricane Ike

- Made Texas landfall @ 2:10 am on September 13, 2008
- Knocked out power for up to 4.5 million customers
- As of January 12<sup>th</sup>:
  - 164 Dead
  - 202 Still Missing
- Damages estimated to be around \$31.5 billion
  - 3<sup>rd</sup> costliest in US history
- Now the Aftermath. . .



# Ike's Wrath



# Ike's Wrath



# Ike's Wrath



# Ike's Wrath



# Pappadeaux #13 Seabrook, TX BEFORE



# Pappadeaux #13 Seabrook, TX AFTER... A Total Loss



# How Did We Prepare?

- CRISIS RESPONSE TEAM
  - Phone Tree
    - Each Restaurant
    - Corporate
- Conference Call Number
  - Calls set-up multiple times daily
    - Same times every day
- Extra Cell Phones
- Closed Restaurants Early & Boarded Up Coastal Restaurants
- Iced Down Product
- Removed Outdoor Furniture / Potential Flying Obstacles

# How Did We Prepare?

- Rerouted food deliveries outside of Ike's path
- Corporate Risk/Safety team took these items with them:
  - Security Company Information
    - For Employee Security
    - For Loss Prevention While Vacant
  - Property Insurance Policies
  - Claim Numbers for Access
  - Insurance Carriers' Contact Information
  - General Liability & Auto Information
- Biggest Obstacle We Faced was TIME!!!
  - Employee Safety & Evacuating (Some Mandatory) with Family was the Most Important Issue

# CHALLENGES

- No Power = No Mass Communication
  - No Television
  - No Radio
- Some Cell Phones Did Not Work
- 70% of Our Market Affected
  - Corporate Office, too
- Bakeries
  - Provide for ALL restaurants – could not produce & distribute to out-of-state and city locations
- Powered Restaurants
  - Super Busy – Not Enough Staff

# CHALLENGES

- Health Departments – difficult to contact for inspection to reopen
- GENERATORS
  - Price Gouging
  - Shortage
- Lack of Fuel
- Boil Water Notices
- Dumpster Shortages
- Ike Continued on his Path of Wrath and hit our Springdale, Ohio Pappadeaux, 1200 miles away from Houston, TX
  - No Power for Numerous Days
  - Physical Damage from High Wind

# What We Learned

- You Can Never “Over” Plan
- Texting is effective when cell phones don’t work
- Get a phone & laptop charger for your car
- Set up generator contracts to avoid price gouging
- It pays to set up as fast as possible
  - Provide a warm hot meal & a smile for ailing citizens
- Require all restaurants to record amount (in lbs) of food that was destroyed following the storm (HD)
- Know your Health Department & Water District

# What We Learned

- Set up for extra dumpsters ahead of time
- Provide digital cameras in every restaurant for before and after pictures for insurance
- Designate & notify back-up suppliers outside of the area & put on alert just in case
- Phone List – Give employees a way to get a hold of you so that you can locate your staff (reverse list)
- Maintain a generator for Corporate Office
  - Our Main Office power was out for 8+ days

# What We Learned

- Secure ice ahead of time
  - Bag & put in freezer (makes room for more ice)
- Bring a vendor list / power company / emergency #s
- For security reasons:
  - Never allow managers or employees to enter a vacant building
    - Looters
- Be prepared for power surges after full power has been restored
- Back-up for all transactions at restaurants

# What We Learned

- Watch the path of the storm & potentially remove employee files from restaurant depending on severity of storm
- Steakhouse wine cellar needs a permanent generator (\$)
- Security for all generators (copper is a hot commodity)
- Generator needed for Bakeries
- Line up:
  - Carpenters; electricians; and contract work for immediate resolution following the storm.
  - Diversify your vendors – set up out-of-state as well to avoid a monopoly
- Know your power segments for each restaurant
  - For example, 320 kW & 480 volts or 800 kW & 240 volts
  - Restaurants will not run without the correct power source!

# What We Learned

- Arrange for temporary refrigerated storage for an unpowered restaurant
- Arrange for dehumidifiers for vacant restaurants
  - Eliminate moisture in the air and carpet
    - Avoid mold growth & smell
- Know your power company & have a contact person
  - Center Point Energy worked in “work zones”
    - This means power could be on all around you, and you still would not have power.
    - They work the big power lines first, followed by the sub-branches
- Establish a relationship with a fuel company
  - Average generator uses ~400 gallons Diesel daily

# Summary – Key Points to Take Home

- Write Everything Down
- Establish a Phone Tree (Keep up to date)
- Set Conference Calls & Times
- Put Emergency Funds in your Budget
- Time is a Huge Factor
- It Can Happen to Anyone, Anywhere
- YOU CAN NEVER BE TOO PREPARED!

# Questions?

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- THANK YOU & Good Luck  
in 2009!

