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# Public Service Commission

December 18, 2017

## STAFF'S SECOND DATA REQUEST

*via email*

To:

Duke Energy Florida, LLC ([Matthew.Bernier@duke-energy.com](mailto:Matthew.Bernier@duke-energy.com), [dianne.triplett@duke-energy.com](mailto:dianne.triplett@duke-energy.com))  
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Cooperative Group ([mhershel@feca.com](mailto:mhershel@feca.com))

**Re: Docket No. 20170215-EU - Review of electric utility hurricane preparedness and restoration actions.**

To Whom It May Concern:

By this letter, the Commission staff requests that each utility provide responses to the following data requests.

### Underground Facilities

- For each year, please complete the following tables summarizing the number of miles of transmission and distribution underground facilities by county from 2006 through 2017.

**Response:**

Transmission			
Years 2006 through 2017			
County	Overhead to Underground	New Construction	Total Miles
Lake County	0	0	0

Distribution				
Year				
Year	County	Overhead to Underground	New Construction	Total Miles
2006	Lake County	No data available	No data available	N/A
2007	Lake County	No data available	No data available	N/A
2008	Lake County	4000	2000	1.14
2009	Lake County	No data available	No data available	N/A
2010	Lake County	20000	15000	6.63
2011	Lake County	30000	19000	9.28
2012	Lake County	20000	10000	5.68
2013	Lake County	33000	15000	9.10
2014	Lake County	25000	5000	5.68
2015	Lake County	1000	15000	3.03
2016	Lake County	5000	33000	7.20
2017	Lake County	17000	25000	7.95

### Forensic Data

- For Hurricanes Hermine, Matthew, Irma, Maria, and Nate, please provide a complete copy of the utility's post-storm forensic review of damaged infrastructure. If a forensic review was not performed or not documented, please explain why.

#### Response:

Hurricane Hermine: N/A - Did not affect the Leesburg Electric service area.  
 Hurricane Matthew: See Appendix A  
 Hurricane Irma: See Appendix B  
 Hurricane Maria: N/A - Did not affect the Leesburg Electric service area.  
 Hurricane Nate: N/A - Did not affect the Leesburg Electric service area.

### Coordination

- For Hurricanes Hermine, Matthew, Irma, Maria, and Nate, please provide the name, frequency, and description of non-Emergency Operations Centers related coordination efforts with local governments before, during, and after restoration, including the following.

a. Storm preparation

**Response:**

Hurricane Hermine: N/A – This Hurricane did not affect the Leesburg Electric service area.

Hurricane Matthew: Leesburg Electric did not have any storm preparation related coordination efforts with local government before, during or after this hurricane, other than the Lake County Emergency Operations Center (EOC), and the Florida Municipal Electric Association (FMEA). Leesburg Electric did have storm preparation related coordination with other departments within the City of Leesburg before, during and after this hurricane, including, but not limited to the Police Department, Fire Department, Public Works Department, Customer Service Department, and City Executive Management.

Hurricane Irma: Leesburg Electric did not have any storm preparation related coordination efforts with local government before, during or after this hurricane, other than the Lake County Emergency Operations Center (EOC), and the Florida Municipal Electric Association (FMEA). Leesburg Electric did have storm preparation related coordination with other departments within the City of Leesburg before, during and after this hurricane, including, but not limited to the Police Department, Fire Department, Public Works Department, Customer Service Department, and City Executive Management.

Hurricane Maria: N/A – This Hurricane did not affect the Leesburg Electric service area.

Hurricane Nate: N/A – This Hurricane did not affect the Leesburg Electric service area.

b. Critical infrastructure

**Response:**

Hurricane Hermine: N/A – This Hurricane did not affect the Leesburg Electric service area.

Hurricane Matthew: Leesburg Electric did not have any critical infrastructure related coordination efforts with local government before, during or after this hurricane. Leesburg Electric did have critical infrastructure related coordination with other departments within the City of Leesburg before, during and after this hurricane.

Hurricane Irma: Leesburg Electric did not have any critical infrastructure related coordination efforts with local government before, during or after this hurricane. Leesburg Electric did have critical infrastructure related coordination with other

departments within the City of Leesburg before, during and after this hurricane.

Hurricane Maria: N/A – This Hurricane did not affect the Leesburg Electric service area.

Hurricane Nate: N/A – This Hurricane did not affect the Leesburg Electric service area.

c. Tree trimming, planting or relocation of trees

**Response:**

Hurricane Hermine: N/A – This Hurricane did not affect the Leesburg Electric service area.

Hurricane Matthew: Leesburg Electric did not have any tree trimming, planting or relocation of trees related coordination efforts with local government before, during or after this hurricane, other than Leesburg Electric’s regular tree trimming program. Leesburg Electric did have tree trimming, planting or relocation of trees related coordination with other departments within the City of Leesburg before, during and after this hurricane.

Hurricane Irma: Leesburg Electric did not have any tree trimming, planting or relocation of trees related coordination efforts with local government before, during or after this hurricane. Leesburg Electric did have tree trimming, planting or relocation of trees related coordination with other departments within the City of Leesburg before, during and after this hurricane.

Hurricane Maria: N/A – This Hurricane did not affect the Leesburg Electric service area.

Hurricane Nate: N/A – This Hurricane did not affect the Leesburg Electric service area.

d. Hardening and underground projects

**Response:**

Hurricane Hermine: N/A – This Hurricane did not affect the Leesburg Electric service area.

Hurricane Matthew: Leesburg Electric did not have any hardening and underground projects related coordination efforts with local government before, during or after this hurricane. Leesburg Electric did have hardening and underground projects related coordination with other departments within the City of Leesburg before, during and after this hurricane.

Hurricane Irma: Leesburg Electric did not have any hardening and underground projects related coordination efforts with local government before, during or after this hurricane. Leesburg Electric did have hardening and underground projects related coordination with other departments within the City of Leesburg before, during and after this hurricane.

Hurricane Maria: N/A – This Hurricane did not affect the Leesburg Electric service area.

Hurricane Nate: N/A – This Hurricane did not affect the Leesburg Electric service area.

e. Shared facilities

**Response:**

Hurricane Hermine: N/A – This Hurricane did not affect the Leesburg Electric service area.

Hurricane Matthew: Leesburg Electric did not have any shared facilities related coordination efforts with local government before, during or after this hurricane. Leesburg Electric did have shared facilities related coordination with other departments within the City of Leesburg before, during and after this hurricane.

Hurricane Irma: Leesburg Electric did not have any shared facilities related coordination efforts with local government before, during or after this hurricane. Leesburg Electric did have shared facilities related coordination with other departments within the City of Leesburg before, during and after this hurricane.

Hurricane Maria: N/A – This Hurricane did not affect the Leesburg Electric service area.

Hurricane Nate: N/A – This Hurricane did not affect the Leesburg Electric service area.

f. Other

**Response:**

Hurricane Hermine: N/A – This Hurricane did not affect the Leesburg Electric service area.

Hurricane Matthew: Leesburg Electric did not have any other related coordination efforts with local government before, during or after this hurricane. Leesburg Electric did have other related coordination with other departments within the City of Leesburg before, during and after this hurricane.

Hurricane Irma: Leesburg Electric did not have any other related coordination efforts with local government before, during or after this hurricane. Leesburg Electric did have other related coordination with other departments within the City of Leesburg before, during and after this hurricane.

Hurricane Maria: N/A – This Hurricane did not affect the Leesburg Electric service area.  
 Hurricane Nate: N/A – This Hurricane did not affect the Leesburg Electric service area.

4. Please complete the following tables on county and state Emergency Operations Centers staffing for Hurricanes Hermine, Matthew, Irma, Maria, and Nate.

**Response:**

<b>Staffing for County Emergency Operations Centers</b>			
<b>Named Hurricane</b>	<b>Number of Utility Personnel</b>	<b>Function</b>	<b>Total Man-Hours</b>
Hurricane Hermine	0	N/A	0
Hurricane Matthew	2	City of Leesburg Liaison	48
Hurricane Irma	2	City of Leesburg Liaison	72
Hurricane Maria	0	N/A	0
Hurricane Nate	0	N/A	0

<b>Staffing for State Emergency Operations Center</b>			
<b>Named Hurricane</b>	<b>Number of Utility Personnel</b>	<b>Function</b>	<b>Total Man-Hours</b>
Hurricane Hermine	0	N/A	0
Hurricane Matthew	0	N/A	0
Hurricane Irma	0	N/A	0
Hurricane Maria	0	N/A	0
Hurricane Nate	0	N/A	0

<b>Staffing for City of Leesburg Emergency Operations Center</b>			
<b>Named Hurricane</b>	<b>Number of Utility Personnel</b>	<b>Function</b>	<b>Total Man-Hours</b>
Hurricane Hermine	0	N/A	0
Hurricane Matthew	1	ESF-12	24
Hurricane Irma	3	ESF-12	154
Hurricane Maria	0	N/A	0
Hurricane Nate	0	N/A	0

## Solar

5. Please provide the following information for utility interconnections with customer-owned solar generation that did not operate as designed and consistent with the tariff during the extreme weather events that occurred in 2015 through 2017.

### Response:

Leesburg Electric received no reports that utility interconnections with customer-owned solar generation did not operate as designed during the extreme weather events that occurred in 2015 through 2017.

- a. The number of failures. - 0
- b. A description of the cause or causes of such failures. – N/A
- c. Possible failure remediation and associated cost. – 0 possible failure remediation and 0 cost.
- d. Discuss whether the failures contributed to an increase or decrease in the utility's service restoration time and, if possible, provide an estimate of the duration impact. – Leesburg Electric received no reported failures and there were no impacts to restoration.
- e. Discuss whether the failures contributed to an increase or decrease in the utility's service restoration costs and, if possible, provide an estimate of the restoration cost impact. – Leesburg Electric received no reported failures and there were no impacts to the restoration cost.

6. Please provide the following information for utility interconnections with customer-owned solar generation that operated as designed and consistent with the tariff during the extreme weather events that occurred in 2015 through 2017.

**Response:**

Leesburg Electric received no reports that utility interconnections with customer-owned solar generation did operate as designed during the extreme weather events that occurred in 2015 through 2017.

- a. Discuss whether these interconnections contributed to an increase or decrease in the utility's service restoration time and, if possible, provide an estimate of the duration impact. – Leesburg Electric interconnections with customer-owned solar generation did not increase or decrease the restoration time.
- b. Discuss whether these interconnections increased or decreased the utility's service restoration costs and, if possible, provide an estimate of the restoration cost impact. – Leesburg Electric interconnections with customer-owned solar generation did not increase or decrease the restoration cost impact.
7. Without compromising safety, are there changes to the utility's interconnection with customer-owned solar generation that would enable the customer's facilities to be energized by its solar generation should the utility be unable to provide electric service due to a future storm damaging utility infrastructure?

**Response:**

- a. If yes, please provide the following information:
- Please describe the suggested changes to the utility's interconnection.
- Leesburg Electric is currently reviewing changes to this policy.



- If the utility is not pursuing the interconnection changes please explain why. – N/A, please see above response.

8. Without compromising safety, please describe potential changes to a customer's facilities that the customer can implement to enable the customer's facilities to be energized by its solar generation should the utility be unable to provide electric service due to a future storm event that damages utility infrastructure. Include in your response whether the utility makes it a practice to inform the customer of such options.

**Response:**

Leesburg Electric is currently reviewing changes to this policy that would enable the customer's facilities to be energized by its solar generation should the utility be unable to provide electric service due to a storm event. Because this policy is still under review, the customer is only being informed of the current policy. If the customer is to inquire about this option we will discuss the status of the policy review.

9. Without compromising safety, please describe any potential changes to rules or tariffs pertaining to utility interconnections with customer-owned solar generation that would enable the customer's facilities to be energized by its solar generation should the utility be unable to provide electric service due to a future storm event that damages utility infrastructure.

**Response:**

Leesburg Electric is currently reviewing this issue.

10. Please provide the following information for utility interconnections with utility-scale solar generation that did not operate as designed during the extreme weather events that occurred in 2015 through 2017.

**Response:**

Leesburg Electric Distribution System has no interconnections with utility-scale solar generation.

- a. The number of failures. – 0
  - b. A description of the cause or causes of such failures. – N/A
  - c. Possible failure remediation and associated cost. – N/A
  - d. Discuss whether the failures contributed to an increase or decrease in the utility's service restoration time and, if possible, provide an estimate of the duration impact. – N/A
  - e. Discuss whether the failures contributed to an increase or decrease in the utility's service restoration costs and, if possible, provide an estimate of the restoration cost impact. – N/A
11. Please provide the following information for utility interconnections with utility-scale solar generation that operated as designed during the extreme weather events that occurred in 2015 through 2017.

**Response:**

Leesburg Electric Distribution System has no interconnections with utility-scale solar generation.

- a. Discuss whether these interconnections contributed to an increase or decrease in the utility's service restoration time and, if possible, provide an estimate of the duration impact. – N/A

- b. Discuss whether these interconnections increased or decreased the utility's service restoration costs and, if possible, provide an estimate of the restoration cost impact. – N/A

Filed on behalf of:

Glenn Spurlock  
Director of Electric  
City of Leesburg  
2010 Griffin Rd.  
Leesburg, FL 34748  
352-728-9786 Ext. 2012

Please file all responses electronically no later than January 18, 2018 from the Commission's website at [www.floridapsc.com](http://www.floridapsc.com), by selecting the **Clerk's Office** tab and **Electronic Filing Web Form**. Please contact me at [wtaylor@psc.state.fl.us](mailto:wtaylor@psc.state.fl.us) or at 850.413.6175 if you have any legal questions, or contact Emily Knoblauch for technical questions at [eknoblau@psc.state.fl.us](mailto:eknoblau@psc.state.fl.us) or at 850.413.6632.

Sincerely,

*/s/Wesley Taylor*

Wesley Taylor  
Attorney

WDT/as

cc: Office of Commission Clerk  
Office of Public Counsel ([kelly.jr@leg.state.fl.us](mailto:kelly.jr@leg.state.fl.us), [sayler.erik@leg.state.fl.us](mailto:sayler.erik@leg.state.fl.us))

**Appendix A**  
Hurricane Matthew 2016  
After Action Review

**Executive Summary**

Hurricane Matthew was the first storm in several years that required Leesburg Electric to implement its Distribution Service Restoration Plan. This plan was utilized by Leesburg Electric from the start of storm preparation through the post storm reviews. Leesburg Electric was prepared to work for an extended period of time with our neighboring City, County and State entities, law enforcement agencies, and other public, private and non-profit community partners. Leesburg Electric understood that lessons learned during Hurricane Matthew would benefit the organization as well as neighboring entities. Because of the value Leesburg Electric places on learning from its actions, it will be better prepared for future events. Post storm reviews were not only scheduled for Leesburg Electric, a concerted effort was made to reach out to entities with whom we interacted.

An After Action Report is a key tool in self-examination after an event. Leesburg Electric finds tremendous benefit in having a document that brings together all the actions, good and bad, for the sole purpose of discovering where our strengths are as well as our weaknesses. This report allows our organization to focus its efforts where improvement is needed.

**Hurricane Matthew, Its impact on our Utility, and our Response**

On October 6, 2016, Hurricane Matthew began to affect Leesburg Electric's service area. The path of Hurricane Matthew brought sustained winds of 27 MPH with gusts of 42 MPH. Although Hurricane Matthew was predicted to weaken when it reached Leesburg Electric's service area, we could not escape some damaging winds and rain. Leesburg Electric experienced 15 separate power outages. Leesburg Electric had 94 customers without power from October 6, 2016 to October 7, 2016, which represents less than 1% of its electric customers. Power was restored to all customers able to receive power on October 7, 2016 @ 8:34am.

**Actions Taken by Leesburg Electric**

In anticipation of Hurricane Matthew, the City of Leesburg Emergency Operations Center (EOC) was activated. Leesburg Electric staff was present inside the EOC to assist in the restoration efforts and to provide updates on the restoration efforts of our customers. The EOC was staffed by the Director of Leesburg Electric. The Director of Leesburg Electric was released from his

duties at the EOC after approximately 24 hours. The Director returned to Leesburg Electric to assist in the restoration efforts. Leesburg Electric also activated its Call Center where it receive outage reports as well as provided restoration updates.

The City of Leesburg provided a Liaison at the Lake County Emergency Operations Center. Although this position was not staffed by a Leesburg Electric employee, there was continual updates provided to the Liaison which were in turn provided to the Lake County EOC.

Leesburg Electric provided outage scope, number of customers without power and estimated restoration times when appropriate. This data was provided to City of Leesburg EOC, Florida Municipal Electric Association (FMEA), Lake County EOC, and the City of Leesburg City Manager. These reports were also utilized to provide status reports to our customers through the City of Leesburg Public Information Officer (PIO) by utilizing television stations, radio stations, print media, the City's website and social media.

### **Staffing**

Leesburg Electric's restoration efforts involved all 43 Leesburg Electric staff members, 13 Customer Service Representatives, 1 staff member in the City of Leesburg EOC, a tree trimming contractor with 10 employees and 3 City warehouse personnel. The shifts that were worked during Hurricane Matthew varied based on the work being performed.

### **Housing for Staff**

Leesburg Electric administrative and operational buildings were utilized by Leesburg Electric personnel and Customer Service Personnel. Housing for personnel stationed at the EOC was provided as part of the EOC plan. The housing for the tree trimming contractor was not needed because those crews arrived after the storm had passed.

### **Communications**

Communications with our field personnel is accomplished through a VHF radio system. No radio down time occurred during Hurricane Matthew's effect on Leesburg Electric's service area.

### **Summary of Issues and Recommended Solutions**

As previously stated in the document and publically several times, it is believed that the overall response to Hurricane Matthew went well. The dedication of many public employees was unmatched. The caring for residents and the gratitude from residents seemed to bring us together as a community in new ways.

Thankfully, Leesburg Electric only had isolated outages and damage related to this storm. Because of this, not all parts of our restoration plan were initiated. Therefore, there were limits to our after action review to improve our restoration plan. It is Leesburg Electric's desire to improve our response in the future and be better prepared for our residents, so an after action review was conducted.

To develop these comments we sought out constructive criticism from many different agencies, departments, and individuals. As one might imagine the issues came in a variety of forms, which were in turn paraphrased and if repetitive combined together into more manageable groupings. With the solutions shown, a similar process was followed. In no way should the solution(s) presented be deemed as the only solution(s) to address these issues. Additionally, it is not anticipated that every solution listed will be financially or functionally practical, nor that it can be achieved in a short timeframe.

### **Communication Issues**

No communications issues were reported.

### **Facility Issues**

Issue: Uncomfortable working area for Customer Service Reps.

Solution: The Customer Service Department will look into alternate Call Center locations that better meet their needs. The issues were a sufficient rest area, noise and distractions.

Issue: Sleeping conditions were cramped.

Solution: Will try to stop the traffic through their work and rest areas.

### **Operational Issues**

Issue: The Operations Center, the Call Center and the EOC ramped up too early.

Solution: Utilize better prediction tools. Make sure that all the decision makers work together to determine the best time to ramp up these areas.

Hurricane Matthew did not fully test Leesburg Electric's ability to respond to a large storm, however, this after action report will still be a valuable tool to assess and improve our restoration efforts in the future. Damage caused by the storm was very limited and created no long term outages for our customers.

While the impact of Hurricane Matthew was not severe, Leesburg Electric recognizes that it must continue to enhance its plans, capabilities, and communication processes to prepare for even larger, more severe disasters. The recommendations for continuous improvement contained in this After-Action Report will help to further enhance Leesburg Electric's preparedness for future emergency events.

In reviewing all aspects of Leesburg Electric's plans, preparations, response, and recovery efforts from Hurricane Matthew, staff has identified issues and recommended solutions presented in this report. In recognition of the importance of these issues, Leesburg Electric has already begun to address a number of the recommended solutions for improvement. Together with Leesburg Electric's Comprehensive Emergency Management Plan, these actions demonstrate Leesburg Electric's commitment to learning lessons from every emergency event, developing solutions to identified issues, and following through with implementation to better serve the community in future disasters.

Prepared by:

Chris Adkins

Electric Operations Manager

## **Appendix B Hurricane Irma 2017 After Action Review**

### **Executive Summary**

Hurricane Irma was the first significant storm in several years that required Leesburg Electric to fully implement its Distribution Service Restoration Plan. This plan was utilized by Leesburg Electric from the start of storm preparation through the post storm reviews. Leesburg Electric was prepared to work for an extended period of time with our neighboring City, County and State entities, law enforcement agencies, and other public, private and non-profit community partners.

Leesburg Electric understood that lessons learned during Hurricane Irma would benefit the organization as well as neighboring entities. Because of the value Leesburg Electric places on learning from its actions, it will be better prepared for future events. Post storm reviews were not only scheduled for Leesburg Electric, a concerted effort was made to reach out to entities with whom we interacted.

An After Action Report is a key tool in self-examination after an event. Leesburg Electric finds tremendous benefit in having a document that brings together all the actions, good and bad, for the sole purpose of discovering where our strengths are as well as our weaknesses. This report allows our organization to focus its efforts where improvement is needed.

### **Hurricane Irma, Its impact on our Utility, and our Response**

On September 10, 2017, Hurricane Irma began to affect Leesburg Electric's service area. The path of Hurricane Irma brought sustained winds of 42 MPH with gusts of 69 MPH.

Although Hurricane Irma was predicted to have higher winds when it reached Leesburg Electric's service area, we could not escape the damaging winds and rain. Leesburg Electric experienced widespread power outages. Leesburg Electric had 16,362 customers without power on September 11, 2017, which represents 67% of its electric customers. Power was restored to 98% of Leesburg Electric customers on September 14, 2017 at 3:30pm. Power was restored to all customers able to receive power on September 17, 2017 @ 12:00pm.

### **Actions Taken by Leesburg Electric**

In anticipation of Hurricane Irma, the City of Leesburg Emergency Operations Center (EOC) was activated. Leesburg Electric staff was present inside the EOC to assist in the restoration efforts and to provide updates on the restoration efforts of our customers. The EOC was staffed by the Electric Operations Manager. The Electric Operations Manager was released from his duties at the EOC after approximately 3 days after the storm. The Electric Operations Manager returned to Leesburg Electric to continue EOC responsibilities from his office and to assist in the restoration efforts. Leesburg Electric also activated its Call Center where it received outage reports as well as provide restoration updates.

The City of Leesburg provided a Liaison at the Lake County Emergency Operations Center. Although this position was not staffed by a Leesburg Electric employee, there was continual updates provided to the Liaison which were in turn provided to the Lake County EOC.

Leesburg Electric provided outage scope, number of customers without power and estimated restoration times when appropriate. This data was provided to City of Leesburg EOC, Florida Municipal Electric Association (FMEA), Lake County EOC, and the City of Leesburg City Manager. These reports were also utilized to provide status reports to our customers through the

City of Leesburg Public Information Officer (PIO) by utilizing television stations, radio stations, print media, the City's website and social media.

### **Staffing**

Leesburg Electric's restoration efforts involved all 43 Leesburg Electric staff members, 13 Customer Service Representatives, 3 staff members in the City of Leesburg EOC, a tree trimming contractor with 10 employees and 3 City warehouse personnel. The shifts that were worked during Hurricane Irma varied based on the work being performed.

### **Housing for Staff**

Leesburg Electric administrative and operational buildings were utilized by Leesburg Electric personnel and Customer Service personnel. Housing for personnel stationed at the EOC was provided as part of the EOC plan. The housing for the tree trimming contractor was not needed because those crews arrived after the storm had passed.

### **Communications**

Communications with our field personnel is accomplished through a VHF radio system. During the early part of Hurricane Irma's effect on Leesburg Electric's service area, the antenna and radio system at the tower as well as the radio tower were damaged. The normal communication method that was utilized was no longer available. Communications with field personnel was accomplished via cell phones. All hard line phone communications remained operable throughout the storm.

### **Summary of Issues and Recommended Solutions**

As previously stated in the document and publically several times, it is believed that the overall response to Hurricane Irma went well. The dedication of many public employees was unmatched. The caring for residents and the gratitude from residents seemed to bring us together as a community in new ways.

However, having said that everything generally went well in a disaster does not mean everything was perfect or went as planned. We would be remiss if we did not candidly seek ways to improve our response in the future and be better prepared for our residents.

To develop these comments we sought out constructive criticism from many different agencies, departments, and individuals. As one might imagine the issues came in a variety of forms, which were in turn paraphrased and if repetitive combined together into more manageable groupings. With the solutions shown, a similar process was followed. In no way should the solution(s) presented be deemed as the only solution(s) to address these issues. Additionally, it is not anticipated that every solution listed will be financially or functionally practical, nor that it can be achieved in a short timeframe.

### **Communication Issues**

Issue: Coordinated statements from the EOC and PIO

Solution: PIO will be present in all EOC and Leesburg Electric restoration meetings. The PIO will craft and distribute all communications to insure unity of message.

Issue: Outage Maps and Web Pages in place prior to storm

Solution: IT and PIO will take point on this issue.



- Issue: Hard copy feeder maps needed prior to storm  
Solution: Service Planner Department and GIS will work to update the maps and have them ready prior to storms.
- Issue: Life Support Program needs to be updated  
Solution: The Customer Service Department will update the Program and work on customer education about the program.
- Issue: EOC data organization needed  
Solution: Electric Operations Manager and the Electric System Operators will address this issue.
- Issue: Improve communications between the EOC, the system operators and the line crews.  
Solution: Electric Operations Manager and the Electric System Operators will create a system to prioritize communications.

### **Facility Issues**

- Issue: Uncomfortable working area for Customer Service Reps.  
Solution: The Customer Service Department will look into alternate Call Center locations that better meet their needs. The issues were a sufficient rest area, noise and distractions.
- Issue: Call Center headsets  
Solutions: IT will look into the possibility of obtaining them.
- Issue: UIQ availability in the Call Center.  
Solution: IT will add that to the workstation program profile.

### **Operational Issues**

- Issue: Clarify and strengthen the E2 pay policy and guidelines.  
Solution: HR and the Finance Department will work on this situation.
- Issue: Operation Center Shifts  
Solution: The Electric Operations Manager will work with the Electric System Operators to develop a better shift schedule
- Issue: Warehouse is requesting WFs & job numbers when material is checked out and tracking.  
Solution: The Service Planner Department will work with the Warehouse on this issue.
- Issue: Warehouse, Purchasing and Admin staff are requesting a better plan for meals  
Solution: The Purchasing Manager and the Director of Electric will work on a solution.
- Issue: Better damage assessment plan and a better method for processing the data.  
Solution: The Electric Operations Manager and the Service Planner Supervisor will work on this issue. This will be addressed in the next version of Leesburg Electric's restoration plan.
- Issue: A better meter tracking process is needed.  
Solution: The Meter Supervisor will work on a solution for this issue.

Issue: Improve logistics for Mutual Aid Crews.

Solution: The Director of Electric and the Purchasing Manager will work on this issue.

Issue: Logistics for Leesburg Electric personnel families

Solution: The Director of Electric and the Purchasing Manager will work on this issue.

Issue: Leesburg Electric's restoration plan needs to be totally re-written.

Solution: The Director of Electric & Electric Operations Manager will work on this issue.

Hurricane Irma tested Leesburg Electric's ability to respond to a large storm—from removing tons of damaged trees to restoring power in a timely manner to providing food and supplies to the employees working on all parts of the restoration effort. Damage caused by the storm left thousands without electricity for days. Although these challenges presented a significant test of Leesburg Electric's plans, training, partnerships, resource and response capabilities, overall Leesburg Electric was able to coordinate large-scale response and recovery activities involving a variety of partners and departments.

While the impact of Hurricane Irma was severe, Leesburg Electric recognizes that it must continue to enhance its plans, capabilities, and communication processes to prepare for even larger, more severe disasters. The strengths and recommendations for continuous improvement contained in this After-Action Report will help to further enhance Leesburg Electric's preparedness for future emergency events.

In reviewing all aspects of Leesburg Electric's plans, preparations, response, and recovery efforts from Hurricane Irma, staff has identified issues and recommended solutions presented in this report. In recognition of the importance of these issues, Leesburg Electric has already begun to address a number of the recommended solutions for improvement. Together with Leesburg Electric's Comprehensive Emergency Management Plan, these actions demonstrate Leesburg Electric's commitment to learning lessons from every emergency event, developing solutions to identified issues, and following through with implementation to better serve the community in future disasters.

Prepared by:

Chris Adkins

Electric Operations Manager