



HURRICANE IVAN THE JAMAICAN EXPERIENCE



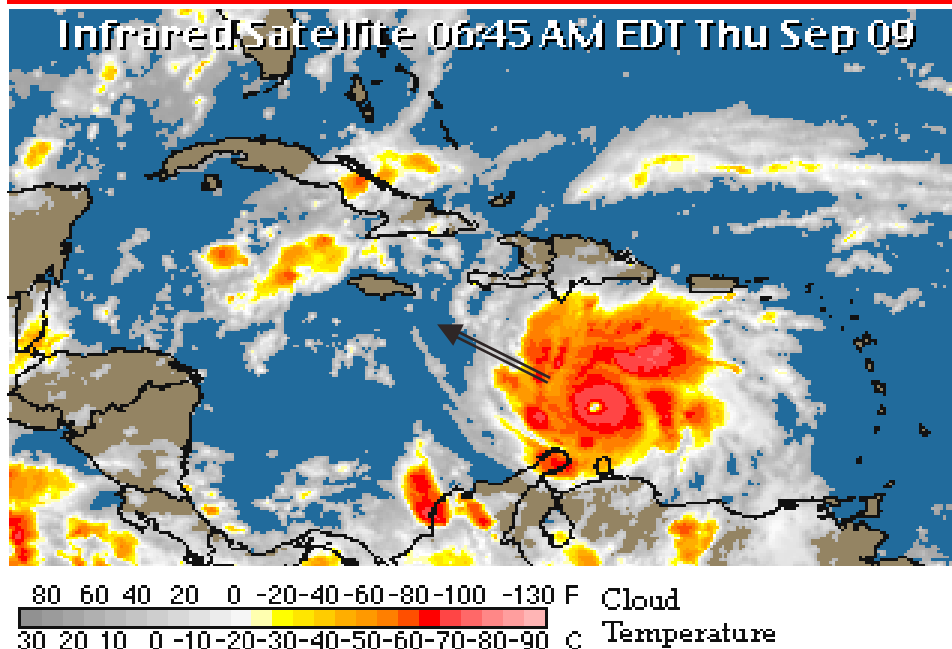
Contributing Presenters:

Robin Levy - Jamaica Co-operative Credit Union League LTD

Richard Woldt - CEO The Risk Management Learning Center

As Ivan bore down on Jamaica, Robin Levy in Kingston contacted Rich Woldt and requested an off-shore Incident Command System be established to manage the impending disaster. This brochure walks you through the Ivan' Incident Command.

A Satellite View...



Rich Woldt
Rich@RMLearningCenter.com



Hurricane Ivan – The Jamaican Experience & The Credit Union Incident Command System

This session/brochure covers how the Credit Union Incident Command System (CUICS) was used as Hurricane Ivan threatened and then struck the island of Jamaica in the Caribbean. The CUICS adapts response protocols and performance standards from the National Incident Command System (NICS) to the credit union movement. Credit unions around the world are using CUICS during disasters, armed robberies, bomb threats, and acts of violence against their employees and officials.

As Hurricane Ivan approached, a PC based unified ICS was set up and populated off-shore in San Antonio, TX Tuesday night and moved to Madison, Wisconsin Friday afternoon. Contact with the Kingston ICS was lost sometime Wednesday night.

Robin Levy took command and established a CUICS in Jamaica while Rich Woldt set up an off-shore ICS in the US. Off-shore ICS Chiefs included: Operations – Neil Purtell, Planning – Paul Bergee, Logistics – Rich Woldt – Finance – Madison based CMG Personnel. Operations populated a staging area and Finance alerted CUNA Mutual Claims and Account Relationship personnel responsible for credit union in Jamaica.

Hurricane Ivan – Session/Brochure Benefits:

“Sudden and unexpected events (Hurricanes, Tornadoes, Tsunamis, violent Robberies, Kidnappings, Home Invasions, Bomb Threats, Terrorist Attacks, Extortions, Frauds, Scams, and Embezzlements perpetrated by trusted friends and fellow employees) all rob us of our “Sense of Being in Control and our “Sense of being safe, security and well protected!”

Rich Woldt CEO, The Risk Management Learning Center

- ✓ **The BAD news:** *We can't hide from Tsunamis, hurricanes, tornados, terrorist threats, armed robberies, or most acts of violence. Nor can we escape reminders of 9-11, Columbine, family violence or the war in Iraq.*
- ✓ **The GOOD news:** *There is a systems for managing any incident no matter how dire or dangerous. This session will teach you the “Incident Command System” that's used by law enforcement, fire fighters, the military and Departments of Emergency Government and Homeland Security.*
- ❖ ***You're now the Incident Commander for the credit union movement in Jamaica. It's 6:45 a.m. September 9, 2004 and Hurricane Ivan is headed your way! Good luck! You're going to need it!***





Property & Casualty Loss Reports:

Logistics monitored loss reports coming from the news media and credit union contacts in the Caribbean.

Hurricane Ivan – Incident Command Logistics Log - Damage Reports

Robin Levy– Incident Commander Jamaica Credit Union League
Rich Woldt– Logistics Chief– Risk Management Learning Center

- ▲ *17 Dead, hundreds injured,*
- ▲ *5,000 homeless,*
- ▲ *Property damage and losses in the Billions:*
 - ▲ *Transportation, utility, and communication systems damaged.*
 - ▲ *Residential, commercial, and agriculture buildings destroyed.*



Hurricane Ivan – Incident Command Logistics Log - Damage Reports

Robin Levy– Incident Commander Jamaica Credit Union League
Rich Woldt– Logistics Chief– Risk Management Learning Center

- ▲ *After 3 days, 90% of the island still had no electricity or dependable water supply!*





Hurricane Ivan — Identify & Measure Life Safety & Property Protection Risks!

“We tracked the storm and knew what to expect!”

Robin Levy – Incident Commander Jamaica Credit Union League
Rich Woldt – Off-Shore Operations Chief & Staging Area Director

- ▲ *Ivan was the most powerful storm of the season!*
- ▲ *A Category 4 (extreme damage) to 5 (catastrophic damage)!*
- ▲ *It was being fed by warm waters!*
- ▲ *The “Hurricane Hunter” could not fly through it on Thursday!*
- ▲ *It was slow moving (8 to 14 m.p.h.)*



While **“Logistics”** assembled loss information, **“Planning”** assessed credit union contingency plans known to have been implemented in Jamaica. Most credit unions in Jamaica have well written, up-to-date and tested contingency plans. They’ve survived hurricanes in the past and it’s felt they are as ready as they can be for Ivan. **Planning** also monitored response personnel and recovery assets being logged in at the staging area. They also received a series of briefings from **“Finance”** to include the assurance that CUNA Mutual personnel both in Madison and throughout the Caribbean were monitoring Ivan and any loss reports coming out of Jamaica.



Was history repeating itself?

Hurricane Ivan — The Alert Went Out!

“Meteorologists warned there would be a “busy” hurricane season in 04!”

“Credit unions throughout Jamaica have made contingency planning a top priority!”

Robin Levy — Incident Commander Jamaica Credit Union League

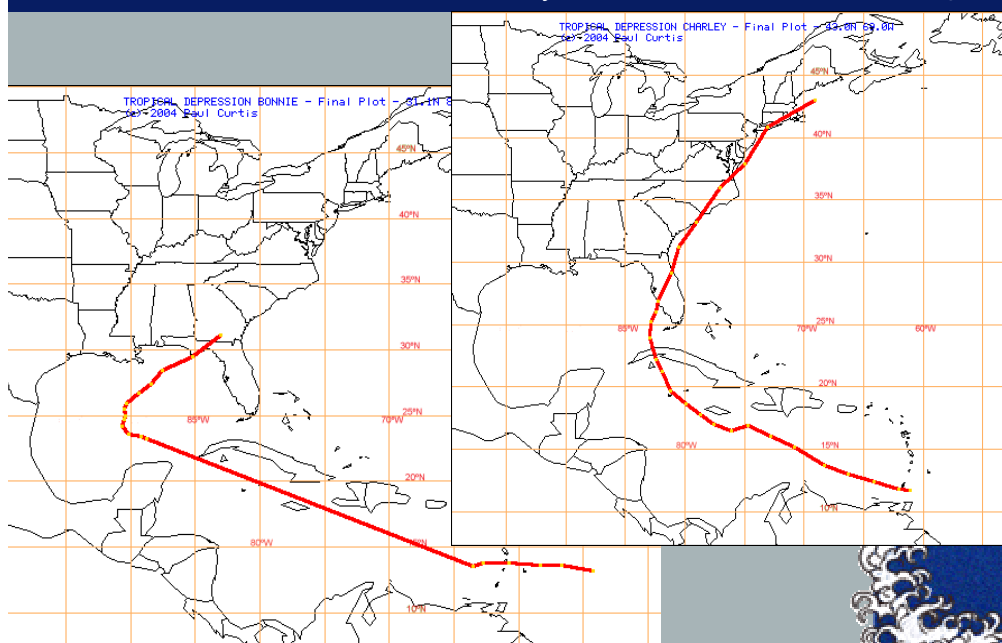
❖ We had earlier activity:

- Tropical Storm Bonnie skirted north
- Charlie hit southern cays in early August
- Florida had been having a bad year



Hurricane Ivan — We had “close shaves from Bonnie and Charley”

Robin Levy — Incident Commander Jamaica Credit Union League



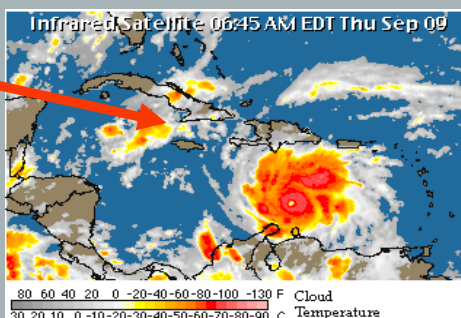


Incident “Blow-by-Blow” description!

Hurricane Ivan – Incident Commander’s Log of Advisories:

Robin Levy – Incident Commander Jamaica Credit Union League
Rich Woldt – Off Shore Operations Chief

- ▲ Tuesday AM – Thursday under Hurricane watch,
- ▲ Thursday AM – Hurricane warning is issued,
- ▲ Thursday PM – First rains fall on the island,
- ▲ Friday 10AM – First sustained heavy winds and rain
- ▲ Friday 11AM – Power grid is shut down,
- ▲ Friday Noon – Hurricane slows and turns west,
- ▲ Saturday PM – Slows more and swings NW around western tip of Jamaica!



Taking command means using everything at your disposal to track the incident as it develops. Hurricanes are usually tracked well in advance from around the world. News media as well as short wave radio clubs can often provide critical information from miles away or from in the eye.

Incident commanders should be familiar with local, regional and global weather services as well as local and regional short wave radio clubs that specialize in maintaining communication links when normal systems fail. While the importance of having weather information is obvious during a hurricane, knowing wind directions and anticipated weather conditions can also save the day during a long term incident or one that involves a wind born biological agent. A change in wind direction can also negate the use of smoke screens during a SWAT team maneuver or endanger traffic on a main thoroughfare during a grass fire along the highway. Knowing what to expect puts you in control and provides your Planning and Logistics Chiefs with valuable information.



Hurricane Ivan – Hello Ivan!

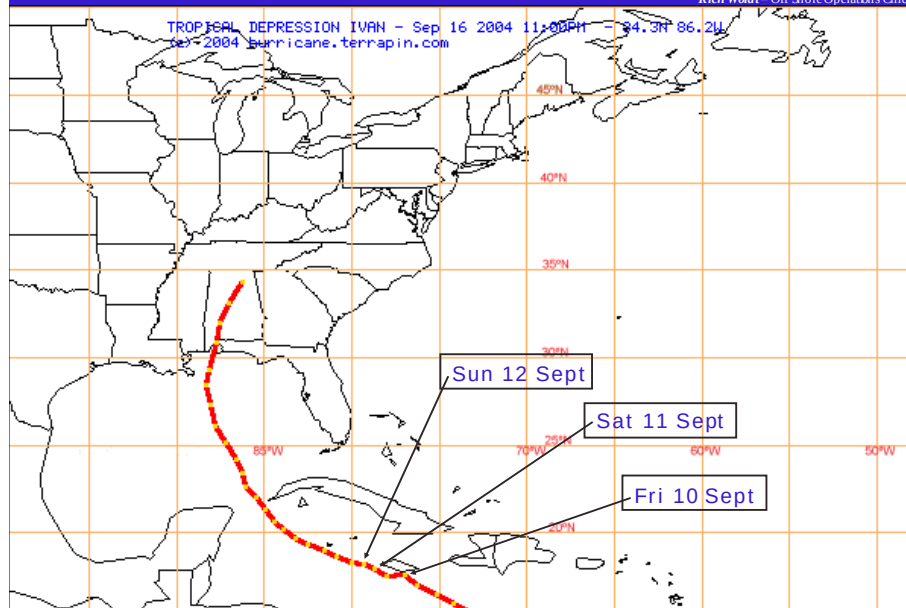
Robin Levy– Incident Commander Jamaica Credit Union League
Rich Woldt – Off Shore Operations Chief

- ▲ *Ivan was sighted, low to the south-south-east!*
- ▲ *It was the most “well-organized” hurricane of the season!*
- ▲ *It hit Grenada as a Category 3 Hurricane!*
- ▲ *It then skirted north of the A.B.C. Islands as*
- ▲ *Conditions pulled it to the northwest!*
- ▲ *It strengthening on a path straight for Jamaica!*
- ▲ ***JCUL designates Robin Levy as “Incident Commander”***
Robin Levy designates Rich Woldt as off-shore
“Operations Chief”
- ▲ ***Robin Levy is in Kingston, Rich Woldt is in San Antonio Texas when Ivan lands and contact is lost.***



Hurricane Ivan – Incident Commander’s Log of Ivan’s path:

Robin Levy– Incident Commander Jamaica Credit Union League
Rich Woldt – Off Shore Operations Chief





Incident Command System (ICS) – History & Evolution

Hurricane Ivan – Incident Command System (ICS)

Robin Levy – Incident Commander Jamaica Credit Union League
Rich Woldt – Logistics Chief – Risk Management Learning Center

The History and Evolution of the “Credit Union ICS”

- ▲ **1940s:** Incident Command System (ICS) is created to fight forest fires!
- ▲ **1980s:** A National Incident Command System is introduced!
- ▲ **1990s:** Emergency governments adopt the NICS!
- ▲ **9-11-01:** Terrorist attack and the world see a need for an international ICS standard.
- ▲ **2003:** Department of Homeland Security creates a NICS curriculum for government agencies. A NICS standard is adopted.
- ▲ **2004:** The business community is asked to endorse the NICS.
- ▲ **2005:** Credit unions adopt the NICS to their international movement and launch the Credit Union Incident Command System.



The incident command system was introduced years ago to fight forest fires and has evolved as responding agencies specialized and communities signed mutual aid agreements. Started on the west coast, it quickly spread across the country and is now a national standard that will soon be required training for all law enforcement, fire departments, emergency governments and Homeland Security personnel. Schools and the private sector will soon be required to have at least a basic understanding of the National Incident Command System (NICS). Credit unions are taking a leading role in the financial industry. Through chapters, leagues, national and international trade associations they're well positioned to provide ICS training for sponsors and members as well as to community groups, business associations and volunteers. The Incident Command System will soon be used for every incident no matter how small or life threatening. This will ensure the ICS terminology is the language of choice during every sudden and unexpected event. The first person at the scene will take command, designate a command staff and begin recovery.

Rich Woldt

Rich@RMLearningCenter.com



Credit Union Incident Command System (CUICS)

Hurricane Ivan – Credit Union Incident Command System (CUICS)

Robin Levy– Incident Commander Jamaica Credit Union League (Kingston, Jamaica)

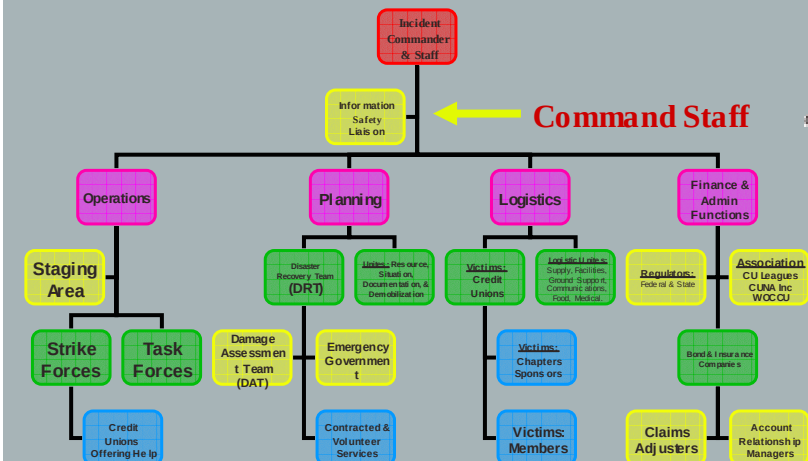
Rich Woldt – OffShore “ Deputy” Incident Commander (Madison, Wisconsin)



Hurricane Ivan – Credit Union Incident Command System (CUICS)

Robin Levy– Incident Commander Jamaica Credit Union League (Kingston, Jamaica)

Rich Woldt – OffShore “ Deputy” Incident Commander (Madison, Wisconsin)





Command Staff

- ▲ **Information Officer:**
 - ▲ Handles all media contacts, press releases and briefings :
 - ▲ Location, interviews, briefings, etc.
 - ▲ Briefing employees, officials, members, etc.
- ▲ **Liaison Officer:**
 - ▲ Coordinates responding agencies.
 - ▲ Link between staging areas and Incident Commander.
- ▲ **Safety Officer:**
 - ▲ Supervises all safety issues to ensure the responders are properly equipped, adequately trained and prepared to respond.
 - ▲ Depending on the incident (kidnapping, hostage situation, etc.) the safety officer becomes aware of and monitors the physical limitations and special medical needs of responders to include their medical history and current medications.

Safety First! The most important safe person at the scene is the one looking out for the safety of others. Only well trained and properly equipped personnel should be permitted at the scene. Failure to properly train and equip personnel can lead to injury and death as well as subsequent liability.





Safety First: This guy's not the brightest light bulb in the factory; at least, not yet!



Safety First: This guy is standing tall; at least for now!





Safety First: Every incident needs a safety supervisor to ensure responders are dressed properly and know how to use respirators.



Safety First: These guy failed cover and concealment school!

Command Staff

■ Safety

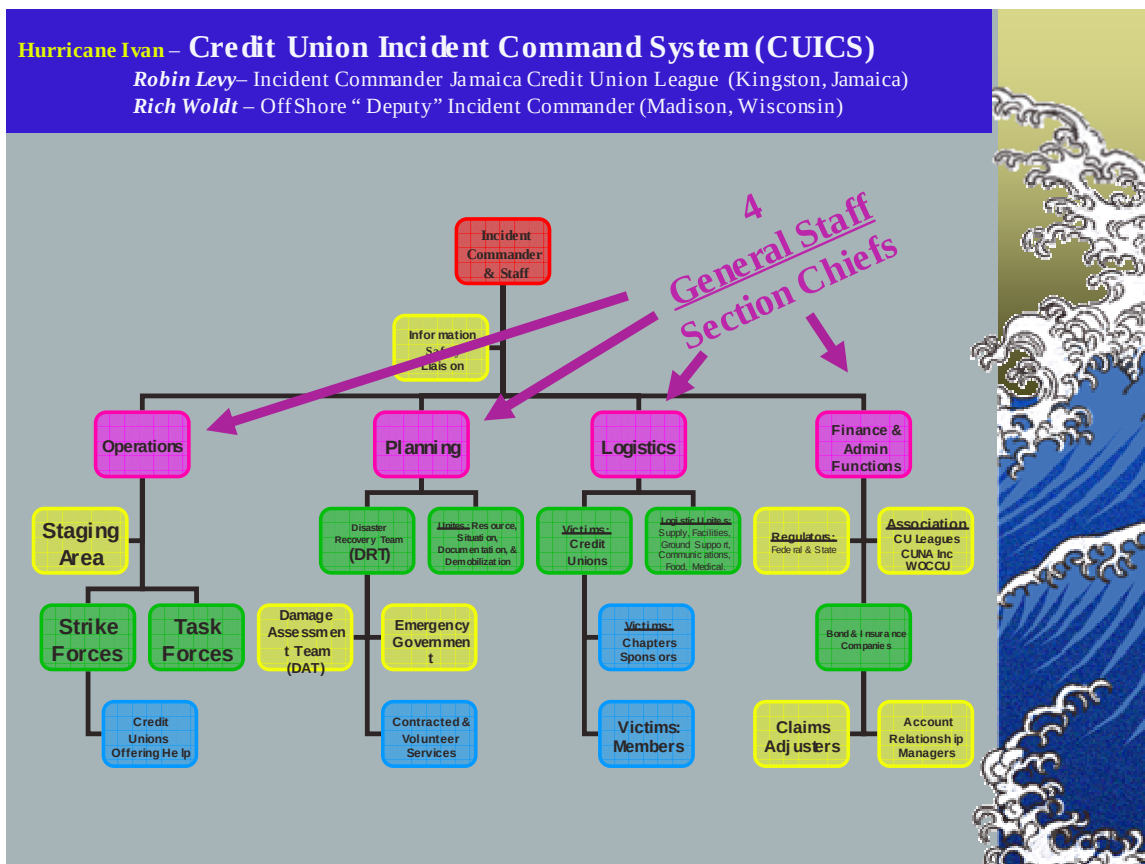




Credit Union Incident Command System (CUICS)

Designed by: Risk Management Learning Center Faculty

The CUICS allows you to take command and regain control over a threatening situation. It can be used for robberies, burglaries, bomb threats, terrorist attacks and all acts of violence in the workplace. All agencies responding to the Oklahoma City bombing used the ICS as they came to the rescue of the Federal Employees credit union. The CUICS can also be used when responding to traffic accidents, fires, disasters, personal injuries and life threatening situation such as a kidnapping or hostage taking. Use the CUICS when investigating an embezzlement, scams, forgeries and fraud. The CUICS allows you to take command and coordinate an effective, efficient and orderly response to any incident that puts you, your credit union or community at risk.





Operations – Staging Area Security

Terrorists have raised the bar for Operations. They've been known to hit the first target as a decoy so they can draw responders and recovery assets out into the open. They'll then attack using a secondary explosive or strike at the staging area to destroy recovery assets. Operations must take special care when establishing the staging area and assign trained/experienced personnel to manage staging area assets. Tight security must be maintained at all times. Only authorized persons should be allowed in or even near the staging area. Refer to RMLC staging area design, development, deployment, procedures and protocols for more information.

Hurricane Ivan – Credit Union Incident Command System (CUICS)
Robin Levy – Incident Commander Jamaica Credit Union League (Kingston, Jamaica)
Rich Woldt – Off Shore "Deputy" Incident Commander (Madison, Wisconsin)

Operations

Direct and coordinates all tactical operations!

- Operations expands as needed to include:
 - Staging areas:**
 - Police, Fire, EMT, HAZMAT,
 - Trauma Management
 - Record reconstruction,
 - Division, Groups, Branches
 - Off-Shore Incident Commander
 - Air Operations
 - Single resources, task forces, strike teams





Staging Area Security

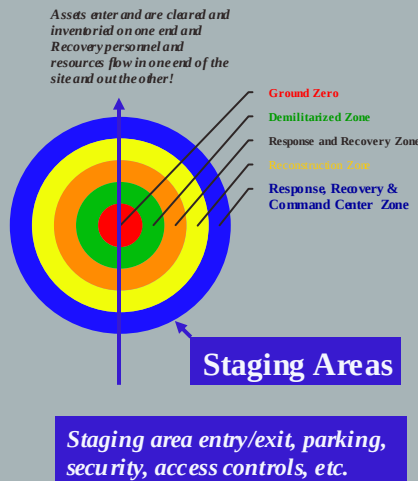
Hurricane Ivan – Credit Union Incident Command System (CUICS)

Robin Levy – Incident Commander Jamaica Credit Union League (Kingston, Jamaica)

Rich Woldt – Off Shore “Deputy” Incident Commander (Madison, Wisconsin)

Operations – Staging Area

- Place to assemble, inventory and dispatch response and recovery assets.
- May need several staging areas flexible enough to relocate.
- Staging area manager reports to Incident Commander or Section Chief.
- The incident will determine the type, size and staging area design:

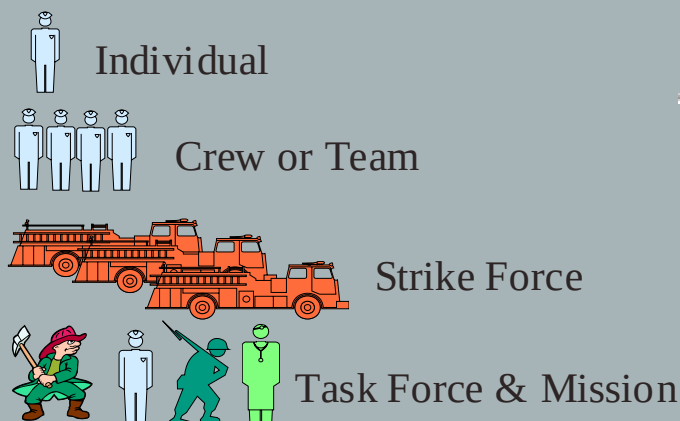


Hurricane Ivan – Credit Union Incident Command System (CUICS)

Robin Levy – Incident Commander Jamaica Credit Union League (Kingston, Jamaica)

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Operations – Staging Area Deployments





Planning –

The home for Contingency Planners, Tactical Specialists and “Incident Action Plan” writers!

Hurricane Ivan – **Credit Union Incident Command System (CUICS)**
Robin Levy– Incident Commander Jamaica Credit Union League (Kingston, Jamaica)
Rich Woldt – OffShore “Deputy” Incident Commander (Madison, Wisconsin)

Planning

“The home of Contingency Planners and Technical Specialists”

▲ *Planning involves contingency planners and technical specialists using resource and situation status reports to write an “Incident Action Plan” for the next 12 to 24 hour period. Planners document results, formulate alternative strategies and when the incident is over they demobilizes personnel and recovery assets.*

```
graph TD; CP[Contingency Planners] --- DAT[DAT  
Damage Assessment Team]; CP --- DRT[DRT  
Disaster Recovery Team]; CP --- EOC[EOC  
Emergency Operations Center];
```

Planning is an important part of every Incident Command System. Structured planning becomes essential the moment the ICS moves from a “Single” command to a “Unified” command or when the Incident Commander requests Logistics to set up an Incident Command Center (ICC) or Emergency Operations Center (EOC).

Contingency planners and technical specialists should assemble at the ICC and be briefed by the Operations, Logistics and Finance Chiefs. A written “Incident Action Plan (IAP)” should be prepared for the short term (hours) and a time period, appropriate to the incident, should be set for future IAPs.

Planning should formalize the ICS structure, expanding and contracting it as they see fit. The structure of the ICS will change depending on the scope of the incident, so it’s wise to keep it as simple as possible.



Single & Unified Commands

Robin Levy – Incident Commander Jamaica Credit Union League (Kingston, Jamaica)
Rich Woldt – Off Shore “Deputy” Incident Commander (Madison, Wisconsin)

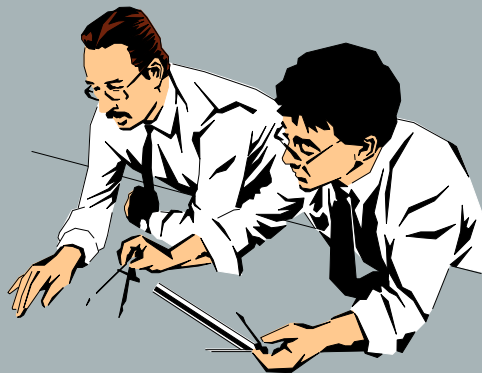
It’s important to follow transfer protocol when moving from “Single” to “Unified” command!

“Most incidents start as a “single” command and then move to a “unified” command when needed!” It’s called the concertina theory of incident command!” Rich Woldt

▲ **Single Command**



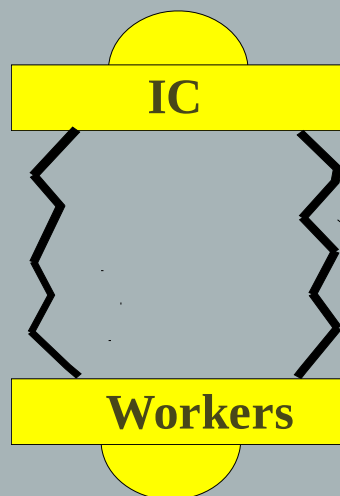
▲ **Unified Command**



Hurricane Ivan – Credit Union Incident Command System (CUICS)

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Rich Woldt – Off Shore “Deputy” Incident Commander (Madison, Wisconsin)

***“Concertina” Theory =
“Incident Command expands and contracts as needed!”***



Span of Control

The number of subordinates one supervisor can manage effectively - usually



to



The OPTIMUM number is FIVE



Deputy IC & Division Supervisors

Hurricane Ivan – Credit Union Incident Command System (CUICS)

Robin Levy – Incident Commander Jamaica Credit Union League (Kingston, Jamaica)
Rich Woldt – Off Shore “Deputy” Incident Commander (Madison, Wisconsin)

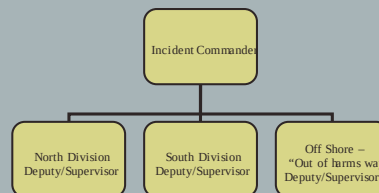
Deputy Incident Commanders and Division Supervisors:

▲ Deputy Incident Commander:

- ▲ Performs specific tasks as requested by the Incident Commander.
- ▲ Primary backup for the Incident Commander.
- ▲ Represents assisting agencies that share jurisdiction or might jurisdiction in the future.

▲ Division Supervisors:

- ▲ “Responsible ICS for a geographic area or from a secured location out of harms way!



Off-shore ICS – Out of harms way!

Hurricane Ivan – Credit Union Incident Command System (CUICS)

Robin Levy – Incident Commander Jamaica Credit Union League (Kingston, Jamaica)
Rich Woldt – Off Shore “Deputy” Incident Commander (Madison, Wisconsin)

Deputy Incident Commanders and Division Supervisors

Off Shore ICS Deputy

Northeast Division ICS Supervisor

Central Division ICS Supervisor

Southwest Division ICS Supervisor

Hurricane or Tornado Strike Path



Logistics -

How do we shelter, feed transport and support responding personnel and the ICS?

Could there be too much of a good thing?

Hurricane Ivan – Credit Union Incident Command System (CUICS)

Robin Levy – Incident Commander Jamaica Credit Union League (Kingston, Jamaica)

Rich Woldt – Off Shore “Deputy” Incident Commander (Madison, Wisconsin)

Logistics

Provides services and support to the incident or event!

- ✓ Report in? YES!
- ✓ Prepare to respond? YES!
- ✓ Just show up? NO!
- Two-branch structure if needed:
 - ❖ Service & Support
- Six principal activities/Units:



Hurricane Ivan – Credit Union Incident Command System (CUICS)

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Logistics

Provides services and support to the incident or event!

- Communications Unit.
- Medical Unit.
- Food Unit.
- Supply Unit.
- Facilities Unit.
- Ground Support Unit.





Logistics – Service and Support

Logistics monitors the ICS as it expands and contracts to meet the needs of the Incident Commander. This has been termed the “concertina” effect. For example, you might start with a one car accident but thanks to the fox end up with a two mile pile up of gas trucks, hazardous waist vehicles and school busses. An angry victim or two might even start shooting.

You problem might not be knowing who needs to respond but how to you handle their arrival, sheltering, feeding, equipping, transporting and safeguarding.





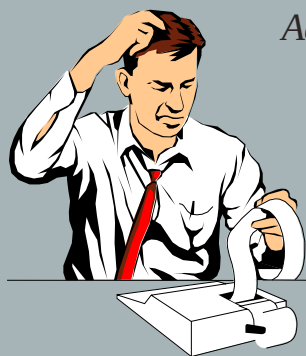
Finance –

When the dust settles, who picks up the tab?

Hurricane Ivan – **Credit Union Incident Command System (CUICS)**
Robin Levy – Incident Commander Jamaica Credit Union League (Kingston, Jamaica)
Rich Woldt – Off Shore “Deputy” Incident Commander (Madison, Wisconsin)

Finance

Documents and monitors incident costs!
This section use to be called finance and administration.



Administers procurement contracts, keeps time records, facilitates insurance and claim settlements, interprets mutual aid agreements and oversees government relations.

Hurricane Ivan – **Credit Union Incident Command System (CUICS)**
Robin Levy – Incident Commander Jamaica Credit Union League (Kingston, Jamaica)
Rich Woldt – Off Shore “Deputy” Incident Commander (Madison, Wisconsin)

Finance

Specialized “units” are often set up to focus on specific financing needs!

- ▲ *The time unit monitors time cards and personnel records.*
- ▲ *Procurement units specialize in obtaining recovery equipment and personnel.*
- ▲ *Compensation/Claims Unit monitors time cards, agency response registers, and all forms of compensation to include insurance claims, workers compensation claims, etc.*
- ▲ *Cost Units monitors the “Incident Action Plan” in relationship to incident budgets and cost estimates.*





Handing over the reins!

Hurricane Ivan – Credit Union Incident Command System (CUICS)

Robin Levy– Incident Commander Jamaica Credit Union League (Kingston, Jamaica)
Rich Woldt– Off Shore “Deputy” Incident Commander (Madison, Wisconsin)

Transferring Incident Command

“The transfer of command should follow standard protocols and procedures to ensure it’s effective, efficient and complete!”

- ▲ Use appropriate ICS terminology:
 - ▲ 1alam, 11alama, 111alama ---
- ▲ Face to face transfer of command,
- ▲ Briefing by outgoing commander,
- ▲ New Incident Commander assumes command,
- ▲ Appropriate notifications are made!

Hurricane Ivan – Credit Union Incident Command System (CUICS)

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Rich Woldt– Off Shore “Deputy” Incident Commander (Madison, Wisconsin)

Incident Command Transfer Briefing:

“The transfer of command should follow standard protocols and procedures to ensure it’s effective, efficient and complete!”

- ▲ Situation status report,
- ▲ List of objectives and priorities,
- ▲ Outline of current organization structure,
- ▲ Resource assignments made and planned,
- ▲ Resources in-route, ordered and not coming,
- ▲ Facilities established and in process,
- ▲ Update on communications, problems and solutions,
- ▲ Prognosis, concerns and related issues!



Case Study & Group Exercise

CUICS Group Exercise!

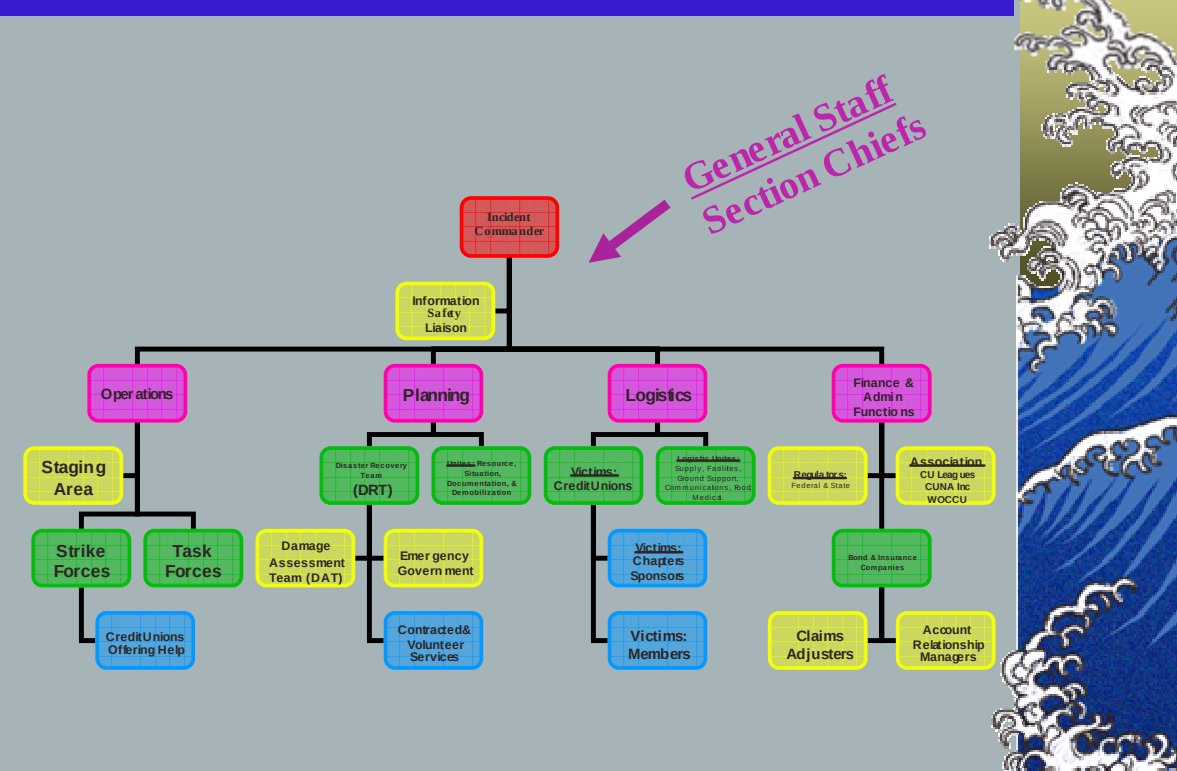


The incident is Hurricane Ivan in Jamaica. Set up a CUICS for JCUL in Kingston and one off-shore in Madison Wisconsin!

Hurricane Ivan – Credit Union Incident Command System (CUICS)

Robin Levy– Incident Commander Jamaica Credit Union League (Kingston, Jamaica)

Rich Woldt – Off Shore “Deputy” Incident Commander (Madison, Wisconsin)



Remember: There is never only one right ICS structure for your incident. The Incident Commander is the only required position to fill. **Create an Incident Command System for Kingston, Jamaica and one Off-shore! Following is the actual scenario presented by Hurricane Ivan:**



Actual Case Scenario – Hurricane Ivan Strikes Jamaica - 2005

Hurricane Ivan – Incident Commander's IC Log –

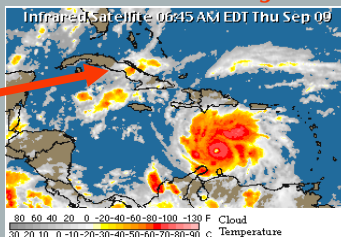
Actual Case Scenario

Robin Levy– Incident Commander Jamaica Credit Union League

Rich Woldt – Off Shore Operations Chief

- ▲ Tuesday AM – Thursday under Hurricane watch,
 - ▲ Incident Commander evaluates JCUL Credit Unions contingency planning program: With few exceptions, it's felt that credit unions have written and tested plans in place!
- ▲ Thursday AM – Hurricane warning is issued,
 - ▲ Incident Commander establishes an off-shore CUICS with expectation of being out of touch for up to six weeks!
- ▲ Thursday PM – First rains fall on the island
 - ▲ Off-shore Deputy Incident Commander acknowledges CUICS up and running
 - ▲ in Madison, Wisconsin!

Jamaica waiting for Ivan



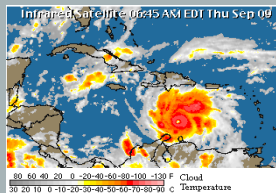
Hurricane Ivan – Incident Commander's IC Log –

Actual Case Scenario

Robin Levy– Incident Commander Jamaica Credit Union League

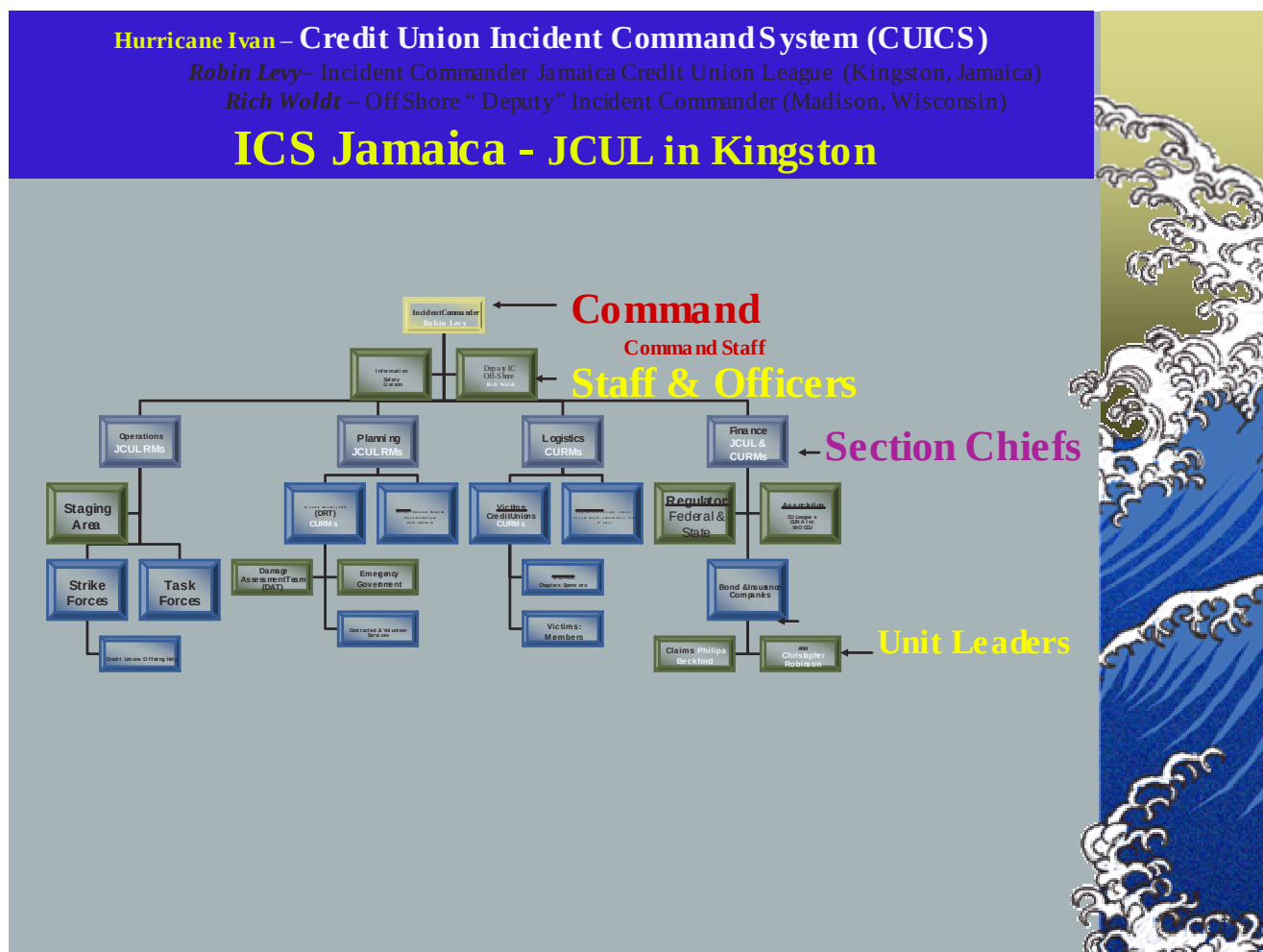
Rich Woldt – Off Shore Operations Chief

- Friday 10AM – First sustained heavy winds and rain
- CUICS in Kingston and Wisconsin are out of touch but busy assembling recovery assets in Operations Staging Areas off shore, discussing worst case scenario ICS Action Plans, formulating logistics and setting up a CUNA Mutual claims response.
- ▲ Friday 11AM – Power grid is shut down,
 - ▲ JCUL Incident Commander establishes Incident Command Post and takes control.
 - ▲ Friday Noon – Hurricane slows and turns west.
 - ▲ Saturday PM – Slows more and swings NW around western tip of Jamaica!
 - ▲ Three weeks after Ivan JCUL and Off-shore Incident Commands are deactivated and personnel and response/recovery assets are demobilized.





JCUL Incident Command System Kingston, Jamaica

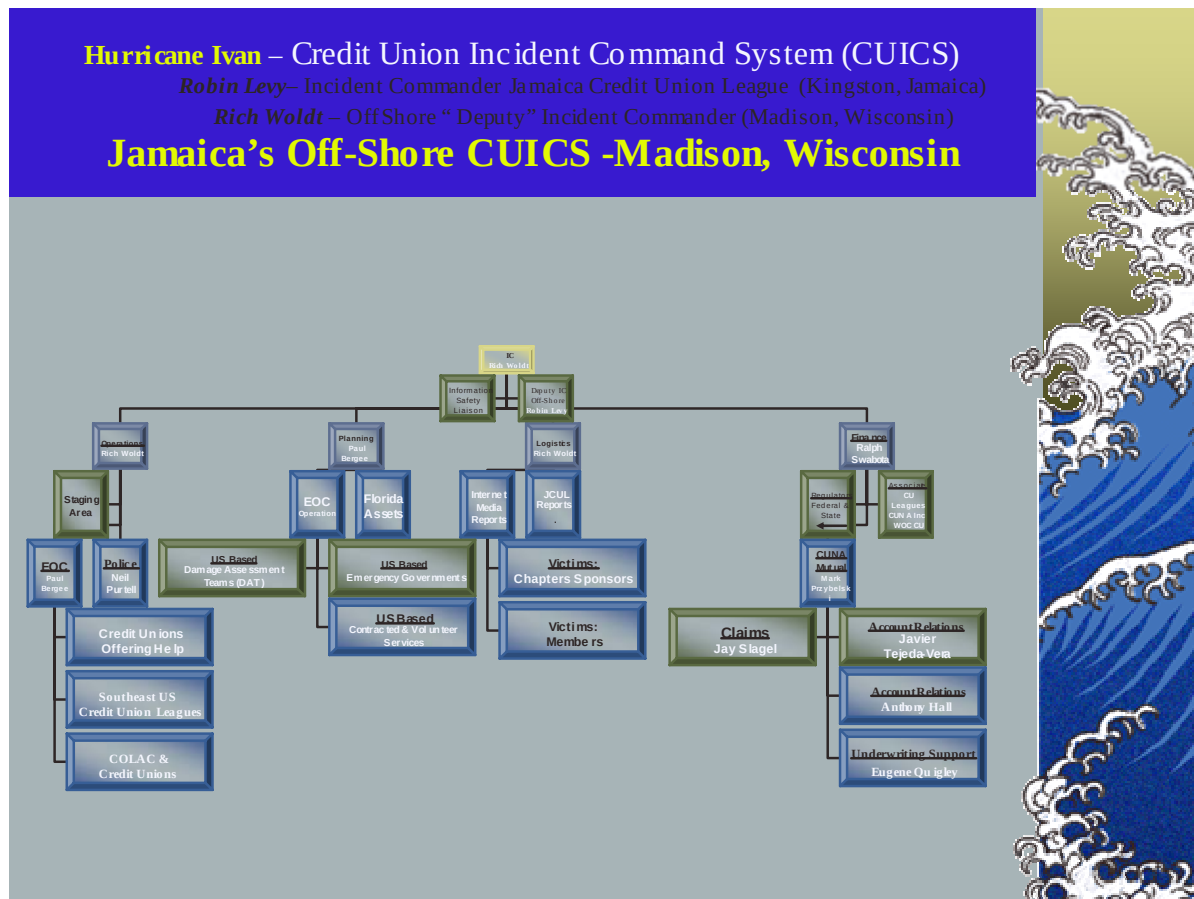


Robin Levy took command in Kingston and immediately designated JCUL Risk Managers as Safety, Information and Liaison officers. Operations, Planning and Logistic Chiefs were also selected from JCUL Risk Managers and Contingency Planners. CUNA Mutual’s Christopher Robinson became Finance Chief supported by his CUNA Mutual staff in Kingston and CUNA Mutual personnel throughout the Caribbean islands.

CUNA Mutual Kingston alerted Claims personnel throughout the Caribbean and in Madison, Wisconsin. Refer to the role relationships in the off-shore ICS.



Incident Command System Off-Shore



Chronology of events:

Rich Woldt was attending a credit union conference in San Antonio, Texas when Robin Levy emailed requesting an off-shore ICS. Robin email pointed out that “When Grace hit us in 1988 we were out of contact with for six weeks. Do what you can to prepare to help us if and when we need it.”

Via the internet a virtual off-shore ICS was created. Neil Purtell became Chief of Operations, Paul Bergee - Chief of Planning, and Javier Jajeda-Vera – Chief of Finance. Operations set up a staging area which was populated by credit unions offering their support. Planning assembled what was known about contingency plan in the Caribbean while Logistics identified off-shore recovery assets along the southeast coast of the US and throughout the Caribbean. CUNA Mutual’s Jay Slagel became Unit Leader of claims and Mark Przybelski - Unit leader of Account Relationships. Within hours, the off-shore ICS was in place and ready to deliver a global response from CUNA Mutual and the world credit union movement.

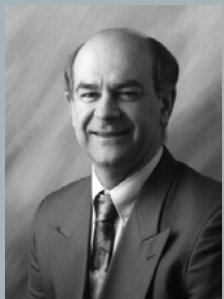
Rich Woldt
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Questions Please

Rich Woldt CPP, CFE

ACFEI – Level III Certified Homeland
Security Instructor
Private Detective
CEO- The Risk Management Learning
Center
Certified Incident Command System (ICS)
Instructor
Rich@RMLearningCenter.com



ROBIN ANDREW LEVY

**Robin Levy is the manager of
the Technical Services
Division of the Jamaica Co-
operative Credit Union
League Limited.**

Robin leads a team of (9) nine in
providing management consulting,
internal audit and training services
to Jamaica's 59-member strong
credit union movement and to the
League itself. Given a primary
mandate to assist credit unions in
improving their effectiveness and
efficiency, his duties are as wide-
ranging as the activities of the
departments he manages.



Thank You!

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Robin leads a team of (9) nine in
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efficiency, his duties are as wide-
ranging as the activities of the
departments he manages.

