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STATE OF CONNECTICUT
GOVERNOR DANIEL P. MALLOY

**The Two Storm Panel
Special Meeting Agenda
Wednesday, November 30, 2011
Room 2D, Legislative Office Building – 10:00a.m.**

Members Present: (Co-Chair) Joe McGee, (Co-Chair) Major General James Skiff, Peter Carozza, Terry Edelstein, Lee Hoffman (joined the meeting at 10:18 a.m.), Scott Jackson, Robert McGrath, and Cathy Osten.

Members Absent: None

1. **Call to Order:** Major General James Skiff called meeting to order at 10:04 a.m.

The clerk read the public safety announcement.

Joe McGee introduced the first speaker and gave an overview of the agenda.

2. **Panel 1 - GIS Mapping: Opportunities for More Accurate and Quicker Storm Assessment and Recovery**

- a. **Statewide GIS Coordination & Data Sharing for Emergency Response:** Tyler Kleykamp, Office of Policy and Management, Chairman of the CT Geospatial Information Systems Council.

Tyler Kleykamp gave his presentation to the Panel (see attachment A).

(Lee Hoffman became voting member at 10:18 a.m.).

Joe McGee said that the Panel will hold questions until the end of all GIS Mapping presentations.

- b. **Municipal GIS Mapping and Storm Damage Assessment:** Meghan McGaffin, GIS Analyst, City of Milford; Aaron Nash, GIS Coordinator, Town of Vernon.
Panel participants: Stephen Lowery Zoning/Wetlands Agent Town of Tolland; Scott Roberts, Director of IT, South Windsor.

Meghan McGaffin introduced the presenters. She gave her testimony to the Panel (see attachment B).

Aaron Nash presented his testimony to the Panel (see attachment C).

c. Utility GIS Mapping: Opportunities for Collaboration: Ken Bowes, Vice President, Energy Delivery, CL&P.

Ken Bowes presented to the Panel (see attachment D).

Cathy Osten asked about issues with town hall and new maps on a parcel that has recently been subdivided. She said that she was told that there have been issues with electronic submissions of these maps.

Tyler Kleykamp said that there has to be a survey quality map that has to be stamped by a surveyor. He noted that you cannot stamp a CD. There is no quick solution for this issue; it has to be fixed at the legislative level.

Cathy Osten asked whether language can be provided to resolve this issue.

Aaron Nash said that there was a ruling from the Department of Consumer Protection. He said that language was created that restricted municipalities from requiring certain data because they felt there were some trade secrets involved. He noted this information could be removed, and the maps could still be useful.

Cathy Osten asked if Aaron Nash was aware of when the ruling he mentioned was made, so the Panel could obtain a copy.

Aaron Nash said that he believed it was a year ago.

Meghan McGaffin noted that this is not a barrier to taking the data from complete parcel maps that they have to hand in with the stamp. It's just a slower process.

Cathy Osten noted that this process is redundant. This is one area where some time could be saved. Also, data entry always involves some errors.

Cathy Osten asked, in regards to the utility GIS systems, whether all of the poles were listed on the mapping.

Ken Bowes said that they were.

Cathy Osten asked whether the ownership of the poles was listed as well.

Ken Bowes said that the poles are listed as jointly owned and the custodian of the pole is listed.

Cathy Osten asked whether they were collecting data from municipalities and if there was a spreadsheet or a form they could put that data on, specifically damage information. She asked if the utility companies could supply a form for municipalities to fill out to assist them in data entry for the GIS system.

Ken Bowes said that this is a protocol they were going to address. He noted that perhaps this can be done electronically. This is a system they are working on for the future.

Cathy Osten noted that the formatting was an issue, and providing one would be helpful.

Ken Bowes noted that the state speaker talked of a universal format for all data to be submitted.

Cathy Osten said that in terms of a tractor-trailer hitting a pole, does this information show up on the GIS that a pole is down?

Ken Bowes said that the call center would receive notification, and then they would be able to pinpoint the location. They would start their assessment process from by patrolling and looking for damage.

Cathy Osten asked that if something hits the pole, is there recall in the GIS system to note that this pole was down?

Ken Bowes said this was correct. He noted that they do not know the exact damage that occurred through the GIS system. He said that some utilities have an advantage if they have a metering infrastructure on each house. This system can help to pinpoint the location, but it does not say what the problem is specifically.

Cathy Osten asked whether there is going to be a metering system that would allow for this information, and what would be the cost of such a metering system.

Ken Bowes said that they are in the evaluation phase of determining this and he believes that there is a draft ruling on this. There are several utilities that have such a system. UI has a system that is progressing.

Cathy Osten noted that the Panel is addressing at the municipal level who are the medically disadvantaged people. She asked whether this system is able to code these citizens.

Ken Bowes said that it is currently not programmed to highlight those houses, but it could be programmed to do so.

Joe McGee asked who would put the collaboration together on these GIS systems. He noted that there is a lot of work to be achieved, and collaboration has real benefits to CT in light of the storm. He said that if data comes from the towns and is collected and added to the utility's system, it would speed up damage assessment. He asked whether the next step would be for the GIS Council to offer the utility a role on the council.

Tyler Kleykamp said that he believes they have the power to add members now and that it does not appear to require legislative change.

Joe McGee said that he believes there is some confusion about who is responsible for GIS.

Tyler Kleykamp said that before he became chair of the GIS Council it was the CIO under the previous administration, that was part of the DOIT department. He said that the servers that are needed to push out data have to be a part of that group. He noted that in CT there is not an officially designated GIS coordinator, but there is a good assumption that it is he who manages the program through his position. He said that he would probably be the person who would kick off a collaboration of data and he would work with whomever within the state to develop a plan to move this forward, though he is not necessarily the only person who would affect the change.

Joe McGee noted that there are many groups putting money into GIS and yet they don't communicate which is disadvantageous.

Bill Thomas from UI said that anything that they do collectively would have to be put forward to PURA. He said that he believes that anything that comes out of this panel would need to involve PURA as an oversight group.

Lee asked whether it would be PURA or the energy policy group of the DEEP.

Bill Thomas was not sure of the answer.

Joe McGee said that the Panel expects to hear from more groups on how to move this forward.

Bill Thomas said that they were proactively able to ping meters to see if power was turned back on or not. The goal is to improve smart metering so more information could be gathered. The strategy would not be to replace all meters, but as the technology aged, new technology could be deployed over time.

Lee Hoffman asked Ken Bowes about the communication with additional work crews that were brought in to assist with restoration. He asked if Ken Bowes could describe communication with the towns and how that could be improved.

Ken Bowes said that the future technology of automatic vehicle locating being deployed to the utilities, their contractors and mutual aid agencies, would assist with real-time

information sharing. He noted that this would not solve the problem of an outage which spreads through multiple towns.

Bill Thomas said that if what they would find to be beneficial is to get that AVL system as part of the restoration process. He noted that there can be various types of AVL systems, but the data can be merged. He said that if they could get that system onto key municipal vehicles, it would allow them to confirm that foreign vehicles are not in a dangerous area when they go to re-energize a line.

Scott Roberts noted that it helps to know the location of the resources and be able to coordinate them. He said that in South Windsor they are working to merge their public works and public safety assets and it can be helpful.

Scott Jackson said that data is data and individuals are not trained to know the difference between the various lines. He asked if they were able to do a validity check on incoming information.

Scott Roberts said that their efforts during Hurricane Irene were very successful, but they have not yet opened up the website so the public can use the information from their own computer. When you call town hall, you are not transferred around, as anyone can log into the system and enter the data. It has been proved to be very effective as part of their AVL system.

Meghan McGaffin said that her town does not have that kind of system yet. If UI has a great information system, it did not trickle down to her office. They would enjoy getting the benefit from that information. She printed out maps manually and gave them to the bus drivers so they could gather information on what streets were blocked off. She noted that collaboration is extremely necessary.

Major General James Skiff asked Tyler Kleykamp if he knew the capabilities of the GPS cameras, and the equipment available in various state agencies.

Tyler Kleykamp said that there were very few GPS cameras in the state now. He noted that they typically use Geo-Loggers that are something you plug in a camera which is becoming a more popular device.

Major General James Skiff noted that the military has this more robust technology, but they are concerned about privacy issues in regards to sharing.

3. Panel 2 - The Manchester Connecticut Experience: Recommendations for Storm Assessments and Shelter Requirements

- a. **Panel participants:** Steve Cassano, State Senator, Fourth District, Manchester, Bolton, Glastonbury, & Marlborough; Mark Carlino, Director of Public Works Department, Town of Manchester; Robert Bycholski, Manchester Fire Chief.

Senator Steve Cassano presented his testimony to the Panel (see attachment E).

Senator Cassano said that this is an area that is important to him and his guests would talk a bit about the Manchester experience. It is a model that could be used by others. Eileen Faust Director of Senior Services was also present.

Mark Carlino presented his testimony to the Panel (see attachment F).

Chief Robert Bycholski thanked the Panel for the opportunity to address this issue. He noted that forecasts were inconsistent as to what to expect in terms of weather. They did due diligence to prepare and had a partial opening of their emergency operations center. Manchester received 8 inches of snow from the storm and found that 25% of their streets were blocked or partially blocked by trees and wires or a combination thereof. The power outages rapidly increased. There were many roadways blocked due to down trees and wires. The fire department, for example, would normally do 23 calls, they responded to 297 calls in the first 24 hours. They other emergency crews were no different since everybody was extended. He said that he also serves as Director of Emergency Management and monitored impact, response, and recovery. He said that he thinks Manchester responded very well and believes that they have a good reputation for delivering services.

Joe McGee asked the about the population of Manchester.

Chief Robert Bycholski said that the population is 57,000. He noted that Eileen Faust was going to address other aspects.

Senator Cassano noted that they learned in Irene that Manchester did not have a system available for assisting persons with special needs in these situations.

Eileen Faust presented her testimony to the Panel (see attachment G).

Senator Cassano provided some closing comments to the Panel. He said that local assessment needs to be done locally, but it seems that not a lot of training would be required to train a team to identify hazards immediately. Also, if a committee were tasked with taking down hazardous trees, this work could be constantly addressed. Perhaps a fund could be created to take care of hazardous trees. Permitting also needs to be addressed - perhaps telling customers that the trees would be removed instead of asking if they could be removed, as it would be in the public good. He said that it was good to be able to address sheltering citizens in the second storm. He suggested that there needs to be a statewide policy or a push to deal with these issues. Communication needs to be addressed. State needs to be part of the assessment teams, since some of the blocked road are state roads. He also noted that pets were also a big concern, as many people do not want to leave their pets at home.

Joe McGee said that it has come to their attention that the changeover in mayors and selectman was significant in a short period of time. There is a state law that requires

them to be trained in the emergency processes in addition to their team. He asked whether it would make sense for the state to require training for mayors and first selectmen to be prepared for a storm.

Senator Cassano said that those individuals are worried about other things in the first couple days of work. He said if a storm comes up on day two, they will probably not be prepared for that event. He said that he understands what a mandate means and what the public interest means. The CEO of a town better have some training and he would support that requirement.

Terry Edelstein asked about the statewide policy relating to persons with disabilities. She would be interested in this issue in more detail.

Senator Cassano said that he would be happy to provide this information in writing. It is a serious issue that needs to be addressed.

Major General James Skiff said that he appreciated the model set up in Manchester. One of the biggest issues he sees is how to take care of the functional needs population. He appreciated that Manchester has an active CERT program. He noted that he is concerned that other areas do the training, but do not do the follow up. Not sure how small towns are able to care for the special needs citizens adequately. He noted that it may be best served in conjunction with the hospital system.

4. Panel 3 – Communications

- a. **United Way: 211 - How did it perform during the Two Storms? Lessons Learned:** Tanya Barrett, Vice President, 211, Health and Human Services

Rick Porth and Tanya Barrett presented to the Panel (see attachment H).

Major General James Skiff noted that the Panel is looking at a more serious situation than what we experienced in the last two storms; we're looking at a CAT 3 hurricane. He noted that much of the technology they discussed will not work under those conditions. He asked if they had considered getting support from outside the state in such a serious situation.

Tanya Barrett said that during most of the major disasters, United Way Worldwide and their accrediting agency coordinated the mutual aid agreements, so there have been people deployed to help out with the various storms, like the major incidents in Mississippi and Texas. She noted that she has attended national meetings discussing more coordination.

Rick Porth said that this is an important question which they have been asking themselves. He noted that their regional system is already good. He said that in such a large storm, they would have difficulty communicating. In a last resort, use of a cell phone application could be another way to communicate if the system broke down.

Joe McGee asked them to confirm whether they were on a priority list for restoration.

Rick Porth said they are on a federal priority list for phone service, they are not aware of being on a priority list in terms of power restoration. He also noted that their generators use natural gas for fuel. It needs to be confirmed if they are on the power priority list.

Scott Jackson asked if web EOC is the filter for the information they receive. He asked them to talk about their experiences with the web EOC.

Rick Porth said that in the immediate aftermath of the storm they were collecting information from various sources, including the web EOC and the Red Cross, and it was a constant process. He believed they were providing accurate information. Still, once in awhile it may not have been accurate, as it was a day and night process.

Tanya Barrett noted that the web EOC was used, but they worked very closely with the Red Cross; physically side by side cross checking the shelter locations. Municipalities would contact them directly and they would call to verify information if it did not appear to be accurate. She noted that 211 has to keep about 50,000 regular services updated. The regular services are done once a year through a mail out service, but it is done 24 hours a day during a storm.

Joe McGee asked what the time delay was during the height of the storm.

Tanya Barrett said it was as much as 20 minutes. She said they were able to anticipate surges, especially when the Governor was making press announcements. They did their best to anticipate these news moments, but the volume would then die down.

Joe McGee noted that the Panel has looked at San Diego and Florida who stressed that their systems work during these surges. He asked them to look into possible recommendations.

Rick Porth said they would be happy to do this and he noted that the interactive voice response system that he discussed could be helpful in this kind of situation, if they could get the funding they could implement this.

Joe McGee requested a sheet providing how much this system would cost.

5. Break: Joe McGee called for a recess at 12:39 p.m.

Major General James Skiff reconvened at 1:19 p.m.

6. Panel 4 - Storm Impact on Business

- a. **Business Continuity - Lessons Learned and Recommendations:** ConnectiCare, Farmington: Mark Verre, Senior Vice President, Operations & Technology

Mark Verre presented his testimony to the Pane (see attachment I).

Joe McGee asked Mark Verre to expand on what was meant when he said the issues of Farmington being prone to power outages.

Mark Verre said they have power outages at least once a month for up to four hours at a time. He said he does not know why these outages occur.

Joe McGee asked what the utility company says about these outages.

Mark Verre said he cannot be sure because he is not the one that communicates with the utility company.

Scott Jackson commented that if you had a motor vehicle that went out once a month, you would work towards replacing that vehicle.

Mark Verre said that the company included the generator in their planning and it is large enough to support the two buildings at 100% operational capacity.

Joe McGee said that these generators are diesel, which would be out in a couple of days. He noted that if this had been a CAT 3 hurricane and if the Port of New Haven had been closed, then it seems that would have been an issue.

Mark Verre agreed and said that is why they are considering other fuel options.

Joe McGee asked about whether employees were able to work from home or whether they were able to come to the facility.

Mark Verre said that a great deal are able to work from home. About 25% of their population works on laptops and have remote access. They only suffered 10% absenteeism after the event. He noted that the employees did what they were supposed to, even though Farmington, as a town was very hard hit.

Cathy Osten noted that health insurance companies are looking at supplying people with medical care, and when there is a situation of getting people the necessary medication, she asked how this process works. She asked what happens if someone is on medication and they have received their 30 day supply and they are supposed to get the next 30 days in five or six days, but they are supposed to have 14 days saved up. She asked how someone would get medication to ensure they have the correct amount.

Mark Verre said that was a very good question and noted that one approach they could take was similar to the pandemic flu epidemic from a few years ago. He said the pharmacies would relax the requirements for a time period. If they were looking at that scenario of a power outage, he said that eliminating the refill requirements at the pharmacy level might be the best solution. He also noted that in a situation where it is not expected that the power will be out for 2 weeks, it is more difficult.

Cathy Osten asked what happens when people need medicine that is required to be kept at a specific temperature. She asked whether the medication must be turned in to show that it is spoiled. She asked whether people have to go to the hospital to take their medication so that it may be stored properly.

Mark Verre said that he would need to speak to one of his staff to get that answer.

Major General James Skiff asked what would happen if a tornado went through Farmington and wiped out their operation. He asked if there is a backup plan in place.

Mark Verre said that there is an alternate disaster recovery plan in Carlstadt, New Jersey. It would take 24 hours to get back up and running in order to serve the customers.

b. Cartus Crisis Team - Lessons Learned and Improvements Needed: Cartus, Danbury: Lawrence Post, Vice President, Global Facilities

Lawrence Post presented his testimony to the Panel (see attachment J).

Major General James Skiff noted that it is important to consider non-natural disasters and looking beyond that. He noted that it appears they have done good work in terms of tabletop preparation.

Lawrence Post said they go to New Jersey to recreate their data center.

Joe McGee said the panel is also focusing on the involvement of the private sector in terms of disaster planning. He asked how these businesses get together regionally as he described.

Lawrence Post said that they invited regional businesses and kept inviting people, including local government, hospital personnel, and others. The regional disaster recovery officials are a member of the group. It's informal as they do not have a formal chair.

Joe McGee said that if they proposed enhanced training and wanted the private sector involved in a real-time event with local and state departments, it sounds like this group is setup to accommodate that idea.

Lawrence Post said it would not be an issue in terms of cost for assigning an employee to that endeavor.

c. Independent Connecticut Petroleum Association: Eugene Guilford, Jr. President & CEO

Eugene Guilford, Jr. presented his testimony to the Panel (see attachment K).

Scott Jackson was glad to hear that the necessary waivers were granted. There are areas where things can get hung up and he was glad to hear this was not one of those areas.

Eugene Guilford, Jr. said that the state agencies who they work with are staffed with professionals who understand the process of their business very well.

Joe McGee asked what the market share is in New Haven.

Eugene Guilford, Jr. said it is about 60% of the state's petroleum is through New Haven. The majority of that supply is transported by truck throughout the state of Connecticut. There is a pipeline that goes from New Haven to Springfield, MA. He said that Rocky Hill, East Hartford, and Bradley airport are all fed off that line.

Joe McGee asked what the workaround would be, in terms of a large hurricane that could close the port of New Haven for an extended period of time.

Eugene Guilford, Jr. said that in the case of Irene, the ports of Providence and Newburg, NY were unaffected. It was easy to shift transportation from those two ports to make up for what they couldn't get from New Haven. Still, if all three ports were affected, then he noted that they would be in trouble as the gas would need to travel farther. It was manageable in Irene.

Joe McGee said that diesel is a major component of many backup generators, so a large hurricane could put us in a critical problem for supply.

Eugene Guilford, Jr. said that heating oil as a backup is stored and distributed throughout the state. Assuming we got a waiver from the EPA, that would work.

Joe McGee noted that the heating and oil supply becomes critical in an ice storm. He asked how it is different.

Eugene Guilford, Jr. said that a cold snap affected about 1/2 of the east coast. For about four weeks they had difficulty getting enough fuel to all terminals to meet demand. Their strategic petroleum reserve legislation is a result of this situation.. There are 2 million barrels stored there. That could last for as long as five days to 2 weeks. The majority of the product coming to our region comes by ship. It would be easy to turn around supply within a week to ten days rather quickly in terms of the number of ports available. So, we have about two weeks of supply that is managed by the US Department of Energy.

Major General James Skiff asked that since most fuel is trucked, whether the pipeline is still used.

Eugene Guilford, Jr. replied in the affirmative. He noted that the strategic reserve has never been released for a weather event.

d. Connecticut Retail Merchant Association: Timothy Phelan, President

Timothy Phelan introduced himself and Marc Green, Owner of LuxBond and Green.

Timothy Phelan and Marc Green presented his testimony to the Panel (see attachment L).

Joe McGee noted that the Panel has looked at other states. In terms of hardening the infrastructure, he noted that it is going to cost a lot. He asked how they feel about their members paying more to ensure liability

Timothy Phelan said that they pay some of the highest utility rates and they're not looking to get an additional assessment to pay for improvements of the infrastructure. In general, they would have to look at the details, and considering the frustration in not being able to have their businesses open, they would probably take a second look at this area.

Joe McGee noted that we look at certain areas, like hospitals and centers of towns. If we want to harden the infrastructure of these areas, it comes at a cost.

Marc Green agreed, but he noted that it must become a shared cost, that is the advantage. It has to be discussed, translated and shared. The frustration was not having that plan in place.

Major General James Skiff noted that landscaping and tree clean up businesses did well.

Timothy Phelan agreed and said so did hardware stores and some restaurants. The problem was with the discretionary stores.

e. Gasoline Automotive Service Dealers of America: Michael Fox, Executive Director

Michael Fox presented his testimony to the Panel (see attachment M).

Cathy Osten asked which regulation if removed would save \$10,000 a year.

Michael Fox said that the regulation concerned vapor recovery systems. All of the vehicles in production today have on-board vapor recovery systems.

Major General James Skiff wanted to clarify that this Panel is not here to mandate anything, and that the Panel is to put together recommendations. It behooves us to look into some kind of backup power. It might be a simple problem, such as trees, but it is not a simple solution.

Michael Fox agreed that this is a major public safety hazard. He also agreed that it makes sense to have backup generators in stations along the major roadways. He noted that as an industry they provide \$700 million of revenue to the state through taxes. They are suggesting getting some of that money back so that they can put in those generators. He said that the problem during the last snow storm is communication, but it is hard to communicate who is out of power and who needs gas. He couldn't tell the delivery trucks not to go there because that station doesn't have power. Luckily those trucks had two way radios and they could be redirected to stations that needed the gasoline. He also noted that the best method is natural gas generators. It is the most expensive to install, and while it costs more initially, it is the least expensive to maintain.

Joe McGee said that if we have a major evacuation, the supply of gasoline becomes critical in an emergency situation. He asked what should we do with this situation. He asked the industry for recommendations.

Michael Fox said that we should target the placement of emergency backup generators. He said the issue is how to pay for these generators. He suggested creating a tax incentive. It currently doesn't get done, because it is not cost effective for the industry. The important part of the generators is the service contract. He wants the industry to figure out where to put the generators and asked that the state help to pay for these generators.

Joe McGee requested that they get this information to them in a month.

f. Manufacturing Alliance of Connecticut: Frank Johnson, President & CEO

Manufacturing Alliance of Connecticut was not present.

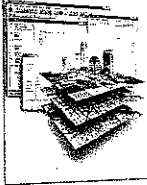
- 7. Approval of the November 15, 2011 Special Meeting Minutes:** Cathy Osten moved to approve the November 15, 2011 special meeting minutes with an amendment to page 9 of 24, paragraphs 4, 6, 8, 10, and 12, to change the name from "Peter Hoffman" to "Peter Carozza", seconded by Peter Carozza. All members present voted in favor. The motion carried.
- 8. Approval of the November 18, 2011 Special Meeting Voting Record:** Cathy Osten moved to approve the November 18, 2011 special meeting voting record, seconded by Peter Carozza. Lee Hoffman abstained. All remaining members present voted in favor. The motion carried.
- 9. Approval of the November 18, 2011 Special Meeting Minutes:** Cathy Osten moved to approve the November 18, 2011 special meeting minutes, seconded by Robert McGrath. All members present voted in favor. The motion carried.
- 10. Adjournment:** Major General James Skiff moved to adjourn the meeting at 3:09 p.m., seconded Lee Hoffman. All members present voted in favor. The motion carried.

Attachments:

- A. Statewide GIS Coordination & Data Sharing for Emergency Response**
- B. Testimony of Meghan McGaffin to the Two Storm Panel**
- C. Testimony of Aaron Nash to the Two Storm Panel**
- D. Governor’s Two Storm Panel: Tropical Storm Irene and the October Nor’easter Geographic Information Systems at CL&P, November 30, 2011, Ken Bowes – Vice President Energy Delivery Services**
- E. State Senator Steve Cassano, Testimony to the Two Storm Panel, Wednesday, November 30, 2011**
- F. Two Storm Panel, November 30, 2011, Manchester Experience, Mark Carlino, Director of Public works, Town of Manchester**
- G. Presentation to the State of Connecticut Legislative Committee, Shelter Operations**
- H. United Way of Connecticut, 2-1-1, Presentation by Richard Porth and Tanya Barrett**
- I. Written Testimony of ConnectiCare, Inc., Submitted to the Two Storm Panel, Testimony Discussing the Impact of the Two Storms on a Mid-Sized Connecticut Business**
- J. Cartus Storm Impact Summary, 11/28/2011**
- K. Independent Connecticut Petroleum Association: Eugene Guilford, Jr. President & CEO**
- L. Tim Phelan and Marc Green talking points for the Two Storm Panel**
- M. Gasoline Automotive Service Dealers of America: Michael Fox, Executive Director**
- N. Email from Linda Roberts to Mike Caplet, dated 11/25/11, re: Storm Panel Recommendations**

Submitted By:
Mike Caplet
Lauren Mauer

Statewide GIS Coordination & Data Sharing for Emergency Response



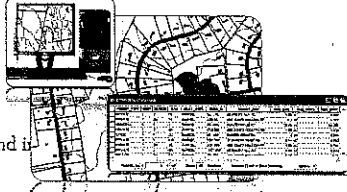
Two Storm Panel
November 30, 2011

Tyler Kleykamp
Chairman, CT Geospatial Information Systems Council
Planning Specialist, Office of Policy & Management

What is GIS?

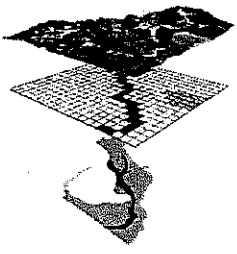
A Geospatial Information System is a computer-based information system to:

capture,
manage,
update,
analyze,
display, and
output spatial data and information



to be used in a decision making context

GIS Brings Data Together



Multiple Data Layers

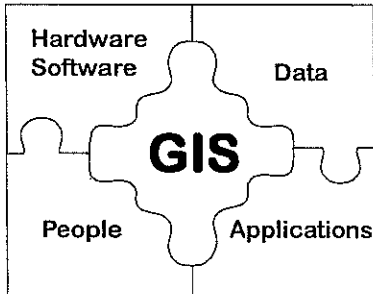
Geographically Referenced

Common Coordinate System

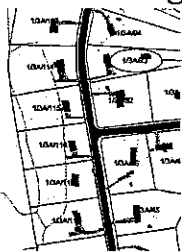
Provides basis for:

- Data Integration
- Systematic Analysis
- Customized Maps

GIS - More than the Sum of its Parts



A GIS Manages Two Types of Data



Spatial Data (where)
cartographic features
points, lines & polygons

Identify	
Identify from:	Point
1/24/10	1279,154,341 164,871,236
Parcel	Sub
OBJECTID	Sub
Zone	Paragon
PARCEL_ID	OWNER
OWNER_TYPE	PRIVATE
MAP	MAP
BLOCK	SA
LOT	BT
POST_TYPE	PARCEL
POST_ID	123 1046
STREET_ID	SA PO INCLUSION LN
STREET	1/4
SIZE_UNITS	AC
SIZE	1.00
Shape_Length	1236.94662
SHAPE	LINE
Shape_Length	1236.94662
SHAPE_Area	1624.17771
SHAPE	POLY

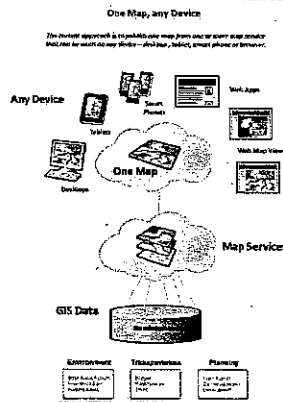
Attribute Data (what)
information that defines and describes
each feature

GIS can be deployed in many ways

- Desktop: thick client, data production, editing, sophisticated analysis
- Web-based: Internet browser, simple functionality
- Mobile

GIS Data

- File based -- Stored locally
- Enterprise -- Stored in a RDBMS
- Points, Lines, Polygons, and Images



Location is important

- According to the U.S. Office of Management and Budget's, 74 percent of government data is location based.
- At the state and local level, the number is 80 percent, according to several organizations and publications
- GPS navigation units
- Online driving directions
- Facebook "check in"
- Mobile devices
- Google, Bing, Yahoo, etc

CT GIS Council

Charge

- Established in 2005 under CGS 4d-90
- Coordinate a uniform GIS capacity for Municipalities, RPA's, the State, and others
- administer a program of technical assistance to municipalities and regional planning agencies
- ... within available appropriations

Members

- State Agencies: OPM, DAS, DEEP, DEP, DESPP, DECD, DPH, DCS, DoAg, Military
- UConn & Brd. of Regents
- 4 Municipalities designated by Legislative Leadership

CT GIS Council

Uniform GIS Capacity?

- Single point of access to GIS data
- Authoritative data sources
- Multiple ways to share or consume
- Common Base maps
- Standards
- Tools

Current Initiatives

- Storm Assessment
- State & Federal partnership to acquire Statewide digital aerial photos
- Expanding use of State GIS platform
- Development of parcel data standards

State GIS Capabilities

Robust GIS Platform

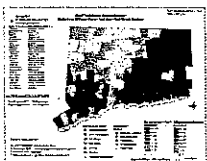
- ESRI Desktop & Web/server architecture
- Push & Full capabilities
- Multiple formats (ESRI, WMS, KML)
- Multiple devices (Desktop, web, mobile)

Other

- Access to commercially licensed products in an emergency
- Access to post event federal resources
- EOC GeoLab

State use of GIS in storms

- Prior to Irene notified towns of the availability of online, interactive SLOSH Maps
- EOC GeoLab
 - Created hourly outage maps
 - (Combined CL&P & UI)
 - Commodity distribution maps
 - Maps for field personnel
 - National Guard missions



Other Possible Uses

- Assess/ Analyze damage
- Track road closures/ Prioritize road openings
 - Re-routing
- More localized restoration estimates – neighborhood or street based as opposed to entire towns
- Areas that have power (what's open?)
- Sensitive populations, critical facilities
- Public information

Assessing Damage with GIS

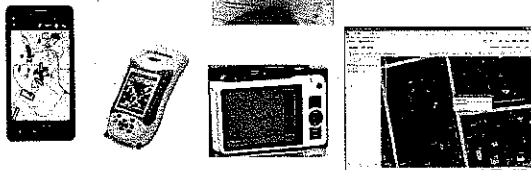
Collecting Data – Multiple methods

- Mobile devices – Smart phones, laptops, tablets,
 - Real time requires data connectivity
 - Check out/Check in – sync upon return
 - Does not necessarily require "one system"
- Map books
 - Maps are printed based on a grid
 - Digital pen
 - Pencil & paper – then entered into system
- Crowd sourcing –
 - Public input (See Click Fix, Call Centers)
- Spreadsheet
 - Can be electronic, or pencil & paper
 - Must have a way to determine location. (Lat/Lon, Address)

Assessing Damage with GIS

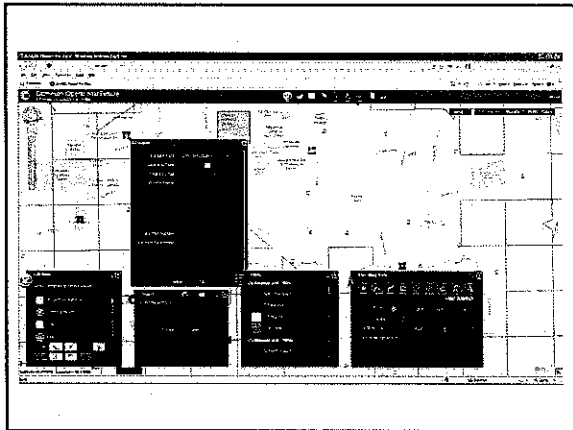
Many Options for Mobile Data Collection

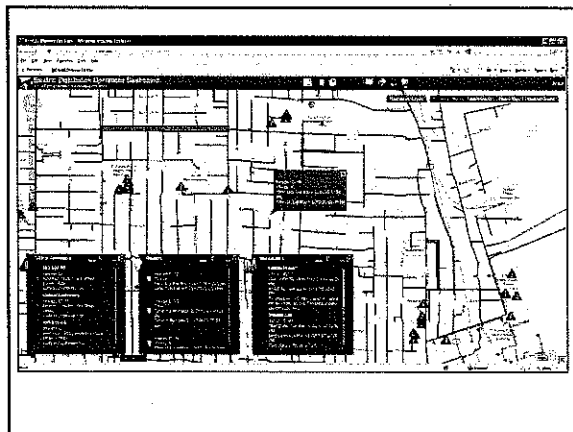
- Laptop
- Smartphone
- GPS Enabled Camera
- Digital Pen
- GPS Receivers

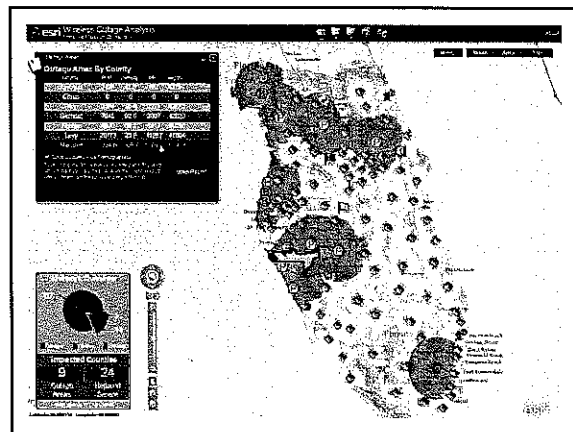


Sharing Data is Critical to increasing efficiency

- Common operating picture, across boundaries
- Reduces duplication of effort
- The stronger the correlation between data collected in the field and utility data the better
 - Seamless is best
 - Requires disclosure of utilities' data
- Sharing must be horizontal and vertical
- Data must be collected in a uniform fashion, not necessarily through a uniform "interface"







Key Points

Platform Independent

- Many tools to collect data
- Standardized approach
 - Common elements
- Data should be in a central location
- Viewable in many ways
 - Something for the "have not's"
 - Useful to the "have's"

We must share data

- It saves time
- It saves money
- Improves communication



Storm panel meeting

Milford is a coastal city with over 50,000 residents. Much of our population lost power after Irene and our shoreline suffered extensive damage. Like everywhere affected by Irene we had trees pull down wires and block streets. Our town had two Emergency Operation Centers, one at Police Headquarters and one at Fire Headquarters. Our EOC's were equipped with many different types of maps: paper, PDF, digital maps on local hard drives and on our network. Our fire trucks have books of maps and our police cars all contain laptops hooked up to a GIS map. Our police and fire departments communicate with the GIS staff on a regular basis, use GIS in many applications and have a strong relationship with us due to years of personal investment from all sides. Our town leaders acknowledge the importance of using good maps not just in an emergency, but on a day-to-day basis

One of our maps we provided to our emergency responders included the National Hurricane Center's SLOSH model data (Sea Lake and Overland Surges from Hurricanes). This data is supposed to represent the worst-case flooding scenario based on different hurricane categories. Our engineering department mapped where the saltwater flooding burned vegetation after Tropical Storm Irene. The data shows that despite a tropical storm status, our saltwater flooding almost met Category 3 worst-case scenario criteria. Either Irene faked us out or this model was incorrect in our circumstances.

At what point does data become information? The SLOSH data was misinformation. Was it better than knowing nothing? Yes. We were able to use that data in our pre-planning efforts and to monitor areas for evacuation. Data are not gospel, they are tools. When data has been tested, vetted and shared it becomes information. Our first responders use GIS when they respond to calls. Our building and planning departments are using GIS to help quantify to FEMA and homeowners the amount of structural damage Irene inflicted upon a building.

We both have bodies of data siloed among our organizations. Much of that data has been acquired through duplication of efforts and cost redundancies. While not present today, AT&T used to contract aerial flights of the state and license that high quality imagery to towns and presumably other utilities. The State of CT also contracted flights for lesser-quality imagery and made that publicly available. As Tyler stated, federal agencies like USGS are going to partner with CT for an upcoming flight. That means the people of Milford paid for 2 planes to fly overhead and take pictures with money from their utility bills, their local taxes, their state taxes and their federal taxes.

Part of paying for an aerial photo from AT&T was the option to buy GIS data – drawings of things seen in the photograph like buildings, utility poles, transmission towers, storm drains manholes, walls and fences...this data has little information about what the object is other than its label and often the data is incomplete. When we need to know the ID number and owner of a utility pole we go out with a GPS to verify the location and gather more information. It's a duplication of cost and effort to get accurate data since we know that information already exists elsewhere. When a utility pole falls or is damaged due to a storm or an accident, it's often not safe for an officer to approach the pole during the incident and read the id or the owner, making reporting the damage less efficient.

It's widely known that Osmose employees throughout New England were contracted to use GPS to create a map of utility poles and equipment back in 2004-2005. It is also known that any organization managing the locations of thousands, if not millions, of pieces of infrastructure benefits from some sort of mapping system. Beyond that, knowledge of what data utility companies have and don't have, what

they can and can't do with that data is speculation. As a GIS professional I'm aware of their potential, but as an entity outside the utility company I have no other knowledge.

If local governments have information that would be useful to the utilities we would like you to have it and the means to use it. But just as I don't know what your capabilities are, you may not know Milford's. Milford has heavily invested in their GIS in the past 15 years. We have dozens of users, hundreds of projects and thousands of mapped features. We are growing our GIS every day and constantly looking to improve how we do business. Why? Because it works. GIS is accessible, useful and fluid. Our users give us ideas and we give them innovations. How can the data that cities and towns like Milford have work in concert with data from the utilities to become information?

I'd like to wrap this up with a nod to our utility representatives here. I respect the pressures and demands on their companies. Many things have gone wrong, that's why we're here. It's my hope that this is the beginning of a dialog that has been needed for a long time. You can ease the burden of the next storm recovery by giving us the opportunity and the tools to help you. Milford is an excellent example of how investing in relationships pays better dividends than investing in technology alone.

- Meghan McGaffin



Testimony

My name is Aaron Nash, I am the GIS Coordinator for the Town of Vernon, which is an inland municipality of 18 square miles and a little over 30 thousands residents located on the I84 Corridor. Like most CT communities our residents rely heavily on local government for information. We try hard to update the town website daily and use social media to “GET THE WORD OUT.”

Vernon has invested in the GIS program for close to 5 years now, developing a town wide enterprise GIS System. We mapped out datasets like property Lines, Utility information such as fire hydrants, sewer and drainage networks, we have also been mapping out Planimetric features such as buildings, driveways, roads, sidewalks, and even pools. We have also mapped close to 14 thousand addresses down to the apartment level and have a nice collection of high resolution aerial imagery from a recent CRCOG flight.

We serve our data up in web, mobile, and desktop applications. We have the ability to model our town owned utilities in a way so we can determine the affected residents in the event of a blockage or backup. Our data center provides the necessary infrastructure to support the GIS program to ensure the data is accessible through any event. So far we have been lucky, Vernon users have had the ability to access the data at anytime during both storm events.

We used GIS during and after both storms to map out incident locations. We logged calls in a spreadsheet and then mapped out the locations using the GIS address points. This provided our emergency staff with up to the

hour consistent information to assist in priority planning and debris removal. We used this as a way to efficiently manage our crews to quickly open up roads so we could help trapped residents.

During the aftermath of the winter storm we submitted multiple request to our CL&P communications liaison for information. We requested a circuit map on Monday that was not brought to the EOC till Thursday, we were hoping to use this for priority planning. We requested a list of wires down incidents that went to the CL&P call center so we could compare to our list. That was not sent to the Vernon EOC till Wednesday. We wanted to make sure all wires down calls were logged. Lastly we requested a list of addresses that were without power on Friday so we could generate a map to display in the shelter, we were told this information could not be provided. So we changed our request to just be streets with power, still nothing. We had residents living in a temporary shelter for 7 days and could not tell them whether their street was energized or even when they might get power back. We needed to close the shelter to prepare for school openings.

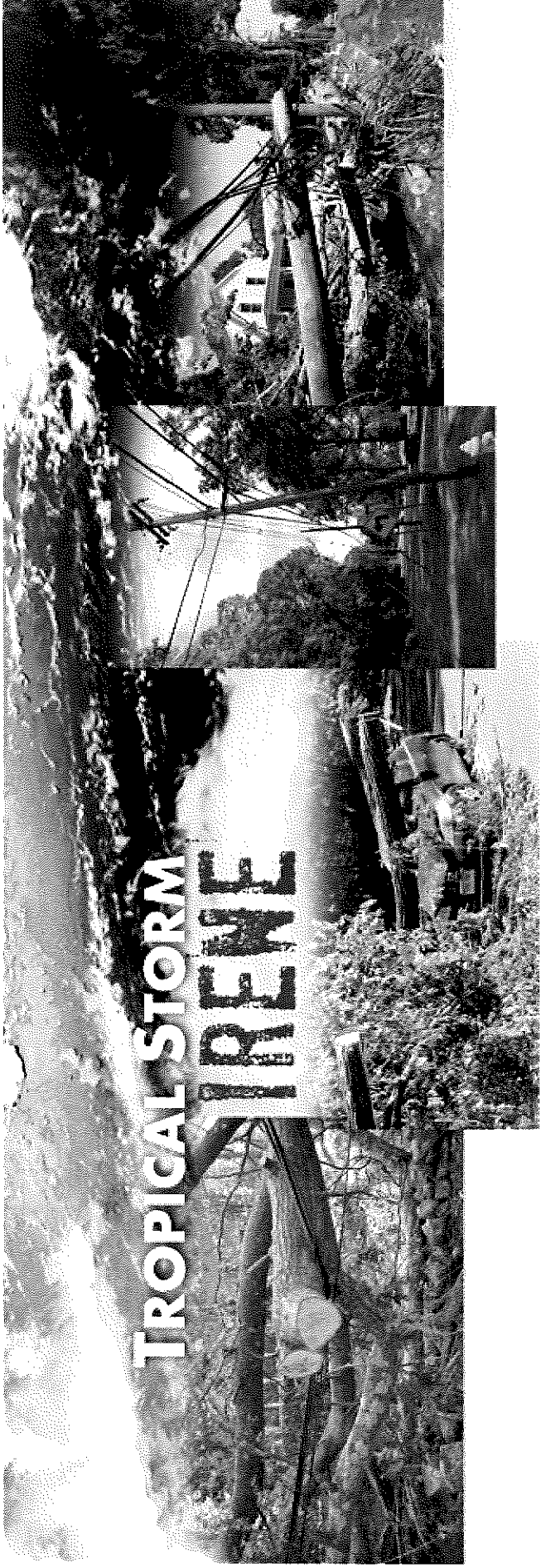
The two most recent storms have tested the infrastructure and response of every public and private agency in the state. This allowed me to evaluate how we use GIS in an emergency. Scott Roberts and Dawn Muholland from the town of South Windsor have put together a system that allows for users to submit requests online through an interactive GIS Map, which was used in their EOC. They both are here and brought some information about their system, which could be used as a template for state or regional use. This type of system could function as a centralized database to share with public and private agencies, bridging the gap of communication. My goal as

a GIS professional is to provide the best information to our emergency staff to assist personnel in make safe critical decisions to speed up the response and recovery effort

Aaron Nash, GISP

GIS Coordinator

Town of Vernon

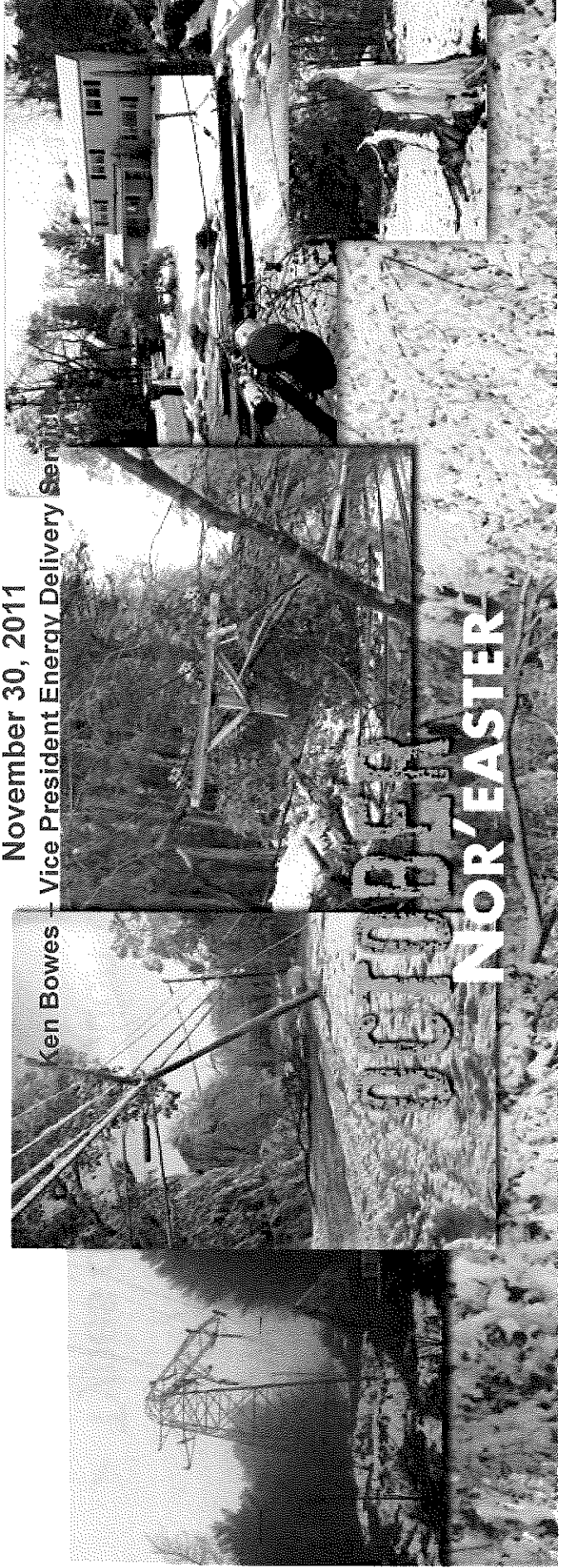


Governor's Two-Storm Panel: Tropical Storm Irene and the October Nor'easter
Geographic Information Systems at CL&P



November 30, 2011

Ken Bowes - Vice President Energy Delivery Services



Topics for Today's Presentation

- How CL&P uses Geographic Information Systems (GIS)
- Types of Information Useful for CL&P during Storm Events
- Process to obtain GIS data – Establish a GIS Users Group

How CL&P uses GIS – More than an Asset Registry

- GIS information is the basis for the electric operating model used at CL&P
 - Electrical circuits are displayed on a geographic base map
 - Poles, wires, fuses, circuit breakers (field reclosers) are identified
 - Electric switching is performed using this operating model – including automatic operations and human initiated switching
 - This electric operating model feeds the Outage Management System ---> identifies which customers are impacted by an outage --> feeds the town outage map
 - The Outage Management System is connected to our Call Center and the Customer Information System → information passes between the systems
-

How CL&P uses GIS – More than an Asset Registry

➤ GIS data and map example

The screenshot displays a GIS interface with a map of an electrical network. The map shows various assets such as poles, transformers, and conductors, each labeled with identification numbers and technical specifications like voltage (e.g., 12A15, 13.8KV) and phase (e.g., A, B, C). Two data tables are overlaid on the map, providing detailed information for selected assets.

[Electric] Primary OH Conductor

Field name	* A	Value
Facility Status	*	Existing
Installation Date	*	GIS1
Date Installed	*	Yes
Date Type	*	CL&P
Stacked Anno	*	12A5
Owner	*	FORESTVILLE
Circuit Name	*	
Substation Name	*	
Circuit Suffix	*	ABC
Phase	*	ABC
Phase Order	*	No
Simultaneous 3-2 Ph...	*	XArm [6' or 10' ...
Configuration	*	
Design Voltage	*	13.8
Operating Voltage	*	364.9010929
Calculated Length	*	
Actual Length	*	3
Primary OH Conductors	*	1694427
Primary OH Cond...	*	16944279
Primary OH Cond...	*	16944280
Primary OH Cond...	*	
Backbone?	*	True
Backbone Manual?	*	Maybe
Remarks	*	✓
Route	*	0
Size Mat Lg Scale An...	*	0
Circuit Lg Scale Annos	*	0

[Electric] Primary OH Segment

Field name	* A	Value
Facility Status	*	Existing
Installation Date	*	GIS1
Date Installed	*	A
Date Type	*	No
Phase	*	Positive
Shared Neutral	*	Bare
Direction	*	77
Covering Type	*	Migrated
Standard Item Number	*	336 AAC
Standard Item Type	*	336
Standard Item Description	*	AAC
Conductor Size	*	
Metal	*	
Strand	*	
Wire Type	*	
Rated Voltage	*	
No Conductors	*	
Wire Name	*	16944268
Primary OH Segment	*	

Types of Information Useful for CL&P during Storm Events

- Roads Closed - Trees Blocking

- Roads

- Wires Down

- Electric

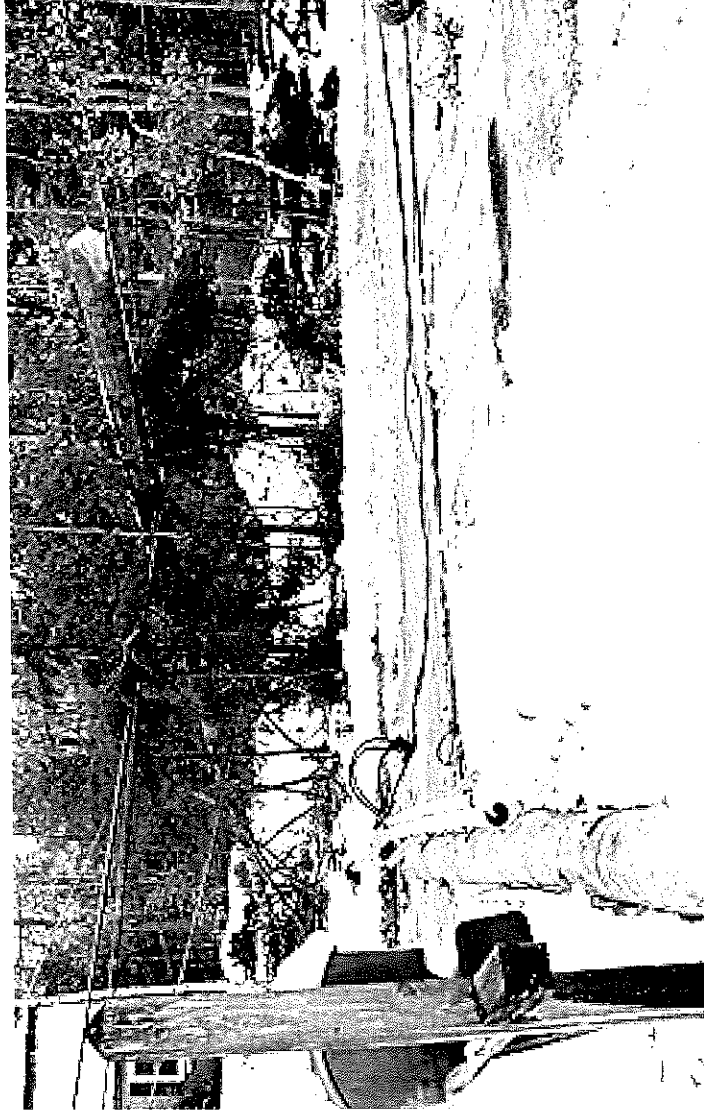
- Telco

- CATV

- Broken Poles

- Transformers

- on ground



Process to obtain GIS data – Establish a GIS Users Group

- CL&P would welcome the opportunity to participate in a User's Group to define the GIS data requirements and process to gather damage assessment information
- CL&P's data needs are probably a small subset of what GIS could provide during emergencies, but GIS could provide useful information to towns and our customers during the restoration process:
 - Road Closures
 - Trees blocking roads
 - Damage Assessment Information for Electric Infrastructure
 - Town Restoration Priority Locations
 - Areas of Daily Restoration Activity
 - Coordination with Other Utilities
 - Crew Locations

Questions

(E)

State Senator Steve Cassano
Testimony to 2 Storm Panel
Wednesday, November 30, 2011

Thank you, Mr. Chairman and members of the committee, for giving us this opportunity to speak before you. I am the state senator from Manchester, Glastonbury, Bolton and Marlborough.

I chair Planning & Development so obviously this is an area of concern to me. I would say that my experience as a senator probably doesn't contribute much to this panel.

But I served 28 years as a member of the Manchester council, 14 as mayor and chaired the council of governments for 8 years so I've had some experience in dealing with these types of issues.

I have 3 guests today that will talk a little about the Manchester experience. That's not to say that other towns didn't do a good job in trying to respond and how they did it and so on but it is a model that can be used by others and also raises some questions as to what we do in the future.

To my left is Chief Bob Bycholski, Fire Chief in Manchester. To my far right is director of public works, Mark Carlino. And, in the center is director of senior services for the town of Manchester, Eileen Faust.

Chief Bycholski I think said it best. He said these storms are weather events, but, the reality is, they are human events and we have to think in that mode. That line has struck me because they are human events and how we respond to people who live in our communities is what this is all about.

It's a response to human needs, conditions that we don't expect to face. One of the things that we're here for today is that I don't think anybody knows the community better than the people that live in the community itself. And, that's why these 3 guests are here today.

As the storm ended Sunday morning, by late Sunday morning they had an entire analysis of the damage done in Manchester. They were able to share that with Northeast Utilities on Sunday morning and begin the process of moving forward. They did their own assessment and they're going to talk about that today and how it can work and it can work in other areas. It also raises a concern. We are a community of sixty thousand people. We do have a director of public works and a fire chief and a police chief and so on.

As we get into smaller towns and many times the mayor is all of those positions. How do we deal with that and how to we regionally maybe respond to do the same thing on a regional basis?

I would say this, I find it interesting being involved with regions and homeland security since 9-1-1. We have done many regional drills and so on in the state of Connecticut and we've always had the assumption that the lights were on. CL&P is not part of our process. Think about that. And, it's little things that that you addressed earlier during the last hour that need to be addressed. We have many silos still in the state of Connecticut and the silos function independently and that was apparent in this storm. It's apparent in the communities and it was apparent at the state level.

If anything comes out of this I think breaking down those silos is probably the most important thing we can do.

The two simple words: communication and cooperation. I've heard that said in different ways already today. I don't care if it's a marriage or a relationship or a community without those two factors we're not going to move forward. I'm going to ask, Mark Carlino, the Public Works director to begin and then go to Chief Bycholski and then to Eileen Faust.



Two Storm Panel – November 30, 2011 – Manchester Experience

Main Points

- Communication between Town and CL&P Personnel
- CL&P Personnel need to have Experience with Town they are assigned – high benefit
- Town Assessment Teams – Data Collection – Mapping of Separate Issues

Collection of Information began immediately on Saturday when streets became blocked

CL&P “Town Wires Down” forms completed and sent to Central CL&P Storm Center

As soon as the sun rose Sunday, we had staff begin to assessing the extent of the damage and road blockages. CL&P opened its satellite Operations Center in Manchester, Sunday at 6:00 AM.

CL&P has 28,651 customers in Manchester – on Sunday morning 9 out of 10 customers were out of power.

Town produced three maps:

- Roads Closed and Partially Blocked – Public Safety Dispatchers and the Public
- Trees Only Blocking Roads – Public Works Department
- Wire Only and Wires with Trees – CL&P

Town’s priority was public safety – ensure downed wires were not live and to free anyone trapped in their neighborhood as soon as possible.

Maps were **critical to establish priorities** to make sure residents we not trapped in their neighborhoods.

Three pronged approach to roadway opening and power restoration:

- CL&P Line Crew and Tree Crew were assigned to work directly with Public Works to address Town’s priorities to open critical road closures involving wires
- Prioritized restoration of power to critical Town facilities – hospital, police, fire, shelters, EOC, etc.
- CL&P focused on circuit backbones to maximize restoration to customers

The **Manchester Olcott St substation** that provides power to roughly all of Manchester also provides power to Bolton. What that means is Bolton cannot have power until a crew starts in Manchester and traces it out to Bolton. The same is true for the circuits in Manchester – they all start at the substation and work out to the various areas in the town.

Both CL&P and most municipalities have been trained to run and operation under the **FEMA Incident Command System**. That is a positive coming from all the training we've done since 9/11. This supported effective communication at appropriate levels.

Over the past few years, CL&P has completed a number of projects to upgrade portions of the backbone system to improve reliability. Those sections were rebuilt – the term CL&P uses is “hardened”. Those sections that had poles replaced and used tree wire with vice top connectors, had substantially less damage than areas with older construction. Need to get better educated in utility company terminology – circuits, backbone, side taps, reclosers.

- **CL&P should continue to reinvest in the infrastructure to harden the backbone system.**
- **CL&P's and the Town's Emergency Management Teams should meet to ensure cohesive integration of their plans.**
- **Select municipal employees should be trained to conduct thorough damage assessments. These individuals should be trained by CL&P to assist their assessment team.**
- **Data needs to be collected on mobile devices with GIS/GPS capabilities. This will continue to improve the communication of critical data. The development of an application does not need to be complex to be very effective.**

Learned that not only gas stations, but the local convenience stores, coffee shops and restaurants are critical in a wide-spread power outage. Places where residents can get a hot meal end up serving as community activity nodes. Recognize that this is a human event that the community needs to address together.

Mark Carlino
Director of Public Works
Town of Manchester
860-647-3067

mcarloino@manchesterct.gov

November 30, 2011



**Presentation to the State of Connecticut Legislative Committee
November 29, 2011
Shelter Operations
Storm Alfred – October 29, 2011 – November 6, 2011**

Maybe some people don't always put Public Works and Human Services together as partners but I must be said that the Public Works Department in Manchester provided invaluable service and support to the shelter operation. Everything from making sure our generators were working to providing workers to set up cots, deliver supplies and plow our parking lots and sidewalks to enable our guests to get to the shelter safely but most importantly working so diligently to support power restoration to our most vulnerable citizens.

Starting Saturday, October 29th, the Town of Manchester was presented with a situation regarding emergency sheltering of residents that it had not faced in recent memory. The Senior Center is the primary shelter with a capacity of about 75 people, depending on the population, and was quickly filled to capacity. A decision was made Sunday morning to open an emergency shelter at Manchester High School at 6 p.m. Staff transported shelter guests and closed the shelter operations at the Senior Center while at the same time preparing the High School to receive guests.

Challenges

Many of the challenges outlined below with regard to older adults arise out of policies enacted at the State and Federal levels. Changes in policy to Medicaid (a joint federal and state program that helps low-income individuals or families pay for the costs associated with long-term medical and custodial care) have been enacted with the objective of reducing costs by providing home care services as an alternative to institutional care. Two state programs associated with this decade long shift towards community based care are Money Follows the Person and The Connecticut Home Care Program for Elders. This is not at all a criticism of these programs. People prefer to stay in the community and age in place. This is an understandable and laudable goal but the consequences of when community-based care plans cannot be met must be in the forefront of emergency shelter planning.

Needs Presented

- Electricity dependent guests (oxygen, ventilators, C-Pap, nebulizers)
- Frail older adults and others unable perform activities of daily living without assistance (i.e., transfer from cot to standing position, toileting and/or bathing, standing in line for food, grooming/dressing, walking from room to room)
- Families with children
- Sheltering guests with behavioral health issues
- Transportation requests for regular, necessary medical appointments, transportation to and from the shelter, requests to transport from the hospital to the shelter, transport from Senior Center shelter to Manchester High School shelter

The staff and community partners came together to meet the above-outlined needs despite the fact that many of us were in the same boat as our guests with no power, no heat and no where to shower. Although every staff member involved in the shelter operation went above and beyond expectations and I am reluctant to single out anyone, the needs presented could not have been met in a thorough and timely manner without the planning and implementation of our two Public Health nurses, our Incident Commander, Chief Bycholski and the support and authorization to commit resources we received from our General Manager, Scott Shanley. Our community partners included local companies and non-profits such as ECHN / Manchester Memorial Hospital, Visiting Nurse and Health Services of Connecticut / A Caring Hand LLC (Vernon),

MedCaire – Oxygen Supply Company (Vernon), First Student, Manchester Area Conference of Churches, CHR (Genesis) and Crestfield (Long Term Care). We also had great support from volunteer organizations such as the CERT Team (Community Emergency Response), the MRC (Medical Reserve Corp), the local VFW Post and Boy Scouts.

The environment of the shelter was uppermost in my mind as I managed the shelter throughout the eight day period. We strived to make the shelter as safe and comfortable as possible for the members of our community that sought assistance from us. Staff was committed to meeting basic needs such as sleeping, supplies and facilities for personal care and food but strived as well to be helpful when it came to meeting requests such as getting in touch with loved ones, providing activities for children to allow respite for parents and transporting when possible to necessary and/or urgent medical appointments. It is my belief that the shelter environment was greatly enhanced because our guests felt they were welcomed, listened to and taken care of to the best of our ability. The number one question we received was “Is my power back on yet?” Unfortunately, we couldn’t do much about that one.

Older Adults, Medically Fragile and Electric Dependent Guests

- Older adults/or persons with disabilities presented at the shelter because they were unable to get care at home due to electricity and phone service loss, street closures, inability of caregivers (professional and family) to obtain gasoline and a number of other circumstances that prevented normal care plans from being fulfilled
- Oxygen dependent guests were coming to the shelter with only enough oxygen in tanks for periods of anywhere from 2 – 8 hours with the expectation that the shelter had the ability to re-fill these tanks. The shelter could only provide power for oxygen concentrators (devices that filter and concentrate room air into usable oxygen for dependent patients)
- Some guests presented at the shelter in a confused or anxious state, having forgotten necessary medical equipment, medication and items such as a change of clothes or eye glasses.
- The shelter received two end-stage hospice guests for a short period of time while other arrangements could be made for a more appropriate setting.

In response to the challenges presented above, the shelter staff directed by the two Public Health nurses set up an electric dependent/frail guest area in the teacher’s cafeteria area at the High School. The area was staffed by nurses and CNA’s (certified nursing assistants). The nurses supervised the unit, the CNA’s assisted with ADL’s and shelter staff provided food and other assistance. Town employees assigned to the shelter also supervised guests who were confused or were feared to perhaps wander. It must be said that some guests were ably assisted by devoted family care givers who also volunteered to help other guests when they could.

The experiences outlined above were common among all emergency shelters across the State and we have every reason to believe that with the number of older adults growing and the emphasis on community-based care this will continue to challenge municipal shelters for some time to come.

Families with Children

- Families requested transportation from home to shelter or shelter to home but did not have the proper child safety restraint seats for children of all ages
- Staff was required to make sure that minor children were not being left at the shelter by parents who needed to go to work or other necessary appointments.
- Shelter guests did not always bring portable beds and other supplies for infants and toddlers.

We were fortunate through the cooperation of the Manchester Public Schools to have First Student meet the transportation needs of at least 30 adults and children. Also, the shelter staff was able to utilize the services of the Youth Services Bureau and Senior Adult & Family Services that worked with families to make appropriate child care arrangements and obtain from shelter staff necessary supplies for families. Recreation staff also provided activities for children to alleviate boredom and burn off some energy.

Guests with Behavioral Health Issues

- As mentioned above, we had a number of guests who presented with symptoms of anxiety, confusion, fear or mild hostility as well as other behaviors. With cooperation from Senior, Adult & Family Services, MACC, the Manchester Police Department, volunteer Chaplains and the staff of CHR who were on call for the weekend, the emotional needs of guests could be addressed at any time by qualified staff.

General Population Guests

- Guests were anxious to reach loved ones to let them know where they were. We had no land line available at Manchester High School for this purpose and used staff cell phones.
- Guests were also anxious for information about street closures and power restoration which we could not provide with any degree of accuracy as some areas had power restored only to lose it again for a period of time as repairs were made elsewhere on the same grid for example.

Transportation

Transportation requests were numerous throughout the eight days of operation. Hockanum Valley Community Council (Manchester's Dial-A-Ride provider) was non-operational for most of the week and could not provide regular service or back-up help to the shelter. Both Senior Center bus drivers worked 12 hours days during most of the shelter period. Manchester Memorial Hospital requested that we pick up patients for transportation to the shelter. These requests could not be filled as the drivers were driving people and equipment all over Manchester throughout the day. We also had requests for out-of-town transportation, transportation to pharmacies and cancer treatment.



**GOVERNOR'S TWO-STORM COMMISSION
November 30, 2011**

**Presentation by United Way of Connecticut 2-1-1
Richard Porth and Tanya Barrett**

Across the nation, 2-1-1's are a communication hub helping the public to access community resources and support services during emergencies and every day of the year. As of October 2011, 2-1-1 served over 260 million Americans (86.6% of the entire population) covering all 50 states (including 37 states with 90%+ coverage) plus Washington D.C. and Puerto Rico. Every few weeks, these coverage numbers increase. In a large majority of locations, 2-1-1 is operated by United Ways.

In times of disaster, 2-1-1 relieves pressure on 9-1-1 and emergency response teams by providing an easy to remember number for citizens to call for non-emergency needs, freeing up emergency responders to deal with true emergencies.

2-1-1's provide citizens with critical non-emergency assistance, such as:

- Information on evacuation and return routes
- Shelter/housing
- Food
- Social services
- Family reunification status
- Traffic closures
- School/work closures
- Damage reporting
- Information dissemination and rumor control

For years now, our 2-1-1 and others around the nation have been called upon to assist in crisis. Examples include the events of September 11th, the 2004 hurricanes in Florida, Hurricanes Katrina and Rita, tornados in Indiana, severe snow in Denver and Buffalo, heat waves in St. Louis, wild fires in San Diego and Arizona, and chemical spills in South Carolina. Before, during, and after these events, the 2-1-1 system provided residents with invaluable information and connections to important resources. 2-1-1 has become a critical part of many states' disaster response plans to ensure that people in need are served efficiently and effectively.

Today, we will talk about 2-1-1's role in Connecticut during the two recent storms. Connecticut's 2-1-1 was the first statewide 2-1-1 in the nation. As a result, we are able to provide the vehicle for coordinated statewide information dissemination and rumor control in emergencies. This statewide coordination helps state agencies get the word out to citizens in emergencies and complements local and regional communications efforts.

We want to start by thanking the Governor and his staff as well as the state's Division of Emergency Management and Homeland Security for their effective leadership before, during and after both storms. It was impressive to watch state leadership manage the state's emergency response efforts, operating at the highest level while under great pressure.

- From October 28th through November 9th, the immediate aftermath of Winter Storm Alfred, United Way 2-1-1 handled 6,238 storm-related calls and responded to over 8,800 requests for services. The large majority of calls involved people looking for help with shelter and power outages. During the same time, 211ct.org registered almost 38,000 web visits, the large majority of which were seeking help with storm response and recovery. (Numbers for Tropical Storm Irene are provided in a separate report which we have submitted.)
- During the height of the storm, United Way 2-1-1 created a winter storm resource page at www.211ct.org that was continuously updated and provided information on shelters, open gas stations and pharmacies, drinking water advisories and post-storm safety information. Particularly important was the work we did with American Red Cross and municipalities to maintain the latest listings of overnight shelters and warming centers. All of this work required a substantial effort by UWC's Information Services staff, virtually around the clock. UWC's Information Technology staff also worked quickly to create the report format to enable regular updates on storm resources at the same time that the website was experiencing heavy use.
- United Way of Connecticut worked closely with DESPP's Division of Emergency Management and Homeland Security and collaborated with a number of different state agencies during this time to disseminate necessary information. For example, the Department of Consumer Protection shared information on gas stations, pharmacies and super markets that were open through 211ct.org and our call center. The Department of Public Health shared information on nursing homes, mass sheltering, and carbon monoxide poisoning safety tips through 2-1-1. The Department of Insurance asked 2-1-1 for help providing information to the public on insurance claims both on the phones and through our website.
- Shortly after the state's Emergency Operations Center was activated, state emergency management leaders asked 2-1-1 to help staff the EOC. 2-1-1 representatives staffed the EOC for 16 hours each day until it was de-activated on November 9th.
- United Way 2-1-1 made regular update reports at the Unified Command meetings chaired by the Governor in the EOC. As occurred during Tropical Storm Irene, when we made our

reports, various state department leaders saw how 2-1-1 could also help them. So, we began to assist other agencies with their outreach and information dissemination.

- UWC lost power in its building during the storm. As occurred during Tropical Storm Irene, 2-1-1 continued to operate without interruption because our back-up generator immediately began to supply power when we lost our commercial power. The generator produced enough power to operate about 20 work stations in 2-1-1, but it could not help to provide heat or light. While we provided some space heaters, blankets and battery powered lanterns, the conditions were not ideal during the four days we had no power. Many of our call specialists were taking calls while wrapped in blankets and wearing wool caps.
- On the Monday after the storm, we were able to secure and have installed a second portable generator to augment the power being produced by the first generator. The addition of power from the second generator enabled the addition of approximately 10 more work stations in 2-1-1 to help handle the very large call volumes. However, the augmented staff was still working with limited heat and light.
- In spite of these conditions, we handled the most calls ever taken in one day in our 2-1-1's history on October 31st—more than 2,600. We could not have accomplished this without the dedication of our 2-1-1 leadership and staff and other key support staff, coming in to work under difficult conditions and handling an unprecedented number of calls.
- United Way 2-1-1 is also supporting post-storm recovery work for the Department of Social Services and the Governor's Office. Working with DSS, we assisted eligible state residents who are seeking reimbursement for food spoilage through SNAP (Supplemental Nutrition Assistance Program). This work entailed collecting contact information from people, then sending eligible SNAP participants an affidavit to attest to loss due to food spoilage as a result of the storm. Through the November 19th deadline, 2-1-1 handled 7,032 requests for additional SNAP reimbursement, sending affidavits to all eligible people who completed the SNAP survey by phone or at 211ct.org.
- Also, at the request of the Governor's office, we helped people to provide contact and storm damage information in connection with the NU/CL&P Foundation's Disaster Relief Fund. The record volume of calls and web visits this has generated necessitated bringing in a significant number of additional staff and implementing innovative processes using a web portal and our interactive voice response phone system to help people provide the necessary information as conveniently and efficiently as possible.
- Beginning November 11th when we started to take calls for the NU Disaster Relief Fund, we handled an unprecedented number of calls, breaking our previous records for calls handled per day, and web visits per day, a few times. As I mentioned, those records were initially set on October 31st in the immediate aftermath of the storm. At the peak, on November 17th, 2-1-1 handled 3,350 calls, which is more than three times our normal daily average. We also registered 14,470 website visits at the peak which is seven or eight times higher than our normal daily average. As of November 27th, we had collected survey responses

from more than 50,000 Connecticut residents seeking reimbursement from the NU Foundation Fund for storm related losses.

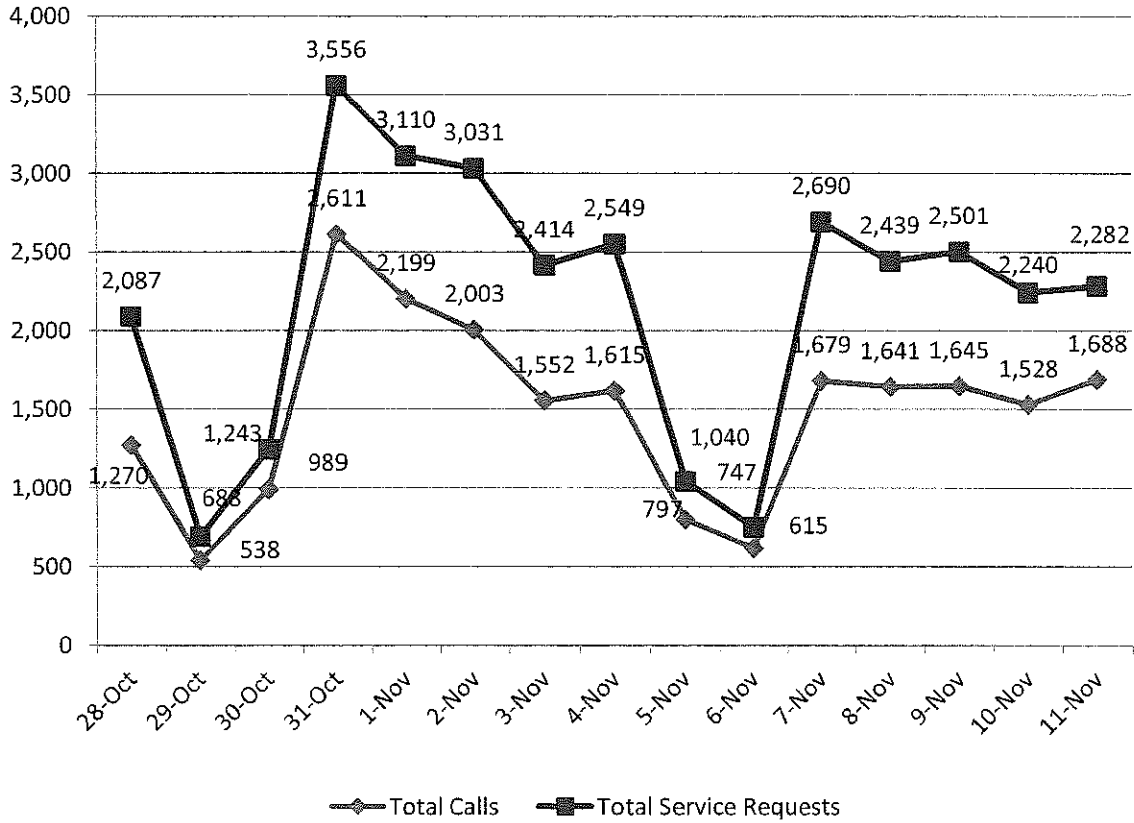
- To accommodate this very large growth in volumes, our IT staff increased the number of telephone trunk lines on two different occasions to allow more incoming calls; and they diagnosed and corrected a problem which was slowing down access to our website due to the volume of traffic. Both recovery projects were implemented nimbly and quickly. We also maintained significantly increased staffing throughout. We had all hands on deck.
- Despite all of these efforts to ramp up our capacity, many people calling into 2-1-1 during and after the storm experienced large queues and extended wait times. With the help of the Governor's office, we sent out advisories to notify people of the wait times and encouraged people to use our website or to call after hours. Most people responded well and we thank them for their patience. But our experience with these extremely heavy volumes did provide some lessons learned. We are already working to prepare for the next emergency, but some of the things we need to do require help from the state.

Based on our experience in the two storms, we learned that we need to do these things to be ready for the next emergency of equal or greater impact:

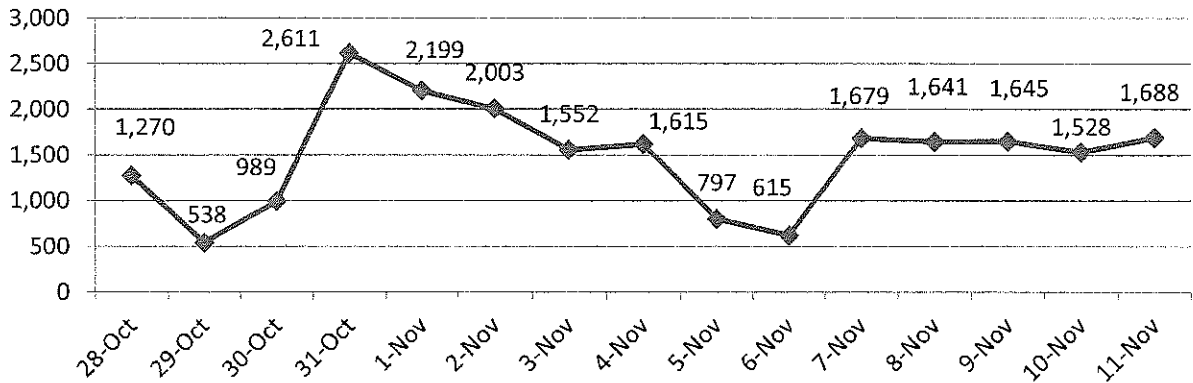
1. Provide more back-up power – by adding another generator to power more work stations during a power outage and to operate our building's heating and cooling systems.
2. Secure placement on state's priority list for power restoration for our building so that 2-1-1 can operate at full capacity when Connecticut residents need us most.
3. Channel 2-1-1 calls through an Interactive Voice Response (IVR) system, outside our operation, that would allow queuing and handling of a much larger call volume in the event of a large disaster. This would also enable the diversion of certain calls to other 2-1-1 call centers, as appropriate.
4. Establish an activation protocol to enable 2-1-1 to plan for when we will be called upon to ramp up our services significantly and rapidly (including staffing the EOC) and to be confident that reasonable additional costs incurred will be reimbursed.
5. Provide for a more mobile 2-1-1 workforce by replacing about 45 desktop PC's with laptops to enable our staff to work remotely from their homes if travel is impossible or together in a back-up facility if our own facility cannot be used.

Thank you for the opportunity to tell our story and to share our lessons learned with you. We are proud of the work we do to support Connecticut residents and the state during emergencies and every day of the year.

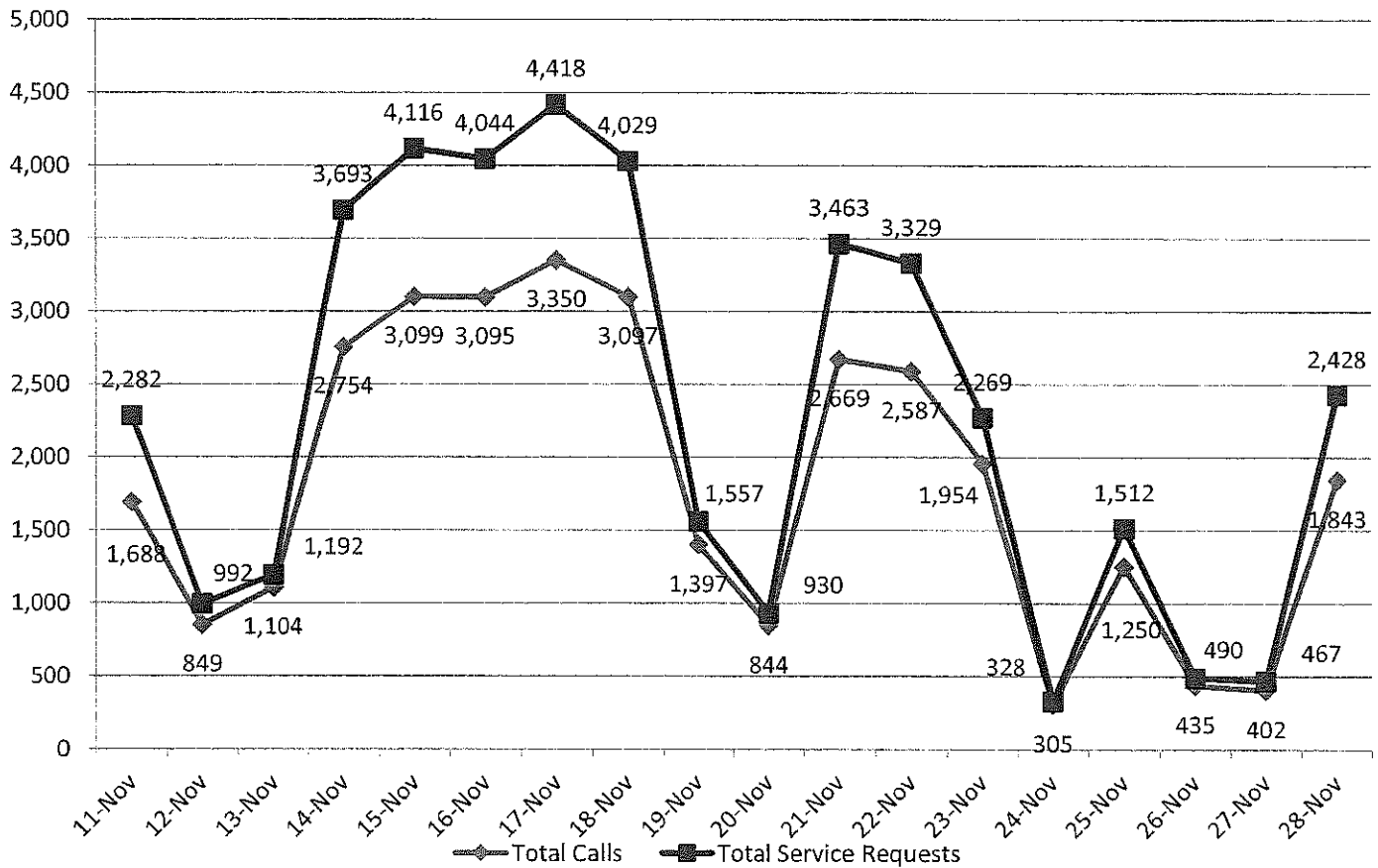
**United Way 2-1-1 Total Calls and Service Requests
October 28 - November 11, 2011**



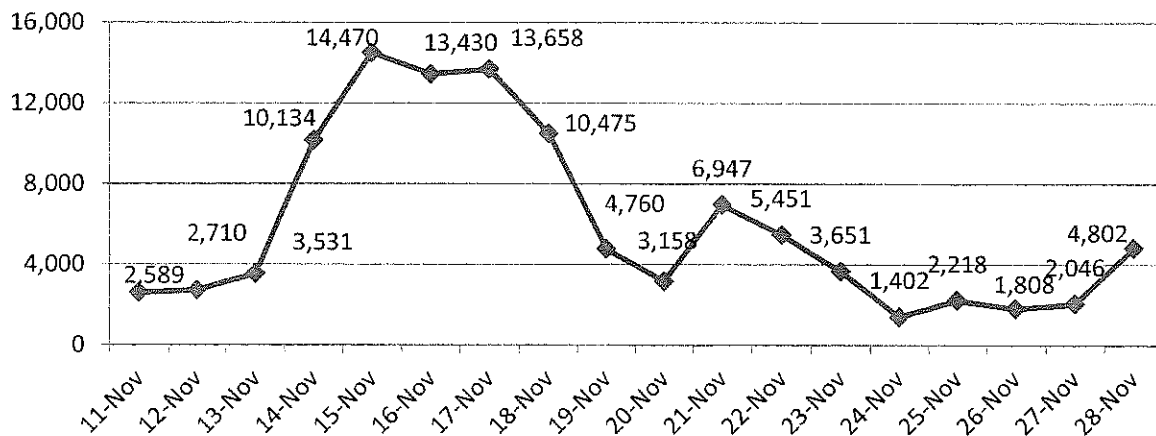
**Visits to www.211ct.org
October 28 - November 11, 2011**



United Way 2-1-1 Total Calls and Service Requests November 11 - 28, 2011



Visits to www.211ct.org November 11 - 28, 2011



Joint Informational Hearing on Tropical Storm Irene

United Way of Connecticut—2-1-1 Report

Thank you for the opportunity to report on the work that United Way of Connecticut/2-1-1 did to support the state and Connecticut residents in the preparation, response and recovery phases of Tropical Storm Irene. We are also happy to share lessons learned during this emergency event.

Here is a brief summary of United Way of Connecticut/2-1-1's storm-related work from August 25th through September 5, 2011.

- In Connecticut and across the country, 2-1-1 centers (most often operated through United Way) support many emergency response efforts, through information dissemination, rumor control and helping people to access needed services.
- Overall, 2-1-1 handled nearly 4,400 hurricane related calls and responded to over 6,700 requests for services. Nearly three-quarters of the people who called us needed access to disaster services and municipal emergency services. But large numbers of people also called 2-1-1 asking for help with food pantries, utilities and shelter.
- There were over 6,500 storm-related inquiries/hits registered on www.211ct.org before, during and after the storm. Most people were down-loading 2-1-1 e-library papers on hurricane and emergency preparedness, flooding, power outages and emergency food. As might be expected, the topics getting the most inquiries changed as the various stages of the storm progressed.
- 2-1-1 Child Care sent out two letters to 2,400 licensed child care facilities in Connecticut on behalf of the state Department of Public Health. The first was sent just prior to the hurricane's arrival and provided guidance on preparing for emergencies, and what to do if directed to shelter in place or

to evacuate. The second letter was sent in the aftermath of the storm and provided information on food safety, drinking water and generator use.

- As in past emergencies, the state asked UW 2-1-1 to staff a work station at the states' Emergency Operations Center from August 25th through September 5th. During most of this time, UWC was staffing the 2-1-1 work station at the EOC around the clock.
- As the storm was approaching, leadership at the state's Emergency Operations Center asked UWC to collect and post on-line all the available storm services and changing conditions, including municipal emergency services, Red Cross shelters, food, road closures, etc. They asked that we update this rapidly changing information every two hours, which required a quick response by UWC's IT staff to enable regular updates and by UWC's 2-1-1 Information Services staff to collect and post the changing information.
- At the request of the Governor and leadership at the state EOC, 2-1-1 collected more than 1,400 storm damage surveys (approximately 450 by phone and 950 through the web) in the span of a few days. The early responses were used to help document the state's application for a federal FEMA disaster declaration for individuals.
- Before, during and after Hurricane Irene, United Way of Connecticut/2-1-1 provided status reports at multiple unified command EOC briefings for the Governor and state leadership. As we reported our activities, additional departments realized that 2-1-1 could help them too. This led to special projects including: helping the Department of Social Services to ensure that people who were living on the street could find shelter from the weather; helping the Department of Public Health as it tracked health risks (drinking water, hospital and nursing home damage, etc.); helping the Department of Insurance communicate to state residents where to go to file storm damage insurance claims; and helping Consumer Protection to communicate which gas stations and highway service plazas were operational.

- United Way of Connecticut’s offices at 1344 Silas Deane Highway also lost power during the storm. We are happy to report that our business continuity/disaster recovery plan was generally implemented successfully and that our natural gas generator kicked into action to enable us to continue the work in 2-1-1. The generator provides enough power for one row in our 2-1-1 call center, and our 2-1-1 leadership and IT staff were able to operate about 15 work stations while the power was down. Many of our 2-1-1 call specialists braved the storm and/or stayed overnight in order to staff our 2-1-1 phones.

Observations and Lessons Learned

1. The engaged leadership provided by the Governor and other state leaders through the unified command structure in the state’s Emergency Operations Center was extremely helpful in communicating clearly how conditions were changing and what was needed from the many agencies (including 2-1-1) involved in the emergency response effort.
2. It was necessary to implement our business continuity/disaster recovery plan because of a power outage in our offices. Implementation of our plan generally went well, though we did identify areas that can be strengthened. The single most important reason we were able to continue our work was because our employees truly stepped up, responding to high call volumes and rapidly changing information and needs, while working under conditions that were not ideal.
3. The nature of the requests coming into 2-1-1 and the 2-1-1 website inquiries provided interesting and useful information on emerging needs of people across the state and on conditions “on the ground” as the storm went through its various phases.



Written Testimony of ConnectiCare, Inc.

**Submitted to
The Two Storm Panel
Connecticut General Assembly**

November 30, 2011

Testimony Discussing the Impact of the Two Storms on a Mid-Sized Connecticut Business

Mr. Joe McGee, Major General James Skiff and members of the Two Storm Panel, my name is Mark Verre. I am Senior Vice President of Operations and Technology for ConnectiCare, Inc. ConnectiCare is a health plan based in Farmington, Connecticut and part of the Emblem Health family of companies. ConnectiCare covers over 200,000 commercial and Medicare members, virtually all in Connecticut. For many years, ConnectiCare has been ranked in service and quality as one of the best health plans in America. We are a local health plan with 540 employees who reside primarily in the Hartford area. Thank you for the opportunity to testify on the impacts of the Two Storms on ConnectiCare as a business.

Because ConnectiCare is a local health plan, it is critically important for us to provide uninterrupted services to our customers. We are a statewide health insurance company. As such, we contract with hospitals, physicians and other healthcare professionals across the State. Our physician medical directors and nurses need to be available to respond to requests from our members, to manage inpatient hospital stays, to participate in discharge planning and to case manage our members with chronic illnesses.

Ours is a service business. We must be there for our customers. Our Call Center, for example, averages 2,700 calls a day (81,000 a month) from members and physicians regarding things like benefits and coverage. Our Claims area processes, on average, 14,000 claims a day (420,000 claims a month).

ConnectiCare is essentially a single location operation with a two-building campus at 175 Scott Swamp Road, Route 6, in Farmington. Because we run our business from one location in Connecticut, in order to serve our customers, we must be operational at that one location.

Our area of Farmington is prone to power outages. We experience, on average, one outage per month. These outages typically last from 15 minutes to four hours. Since we were informed about this power outage problem when the property was developed, we made sure that a 1500 KW diesel generator was a part of the build. This generator is designed to automatically start when the power from the street is lost for more than a few seconds.

During Tropical Storm Irene, we were without power from the street for 51 hours. The fuel tank for our generator holds 2500 gallons of diesel fuel, which allows us approximately 62 hours of operation. We have a contract with a local company for diesel fuel delivery to the site, and, during Irene, we requested and received one fill-up August 29, 2011. Our Facilities and Technology staffs monitored the storm through the weekend and monitored the site. With the generator running, we maintained 100% normal operations: our employees were informed where to report to work, and, when they got to work, they had viable work stations; our Customer Service Representatives answered the phones; our claims processors paid claims; our doctors and nurses answered practitioners' questions; our pharmacists reviewed drug-related issues; our Enrollment area processed new applications; our salespeople and account managers were in contact with their employer and individual customers.

During Alfred, we were without street power for six days, 18 hours and 5 minutes (162 hours in all). At 5:40 p.m., on October 29, 2011, we lost street power. Our generator came on as designed, and all operations were supported 100%. We knew we would need to be refueled by 8:00 a.m., Monday, October 31, 2011, or the generator would run out of fuel. Without fuel, we would have had to close our business for at least two days and declare a disaster in order to activate our recovery site in New Jersey. We would then have needed to send staff to New Jersey to recover critical systems and, even at that point, we only would have been partially open since our site in Farmington, where our employees take calls from our customers, would still have been out of power.

We immediately executed our contingency plan. We contacted our locally contracted supplier on Saturday night, October 29, 2011, and requested a delivery. The response was that the truck would be there by 7:00 a.m., Sunday, October 30, 2011. The truck never arrived, and repeated attempts to contact the supplier failed. As it turned out, the supplier's site was incapacitated by the storm, and, therefore, could not deliver fuel to us and could not communicate with us. So we came up with a back-up contingency plan. We sought alternate suppliers. Without a fuel delivery on Sunday, we would have needed to make a call to bring down all our systems in an orderly fashion by 2:00 a.m., Monday, October 31, 2011. Fortunately, we secured a supplier from downstate able to deliver fuel on Sunday and we were able to set a schedule with this supplier for the remainder of the outage. We received fuel deliveries from this alternate supplier on Tuesday, Thursday and Saturday of the following week. We were 100% operational for the entire duration of Alfred.

Because a steady supply of fuel is critical to our maintaining service to our customers in a sustained power outage, we are now looking into the potential of a natural gas or dual-fuel generator.

Communication – or, rather, the lack of communication channels - was the other major challenge we faced in dealing with these two storms, particularly with Alfred. During Alfred, while Connecticare never lost dial tone through our network connections, the land lines were down and cell phone service in the first few days was inconsistent and unreliable. Call volume from our members was down, as you would expect.

Communication with our employees was a challenge. Even using the Internet to post messages was futile given the power outages and lack of connectivity. Part of ConnectiCare's general response plan is to use television and radio stations to communicate with our employees. As long as we can utilize these media outlets, via land line or cell phone, we can let our employees know if we are open or closed. More specific instructions, however, cannot be conveyed through television or radio. Instead, we need to use phone, text messaging or email, which all require landlines or cable or cell phone access. During Irene and Alfred, some of the weaknesses of the cell phone system were uncovered, and we will be taking steps to address these weaknesses or to devise alternate communication tools. For example, we are testing satellite phone communication.

In conclusion, ConnectiCare was prepared for both Irene and Alfred. We had a plan, and we were able to execute on that plan despite some unforeseen obstacles. Companies need to have contingency plans short of and different from disaster recovery plans. Companies need to be nimble and flexible enough to address obstacles as they arise.

I am proud to acknowledge that, during Irene and Alfred, ConnectiCare's employees rose to the occasion, helped each other out, solved problems as they arose, came up with quick and innovative workarounds, and managed to get the job done and keep our company running.

Thank you for this opportunity to address you today.



CARTUS STORM IMPACT SUMMARY

- **Building Never Lost Power**
 - Dual Feed “Danbury side” versus “Ridgefield side”.
- **Most Employees Lost Power**
 - 1,500+ workers (Employees and Contractors).
 - Approximately 70% made it to work.
 - Employee Base – Danbury, Ridgefield, New Fairfield, Newtown, New Milford, Brookfield and Bethel.
- **Crisis Management Plan/Business Continuity**

Focused on Building Losing Power Not Employees (Reverse Situation) Hotels, Various Plans, Pre Storm Meetings, Long Term Concern Winter.
- **Closed Schools / Closed Roads**
 - Added to employees having difficulty getting to work.
- **Communication Options**
 - Needed all tools available.

Building Power – 100% Throughout

- Utility Power stayed on throughout storm.
- Building is located in a dual feed area. Power can come from “Danbury Side” or Ridgefield Side”. Not sure if CL&P ever switched. Not 100% fool proof has gone down in past.
- Natural Gas Generator – Supplies emergency power to Data Center if building loses Utility Power.
- Data Center supports all Global locations out of Danbury.

Employee Home Power Lost

- 30% (Approximate) out of power.
- Employees that could get in had use of minimal shower facilities.
- Cafeteria offered pre-packaged food – subs, salads, sandwiches to bring home to families to avoid Restaurant crowds and make it more convenient for employees.

Crisis Management / Business Continuity

- Danbury Crisis Management Team met ahead of storm (Normal Procedure).
 - Notes to employees reminding them to be prepared for Business Continuity, never expecting so many homes to be out of power.
 - Hotel rooms secured for Security, Data Center, Facilities personnel and Snow Removal personnel.
 - Food available for staff above.
 - Cots / Flashlights etc, all set at building.
 - Electrical Personnel on hand (R&J Electric) 24/7 during storm in case power loss and any difficulties with Generator Automatic Transfer Switch.

Crisis Management / Business Continuity **(Continued)**

- Fortunate that 70% of employees could get to work. If a greater number could not we would have had difficulty with the Business Continuity Plan.
 - Business Continuity Plan focuses first on employees working from home - power loss would make that impossible.
 - Alternate and / or long term plan pushes operations out to other US sites (Dallas, Memphis)

School Closure

- School closure was a big impact on the workforce.
- Uncertainty of when to return at first makes for difficulty in planning.
- The longer employees are unable to work for any reason puts Cartus in a different Business Continuity phase.
 - Decisions need to be made to offset work to other locations.
 - Reliable time estimates critical.
 - Utility Phasing of Power Restoration versus entire towns probably more practical.

Communications

➤ **All options needed**

- “Cartus Alert” – Reverse 911 call to employees.
- “Cartus Alert” – Phone text to employees.
- “800 Number” based in Dallas for employees to call for details or as another option.
- Email to employees.

➤ **Alternate Location**

- Building was open during storms so Crisis Management Team could meet. No alternate location needed.
- If Building closed for Electrical, Heat or Flooding etc. would have to go to 1 of 2 alternate locations (different sides of town).

Communications (Continued)

➤ **Community**

- Overall communication from Mayor and Schools were good. More accurate in beginning of week.
- As week went on School Communication became too much.
 - Mistakes in messages result in multiple other calls.

Recommendations

- Continue Crisis Management Team Table Top Exercises.
- Sub Teams continue to focus on BCP Planning.
- Pull together Danbury Area Crisis Management Team to discuss lessons learned and possible area wide exercise in the spring with various scenarios.
- Statewide Planning
 - Will State hold exercise in the Spring / Summer to enact various scenarios.
 - Should a Statewide Crisis Planning Group be formed to focus on Crisis Management on a State and Local level involving Public, Private and Corporate members.
 - Hospitals
 - Police / Fire
 - Utilities
 - Large / Small Businesses
 - Local Towns
 - Colleges / Universities

What If and Next Steps?

- If the Danbury Cartus building and most employee's homes lost power (Terrorist or other Northeast Grid issue) how would the Business Continuity plan work – would automatic plans be sufficient to switch to Dallas / Memphis? Needs to happen without direction from Danbury?

- What is the cost to the company when the Business Continuity Plan needs to be enacted if power is lost greater than one week or 100% for any reason?
 - Salary (offsite)
 - Travel
 - Client
 - Space / Real Estate

- Need to know which alternate location to meet at and when depending on situation.
 - Road closures / Power outages will impact this.
 - Automatic Trigger versus Communications Tools?

(K)



Testimony of Eugene Guilford, Independent Connecticut Petroleum Association
Two Storm Panel Meeting

November 30, 2011

Background

The Independent Connecticut Petroleum Association (ICPA) has played a role in providing information about the availability of petroleum products to state government officials for several decades. Recently, ICPA has communicated to the state the availability of fuel during tropical storm Irene and the October snow storm that left hundreds of thousands of homes and businesses without power. The following points briefly describe some of the background necessary to understand who ICPA works with during fuel supply and distribution interruptions.

- For many years ICPA has worked with the Department of Motor Vehicles (DMV), Department of Environmental Protection (DEP), Office of Policy and Management (OPM), Department of Consumer Protection (DCP), Department of Transportation (ConnDOT), Office of the Attorney General (AG) and the Governors Office on providing information about the availability of fuel supplies and the distribution of fuel in Connecticut;
- ICPA obtains information about fuel supply and distribution through a network of fuel producers, suppliers, transporters, terminal operators and retailers;
- This year ICPA participated in the Governors "Fuels Taskforce" Chaired by Chief Jim Rio of the DMV. As a participant in this task force, ICPA was able to communicate information about the status of fuel terminals at our major ports in New Haven, Bridgeport and New London, as well as our larger inland based supply points located in Portland, Rocky Hill, Wethersfield and East Hartford. ICPA was also able to obtain information about other terminals that Connecticut relies on to obtain fuel like Springfield, MA, Providence RI, Newburgh, NY and NY harbor;
- Connecticut's 1,400 gasoline stations receive gasoline via common carrier (private independent truck fleets) or through their own fleet of trucks. These transporters principally pick up fuel at terminals in Connecticut, Rhode Island, New York and Massachusetts and distribute them to gasoline stations throughout the state.

Issue

Tropical storm Irene and the October snow storm left the fuel distribution network with two very different problems. Irene closed much of the major terminal operations in New Haven harbor, while the October snow storm left smaller inland terminals and retail operations without power.

While supply was not an issue at the terminal level, distribution was the major impediment in keeping fuel available at retail locations during Irene. While the loss of power was the primary reason that many gasoline stations were not able to supply consumers during the October snow storm, the gasoline stations that were open periodically ran out of fuel because of the increased demand.

During both storms many consumers were forced to drive a little further and wait longer to obtain fuel. For most people the availability of fuel was more of an inconvenience than a life threatening situation. Business that did not contract for fuel supply in advance to keep their generators fueled experienced difficulty obtaining fuel, while ones that did were served in accordance with their contract.

- During Irene, many gasoline retailers were forced to go to other states to obtain the 4.5 million gallons of gasoline that are consumed in our state every day. With much of Connecticut's largest point of supply (New Haven) closed due to storm damage and power outages, transporters were forced to pick up fuel in New York, Rhode Island and Massachusetts;
- During the October snow storm, major terminals along the Connecticut shoreline were largely unaffected while inland terminals and many retail locations were unable to open until power was restored.
- During both of these weather events, ICPA worked with the DMV and ConnDOT to obtain driver hours of service waivers and vehicle weight waivers. These waivers were requested so that fuel transporters would be able to make larger deliveries, more often, over a longer period of time. In both storms an Hours of Service Waiver was granted.
- In advance of Irene, the state of Connecticut, municipalities, and emergency responders demanded "top off" of their tanks and vehicles. This artificial demand placed supply pressure the motor fuels infrastructure that lead to temporary supply issues;
- Consumers topping off their vehicles in advance of a need for fuel contributed to "run outs" during Irene at many gasoline stations in advance of the storm;
- Safety measures that required terminals to close in advance of Irene placed additional pressure downstream at gasoline stations that needed to be refueled;

Solutions

Power outages emanating from weather events are unavoidable, but there are actions that government can take to help mitigate the availability of fuel for government, business and the general public.

Intrastate and interstate hours of service waivers are tools that can allow the transportation network to “catch up” and resupply their customers. The hours of service waiver allows drivers to exceed the limit placed on how many hours a driver can work thus enabling them to make more deliveries.

Vehicle weight waivers are another way to allow more fuel to be transported per trip. Allowing fuel transporters to carry more fuel would allow larger loads to be delivered with less travel between the terminal and the retail station.

Number two heating oil can be used as a diesel fuel substitute if a sulfur waiver is granted. Heating oil and diesel fuel are essentially the same product with the exception of sulfur. Heating oil contains 3,000 parts per million (ppm) while diesel fuel only had 15 ppm. In the event of a diesel shortage, a waiver to allow heating oil to be used as diesel fuel could be a possible fix.

- Hours of service waivers are granted by Department of Motor Vehicles. ICPA routinely requests hours of service waivers during unusual weather conditions that make it necessary for drivers to be on the road longer than normal. These waivers allow homes, businesses and gasoline stations to get the fuel that they need after periods of time when fuel is unable to be delivered;
- Vehicle weight waivers are granted under the authority of the Connecticut Department of Transportation. While Connecticut has not issued a waiver for commercial vehicles to exceed the current 80,000lbs limit it is worth a more in-depth look at how these waivers would work and how they would benefit the state during fuel supply and distribution problems;
- Fuels specification waivers have been granted by the Department of Environmental Protection in the past to allow for the use of fuels that do not meet the normal fuel specifications. New federal rules limit the flexibility to grant these waivers, but it would be beneficial for the state to work with the federal agencies in the event that a waiver is necessary to procure one;
- Making generators available to operate gasoline stations has been talked about as an option to allow supply to remain open when the power is out. Connecticut law prohibits refiners (ie. Mobil, Shell, Hess, etc.) from owning and operating gasoline stations in our state. That means that the 1,400 gasoline stations in our state that are family owned or operated would be forced to make expensive investments without the ability to recover those costs. A competitive market does not allow for cost recovery the same way utilities are allowed to under the rate

making process. Generators can cost as much as \$50,000 per station with annual maintenance cost ranging between \$500 to \$750 annually.

Summary

During fuel supply and distribution problems the government has tools available to them to help the petroleum industry distribute fuel from terminals within Connecticut and the states that we border to local gasoline stations.

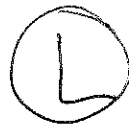
Utilizing existing waivers to allow drivers to operate vehicles for longer periods of time, increasing the amount of fuel a transporter can carry, and waiving fuel specifications are all options available to government to ensure fuel arrives where it is needed.

Government agencies, emergency responders and other entities, who require fuel for generators and vehicles, that contract for the fuel in advance of an emergency will get it. Those who do not contract for their fuel in advance will find it more difficult to get fuel during an emergency.

Most gasoline stations would prefer to be open 24 hours a day 7 days a week. When gasoline stations are forced to close because of the loss of power, owners have to make decisions based on their costs and the ability to recover their costs. Generators that can cost tens of thousands of dollars are an option for each gasoline station owner to consider based on their ability to recover the cost of the equipment. Simply put, gasoline stations are not public utilities that can push their costs on to their customers. The market will dictate if the cost of a generator is a reasonable investment.

Pharmacies, grocery stores and other businesses that provide the public with essential products are important to the health and human safety of our state's residents. Gasoline stations are an important part of our economy, but do not jeopardize human health when they are not open.

As difficult as tropical storm Irene and the October snow storm were, motorists were still able to get fuel. The gasoline stations that were closed made it inconvenient to find fuel, but it did not deny anyone the ability to fill up if they were willing to drive a little further and wait a little longer.



Tim Phelan and Marc Green talking points for two storm panel

- Mr. McGee, Major General Skiff and other members the panel, thank you for the opportunity to talk to you today about the retail impact of the two storms.
- For the record, my name is Tim Phelan and I am the President of the CRMA. CRMA is a statewide trade association representing retailers throughout Ct. Our membership includes some of the worlds largest retailers and the state's main street merchants.
- I am joined today with Mr. Marc Green, of Lux Bond and Green who is the Chairman of the Board of Directors of the CRMA.
- I know my time is short and I want to be able to answer any questions you might have so I will get right to the point.
- I think the best way to describe the impact of the storm on retailers is to break it down into two categories. Good outcomes and bad outcomes:
- **Good outcomes:**
- Another category of retailers in the depends categories is if you sold products that people needed or wanted, you saw no drop off during the storms and in some cases might have seen a spike in business.
- We spoke to one member in the greater Hartford region who said the October storm resulted in the best business he had ever seen. He sold things that people needed.
- In addition, during the two storms, if you were a mall operated that maintain your power, you too saw a increase in business as people without power went to the mall to stay warm, eat, stay connected thru the use of WiFi and to occasionally do a little shopping.
- For instance during Irene, the Milford and Meriden malls both remained opened and saw some increases especially in the food court. But the Trumbull mall was closed for three days.
- And during the October storm Meriden mall never lost power and the Westfarms and Danbury Malls remained opened and saw brisk foot traffic that resulted in some increase in sales.

- **Bad outcomes**
- If you were a retailer that lost power in your store and you and your employees and your customers all lost power, the results of the storm where devastating.
- We spoke to many members who were in that position, their stores were down, and they were in part of the state where customers where out of power and they faced a tremendous challenges and as a result the storm had a devastating negative impact.
- We spoke to one member who not only had the loss of business during that period but also had other issues, including computer and POS issue after the power was restored.
- Another category in the bad outcomes where those business that remained open during the two storms but because customers had no power and because they sell “discretionary” items, such as bedding, furniture, bikes, lighting stores, ect” saw no foot traffic and very little sales during that time period.
- These retailers in some cases had a double loss, they had no business which they normally would, but had to keep the overhead of running there business in place.
- Finally, the other major issue that the retailer industry faces as a result of the storms is the purchasing power of customers.
- In some case customers have to spend dollars that would otherwise be spent “discretionary” purchase on clean up and tree service thereby putting off other purchases.
- One retailer we spoke to in the Windsor area had a customer call and cancel a large order for that very reason.
- In summary, I would say that during a storm like the ones that we have experienced, the overall impact on the retail industry in not good.
- **For the vast majority of our members we polled, it was clear that the typical main street merchant that was without power for any period of time or a large merchants without power the loss of business was tremendous. Some of that business may be made up during the holiday season but some of it may never be made up and will have lasting effects.**
- Finally, I want to be clear that the information I am sharing with you is direct result of conversations with members and that we would difficult for us to come up with a real number in terms of loss to the retail industry without a comprehensive economic study.

- Thank you for your time and I would be happy to try and answer any questions you might have
- **Marc Green comments**
- Thank you
- Retailers provide 1 in every 4 jobs in Ct.
- We have had a number of direct conversations with all types of retailers throughout Ct.
- We all know the devastating impact that the storms had on Ct and we still see it today.
- Because of the timing of the not named Oct snowfall much of the retail impact may not be seen until 2010
- My business was down 42% for the comparable days and that will NOT be made up.
- As the December bills come out, where many customers where see on there credit card bills which will included among other things, hotel bills, purchases of new generators, replacement food, ect could really have the most negative impact on retailers especially during the holiday season.
- There is also the physical and emotional toll that hit consumers that will be very hard to measure in terms of what and when they go make there purchases.
- Finally, the overall cost to business will be negative and especially for those small retailers that did not sell the things that people needed.
- Thank you for your time.

(M)



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November 29, 2011

Special Meeting of the Two Storm Panel

Panel Members:

Joe McGee (Co-Chair): Vice President, Business Council of Fairfield County

Major General James Skiff (Co-Chair): U.S. Air Force, Retired

Peter Carozza: President, Uniformed Professional Fire Fighters

Terry Edelstein: President, Connecticut Community Providers Association

Lee Hoffman: Attorney, Pullman & Comley Environmental Law and Energy and Utility Matters

Scott Jackson: Mayor, Hamden

Robert McGrath: Former Fire Chief, Stamford

Cathy Osten: First Selectman, Sprague

Mr. Chairman and members of the Storm Panel, my name is Michael J. Fox, Executive Director of the Gasoline & Automotive Service Dealer's of America, Inc. a Trade Association representing gasoline service stations, car washes, independent repair shops and towing operators.

Connecticut has approximately 1175 retail service stations/convenience stores our members are responsible for selling over 60% of the approximately 1.2 billion gallons of gasoline sold in Connecticut annual. Most of these sales take place through franchised retailers of the major oil companies such as Mobil, Shell, Citgo, Hess, Exxon, Sunoco and unbranded retailers!

First and foremost, storms consisting of rain, wind and snow are nothing new to the State of Connecticut or gasoline retailers. In fact, I was a Mobil retailer when one of the largest snows storms in Connecticut history required the Gov to shut down I95 to truck traffic and the snow drifts were above the front door of my service station, during this storm, I was only not selling gasoline for about 1-hour to clear the snow from the station and front door. Quickly the Governor allowed gasoline tankers to make deliveries to service stations while banning other truck traffic and I remember helping local law enforcement get emergency personnel where they were needed utilizing two snowmobiles that I owned at the time. Was the power out due to down tress, yes, in fact at my house, a tree fell across my driveway so I could not go home until repaired! How long? It took less than 48-hours for one of the largest storms in Connecticut history.

What I have learned from then to now, is that both major utilities have approximately 3-times as many customers as they did then, but they have about 60% LESS linemen and NO in house tree cutting services as they did back then. Addition key point, Connecticut did not at that time have the notoriety of having the second highest electric rates in the country. Regulated utilities delivered reasonable rates and outstanding customer service during storms. But even when one customer is inconvenienced the cry for legislative relief is at times defining. The haste to delivery relief to that outcry has created where we are today. In fact, for years now, employee's of these utilities have been saying this would happen as not enough was being done to maintain utility poles.

Deregulation comes along and as we all know, electric rates have skyrocketed and customer service does not exist. Complete elimination of in house services to make way for "just in time" outsourcing of services such as line crews and tree cutting have resulted in deplorable customer service during storm outages!

What is frustrating to consumers and our industry is many consumers feel this issues will never be resolved and have taken matters into their own hands by installing generators at homes and businesses to make up for the lack of customer service and this has resulted in a large number of generators running, consuming gasoline and diesel fuel during these storms. This exacerbates a supply run on product which is also further exacerbated by consumers filling up their cars just prior to the storm. While in the past, our industry handled the "mad rush", the simple facts are, it has gotten so large and the utility companies have taken longer and longer to restore power during outages.

Now, the mad rush again to address consumers' complaints, has resulted in a call for all service stations to install more and larger generators which will only add to the problem, not address the real problem, and allow utilities to continue getting a "Free Ride" at the expense of consumer and business owners! Once needs to ask exactly what are we getting for paying the high rates for electricity.

I have reviewed the written testimony of the ICPA and concur with their recommendations as they relate to fuel delivery waivers, hours of service waivers and would like to add that better advanced communications need to be set up that will allow our industry to do what it does best, supply product to our customers when they need it without government interference during these outages. Rather than waiting for a State of Emergency to publicly be declared which then fuels the madness to fill up even more. Advance communication should allow for an orderly waver so that product can be delivered in advance of the storm. Some will say what happens if the storm does not come as we all know can happen as weather patterns are not an exact science. The simple answer is nothing - we all will be prepared and ready.

No service station owner or distributor, no matter how large or small, wants to be out of product when they can sell more of that product. What any station owner or distributor does not want is to have the additional cost of spoiled or rotten product or not being able to sell full tanks of gasoline due to the lack of power. Especially now that restoring that power takes longer and longer.

While I understand that I am not a tree cutting engineer, I took a simple ride around my office and was amazed to find tree after tree after tree not only near power lines, but those power lines appearing to actually be part of the tree. One street in particular that I went down, I went because I honestly expected to find trees cut back because this area around my office was hit hard during the prior storm and trees not only took down power lines, but actually split poles in half. What I say was shocking to say the least and so shocking that I went back to my office and took the following pictures I would like to submit here for all to review. Again, the point here is that tree cutting crews were just here for the last storm so what I do not understand, is why not cut the trees in these pictures to prevent them from doing exactly the same thing when the next storm comes.

Or is that the answer, that utility companies have found a way to continue to keep rates high and deliver substandard service to their customers? One need only look that no minimum levels of service are in place to justify the rates charged. Also, when a CEO can just resign and received huge bonuses for delivering this poor service, this leads consumers and business owners wondering where State legislators are are doing! Calling for business owners to install generators at a cost of approximately \$30,000 per location not including annual maintenance for 3 to 5 storms per year is just well, ridiculous! Yes, I hear about Florida does it, but the reality is Florida does not do it, and the amount of storms that impacts that State are considerably larger than in Connecticut!

Please review the attached photo's provided here and this is a very small sampling and in a populated area! This problem gets larger and larger when you move out into rural areas! The problem is not a lack of generators at service stations, businesses or even at homes in rural areas. The problem is trees on power lines and the lack of crews addressing this issue prior to a storm and then the lack of crews actually in the State of Connecticut, when a storm hits and power lines are down. Storms will come and go but cutting back trees will not 100% eliminate downed power lines, but it will eliminate the total number of downed power lines. Even if every single service station had generators, when power lines are down, since cable lines are now on those power lines, internet and phone communication is still down. How does the station owner communicate to get the gas he or she needs? How does the station owner let the delivery company know they might not need gas because the road is blocked due to downed lines? The simple answer is that generators are not even a band aide on the problem.

The utilities need the tools and in this case those tools are legislation that requires minimum levels of services with server penalties and rebates to consumers and business owners when those minimum levels of service are not meet. Consumers and business owners should be part of a committee that helps develop those minimum standards to insure the powerful lobbyist employed by the utility companies are eliminated from that part of the process. I bet you any utility company who is fined or has to provide rebates to consumers and business owners will not be providing large bonuses to executives of the company if that happens. A self policing public policy! One need only look to other States who have more storms than Connecticut and the level of service is much better than in Connecticut!

Please review the pictures provided and I will answer any questions you may have. And I ask everyone here today to drive around with a camera on your own and take a picture. I bet you will be as shocked as I was when you look!







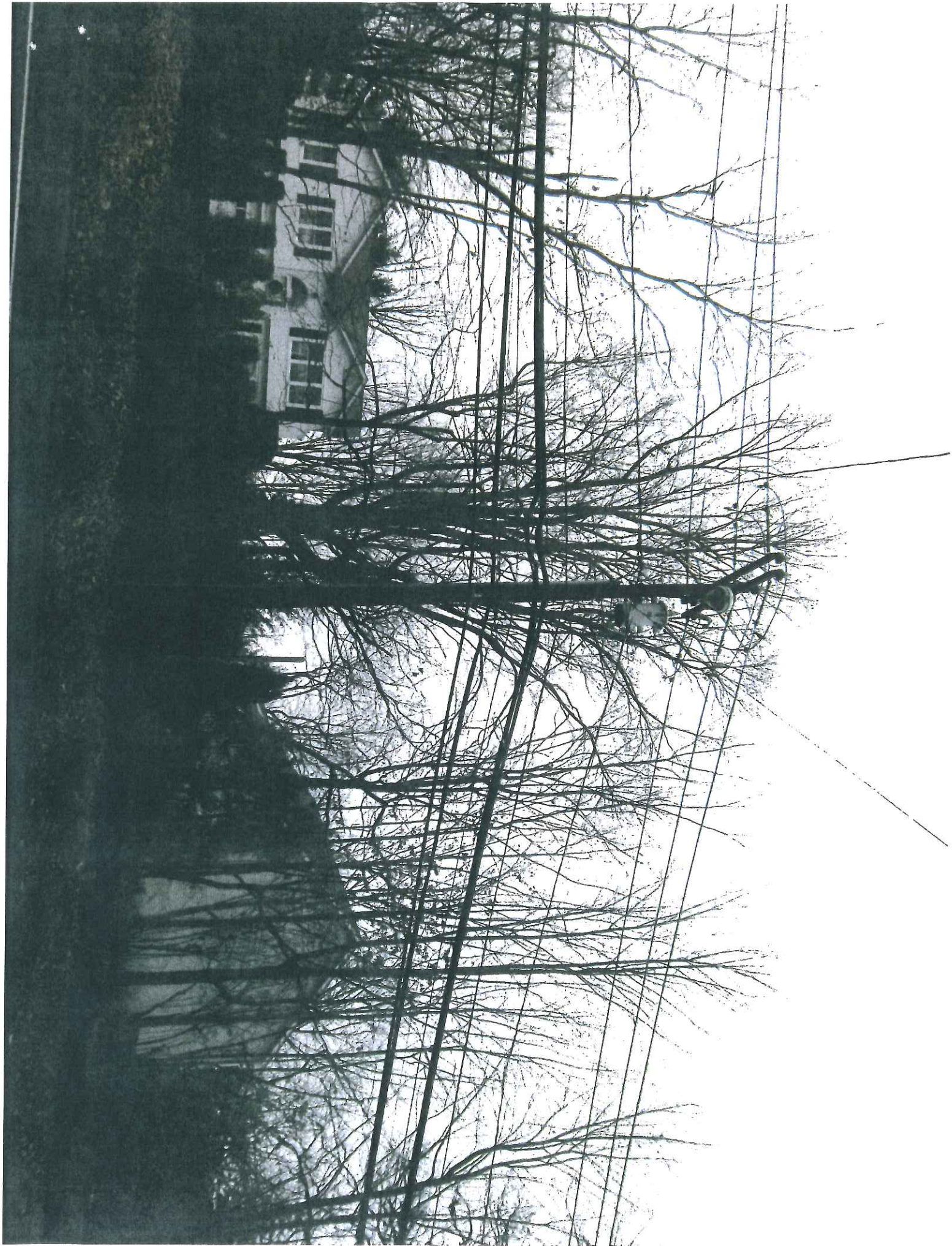














Caplet, Mike

From: Roberts, Linda
Sent: Friday, November 25, 2011 4:29 PM
To: Caplet, Mike
Subject: Storm Panel Recommendations

Good Afternoon Mike,

Chairman, Robin Stein, has asked that we add the following recommendations to his initial testimony to the Two Storm Panel (Panel):

If the responses to the Connecticut Siting Council's (Council) post storm questionnaires to the telecommunication's industry are not forthcoming, the State should **require** that the information be provided directly to the Panel. As indicated in my previous e-mail the Council's questionnaires do not constitute an official inquiry and, although we need the information requested to plan for/mitigate future emergencies, the Council does not have the authority to demand a response.

We have the (GIS) resources to be able to show exactly where the problem areas are relative to telecommunication infrastructure but, we need the answers to our inquiries in order to map the exact location of each tower and include the required attributes to fully utilize the system. ISO has this mapping capability for the transmission lines

We need to develop minimum standards for back-up power for cell towers.

The Siting Council (staff) should be represented on any State-wide emergency preparedness entity.

While not under the jurisdiction of the Siting Council, distributed generation systems with micro-grids/energy districts should be encouraged and implemented where feasible, so as to provide power independent of regional system in the event of an emergency.

If you have any questions or need additional information, please call me.

Linda Roberts

*Executive Director
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