

**HURRICANE MATTHEW  
CITY OF GREEN COVE SPRINGS, FLA  
COMPLETED JANUARY 25, 2018**

**STAGING FOR UTILITY PERSONNEL AND MUTUAL AID**

1. Please describe the pre-storm coordination process for Hurricane Matthew. The description should include:
  - a. Dates and topics of internal meetings held after each storm was named.  
[General order e-Mail sent on October 3, 2016 to all employees reminding them of their obligation to report to work.](#)
  - b. Dates and topics of external communication pertaining to mutual aid held after each storm was named.  
[Communication with Clay County EOC and FMEA on Electric Utilities. Participated in daily update calls with FMEA and Office of the Governor.](#)
  - c. Date mutual aid was requested and nature of request.  
[Request for Electric Crews and equipment on October 4, 2016. Received two crews from Troy Alabama. Also utilized internal crews from Distribution Contractor Hooper Corporation.](#)
  
2. Please provide a detailed description of the utility's allocation of storm duties for all personnel. This should include a description of each function and the number of utility personnel assigned.  
[Customer Service Representatives \( \) – Phone Banks, Social Media](#)  
[Executive Assistant to City Manager and City Clerk – Clay County Emergency Operations Center \(EOC\)](#)  
[Sworn Law Enforcement Green Cove Springs Police Department \(GCSPD\) – Wellness checks, downed traffic signals, emergency dispatch, GCS Emergency Operations Center.](#)  
[Electric Distribution Crews – Hooper Corporation and Mutual Aid via Hooper with crew from S. Florida.](#)  
[Public Works – Rolling stock to remove storm debris; clear roadways after lines de energized.](#)  
[Fleet maintenance Shop – Equipment servicing and fleet fueling.](#)  
[Administrative Secretary – Meals and Lodging.](#)  
[Finance Director – Damage Assessment Reporting](#)
  
3. When did the costs for Hurricanes Matthew begin to accrue for receiving mutual aid?  
  
[October 5, 2016.](#)

**DAMAGE ASSESSMENT PROCESS**

4. Please provide a detailed overview of the initial damage assessment process for Hurricane Matthew, including the number of utility employees or contractors involved, their duties, and how initial damage assessment is disseminated within the utility to assist in restoration activities. Additionally, please provide photographs or other visual media

that memorializes storm damage, which was documented during the initial damage assessment process. Public Works Crews and Police personnel provided field assessments; daily meetings with electric line personnel and the Administration to determine areas to be restored and when.

5. Please provide a description of how damage assessment data is updated and communicated internally. Daily field reports and work orders are entered into the system, as well as CAD entries with GCSPD to track outages and responses.

### RESTORATION WORKLOAD

6. Please provide a detailed description of how the utility determines when and where to start restoration efforts. City prioritizes restoration based on if a critical facility is involved; number of customers affected by outage; extent of the damage; amount of manpower and resources that will be required to restore service. Goal is to energize the largest amount of customers in the most expedient manner. Outlying, isolated areas are usually one of the last areas for full service restoration. Many times in areas like this there may be one or two customers. Further, in some instances, service to the actual residence has been destroyed from debris, and in those instances the property owner must have an electrician restore their service *prior to* connection to the electrical grid.

7. For Hurricane Matthew, please complete the following table on workload priority:

Personnel Responsible for Restoration Workload Assignments		
Title	Years of experience	Number of crews managed
Assistant City Manager	10	6
Electric Director	30	2

8. Please provide a description of how restoration workload adjusts based on work completed and updates to damage assessments. Daily debriefings are held and this determines the following day's assignments.
9. If applicable, please describe how mutual aid was determined to be no longer needed following Hurricane Matthew. The Administration makes the final determination that coincides with the number of outage calls received and debris removal management. Once the GCSPD EOC is no longer operational is when we dismiss mutual aid.

### STAFFING CONSIDERATIONS

10. Regarding Hurricane Matthew, please respond to the following, please provide the following:
  - a. Days of lodging provided for Utility personnel (Person-Days) 4
  - b. Days of lodging provided for mutual aid partners (Person-Days) 4
  - c. Number of meals provided for Utility personnel 12

- d. Number of meals provided for mutual aid partners 12
- e. Number of Utility personnel injuries None
- f. Number of mutual aid partner injuries None
- g. Number of Utility personnel fatalities 0
- h. Number of mutual aid partner fatalities 0

Please note any delays in restoration associated with items e-h above. None

- 11. Please provide a detailed description of when your Utility was considered fully restored from each named storm event. October 9, 2016

#### CUSTOMER COMMUNICATION

- 12. Regarding Hurricane Matthew, please respond to the following for each county in the Utility's service territory affected by the storms.

Clay County for Green Cove Springs Only.

- a. Total number of customer accounts 3,800
- b. Peak number of outages 3,800

- 13. Please provide how call center customer service representatives were utilized before, during and after Hurricane Matthew. Customer Service Reps were located in the GCSPD EOC which was manned 24/7.

- 14. Please provide the number of customer service representatives the Utility had during Hurricane Matthew. 10

- a. Were there additional personal deployed or 3rd party entities utilized to help address customer contacts during each named storm event? If so, how many?

No.

- 15. Please provide the number of customer contacts received by the customer call center(s) during Hurricane Matthew. Our Customer Call Log documented over 200 calls to report either an outage or debris.

- 16. Please provide all methods (call centers, email, Utility website, etc.) utilized to submit and collect customer contacts before, during, and after Hurricane Matthew. We used website, twitter, Facebook, and EOC Call Center.

- 17. Please describe the step by step process(es) by which customer contacts are addressed before, during, and after a named storm event. If different during each timeframe, please describe the step by step process during each separately. Each call is logged into dispatch then categorized by type of service call, assigned to a crew, work assessed, work scheduled, and finally call back to customer to verify service restoration.

- a. Did the Utility identify any delays in restoration as a result of addressing customer contacts related to Hurricane Matthew? If so, please provide detail. None noted.

18. Please provide whether or not customer contacts are categorized (by concern, complaint, information request, etc.) If so, how are they categorized? If not, why not? [See Reply to Item #17.](#)
19. Please provide a detailed description of how customer service representatives are informed of restoration progress. [Each CSR is given a daily update, along with a system map that shows what areas should have full service restored, which areas still have an outage, and what day we anticipate being in the field in that particular neighborhood.](#)
- a. Is there a script provided to each customer service representative to relay restoration progress to customers? If so, what is the process by which the script is created? [Yes. The Administration creates the script \(or talking points\) then distributes to the CSRs.](#)
20. Please describe the process the Utility uses to notify customers of approximate restoration times. The response should include at a minimum:
- a. How restoration time estimates were determined.
- b. How customers are notified.
- c. How restoration time estimates are updated.
- d. How restoration time estimates are disseminated internally, to the county and state Emergency Operations Centers, and to the public.

[The City of Green Cove Springs employs Social Media. We have a website, twitter account, and Facebook. During this named storm, we issued updates to social media as they became available.](#)

[Likewise, the Clay County Emergency Management Department issued PSAs, which we posted on our Social Media as well.](#)

#### **MATERIAL CONSIDERATIONS**

21. Regarding Hurricane Matthew, please provide a description of how vehicle fuel was procured for Utility personnel and mutual aid partners. As part of the response, please answer the following:
- a. Whether or not the Utility has fuel stored for these types of events. [Yes, we top off all of our above ground fuel storage tanks. We have one \(1\) 2,000 gallon diesel tank and one \(1\) 6,000 gallon unleaded tank](#)
- b. Whether or not fuel shortage was an issue during these events [Fuel shortages were not a concern during this storm.](#)
- c. Whether or not there were any delays due to fuel shortage [None](#)
- d. Whether or not there were enough vehicles available during these events/any issues mobilizing crews [N/A](#)
22. Please detail any complications or delays such as shortage or delayed delivery of materials for Hurricane Matthew. [See Reply to Item # 21.](#)

#### **RESTORATION PROCESS**

23. Please provide a summary timeline of the utility's restoration process for each hurricane: Matthew. The timeline should include, but not limited to, staging, stand-down, deployment, re-deployment, allocation, mutual aid, release of mutual aid, and date last outage was restored. Crews were staged in town as early as October 5, 2016. Once the worst of the storm had passed, Crews were out on October 6 to assess damage. Repairs began on Oct 7. Service was 100% restored by Oct 9 and all mutual aid crews were released.
24. Please explain how the Utility validates adherences and departures from its **storm preparation plan**. We have not failed to follow our Disaster Manual. We do updates as necessary based on real time simulations and actual storm events.
- If the Utility does not assess departures from its storm plan, explain why not.
  - If the Utility does not document or otherwise memorialize departures from its storm plan, explain why not.
  - Have departures from the Utility's storm preparation plan resulted in modification of the storm preparation plan during 2015 through 2017? If so, please explain how with examples.
25. Please explain how the Utility validates adherences and departures from its **storm restoration plan**. Based on storm events, we have an after action meeting with all personnel to critique our performance and document means by which we can improve our service delivery.
- If the Utility does not assess departures from its storm restoration plan, explain why not.
  - If the Utility does not document or otherwise memorialize departures from its restoration storm plan, explain why not.
  - Have departures from the Utility's storm restoration plan resulted in modification of the storm restoration plan during 2015 through 2017? If so, please explain how with examples.

## OUTAGES

26. Please identify all counties, including reporting regions/division for each county if applicable, that were impacted (had outages or damage) due to Hurricane Matthew. Clay County Only.
27. Please complete the table below summarizing the wind speed and flooding impacts by county in the utility's service area. If the requested information is not available by county, please provide the information on a system basis. Please provide this information for Hurricane Matthew. This information is reported by Clay County Emergency Management and National Weather Service. We rely on those agencies to determine our pre and post disaster protocols. Clay County issues evacuation orders.

County	Maximum Sustained Winds (MPH)	Maximum Gusts (MPH)	Maximum Rainfall (inches)	Maximum Storm Surge (Feet)

**HARDENED AND NON-HARDENED STRUCTURES**

28. Please provide a county map or graphic indicating the geographic locations where the Utility's infrastructure was storm hardened after 2006. For purposes of this question, do not include vegetation management.
- No hardening activities have occurred with Green Cove Springs Utility at this time. However, we have identified areas for hardening post-Hurricane Matthew. Additionally, we have submitted an HMGP grant for funds available through this storm. As of the writing, that grant has been approved by the state and sent to FEMA for processing.

29. Please complete the table below summarizing hardened facilities that required repair or replacement as a result of Hurricane Matthew. **None**

<b>Hardened Facilities</b>		
<b>Hurricane</b>	<b>Number of Facilities Requiring</b>	
	<b>Repair</b>	<b>Replacement</b>
<b><i>Transmission</i></b>		
Structures		
Substations		
<b>Total</b>		
<b><i>Distribution</i></b>		
Poles		
Substation		
Feeder OH		
Feeder UG		
Feeder Combined		
Lateral OH		
Lateral UG		
Lateral Combined		
<b>Total</b>		
<b><i>Service</i></b>		
Service OH		
Service UG		
Service Combined		
<b>Total</b>		

30. Please complete the table below summarizing non-hardened facilities that required repair or replacement as a result of Hurricane Matthew.

<b>Non-Hardened Facilities</b>		
<b>Hurricane</b>	<b>Number of Facilities Requiring</b>	
	<b>Repair</b>	<b>Replacement</b>
<b><i>Transmission</i></b>		
<b><i>None</i></b>		
Structures		
Substations		
<b>Total</b>		
<b><i>Distribution</i></b>		
<b>Poles</b>		
<b>Substation</b>		
<b>Feeder OH</b>		
Feeder UG		
Feeder Combined		
<b>Lateral OH</b>		
<b>Lateral UG</b>		
<b>Lateral Combined</b>		
<b>Total</b>		
<b><i>Service</i></b>		
<b>Service OH</b>		
<b>Service UG</b>		
<b>Service Combined</b>		
<b>Total</b>		

31. For Hurricane Matthew, please provide a ranking of the five highest volume of outage causation that impacted the Utility's service area. **First, trees, next wind, next rain, next debris, and last flooding**
32. For Hurricane Matthew, please provide a ranking of the top five drivers that protracted service restoration time. **Debris removal was our number one challenge.**
33. If applicable, please describe any damage prevented by flood monitors during Hurricane Matthew. **None**
34. How many outages were avoided by automated feeder switches during Hurricane Matthew? Please explain how the data for each event was collected. **NA. We have installed several reclosers throughout the system since Hurricane Matthew.**

**CRITICAL INFRASTRUCTURE RESTORATION**

35. Please complete the table below for all critical infrastructure facilities (CIFs), by location (city/county) and facility type, which lost power, the restoration time for the CIFs and the cause of the outage (such as wind, storm-surge, flooding, debris, etc.) and facilities structure type that required replacement and/or repair. Please provide this information for Hurricane Matthew.

Hurricane (Name) – CIF						
CIF Name/Type (i.e. Hospital)	County/ Location	Restoration Time	Outage Cause	Number of Facilities Requiring		
City Hall	Clay		System-wide damage		Repair	Replace
<i>County Admin Bldg</i>	Clay		System-wide damage	<i>Transmission</i>		
Kindred Hospital	Clay		System-wide damage	Structures		
GCSPD	Clay		System-wide damage	Substations		
<b>Public Works Compound</b>	Clay		System-wide damage	<b>Total</b>		
<i>WWTP</i>	Clay		System-wide damage	<i>Distribution</i>		
Clay High School (shelter)	Clay		System-wide damage	Poles		
Governors Creek Rehab	Clay		System-wide damage	Substation		
County Jail	Clay		System-wide damage	Feeder OH		
	Clay			Feeder UG		
	Clay			Feeder Combined		
	Clay			Lateral OH		
	Clay			Lateral UG		
	Clay			Lateral Combined		
				<b>Total</b>		
				<i>Service</i>		
				Service OH		
				Service UG		
				Service Combined		
				<b>Total</b>		

**UNDERGROUND FACILITIES**

36. Please provide an assessment of the performance of underground facilities during Hurricane Matthew. As part of this assessment please summarize the number of underground facilities that required repair or replacement for each event. *We only have Underground infrastructure in 2 gated subdivisions. N/A on repairs.*
37. Please provide a discussion what programs/tariffs the utility has in place to promote
- a. Undergrounding of new construction (e.g., subdivisions)

- b. Conversion of overhead to underground
- c. Our Land Dev Code requires all subdivisions to be constructed with underground service. Furthermore, all new commercial construction must be underground. We also require a Contribution in Aid of Construction, known as CIAC.