

Bert Thornton

President of Franchise Operations

Waffle House

**Hurricane Prep Meeting Notes (amended with follow-up decisions)
May 9, 2006 @ 3:00 p.m.**

Attendance

Bert Thornton	Dave Rickell	Pat Warner	Ann Parker
Patty Vanover	Craig Golden	Greg Rollings	Will Mizell
Steve Wright	Carlton Williamson	Louis Todd	Jeff Cole
Rob Abney	Barbara Hammac	Monty Baldwin	Walt Taylor
Rick Greeson	Rusty Whaley	Rickey Crawford	
Joe Wright	Walt Ehmer	John Bridges	
Jim Hosseini	Todd Lee	Craig Knight	
Dave Rickell	Jim Horne	Ray Daniels	
Craig Golden	Ben Aune	John Fervier	

Bert called this meeting to order by reading the Smart Start.

- Command Center – There are two command centers. Both the stationary and the mobile command center will have complete communications capability for voice and data (i.e., satellite dish, portable satellite phones, walkie talkies – Nextel works great). Louis Todd to coordinate. The mobile command center (extended cab pickup truck) will move throughout the affected area and must always have complete communication capability through a portable satellite dish. The stationary command center will reside at a Waffle House location (parking lot). It will be an RV suitable for sleeping four
- Pool of CIC's:
 - Steve Wright
 - Rob Abney
 - Ray Daniels
 - Bill Frazier
 - Jim Hosseini
 - Craig Golden
- Mobile CIC (truck) staffing
 - Assistant CIC
 - Phone Operator
- Stationary CIC (RV) staffing
 - CIC
 - Phone/operator (handle incoming calls)
 - Data (info keeper, e-mail/internet communications)/runner
- Outposts (2)
 - Satellite phone
- Construction CIC
 - Satellite phone
- Construction is separate, but must have direct, dedicated communications to operations – even at a distance.
- Need a large lot, few trees, double-up location for mobile command center. Construction trailer and gas located in a closed restaurant location or on bulk bandit parking.
- All locks on Gulf Coast need to be keyed to the same key by June 1st. Rob Abney will handle. Craig Golden and Rusty Whaley will handle the Atlantic side.
- Need a phone list of all local vendors by market. Monty Baldwin will provide.

- Need one full-time PR person – Pat Warner will be that person.
- Need to get signs distributed early.
 - Car (emergency response vehicle)
 - “Now Hiring” signs for units opened
 - 1-800-“Now Open” – Associate call instructions posted in unit before closing so they see it if unit is closed when they get back
- This year, we should do a better job of:
 - Knowing where OPS people (management/hourlies) went
 - Dumpster pickup
 - Port-a-potties (Louis Todd will handle)
 - Cash receipt tracking (track any money given out/spent)
 - Beverage distribution (Louis Todd will handle)
 - First wave – Need someone to lock down motels (2 people); should have a dedicated motel room reserver
 - Fuel quicker – Todd Lee has a friend who is a fuel distributor – just need a truck to put the fuel in
 - Broadcast the 1-800-# to people affected (Pat Warner will handle)
 - To-go menu pricing (Greg Rollings)
 - Put all money in bank – change fund
 - Put all food in freezer and turn to 0°
 - Food distribution (Louis Todd and Monty Baldwin will handle)
 - Need ice, water, soft drinks (cans), to-go supplies, bread, dairy, produce, wipes for table, i.e., bare necessities, for units that open first.

Control

- Bank all money
- Standardize food drop shipment
- Hold Coach’s Clinics/Town Hall meetings on pre-hurricane season (one for each Area) to calm and reassure hourly associates by June 30th – Pat Warner and Rickey Crawford to work with Barbara Hammac, Rob Abney, Craig Golden, and Rusty Whaley. Let Bert see proposal.

Jim Horne

- Don’t congregate; split up.
- Jim has the following support team:
 - P.M.
 - Fuel supervisor
 - Someone in charge of generators
 - Electrician
 - Support team (fuel/transportation) – 3-4 Superintendents
- Generator options (see attached spreadsheet provided by Walt Taylor)

LES

- Ben Aune will put together a list for motors/parts for maintenance tech van.

Purchasing

- Greg Rollings and Monty Baldwin will get a standard order together for Bert (i.e., “Here’s what we’re going to do/need”).

Control

- Pay issues – getting people paid.

Miscellaneous

- Hurricane zones are: (1) Mobile East, (2) Biloxi West, and (3) Atlantic Coast.
- Teams should include operators and maintenance tech’s with vans.

- RV's for operators – They need a place to stay. Don't depend on motel rooms. Monty Baldwin is in charge of RV rental. (Operators buy/bring their own sheets/pillow cases/towels) Pillows?
- Daily Construction/OPS/CIC debriefing is necessary.
- Daily operations meeting at end of day is necessary.
- Need plenty of "Open Now – Cash Only" signs. Pat Warner will handle. Also, "Now Hiring" signs.
- Incoming team should overlap with outgoing team for about a half a day to debrief and catch up.
- To contact Corporate Office, use CIC. Rickey Crawford will publish rules.
- Keep good receipts for insurance purposes

Order of Battle – OPS

- Pre-Strike
 1. Acquire RV's and stage
 2. OPS pack:
 - Gas cans/gas
 - Tools
 - DC air pump for flats
 - Packing list
 - Sheets, etc.
 3. Stage generators (confirm)
 4. Coordinate with Construction
 5. OPS on site go east or west (not north) before storm hits
 6. Acquire motel rooms (reservations) pre-storm

- Post-Strike
 1. As storm moves north, OPS approaches in a pincer movement from east and west under storm. If Atlantic, approach from west under storm

- Operations
 1. Assess damage (with Construction)
 - Units
 - Associates
 2. Assess power issues
 3. Decide on opening order:
 - Now
 - 2-3 days
 - Later than 3 days (4 days – 2 weeks)
 - Damage/water – cannot open
 4. Move food from "longer to open" units to "open ASAP" units
 5. Place small generators on walk-in freezers as necessary to keep food cold
 6. Attach generators.
 7. Organize and open units.
 8. Re-supply.

Purchasing

1. Send first wave automatic order of ice, water, canned cokes, to-go supplies to CIC location.
2. Take orders/ship product.

People & P/R

1. Locate motel rooms and secure with credit cards (30 days – blocks of 5-10 rooms per motel).
2. Proceed with specific duties.

OPS Packing List

- Hand sanitizer (US Foods)
- Batteries
- Flashlights
- Chain and lock for gas can
- Jack for flat tires/multi lug nut wrench
- Coleman lanterns
- Gloves for debris
- Rubber boots
- Own toolbox
- Large flat blade shovel
- Sunscreen
- Hats
- Plastic gloves for inside
- Duct tape (way to close bathrooms)
- Flags to direct traffic
- Cones
- Padlocks
- Bolt cutters
- Dollies/hand trucks
- Note pad/pencil
- Maps
- Toilet paper
- Food/snacks
- Gas cans/gas (5 gallon cans – full)
- Towels/sheets/linen
- Tape and signs material
- Charcoal grill (1 per Command Center)

Teams

CIC RV

- CIC
- Phone operator
- Data operator

Mobile CIC

- Assistant CIC
- Phone operator

Construction

- Supers
- Electricians
- Generators
- Tenders
- Carpenters

People

- Mizell

P/R

- Warner

Control

- Bridges (+2)

Operators & Maintenance Techs (several waves)

4 teams of 4 each (1 lead, 2 helpers, 1 maintenance tech with van)

Small RV's Needed

OPS teams – 4
CIC helpers - 1

**Hurricane Prep Meeting Notes
May 10, 2007 @ 3:00 p.m.**

Attendance:

Bert Thornton
Rob Abney
Joe Wright
Jim Hosseini
Craig Golden
Rusty Whaley
Todd Lee
Jim Horne
Ben Aune
Pat Warner
Louis Todd
Monty Baldwin
Rickey Crawford
John Bridges
Craig Knight
Ray Daniels
Rick Tyler
Ann Parker
Will Mizell
Jeff Cole
Walt Taylor
Andy Bomberger
Patty Vanover

- Bert started the meeting with two handouts (attached) – (1) Hurricane Prep Meeting Notes from last year, and (2) Note from Rob Abney about the Gulf Coast Hurricane Katrina Update.
- Command Center – There will be two command centers. One will be a stationary command center which is an RV that can sleep from four to six people and has a generator and satellite communications system. The other is a 4x4 pickup truck which has handheld satellite communications equipment and an 80-gallon gas tank in addition to the regular tank.
- Pool of Trained Commanders in Chief (CIC's):
 - Steve Wright
 - Rob Abney
 - Ray Daniels
 - Bill Frazier
 - Jim Hosseini
 - Craig Golden
 - Rusty Whaley
- We have three portable satellite telephones; they have all been tested. One will be used in the truck, one will be used for RV back-up, and one will be used in the roaming vehicle (Jim Horne).
- Construction will need a large lot to set up their command center (Jim Horne).
- Common keys for locks on the Gulf Coast – Rob Abney and his team are working on getting the last ones keyed this week. Locks for the Atlantic side – Rusty and his Division Managers

have a set of keys to all units. Todd Lee doesn't have a set; Rusty will send a clearly marked set. Jim Hosseini will send Todd a clearly marked set for his units on the Atlantic side.

- Monty Baldwin will update the phone list for all local vendors and copy Bert and Patty.
- Jeff Cole will update the maps and copy Bert and Patty.
- We will build a file of "take alongs" for the first wave in the event of a hurricane. It will include:
 - Vendor phone lists (Monty)
 - Extra set of keys
 - Emergency menus
 - Associate call-in instructions
 - Key fobs for separate markets
- Our on-site PR person will be Pat Warner.
- Emergency signs
 - Pat Warner has magnetic signs and windshield signs for emergency vehicles.
 - 1-800-"Now Open" signs with instructions for associates – Pat has these signs, also.
- Things We Should Have Better Control of:
 - Know where management people go to flee the storm. It's best if they go east or west, not north.
 - Dumpster pickup – Walt Taylor is the man in charge. All calls will come through Rickey Crawford first, and Rickey will alert Walt of pickup needs. The rule is use everybody else's dumpster first – they're not open!
 - Louis Todd will handle port-a-potties.
 - Louis Todd will handle beverage distribution through US Food trucks.
 - Cash receipt tracking – Control Department (Craig Knight/John Bridges) will handle/manage this. The rule is bank all money before the storm hits.
 - In the first wave, need two people to lock down hotels – Will Mizell + one other person.
 - Fuel quicker – Todd Lee and Jim Horne have local suppliers and have bought six tanks which hold 500 gallons of fuel each. They can hold regular gas or diesel fuel.
 - Rusty Whaley and Paxton Green need to start "shaking hands" and getting to know some fuel contacts in their markets.
 - Generators – We have two 80KW generators sitting in the LES parking lot on standby. Can be pulled by a truck with a trailer. We need to "test fire" them, now.
 - Additional generators can be obtained on a first come/first serve basis. Walt Taylor is the POC FOR ADDITIONAL GENERATORS.
 - We also have six 7KW generators that will run freezers and a couple of lights. These generators are stored at LES and be transported with a pickup truck.
 - Greg Rollings is working on to-go menu pricing. Turkey was added to the menu per the operators' approval.

Control

1. Bank all money in the unit when the restaurant closes.
2. Do Coach's Clinics on pre-hurricane season again this year. Pass out key fobs at that time.
3. Standardize food drop shipment.
4. Craig and John to provide Bert with a plan for better accountability of larger (costlier) food items when moving between units.

Jim Horne

1. Support team as follows:
 - a. P.M.
 - i. Fuel supervisor
 - ii. Someone in charge of generators
 - iii. Electrician
 - iv. Support team (fuel/transportation) – 3-4 superintendents

LES

1. LES will provide miscellaneous motors/parts/fans for Construction to take with them. Ben Aune will create a plan for parts accountability. Give Bert a copy of the plan. Also give Bert a list of the items (critical parts and commonly needed items) to be sent down with the Construction team.

Purchasing

1. Monty Baldwin is in charge of this. The standard order, i.e., ice, water, canned drinks, is enough for four units. The first truck doesn't have food. After that, inventory as units open and call Rickey in the Command Center.
2. Louis Todd will send the plan to the senior operators to look at for comments/revisions.
3. Closed units are filled with bread.

Order of Battle

1. Assemble hurricane prep group for meeting when hurricane is eminent.
2. Tell Operations what to pack, where to go, and when to leave
3. Stage generators.
4. As storm moves inland, ground forces travel in around/behind it. Air support arrives when able.
5. Inspect units/decide on priorities/CIC location.
6. Set up command centers and go to work.

Miscellaneous

1. Monty Baldwin is POC for RV's.
2. Monty Baldwin is in charge of food.
3. Food orders go directly to Monty Baldwin.
4. Rickey Crawford is in charge of rental cars.
5. Everyone goes through Rickey Crawford at Command Center, i.e., what's open, what's closed, what to put on the phone list.
6. Rickey Crawford is in charge of next day air items.
7. Jim Horne is in charge of gas.
8. Todd Lee is in charge of construction.
9. The SVP in each market will be in charge of the market, i.e., Rob Abney, Rusty Whaley, etc. The CIC coordinates and runs the overall show.
10. Patty Vanover will update POC hurricane cards to use in all markets. Get the satellite phone numbers and put on the cards, as well.
11. Have an end of day meeting every day.

JWR

1. Need to have a pre-hurricane drill. Who's driving the RV? Who's driving the pickup truck? What's our back-up plan? (Drill with drivers and backup + ATL Team 5 operators set for 2:00 p.m. on June 11, 2007, or come in if weather dictates.)
2. Outline RV/pick-up truck protocol line-up as well as what to pack, operating list for people/supplies. Louis Todd has the lead.

3. When it's real (hurricane brewing in the ocean), do a drill. People pay attention when it's real.
4. Talk to Home Depot, Cingular, Wal-Mart, Lowe's, and meet with their emergency planner. If these companies, along with Waffle House, are willing to share the expense, it may be more doable and cost effective to install a cell tower for better communication. Louis Todd will make preliminary contact with them to possibly partner with them.

OPS Hurricane Packing List 2008

Individual

- 1 full uniform per day, underwear, socks, etc., DOP kit (personal items)
- drinking water
- Key Player phone list (to be distributed)
- Hand sanitizer
- Bar soap
- First aid kit
- Disposable camera
- Batteries
- Flashlights
- Gloves for debris
- Rubber boots
- Own toolbox
- Sunscreen
- Hat/cap
- Duct tape
- Note pad/pencil
- Maps/showing unit locations
- Toilet paper
- Food/snacks
- “no smell” rub for noses – see Mary Ellis
- Pocket thermometer to test meat temperature

Team

- Adequate amount of cash and expense report forms
- Generator (small ones at LES)
- Chain saw and gas/oil mix
- Portable air tank
- Portable battery jump starter with d.c. outlet and air compressor (\$50 at Sams)
- Small portable air compressors that plug into cigarette lighter
- Coleman lantern with extra mantels
- Gas cans/gas (5 gallon cans – full)
- Chain and lock for gas can
- Jack for flat tires/multi-lug nut wrench
- Tire plugs
- 2 Large flat blade shovels (“snow shovels”)
- Flags to direct traffic
- Cones
- Extra padlocks
- Bolt cutters
- Dollies/hand trucks
- Towels/sheets/linen
- Tape and signs material
- Charcoal grill (1 per Command Center)

Date	Katrina	Waffle House Activity	Government Activity
May 23, 2005, 1pm Conference call, 2pm, 6/27 Meetings 7/7 and 7/8 for Dennis (7/10)	<ul style="list-style-type: none"> • Dennis 7/10 • Katrina 8/29 • Rita 9/24 • Wilma 10/24 	<ul style="list-style-type: none"> • First hurricane meeting (+ relationship contact with vendors, especially fuel and generators) • Senior OPS + all support leaders attend – responsibilities assigned for critical areas • LY “After The Action” report discussed • Field test commo equipment (post 2005 – RV + CIC truck + satellite phones + data links) 	
Sun, Aug. 21 (3 days prior to Florida landfall; 8 prior to Louisiana)	<ul style="list-style-type: none"> • May hit south Florida, east Florida, or southeast Georgia. Now a tropical storm. 	<ul style="list-style-type: none"> • Coordinate with south Florida franchisee to offer help if needed. • Preliminary hurricane consideration for Savannah south 	
Thurs, Aug. 25 4:37am EDT	<ul style="list-style-type: none"> • Category 1 hits south Florida on a SSW track 	<ul style="list-style-type: none"> • Damage and needs report from local franchisee • Probable Gulf entry – restrengthen and re-land target from Texas to Florida panhandle, all of which have Waffle Houses 	

Fri, Aug. 26	<ul style="list-style-type: none"> In Gulf, west of Florida moving west – restrengthening 	<ul style="list-style-type: none"> Mobilize OPS teams for Gulf response scenario (Texas to Florida panhandle) Confirm fuel and generators (electricians, tenders, runners) Construction and Control meet and finalize plans Vendor contact – preliminary Maps prepared + emergency menus printed Spare equipment inventory confirmed Motels contacted all along the coast Generators committed from Texas, Jacksonville, etc. 	<ul style="list-style-type: none"> Mississippi activates the National Guard
Sat, Aug. 27	<ul style="list-style-type: none"> Strengthens, continues west, but hooking northwest Hurricane watch turns to hurricane warning and target tightens to Morgan City, LA → Alabama/Florida line 	<ul style="list-style-type: none"> All areas still possible Organize teams and pincer attack plan Assemble operator’s packing list Pick up and stock RV’s for travel Generators stationed Fuel – final arrangements Construction teams on stand-by Shut down order given for 105 units (local call on timing) 	<ul style="list-style-type: none"> Louisiana/Mississippi declared a state of emergency (but not coastal Louisiana?)
Sun, Aug. 28	<ul style="list-style-type: none"> Strengthening and turning north 	<ul style="list-style-type: none"> 2pm All units shut down Aircraft – stand-by schedules set up 	<ul style="list-style-type: none"> Evacuation orders Gulf Coast and shut down

<p>Mon, Aug. 29</p>	<ul style="list-style-type: none"> • 3am – 50 miles off shore • CDT – 40-foot waves • 7am - 47-foot waves per no NOAA's Buoy • 4am – 90 mi. SSE New Orleans max sustained 150 mph with wind cone @ 105 mi. Strong Category 4 • 6:10am – Category 4 crosses south of Burras, Louisiana • 10am – Final land fall near Alabama/Mississippi line – strong Category 3 (125 mph winds) • 11am – I-10 breached with water • 4pm – I-10 under 15 feet of water in places • 10pm – Katrina downgraded to tropical storm 	<ul style="list-style-type: none"> • Picked up 4 RV's and one 20-foot refrigeration truck for deployment to hurricane area • In early afternoon, teams leave Atlanta and position RV's and teams at K-mart parking lot in Saraland, Alabama (stopped by police) • Weather too bad for travel and arrival by dark in Gulfport 	<ul style="list-style-type: none"> • 8am – Governor Blanco asks Bush for help. The emergency communication system fails throughout the region. • 10:43am – Brown (FEMA) briefs Bush • 11am – FEMA proposes a 48-hour response (1,000 workers in 48 hours; 2,000 within 7 days) • Curfew imposed
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Tues, Aug. 30		<ul style="list-style-type: none"> • 9am – Police escort Waffle House operators to Mississippi line • Noon – Senior operators drive the coast and inspect damage (showing business cards to get through) <ul style="list-style-type: none"> ◦ Operators set up Command Center and distribution points with refrigerated trailers at WH #739 in Hammond and #1123 on Highway 49 in Gulfport ◦ Construction setup at #757 across I-10 on Highway 49 • pm – Assess Waffle House damage • Motel rooms secured for some displaced associates and future incoming support teams at Wingate Inn in D'iberville – no power or water; also at Ramada Inn in Pascagoula – no power. • Battle plan meeting • Charcoal grill and Waffle House steaks <p><u>pm Battle Plan Meeting</u></p> <ul style="list-style-type: none"> • Damage assessment review • Decide which units to open and sequence • Set up food transportation and food relocation teams • People assessment (associates) • Limited menu procedures review • Generator placement (10 generators) and setup • Fuel rules and fuel coordination • Associate needs (home/personal/transportation) 	<ul style="list-style-type: none"> • 5am – Bush briefed • 10:53am Nagin approved forced evacuation • 7pm – Katrina declared “an incident of national significance”. FEMA makes its first request for military help
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Wed, Aug. 31		<ul style="list-style-type: none"> • Dawn – First unit open (#1123) with generator (7am to 5pm) (Close, clean, meet curfew) • First US Food delivers to units sequenced to be opened (with generator power) and other distribution points; continue daily deliveries to units with orders through Purchasing in Atlanta <p><u>pm Battle Plan Meeting</u></p> <ul style="list-style-type: none"> • Need Waffle House t-shirts (can't wash uniforms) • Next openings/opening teams/opening food orders • Food teams (check temps in unopened units – save or throw ASAP) • Fuel needs • New generator placements • Order ice and water for Gulfport/Biloxi community <p><u>Food Delivery Issues</u></p> <ul style="list-style-type: none"> • Between Wed, 8/31 to 9/16, Communication with US Food on "open" units and deliveries of standing orders. Standing orders caused issues with excess inventory of items. The communication issues caused deliveries to be made to units that did not have power or did not need deliveries. There were issues with delivery of bread and dairy due to communication issues and vendors having problems getting to the units due to traffic and blocked roads. Some bread and dairy centers had distribution centers that were flooded, thus were unable to get to their equipment. Overcame by having bread vendor drop large shipments in key areas for Operators to pick up and supplemented dairy deliveries with product from US Food. Fresh linen (bar towels/aprons) were unavailable in many areas because the linen vendor was wiped out. Purchased bar towels and aprons from US Food. 	<ul style="list-style-type: none"> • am- Bush does a fly-over and we see him. • Military tack force activated + National Guard troops arrive
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Thurs, Sept. 1		<ul style="list-style-type: none"> • Open 3 more in Gulfport/Biloxi area – total of 4 open • No one else open. No restaurants. No other businesses. • National Guard/police arrive in Gulfport (Waffle House #1123 starts filling a standing 7:00 a.m. order for 300 full breakfasts, to-go for the troops 	<ul style="list-style-type: none"> • am- Wal-mart trucks arrive: "Although the Federal Government has yet to deploy in Mississippi, the Times-Picayune staff reports seeing 13 Wal-mart tractor trailers headed into town bringing food, water, and supplies."
Fri, Sept. 2		<ul style="list-style-type: none"> • Had 2,000 gallons of water and 800 lbs. of ice (delivered from Paducah, KY because of lack of availability closer to Louisiana) distributed to local residents of Gulfport/Biloxi and surrounding area. This was a drive-by distribution directly from the parked trucks. It was announced by the local radio and protected by police. • Total of 8 Waffle Houses open in Gulfport/Biloxi • Mobile east and Covington, LA west all coming back on line 	
Mon, Sept. 19		<ul style="list-style-type: none"> • US Food switch back to weekly deliveries with orders transmitted from units directly to US Food; distribution points closed down 	

	<p style="text-align: right;">SUMMARY:</p>	<ul style="list-style-type: none"> • Total closed initially = 105 • Total reopened – 1 week = 44 • Total reopened – 2 weeks = 60 • Total reopened – 30 days = 85 (105 – 7 lost and 13 major construction) • # Units completely lost = 7 (reopened now 6 of 7 - #1159 not open; we leased space in a building that no longer exists; waiting on litigation/resolution before we rebuild) • # Units with 2-8 feet of water inside = 8 • # Units damaged requiring major construction (8 with water + 5 physical damage) = 13 • # Units damaged/requiring “significant construction efforts” = 25 (30-day fix) 	
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