



**PROBING THE**

# Pandemic

**Debriefing our Response &  
Institutionalizing What We Learned**



A PART OF



**Local governments and utility organizations demonstrated that they could be responsive, nimble, and adaptive in the face of the COVID-19 pandemic. They responded to a viral emergency by leaning on techniques rooted in emergency incident and disaster response trainings – no one had pandemic response expertise – until they developed it in real time. Learning is iterative and experiential. Maximizing organizational learning from the pandemic response requires intentional after-action debriefs. As local governments and utilities “reopen,” there will be a push to go back to the old way of doing things. Before we do that, though, what about the new way of working is worth keeping?**

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# Response

## How did we respond?

- As a City/County/Organization
- As a Department

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## What barriers were broken down that allowed critical services to be delivered?

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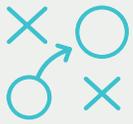
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# Obstacles

What got in the way of accomplishing work?

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What work did not get done? How did that impact key stakeholders?

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# Coordination

**What did other departments and internal partners do that helped your department deliver services?**

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**How did external partners support service delivery?**

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**How were you asked to support other partners?**

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# Learning

What were we forced to do that we may want to do in the future?

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What actions did you take that you would you duplicate if faced with another pandemic? What would you eliminate?

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What temporary changes made during the pandemic should we institutionalize and make permanent?

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# Communications

How did (internal) communication improve? Where did (internal) communication decline? What should we do differently in a similar situation?

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How did (external) communication improve? Where did (external) communication decline? What should we do differently in a similar situation?

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# Reflection

Why did we overcome some obstacles but not others? What can be learned?

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What other reflections would you like to share?

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