

REAL LIFE FRAMING

St. Thomas' Episcopal Post Hurricane Harvey
August 2017 – Houston, Texas

DAAG – Vancouver – April 2018
Presented by Eleanor Spires Bergin

Resulting Devastation

- Harvey made landfall as a Category 4 storm at Rockport, Texas
- Houston on “Dirty Side” of the storm (east of the eye)
- 50+ inches of rain in 3 days vs. annual average of 48 inches in Houston
- Estimated 27 Trillion gallons of rain fell
- 324,000 structures damaged or destroyed (Mayor’s 6 months Post-storm news conference)
- 1,000,000+ cars flooded
- Massive displacement of people and pets

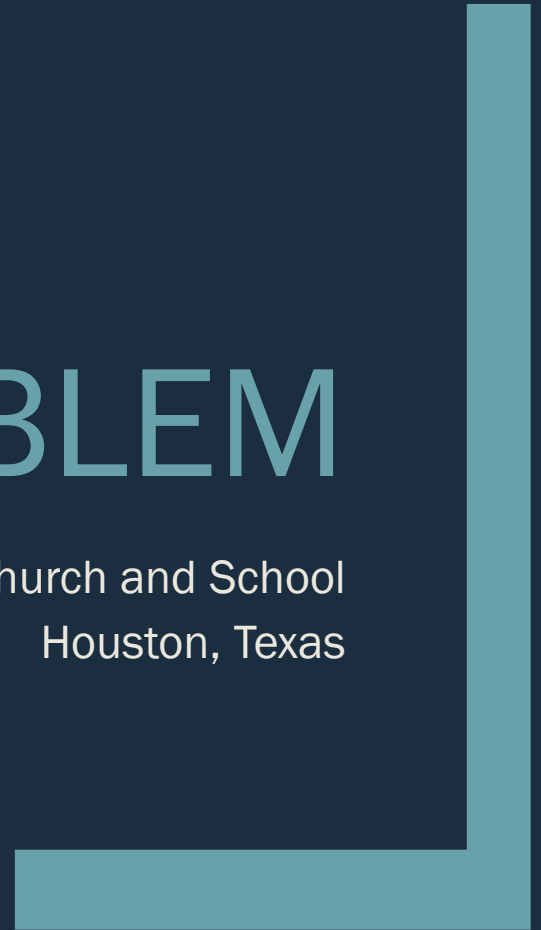
Rainfall Totals NWS

C. STORM TOTAL RAINFALL FROM 1200 UTC AUG 25 UNTIL 1200 UTC AUG 31

CITY/TOWN LAT LON DEG DECIMAL	COUNTY	ID	RAINFALL (IN)
FRIENDSWOOD 29.50 -95.20		GALVESTON	56.00
3 ENE SANTA FE 29.39 -95.05		GALVESTON	54.77
2 WSW BUNKER HILL VILLAG 29.74 -95.57		HARRIS	54.00
3 S LEAGUE CITY 29.43 -95.11		GALVESTON	52.87
2 NW WEBSTER 29.55 -95.14		HARRIS	52.30
2 E ELLINGTON FIELD 29.60 -95.12		HARRIS	52.00

ONE PROBLEM

St. Thomas' Episcopal Church and School
Houston, Texas



The Sanctuary



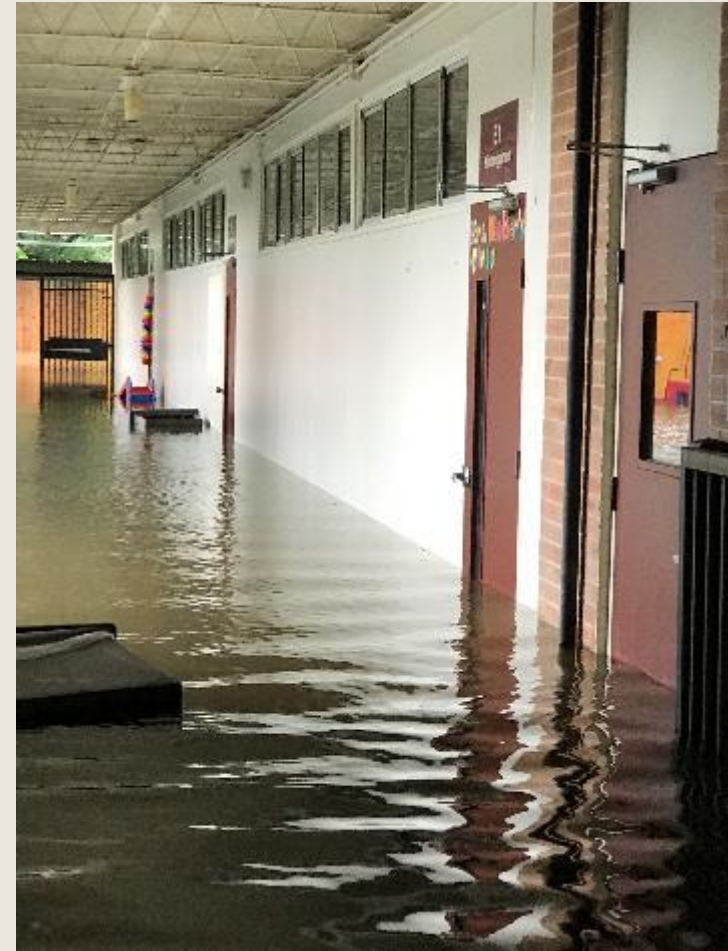
Front of School



The (Brand New) Busses



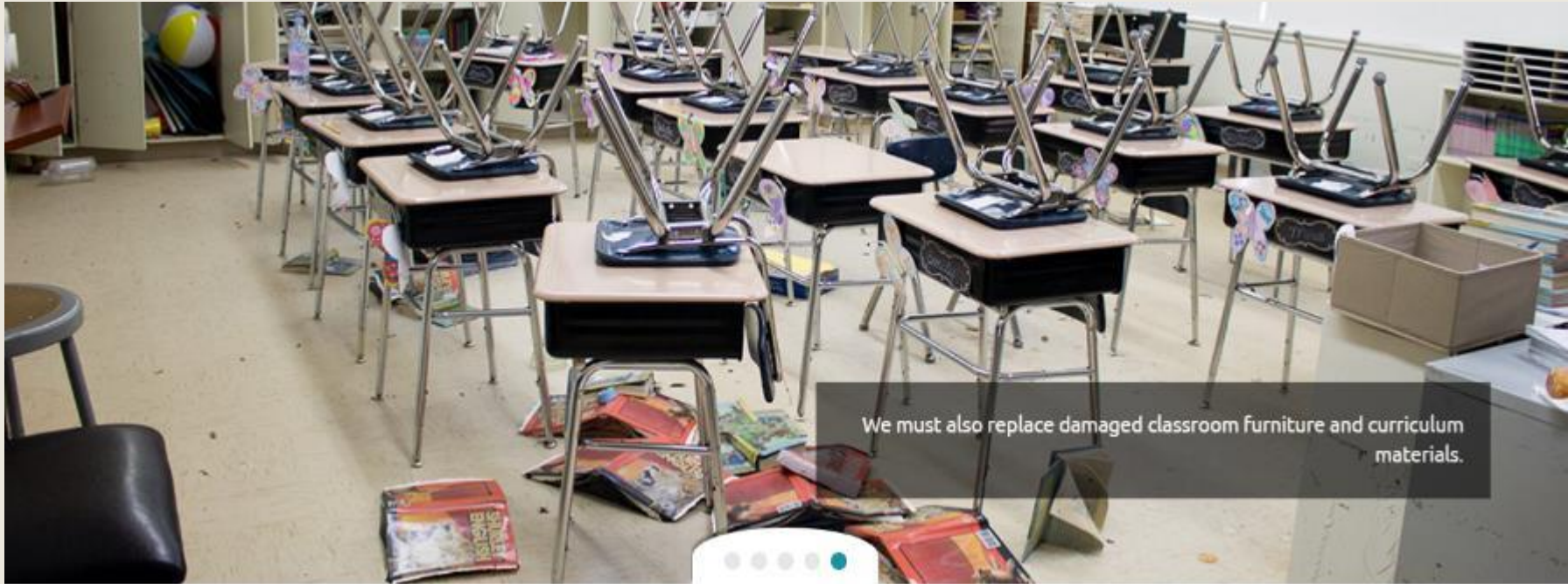
The Outdoor Walkway



Classroom and Main Office



The water drained...



- Needed to start the recovery process as soon as possible
 - Overwhelming number of decisions to make in a short window
- ... Framing works every time

THE FRAME



Problem Statement

*“How do we **SAFELY** reopen the school **AS SOON AS POSSIBLE** with minimal disruption to the student body?”*

Issues Collection (DTrio)

STC Recovery* - DTrio

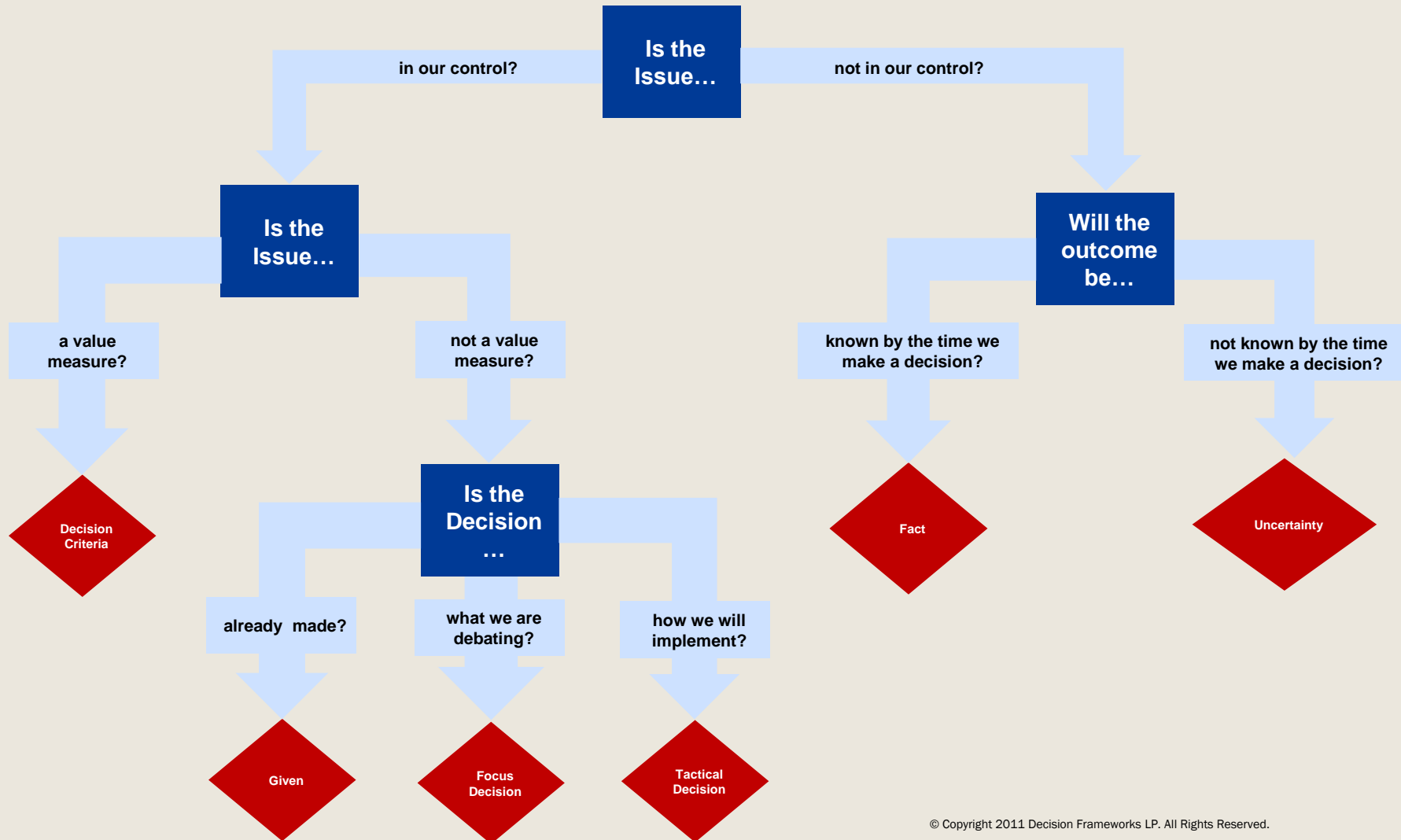
File Home Project Governance Issues List Decision Hierarchy Strategy Table Compare and Contrast Table Influence Diagram

Workflow

- 1 Approach
- 2 Problem Definition
- 3 Issue List
- 4 Decision Hierarchy
- 5 Strategy Table
- 6 Compare and Contrast Table
- 7 Influence Diagrams
 - Diagram #1
- 8 Decision and Risk Timeline

Omit	Issue Type	Subcategory	Description
Default Group (57 Issues)			
<input type="checkbox"/>	Fact		I have to hire an industrial hygienist before <u>SonyPro</u> can start due to state law
<input type="checkbox"/>	Fact		lower and middle schools are unusable
<input type="checkbox"/>	Fact		working capital constraints
<input type="checkbox"/>	Fact		we need text books and other curriculum materials
<input type="checkbox"/>	Fact		Fundraising
<input type="checkbox"/>	Fact		hollow or rolled steel cannot be sanitized - need to assess what needs to be replaced
<input type="checkbox"/>	Fact		do inventory of desk/textbooks/teaching tools so know what we need to obtain and plan for what we don't have
<input type="checkbox"/>	Fact		Make sure we follow FEMA and insurance protocol protocol
<input type="checkbox"/>	Fact		balance need for fundraising and recovery efforts with our admissions - don't focus on destruction and drive away families
<input type="checkbox"/>	Fact		need to come up with a finalized plan to keep the temporary buildings going - i.e. using generators need overnight watch
<input type="checkbox"/>	Fact		Maximizing decision making effectiveness and efficiency - decision making body needs to be right-sized
<input type="checkbox"/>	Fact		need a legal review on contracts that need to be signed
<input type="checkbox"/>	Fact		we have permission to throw stuff away need to find dumpsters and a destination
<input type="checkbox"/>	Fact		fire alarms system not working
<input type="checkbox"/>	Fact		security system is fried
<input type="checkbox"/>	Fact		turf has to be sanitized - do we need to pull it up
<input type="checkbox"/>	Fact		need security 24/7 -
<input type="checkbox"/>	Fact		need storage for the good stuff
<input type="checkbox"/>	Fact		get start date out as soon as possible
<input type="checkbox"/>	Decision	Focus	Class room for high school until temp buildings are ready
<input type="checkbox"/>	Decision	Focus	Communications - need more well defined and strategic internal and external messaging
<input type="checkbox"/>	Decision	Focus	what is our budget and what are expected costs
<input type="checkbox"/>	Decision	Focus	school start date - can a range today
<input type="checkbox"/>	Decision	Focus	what does the school day look like? shift, full day, half day, etc
<input type="checkbox"/>	Decision	Tactic	How do we get labs and physical needs depending on where we move them
<input type="checkbox"/>	Decision	Tactic	Accessibility to restrooms and getting from temp bldg to bldg and students getting to campus
<input type="checkbox"/>	Decision	Tactic	Temp storage for items that are still usable and moving damaged items that are too big to move by individual teachers
<input type="checkbox"/>	Decision	Tactic	how do we get communication out for national funding
<input type="checkbox"/>	Decision	Tactic	younger kids - how to minimize any disruptions and feeling as normal as possible
<input type="checkbox"/>	Decision	Tactic	look at teachers that teach across divisions i.e. MS and HS - how can they be in both places
<input type="checkbox"/>	Decision	Tactic	print room
<input type="checkbox"/>	Decision	Tactic	Transportation to alternate location
<input type="checkbox"/>	Decision	Tactic	how we are handling requests for financial assistance from parents
<input type="checkbox"/>	Decision	Tactic	assess needs for new location - i.e. tables, chairs, <u>chromebooks</u> etc
<input type="checkbox"/>	Decision		are we going to extend the school year or shorten breaks?
<input type="checkbox"/>	Uncertain...		Firm timeline on temp buildings delivery, ready for occupancy and all other stuff that goes with it
<input type="checkbox"/>	Uncertain...		families displaced to other areas - where are they and can/when will they get back to school

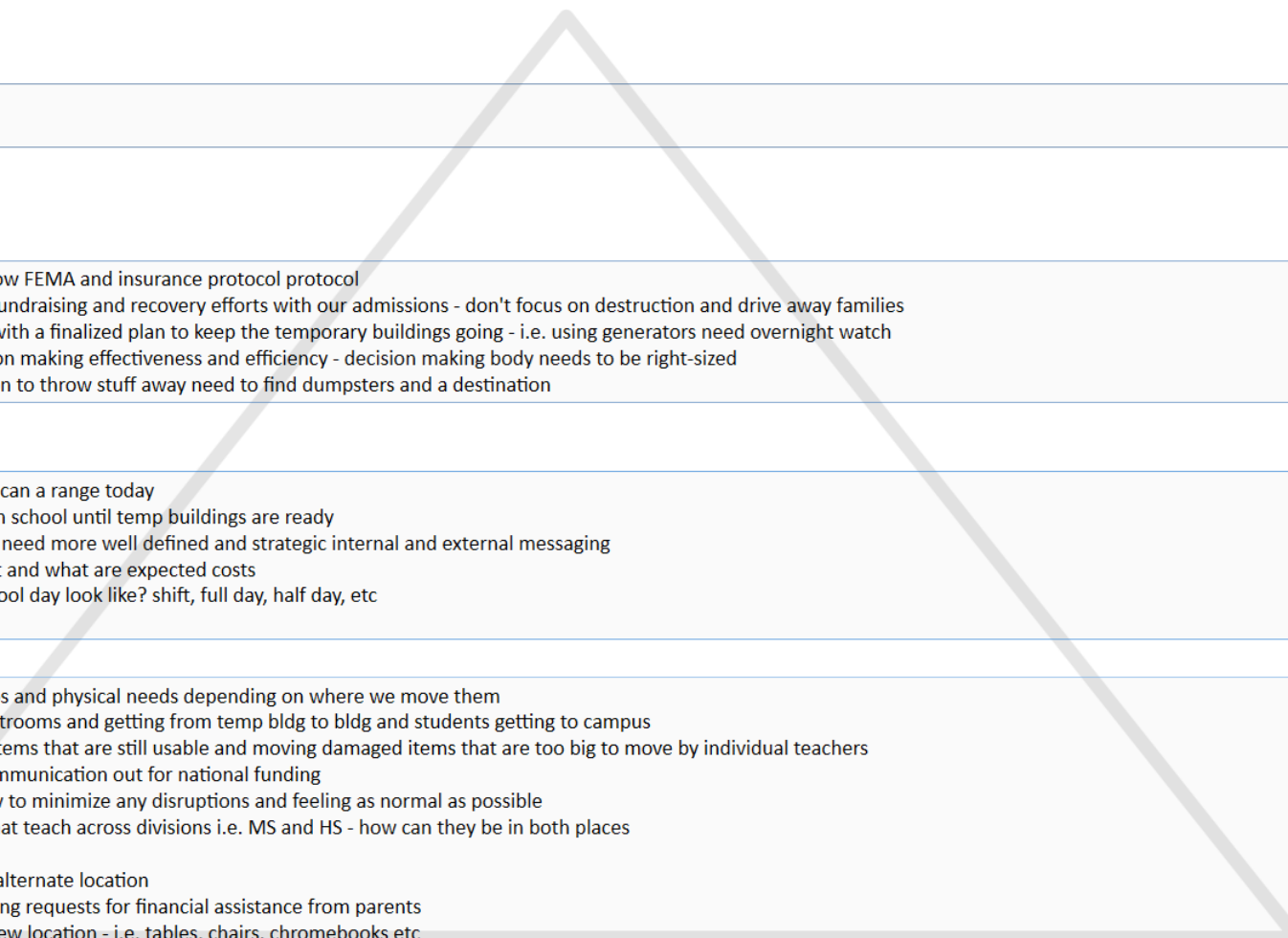
Issue Categorization



Issues Sorted (DTrio)

Omit	Issue Type	Subcategory	Description	Short Name
Decision Criteria (2 issues)				
<input type="checkbox"/>	Metric	Qualitative	safety	
<input type="checkbox"/>	Metric	Qualitative	timeliness	
★			Enter Description	Enter Name
Given Decisions (5 issues)				
<input type="checkbox"/>	Decision	Given	Make sure we follow FEMA and insurance protocol protocol	
<input type="checkbox"/>	Decision	Given	balance need for fundraising and recovery efforts with our admissions - don't focus on destruction an	
<input type="checkbox"/>	Decision	Given	need to come up with a finalized plan to keep the temporary buildings going - i.e. using generators ne	
<input type="checkbox"/>	Decision	Given	Maximizing decision making effectiveness and efficiency - decision making body needs to be right-size	
<input type="checkbox"/>	Decision	Given	we have permission to throw stuff away need to find dumpsters and a destination	
★			Enter Description	Enter Name
Focus Decisions (6 issues)				
<input type="checkbox"/>	Decision	Focus	school start date - can a range today	
<input type="checkbox"/>	Decision	Focus	Class room for high school until temp buildings are ready	
<input type="checkbox"/>	Decision	Focus	Communications - need more well defined and strategic internal and external messaging	
<input type="checkbox"/>	Decision	Focus	what is our budget and what are expected costs	
<input type="checkbox"/>	Decision	Focus	what does the school day look like? shift, full day, half day, etc	
<input type="checkbox"/>	Decision	Focus	Fundraising	
★			Enter Description	Enter Name
Tactical Decisions (11 issues)				
<input type="checkbox"/>	Decision	Tactic	How do we get labs and physical needs depending on where we move them	
<input type="checkbox"/>	Decision	Tactic	Accessibility to restrooms and getting from temp bldg to bldg and students getting to campus	
<input type="checkbox"/>	Decision	Tactic	Temp storage for items that are still usable and moving damaged items that are too big to move by in	
<input type="checkbox"/>	Decision	Tactic	how do we get communication out for national funding	
<input type="checkbox"/>	Decision	Tactic	younger kids - how to minimize any disruptions and feeling as normal as possible	
<input type="checkbox"/>	Decision	Tactic	look at teachers that teach across divisions i.e. MS and HS - how can they be in both places	
<input type="checkbox"/>	Decision	Tactic	print room	
<input type="checkbox"/>	Decision	Tactic	Transportation to alternate location	
<input type="checkbox"/>	Decision	Tactic	how we are handling requests for financial assistance from parents	
<input type="checkbox"/>	Decision	Tactic	assess needs for new location - i.e. tables, chairs, chromebooks etc	
<input type="checkbox"/>	Decision	Tactic	are we going to extend the school year or shorten breaks?	
★			Enter Description	Enter Name

Decision Hierarchy (DTrio)



Decision Criteria	safety timeliness
Given Decisions	Make sure we follow FEMA and insurance protocol protocol balance need for fundraising and recovery efforts with our admissions - don't focus on destruction and drive away families need to come up with a finalized plan to keep the temporary buildings going - i.e. using generators need overnight watch Maximizing decision making effectiveness and efficiency - decision making body needs to be right-sized we have permission to throw stuff away need to find dumpsters and a destination
Focus Decisions	school start date - can a range today Class room for high school until temp buildings are ready Communications - need more well defined and strategic internal and external messaging what is our budget and what are expected costs what does the school day look like? shift, full day, half day, etc Fundraising
Tactical Decisions	How do we get labs and physical needs depending on where we move them Accessibility to restrooms and getting from temp bldg to bldg and students getting to campus Temp storage for items that are still usable and moving damaged items that are too big to move by individual teachers how do we get communication out for national funding younger kids - how to minimize any disruptions and feeling as normal as possible look at teachers that teach across divisions i.e. MS and HS - how can they be in both places print room Transportation to alternate location how we are handling requests for financial assistance from parents assess needs for new location - i.e. tables, chairs, chromebooks etc

This is as far as technology took me

Focus Decisions

- Start Date
- Location of High School
- Communication (spun off to its own table)
- Budget
- School Day Format

Building the Strategy Table

	Start date	HS location until temp bldg	Communication	Budget cost	Before After School Care
Most likely to succeed ①	HS only 9/5	Shift		make it happen	none
ASAP ②	L/M School 9/7				
MURPHY ③	Both 9/11	Alt Location #1 South Campus 9/5 St. Francis 9/10 Wortham	See Vernon's strategy	lowest cost possible	Before Only
	Both 9/13 Orientation on 9/12 for transfer	Alt Location #2 9/11 Houston Christian Assembly HCA	daily	Middle of the road	After only 7:15-6:00 pm
	HS 9/5 L/MS 9/11	Alt. Location #3 CrossPoint TBA	Its own strategy table...		Both
	9/5 HS 9/11 L/M	At STE			
	9/18 Both				

Here is Where We Landed:

‘Most Likely to Succeed’

- Start Date: September 13th
- Location of High School: Short list of locations with a plan to visit each the next morning
- Communication was “outside the Frame”
- Costs discussed in depth and expected to be manageable given the school’s cash position
- School Day Format decided

Framing Action Shot

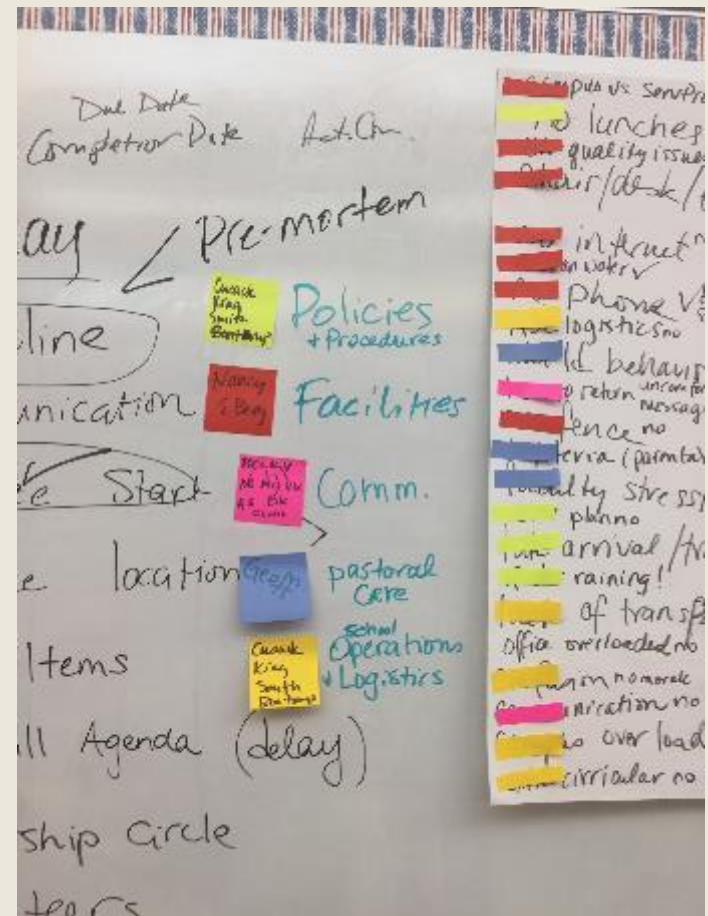
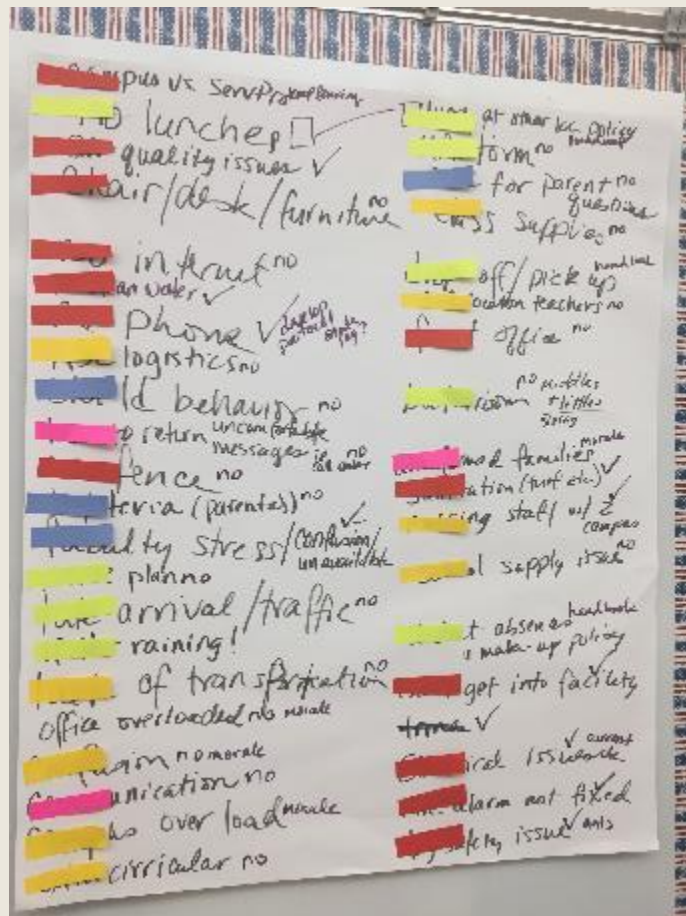


The Right people and the Right Number of people were in the room.

IMPLEMENTATION PLANNING



Pre-Mortem – start of implementation



OUTCOME AND RECAP



What Happened?

- School reopened September 13th
 - *Two days after non-flooded public schools*
 - *2 to 6 weeks before flooded public schools*
- Parent Communication Successful
- No major issues
- Few minor issues

Where We Are Today



What I Learned

- Transferable
- Scalable
- Applicable to both crisis and non-crisis
- Facilitation is King
- Reiterated Effectiveness of Framing
- Warning: They will want you to run EVERY meeting

What We Bring

- Focus and Clarity
- Framework
- Facilitation
- Increased Decision Quality
- Transparency
- Efficiency & Alignment