



Proposed Leadership Training for Storm Response

May 2025



Background

- The cycle of tropical storm and hurricane events over the past twenty years have routinely impacted the state of Florida.
- This reality, combined with a rapidly growing population creates an increased dependence on reliable and uninterrupted electrical service, has driven the demand for faster restoration times during events.
- A key factor influencing the duration of restoration efforts is the number of resources cooperatives can mobilize to support restoration activities.
- Over time, the industry has evolved, and the availability of line and right-of-way personnel for these events has grown to a saturation point for the hosting cooperatives.

Background

- Under normal business conditions, the typical employee-to-leadership ratio is 10:1. However, during hurricane events, this ratio can easily exceed 200:1.
- At such levels, crew management, productivity, and efficiency are likely to decline, potentially compromising safety.
- Leadership management during an event can become a bottleneck in restoration efforts. Additionally, a small group of individuals carries a significant burden of decision-making and responsibility, often while managing their own personal impacts from the storm event.
- Providing relief and support to this leadership team can significantly enhance the overall restoration efforts for the impacted cooperative's members.

Vision and Strategy

Vision:

- To establish a program within the Florida electric cooperative community that provides skilled leadership, readily available to support and collaborate with impacted cooperatives throughout the state during a hurricane restoration event.

Strategy:

- Gain support and approval on the concept from the FECA membership.
- Develop a standard restoration structure to be adopted by the FECA membership.
- Develop training modules for the three levels of leadership.
- Execute annual training for the leaders.
- Test the program during an event.
- Conduct lessons learned after every deployment event.
- Incorporate process improvement as a natural part of the program.

Training Outline

The purpose of the leadership training is to equip qualified personnel for potential assignments at partner cooperatives, where they will assist in facilitating responsibilities and supporting storm restoration efforts.

Consistent structure and processes will reduce the learning curve for responding cooperatives and provide immediate value to the impacted hosting cooperative. The three roles outlined below require increasing levels of responsibility, skills, and knowledge.

- The entry level leadership position is the *Restoration Coordinator* (RC also known as “birddogs”).
- The next level is *Restoration Supervisor* (RS) and responsible for multiple RC’s.
- Finally, the *Storm Center Leadership* (SCL) will be responsible for multiple roles within the highest levels of the restoration efforts.

Restoration Coordinators (RC) Role


- Qualified to direct utility and contract personnel, safely and efficiently, to perform restoration activities on the transmission and distribution systems.
- They may be assigned to restore anything from a single circuit to all circuits originating from a substation, based on the size of the event and its impact on the system.
- Expected to organize and direct multiple crews as well as report progress at regular intervals. This position reports to the Restoration Supervisor (RS).

Restoration Supervisors (RS)

- Restoration Supervisors (RS) are qualified to direct multiple Restoration Coordinators (RC) in the safe and efficient restoration of the transmission and distribution systems.
- They may be assigned as few as one RC or up to five RC's per substation, based on the size of the event and its impact on the system.
- This role requires sound decision-making, independent thinking with excellent communication skills. RS's are responsible for providing information and direction up/down the chain of command while ensuring compliance. This position reports to the Storm Center Leadership (SCL).

Storm Center Leadership (SCL)

- SCL members are qualified to assist with the restoration efforts at the Situation Room level.
- They should be well-versed in operations, logistics, planning and finance, with the ability to make quick decisions based on both experience and analytical analysis, even with limited confirmed information.
- They must thrive in a high pressure, dynamic environment, while remaining flexible enough to everchanging situations as they evolve.



Cooperatives that have reviewed the material and provided input

- Central Florida
- Suwannee Valley
- Tri-County
- Peace River
- LCEC

Cooperatives that have not reviewed the proposed program

- CHELCO
- Clay
- Escambia River
- Florida Keys
- Glades
- Gulf Coast
- Okefenokee
- SECO
- Talquin
- West Florida
- Withlacoochee

Next Steps

- Each cooperative to provide a contact to and discuss the concept of the program.
- We will provide the training material for review and feedback.
- Secure buy-in on the program.
- Schedule the training and execute with selected participants.
- Graduates of the program will become the feeder pool for leadership mutual aid across the state during a restoration response event.

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