

1 **Q. Please provide meeting minutes, list of attendees, action items and other**  
2 **documentation for any lessons learned/debriefing sessions held after the January**  
3 **2014 event by the communications organization. Include internal sessions as well as**  
4 **external.**

5  
6 A. Attachment A is a copy of Newfoundland Power's *Customer Service, Communications &*  
7 *Corporate Affairs Response* document dated January 13, 2014.

8  
9 Attachment A was created to assist Newfoundland Power in considering lessons learned  
10 in customer service and communications. No meeting minutes, lists of attendees, or other  
11 documentation was created relating to internal lessons learned or debriefing sessions  
12 associated with customer service and communications for the January 2014 electrical  
13 system events.

14  
15 Fire and Emergency Services Newfoundland and Labrador ("FES-NL") facilitated a  
16 debriefing session following the January 2014 events. Newfoundland Power was among  
17 the wide range of participants at this February 6, 2014 session.

18  
19 Attachment B is a copy of draft minutes from the FES-NL debriefing session. Because  
20 these minutes are clearly marked "DRAFT – NOT FOR CIRCULATION" and were  
21 created by FES-NL, Newfoundland Power objects to placing them on the public record.  
22 Attachment B is available on Newfoundland Power's stranded website at the link  
23 [ftp.nfpower.nf.ca](http://ftp.nfpower.nf.ca).

24  
25 Please refer to the response to Request for Information PUB-NP-036 (1<sup>st</sup> Revision), for  
26 information relating to potential changes identified in Newfoundland Power's customer  
27 service and communications as a result of the January 2014 electrical system events.

28  
29 Please refer to the response to Request for Information PUB-NP-053 for information  
30 relating to assessments of Newfoundland Power's customer service and communications  
31 as a result of the January 2014 electrical system events.

**Customer Service, Communications & Corporate Affairs Response  
January 13, 2014**

**FINAL**

January 13 | 14



# Customer Service, Communications & Corporate Affairs Response

McCarthy, Karen & Collins, Peter

January 2014 Power Outages/Complications with Lack of Supply

Customer Service, Communications & Corporate Affairs Response

January 13, 2014



Newfoundland Power @NFPower

8 Jan

Do your best conserve. Especially during peak times. Avoid dishwashers, laundry, turning up thermostats, etc. #darknl

Collapse

Reply Retweet Favorite More

11

RETWEETS



4:43 PM - 8 Jan 14 · Details

## Only 50 Customers Remain without Power Tuesday, January 7 2014



## Newfoundland power outage prompts public inquiry

Mass outages hit the island last week in wake of winter storm, generating station problems

January 13, 2014

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## **I - Introduction**

The purpose of this report is to capture the role of the customer service, communications and corporate affairs response to the recent loss of power to Newfoundland Power customers. Rotating power outages, and other complications, resulted from limitations with power supply from Newfoundland and Labrador Hydro (Hydro). The report will present information and data to demonstrate the level of customer service, communications and stakeholder outreach activity, as well as discuss the philosophy and changes in communications approach that were required during this extraordinary event.

Among other things, this report will explore the changes made in the customer service group, as well as detail the purpose of the Communications HUB and other protocols that have been put in place over the past year. Ultimately all measures have been established to allow for optimal interaction with customers/public.

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## II - Background

Newfoundland Power has experienced other major events on the electricity system in recent years due to storms and other power supply issues. During the January 2013 event, the largest event in the past year, the Company faced some challenges in communicating to customers effectively. Following that event, an *Outage Communications Improvement Project* was undertaken to address two key issues:

- technology and the role played in facilitating good customer service; and,
- enhancement of internal coordination efforts on customer/public communications.

Staff was therefore mandated to assess the challenges of the January 2013 event and develop solutions given that customer/public communications during power interruptions were and are paramount to how Newfoundland Power operates.

A series of outcomes arising from the *Outage Communications Improvement Project* greatly benefited how the Company interacted with customers/public during this most recent 2014 outage.

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### III - Outcomes of the Outage Communications Improvement Project

Outcomes were realized in three key areas:

#### Contact Centre Operations

- Increased phone line capacity in Contact Centre to 84 for incoming calls (from 66)
- Trained additional staff (non-Contact Centre staff) to take outage calls in order to boost staffing and run shifts
- Focused on reducing busy signals and directing customers to alternate places for information

#### Technology Improvements

- Implemented new technology to update phone messaging and website messaging, and messaging for Contact Centre agents
- Enhanced website to create an Outage portal, consolidating all outage information on one page for easier access by customers
- Developed a new website app for customers to report power outages online
- Used recently installed technology in line trucks to electronically dispatch outage tickets

#### Communications

- Established a Communications HUB – cross functional team of Customer Service, Information Services, Corporate Communications, and Field Operations staff – to ensure timely, accurate and consistent communications to customers/public across all channels (Contact Centre, web, SM, media interviews)
- Further developed a social media program to ensure channels could be used effectively during outages

The **Communications HUB Team** develops work processes for receiving and reviewing information related to major power outages and communicates the company's restoration efforts to customers through the suite of outage communication tools currently available.

Informer – Newfoundland Power website updates and automated recorded phone messages

Newfoundland Power Website – Outage Maps and Outage Listing, Storm Mode

Outage Blog -- updates Contact Centre agents to assist in processing calls  
Social Media – Twitter; Facebook



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## IV - How it Unfolded – The Customer Service, Communications and Corporate Affairs Program

### The Progression

When notice came for potential rotating outages, teams readied themselves inside the organization. The Communications HUB was established; the Contact Centre was ready to roll; messaging was prepared; and briefings with operational leads were constant. Because Newfoundland Power had been expecting notification from Hydro regarding the insufficient availability of supply to meet demand, there was some time (though minimal) to prepare for the eventuality.

#### *Lost Opportunity*

A few days prior to rotating outages beginning, it was clear to Newfoundland Power that conservation messages should have been sent to the public. That said, the decision to enact such messaging rested with Hydro and their assessment of available power supply. When Hydro decided to go public with conservation messaging, it was too late for the public to respond. Within a couple of hours, rotating outages had to be instituted.

During the first night of rotating outages (January 2), the customer service and communications teams identified that communication of multiple outages at the one time was not being facilitated effectively through the Company's website or the phone system. By late evening, a decision had been made to situate a member of the Communications HUB directly in the System Control Centre, alongside system operators. Data entry around outages became clearer henceforth, providing customers with as much specific information as was possible during the time.

In short order, it also became very clear that customers wanted advance notice of the rotating outages. It was difficult for them to understand the dynamic nature of the electricity system and how decisions were being made in real time about which feeders to drop/pick-up. Although staff communicated immediately as outages occurred, the Company knew it had to engage further with media about this issue. On January 3, The Telegram was invited to the Company's System Control Centre and Customer Contact Centre where issues around the operation of rotating outages of the magnitude that were being encountered were explained. In addition, "cold load pick-up" issues were discussed in the hope that conservation messages would be understood by customers/public.

The media outreach worked well. The January 4 edition of The Telegram included several stories from Newfoundland Power staff, as well as explanatory videos on the subject mentioned above.

(<http://www.thetelegram.com/Video/29934/On-power-shortage>)

## Customer Service, Communications & Corporate Affairs Response

January 13, 2014

### On power shortage

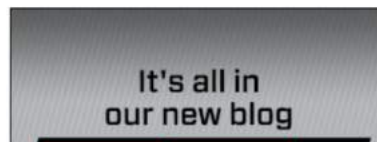
Published on January 03, 2014

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[Comment](#) 0 [Send to a friend](#) [Print](#)



At Newfoundland Power's system control centre, manager of operations Sean LaCour speaks about the challenge of handling the power supply system and the risks in the case of a shortage.



Customer outreach through the Contact Centre was constant during this period. Employees answered calls 24 hours a day, with wait times varying. (See pg. 15 for details) The trained, back-up group of employees also proved beneficial as these employees were requested to assist beyond the 35-40 regular Contact Centre staff.

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Premier Dunderdale visited the Customer Contact Centre to thank employees for all their efforts. Shown here is Peter Collins, Manager of Customer Relations and Information Services, with the Premier. Earl Ludlow, President and CEO; Gary Smith, VP Customer Operations and Engineering; and, Sherina Wall, Customer Relations, are also in attendance.

### The Moment of Philosophical Shift

When rotating outages were expected to continue for an unforeseen period, Corporate Communications staff immediately notified Fire and Emergency Services. Staff knew on January 3 that it would be necessary for both utilities and perhaps the provincial government to stand side-by-side to reassure the public that everything possible was being done to assess and correct the problems with the electricity system. A joint news conference was called for 1:00 p.m. Newfoundland Power staff invited Fire and Emergency Services staff, and joined Hydro at their offices. Local media representatives, despite the lack of power and other struggles, all showed up to cover the announcement on the system.

Until then, Newfoundland Power communicated through its own mediums without any joint announcements or communications with Hydro. The seriousness of the events unfolding on Saturday, in particular, called for a higher-level response from all involved parties.

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## Dunderdale, Martin and Ludlow

Published on January 07, 2014

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0 Comment Send to a friend Print



Premier Kathy Dunderdale speaks to the media Tuesday afternoon, flanked by Nalcor CEO Ed Martin (left) and Newfoundland Power CEO Earl Ludlow.

— Photo by James McLeod/The Telegram

### The New Approach to Public Communication

Though Newfoundland Power continued all its normal means of addressing customer needs, from January 3 onward, much coordination was undertaken with Hydro and the provincial government. Past outages at Newfoundland Power had never resulted in news conference/media scrums of the nature that had been held during this January 2014 blackout. Furthermore, past outages had never escalated to the stage where information sharing with government officials meant daily or twice daily in-person meetings with Government.

Reaching out to key stakeholders like schools boards or health institutions is par for the course at Newfoundland Power during outages or other system interruptions. In this case, however, an elevated level of attention was paid to communicating not only at the operations level with these stakeholders, but also at the “elected official” level. Tremendous efforts to make direct calls to mayors, and to constantly communicate with school management and others, were required.

Frankly, Newfoundland Power had never before seen an outage or series of outages related to power supply and cold weather issues liked this one in its history. And, people wanted information.

*“Thanks for keeping me informed throughout. You have been my source of information from the beginning and I appreciate it very much. I hope we are through the crisis period and the City is now focused on getting back to normalcy for our residents. I think this is important at this point in time. Again, my thanks and keep in touch!”*

Mayor Dennis O’Keefe, St. John’s

Customer Service, Communications & Corporate Affairs Response

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*"Thanks for the update. You and your colleagues are doing a great job. Also, thanks for the information that was provided on Saturday/Sunday. It allowed us to plan the local response much more efficiently. Please stay in touch."*

Mayor Sam Synard, Marystown

The desire for information and the need to encourage conservation efforts formed the basis of a communications campaign between the provincial government and the two utilities. This work was developed quickly and under the direction of the Power Outage Response Committee set up by the Premier. It entailed print, radio, web and other outreach with simple messaging. The hashtag #ConserveNL was also introduced.

As operations staff and management considered other major incidents affecting power supply over the subsequent days, efforts continued to communicate with customers.

Education was key: lack of supply combined with cold weather and high energy-usage meant trouble. People soon learned the volatile situation the Island found itself in; they adapted; and, they engaged tremendously with the Customer Contact Centre, online and by listening to media interviews and calling Open Line shows.

## Customer Service, Communications & Corporate Affairs Response

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### Public Sentiment

As can be expected, public sentiment during the outages shifted from outrage and non-compliance with conservation messages in the beginning, to conservation adherence and a crisis of confidence in the electricity system. As always, there was tremendous support for Newfoundland Power workers, and other workers, for their efforts to restore power during cold weather, often-stormy conditions.

Customers have taken a beating because of the volatile and lengthy nature of outages in January 2014. They find it hard to believe that cold weather can cause the available supply of power to be affected to the degree that it has been and are therefore querying management of the electricity system.

As many as 190,000 customers were without power at any given time during the widespread outages. This number changed with every event on the electricity system.

On Saturday, January 11, 2014, Newfoundland Power publicly thanked its customers in The Telegram for their patience and cooperation, and reminded them about conservation and safety concerns.

### THANK YOU FOR YOUR PATIENCE AND COOPERATION

Newfoundland Power sincerely thanks all of its customers for their patience and understanding while our employees worked long hours over the past week to restore power, once supply became available. We'd also like to let you know that **your energy conservation efforts made a huge difference!**

We encourage everyone to continue conserving power, especially during peak periods. Your energy conservation makes a huge impact on the electricity system.

And above all, please continue to **make safety your number one priority.**

**Thank you from the entire Newfoundland Power team!**

**NEWFOUNDLAND**  
**POWER**  
A FORTIS COMPANY

Customer Service, Communications & Corporate Affairs Response

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January 13, 2014

### **Employee Incident**

A Newfoundland Power employee became injured while restoring power during this January 2014 event. This drew media attention, in addition to the ongoing electricity system questions. In usual circumstances, the employee incident would not have been discussed publicly. In a somewhat ironic fashion, the public discussion of this event galvanized public support for those working to restore power.



January 13, 2014

## V - Supporting Data and Initial Assessment of Customer Response

A set of appendices follow this report to provide further detail on the subjects contained herein.

Activity on the Newfoundland Power system was incredible.

### Website

From January 2-8, there were nearly 950,000 website visits. 53% of these were from mobile devices such as Smartphones, whereas the remaining 47% were from PCs and tablets. The website reached a peak of almost 219,000 visits on January 4, followed by another 200,000 on January 5. For context, the total website visits for all of 2013 was 1,005,000.

That said, there were two incidents where access to the Company website was restricted:

- Thursday, January 2<sup>nd</sup> 5:33 p.m. until 6:17 p.m. (brief lull from 6:04 p.m. to 6:10 p.m.)
- Sunday, January 5<sup>th</sup> 9:36 p.m. until 9:49 p.m.

As traffic to the web server exceeded the server's ability to service requests, customers received a simple "Server is too busy" message in black text on a white background. Not all customers received this message. Some would have experienced very slow response and some would have received partial pages missing components and/or formatting. It's worth noting that the website didn't crash; it became very slow for some customers but was fine for other customers during that period.

At the time of the incidents there was no fix available--no action was possible. The issue cleared itself as the number of requests per second dropped. An assessment of the website's design and capability to service large volumes of service requests is underway.

### Social Media

- Almost 2,800 retweets on Twitter
- Almost 3,300 Twitter mentions
- Almost 7,000 new Twitter followers
- 4,200 new followers (likes) on Facebook
- 166,000 people were reached through Facebook posts

### Media Relations

Company focus was on providing timely and accurate information to customers and the public through the media, as well as responding to a tremendous number of interview requests. All forms of media were very active during this time (TV, radio, newspaper), **and staff completed in excess of 100 interviews** during the outage period. Coverage of interviews was carried by multiple media outlets, multiple times, driving corporate mentions in the media into the hundreds.



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Unique to this event was the interest by national media, as well as the use of joint press conferences to streamline the delivery and consistency of information. These press conferences included various representatives from Newfoundland Power, Hydro/Nalcor, Fire and Emergency Services as well as the Premier. In addition, both VOCM and CBC did multiple broadcasts throughout the day dedicated specifically to the challenges associated with the supply issues impacting the electricity system and the resulting outages.

### Contact Centre Calls

For the period Jan 2<sup>nd</sup> to Jan 6<sup>th</sup>, the Contact Centre handled 22,487 calls from customers. (The Contact Centre was open for normal business on Jan 7<sup>th</sup> and Jan 8<sup>th</sup>). While the number of customers waiting in the queue to speak to a Contact Centre agent was often high during peak times, the wait times were reasonable given the circumstances and the number of customers affected.

Date	Number of Calls	Average Speed of Answer	Longest Call Waiting
Jan 2	3544	3:30	12:10
Jan 3	2008	0:01	2:19
Jan 4	7987	2:14	10:39
Jan 5	6389	1:19	7:43
Jan 6	2559	1:45	4:32

### Outages Reported

While the primary reason customers were without power was due to generation capacity limitations, the major snow storm did result in a number of power outage calls. The challenge for Contact Centre agents and operations personnel was to distinguish isolated power outage calls from those customer calls that were strictly without power due to generation capacity. As a result, many outage calls were appropriately screened out so as to only capture legitimate trouble calls.

For the period Jan 2<sup>nd</sup> to Jan 8<sup>th</sup>, 4975 outage tickets were created. Further analysis occurred before dispatching these outage tickets to service trucks in order to screen out duplicates.

## Customer Service, Communications & Corporate Affairs Response

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### Initial Assessment

Newfoundland Power's assessment of its approach to customer service, communications and corporate affairs during the January 2014 event is very good – though ultimately that will be determined through further research and assessment. Feedback from the public and stakeholders has been positive. The ability to communicate well with customers, the general public and key stakeholders was aided by technological advances noted above and new protocols established over the past year.

The event itself was extraordinary in nature in that it affected so many customers over so many days. That meant that Newfoundland Power had to respond in an extraordinary manner. And its employees did.



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## **Appendix – A - Social Media Metrics**

### **(December 27, 2013-January 10, 2014)**

## Customer Service, Communications & Corporate Affairs Response

January 13, 2014



Kristine Hamlyn  
khamlyn@newfoundlandpower.com  
Newfoundland Power  
(709) 737-5306  
www.newfoundlandpower.com

## Social Media Metrics Jan 2014

Dec 27, 2013 - Jan 10, 2014

### Twitter : Profile Summary



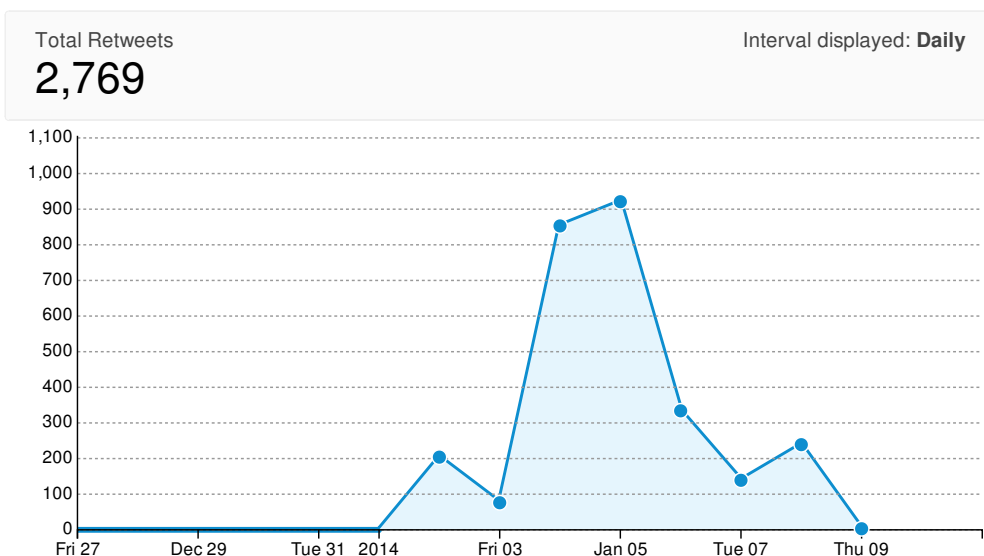
**@NFPower**  
Newfoundland  
Power

Newfoundland, Canada

*Electricity provider for the island portion of NL. Here Mon-Fri, 9-5. To report an outage visit our website or call 18004745711. Think Safe. Live Safe.*

Followers	<b>16,023</b>
Following	<b>350</b>
Listed	<b>132</b>

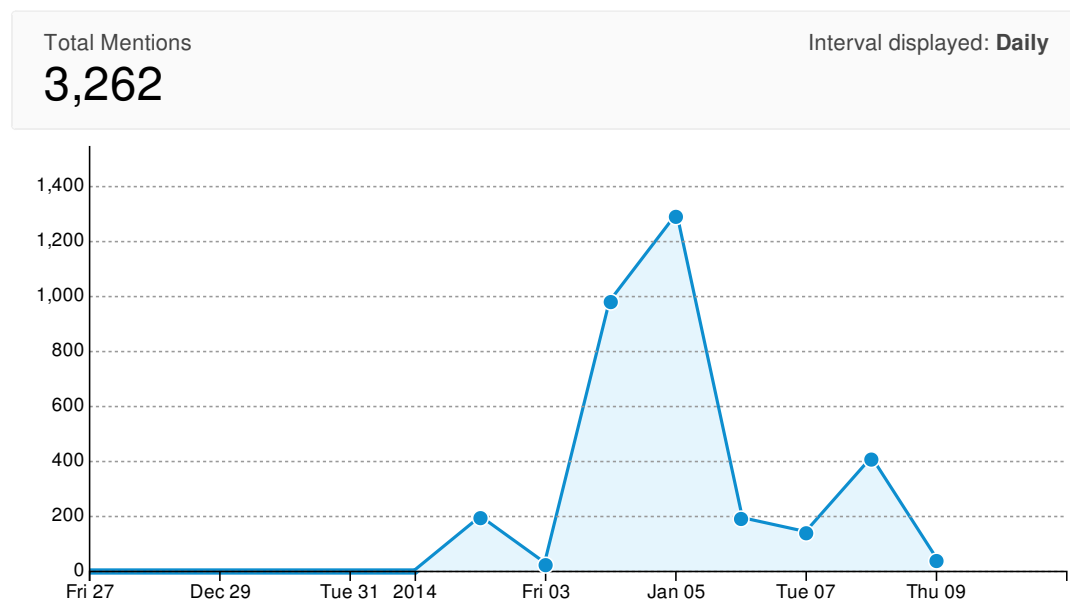
### Twitter : Retweets - Count



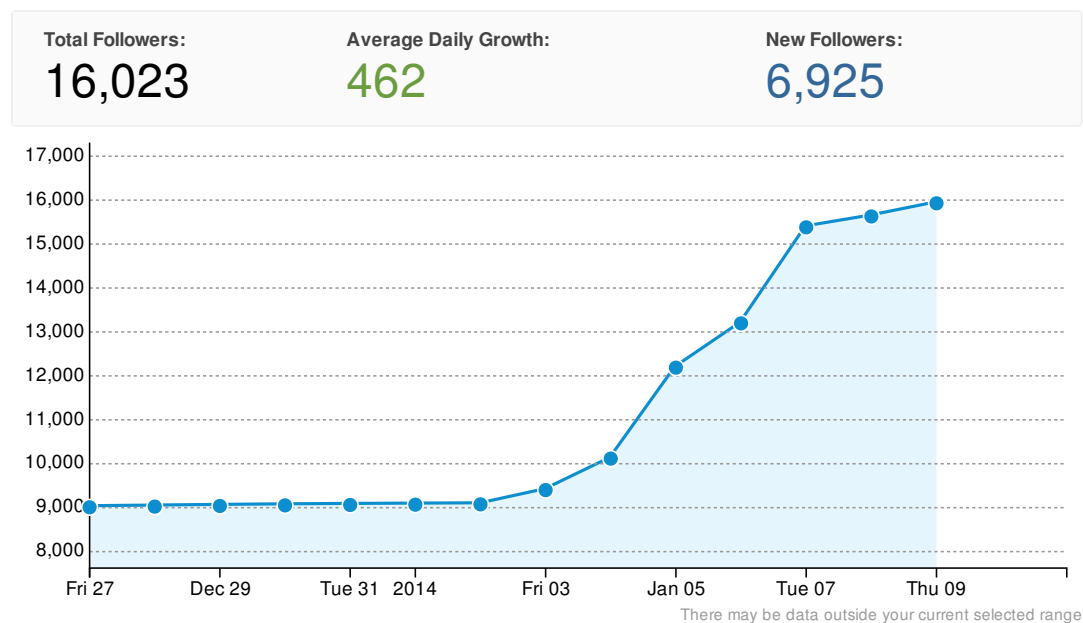
## Customer Service, Communications & Corporate Affairs Response

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### Twitter : Mentions - Count



### Twitter : Follower Growth - Count



### Facebook Insights : Snapshot



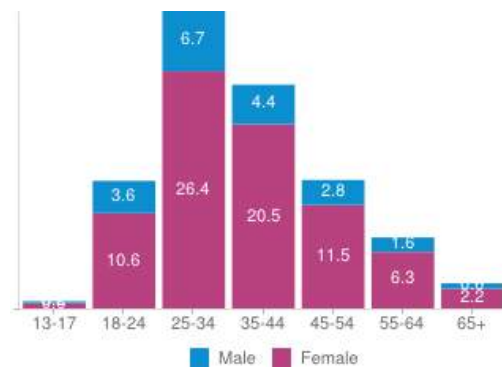
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### Facebook Insights : Daily Likes



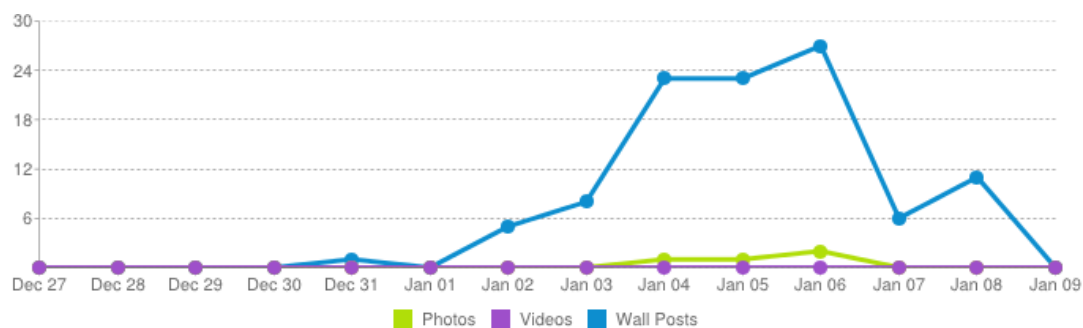
### Facebook Insights : Likes by Demographic - Graphical



### Facebook Insights : Likes by Demographic - Tabular

Age	Male	Female
13-17	0.2%	0.6%
18-24	3.6%	10.6%
25-34	6.7%	26.4%
35-44	4.4%	20.5%
45-54	2.8%	11.5%
55-64	1.6%	6.3%
65+	0.6%	2.2%

### Facebook Insights : Daily Page Activity



## Customer Service, Communications & Corporate Affairs Response

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16	Dec 16, 2013	<a href="http://ow.ly/rN0Ru">http://ow.ly/rN0Ru</a> <a href="http://www.newfoundlandpower.com/mobile/rich/Po...">http://www.newfoundlandpower.com/mobile/rich/Po...</a> Weather related outage in kilbride and areas under investigation. Restoration expected in stephenville soon. Visit <a href="http://ow.ly/rN0Ru">http://ow.ly/rN0Ru</a> .	1 clicks
17	Nov 1, 2013	<a href="http://ow.ly/qpg0y">http://ow.ly/qpg0y</a> <a href="http://www.newfoundlandpower.com/Careers/Defaul...">http://www.newfoundlandpower.com/Careers/Defaul...</a> Interested in joining our Team? Check out our latest career opportunities at <a href="http://ow.ly/qpg0y">http://ow.ly/qpg0y</a>	1 clicks
18	Dec 12, 2013	<a href="http://ow.ly/rFQV5">http://ow.ly/rFQV5</a> <a href="https://secure.newfoundlandpower.com/CustomerRe...">https://secure.newfoundlandpower.com/CustomerRe...</a> Moving into a new home or apartment is hard work! Starting, stopping or transferring your electricity service isn't! <a href="http://ow.ly/rFQV5">http://ow.ly/rFQV5</a>	1 clicks

January 13, 2014

## **Appendix – B - Media Relations Summary & Stakeholder Outreach**

(January 2, 2014-January 10, 2014)



January 13, 2014

## Media Relations Summary (January 2-January 10, 2014)

Media relations outreach began on the day that rotating outages were instituted – January 2, 2014. **Over 100 media interviews** were completed with the follow outlets in an effort to communicate to customers. In addition to the interviews, special effort was made to educate media representatives on the issues at hand by inviting media into Newfoundland Power facilities to meet with staff in operations/system control centre and customer service to discuss cold load pick-up, operational management of rotating outages, customer service management and more. As always, Newfoundland Power senior management/executive were engaged in media relations activities; the Company facilitated its media requests primarily through one corporate spokesperson to ensure one direct line of contact for media.

- Local Media Outlets
  - Radio – Primarily CBC (multiple areas) and VOCM ; carried by all other stations
  - Newspaper – Primarily The Telegram and The Western Star; also The Compass, The Advertiser
  - TV – CBC and NTV
- National Media Outlets
  - TV – CTV (including Canada AM) and CBC (English and French)
  - Radio – CBC (English and French)
  - Newspaper – Canadian Press and Globe and Mail
- Press Conferences
  - Friday, January 3rd @ 2:30 p.m.
    - Involved: Gary Smith (NP), Rob Henderson (NLH), Sean Dutton (DM/FES), Dave McCormack (FES)
    - Location: Hydro Place
  - Saturday, January 4th @ 2:00 p.m.
    - Involved: Gary Smith (NP), John MacIsaac (NLH)
    - Location: Hydro Place
  - Saturday, January 4th @ 6:00 p.m.
    - Involved: Gary Smith, John MacIsaac
    - Location: Hydro Place
  - Sunday, January 5th @ 12:30 p.m.
    - Involved: Earl Ludlow, Ed Martin (Nalcor), Premier Dunderdale, Minister Dalley
    - Location: Confederation Building
  - Monday, January, 6th @ 12:30 p.m.
    - Involved: Earl Ludlow, Premier Dunderdale
    - Location: Duffy Place/Contact Centre Tour
  - Tuesday, January, 7th @ 1:00 p.m.
    - Involved: Earl Ludlow, Ed Martin, Premier Dunderdale
    - Location: Hydro Place

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## **Stakeholder Relations Summary (January 2-January 10, 2014)**

Major stakeholder relations activities began on Saturday, January 4 when rotating outages became a larger issue. The outreach was primarily focused on the following and involved hundreds of interactions in person, via telephone and via email throughout the period noted above.

### **Provincial/Federal Government Relations**

- *Fire and Emergency Services* (daily updates and interaction beginning January 4)
- *Department of Natural Resources* (daily updates and interaction from January 2)
- *Department of Works, Services and Transportation* (January 4/5 respecting conservation measures at Confederation Building and other public buildings; January 4 respecting snowplough capacity/road conditions on Burin Peninsula highway to facilitate delivery of fuel to Newfoundland Power diesel unit in Grand Bank)
- *Cabinet Secretariat* (daily updates on the electricity system and coordination on conservation and other efforts with Departments of Education, Advanced Educations and Skills, and others)
- *Premier's Office* (daily contact with Premier and Premier's staff on electricity system updates, safety matters, conservation efforts, media relations activities and overall coordination with Government and Hydro; appointment of Newfoundland Power representative to Government Power Outage Response Committee)

### **Newfoundland and Labrador Hydro Relations**

- Executive/Management coordination throughout latter part of December on electricity system supply/demand
- Executive/Management coordination several times daily throughout events – engineering and technical discussions system control centre to system control centre, executive to executive, management to management
- Daily contact with communications and other folks on communications management; coordination of media events and media interviews – in person, via telephone and via email

### **Municipal Relations: Mayors of Larger Cities and Towns**

- Daily phone calls and other communication with Cities of St. John's, Mount Pearl and Corner Brook; towns of Paradise, Conception Bay South, Bay Roberts, Carbonear, Marystown, Deer Lake, Grand Fall-Windsor, Gander, Grand Bank, Clarenville, Bonavista and others)
- Provision of electricity system updates; encourage of review of emergency response plans; coordination on conservation and safety efforts; assistance with overall municipal operation and coordination of power to "warming centres"
- Active outreach to Municipalities Newfoundland and Labrador (MNL) to seek assistance in conservation efforts

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**Newfoundland and Labrador English School District**

- Multiple interactions, often several times daily, with executive/management of the school system
- Conservation efforts, school closures, school re-opening, after school activity and other issues were addressed and advice provided

**Business Community**

- Active outreach to the St. John's Board of Trade to seek assistance in conservation efforts
- Direct phone calls to businesses to seek assistance in conservation efforts

**Other**

- Fuel suppliers (direct outreach to facilitate fuel delivery)
- Newfoundland Power Board of Directors (daily updates)

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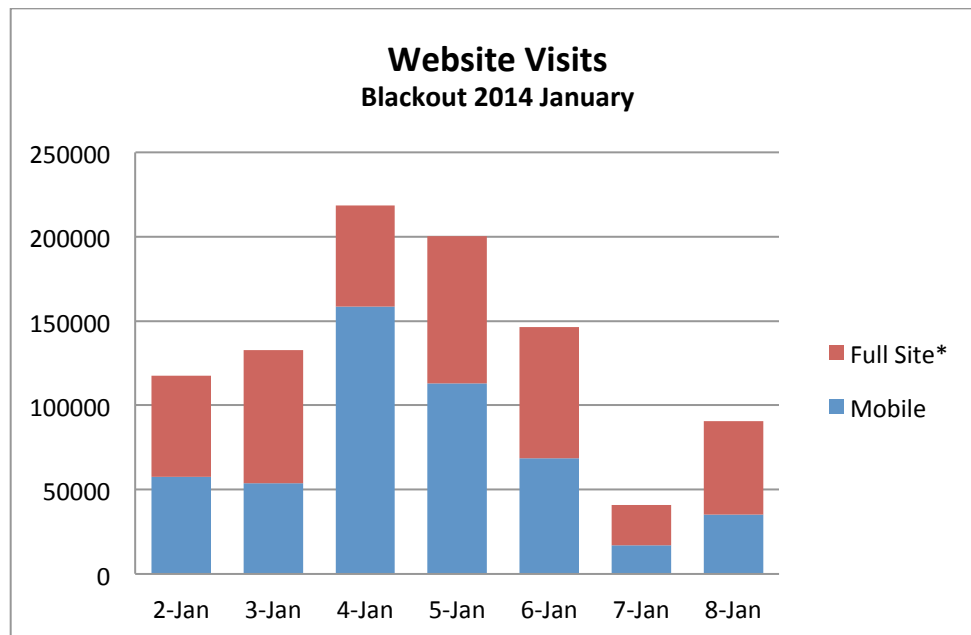
## **Appendix – C - Website Visits**

(January 2, 2014-January 7, 2014)

January 13, 2014

## Website Visits (January 2-January 7, 2014)

- **947,215** website visits were received during the event.
  - 53% were from mobile devices such as Smartphones.
  - 47% were from PCs and tablets.
  - Peak visits of 218,549 occurred on Saturday, January 4, followed by another peak of 200,335 visits on Sunday, January 5.
- For context, the total website visits for all of 2013 was 1,005,000.



Customer Service, Communications & Corporate Affairs Response

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## Hourly Website Visits (January 2-January 8, 2014)

Hour							
	Thursday	Friday	Saturday	Sunday	Monday	Tuesday	Wednesday
	2014-01-02	2014-01-03	2014-01-04	2014-01-05	2014-01-06	2014-01-07	2014-01-08
0	55	2,665	1,299	3,559	5,702	1,357	772
1	24	1,055	663	2,092	2,657	617	419
2	13	500	436	1,209	1,488	386	224
3	13	344	297	897	1,358	296	144
4	5	315	252	834	1,392	311	148
5	17	451	350	967	2,284	539	250
6	35	1,875	766	1,601	6,367	1,634	596
7	64	6,716	1,892	3,624	11,066	2,626	1,224
8	133	10,170	3,385	8,791	13,679	3,182	1,904
9	199	9,646	24,176	14,229	13,425	3,148	2,173
10	226	8,796	23,649	13,076	11,413	3,082	2,196
11	234	8,983	19,942	11,076	9,450	2,689	2,317
12	203	8,011	18,837	9,692	8,930	2,551	2,516
13	206	7,112	16,572	8,206	7,586	2,482	2,609
14	239	7,295	15,889	8,086	5,860	2,194	2,732
15	318	7,893	15,611	11,577	6,167	2,013	15,510
16	9,217	9,275	13,430	11,679	6,658	1,927	20,657
17	15,822	9,300	12,504	12,413	6,061	1,684	11,683
18	25,670	9,187	11,078	11,275	5,267	1,628	8,365
19	22,128	7,588	9,277	10,496	4,814	1,498	4,994
20	16,741	6,020	8,134	8,729	4,595	1,438	3,459
21	12,928	4,087	7,769	15,945	4,252	1,364	2,720
22	8,157	3,115	7,033	19,864	3,634	1,326	1,973
23	4,850	2,169	5,308	10,418	2,427	964	1,213
<b>Total Visits</b>	<b>117,497</b>	<b>132,568</b>	<b>218,549</b>	<b>200,335</b>	<b>146,532</b>	<b>40,936</b>	<b>90,798</b>

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## Appendix – D - Outage Reporting (January 2, 2014-January 8, 2014)

Outage Tickets created - Jan 2 - Jan 8, 2013								
Area	02-Jan	03-Jan	04-Jan	05-Jan	06-Jan	07-Jan	08-Jan	Total
SJN	268	133	448	1597	271	156	49	2922
AVA	49	52	95	392	291	45	80	1004
BURIN	5		40	84	9	7	6	151
CLV	10	83	37	50	12	3	4	199
GAN	11	41	46	7	1	1	2	109
GRF	20	33	52		6	5	5	121
CRB	41	10	170	19	10	9	5	264
STV	54	19	106	4	7	8	7	205
<b>Total</b>	<b>458</b>	<b>371</b>	<b>994</b>	<b>2153</b>	<b>607</b>	<b>234</b>	<b>158</b>	<b>4975</b>

Customer Service, Communications & Corporate Affairs Response

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## Reported Outages Online Via Website

### January 2-8, 2014

\*\*Outage reporting via telephone system is unavailable until January 19, 2014 from supplier (Aliant)

Date	# of Reported Outages Online via website
2-Jan	9
3-Jan	25
4-Jan	117
5-Jan	251
6-Jan	25
7-Jan	24
8-Jan	7
<b>TOTAL</b>	<b>458</b>



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## **Appendix – E - Staffing Customer Service and Communications Functions**

January 13, 2014

## **Customer Service and Communications Staffing**

### **Customer Contact Center**

- In total, there were 60 additional employees trained to answer the phones at the Contact Centre during the week beyond the normal 35-40 customer service staff.
- Of the 60, 41 had the opportunity to answer call while the other 19 weren't immediately required.

### **Communications HUB**

The Communications HUB was operational beginning around 1:00PM Jan 2<sup>nd</sup>.

The HUB was staffed with 6 employees as follow:

1. Team Lead (Kevin Power)
2. SCC coordinator (Keith B, Diane W, Linda M)
3. Social media coordinator (Jessica, Kristine)
4. Call Centre coordinator (Chris A)
5. Website/phone message coordinator (Frank F, Barry M)
6. Operations coordinator (Bill S, Peter U)

All HUB operational times below are approximations.

Jan 2 – 1:00pm to midnight

Jan 3 – 6:30am to midnight

Jan 4 – 6:30am to midnight

Jan 5 – 7:00am to 10:00pm

Jan 6 – 6:00am to 7:00pm

Jan 7 – 8:00am to 7:00pm

Jan 8 – 3:00pm to 7:00pm

### **Traditional Media and Social Media Relations/Stakeholder Outreach**

- This unit was staffed with 5 employees; this includes a manager, director, two specialists and a coordinator.
- Staff rotated as required through the Communications HUB as well as the normal corporate communications unit. Internal communications, media relations, utility to utility cooperation, key stakeholder relations and government relations was all managed by these 5 employees.
- External resourcing was on standby but not enacted.

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## **Appendix – F – Numbers of Customers Without Power During Events January 2014**

January 13, 2014

## **Customer #s Provided via Media and Social Media (Customers without power)**

(Thursday, January 2 – Tuesday, January 7, 2014)

**NOTE: These numbers were approximations at the time.**

### **Thursday, Jan. 2/Friday, Jan. 3, 2014**

- No #s provided during initial rotating power outages

### **Saturday, Jan. 4, 2014**

- Initial loss of supply due to fire @ Sunnyside – 190,000
- Mid day – 125,000
- Second loss of supply due to Sunnyside– 140,000
- Evening – 110,000

### **Sunday, Jan. 5, 2014**

- Morning – 25,000
- Mid day due to increased demand – 35,000
- Initial loss of supply due to breaker in switchyard @ Holyrood – over 100,000
- By 11:00 pm – 90,000

### **Monday, Jan. 6, 2014**

- Morning – 30,000 (18,00 SJ/12,000 Avalon)
- Mid day – 5,000
- Evening – less than 1,000

### **Tuesday, Jan. 7, 2014**

- President's 2 joint press conferences – 50 customers of which 30 were cabins

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## **Appendix – G - Customer Service/Communications Comparator (January 2013 event vs January 2014)**

Customer Service, Communications & Corporate Affairs Response

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## Customer Service/Communications Comparator

	Storm - Jan 2013 Jan 11-13	Storm - Jan 2014 Jan 2-8
Customer Calls - Outage line 5711	137,427	103,396
Customer Calls - Business line 2802	56,072	52,612
Customer Calls - switchboard 5600	1,065	-
<i>Total Customer Calls</i>	<i>194,564</i>	<i>156,008</i>
Busy signal - at Aliant	not available	not available
Busy signal - at Contact Centre	91,621	-
Soft busy message - at Contact Centre	feature unavailable	40,964
Website hits	156,506	947,125
Emails	152	240
Report an Outage online	feature unavailable	458
Agent handled calls	9,610	25,792
IVR handled calls (while in queue)	17,471	22,329
Abandons (customer hang-ups)	9,550	1,515

**Fire and Emergency Services Newfoundland and Labrador  
Debriefing Session:  
Draft Minutes  
February 6, 2014**

*(Attachment B is available on Newfoundland Power's stranded website  
at the link <ftp.nfpower.nf.ca>)*