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PURPOSE

1. The Florida Electric Cooperatives Association (FECA) is available to procure manpower and equipment for any member that needs assistance from another cooperative. This manual provides a standard operating procedure for members to request assistance through FECA. This manual supplements each member cooperative's individual plan and is not in any way intended to replace or supercede the member's plan.
2. Generally, FECA will only be called upon when assistance is needed by, or from, more than one Florida cooperative or from cooperatives in other states. Nothing in this plan prevents a Florida co-op from requesting assistance directly from a neighboring co-op to assist with an isolated storm. However, when more than one co-op requires assistance, it will be advantageous for FECA to coordinate the assistance from other co-ops and statewides, and all such assistance should be coordinated through FECA and the other statewides.

FECA CONTACT INFORMATION

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Other important numbers

FEMA (www.fema.gov) 800.621.FEMA (3362)

Florida Division of Emergency Management 850.413.9900

State Emergency Operations Center (electric, ESF-12)..... 850.921.0165

PSC ESF-12 contact - Rick Moses cell 850.413.6582
office 850.879.8665, rmoses@psc.state.fl.us

Outage information by county can be emailed to
Outagenumbers@embarqmail.com

ACTION PLAN FOR SECURING HELP

PRIOR TO A DISASTER

1. Make sure that the contact and system information for your co-op is up to date in FECA's Emergency Work Plan Manual.
2. Update your procedures to accommodate FEMA's latest procurement and documentation requirements. NRECA's updated FEMA Guide can be found on cooperative.com:
www.cooperative.com/search/pages/default.aspx?k=fema+guide

FEMA's Public Assistance Program and Policy Guide can be found here:
www.fema.gov/media-library/assets/documents/111781
3. FECA staff will monitor storms, but it is up to the member co-op to notify FECA that assistance may be needed in the near future.
4. As soon as it becomes apparent that a member may require assistance from other co-ops, notify FECA of the following (**see Requesting Assistance Format for requesting via e-mail in a spreadsheet**):
 - a. An estimate of the number and type of personnel and equipment that FECA should try to procure;
 - b. An estimate of the date and time you want them to arrive;
 - Note that FEMA will not reimburse for "staging crews", however, travel time after the disaster has been declared should be reimbursable.
 - Also, if you plan to stage crews you need to agree (preferably in writing) on the number of hours they will be paid per day to standby and how much of that will be overtime.
 - c. The location they should report to;
 - d. A rough estimate as to how long help may be needed.
5. Once FECA has been notified that assistance may be required, FECA will contact the other Florida co-ops and other statewide associations regarding their potential needs and their ability to assist.
6. If more than one member co-op requests assistance prior to the storm, FECA will initiate a conference call with the requesting member systems to discuss pre-storm commitments and possible coalitions for crews, tent cities, and other needs.
7. FECA will initiate a conference call with the other statewide organizations to discuss mutual aid.

8. FECA will arrange for pre-disaster assistance from co-ops on the NRECA/FEMA Mutual Aid List (available on cooperative.com – search for “FEMA list”) and will attempt to form coalitions with members to jointly procure crews and secure items from vendors such as portable housing, caterers, cranes, etc. The requesting co-op understands that help arranged prior to the storm will need to be obtained from co-ops that believe they are not in the storm’s projected path. Therefore, for long term events we recommend seeking crews from further away first, and calling on the neighboring states to help as soon as they are in the clear. This also will minimize the need to “stage” crews, but if you elect to stage crews it is important to establish hours that the crews will be paid while standing by. FECA will provide a copy of the co-op specific information for the requesting co-op that is in FECA’s emergency work plan manual to the assisting co-ops.
9. If the total number of personnel requested to be staged prior to the event cannot be obtained at that time, the available personnel will be rationed among those requesting assistance.
10. FECA will be available to assist the members in establishing safe areas to stage assisting personnel and equipment until the storm subsides, but the requesting co-op ultimately is responsible for all of the staging arrangements.
11. The requesting co-op must prepare to house, feed, and generally take care of the assisting personnel.
12. Assistance from vendors and any utilities that are not parties to the NRECA/FEMA Mutual Aid agreement must be pursued by the member co-op, through a competitive bidding process as required by FEMA. FECA can assist if necessary. Note that the bidding process must consider women-owned and minority-owned businesses. To make women and minority businesses aware of your contracting opportunities, contact your regional or federal Small Business Administration office to receive a list of these types of businesses in your area. Also check with the State to see if it has compiled a list of women and minority vendors, contractors and subcontractors that co-ops can review before essential support services are needed.

AFTER THE DISASTER STRIKES

1. Perform an initial damage assessment. Use of an airplane, helicopter or drone to patrol the system is a quick way to assess widespread damage.

2. Once the damage has been assessed, notify FECA of the following (**see Requesting Assistance Format for providing via e-mail in a spreadsheet**):
 - a. The number and type of personnel, equipment, and materials that FECA should procure for the member;
 - b. The location the personnel should report to;
 - c. Weather and road conditions;
 - d. A rough estimate as to how long help may be needed;
 - e. The approximate number of meters that are out in each county, which can be emailed to Outagenumbers@embargmail.com. For those co-ops that have this information available on their public web page, reporting is not required. However, anticipated restoration times still must be reported to statewide, which will report them to the state EOC.
3. FECA will contact the other Florida co-ops and other statewide associations to obtain the requested assistance from co-ops and municipalities that are on the NRECA/FEMA Mutual Aid List. FECA will provide the assisting co-ops a copy of the requesting co-op's specific information that is in FECA's emergency work plan manual.
4. If the number of personnel requested by all of the co-ops that need assistance cannot be obtained, the personnel will be rationed among those requesting assistance.
5. The host co-op must be prepared to house, feed, and generally take care of the assisting personnel when they arrive.
6. Assistance from vendors and any utilities that are not parties to the NRECA/FEMA Mutual Aid agreement must be pursued by the member co-op, through a competitive bidding process as required by FEMA. FECA can assist if necessary. *Note that the bidding process must consider women-owned and minority-owned businesses. To make women and minority businesses aware of your contracting opportunities, contact your regional or federal Small Business Administration offices to receive a list of these types of businesses in your area. Also check with the State to see if it has compiled a list of women and minority vendors, contractors and subcontractors that co-ops can review before essential support services are needed.*
7. As soon as possible, the co-op shall report outage numbers (which can be emailed to Outagenumbers@embargmail.com) and anticipated restoration dates to FECA by county, which FECA will aggregate and report to the Florida EOC in Tallahassee.

8. The assisting crews may be called home at any time by their co-op's management. In addition, their management may elect to rotate the crew personnel as they deem necessary. FECA is available to assist with the rotation, and in any event should be notified that crews will be rotated.
9. FECA will be available 24/7 to work with the State EOC in the event that a member co-op needs assistance at the State EOC level.

AFTER SERVICE IS RESTORED

1. As soon as the emergency repairs have been made, FECA shall be notified when the member system will be releasing the assisting crews and FECA will determine whether those crews can be sent to another co-op that needs help. In addition, FECA should be notified before contractors are released in the event that another co-op may need to hire the contractors.
2. Any vendors that performed unsatisfactorily should be reported to FECA and shall be reconsidered for FECA's list of contractors. Also, please notify FECA of any vendors that can be added to the list of contractors.
3. Reimbursement – The underlying principle is that a cooperative shall incur neither a monetary gain nor loss on services rendered. In addition, the employees involved shall not be expected to bear expenses which they would not have during their normal work assignment. We recommend that any unusual items be discussed with the other co-op prior to the purchase.

REQUESTING ASSISTANCE FORMAT

Co-op Requesting Assistance: _____

Co-op Contact Information

Name: _____

Direct phone(s): _____

Email: _____ Fax: _____

Highest Gloving Voltage _____

The Number of Each Type of Crew: (see definitions on pages 8-9)

Heavy Construction _____ Construction _____

Digger/Derrick _____ Construction Bucket _____

Service Bucket _____ Service _____

Underground _____ Right-of-way _____

OTHER EQUIPMENT AND TOOLS: _____

THE NUMBER OF OTHER PERSONNEL NEEDED:

Mechanic	_____	Staking Engineer	_____
Substation	_____	Meterperson	_____
Supervisor	_____	Warehouse Manager	_____
Dispatcher	_____	Warehouse Helper	_____
Public Relations	_____	Equipment operator	_____
Clerical	_____	Other	_____

Critical materials needed _____

Estimate of how long help may be needed _____

Work and weather conditions _____

Road conditions _____

Where to Report _____

Whether cots and bedding are required _____

PROVIDING ASSISTANCE FORMAT

Co-op Providing Assistance: _____

Contact at Co-op:

Name: _____

Direct phone(s): _____

Email: _____ Fax: _____

Co-op Address: _____

Workers Comp Carrier: _____

Will use radio channel _____ **Frequency** _____

Crew 1

Type of Crew: _____

Estimated departure time/date: _____

Ranking Person on crew: _____

Highest Gloving Voltage _____

Employee Name	Job Class	Cell Phone	Vehicle Types	Vehicle Numbers	Emergency Contact	Emergency Phone #

SUGGESTIONS FOR REQUESTING MUTUAL AID ASSISTANCE

When disaster strikes your system, FECA and other co-ops will help as you see fit. The following are some observations made from past experiences with mutual aid.

WHEN REQUESTING ASSISTANCE

1. Whenever possible, the co-op should arrange for contract crews and other vendors prior to a storm through a competitive bidding process as required by FEMA, including notice to women and minority owned businesses. FECA stands ready to request crews and other personnel from co-ops and municipalities that are on the NRECA/FEMA Mutual Aid List.
2. When requesting mutual aid, the following is a general composition of crews:
 - a. Heavy Construction - A working foreman and four to seven other people, at least three of which are journeyman linemen, two 55-60 foot bucket trucks, two digger derricks, one pickup truck, two pole trailers and one wire stringing rig with stringing pulleys and stringing tools. Crew should come complete with digging tools, large wire tools, sleeves, splices, chain saws, trouble lights and other associated tools and equipment. Four wheel drive vehicles should be specified if needed.
 - b. Construction - Usually a foreman and two to five other people, at least two of which are journeyman linemen. The vehicles will usually include a construction bucket, a digger/derrick complete with digging tools, a pole trailer, line tools, sleeves, splices, chain saws, ladders, trouble lights and other associated tools and equipment.
 - c. Digger/Derrick - Usually a three man crew with at least one journeyman lineman and either another lineman or apprentice or groundman. A digger/derrick with hole digging and pole setting capabilities, and a pole trailer will usually be included.
 - d. Construction Bucket - Usually a journeyman lineman and one or two helpers. If a three man crew, at least one helper will be a lineman or apprentice. The bucket will be bigger than a service bucket with a reach of up to 55 feet and some material handling capability.
 - e. Service Bucket - A service crew except with a bucket truck with a reach of approximately 35 feet that probably does not have any material handling capability.

- f. Service - two people, at least one of which is a journeyman lineman; service vehicle equipped with line tools, ladder, sleeves, splices, chain saws, trouble lights and other associated tools and equipment.
 - g. Underground - A foreman and two to four other people, at least one of which is a journeyman. This crew is expected to be equipped with a trencher and backhoe or a trencher/backhoe combination also equipped with digging tools, line tools, sleeves, splices, chain saws, ladders, trouble lights, locating equipment, spiking tools and other associated tools and equipment.
 - h. Right of Way - A foreman and two to four other people with buckets, chippers, dump truck and various clearing equipment.
 - i. Mechanic - Mechanic and equipped service truck.
 - j. Clerical Support - cashiers, receptionists, and secretaries to relieve regular office personnel.
 - k. Other - phone representatives (specify if knowledge of a specific foreign language would be helpful), accounting, government/media liaison.
 - l. Warehouseman Manager - A person competent in the workings of a warehouse and the materials in it. A commercial driver's license is beneficial.
 - m. Warehouseman Helper - A person familiar with the materials in a warehouse. A commercial driver's license is beneficial.
3. The host co-op must make arrangements for lodging and feeding outside help.
 4. Truck and equipment service may be a problem since service stations and garages may be damaged or without power. The host co-op should make arrangements to provide fuel, mechanical services, and tire repair on a 24-hour basis.
 5. Maintain a list of names of who is working with whom and where - and their radio call letters/frequency and cell phone numbers.
 6. It is recommended that each co-op maintain a private, unlisted phone number and that FECA be informed of this number and maintain the secrecy of the number so that coordinating personnel can reach the co-op during the emergency.

WHEN THE HELP ARRIVES

1. The host co-op shall:
 - a. Notify the assisting crew about:
 - i. Complying with safety procedures
 - ii. Any special or unusual circumstances on your system
 - iii. Food and lodging and how to handle expenses
 - iv. Where to get fuel, get equipment serviced, and how to handle any invoices
 - v. The length of time they will be expected to work and the length of rest periods
 - vi. Persons that are in charge of operations and dispatching
 - vii. Discuss FEMA related documentation
 - b. Verify that the visiting crew's safety equipment is adequate for the conditions and voltages (i.e., verify ratings for gloves, grounds and PPE);
 - c. Secure agreement from arriving crews that safety practices are understood and will be complied with; and
 - d. Provide system and road maps and, if possible, GPS coordinates of staging areas and work locations.
2. The host co-op should consider conducting morning meetings to brief the crews on restoration efforts and to discuss safety and operational issues, and FEMA related documentation.
3. Maintain well-established dispatching procedures, including lock-out/tag-out, for clearing devices in the field.

SUGGESTIONS FOR SENDING HELP TO OTHER CO-OPS

1. When sending assistance to another co-op make sure your personnel has:
 - a. Contact names and numbers of the requesting co-op;
 - b. Contact names and numbers for their home co-op and a means to call, possibly including cell phones and satellite phones;
 - c. Directions, including information on road conditions and closures;
 - d. Sufficient cash and possibly a company credit card. In the event your crews run short of cash, arrangements should be made with the host co-op manager or his representative for additional funds;
 - e. An estimate of the amount of time they are expected to stay at the requesting co-op;
 - f. Enough food and water for the first few days;
 - g. Sun screen;
 - h. Bug spray;
 - i. Bedding;
 - j. Equipment for night work;
 - i. Extra lights
 - ii. Flash lights with extra batteries
 - iii. Reflective vests
 - iv. Reflective cones
 - k. Foul weather gear;
 - l. Chain saws and chain saw chaps;
 - m. Shots for personnel, such as tetanus;
 - n. Extra gloves - both leather and rubber;
 - o. Extra safety glasses; and
 - p. Extra grounds.
2. When sending several crews, it is suggested that you send a supervisor to coordinate the activities of your crews, handle petty cash, and perform other managerial duties.
3. When sending several crews you should also consider sending a mechanic with an equipped mechanic's truck.
4. **Provide the relevant crew intake information to FECA, if at all possible, in an Excel spreadsheet in the Providing Assistance Format.** FECA will forward all information provided by the assisting co-op to the statewide association that is requesting help.
5. Assisting crews may be called home at any time by their co-op's management. In addition, the assisting co-op may elect to rotate their crew personnel as they deem necessary. These crew rotations should be coordinated with FECA, and FECA will coordinate with the statewide association of the co-op you are assisting.

6. Explain your co-op's policy regarding off-site work rates/overtime. This should be compliant with a co-op's written policy to avoid problems with FEMA reimbursement.
7. If you charge for vehicles pursuant to FEMA's rates, verify the rates by checking FEMA's web page at:

<http://www.fema.gov/schedule-equipment-rates>

SUGGESTIONS FOR DEALING WITH DISASTERS

1. Long before the emergency
 - a. Establish relationships with local EOCs.
 - b. Coordinate with other emergency responders (i.e., consider feeding and housing local law enforcement and other officials in return for security, fuel allocations, etc.).
 - c. Establish backup Communications:
 - i. Coordinate with local land line and cell providers to establish the co-op as a priority customer
 - ii. Establish alternative communication options
 - (1) Buy satellite internet and phones
 - (2) Identify a contractor that can provide a mobile system on short notice - see FECA's Vendor List
 - (3) Use at least 2 cell phone providers as one service may be more severely impacted
 - (4) Consider buying or leasing extra radio handsets for your employees and outside help
 - d. Make sure that management has authority to spend enough to get the job done - more than \$3 million per day is a possibility:
 - i. Establish a procedure for the Board, an executive committee, or an ad hoc committee, to meet on short notice (possibly telephonically) to make quick decisions
 - e. Establish rates and terms through a competitive bidding process that will accommodate FEMA (including notice to women and minority owned businesses) for contractors and vendors that you might need in an emergency:
 - i. Identify alternative fuel distributors for backup purposes or alternative fueling sites
 - ii. Identify mobile fuel vendors that can fuel the trucks at night
 - iii. Include a fence contractor for damaged substation fences and to secure staging areas for crews, vehicles, and materials
 - f. Make sure that every employee understands their role in a disaster through simulations - simply having a plan is not sufficient:
 - i. Consider bringing in a disaster expert to address your employees
 - g. Identify one or more sites for setting up a tent city - each site requires a minimum of 10-15 acres:
 - i. Once sites are selected consider drilling a well and possibly building permanent showers and bathrooms to avoid rental costs, obtaining emergency water permits, and hauling water and wastewater
 - (1) Consider building a community recreational facility (i.e., soccer fields) that can be used for a tent city in an emergency
 - ii. Site should be level, accessible to trucks, and preferably paved
 - iii. Showerhead ratio should be at no more than 15:1

- h. Consider scheduling more contractors for routine maintenance during hurricane season so you already have them on the property.
- i. Install and maintain emergency generation for co-op's offices - computers and phone equipment often require air-conditioning.
- j. Develop a contingency plan for offsite billing.
- k. Consider buying emergency generators for substations and key accounts - including accounts that you need service from such as fuel distributors. The Florida National Guard may have generators to lend.
- l. Periodically review and update list of priority customers.
- m. Maintain copies of system and road maps in multiple secure places so they will be readily available for visiting crews.
- n. Arrange for multiple options for housing, including churches, school gyms, local warehouses, and hunting lodges.
- o. Provide identification cards to every employee to facilitate admittance to areas restricted by law enforcement and to identify employee as a priority responder for purposes of fuel and other necessities.
- p. Consider purchasing magnetic signs with the co-op's logo for use on unmarked vehicles that will be used for co-op purposes.
- q. Adopt a policy to upgrade facilities anytime they need to be replaced to insure FEMA coverage when facilities are replaced and upgraded pursuant to a disaster.
- r. CRN has developed a guide called Best Practices for Utility Storm Response, which can be found on cooperative.com.

www.cooperative.com/interest-areas/CRN/products-services/Reports/Documents/BestPracticesforUtilityStormResponse.pdf

2. Immediately Prior to the storm

- a. Consider coalitions with other co-ops for personnel, materials and temporary housing.
- b. Consider bringing tree trimmers in to work hot spots before the storm and put them to work as soon as possible after the storm to minimize the time linemen have to spend clearing vegetation.
- c. Consider hiring roofers for temporary repairs to co-op buildings and employee homes (to minimize employees' time away from the office).
- d. Consider arranging for child care for employees as schools may be closed.
- e. Notify vendors of your potential need for services and supplies, and update their emergency contact information.
- f. Contact forestry and EOCs regarding the need to coordinate road and right-of-way clearing and to prevent damage to co-op lines and facilities that may be in the debris. Also discuss ways to minimize damage to co-op facilities for later debris removal, i.e., padmounted equipment may be scooped up with debris if the debris is stacked on top of the padmounted equipment.

- g. Communicate with members and let them know how you intend to communicate after the storm if you are expecting devastation.
 - h. Stockpile sufficient drinks and food (MRE's have a long shelf life) to meet employees' needs during the first few days.
 - i. Identify staging sites for crews to report (i.e., vacant shopping malls or utility-owned land).
3. For long events
- a. Use vendors liberally - laundry, caterers, night fueling of vehicles, management of tent city and related activities, day care, etc.
 - b. Hold morning meetings to promote safety and to brief everyone on the progress of the restoration effort.
 - c. If stores are closed get sun screen, bug spray, tobacco, gum, snacks and other necessities.
 - d. Arrange for portable GPS for areas where street signs are gone.
 - e. Bring in warehousemen, communications specialists, accounting, managerial and other personnel from co-ops in addition to crews:
 - i. In some cases these personnel may be able to work for you from their home co-op
 - f. Ask retired employees to help out.
 - g. Provide counseling for all employees.
 - h. Rent refrigerated trucks for ice and consider dry ice.
 - i. Establish temporary warehouses and/or tent cities that are close to the work areas (multiple locations may be justified based upon the longer travel times after a disaster):
 - i. For tents get flooring - it should not be considered optional
 - ii. When considering tent or mobile housing costs be sure to weigh in travel time and increased productivity if crews are housed closer to work area
 - iii. Fence contractors should be available for temporary compounds for vehicles and materials and for damage to substation fences
4. PR ideas
- a. Use media releases before the storm to let your members know what your worst case scenario is for outages and how the co-op will communicate with the public after the storm.
 - b. Have canned media releases (see cooperative.com) ready that can easily be modified for distribution after the storm that include estimated restoration dates for various areas (estimated restoration dates empower your members and greatly reduce the number of member phone calls). Consider posting restoration estimates at restaurants and stores in addition to your web site.
 - c. Make sure that you have lines of communication open with local EOCs 24/7:
 - i. Consider satellite internet as a backup

- ii. If possible, staff EOC's in the hardest hit areas with employees that are trained to deal with the media
 - d. Keep your elected officials up to date on progress.
 - e. Keep your automatic answering machine updated as the restoration progresses, or else turn it off.
 - f. Keep your web page up to date.
 - g. Keep field personnel up to date on restoration progress as they will have constant contact with the public.
 - h. Don't reveal critical contact numbers to the media (like statewide cell phones) that you will need to call.
5. Storm tracking services
- a. Data Transmission Network (DTN) - customized weather service for both daily and hurricane forecasts with 24/7 access to a forecaster. 800.994.7947.
 - b. Early Alert - www.earlyalert.com 877.932.5378
 - c. University of South Alabama Coastal Weather Research Center - <http://www.southalabama.edu/cwrc/> 251. 460.6101
6. Web sites to tracking hurricanes
- a. Accuweather - www.accuweather.com
 - b. BoatUS - www.boatus.com/hurricanes
 - c. Intellicast - www.intellicast.com
 - d. National Hurricane Center - www.nhc.noaa.gov
 - e. Weather Channel - www.weather.com
 - f. Weather Underground - www.wunderground.com

MUTUAL AID AGREEMENT

In consideration of the mutual commitments given herein, each of the Signatories to this Mutual Aid Agreement agrees to render aid to any of the other Signatories as follows:

1. Request for aid. The Requesting Signatory agrees to make its request in writing to the Aiding Signatory within a reasonable time after aid is needed and with reasonable specificity. The Requesting Signatory agrees to compensate the Aiding Signatory as specified in this Agreement and in other agreements that may be in effect between the Requesting and Aiding Signatories.
2. Discretionary rendering of aid. Rendering of aid is entirely at the discretion of the Aiding Signatory. The agreement to render aid is expressly not contingent upon a declaration of a major disaster or emergency by the federal government or upon receiving federal funds.
3. Invoice to the Requesting Signatory. Within 90 days of the return to the home work station of all labor and equipment of the Aiding Signatory, the Aiding Signatory shall submit to the Requesting Signatory an invoice of all charges related to the aid provided pursuant to this Agreement. The invoice shall contain only charges related to the aid provided pursuant to this Agreement.
4. Charges to the Requesting Signatory. Charges to the Requesting Signatory from the Aiding Signatory shall be as follows:
 - a.) Labor force. Charges for labor force shall be in accordance with the Aiding Signatory's standard practices.
 - b.) Equipment. Charges for equipment, such as bucket trucks, digger derricks, and other special equipment used by the Aiding Signatory, shall be at the reasonable and customary rates for such equipment in the Aiding Signatory's location.
 - c.) Transportation. The Aiding Signatory shall transport needed personnel and equipment by reasonable and customary means and shall charge reasonable and customary rates for such transportation.
 - d.) Meals, lodging and other related expenses. Charges for meals, lodging and other expenses related to the provision of aid pursuant to this Agreement shall be the reasonable and actual costs incurred by the Aiding Signatory.
5. Counterparts. The Signatories may execute this Mutual Aid Agreement in one or more counterparts, with each counterpart being deemed an original Agreement, but with all counterparts being considered one Agreement.
6. Execution. Each party hereto has read, agreed to and executed this Mutual Aid Agreement on the date indicated.

Date _____

Entity _____

By _____

Title _____