SUB AFTER ACTION REPORT
ACTIONS TAKEN

Actions Being Taken	Assigned to	Status	Expected Completion
Engineering and Design Standards Review			
New construction and replacement of infrastructure is based on engineering and design standards. No additional modificationsfor engineering and design standards related to new and re-construction are recommended at this time, however, the Electric Division is reviewing wood pole lifecycle expectations and replacement scheduling.	Sanjeev	In-progress	10/1/2025
Water System Visibility and Planning			
Mobile water trailers borrowed from EWEB were deployed by SUB during the Ice Storm Event. The 2025 SUB budget includes three (3)water trailers.	Greg Miller	Bid Awarded and Three trailers ordered. Anticipated delivery by end of 2025.	EOY 2025
Determine what sites in SUB's service area would be most appropriate, from the standpoint of providing electric power and water, for residents to gather to get shelter, water and food in a "black sky" situation.	Greg Miller	In progress	9/30/2025
SUB Critical Facilities Backup Generation			
SUB Critical Facilities Backup Generation. In June 2022, SUB applied for a grant for three backup generators, to serve the Electric Service Center, Water Service Center (WSC) and Fleet, and the Willamette Treatment Plant. The grant is currently under final review by the Federal Emergency Management Agency (FEMA).	Resource Management and Water Service Center	Notice of Award Received February 2025. Executed Award letter from Oregon Office of Emergency Management in May 2025. Bid for WSC generator issued June 17, 2025.	Multi-year project. WSC project currently underway.
SUB Emergency Operations Training			
Draft Appendices and Functional Annexes to the SUB Emergency Operations Plan: Boil Water, External Communications, Operational Coordination, Resource Mobilization & IT, Cyber, and Business Continuity.	All Executive Management Team	In Progress	EOY 2025
There is an opportunity to develop more robust emergency response job aids for the EMT and for every staff member staffing Incident Command. Each EMT and Incident Command member should have access to a job aid that provides a checklist for priority activities following an incident.	All Executive Management Team	Not Yet Started. To follow completion of EOP Functional Annexes.	EOY 2026

SUB AFTER ACTION REPORT
ACTIONS TAKEN

Actions Being Taken	Assigned to	Status	Expected Completion
ESC and WSC train on and exercise the SUB EOP, WSC and ESC Functional Annexes for Large Scale Outages on an annual basis. While annual training and review of these plans occurs every Fall, there is an opportunity to expand these trainings to the entire organization. SUB may also consider developing a Multi-Year Training and Exercise Plan outlining a long-term training and exercise strategy and associated goals. This should include exercising the Incident Commands of both ESC and WSC together.	All Executive Management Team	ESC "Large Outage Document" training continues to take place annually in Fall each year. WSC and ESC to be excercised together when WSC Functional Annex completed.	EOY 2026
Clarifying the decision matrix on when to activate different notification levels.	Sanjeev King, Tracy Sutten, and Meredith Clark	In Process	Fall 2025
SUB to hold restoration workshops with their internal staff as well as the City of Springfield, during which time SUB would share the SUB Restoration Process with City partners.	Greg Miller, Sanjeev King, Tracy Sutten	As Key Account, City of Springfield and Lane County have been provided with SUB's Restoration Process, as well as given an opportunity to provide feedback.	City is complete. Internal staff to be done as part of the ESC "Large Outage" Functional Annex Training.
City and County Emergency Operations Center Support			
SUB and the City of Springfield, in partnership with Lane County as appropriate, should establish regular planning, training, and exercise activities.	All Executive Management Team	Planning in-progress for table top exercise with SUB and City of Springfield. SUB Liaison also attending Lane County Quarterly Emergency Managers Meeting.	Fall 2025
Outage Communications Enhancement			
SUB is evaluating short-term and long-term solutions to enhance the way information is gathered from the existing system to provide more clarity about where outages exist or have been restored. The information will help create up-to-date maps for use internally and externally.	Cynthia Scoble	In Progress. This has been incorporated into the Strategic Plan Initiative *Enhance SUB Outage Reporting System*	September 2025

SUB AFTER ACTION REPORT
ACTIONS TAKEN

Actions Being Taken	Assigned to	Status	Expected Completion
SUB is evaluating a new phone system with additional features that could allow more phone traffic and/or allow staff to connect into the system remotely to provide support without traveling into the office in hazardous conditions.	Cynthia Scoble	In Progress. This has been incorporated into the Strategic Plan Initiative *Investigate a new phone system with features that align with and support the SUB Business Continuity Plan*	2026
New Text Notifications and Refreshed IVR Notifications			
Procedures being developed to support texting customers during emergencies using ClickSend. These include major boil water events and PSPS situations. All outage information will continue to be relayed to cusomers via SUB website, social media, and traditional media.	Cynthia Scoble	Basic functions are currently in place. The transition to the new vendor, Everbridge, for text messaging—due to capacity limitations with ClickSend—is nearly complete.	January 2024: Basic functionality September 2025: Enhancements
Customer Communications			
Development of a detailed plan relating to call center protocols during an emergency.	Eric Smith	In Progress	9/30/2025
Develop a protocol for providing general estimates on a targeted timeline to allow customers the ability to make arrangements.	Sanjeev King	In Progress	10/1/2025
Media training for SUB's Executive Management Team.	Meredith Clark	Awaiting onboarding of new Communications staff.	9/1/2025
SUB will monitor announcements regarding other agency resources to ensure SUB is not creating expectations to be met by other agencies. This may be an area where elected officials can engage with other elected officials to provide realistic expectations to the community so that operational staff can focus on restoration and recovery.	Meredith Clark	Social media channel monitoring to be incorporated into PIO tasks and staffed by new team member, onboarding in July	August 2025
Staggered Shifts for Onboarding for Customer Service. Staggered shifts may be appropriate for coverage transition and to orient co-workers on the status of conditions. Supervisor stand-up meetings with teams may be appropriate to complement electronic communication updates given the volume of electronic communications that may occur. Example: Scheduling customer service to arrive ½ hour prior to the end of the current shift for overlap to allow the customer service manager/supervisor to have a meeting with the incoming team prior to answering phones.	Eric Smith	In Progress - This will be rolled up into Call Center Protocols (above)	9/30/2025

SUB AFTER ACTION REPORT
ACTIONS TAKEN

Actions Being Taken	Assigned to	Status	Expected Completion
Reworked notification procedures to ensure PIO and Customer Service Manager are working together on messaging before sending to media/staff	Eric Smith and Meredith Clark	Drafted procedures Feb 2024; tested & updated after March outages	Annual review
Expand Internal Text Notifications SUB will expand the use of its push-to-text system that has been used for messaging within small groups in the Main Office.	Meredith Clark	Interim solution complete December, 2024; working with IT on permanent software	August 2025
SUB is exploring the activation of an outside regional call center possibly set up by the County and/or City that can handle higher call volumes (not 1 or 2 lines) to address humanitarian aid. This could lower SUB call volume and wait time for calls related to electric restoration.	Eric Smith	Not Yet Started	EOY 2025
Engage Lane County Emergency Management to explore opportunities to request additional PIO and communications specialist via established contracts for external PIO assistance.	Meredith Clark	Initial conversation March 2024	Re-engage after 2025 summer event season
Identify two staff from the EMT, in addition to the Public Information Officer (PIO), to be responsible for serving as the public face of SUB. Public facing communication should be limited to these three representatives and they should receive media training once every two years.	Meredith Clark	Identified SUB Staff: Jeff Nelson, Meredith Clark, and Sanjeev King (for electric issues) and Greg Miller (for water issues).	Initial media training late summer 2025. Scheduled for bi-annual refresher.

SUB AFTER ACTION REPORT
ACTIONS TAKEN

Actions Being Taken	Assigned to	Status	Expected Completion
Direction to Management Regarding Disaster Preparedness			
Determine how much electric power and water SUB needs to perform its own essential functions for two consecutive weeks. Determine how those needs will be met in a "black sky" situation (a long duration, multi-region power outage).	Jeff Nelson, Tracy Sutten, Greg Miller, Sanjeev King	Finalize Hazard Vulnerability Assessments for Electric and Water Facilities. Check in with the current Board on agreements on defintions and meanings.	June 2026
Determine which SUB customers, public and private, would be critical in a "black sky" situation, how much electric power and water each would need to perform its essential functions for two consecutive weeks, and how those needs would be met. Advise SUB customers that would be critical in a "black sky" situation regarding what they might do now to conserve electric power and water to reduce the power and water necessary to perform essential functions when a "black sky" situation occurs, and, when feasible, help them do what is advisable.	Jeff Nelson, Tracy Sutten (Key Accounts), Greg Miller, Sanjeev King	SUB Support Function (not lead role): SUB to coordinate with the relevant government agencies to ensure that the location is factored into restoration prioritization. Key Accounts: SUB to meet with critical customers under blue sky scenarios to discuss expectations of what SUB can provide and what the customers should be prepared to support.	June 2026
Advise SUB customers that would be critical in a "black sky" situation regarding what they might do now to provide their own electric power and water necessary to perform essential functions when a "black sky" situation occurs, and, when feasible, help them do what is advisable.	Tracy Sutten (Key Accounts), Meredith Clark (Community)	SUB continues to conduct outreach to critical customers and enhance their methods for engagement through educational opportunities for the community on restoration priorities and execution. SUB engages in annual pre-outage season educational campaigns to raise awareness. Recent completion Fall 2024.	Annual
Devote one Board meeting annually to review progress regarding SUB's emergency/disaster response plan(s).	Jeff Nelson		EOY 2025

SUB AFTER ACTION REPORT
COMPLETED ACTIVITIES

Completed Actions Taken	Assigned to	Status	Expected Completion
SUB Emergency Declaration			
External Communication Regarding Deactivation of SUB's Emergency Declaration. SUB will send out a communication to the City, County, and Team Springfield Members when SUB has deactivated SUB's Emergency Declaration.	Jeff Nelson	Complete	
Fleet and Warehouse Support			
SUB Electric Service Center (ESC) budgeted for an additional fleet employee in 2024 and since the ice storm has filled the position, which, in addition to helping with maintenance of SUB vehicles and equipment, will be an asset in supporting the warehouse as well during a large outage.	Sanjeev	Completed - July 2024	
Determine what sites in SUB's service area would be most appropriate, from the standpoint of providing electric power and water, for residents to gather to get shelter, water and food in a "black sky" situation.			
Water SCADA System enhancements and ongoing evaluation of additional or modified reporting and alarm systems that enhance operational visibility.	Greg Miller	Ongoing	Annual evaluation.
Electric System Visibility and Planning			
ESC purchased, and is in the process of implementing, an addition to the SCADA system that will allow the modeling and updating of SUB's distribution one line diagram in a digital format, which will be available for wider access. This will improve communication across the division and support safety. The goal is to have this system ready to go by the end of 2024.	Sanjeev	Completed - December 2024	
Mutual Aid Support			
Mutual Aid Review. SUB has a number of mutual aid agreements that are reviewed on a periodic basis.	Sanjeev	Completed - November 2024	
SUB will continue the standard practice of SUB's Incident Commander engaging the Liaison Officer to initiate requests for mutual aid for crews. SUB's Public Information Officer will activate the resources to support community messaging.	Sanjeev	Complete - December 2024	
Early Damage Assessment and Materials Request			
SUB continues to have two years of materials and supplies. The material and supplies inventory includes large outae events, but SUB would still plan on mutual aid support for catastrophic events.	Sanjeev	Ongoing practice since COVID-19 pandemic	
SUB will continue the standard practice of the Incident Commander coordinating internal resources to estimate the scope of damaged infrastructure as soon as practical. The request for replacement of damaged materials and infrastructure will be communicated to the Logistics Chief who will make a mutual aid request for materials.	Sanjeev	Longstanding practice	

SUB AFTER ACTION REPORT
COMPLETED ACTIVITIES

Completed Actions Taken	Assigned to	Status	Expected Completion
Enhanced and Clarified Boil Water Notice Procedures			
Enhanced and Clarified Boil Water Notice Procedures. A link to the new online, self-serve boil water map is now part of SUB's standard messaging.	Meredith Clark	Complete	Feb, 2025
Process in place to ensure boil water maps are scalable and legible on mobile devices.	Greg Miller	Complete	
Engagement with Lane County Public Health to understand how it can support SUB in issuing boil water notices in the future. For such a relationship to be effective, SUB will need to leverage its new boil water notice system to provide more granular information to Lane County.	Greg Miller	Complete. WSC Boil Water Notification system active.	Feb-25
SUB Boil Water Notices will be entered into the web html so customers can use the online language translator to be legible on mobile devices.	Meredith Clark	Complete	Feb, 2025
24/7 Large Outage Communications			
All SUB communications staff phones now include override alerts to ensure Supervisor On Call (SOC) messages are received after hours.	Meredith Clark	Complete	Mar-24
Meeting to discuss notification parameters with Soc is now annual to allow for updates to procedures and expectations.	Meredith Clark and Sanjeev King	Completed	Nov-24
Customers can now report outages online during major events.	Meredith Clark and Sanjeev King	Completed	Apr-24
SUB Emergency Operations Training			
SUB to identify an individual responsible for leading internal communications during an emergency, and more clearly articulate that individual's roles and responsibility.	Meredith Clark in conjunction with new assistant PIO position when filled	Complete	Oct-24
FEMA Incident Command Structure (ICS) 100 and 700 training for all SUB Staff, as well as position-specific training for those with ICS roles.	Nicole Dalke	Complete - November 2024	
ESC Continues a long-standing practice of conducting an annual review and training for ICS staff in preparation for a large electric outage event. In years where an event has occurred, this review incorporates the lessons learned from the event.	Sanjeev	Completed - November 2024	
Multi-Agency Operations Training			
Collaborate with EWEB on training for Eugene-Springfield Fire on hazards of down power lines.	Sanjeev	Complete - February 2025	
Enhanced Emphasis on Customer Personal Emergency Preparedness			
Enhanced Emphasis on Customer Personal Emergency Preparedness. Jointly funded utility radio and social media education campaign is in process.	Meredith Clark	Complete	Dec-24

SUB AFTER ACTION REPORT
COMPLETED ACTIVITIES

Completed Actions Taken	Assigned to	Status	Expected Completion
Offer Pilot Transfer Switch or Generator Loans.	Tracy Sutten	Implemented January 2025	
City and County Emergency Operations Center Support			
Multi-Agency Operational Training. SUB Human Resources has worked with a representative from Eugene Springfield Fire Life & Safety to host disaster preparedness classes focused on water and electric systems.	Nicole Dalke	Complete - December 2024	
New Text Notifications and Refreshed IVR Notifications			
Conduct test of SUB texting system.	Meredith Clark	Complete24	Dec-24
Pricing, procedures and timing updates for us of MilSoft's call-out system.	Cynthia Scoble	Complete - Annual Refresh	Annual refresh
Campaign to collect customer cell phone numbers launched.	Meredith Clark	Promoted April, June & October, 2024	Annual updates
SUB Key Account Program Refresh			
Define and identify SUB Key Accounts.	Tracy Sutten	Complete	March 2025
Notify all Key Accounts of SUB Key Account Manager contact information.	Tracy Sutten	Complete	March 2025
Notify all Key Accounts of SUB Outage Restoration Process.	Tracy Sutten	Complete	March 2025
Conduct Key Account Interviews.	Tracy Sutten		March 2025
Customer Service Review and Feeback.	Tracy Sutten	Complete	March 2025
Draft Specialized Key Account Profiles.	Tracy Sutten	Complete	March 2025
Draft a comprehensive *SUB Key Account Program.*	Tracy Sutten	Complete	March 2025
SUB Billing Estimation			
Billing Estimation.SUB has developed a process to add a modifier for estimated billings during major events that will allow management to proactively adjust customer billings so that customers' bills after an event are more in alignment with what customers may expect after an event.	Cynthia Scoble	Complete	
SUB Bridge Funding			
Immediate external bridge funding requests is an area where elected officials can be advocates so that operational staff can focus on restoration and recovery.	Jeff Nelson	Complete	

SUB AFTER ACTION REPORT
COMPLETED ACTIVITIES

Completed Actions Taken	Assigned to	Status	Expected Completion
Customer Communications			
External and Internal Announcements. Establish protocols for sending external and internal announcements to the City, County, and Team Springfield Members when SUB has declared an Emergency Declaration. SUB will be in restoration mode until SUB's Emergency Declaration has lifted.	Tracy Sutten (External) and Meredith Clark (Internal)	Complete	Oct-24
SUB has an identifed Liaison, as well as backup. City and County Emergency Managers have been notified.	Tracy Sutten	Complete	
Large Outage Messaging. Establsih ready-to-deploy website page to stand up immediately after an event, informing customers of the support requests SUB has made of the City and County	Meredith Clark	Complete	Jan-25
Development standard language for use in online Frequently Asked Questions (FAQs), social media reminders, and by SUB staff	Meredith Clark	Complete	Jan-25
Consider working with other public entities in Lane County, including utilities, to develop simple message to the general public about the importance of personal emergency preparedness. .	Meredith Clark	Completed November, 2024	Ongoing annual ask
Explore an online outage submission option, including robust systems that can predict if the issue is at a house, lateral or feeder.	Cynthia Scoble	Completed Online Outage Form, remaining incorporated into Strategic Plan Initiative *Create a SUB Technology Roadmap to enhance systems integration*	March-24
Establish procedures for SUB to post information on its website stating that SUB has declared an emergency and implemented the above steps.	Meredith Clark	Completed January 2025	Annual review and updates
Establish procedure for SUB to provide a public statement requesting the public's patience and the need for the public to create a safe environment for SUB personnel. Promote an understanding that disruptive public events in the field that create unsafe conditions will cause SUB staff to be pulled away from restoration, which will delay restoration.	Meredith Clark	Completed January 2025	Annual review and updates
Daily Outage Reporting Map. Developed a plan to have a visual map of outage calls near the start of a large event.This would be a daily update. This is another communication tool to relay the magnitude of the outage to the public.	Cynthia Scoble	Rudimentary Map is Complete. This has been incorporated into the Strategic Plan Initiative *Enhance SUB Outage Reporting System*	January-24
SUB will continue to develop standardized messaging, which includes plain-language for how to report your outage, wait times, how we select priorities (beyond the basics) and reserved areas for debunking common misinformation.	Meredith Clark	Templates completed March, 2024	Annual review and updates

SUB AFTER ACTION REPORT
ACTIONS NOT TAKEN

Recommended Actions Not Taken	Reasons
Mobile Microgrids. Mobile microgrids are solutions being deployed in areas of the country experiencing extreme weather events such as hurricanes. The proposed SUB 2025 budget includes placeholders for two (2) trailer-mounted diesel generators for locations to be determined and three (3) solar trailer units that can be deployed as needed throughout the City of Springfield.	Discussed during 2025 Budget Process. Removed from budget
SUB is developing a Request for Proposal (RFP) for an outage notification system to improve communication regarding updated system status during an event.	Cancelled - Incorporated into IT Road Map project per Cynthia Scoble
Drafting of a plan to regarding communications with the City related to assisted living, urgent care, and other private enterprises serving vulnerable populations on the responsibility to have backup generation and evacuation plans.	City Role
Determine what sites in SUB's service area would be most appropriate, from the standpoint of providing electric power and water, for residents to gather to get shelter, water and food in a "black sky" situation.	City Role on Location Identification. SUB support function.
Support for Third Party Resiliency Centers	
Lane County has secured grant funding for 6 resiliency centers in Lane County. Willamalane's Bob Keefer Center is one location. SUB has extended an invitation to Willamalane to see if there are ways that SUB can appropriately engage in that project.	EPA funding paused as of March 2025. TS