APPENDIX Z

CONNECTICUT LIGHT & POWER, *EMERGENCY PREPAREDNESS AND RESPONSE PLAN*

Connecticut Light & Power

A Northeast Utilities Company

Emergency Preparedness and Response Plan

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Revision Tracking

Date of Change	Authorized by	Section(s) changed	Reason:
June 30, 2012	William J. Quinlan, Sr. Vice President – CL&P Emergency Preparedness	New Plan – Complete rewrite of and supersedes M3-EP-1001 CL&P ERP Sections 1, 2, 3, 4; Definitions; and Summary of Changes	Program Upgrade

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Chapter I: Plan

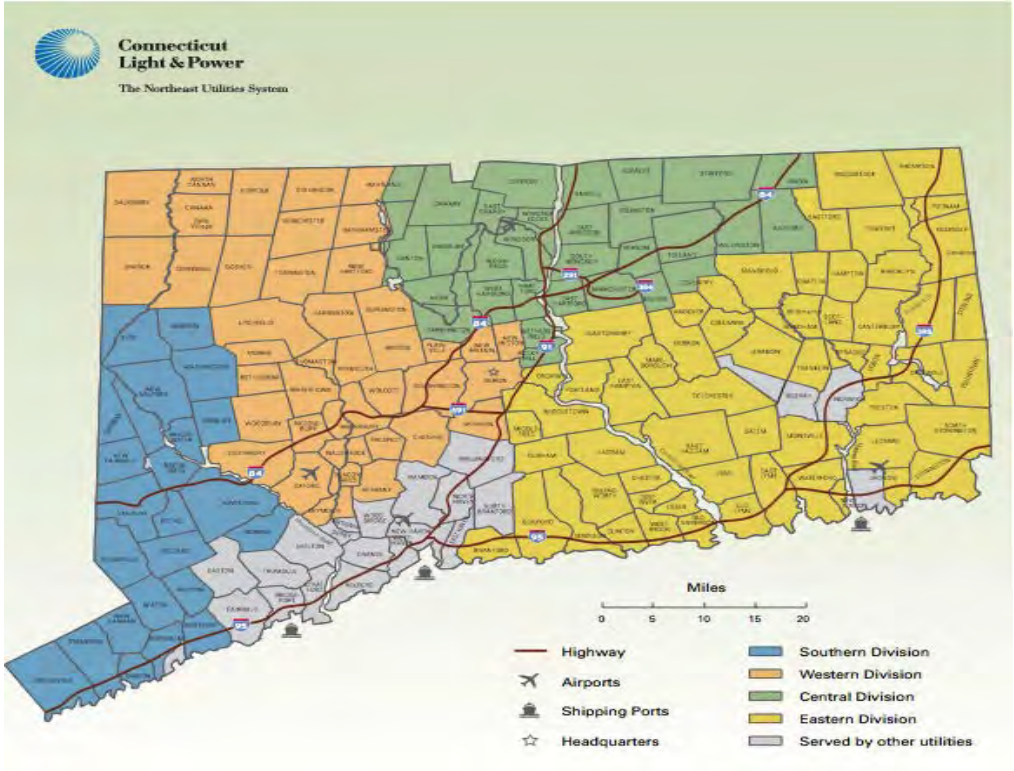
1 Introduction

1.1 Background

Northeast Utilities (NU) was formed in 1966 when three utility companies, The Connecticut Light and Power Company (CL&P), Western Massachusetts Electric Company (WMECO), and The Hartford Electric Light Company (HELCO) were affiliated under NU as subsidiaries of a single corporate entity. The NU system was the first new multistate public utility holding company system created since the enactment of the Public Utility Holding Company Act of 1935. HELCO was incorporated into CL&P in the 1980s. In 1967, the Holyoke Water Power Company joined NU and in 1992, Public Service Company of New Hampshire (PSNH) was acquired by NU. In 2000, Yankee Gas, which had separated from NU in 1989, rejoined the NU system. In 2012, NStar merged with NU and is currently an operating company of NU.

As Connecticut's largest electric utility, CL&P has delivered electric service to homes, neighborhoods, and businesses for over 100 years. With approximately 2,000 employees, CL&P serves more than 1.2 million customers in 149 Connecticut cities and towns, located within a 4,400 square mile service territory. This equates to 87 percent of the total area in Connecticut, including large urban centers, suburban and rural settings with heavily-treed areas, shoreline areas, and hilly terrain.

Figure 1 - CL&P Service Territory



The CL&P electric transmission system consists of approximately 1,638 circuit miles of overhead transmission lines and 135 miles of underground transmission lines. CL&P has 19 transmission substations and 97 distribution substations supplied from its transmission system, with another 103 substations supplied from its distribution system. CL&P's distribution system consists of approximately 16,976 circuit miles of overhead and 6,352 circuit miles of underground primary construction, including both direct-buried and underground duct and manhole. Primary distribution voltages range from 4.16kV to 34.5kV with the majority of circuits operated at 4.8kV, 13.2kV, 13.8kV and 23kV. CL&P uses over 285,000 distribution transformers to supply its customers.

Key 2012 system statistics for CL&P are shown below, in Table 1.

Table 1 - CL&P System Statistics

Transmission Lines	
Overhead miles	1,638
Underground miles	135
Distribution Lines	
Overhead miles	16,976
Underground miles	6,352
Transformers	289,552
Poles	733,340
Substations	219
Meters	1,241,841
Peak Load (August 3, 2006)	7,479 MW

1.2 Purpose, Objective and Scope

1.2.1 Purpose

The CL&P Emergency Preparedness and Response Plan (EPRP) provides a comprehensive overview of how CL&P addresses situations that have the potential to adversely affect electric service to its customers.

1.2.2 Objective

The objective of the EPRP and associated documentation (procedures, policies and other supporting documentation) is to outline a systematic and organized approach to prepare for, and respond to, emergency events causing power outages or other disruptions of CL&P's distribution system, including those caused by the transmission system.

1.2.3 Scope

The EPRP applies to emergency events caused by, but not limited to, severe weather, flooding, civil disturbance, fire, explosion, or other major disruption of the distribution system or any other instance for which the Incident Commander determines that additional assistance or coordination is needed.

The EPRP describes the policies and concepts of operations that guide how CL&P plans for and addresses emergency situations. The EPRP and associated documentation apply to CL&P personnel and any staff of Northeast Utilities Service Company (NUSCO), affiliate company employees, mutual aid resources, contractors or other personnel working at the direction or under the authority of CL&P.

2 Overview

2.1 Vision and Guiding Principles

2.1.1 Vision

CL&P is recognized as an industry leader in emergency preparedness and response. The Company effectively communicates with all stakeholders before, during, and after an emergency event and leverages its partnerships to meet the expectations of its customers. CL&P's employees are engaged and proud of our preparation, our planning, our hard work, and our results.

2.1.2 Guiding Principles

- Public safety and the safety of our workers and other responders is our highest core value;
- Our emergency response organization follows a formal Incident Command System (ICS) and each position and function within our structure has a clearly defined role and understood authority;
- All CL&P and NUSCO employees are trained and drilled in their defined emergency response roles;
- We set reasonable expectations with our stakeholders and deliver results that are consistent with or exceed those expectations;
- We provide our communities with accurate, timely, and consistent information;
- We complete an initial damage assessment and provide a global restoration projection within 48 hours after a storm has left our service territory;
- We approach our restoration from a community perspective and partner with our municipalities to understand their priorities and integrate them into our Incident Action Plans (IAPs);
- We ensure that sufficient number of qualified resources are secured in a timely manner to support an efficient restoration process;
- We take the necessary actions to protect the environment;
- We use available technology and our leadership capabilities to automate restoration processes and efficiently manage available resources; and,
- We are committed to mitigating the vulnerability of our distribution infrastructure to weather events.

2.2 Plans, Regulations and Authorities

2.2.1 Plans and Implementing Documentation

This EPRP provides the overall framework for preparedness and response and a high-level overview of each function. The plan is implemented by specific policies, procedures, guidelines, handbooks, job aids, etc. The EPRP documentation and other supporting documentation detail specific actions and responsibilities for functions and organizations necessary for effectively responding to an emergency event. Employees shall use these documents to guide their specific actions consistent with their training.

2.2.2 Regulatory Requirements

In accordance with Connecticut General Statute 16-32e as amended by P.A. 12-148, not later than July 1, 2012, and every two years thereafter, CL&P shall file with the Public Utilities Regulatory Authority (PURA), the Department of Emergency Services and Public Protection and each Connecticut municipality located within its service area, an updated plan for restoring service which is interrupted as a result of an emergency.

Additionally, in accordance with the above statute, this plan addresses appropriate classification and responses for outages affecting 10, 30, 50, and 70 percent of CL&P's customers (see Table 3 – Event Category Matrix).

In addition, the EPRP is designed to comply with and shall not supersede or contradict any requirement or regulation proscribed by various regulatory authorities including, but not limited to:

- Occupational Safety and Health Administration (OSHA);
- PURA;
- Department of Energy (DOE);
- Federal Energy Regulatory Commission (FERC); and,
- North American Electric Reliability Corporation (NERC).

2.2.3 Authorities

Authority for the performance and direction of actions under this EPRP is delegated by the President of CL&P to the Incident Commander (IC) and other positions identified in this document. Pursuant to this delegation, the IC has the authority to manage the overall emergency response for CL&P and is expected to provide periodic updates to senior management, including the President of CL&P. The IC shall timely inform CL&P's President, who will inform and consult with NU's System Oversight, of any actions or developments that could require extensive resources from other NU operating companies or could reasonably cause significant reputational or financial risk to the company.

Given the broad authority granted to the IC in this plan, the IC should consult periodically with the President of CL&P to seek input on the overall direction, policy advice concerning objectives or any necessary authorization for specific exceptions to his authority. The IC and the executive leadership

team must effectively communicate during an emergency event, particularly whenever significant changes occur. Should any of the following occur, the IC shall inform the executive leadership team immediately and provide it with all available information about the incident:

- A fatality or life threatening injury to CL&P staff, NUSCO staff, contractors or mutual assistance crews;
- A fatality or life threatening injury to anyone possibly involving any part of CL&P's system, staff or entity working on behalf of CL&P;
- A fatality or a life threatening injury to a member of the public, which may have been caused by the CL&P infrastructure;
- Any event which could potentially cause significant harm to CL&P or NUSCO, its staff or system; and,
- Any other event unforeseen that the IC should reasonably deem of significant concern as to affect the company or which may trigger high level, external stakeholder interest (regulatory, political, community, media, etc.).

The IC has authority to encumber up to an estimated $5 million of CL&P resources. If the IC believes this amount will be exceeded, he shall consult with the CL&P President to arrange for an extension of authority.

2.3 Roles and Responsibilities

2.3.1 CL&P Emergency Preparedness Organization

CL&P's Emergency Preparedness (EP) organization is responsible for ensuring that CL&P is prepared to address emergency events. In particular, CL&P's EP organization shall:

- Ensure that this EPRP and associated documentation are developed, maintained, distributed and updated as necessary;
- Provide support of the EPRP execution during responses to emergency events;
- Coordinate with the DEMHS, municipalities and other key stakeholders, as necessary prior to, during and after an emergency event;
- Maintain day-to-day responsibility, in conjunction with CL&P System Operations, to continuously monitor weather conditions and initiate actions to evaluate potential weather events;
- Ensure necessary contractual agreements are in place to meet resource and facility requirements; and
- Ensure that CL&P's logistical and resource needs are satisfied including:
    - Maintaining the CL&P Emergency Operations Center (EOC) in a state of readiness;
    - Maintaining rosters of personnel assigned to emergency duty;
    - Ensuring personnel maintain emergency duty training and qualifications;
    - Maintaining the CL&P Emergency Operations contact numbers;
    - Coordinating and evaluating drills and exercises; and,

- Conducting industry benchmarking and best practice evaluations.

2.3.2 Emergency Response Organization (ERO)

The ERO is defined as all personnel actively participating in an emergency restoration effort. As set forth in Section 2.2.3, CL&P's IC along with the Command and General Staff are responsible for executing the Company's response to emergency events in accordance with this EPRP.

2.3.3 NUSCO Operations Services Organization

NUSCO's Operations Services organization helps ensure that NU's operating companies plan for and respond to emergency situations in a well-coordinated, safe and efficient manner. Specifically, the Operations Services organization:

- Provides necessary support in the safety, benchmarking and training areas, including conducting drills and exercises;
- Acquires, maintains and provides certain physical assets, such as the mobile command center, storm office trailers and communications equipment for use during restoration efforts; and,
- Establishes, maintains and manages mutual aid agreements to provide resources and assistance prior to and during restoration efforts.

2.4 Plan Ownership, Distribution and Updates

2.4.1 Plan Ownership

As set forth in Section 2.3.1, CL&P's EP organization is responsible for developing and maintaining the EPRP plan.

2.4.2 Plan Distribution

Updates to this plan shall be distributed in accordance with Section 2.2.2 and communicated to CL&P employees.

2.4.3 Plan Updates

Any required changes that are identified by the lessons learned and after action reviews shall be incorporated into the EPRP and its program documentation. Any changes shall be outlined in the revision tracking section at the beginning of this plan and changes to supporting documents shall be captured in their respective tracking section. Any new implementing documents or existing document revisions that are identified as being required are written, reviewed, and approved. The CL&P EP organization shall conduct an annual review of the EPRP.

Chapter II: Incident Command System

3 Incident Command System

3.1 Overview

The Incident Command System (ICS) is a standardized, on-scene, all-hazards incident management approach that:

- Allows for the integration of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure;
- Enables a coordinated response among various jurisdictions and functional agencies, both public and private; and,
- Establishes common processes for planning and managing resources.

As a system, ICS is extremely useful; not only does it provide an organizational structure for incident management, but it also guides the process for planning, building, and adapting that structure. ICS is flexible and can be used for incidents of any type, scope, and complexity. ICS allows its users to adopt an integrated organizational structure to match the complexities and demands of single or multiple incidents.

ICS is based on a model adopted by the fire and rescue community. ICS is used by all levels of government—Federal, State, tribal, and local—as well as by many non-governmental organizations and the private sector. ICS is also applicable across disciplines. It is typically structured to facilitate activities in five major functional areas: Command, Operations, Planning, Logistics, and Finance/Administration. All of the functional areas may or may not be used based on the needs of the incident.

3.2 ICS Principles

3.2.1 Structure

The EPRP employs the ICS as the basis for the ERO. Trained personnel are assigned the roles and responsibility for key functions within the ICS structure to manage a wide range of incidents from a simple utility outage to a major disaster, such as a hurricane or blizzard. Regardless of the scale of the incident, the number of personnel and resources marshaled for the response, or the number of departments or organizations involved, utilization of ICS structure ensures that CL&P is positioned for an effective response with the safe, efficient use of resources.

3.2.2 Span of Control

One of the central principles of ICS is span of control. Span of control refers to the number of direct subordinates that any one supervisor has during an incident. Realizing that each subordinate represents a separate task or process and that a supervisor can only effectively manage a given amount of work, ICS defines a reasonable span of control ranging from 3-7 direct reports, therefore, each supervisor should have no more than seven direct subordinates in the ICS structure.

3.2.3 Chain of Command and Unity of Command

Chain of command is reflected in an orderly line of authority within the ranks of the ICS structure. Unity of command signifies that every individual in the ICS structure has a designated supervisor to whom he or she reports for the incident.

3.2.4 Scalability

An ICS structure is scalable to an event of any size assuming that there are sufficient personnel trained and qualified to fill the critical roles in the command structure. It is the responsibility of each layer of management within the structure to ensure the span of control is appropriate and determine whether additional functions or resources are needed.

a. District Level Event

In a Category 1 event (see Table 3 - Event Category Matrix), a district manager would likely assume the role of IC. Decentralizing the response from the CL&P System Operations Center (SOC) may also be necessary to establish locally managed assessment and response, and updates to the Outage Management System (OMS).

It is common that the IC fulfills many of the ICS roles in a Category 1 event, but he may fill such roles with other individuals as he deems necessary. In general, the IC directs the response from the District Work Center which becomes the Incident Command Post.

b. Division Level Event

If the event expands to involve several districts within a single division, the incident command would be established at that division level. Section Chiefs and command staff such as a PIO, shall be added as the event expands. The district level IC would yield to the division level IC and likely assume the role of Operations Section Group Manager. Any command staff activated previously at the district level would assume support roles subordinate to the new incident command at the division level.

c. CL&P Event

If the event expands to or involves multiple districts across several or all divisions where additional resources are needed, the incident command moves to the EOC with a full complement of incident command staff. Again, the lower (division) level IC yields to the CL&P IC and likely becomes the Operations Section Branch Director and other division command staff would assume roles subordinate to their counterparts at the EOC.

An event might literally scale up in stages as portrayed in this example; however, in many cases it may become apparent from the beginning, or prior to an event that the size and scope of the event warrants a full ICS deployment at the CL&P EOC. Either way, scalability applies. The extent to which command and supporting roles are filled varies with the circumstances of the event. There is always a single Incident Command Post and a single IC at the highest level activated in the ICS structure.

3.2.5 Decision Making

ICS pushes decision making down to the lowest level possible by ensuring that the incident is managed by objectives and the staff in the command structure are qualified to make the decisions outlined within the plan that they have been given the authority to make.

3.2.6 Nomenclature

One aspect of ICS that is important when interacting with other utilities and non-utility stakeholders is the use of plain language or common nomenclature. Title convention for CL&P's ICS positions is shown below in Table 2.

Table 2 - ICS Terminology

ICS Staff/Section	Organization	Title
Command Staff	Incident Commander	Commander
	Other than IC	Officer
General Staff	All	Chief
Operations Section	Branch	Director
	Group	Manager
	Strike Team or Task Force	Leader
Planning Section	Branch	Director
	Unit	Leader
Logistics Section	Branch	Director
	Unit	Leader

3.3 Transfer of Command

When command is transferred either because the incident has escalated requiring a greater level of training or capability in the IC position, or because of a change in shift, a formal, transfer of command will take place. The essential information that should be covered in the briefing from the outgoing to incoming commander shall include the current IAP, and the following:

a. Situation Status;

b. Objectives and Priorities;

c. Current Organization;

d. Resource Assignments;

e. Resources En Route or Requested;

f. Facilities Established;

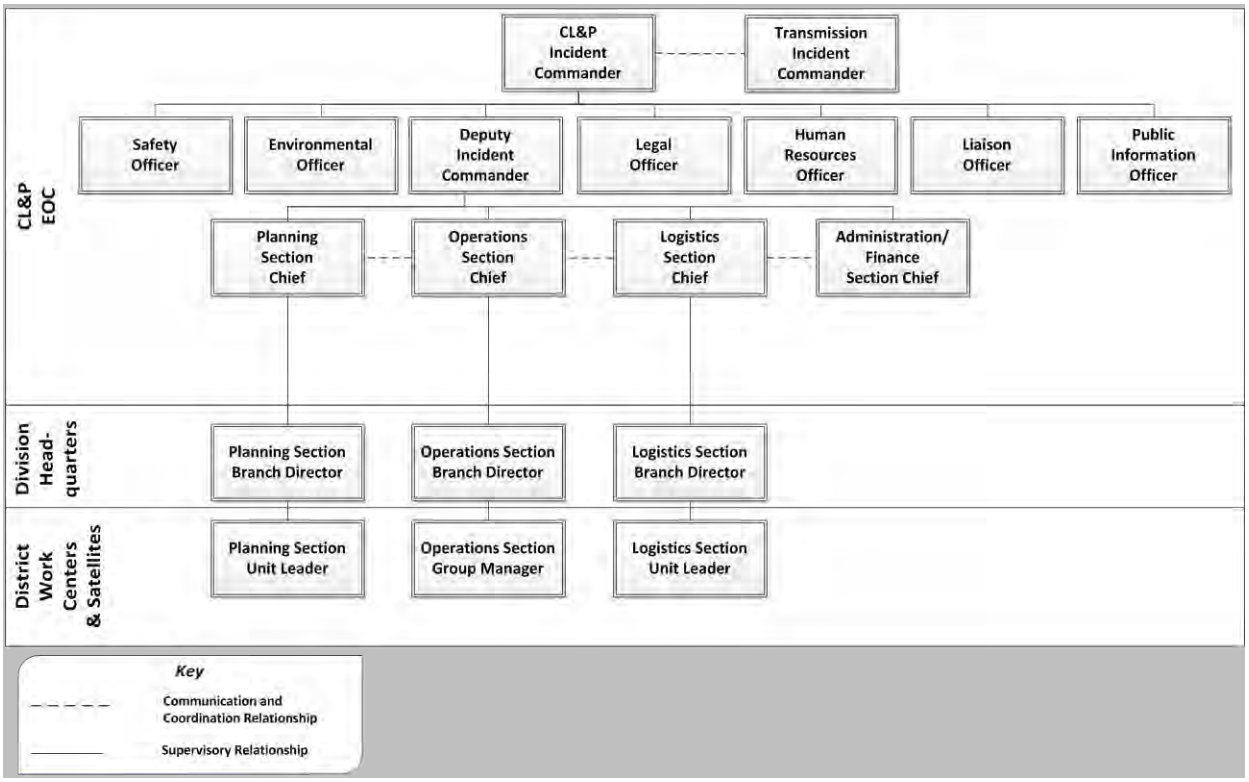
g. Communications Plan; and,

h. Prognosis, Concerns and Related Issues.

3.4 Incident Command

The fully activated ICS structure expanded Incident Command, including reporting relationships and locations, is show in Figure 2 below. Descriptions of the Command Staff and General Staff roles follow.

Figure 2 - CL&P ICS Roles and Locations



3.4.1 Command Staff Positions

a. Incident Commander (IC)

The IC is responsible for overall leadership and execution of the event response. All members of both the Command Staff (Safety Officer, Environmental Officer, Deputy Incident Commander, Legal Officer, Human Resources Officer, Liaison Officer, PIO) and General Staff (Operations, Planning, Logistics and Finance and Administration Chiefs) report to the IC or, if activated, the Deputy IC.

Responsibilities of the IC include, but are not limited to:

- Determination of whether a potential or forecasted incident meets the criteria for activating and staffing the CL&P EOC on a precautionary basis;
- Determination of a situation to be an emergency event;
- Ensuring incident safety;
- Working with Command and General Staff to develop incident objectives and strategy;
- Approving the IAP;
- Providing overall direction, leadership and strategy;
- Approving key messaging;

- Informing executive leadership of the status of the event response and situations that could materially affect the company;
- Taking policy input from the President of CL&P; and,
- Delegating responsibility and authority to others.

To ensure adequate and effective coordination among all functional areas involved in the event response, all members of the Command and General Staffs shall participate in periodic planning meetings and conference calls.

CL&P shall establish and maintain a day-to-day (blue sky) rotation of on-call ICs for continuous availability to respond immediately to an emerging event at the initial stage.

b. Safety Officer

The Safety Officer is responsible for ensuring that all applicable workplace safety rules and policies are understood and complied with during the restoration effort. The Safety Officer will oversee and ensure that safety and training staff conduct an initial briefing with all arriving mutual aid and contractor crews and hold further safety briefings each morning during the restoration process for all CL&P crews and all mutual aid resources and contractors. The Safety Officer will ensure prompt investigations occur and needed actions to prevent recurrence are in place following a significant safety near-miss or actual event.

c. Environmental Officer

The Environmental Officer is responsible for ensuring all applicable environmental rules and policies are understood and complied with during the restoration effort. The Environmental Officer will oversee and ensure compliance with all environmental regulations, prepare and submit all required regulatory reports, maintain open communications with regulatory bodies to keep them informed of any significant spills or other environmental issues resulting from the event damage, and coordinate associated mitigation efforts with the Operations, Planning, and Logistics Sections.

d. Deputy Incident Commander (Deputy IC)

The Deputy Incident Commander (Deputy IC) is activated during events to maintain an appropriate span of control for the IC. When activated, the Deputy IC will report to the IC and will have the following responsibilities:

- Managing the General Staff defined in Section 3.4.2 and working with the Section Chiefs to implement the incident objectives defined by the IC;
- Providing updates on incident status to the IC;
- Informing the IC of situations that could materially affect the company; and,
- Assuming the IC role when necessary.

e. Legal Officer

The Legal Officer is responsible for providing legal advice on all aspects of the event and CL&P's response thereto.

f. Human Resources Officer

The Human Resources Officer is responsible for addressing labor, employee and other human resources issues. The Human Resources Officer will provide advice on compensation and working condition issues during and after an emergency event.

g. Liaison Officer

The Liaison Officer is responsible for the coordination and communications with CL&P's external agencies and stakeholders (i.e., local, state, and private agencies with an informational or contributing interest in the emergency response effort). The Liaison Officer will ensure bi-directional communication flow with these agencies through a network of various liaisons. Communications will be closely coordinated with the IC and PIO, who shall be responsible for the development of all key messaging, including the alignment with the IAP, accuracy, consistency, timeliness, meaning, and completeness thereof.

h. Public Information Officer (PIO)

The PIO is responsible for all internal and external communications during an emergency event, including communication with the public, customers, media, the customer care center, executive leadership, and employees. The PIO is responsible for unity of messaging and communication processes to ensure the messages are accurate, consistent, timely, meaningful, and complete across all channels of delivery. As a member of the command staff, the PIO will ensure all communications are in alignment with the IAP and approved by the IC.

3.4.2 General Staff Positions

a. Operations Section Chief

The Operations Section Chief is responsible for the restoration of the electrical system during an outage. The Operations Section Chief ensures that the electrical system is operated and restored in a safe, efficient manner in accordance with this EPRP and the policies, procedures and authorities listed or referenced herein. The Operations Section Chief directs and coordinates all restoration operations and ensures the safety of personnel under his supervision.

The Operations Section Chief, working in partnership with the other Section Chiefs and under the direction of the IC or Deputy IC, is responsible for ensuring that the operational objectives are defined for each operating period and that those objectives are met.

b. Planning Section Chief

The Planning Section Chief is responsible for developing and issuing the IAP, ensuring that the work is prioritized for the next incident period (typically the next day), leading the damage assessment process, conducting weather forecasting, resource tracking, and development of all global estimated times of

restoration (ETR). The Planning Section Chief will utilize staff in each affected area to collect, analyze and publish necessary data to support operations in each Division Headquarters or District/Satellite Work Centers.

c. Logistics Section Chief

The Logistics Section Chief is responsible for services, resource acquisition, and support necessary to execute the IAP. In a major event, the Logistics section will be composed of three branches: Services (Food & Lodging, Stores, Transportation, IT/Communications, Site Staging, Facilities, and Security), Resource Acquisition (Mutual Aid, Contractor, Vegetation Management, Patrollers, Wires Down Guards), and Support (Logistics personnel on-site at the Division Headquarters and District Work Centers / Satellites). The Logistics Section Chief will operate out of the EOC and will ensure coordination with all branch leaders throughout the duration of the preparation for, response to, and recovery from the event.

d. Finance/Administration Section Chief

A major emergency event presents some unique challenges to assuring that appropriate accounting and administrative support are provided with the elevated pace and volume of activity.

When activated by the IC, the Finance and Administration Section Chief is responsible for:

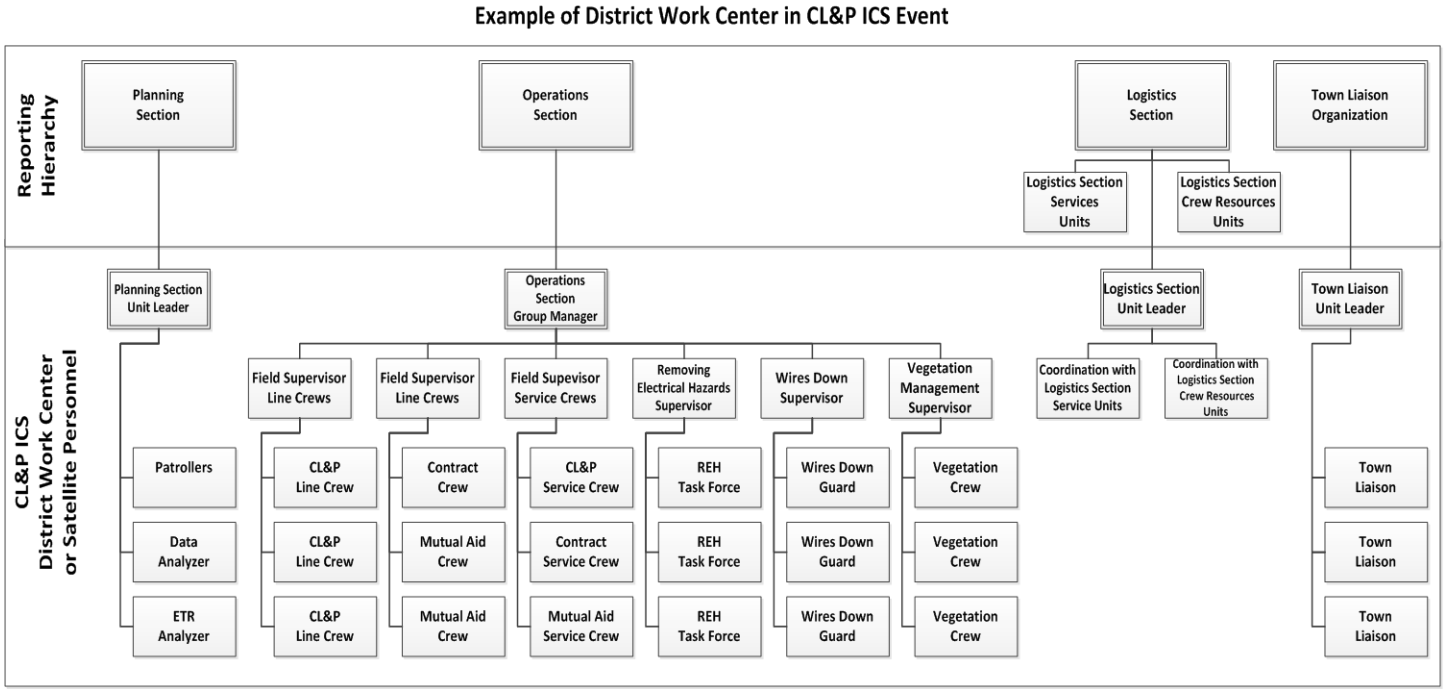
- Estimating and tracking all restoration costs;
- Estimating costs and benefit of proposed adjustments to the IAP;
- Establishing an accurate and timely financial reporting and communication process;
- Accounting for all labor invoice processing;
- Providing proper accounting codes for use by all participants and advising on proper use;
- Insurance coordination; and,
- Ensure the IC does not exceed his delegation of authority.

3.4.3 Other Organization Features

a. A District or Satellite Work Center

The following Figure 3 is an example of the ICS structure in a District or Satellite Work Center during a larger scale event. The Operations Section Group Manager is responsible for the safe and efficient operations within the geographic area of responsibility. It is his responsibility to ensure that the incident objectives are being met and that the peer positions, the Planning and Logistics Section Unit Leaders, are coordinating and supporting the objectives.

Figure 3 - District Work Center - Example of ICS Structure in Large Scale Incident



3.5 CL&P Response Organization Relationship to System Oversight

In the event that there are multiple NU operating companies involved in simultaneous incidents, regardless of whether there was a common cause for the incidents, NU may activate System Oversight to manage resources and objectives across multiple operating companies.

In that instance, the CL&P President shall represent CL&P to System Oversight once established. The CL&P IC will still maintain authority to control the CL&P incident and will coordinate with the CL&P President to ensure that CL&P's incident objectives and resources needs are met.

3.6 Relationship to Executive Leadership

Under the ICS, it is vital that the IC have necessary authority and that the ICS chain of command be honored. Accordingly, CL&P executives and the other NU executives shall:

- Fulfill their assigned storm role, including receiving direction and reporting results in accordance with their role in the ICS;
- Ensure that their organization sets aside their regular roles (except where expressly exempted by NU System Oversight) and fully support the restoration of CL&P's system; and,
- Appropriately provide whatever input and suggestions they have to the CL&P President who will relay such suggestions as appropriate to the IC.

Chapter III: Preparedness

4 Preparedness

To ensure capability for immediate response to power outages caused by severe weather or other disruptions, several elements are set in place prior to an actual emergency. These elements may include, but are not limited to:

- Qualified personnel are identified and trained to fill key emergency response roles. An emergency restoration storm assignment (ERAS) database is maintained by EP to ensure the rosters for such positions are always filled.
- Notification systems are established to direct personnel to their assigned event reporting locations.
- Contact lists are updated for state and municipal officials.
- Equipment needed for power restoration is identified and, if possible, pre-staged at key points within the CL&P service territory.
- Staging areas for management teams and work crews are established.
- Contracts are set in place for outside line, service, and tree crews and other essential resources.
- Mutual Aid contacts are made through the Edison Electric Institute (EEI) and with neighboring utilities through regional mutual assistance groups, such as New York Mutual Aid Group (NYMAG) and New England Mutual Aid Group (NEMAG).
- Contract weather forecasting services are secured to provide weather forecasting service, with notification of any severe forecasts that may have potential adverse impacts on the CL&P distribution system.
- Communication materials are prepared in advance on key topics, points-of-contacts, and basic facts explaining storm restoration activities and priorities.
- The Customer Care organization is prepared to elevate to the emergency response level.

4.1 Emergency Response Roles

Emergency response is a corporate responsibility and a responsibility of every CL&P and NUSCO employee. Preparedness is fundamental to the prompt and effective response to an emergency event. All employees have a continuing obligation to be prepared and to respond to emergency events as directed by CL&P management.

As part of preparedness and responding to emergency events, CL&P has established this EPRP and associated documentation to ensure that appropriate resources and personnel are available and trained to support recovery and restoration operations during an emergency event. CL&P and many NUSCO employees are trained on and have been assigned emergency response roles that are activated when a major event occurs.

For purposes of this EPRP, an emergency response role is defined as a role or task that a person performs during emergency conditions that is different from their normal work activities. Other

personnel may have a single role during an emergency event that does not change from their day-to-day responsibilities.

When an emergency event with the potential for severe-impact is anticipated, the company will declare an emergency and all CL&P personnel are considered essential, unless otherwise excused. Employees are required to make themselves available for mobilization calls in the event they are needed to report to their assigned areas. The company will use a variety of communications methods (pagers, email, voicemail, and, if necessary, public media) to broadcast this declaration as soon as the decision is made. Employees are expected to check these various communications channels with reasonable frequency to ensure they are aware when such a declaration occurs. Employees should listen for broadcast messages indicating that the company is mobilizing for an event which potentially will have an impact on the CL&P service territory.

All employees shall keep their contact information up-to-date in company directories. Employees unable to report to work due to home, family, or personal emergency conditions shall immediately contact their supervisor. Policies addressing reporting to work, release from work, release from storm assignment, failure to report, and timekeeping during severe-impact storms and other emergencies can be found in the relevant company policy documentation.

4.2 Training

CL&P's EP organization coordinates training with the assistance of the NU Training Department. Training, drills and exercises are used to ensure the knowledge and skills of personnel assigned emergency response activities are current and sufficient to safely and efficiently complete all required actions.

The NU Training Department or CL&P's EP organization shall provide position specific training for personnel whose storm duties differ significantly from tasks they normally perform on a regular basis. The training includes ICS protocols for command staff in the EOC, Division and District Levels. Position-specific training reports are maintained by the NU Training Department, including the type of training and training dates for each employee.

4.3 CL&P Exercises

The goal of conducting exercises is to train, familiarize, assess, and practice, in a risk-free environment, all aspects of emergency preparedness and response in order to continuously improve CL&P's performance and capabilities to be ready to respond.

Exercises are specifically used for:

- Improving individual and overall organizational performance;
- Improving coordination and communications;
- Testing and validating policies, plans, procedures, training, and equipment;
- Identifying gaps in resources (both personnel and equipment);

- Exercising the ICS principles and protocols; and,
- Identifying opportunities for improvement.

CL&P shall conduct discussion and operations based exercises each year based on a schedule that is developed and approved by the EP organization on an annual basis commencing in 2013. Additionally, CL&P shall participate in training exercises as directed by the Connecticut Commissioner of Emergency Services and Public Protection. The proposed exercise schedule may be altered or modified based on the number and timing of actual emergency events to which CL&P has responded; however, the actual emergency events will not eliminate the need for structured exercises. Changes to the schedule require approval of the EP organization.

4.3.1 Discussion-Based Exercises

Discussion-Based Exercises are used to familiarize employees with current plans, policies, procedures and guidelines. Types of Discussion-Based Exercises include:

- Seminar: An informal discussion, designed to orient participants to new or updated plans, policies, or procedures (e.g., a seminar to review a revision to the Damage Assessment Procedure).
- Workshop: Resembles a seminar, but is used to collectively draft specific products, such as an updated emergency plan, emergency procedure, or policy (e.g., a workshop could be used to develop the CL&P Yearly Training and Exercise Plan).
- Tabletop Exercise: Involves key personnel discussing simulated scenarios in an informal setting. (e.g., A Table Top Exercise (simulation) could be used to assess employees understanding and competencies for implementing emergency plans, policies, and procedures).
- Game: A simulation of operations that often involves two or more teams, usually in a competitive environment, using rules, data, and procedures designed to depict an actual or assumed real-life situation.

4.3.2 Operations-Based Exercises

Operations-Based Exercises validate current plans, policies, procedures, guidelines, clarify roles and responsibilities, and identify resource gaps in an operational environment. Types of Operations-Based Exercises include:

- Drill: A coordinated, supervised activity usually employed to test a single, specific operation or function within a single entity.
- Functional Exercise: A Functional Exercise examines or validates the coordination, command, and control between various groups or levels of the ICS. A Functional Exercise usually involves the simulated deployment of resources and personnel, rapid problem solving, and a potentially stressful exercise environment.
- Full-Scale Exercise: An exercise involving actual deployment of resources in a coordinated response as if a real incident had occurred. A Full-Scale Exercise tests the many components of one or more capabilities within the emergency preparedness and response framework. It typically is used to assess plans, procedures, and coordinated response under simulated crisis conditions. A Full-Scale Exercise includes mobilizing units, personnel, and equipment; a stressful, realistic environment; and scripted exercise scenarios. Such a coordinated exercise

may involve the agencies of State of Connecticut, towns and municipalities, various utilities, and other emergency responders.

4.4 Personal Preparedness

Employees should ensure that their families are prepared for the challenges they will face during prolonged outages to ensure their security and safety while the employee is committed to emergency response duties. Not only is this important to CL&P, but it also helps ensure that employees are able to contribute to the successful restoration of CL&P customers by being able to carry out their responsibilities at work.

4.5 External Resources

To ensure CL&P's ability to restore widespread system disruptions, the EP organization shall maintain or ensure that other NUSCO departments maintain requisite contracts and agreements with outside organizations to provide services to CL&P during emergency circumstances.

These contracts and agreements typically related to, but are not limited to the following:

- Vegetation Management - Contracts with vegetation management companies to provide tree crews for clearing damaged trees and limbs during emergency events.
- Environmental Contractors - Contracts with approved environmental contractors to provide environmental remediation and environmental restoration services when a release of a hazardous substance has been identified.
- Contract Line Crews - Contracts with approved electrical contracting companies to provide line crews for restoration and repair of distribution lines, components, and services during emergency events.
- Food and Lodging Establishments - Agreements with restaurants, caterers, hotels, and motels for feeding and lodging of Company employees and external resources brought in to aid the restoration efforts.
- Mutual Aid Agreements - Agreements with other utilities through EEI and membership in Regional Mutual Assistance Groups (RMAGs) that provide CL&P (and NUSCO) with access to field assistance contingent on each utility member's emergency status, to other participating utilities who request aid in repairing their transmission and distribution systems to restore customers.
- Materials and Supplies - The Stores Department shall maintain contracts with electrical parts and equipment vendors for materials and support during emergency events.
- Patrollers - Contracts for personnel skilled in field damage assessment to augment Company personnel in a major event.
- Aerial Patrols - Contracts with aviation contractors to provide helicopters to expeditiously patrol the electrical system to secure damage assessment intelligence.
- Logistics Contractors - Contracts with various logistics contractors to provide the necessary support services or specialized equipment needed during an emergency event.

5 Event Categories

5.1 Overview

CL&P has developed an Event Category Matrix (ECM) that defines five categories of emergency events and establishes the criteria to guide decisions makers in determining the appropriate categorization. This matrix is utilized in categorizing all events and is an important tool in determining an appropriate course of action for responding to emergency events. The matrix provided below is used by the IC to declare and communicate the emergency event category to company personnel and other stakeholders.

The criteria used to determine the event category is based on:

- The weather forecast or actual weather;
- The estimated or actual number of customers impacted;
- The estimated or actual number of trouble spots;
- The estimated or actual number of divisions/districts affected; and,
- The anticipated duration of the restoration.

The event categorization matrix provides guidance to help determine the command location, the timing for issuing a Global Estimated Time of Restoration (Global ETR), the need for mutual aid resources, how damage assessment will be conducted, the ICS activation level and the restoration strategy that will be utilized.

When an emergency event escalates (i.e., from Category I to Category V), the response organization and resources shall scale up accordingly. The ICS structure established in this plan shall be flexible enough to be implemented in all emergencies, regardless of whether they are classified as a Category I or Category V event.

5.2 Event Category Matrix

The IC shall determine the event level based on the parameters described in Table 3 below. DOE notification is required for events affecting greater than 50,000 customers.

Table 3 - Event Category Matrix

Event Category	Typical Restoration Duration	Typical Number of Customers Affected	Typical Number of Trouble Spots	Typical Global ETR Availability Timeframe	Typical ICS Structure Activation Level	Typical Restoration Strategy
I	<36 hours	< 40k	< 500	< 8 hours	IC / Operations	Event
II	1-3 days	20k-100k	250 – 1,500	< 12 hours	General Staff / PIO	Event
III	3-5 days	80k-200k	1,000-15,000	< 24 hours	General Staff / PIO	Hybrid (Event/Area by District)
IV	5-7 days	100k-700k	8,000 – 25,000	< 36 hours	All	Area
V *	>7 Days	600k-All	>20,000	Global <48 hours	All	Circuit

*Note: The CL&P ICS Structure is fully activated at a Category IV Level. The ICS Structure for a Category V event will expand horizontally with additional Satellite Work Centers and accompanying support and supervision to maintain appropriate spans of control.

5.3 Emergency Event – Defined

An emergency event is a situation caused by the forces of nature, an accident, or an intentional act that constitutes a loss of electric service to customers, significant electric infrastructural damage or results in a situation determined by the IC to be an emergency event.

5.4 Event Category Overviews

Determining the category of an event helps determine the scope of the ICS deployment. While not an exact science, by using the ECM and exercising professional judgment, the IC can make a reasonable supposition.

5.4.1 Category I Emergency Event

A Category I event is classified as a local emergency that is expected to be resolved within 36 hours or less and can be readily addressed by company personnel or available contractors. In general, the impact on customers, the environment, and safety is minimal. Category I events generally are characterized by the following:

- Ability to address the emergency in a timely manner;
- Limited impact on customer outages (duration or number);
- Ability to restore service in a timely manner;
- Poses no threat to broader public safety; and,
- Limited impact on company reputation.

5.4.2 Category II Emergency Event

A Category II event is classified as a local emergency event that has an appreciable impact on customers, the environment, safety and is expected to last between one and three days. Additional organizational and resource support is generally required. The initiating conditions for activation include:

- An escalating or new emergency lasting between one to three days;
- Broad customer or critical facility impact;
- A threat to public safety;
- Moderate impact on the environment; and,
- Moderate impact on company reputation.

5.4.3 Category III and IV Emergency Events

A Category III or IV event is an emergency event that has a significant impact on safety, customers, or the environment and is expected to last between three to five days or five to seven days, respectively. Significant organizational support or multi-level agency and government involvement is normally required. The initiating conditions for activating the Category III or IV emergency classification include an event that causes:

- A system-wide event or local major outage event lasting more than three days;
- Significant potential adverse impact to public safety;
- A major customer impact;
- Ability to obtain needed resources based on the geographic breadth of the event;
- Critical reputation damage to the company;
- Significant or ongoing environmental threat; and,
- Multi-level agency and government involvement.

5.4.4 Category V Emergency Event

A Category V event is defined as an emergency that has a catastrophic impact on safety, customers or the environment and is expected to last more than seven days. Such events are generally system wide, and often affect neighboring utilities. A Category V event shall be one that:

- Causes a system wide outage event lasting more than seven days;
- Poses a significant potential adverse impact to public safety;
- Causes a major customer impact;
- Results in a significant or ongoing environmental impact;
- Triggers critical reputation damage to the company; and,
- Necessitates immediate multi-level agency and government involvement.

5.5 Event Complexity Analysis

The details of every event are unique and thus the ECM is not intended to precisely compartmentalize every event. Each event must be analyzed in its totality to determine how to categorize it and thus determine the appropriate response level.

The categorization of an event is a way of communicating to employees and other stakeholders the magnitude of the event and the importance and level of the response. The recommended strategy is to err on the side of declaring a higher level event when it is a close determination. The IC may opt to declare an event a level higher even if all criteria are not met.

6 Mobilization and Activation

6.1 Weather Event Early Warning and Tracking

CL&P's EP organization monitors weather conditions to identify possible threats to the electrical system. When a weather alert above predetermined levels or a threatening forecast is received, initial preparations are made to ensure the ability to restore outages that may occur within the CL&P system. Under such circumstances, CL&P shall assess the availability of the following types of crews and personnel:

- Line Resources;
- Vegetation Management Resources;
- Mutual aid and contractor crews;
- Service Resources;
- Call Center staff; and,
- Damage Assessment Patrollers.

6.2 Event Declaration

Upon receipt of a weather alert or other indication of an event with a potential significant impact, CL&P's EP organization shall schedule and moderate conference calls with CL&P leadership prior to predicted events that have the potential to disrupt the electrical system and cause outages. CL&P's EP organization shall develop and issue a summary of each conference call that sets forth the actions that will be taken to prepare for an emergency event.

If the event is likely to cause outages or a significant disruption to the distribution system, support personnel for the following functions, in addition to those mentioned above, are notified:

- Wires Down;
- Food and Lodging;
- Circuit analysis;
- Damage Assessment Patrollers; and,
- Town Liaisons.

Weather and distribution system status continue to be monitored. If conditions worsen, the on-call IC, in consultation with the EP organization, shall make the decision to activate the ICS in accordance with this EPRP.

6.3 Actions Taken for an Emergency Event

To ensure effective and efficient response to emergency events caused by severe weather or other disruptions, several elements are considered, including, but not limited to:

- Assessment of resource availability;
- Support personnel notification;
- Establishment of ICS structure;
- Activation of the CL&P EOC;
- Decentralization of system operations;
- Damage assessment planning;
- Municipal and other stakeholder outreach; and,
- Notification of appropriate State officials.

6.4 Conference Calls

There are four types of conference calls used during an emergency event:

- Strategy Call – EP shall conduct a strategy call with CL&P Directors, including Transmission management as applicable, to establish a preparation strategy when timing of a predicted event allows.
- Preparations Call – EP shall conduct a preparations call when the need to implement the preparations strategy is apparent or imminent. This call is held with a broader group including CL&P Directors, Operations Managers, and other key personnel from support organizations.
- Operations Call – The IC shall conduct periodic operations calls to review progress on the IAP, refine or adjust the IAP based on changing conditions and current information, and to address tactical decisions, emergent issues, and requests for support.
- Communications Call – The PIO shall hold communications calls to describe and update key messaging and messaging strategy to ensure consistency of message across all communications channels.

The owner of each type of call shall communicate the type of call to the affected audience in advance of the call when possible.

6.5 External Resource Acquisition

With input from the Planning Chief, the IC determines the external resources required for responding to an emergency event and coordinates with the Logistics Chief.

6.5.1 External Resource Strategy

In order to ensure that sufficient resources are available to respond to an emergency event, agreements will be pursued for key resources in advance. In addition, a primary source for additional trained resources is the affiliated NU operating companies.

6.5.2 Contractor Crews

The IC is responsible for authorizing the hiring of additional contractor crews to assist in the restoration efforts.

a. Vegetation Management Resources

When vegetation management crews are required, alliance partners under contract are contacted by the Vegetation Management Coordinator to supply personnel and equipment for emergency restoration work. The Vegetation Management Coordinator coordinates the activation, deployment and release of vegetation management crews as directed by the Planning Section Chief. Contract crews perform tree and limb cutting and clearing services under the direction of the Operations Section consistent with the IAP.

b. Line Resources

When additional line crews are required, alliance partners under contract are contacted by the Incident Command Logistics Section to supply personnel for emergency restoration work. The Logistics Section Chief coordinates the activation, deployment, and release of contract line crews as directed by the IC. The Planning Section Chief deploys contract line crews to Work Centers requiring assistance. Contract crews perform electrical equipment and overhead line repair and restoration services under the direction of the Operations Section according to the IAP.

6.5.3 Mutual Assistance

When power outages are beyond the ability of CL&P's existing company and contractor resources to provide timely restoration, the IC shall request resources from the other NU operating companies through the NUSCO Operations Services organization. The IC shall request mutual aid to be procured through the Operations Services organization.

NU participates and maintains membership in the EEI Mutual Assistance Plan. NUSCO develops and maintains contacts with other utilities, using the EEI Mutual Assistance Plan to ensure NU's ability to obtain assistance during severe outage conditions.

The EEI Mutual Assistance Roster for Distribution and Transmission allows for the exchange of overhead crews among participating companies during storm emergencies. Utilities that participate in this program are able to provide filed crew assistance, based on their own emergency status, to other participating utilities who request aid in repairing electric systems to restore customers.

The CL&P Logistics Section coordinates the deployment of and release of mutual aid crews to NU Operations Services. Mutual aid crews perform electrical equipment and line repair and restoration services under the direction of the Operations Section.

a. Line Resource Acquisition Unit

The CL&P Logistics Section is responsible for the on-boarding process to accept the resources into the CL&P response organization, the deployment of these resources into the work force, and the subsequent release of these resources back to their home companies. The Line Resource Acquisition Unit is an organization activated by the IC within the Logistics Section to process and oversee the acquisition of line resources to support system response and recovery activities during an emergency event. Staff of the Line Resource Acquisition Unit receives notification from NUSCO to on-board resources from contractors, other electric utility companies, or qualified electrical contracting firms.

The primary duties of the Line Resource Acquisition Unit include the following tasks:

- Participating in the emergency event planning process;
- Coordinating and communicating with companies providing resources;
- Providing a suitable location, commonly called gateways and staging areas, to receive outside resources for orientation and assignments;
- Providing resources at the staging area to collect key information needed to support resource tracking and billing;
- Tracking the quantity and locations of line resources; and,
- Providing adequate accounting records to justify mutual aid expenses.

6.6 The Emergency Operations Center

6.6.1 Purpose

The CL&P EOC is a dedicated facility that is designed to assist management in taking prompt and effective actions to mitigate the consequences of an emergency. The CL&P EOC contains state of the art communications, audio and video equipment.

The CL&P EOC is activated by the IC as the Incident Command Post (ICP) to direct the actions of the ERO and to coordinate with other NU corporate organizations and federal, state and local agencies and officials. The ICP is an integral element of the ICS. An ICP provides the Incident Commander and Command Staff a centralized location for planning response operations, managing all emergency resources committed to the incident, and communicating with response elements.

For a Category 1 event, the ICP can be established at a District Headquarters or District Work Center with the ICS organization scaled to manage the affected district or division.

As the incident grows in scope, CL&P EOC becomes the ICP and the District and Division Work Centers serve as branches of the Operations Section.

The CL&P EOC, when activated, operates around-the-clock until the event has terminated and the IC makes the determination to close the CL&P EOC and return to normal operations. Transfer of command normally takes place at 12-hour intervals until the event has been declared closed.

6.6.2 Scope

CL&P shall maintain 24 hour coverage with an on-call IC at all times. The CL&P EOC is activated consistent with the Event Category Matrix (see Table 3 – Event Category Matrix) or as deemed necessary by the on-call IC, generally when an incident's size and complexity requires representation in the CL&P EOC by organizations to support expanded operations.

6.6.3 Concept of Operations

The CL&P EOC supports CL&P IC in preparation and response to an emergency. Representatives from support organizations assemble in the CL&P EOC to coordinate response with the IC, Command Staff

and General Staff. The CL&P EOC operation is based on use of the ICS and is designed to function at a level consistent with the size and complexity of an event.

6.6.4 Staffing

Staffing of the CL&P EOC is dictated by the size and complexity of the event. The level of activity, and the number and skills of staff required to carry out those activities, will vary. The actions and functions carried out follow the concepts of the ICS.

a. Routine Operations

During routine operations the CL&P EOC is not staffed.

b. Alert and Partial Staffing Stage

The activation of the CL&P EOC may occur when intelligence data indicates actual or potential incidents or events could grow beyond the capability of managing the emergency event in the District or Division.

The on-call IC makes the decision on whether an incident meets the criteria for activating and staffing the CL&P EOC on a precautionary basis.

Only those positions required for planning and control of the response to the anticipated events are manned at this time. These may include, as determined by the on-call IC, the following positions:

- Incident Commander;
- Safety Officer;
- Environmental Officer;
- Public Information Officer;
- Liaison Officer;
- Human Resources Officer;
- Operations Section Chief;
- Planning Section Chief;
- Logistics Section Chief; and,
- Finance/Administrative Section Chief.

Staffing at this level continues until the IC determines that the staffing level should be increased or decreased, depending on the status of the event and response efforts.

c. Full Operation

The CL&P EOC is brought to full operation consistent with the ECM or as deemed necessary by the on-call IC, generally when an incident's size and complexity requires representation in the CL&P EOC by organizations to support expanded operations.

6.6.5 Activation Process

Activation of the CL&P EOC is initiated by telephone and page to affected personnel and assigned management staff shall report to the CL&P EOC. Selection of personnel and organizations required to support the operation are determined by the IC. The required support staff is alerted by the IC to report to the CL&P EOC to fulfill their assigned emergency roles and initiate staffing of their assigned functional areas.

a. Notification

When the CL&P EOC is activated, the IC or designees provides notifications to the following:

- CL&P Executive Management;
- System Operations Center;
- Division and District Level response organizations; and,
- Connecticut DEMHS and state regulatory agencies.

b. Control

The IC assumes control of incident operations at the CL&P EOC and remains in control until there is a Transfer of Command.

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Chapter IV: Response

7 Response

7.1 Overview

During significant events there are different strategies that may be employed to efficiently utilize resources to ensure public safety and expedite the restoration of electric service to critical facilities and customers. The availability of several restoration strategies is necessary because a variety of factors, including; the severity of damage on the system, the geographic scope of the damage, the impact the event has on critical facilities and road accessibility and the need to utilize mutual aid crews, and influence the best way to respond to an emergency event. An overview of each of the general strategies is provided in Section 7.4.

7.2 Restoration Priority Guidelines

Generally, CL&P's restoration efforts are prioritized using the following guidelines:

1. Priority E-911 calls and life threatening situations;
2. Clearing blocked roads of electrical hazards;
3. Critical care customers (i.e., hospitals, critical care facilities, 911 call centers and shelters);
4. Transmission system lines and substations;
5. Critical facilities (e.g., fire stations, police stations, sewage treatment plants, water pump stations);
6. Largest number of customers per resource (e.g., generally feeder backbones, commercial centers, side taps, and then individual services); and,
7. Longest duration outages.

The IC balances the use of available resources with the impact based upon the foregoing priorities to optimize the overall response. There is no steadfast rule regarding how to evaluate the priorities at any given moment because circumstances are constantly changing which require time specific resource allocation. The IC must take into consideration a variety of factors, in addition to the priority of the underlying affected customers, when assigning work using a trouble order based restoration strategy. These factors and exigent circumstances may include, but are not limited to the following: the type of work necessary to address the trouble order and the type of resources available, the proximity of available crews, the specific needs of the response, particularly as it relates to the need for specialized equipment, the potential consequences of delaying the restoration (i.e., medical hardships or an out of service sewage treatment plant), and the time necessary to restore the customer.

7.3 Decentralization

Decentralization is a method used to efficiently use available resources by moving certain response authority to local Area Work Centers (AWCs) or more granularly to each circuit within the service territory, depending on the severity and geographic scope of the physical damage realized during an event. The basis for decentralization is to focus resources and decision-making close to the physical damage to eliminate delays that may occur with a centralized approach.

Decentralization is accomplished by transferring the System Operations Center (SOC) function to one or more Districts within a Division. The decision to decentralize is made by the IC through a collaborative process. In situations where decentralization is appropriate, an early decision results in a smoother transition.

In order to execute a decentralized restoration, it is critical that the authority to operate and control infrastructure equipment and provide safe work area protection is properly transferred. This is done through coordination between the SOC operating authority who is relinquishing authority and the organization that is assuming authority. This transfer must be properly documented and controls must be established in the SOC to ensure that the information is passed through subsequent shifts and that all personnel are aware of the decentralized operating authority. Similarly, when the decentralized approach is demobilized, the operating authority must be formally transferred back to the SOC.

7.4 Restoration Strategies

Different types of events necessitate strategies that are designed to optimize the use of resources to manage the impact and duration of the event. The development and utilization of multiple strategies is recognition of the fact that no two events are the same and provides the flexibility to adapt the response to meet the objectives of the particular event. Due to the size and diversity of CL&P's service territory, one or more of the following strategies may be employed in parallel during an event to maximize the event response and utilization of available resources. This decision will be made by the IC relying on information from the Planning Chief and the Operations Chief and will be predicated upon the amount of damage on the system and the available resources, focusing on optimizing the utilization of resources and minimizing the impact of the event on customers.

7.4.1 Event-based Strategy (Generally Centralized)

Outage event-based restoration is most frequently applied during smaller to medium emergency events (Category I and II) where the number of trouble orders is modest and manageable. It may also be useful during larger events where there is not a significant amount of physical damage experienced by the system (e.g., localized lightning events). It is also useful before and while an initial damage assessment is being undertaken.

The event-based strategy relies upon addressing specific trouble orders in a prioritized manner. Under this strategy, routine, day to day restoration processes used to predict, locate and repair faulty equipment or line sections are utilized. The Outage Management System (OMS) facilitates the prioritizing of trouble orders in a variety of ways.

An event-based restoration strategy is very effective when the physical damage is not substantial and when the number of trouble orders allows efficient prioritization. The effectiveness of this type of restoration strategy, however, may be diluted when the physical damage is substantial in a specific geographic area, because the time necessary to restore a specific trouble order is not easily incorporated into the analysis that prioritizes and assigns work. Consequently, during significant events where there is widespread damage resulting in a large number of trouble orders with physical damage,

an area-based or circuit-based restoration strategy may be more appropriate to optimize the restoration effort.

7.4.2 Area-based Strategy (Generally De-Centralized to Dispatch)

The area-based restoration strategy focuses on decentralizing the management of significant restoration work to AWCs to improve productivity while simultaneously addressing high priority issues.

Area-based restoration is most frequently applied during medium to larger emergency events (Category III and IV) where the number of trouble orders is significant and therefore less manageable on a discrete basis. It is useful during larger events where there is a significant amount of physical damage experienced on the system.

Fundamentally, this approach relies upon the SOC to: address E-911 calls, deploy trouble crews to breaker lockouts requiring minimal repairs, respond to critical emerging requests, assign remaining breaker lockouts to damage assessment personnel, use mobile operators to switch unaffected backbone portions of circuits and refer all major restoration work to the AWCs.

At the AWCs, response management prioritizes all referred circuit backbone, lateral and service restorations. The work is grouped on a substation level basis and assigned to company or mutual aid crews, according to the restoration priorities and amount of physical damage. Work assignment is prioritized by focusing on restoring circuit backbones first. Once restoration crews are in an area they may remain until all customers are restored to avoid additional travel time so long as it does not disrupt the IAP or the operational plan.

This type of restoration strategy capitalizes on directing multiple resource types, including: damage assessors, first responders, and line crews under one authority; thereby, optimizing their efforts and reducing the overall duration of the emergency event.

7.4.3 Circuit-based Strategy (Expanded De-Centralized including Satellites)

Circuit-based restoration is most frequently applied during very large emergency events (Category IV) where the number of trouble orders is significant and the damage is widespread and extensive. The magnitude and breadth of damage realized by these types of emergency events (i.e., tornadoes, tropical storms, ice storms and hurricanes), requires rebuilding entire circuits or portions of circuits, making other restoration strategies usually less efficient.

A circuit-based restoration strategy may also be appropriate where there are a significant number of breaker lockouts that make an area based strategy less effective.

A circuit-based restoration strategy focuses on restoring a prioritized set of circuits. This approach can rely upon a pre-established prioritization taking into account the Priority Guidelines (Section 7.2). Moreover, a circuit-based restoration strategy is flexible and can focus on restoring circuit backbones initially and then switch to restore all laterals and service interruptions. Coordination with the Transmission IC takes place as required to develop an integrated sequence of circuits to restore.

Under this strategy, utilizing the information captured in OMS, trouble orders are grouped by circuit and assigned based upon their pre-established priority. A team lead is assigned responsibility for all trouble orders for that circuit. Typically, restoration begins at the substation and restoration is accomplished section by section. This local control allows the team leader to direct multiple resource types, including; damage assessors, first responders, and line crews.

It is important to note, during a circuit-based restoration, control responsibility for OSHA lock-out, tag-out procedures and subsequent restoration efforts are most often shifted to a qualified switching director. This expedites the work process by eliminating the potential delay that may occur by having all lock-out, tag-out procedures coordinated by the SOC.

8 Operations Section

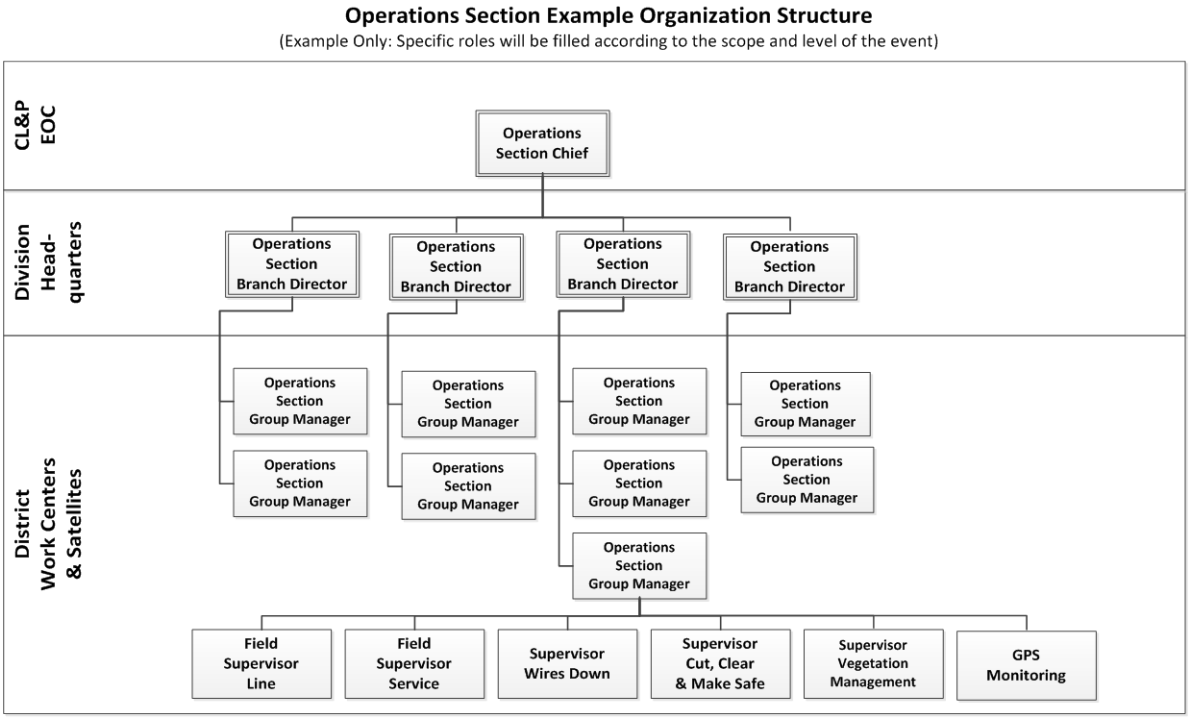
8.1 Overview

The CL&P (ERO) is comprised of individuals and groups trained to provide leadership coordination and assistance when the consequences of an emergency event exceed local management capabilities. Various emergency teams, support personnel, specialized equipment, operating facilities, mutual assistance programs, and access to outside resources may be coordinated by the ERO. The CL&P EPRP describes the structure for coordinating responses at any category of event and recovery actions necessary to address restoration requirements and priorities.

8.2 Operations Organizational Structure

The CL&P EPRP employs a multi-function operational structure that is based on the principles of ICS. The full range of event-category responses operate under the ICS model and consist of the following functional areas, in addition to the IC: Operations, Planning, Logistics, and Finance/Administration. The ICS can be used in any size or type of emergency to provide for command, control, and response coordination during an outage. Trained personnel are assigned accountability and responsibility for key functions within the ICS structure to manage a wide range of incidents from a simple utility outage to a major disaster, such as a hurricane or blizzard. Regardless of the size of the incident or the number of departments or organizations involved, a coordinated effort ensures an effective response with efficient, safe use of resources. An example of the organizational structure for the Operations section is provided in Figure 4 below.

Figure 4 - Example Operations Section ICS Structure



8.3 Operations Roles and Responsibilities

The basic functional areas of ICS (e.g., operations, logistics) can be expanded or contracted to meet requirements as an event progresses. Consistent with ICS principles, the actions of CL&P EPRP can be partially or fully implemented, in anticipation of a significant event or in response to an actual event. Selective implementation through the activation of one or more of the system's components allows maximum flexibility in meeting the unique operational requirements of the situation.

8.3.1 Operations Section Chief

Based in the CL&P EOC (when EOC is activated) and reporting to the IC, the Operations Section Chief is responsible for carrying out the IAP in the entire jurisdiction of the IC. The Operations Section Chief works closely with the Planning Section Chief, Logistics Section Chief, PIO and Liaison Officer to coordinate efforts and communication during the restoration.

8.3.2 Operations Section Branch Director

Located typically in a Division Headquarters and reporting to the Operations Section Chief, the Operations Section Branch Director oversees the restoration operation within a branch (normally, but not necessarily, aligned with a CL&P operating division). The Operations Section Branch Director works closely with the Planning Section Branch Director, the Logistics Section Branch Director, and the Town Liaison Branch Director to coordinate efforts and communication during the restoration.

8.3.3 Operations Section Group Manager

Located typically in a District or Satellite Work Center and reporting to the Operations Section Branch Director, the Operations Section Group Manager oversees the restoration operation within a group (either a district or satellite work center). The Operations Section Group Manager works closely with the Planning Section Unit Leader, the Logistics Section Unit Leader, and the Town Liaison Unit Leader to coordinate efforts and communication during the restoration. The Operations Section Group Manager is responsible for a variety of tasks, including, but not limited to:

- Ensuring functional coordination and communication are consistent with the ICS;
- Responsible for E-911 call response as received from the Planning section;
- Responsible for event-level ETRs as work is progressing in the field;
- Responsible for implementation of the district operations plan; and,
- Responsible for dispatching Wires Down personnel in response to priorities received from the Planning Section.

8.3.4 Field Supervisors

There are a number of field supervisory roles in an emergency event. Depending on the scale of the event, a single supervisor may carry any or all of the roles and, in a large event, there may be separate supervisors over single roles such as:

- Line – supervision of line repair and restoration;

- Service – supervision of service repair and restoration;
- Clearing Electrical Hazards – supervision and coordination of cut, clear, and make safe processes;
- Wires Down – supervision of guards who protect the public from hazard sites; and,
- Vegetation Management – supervision of vegetation clearing to facilitate safe and efficient restoration.

8.4 Vegetation Management

Storms, ice, heavy snow, high winds or other severe weather can break tree limbs and down trees that can cause extensive damage to CL&P distribution lines and equipment. These downed limbs and trees must be cleared in order to safely execute repairs and restore equipment on the distribution system. CL&P Vegetation Management utilizes contractor personnel to perform tree cutting and clearing during emergency conditions to aid line crews in the restoration of service to CL&P customers. A related procedure provides instructions to the CL&P Vegetation Management department personnel to perform required actions so that qualified personnel are available for clearing vegetation from CL&P distribution lines.

This procedure also details the actions and responsibilities of the individuals assigned to coordinate and supervise contract tree crews. Overall coordination of contractor tree crews shifts to the CL&P Vegetation Management Supervisor when the ICS organization is established at the EOC. When temporarily assigned to a District or Division, the contractor tree crews are controlled by the CL&P Vegetation Management Program Coordinators.

8.5 E-911 Call Responses

Emergency calls (E-911 calls) present significant challenges during emergency events due to their increased volume, availability of resources and access to certain locations due to downed trees and facilities.

Therefore, it is important to document the receipt of these calls and establish a priority to respond to them. Consistent and efficient handling and processing of E-911 calls and trouble orders allows AWCs to assess trouble areas and properly prioritize and plan required restoration activities and to quickly dispatch repair crews when reports are received indicating public safety may be threatened. Standardization of this process across all AWCs also allows the use of personnel from outside the AWCs to efficiently assist or replace AWC personnel.

E-911 priorities are as follows:

Priority 1: A life threatening situation;
Priority 2: Hindering emergency operations such as firefighting or rescue operations but NOT life threatening; and,
Priority 3: Any electrical hazard such as downed wires, with no immediate threat to life or property.

The priority of an E-911 call is determined by the municipal fire, police or emergency operator placing the call. The Operations Section will respond to E-911 calls as received from the Planning Section.

8.6 GPS Monitoring

The GPS Monitoring Program provides an additional resource in each storm room to focus on crew management. The GPS Monitors act in an advisory role to the Operations Section Group Manager (or designee) by monitoring geographic vehicle movements and locations during emergency restoration to identify any potential efficiency gains and provide updates to the Operations Section Group Manager (or designee). By optimizing crew utilization, the overall storm restoration effort is more efficient.

9 Planning Section

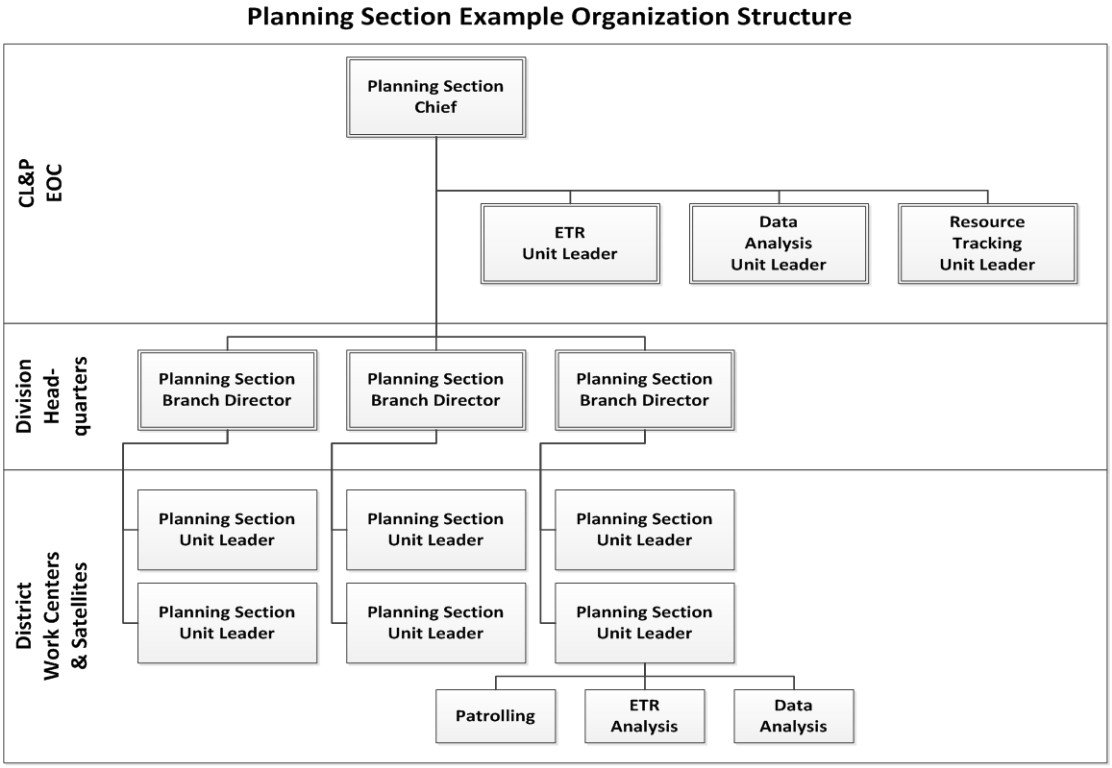
9.1 Overview

Planning is a critical component of restoration following any emergency event. Such planning is performed by the Planning Section. The Planning Section evaluates all available information and, working with other Incident Command functions, develops and publishes an (IAP). The IAP sets forth, among other items, the objectives and deliverables for each operational period. The Planning Section incorporates into the development of the IAP, vision and guiding principles set forth in this EPRP to ensure that the needs and expectations of customers are met.

9.2 Planning Organizational Structure

The Planning Section will be directed by the Planning Section Chief who is a member of the General Staff. In a larger emergency event, there will be a Planning Section Branch Director in the activated Division Headquarters to coordinate with the Operations Branch Director and a Planning Section Unit Leader in the District Work Centers and Satellite Work Centers to coordinate with the Operation Group Manager. Independent of the breadth of the scope of the emergency event, the Planning Section Chief, has responsibility and accountability for all planning functions in preparation for and in response to an emergency event. To assist with these functions, the Planning Section Chief may activate additional roles, such as an ETR Unit Leader, a Data Analysis Unit Leader, and a Resource Tracking Unit Leader. An example of a Planning Section organization is provided in Figure 5.

Figure 5 - Example Planning Section ICS Structure



9.3 Planning Roles and Responsibilities

The Planning Section, directed by the Planning Section Chief, is responsible for maintaining, gathering, and disseminating information on the current and forecasted situation and the status of resources assigned to the incident, and preparing plans and maps. Other tasks include:

- Planning, directing, and gathering data from Damage Assessment Teams in the field;
- Coordinating and preparing the IAP and/or district or division operations plans for each operational period until the ICS is deactivated;
- Planning and prioritizing all work, including E-911 calls, trouble orders, and wires down coordination;
- Ensuring the analyzing group is analyzing and timely entering estimated time to repair into the OMS;
- Developing global ETRs and managing restoration projection accuracy;
- Overseeing resource tracking;
- Creating work packages to be forwarded to the Operations Section;
- Conducting planning meetings and briefings;
- Working with the IC, Logistics Section Chief, and the Operations Section Chief on placement of additional incoming resources that include personnel, material, and equipment;
- Assessing and ensuring adequate resources are identified and available to support the IAP; and,
- Demobilization activities.

9.4 Incident Action Planning

The Planning Section Chief will ensure the IAP is completed and regularly updated by gathering input from appropriate organizations including the IC and Command Staff and General Staff throughout the entire incident.

Incidents vary in their types, complexity, size, and requirements for detailed and written plans. In an initial response for an incident that is readily controlled, a written plan may not be necessary. Larger, more complex incidents require that a formal, documented IAP is developed to coordinate activities. The level of detail required in an IAP will likewise vary according to the size and complexity of the response.

For incidents in which an IAP is prepared, the plan must be accurate and completely capture the information generated during the planning process. Coordination with the Logistics Section is required to ensure the plan can be executed. The plan will be prepared and distributed prior to the Operations briefing and a revised plan will be prepared for each operational period. An IAP should consider the strategic, reputational, and intangible elements of the incident and include coordination with stakeholders.

9.5 Items Included as part of the IAP

The Planning Section establishes and publishes the IAP that generally:

- Identifies the operational time period;
- Defines goals for the operational period;
- Identifies personnel in key ICS positions;
- Describes weather conditions and forecasts – taking into consideration what impacts present or future weather may have on the response to the event; and,
- Communicates a timely and relevant "Safety Message" to all resources in the CL&P service territory.

9.6 Damage Assessment

9.6.1 Damage Assessment Overview

During the response to a significant emergency event, damage assessment is a critical component that drives important response actions, including: acquiring mutual aid resources, procuring additional material supplies, generating ETRs and effectively choosing a restoration strategy.

Fundamentally, damage assessment is a core component of the Planning function, and, in conjunction with other relevant information, is used to develop IAP that are executed by the various functions, including Operations, engaged in the storm response. Specifically, damage assessment will determine, among other things, the number and locations of blocked roads, the amount of physical damage caused by an event, including; the number and location of broken poles, the number and location of damaged transformers and oil spills, the number and location of "wires down", and the number and location of tree and tree limb damage. This information is critical in developing an IAP and deciding to acquire mutual aid or deploy additional support personnel. Furthermore, this information is helpful to inform Logistics of potential needs (e.g., materials and equipment), drive specific emergency response processes (e.g., "wires down").

Damage Assessment Patrols are used to assess the condition of the distribution system to identify possible hazards and equipment damage.

The damage assessment process uses two levels of assessment:

a. Initial Assessment

An immediate and expedited damage assessment helps to provide an overview of the significance of the event by determining the intensity and breadth of physical damage realized. This information is critical for communicating with all stakeholders and helps to define the needs of the response. It should be noted, that due to the expedited nature of this review, the resulting information is meant to be a representative sample of the intensity and type of damage on the system. The locations that are assessed should be a representative sample of trouble orders captured throughout the service territory. The Planning Chief will determine the details associated with the initial damage assessment.

b. Sustained Damage Assessment

Sustained damage assessment is utilized after the completion of the initial assessment and will function until it is no longer required, as determined by the Planning Chief. Restoration priorities are used to determine damage assessment priorities (i.e., critical facilities, large system impact, etc.).

Qualified personnel are assigned specific levels of assessment for specific events and are responsible to report the status of what they find, including; the actual location of the damage, damaged equipment and equipment necessary for restoration, wires down, access restrictions caused by downed trees or tree limbs and the estimated time necessary to complete the repair. This information is used to provide input into the OMS, prioritize work, develop ETRs, establish work packages and form the development of the IAP.

9.7 Wires Down

CL&P utilizes trained personnel to assist permanently assigned Divisional personnel to guard downed, energized wires during emergency conditions to prevent injury to the public.

“Wires down” locations may be received from several sources including the initial damage assessment undertaken at the onset of the restoration, sustained damage assessment, police, fire services, 911 Call Centers, Local EOCs and the public through the Customer Care Call Center.

During normal operating conditions, the Company is able to respond to all of its “wires down” locations in a timely manner. However, when significant weather events result in large quantities of wires down issues in a relatively short period of time, the wires down issues are prioritized by the Planning Section and dispatched accordingly by the Operations Section.

9.8 Work Estimating and Prioritization

The Planning Section Data Analysis Unit Leader utilizes information that is provided by the Damage Assessment teams to estimate the amount of work that is necessary to restore service to customers. This is done by allocating proxy man hour requirements to each trouble order that is evaluated by the damage assessment process. This information is aggregated to determine the overall resource requirement to restore service to customers. This information helps determine the global ETR and also whether additional resources are required to support the restoration process.

In addition, trouble orders are prioritized based upon the pre-established Priority Guidelines. The Priority Guidelines (Section 7.2) help guide the order in which trouble orders and circuits are responded to and restored. This information is presented to Operations personnel to guide their allocation of emergency response resources.

9.9 Estimated Times of Restoration/Restoration Projections

9.9.1 Overview

Estimated Time of Restoration (ETR) is a critical piece of information throughout the course of an emergency event. CL&P will use algorithms based on available objective and observational inputs to develop Global, Division or District ETRs. Early in an event, data is less available than in the later stages, thus, as the restoration progresses, more accurate estimates can be derived. ETR Analyzers will be strategically placed in the AWCs to relay important information necessary to maximize accuracy.

9.9.2 Development

Early in the process, the Planning Chief will oversee the development of a planning estimate that is used to guide the Logistics team in securing resources, determining the maximum number of travel days and the number of mutual aid crews needed.

Once the storm has passed and the number of customers interrupted has peaked, the Planning Section will develop restoration projections based on:

- The number of trouble locations;
- The relative geographic scope of those locations;
- The condition of the transmission system;
- The number of circuit breakers and reclosers affected; and,
- The number of service related trouble spots.

Trouble locations involving breakers and reclosers can have a multiplying effect on the restoration projection calculations, since these typically have additional trouble locations nested downstream. The number of service-related trouble spots also has an effect on the type of crews needed.

Varying types of damage will also be considered in determining the restoration projection and time to restore each trouble spot. Lighting, wind, ice, make-safe issues, and transmission involvement all affect and will be considered in the calculations. Another important parameter is the number of crews that are confirmed to be available, working in conjunction with the Logistics Chief.

Taking all these parameters together will help CL&P develop reasonably accurate global ETRs.

Restoration projections are intended to be estimates that provide a guide for communications with stakeholders and restoration planning.

The EDS Restoration Web System is used to create and manage both Division and District level ETRs.

Event specific ETRs are the responsibility of the Operations Chief and are normally created when crews are dispatched to the associated work location.

9.9.3 Monitoring

The Planning Chief will continuously gather data, monitor conditions and recalculate the global ETRs to achieve the best possible accuracy.

9.9.4 Communication of ETRs

Global ETRs will be approved by the IC, in consultation with the CL&P President, prior to publication. The EDS Restoration Web System is used to create and manage Division global level messages and District level messages and projections. The system also has the ability to view the status of Event level messages and projections. However, the event level messages are created and managed through the OMS.

For event specific ETRs, customers will receive the message and projection that is available at the most detailed level. The information is provided to the customer from the IVR, Web and Customer Care Center representatives. If there is an event level message and projection, the customer will be provided with this ETR. If an event level message and projection are not available, then the customer would receive the AWC message and projection. Finally, if both the Event Level and AWC level ETRs are not available, the customer would receive the Division headquarters level ETR message.

9.10 Resource Tracking

The Resource Tracking Unit Leader assists the Planning Section in documenting resources committed to the incident. By tracking all resources used during an incident, including;

- Guides;
- Damage Assessment patrollers;
- Food and Lodging personnel;
- Wires Down Guards;
- Analyzers;
- Tree Crews;
- Line Crews; and,
- Vendors.

In addition, the Resource Tracking Unit Leader:

- Provides lists of resources to appropriate coordinators and the IC;
- Assists the Planning Section Chief in the assignment of support personnel;
- Oversees the timely collection, processing, and reporting of emergency personnel; and,
- Resolves discrepancies in reporting information.

10 Logistics Section

10.1 Overview

The Logistics Section, led by the Logistics Chief, supports and coordinates with other Command Staff and the IC to ensure that all organizations responding to an event are adequately supported.

During a significant event, the Logistics Section is responsible for a variety of tasks, including, but not limited to:

- Acquiring crew resources;
- Establishing and maintaining Satellite Work Centers and Staging Areas;
- Supplying and replenishing necessary materials;
- Feeding, lodging and ensuring the welfare of Company and restoration personnel;
- Fueling and maintaining vehicles and equipment;
- Supplying vehicles and specialty equipment needed to support the restoration; and,
- IT and Communications support services.

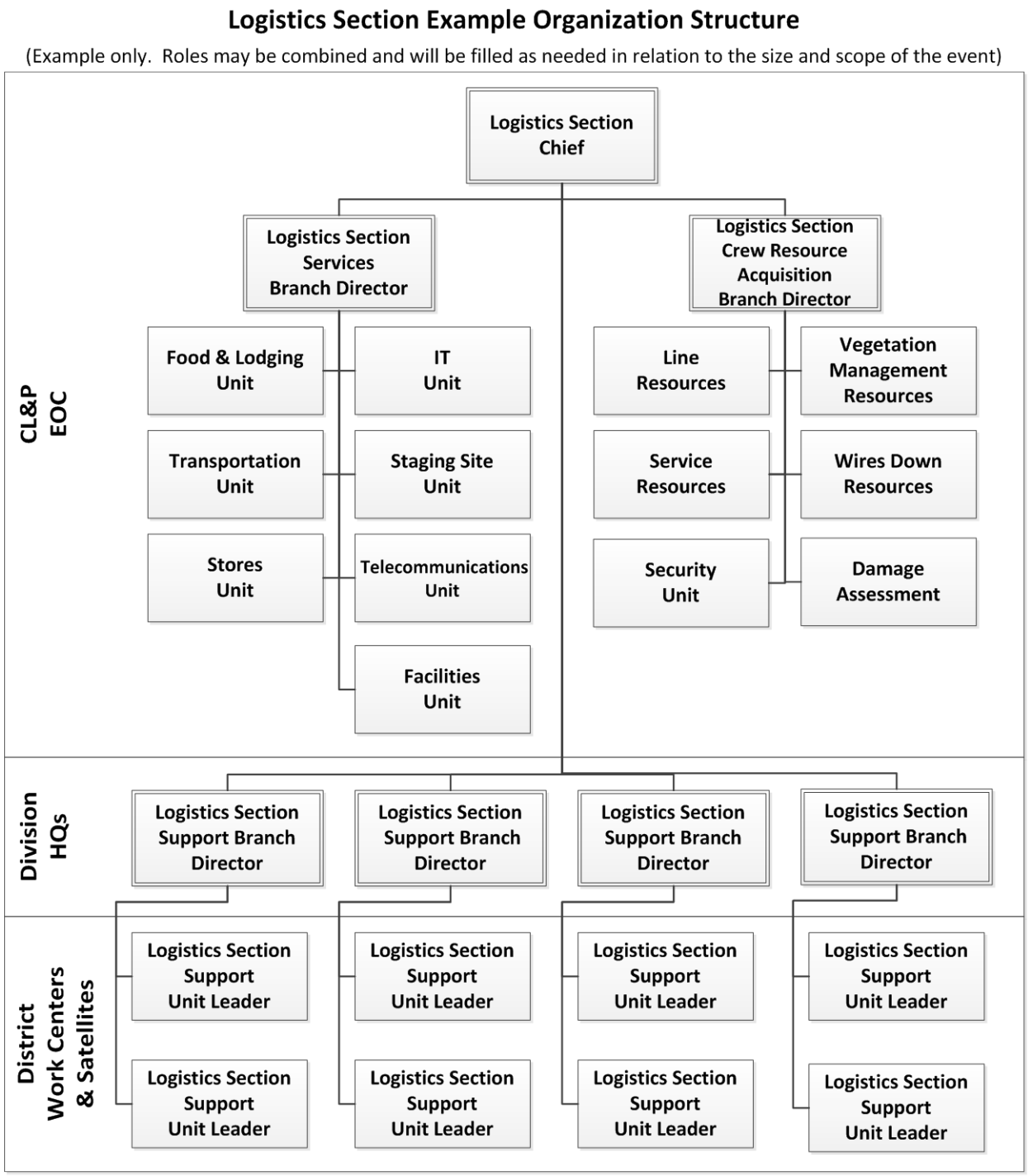
10.2 Roles, Responsibilities and Organization

Logistics activities are organized to efficiently assign critical services and resources when and where they are needed. In a higher category event, there will be three Logistics Sections: Services, Crew Resource Acquisition, and Operations Branch Support

The Logistics Services Section and Crew Resource Acquisition Sections provide the various supporting services and resources throughout the ICS organization while the Logistics Section Branch Support Directors (assigned to Division Headquarters) and Unit Leaders (located at a District and Satellite work centers) ensure their Operations Section and Planning Section counterparts receive all the needed logistics service they need to effectively and efficiently carry out their response activities and support the IAP.

An example of the Logistics Section organization is provided below in Figure 6.

Figure 6 – Example Logistics Section ICS Structure



10.2.1 Services Branch

An emergency event requires service support beyond that provided for day-to-day operations. The Logistics Section Services Branch oversees the activation and coordination of the following service units:

- Food and Lodging Unit
- Transportation Unit
- Stores Unit
- IT Unit
- Staging Site Unit
- Telecommunications Unit
- Facilities Unit

a. Food and Lodging Unit

Recovery efforts can continue around the clock for several days. It is therefore necessary to provide for proper rest and nourishment of personnel assisting in restoring the CL&P distribution system. The Food and Lodging Unit will provide all coordinating activities for food services and housing and related transportation and parking services as needed.

CL&P Food and Lodging Unit members are under the direction of the Food and Lodging Unit Leader within the Logistics Section when the ICS organization is established at the EOC.

b. Transportation Unit

Fueling and maintenance is coordinated by the Transportation Unit Leader who reports to the Logistics Section Services Branch Director. Transportation Unit personnel perform required actions to support vehicles and equipment used in restoration activities on CL&P distribution lines and equipment, including the coordination of refueling and traffic control.

c. Stores Unit

Repair of damage requires ready access to and availability of parts and materials by line crews. The Stores Unit supports restoration by ensuring that personnel are deployed to appropriate warehouse and storeroom locations in order to supply the materials needed by personnel performing restoration activities on CL&P distribution equipment in the District and Satellite Work Centers. The Stores Unit shall also have responsibility for material salvage and satellite and staging area location clean-up operations.

Stores Unit personnel are under the control of the Stores Unit Leader when the ICS organization is established at the EOC. When assigned to a District Work Center, the Stores Unit personnel are directed by the Stores Unit Leader.

d. Information Technology (IT) Unit

Many of the tools used by the ICS Organization to manage the emergency restoration process rely on computer hardware, databases and software applications as well as communication equipment and

infrastructure. The IT team ensures correct functioning of computer hardware, databases, and software applications used to produce this data.

Information Technology personnel support the Incident Command Staff and recovery efforts by setting up and maintaining computer equipment and providing application assistance throughout the ICS operation.

e. Telecommunications Unit

The Telecommunications team supports telecommunications requirements during restoration emergencies, including maintaining equipment such as radios, satellite phones, paging systems and microwave, and fiber optic systems used to communicate this data. These systems are critical to the ability to promptly and safely manage the restoration of customer outages.

Telecommunications Support personnel ensure proper communications by maintaining, repairing and modifying various types of telecommunication equipment to facilitate communications between ICS personnel.

f. Staging Area Unit

During significant emergency events, large numbers of resources converge on Connecticut to provide restoration support for CL&P. Staging areas are critical for accommodating and ensuring the efficient utilization of these resources. To accommodate these additional resources and to ensure they are properly trained and informed regarding the scope of the event, staging areas are used to aggregate these resources as they enter the service territory.

Pre-determined locations for staging of such resources are strategically located throughout Connecticut. The Staging Area Unit Leader ensures an organized migration of work crews into the restoration effort. At the Staging Areas, crews are placed under the control of the Operations Section Group Manager or Field Supervisor where they are signed in, provided maps and guides, receive any necessary briefings or equipment and dispatched to the locations determined by the Planning Section. CL&P will also inventory the equipment and material that mutual aid crews have brought with them.

g. Facilities Unit

Organizations directing recovery efforts do so from various CL&P buildings and facilities. These buildings require support to maintain basic habitability. The Facilities Unit is comprised of primary facilities staff and is responsible for preparation, operation, and management of the facilities to support the response and recovery effort, including staging areas. The Facilities Unit supports any and all facility-related needs throughout the duration of the event. Facilities department personnel assist in emergency restoration activities by providing necessary support for such items as building maintenance, janitorial services, maintenance and operation of HVAC systems, and maintenance and operation of emergency power generators.

10.2.2 Crew Resource Acquisition Branch

An emergency event often requires personnel and equipment resources well beyond what CL&P maintains for day-to-day operations. The Logistics Section Crew Resource Acquisition Branch acquires the additional personnel and equipment resources through the use of Mutual Aid and contractor relationships and by reallocating CL&P and NU personnel to specific storm roles for which they are qualified. Resources include, but are not limited to:

- Line Resources
- Service Resources
- Vegetation Management Resources
- Wires Down Resources
- Damage Assessment Patrollers

Additionally, the Crew Resource Acquisition Branch oversees the Security Unit.

a. Security Unit

Security is paramount during emergency incidents where there is widespread physical damage. It is especially important when significant resources are brought to Connecticut to help restore service to customers. The Security Unit Leader is responsible for the oversight of all issues involving security. The Security Unit will ensure that adequate security services are provided for on-scene response operations if required. Some examples would include staffing and positioning security at required locations, obtaining supplemental security contractors, investigating security issues and suspicious activities at company facilities, providing security in volatile situations, coordinating with state and local law enforcement as necessary, and ensuring all security-related incidents are properly reported.

In order to effectively manage the receipt of such resources, CL&P has established designated deployment points strategically located throughout Connecticut and are used to facilitate acquiring and on-boarding large numbers of personnel.

10.2.3 Logistics Support Branch

The Logistics Support Branch ensures that all of the logistics needs for services, personnel, and equipment of the Division Headquarters and Division and Satellite Work Centers are met in a timely and efficient manner and that the requirements defined in the IAPs are appropriately supported.

a. Support Branch Director

The Logistics Section Support Branch Director reports to the Logistics Chief and works closely with the Operations Section Branch Director and Planning Section Branch Director to ensure the needs of the Operations Branch at the Division Headquarters are taken care of.

b. Support Unit Director

The Logistics Section Support Unit Leader reports to the Logistics Section Support Branch Director and works closely with the Operations Section Group Manager and Planning Section Unit Leader to ensure the needs of the Operations Group at the District or Satellite Work Center are taken care of.

11 Public Information

11.1 Overview

CL&P's customers and stakeholders are provided relevant information to ensure their safety and well-being. CL&P is committed to communicating such information along four dimensions that will be reflected in emergency communication processes:

- Accuracy – Information must be properly researched and verified;
- Consistency – Messages from various sources and through various channels will be delivered with "one voice";
- Timeliness – Efforts will be made to deliver critical information as quickly as possible while still assuring accuracy; and
- Completeness – Critical information will be conveyed to help customers and constituents respond appropriately with the situation.

11.1.1 Role

The Public Information organization will develop and provide accurate, consistent, timely, and complete information regarding the status of the restoration efforts throughout the course of an emergency event. The CL&P PIO function collects and disseminates all emergency restoration information both internally and externally and serves as the official voice of the IC. Communications will include related Transmission system information impacting customer restoration efforts.

11.1.2 Objectives

a. Unity and Accuracy of Messaging.

There will be a single unified message from all company sources (e.g. Customer Care Center, Company Spokespersons, Media Coordinator, Social Media, Field Representatives and Town Liaisons) under the direction of the PIO that accurately portrays the state of the restoration efforts and associated expectations. The unified messaging will be based on the current IAP being executed by the IC and emerging information known by the IC.

b. Provide a Platform for Good Decision-Making.

Emergency communications will be crafted considering the decisions that customers and stakeholders must make based on the information. Accurate reporting of the extent of the damage, the timeframes for restoration, the current status of our efforts, and public safety issues has a profound influence on the actions taken by customers, other utilities, other emergency response entities, and government entities. CL&P is committed to consistency and accuracy with all our communications throughout the course of the emergency event.

c. Establish the Customer Care Center as the Hub for Customer Information

Many of our customers will receive critical information from our Customer Care Center. In that light, we will ensure that the customer interaction personnel in our Customer Care Center will have the same current and accurate information available through all other Company communication outlets.

d. One-Voice

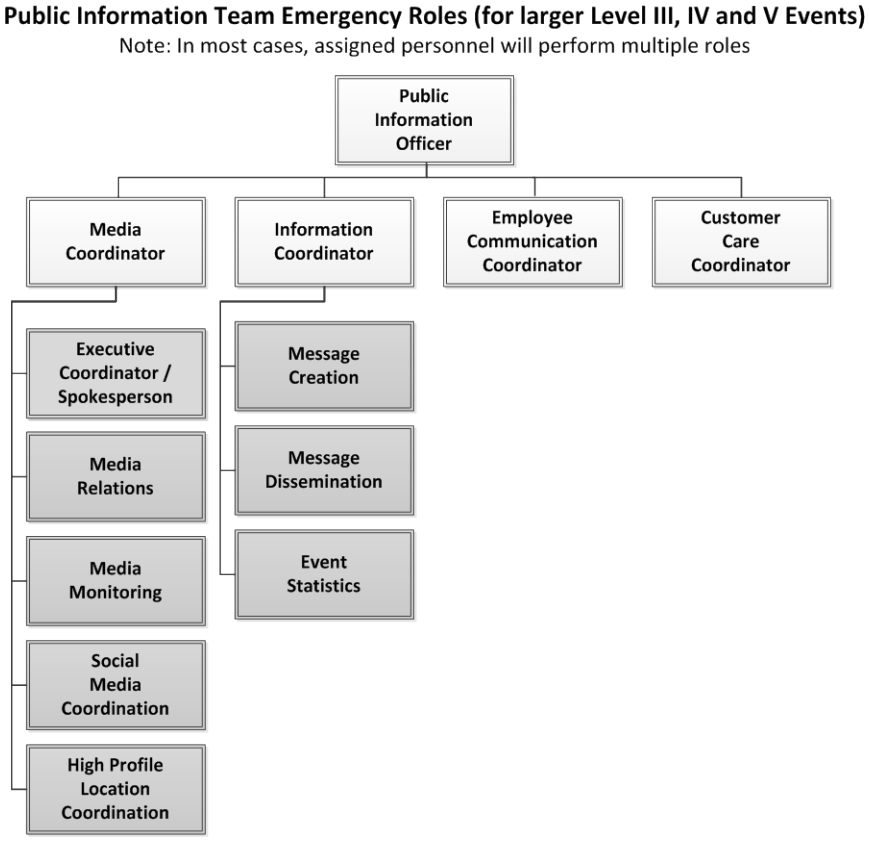
A hallmark of our emergency communication strategy will be to speak through all available channels with a singular, accurate, and timely message – One Voice. Emergency communication processes are designed to ensure messages are consistent with the IAP. The PIO will ascertain that public communication is properly vetted through effective communications processes, assuring consistent, regular, timely, and accurate communications throughout the emergency event using all available communication channels.

Emergency messaging will demonstrate empathy and evolve appropriately through the various phases of an event to accurately and completely communicate and instill confidence among our customers, stakeholders, and employees in our abilities to effectively and expediently rectify the situation.

11.2 Public Information Team Organizational Structure

The CL&P Public Information Team will be organized in a scalable fashion that ensures key functions exist in any event. In Category I events, communications roles can typically be handled by the local command. Beginning at a Category II event, there will be a PIO assigned to ensure that the core communication objectives are met, with the PIO personally performing most, if not all, of the necessary communication functions. As an event grows in scope, additional trained personnel will fill multiple roles to match the work requirements of the event. Ultimately, in the largest Category IV and V events, key roles may be more fully staffed as needed to ensure accurate, consistent, timely and complete information flow. Lead roles within the Public Information Team include the Media Coordinator, the Information Coordinator, the Customer Care Liaison, the Executive Coordinator/Spokesperson, and the Employee Communication Coordinator. Though reporting directly to the IC, the Liaison Officer also has a key communications role and shall work closely with the PIO as an adjunct member of the PIO organization. The PIO organization structure is shown below in Figure 7.

Figure 7 - CL&P Public Information Team ICS Roles



11.3 Public Information Officer Team Roles and Responsibilities

11.3.1 Public Information Officer (PIO)

The PIO is a key command staff position reporting to the IC. The PIO is accountable for all internal and external communication during an emergency event, including the media, stakeholders, the public, company officer and employees. The PIO will oversee all messaging and communication processes to ensure accuracy, consistency, timelines, and completeness across all channels of delivery. As a member of the command staff, the PIO will be aligned with and be the public voice of the IC.

11.3.2 Media Coordinator

The Media Coordinator reports to the PIO and oversees all types of media communication, ensuring that CL&P's media management strategy is executed and monitored successfully. The Media Coordinator interfaces with the press and manages news opportunities (interviews), written materials (press releases), photo and video opportunities and public service announcements during critical events. The Media Coordinator ensures accurate media coverage through multiple media channels including radio, television, web news sites and social media. The Media Coordinator supports and advises the PIO regarding emerging issues while ensuring messaging that is accurate, aligned with all other company messaging, that is timely and complete.

a. Media Relations Specialist (Staff)

Media Relations Specialist(s) report to the Media Coordinator and are responsible for handling media requests as they occur. The Media Relations Specialists ensure unity and accuracy of messaging that is timely and relevant to the public. The Media Specialist advises the Media Coordinator of potential emerging issues which may require the crafting of additional key messages.

b. Media Monitor

The Media Monitor reports to the Media Coordinator and monitors radio, print, television and online news media during critical events. The Media Monitor supports unity and accuracy of messaging by keeping a close eye on information circulating within the media, and reporting misinformation to the Media Coordinator so that inaccuracies can be addressed in a timely manner. This may require the crafting of additional key messages. The Media Monitor also identifies potential gaps in the information based on the media reporting and informs the Media Coordinator accordingly.

c. Social Media Coordinator

The Social Media Coordinator reports to the Media Coordinator and drives the flow of information through social media during critical events. The Social Media Coordinator ensures a social media presence, while monitoring information circulating the web to mitigate rumors and inaccurate information. The Social Media Coordinator manages information and keeps the Media Coordinator abreast of emerging and anticipated issues within social media which may require additional key messages.

d. High Profile Location Coordinator

The High Profile Location Coordinator reports to the Media Coordinator and works in conjunction with other involved parties to identify and prepare news rooms and other sites in which media events will occur. The High Profile Location Coordinator will ensure that the space is arranged in an optimal manner and that the needed technical equipment is present and in operating order. The High Profile Location Coordinator will ensure that all involved parties receive timely communications as to the chosen location, time of event, key messaging and any other relevant information related to the venue such as parking, point of entry, etc.

11.3.3 Information Coordinator

The Information Coordinator reports to the PIO and is responsible for gathering accurate information for, preparing, and disseminating emergency communications during the course of an event. The Information Coordinator works closely with the Media Coordinator, the Liaison Officer, operations and planning and IC general staff to stay abreast of the latest information and ensure accuracy, consistency, timeliness and completeness of messages. The Information Coordinator has a critical role in assuring and monitoring consistency of messages through a multitude of communication channels and assuring that the message issued is the message received by the various constituents (e.g., links created on the company website actually link to the intended messages). The Information Coordinator also maintains records of the event statistics and milestones and other data which may be of interest to the media, customers, government officials, or company leadership.

a. Message Creator

This communications professional reports to the Information Coordinator and is involved with the PIO and IC on all calls and meetings discussing the storm event. The individual will be in touch with the IC immediately once a severe event has been identified and will then work with key staff to gather the relevant information including outages and restoration timelines. Once he receives the information from the IC, the individual will work with the PIO to reach consensus on what information should be included in the key messaging. The Message Creator will then do a first draft of the key messages and will send it to the PIO and IC for approval. Once approved the key Messaging Documents are then sent to the message disseminator who will then distribute them to all stakeholders.

b. Message Disseminator

The Message Disseminator reports to the Information Coordinator and is responsible for distributing approved messages to the leads of key internal stakeholder groups (Media Coordinator, Information Coordinator, Employee Communications Coordinator, Customer Care Coordinator, Liaison Officer, ICS Command Staff and Section Chiefs) so that these leaders may disseminate messaging to their teams. The Message Disseminator will review, update and finalize the distribution list(s) and ensure that any external links, to documents and videos are functional on behalf of internal/external customers.

c. Event Statistician

The Event Statistician reports to the Information Coordinator and keeps track of outages and other statistical information related to the event. The Event Statistician gathers and analyzes event related information such as customers and areas affected by the incident to look for patterns, inconsistencies or troubling data. The Event Statistician ensures that consistent, well-vetted information is disseminated in a timely manner to those with a need to know for the development of key messaging. The Event Statistician tracks down and resolves technical problems with statistical information. The information that an Event Statistician provides will serve as the basis for any subsequent regulatory filings related to that restoration response.

11.3.4 Employee Communications Coordinator

The Employee Communications Coordinator' reports to the PIO and is responsible for disseminating employee communications that align with all key messaging. The goal of employee communications is to provide high level information so that employees can represent CL&P and its storm messaging to customers and other stakeholders they may encounter. The Employee Communications Coordinator keeps the PIO advised of emerging issues from an employee perspective which may require additional key messages.

11.3.5 Customer Care Liaison

The Customer Care Liaison reports to the PIO and will ensure that information is consistent with key message elements derived from the IAP, as well as any near term emerging issues. The primary objective of this role is to ensure that the messages, typically in the form of answering customer questions, are consistent with all other CL&P messaging in terms of content, timeliness, accuracy, and completeness. In addition, the Customer Care Liaison will bring call center issues and Commercial &

Industrial (C&I) customer issues affecting the ability to satisfy customer needs for information and assistance to the attention of the PIO.

11.3.6 Executive Coordinator / Spokesperson

The Executive Coordinator/Spokesperson reports to the PIO and carries two critical responsibilities. First, when an executive serves as the spokesperson during the course of an event, the Executive Coordinator prepares the executive for interviews and press conferences. The Executive Coordinator/Spokesperson ensures that the spokesperson is briefed on the current company message based on the IAP as well as any current or emerging issues. Second, the Executive Coordinator serves as the ongoing Company spokesperson for routine informational updates and may field reporter questions at a press conference after an executive has given a statement.

11.4 The News Cycle

To the extent possible, in order to assist the media in disseminating key communication, press releases and other information updates will occur in relation to the common four point news cycle: Morning, Noon, Evening, and Night. Major updates will be typically released for the morning cycle when the new IAP is available for the day. The second major update will occur for the evening news cycle, when a partial day's progress can be discussed and a reasonable indication of the day's progress will be available. The other two cycles will be an opportunity to educate the public on how CL&P approaches an emergency event as well as information on progress and emerging issues.

11.5 Technologies and Social Media

Many of our customers are becoming regular users of social media such as Facebook, YouTube and Twitter among many others. Coupled with the proliferation of smart phone technology, many of our customers receive core information through these channels. We will replicate the key messages in these formats, duplicating the information disseminated through the more traditional media outlets. In keeping with our core "One Voice" philosophy, the information available through these outlets will have the same accurate, consistent, timely, and complete content as all other sources of information.

11.6 Communications Processes

CL&P emergency response communications processes have been developed to ensure consistency, clarity, completeness, timeliness and accuracy of emergency communications. These cover the common strategic and reactive situations encountered in a significant emergency event. Key processes include:

11.6.1 Emergency Communication Strategy Development Process

Each day, the PIO, in coordination with the IC, will oversee the development of each day's communication strategy. This strategy will consider the current phase of the storm, specific information of general interest, specific information of regional interest, and, most importantly, the current status and priorities of the restoration effort. The strategy will ensure a directed approach to data gathering and dissemination that will result in a timely and consistent message to best meet customer and

constituent needs. The strategy serves as a framework to ensure a “One Voice” approach to emergency communications.

11.6.2 Key Message Development, Approval, and Release

Key message development will drive all internal and external communication so it remains consistent regardless of the specific dissemination channel. Key messages will be linked directly to the information contained within the current IAP. A major emergency event follows a set of somewhat predictable phases. These phases imply different expectations for communication. CL&P communication philosophy and strategies will match the natural flow of an event to ensure that our messaging will be effective and timely.

11.6.3 Other Emergency Communication Processes

- Request for Information;
- Request for Action;
- Request for Press Conference;
- Request for Interview;
- Request for Photo Opportunity; and,
- Town Liaison Communication Process.

12 Liaisons

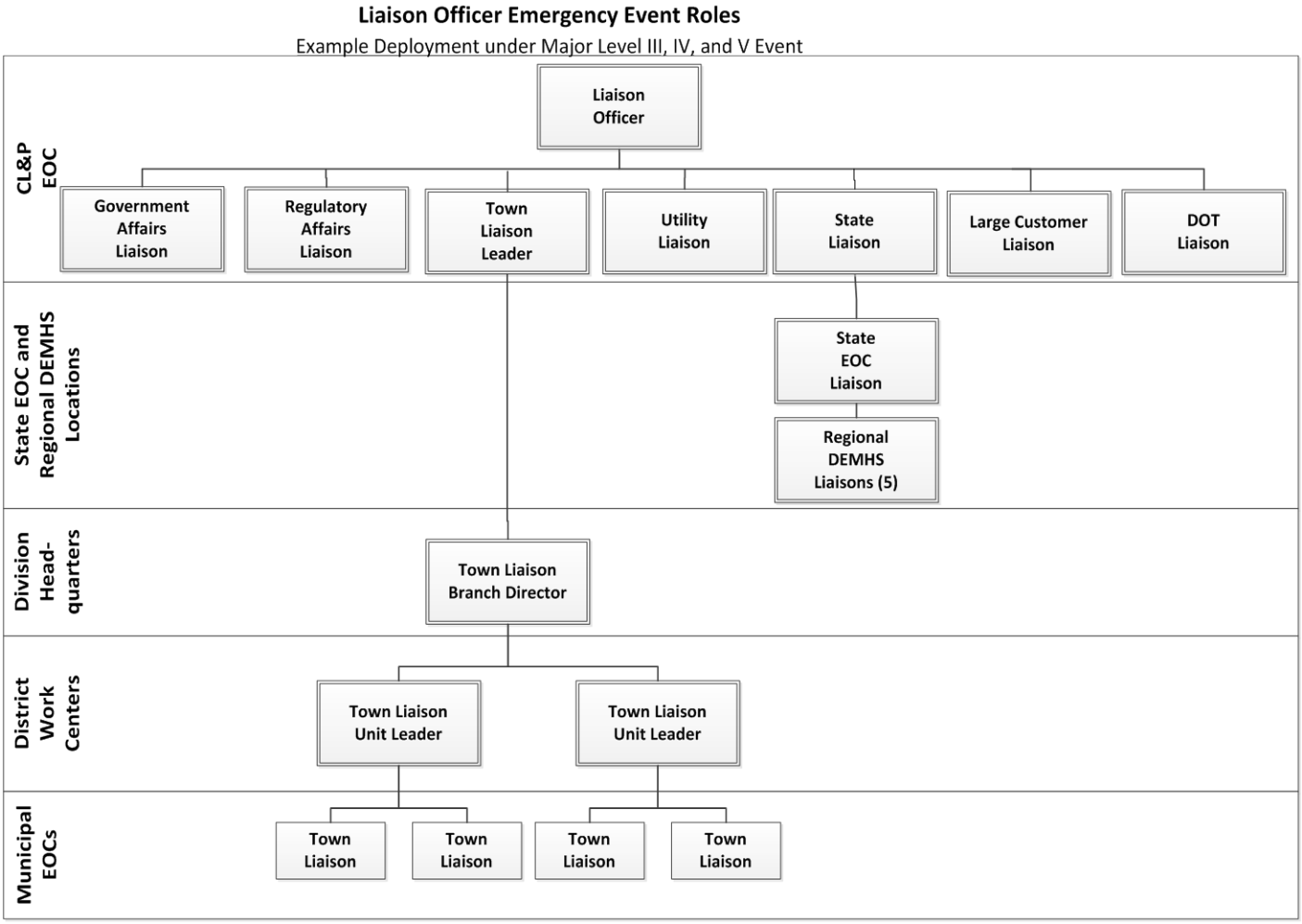
12.1 Overview

In an emergency event, CL&P must maintain numerous critical relationships to ensure communication and coordination of efforts with city, state, and federal agencies involved in the emergency response and large customers. The Liaison Officer has responsibility for these relationships including the State EOC, DEMHS, state and local government, regulators, other utilities, and large customers.

12.2 Liaison Organization

The Liaison Organization provides a direct connection to key external entities with significant involvement and interest in emergency response. Liaisons are assigned to ensure coordination of effort between state and municipal government, regulators, other utilities, and other entities involved in or impacted by the restoration event. An example of the Liaison Organization is shown below in Figure 8.

Figure 8 - Liaison Officer Emergency Event Roles



12.3 Liaison Roles and Responsibilities

12.3.1 Liaison Officer

The Liaison Officer reports to the IC and is responsible for all direct interaction and issue resolution with the cooperating and assisting agencies including state and local government entities, State EOC, DEMHS, PURA and other utilities. The Liaison Officer serves as a critical communication link between these entities and CL&P. The Liaison Officer also closely supports the PIO and the Planning Chief with feedback, bringing critical messaging information and important elements necessary to properly develop the IAPs.

12.3.2 Government Affairs Liaison

The Government Affairs Liaison reports to the Liaison Officer and provides the interface with the governor, state legislators, and other government officials. The Government Affairs Liaison keeps government officials informed of the progress of the restoration and relays concerns and requests back to the appropriate CL&P authorities, including the Liaison Officer.

12.3.3 Regulatory Affairs Liaison

The Regulatory Affairs Liaison reports to the Liaison Officer and remains in regular contact with the regulating authorities to ensure that PURA, the Department of Energy and Environmental Protection (DEEP), NERC, OSHA, and other regulatory entities are kept informed of the progress of the emergency restoration and that CL&P is progressing in an efficient and effective manner and meeting regulatory requirements in doing so.

12.3.4 Town Liaison Leader (TLL)

The TLL reports to the Liaison Officer and is responsible for leading CL&P's Town Liaison organization. The TLL provides coordination and communication between each town Liaison Branch Director and the Liaison Officer.

When an emergency is imminent or has occurred, the Town Liaisons will be deployed to the affected towns to provide information to the town officials about the status of the planned restoration process and to provide town specific concerns and information to the applicable operations group supervision, the applicable planning unit supervision, PIO and up the Town Liaison organization to the Town Liaison Leader. The Town Liaison structure will align with the ICS operational and planning structures that emerge within the scope and level of the event. The fully realized structure will have the TLL in the EOC, the Town Liaison Branch Directors at activated branch locations, the Town Liaison Group Supervisors at activated group locations and the Town Liaisons at each activated town.

a. Town Liaison Branch Director

The Town Liaison Branch Director coordinates with the Town Liaison Unit Leaders (up to seven) and the Town Liaison Leader providing a conduit for bi-directional information, support, notification, and communications. The Town Liaison Branch Directors work closely with the associated Operations Section Branch Directors and Planning Section Branch Directors.

b. Town Liaison Unit Leader

The Town Liaison Unit Leader coordinates with the Town Liaisons (up to seven) and the Town Liaison Branch Director providing a conduit for bi-directional information, support, notification, and communications. The Town Liaison Unit Leader works closely with the associated Operations Section Group Managers and Planning Section Unit Leader.

c. Town Liaison (TL)

The TL is CL&P's interface with towns and municipalities providing the conduit for bi-directional information, support, notification, coordination and communications between municipal officials and CL&P for system restoration. The TL is responsible for identifying critical information and issues to be relayed to the Town Liaison Unit Leader, the Town Liaison Branch Director and ultimately to the TLL and Liaison Officer, including issues such as damage assessment data, blocked roads, and requests to address emergent priorities, that need to be relayed.

12.3.5 State EOC Liaison

The State EOC Liaison reports to the Liaison Officer and is positioned at the State EOC to maintain communication and coordination with state officials. The State EOC Liaison will oversee the State EOC and DEMHS relationships and communicate current CL&P efforts and progress to the State EOC and DEMHS through the DEMHS Liaisons positioned in the five DEMHS Regions and relay information and requests back to the Liaison Officer.

The five Regional DEMHS Liaisons report to the State EOC Liaison and maintains the relationship with DEMHS to ensure that needs of CL&P customers are properly met during the course of a major event. The Regional DEMHS Liaison will pass along the latest CL&P information to the DEMHS and ensure coordination of efforts for the benefit of customers and report back information to the State EOC Liaison.

12.3.6 Utility Liaison (AT&T, Cable, Gas, et al.)

The Utility Liaison reports to the Liaison Officer to facilitate communication and coordination with other public service companies and telecommunication companies during an emergency event. The Utility Liaison ensures that CL&P's assessment, removal of electrical hazards, restoration, and other activities are coordinated with the efforts of other restoration entities. The Utility Liaison ensures that processes are integrated to the extent possible and that safety is ensured for other utility personnel who will be working around potentially energized equipment. The Utility Liaison manages the relationship associated with joint pole issues, joint attachment and joint trench management. The Utility Liaison's primary objective is to ensure optimal restoration of electrical facilities while safely supporting restoration of other vital utility services as efficiently as possible.

12.3.7 Large Customer Liaison

The Large Customer Liaison reports to the Liaison Officer and maintains open communication with major customers during an emergency event. The Large Customer Liaison keeps major Commercial and Industrial customers informed of restoration efforts and relays their concerns, issues, and requests back

to the appropriate CL&P authorities. These customers may have unique needs that require special technical attention.

12.3.8 The Department of Transportation (DOT) Liaison

The DOT Liaison reports to the Liaison Officer and is responsible for maintaining regular contact with the Connecticut DOT to coordinate restoration efforts that intersect with transportation infrastructure issues.

Chapter V: Recovery

13 Demobilization

13.1 Event Contraction/Re-Centralization

13.1.1 Event Contraction

When restoration efforts have reduced power outages to manageable levels, the ICS organizations should begin to contract. When restoration efforts are complete, work crews are released to their normal organizations and the ICS structure is scaled down in an effort to demobilize the response to the emergency event. In addition, subsequent to the emergency, all equipment and unused materials are returned to their proper location, ready for reuse.

13.1.2 Re-centralization

Re-centralization is defined as the transfer of the SOC function back to the System Operations Center from each District in a Division. The decision to re-centralize is made by the IC.

13.1.3 Demobilization Process

As restoration is accomplished in one area, resources are reassigned to areas that still require additional assistance. Continued restoration activities result in a gradual demobilization of personnel and equipment.

When restoration efforts have reduced power outages across the CL&P system to manageable levels, the following actions occur:

- Mutual Aid crews are released;
- Contract crews are released;
- NU affiliated crews are released;
- Support personnel are released; and,
- Division/District Level Responses are scaled back.

When restoration efforts are complete, the following actions occur:

- The IC determines that an emergency event no longer exists that warrants the utilization of an ICS structure;
- Dispatch functions are re-centralized to SOC;
- Personnel are released to their normal work locations; and,
- The EOC is closed.

13.2 Restore System to Normal Configuration

Once an emergency response has been demobilized, System Operations will ensure that the system is placed in its normal operating configuration thereby ensuring the level of reliability that CL&P normally maintains. This requires validating the status of automatic devices that control the transmission and

distribution systems. If there are temporary repairs requiring modifications to operating procedures, these locations will be properly noted on the controlling operating documentation. In addition, the work necessary to make permanent repairs will be referred to the proper department for completion.

14 Post Event Reporting & Analysis

14.1 De-briefing

A post-storm critique or de-brief process is performed to capture strengths, weaknesses, and lessons learned. All groups involved in the restoration are requested to supply input during the process, including craft workers and all levels of field supervision. Administrative updates are made to contact lists and procedures to ensure readiness for the next emergency or event.

14.2 Lessons Learned and After Action Review

Post-incident evaluations commonly known as Lessons Learned and After Action Reviews, contribute to continuous EPRP improvements. Response activities are likely to improve when feedback recommendations are linked and incorporated into the plan and associated support documentation. The EP organization is responsible to ensure post-incident evaluations are performed. Each area of the response organization is responsible for participating in post-incident performance reviews. These meetings identify response activities and opportunities for improvements. Participants and representatives from each business unit of the response organizations will be invited to discuss lessons learned and to identify improvement opportunities.

14.3 Tracking to Completion

The CL&P EP organization shall maintain records of key lessons learned and other after action reviews and track action items to completion.

14.4 Reporting

CL&P will complete event and post-event reports in a timely manner, usually within 30 days.

Chapter VI: Glossary of Terms

15 Glossary

Term	Definition
Area-Based Strategy	Method of damage restoration where crews are decentralized and managed within a geographic area, typically the Division Work Centers. Appropriate form minor (typically Category I and II) events.
Area Work Center	The location of a field operations group, often the District Operations Center, that houses the local Operations, Planning, Logistics leadership and resources.
Chain of Command	An orderly line of authority within the ranks of an incident management organization.
Circuit-Based Strategy	Method of damage restoration where crews are decentralized and assigned full responsibility for circuits. Appropriate for the major (typically Category IV and V) events.
CL&P EP	Connecticut Light & Power Emergency Preparedness Organization – Group responsible for administration of CL&P EPRP.
CL&P EPRP	Connecticut Light & Power Emergency Preparedness and Response Plan (commonly known as the "Red Book").
Damage Assessment	Organized approach to determining the extent of the damage following an outage event. Involves and initial overall assessment followed a detailed assessment. Critical for determining the resources, equipment, and materials needed and for determining the ETR.
DEMHS	Department of Emergency Management and Homeland Security.
Decentralization	A method used to optimize the use of available resources by moving certain response authority to local Division Work Centers or, more granularly, to each circuit within the service territory.
Demobilization	Orderly restoration back to normal operations at the closing stages of an emergency event.
Division Headquarters	The location of a division operations branch, often the Division Directors location.
DOE	Department of Energy.
DOP	District Operational Plan – A plan that provides input from the area work centers for consideration in the Incident Action Plan.
DOT	Department of Transportation.
E-911	Emergency calls requiring response on three levels, (1) Imminent risk to life and limb, (2) Potential acute danger to the public, (3) Other issues with some ability to delay response in deference to higher priorities.
EDS	Electronic Dispatch System – a computer Outage Management System (OMS) to identify and track electric service interruptions.
Electrical Hazard	Situation with the potential for personnel to come in inadvertent contact with energized equipment or facilities.
ECM	Event Category Matrix – a table of parameters used to determine the size and scope of the restoration effort following an outage inducing

Term	Definition
	event.
EOC	Emergency Operations Center – the command post for the CL&P Incident Command.
EPRP	Emergency Preparedness and Response Plan.
ERAS	Emergency Restorations Assignment System – Used to assign and track the personnel available and qualified to fill storm roles.
ERO	Emergency Response Organization.
ETR	Estimated Time of Restoration.
Event-Based Strategy	The basic method damage restoration based on addressing individual incidents of damage from a centralize perspective. Appropriate for smaller scale events.
Event Category	An estimate of the relative severity of the event on a scale of I to V used to determine the appropriate scale of the response.
Event ETR	An estimate of the time required to restore customers associated with a specific event or trouble spot.
FERC	Federal Energy Regulatory Commission.
Global ETR	An overall estimate of the number of days required to restore all the customers in a widespread outage event.
IAP	Incident Action Plan. Includes the overall incident objectives and strategies established by the Incident Commander. The Planning Section is responsible for developing and documenting the IAP.
ICS	Incident Command System. Provides the standardized incident organizational structure for the management of incidents. It is a standard on-scene, all-hazard incident management system used by emergency responders to improve the coordination and efficiency of the incident response.
ICS Command Staff	ICS leadership staff that supports the Incident Commander. Includes the various Officers responsible for Public Information, Liaisons, and Safety as well as Environmental, Legal, Human Resources, and, when needed, Deputy ICs to maintain span of control.
ICS General Staff	ICS incident management personnel who represent the major functional elements of the ICS. Includes the Operations Section Chief, the Planning Section Chief, the Logistics Section Chief, and the Administrative/Financial Chief.
IC	Incident Commander - The person assigned ultimate responsibility and accountability for an emergency event.
Liaisons	Individuals who maintain relationships and communicate with other entities critical to successful incident response.
Logistics	Procurement, maintenance, distribution, and replacement of personnel and material necessary to manage a restoration effort.
Mobilization	The process of deploying resources and equipment for an incident response.

Term	Definition
Mutual Aid	Human and equipment resources acquired on a short term basis for purposes of reducing the outage duration during an emergency event. Characterized by reciprocal relationships with other utilities and contractors to provide help when available and receive help when needed.
NERC	North American Electrical Reliability Corporation - Oversees and enforces nationwide standards of performance and reliability of the transmission system.
NIMS	National Incident Management System.
NUSCO	Northeast Utilities Services Company.
Onboarding process	The process necessary to transition incoming resources to safely and effectively participate in an emergency event.
One Voice	Messaging strategy designed to ensure a singular message through all available communication channels.
On-Call Incident Commander	The individual assigned during blue sky conditions to monitor for potential emergency situations and take actions when necessary to initiate and emergency response.
Operational Period	The period of time scheduled for execution of a given set of actions as specified in the Incident Action Plan.
OSHA	Occupational Safety and Health Organization.
Patroller	Person assigned to assess damage in the field.
PIO	Public Information Officer.
PURA	Public Utilities Regulatory Authority.
Removing Electrical Hazards (REH)	The process of removing electrical hazards and debris from a scene to allow responders to safely access the site. Also referred to as cut, clear and make safe. (CCMS)
Restoration	Actions taken to restore the system to normal operating condition.
Satellite Work Center	An additional Work Center established to divide the work and maintain reasonable span of control.
Scalability	The ability to efficiently and effectively expand or contract the level of response to an event while maintaining the basic ICS principles.
SOC	System Operations Center.
Span of Control	The limited number of responsibilities being managed by and individual. In ICS, the upper limit of resources an individual should manage is seven.
Staging Area	Temporary locations at an incident where personnel and equipment are kept while waiting for tactical assignments.
Storm Role	The temporary second assignment a person assumes during the course of an emergency event. During an emergency event, a person's storm role becomes his primary responsibility until released by the IC.
Strike Team	Specified combinations of the same kind and type of resource, with common communications and a leader.

Term	Definition
System Oversight	The team of executives charged with oversight of an event to support the efforts of the Incident commander.
Task Force	A group of varied resources with a common communications and a leader that may be pre-established and sent to and incident, or formed at and incident.
Town Liaison	Person assigned as a direct contact with officials of an individual municipality to ensure needs are appropriately communicated and represented in the IAP.
Transfer of Command	The process of moving the responsibility for incident command from one IC to another.
Trouble Spot	A individual instance of damage during an emergency restoration.
Unity of Command	Individuals participating in an emergency event report to a single supervisor. Open communication in any necessary direction is expected and encouraged; however, direction for tactical actions is limited to a single supervisor.
Vegetation Management	Actions taken to manage vegetation that interferes with or has the potential to interfere with safe and efficient delivery of electrical service or repairs thereof.

APPENDIX AA

UNITED ILLUMINATING, *EMERGENCY PREPAREDNESS PLAN*

The United Illuminating Company

A **UIL HOLDINGS** COMPANY

Emergency Preparedness Plan

DECEMBER 1, 2011

REVISION HISTORY

Revision	Release Date	Remarks
0	8/10/11	Draft plan for review by UI team
0.1	9/27/11	Revised plan for review by UI team
0.2	10/31/11	Final draft for review by UI team
0.3	11/14/11	Updated final draft incorporating input from UI team
0.4	11/15/11	Updated final draft incorporating input from UI team
0.5	11/21/11	Updated final draft incorporating input from UI team

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EXECUTIVE SUMMARY

BACKGROUND

The United Illuminating Company (UI) Emergency Preparedness Plan (EPP) is designed to provide a systematic approach to plan for, identify, assess and recover from the effects of an emergency in the safest and most efficient manner possible. The plan serves as a guide to assist management and response personnel in identifying the resources, materials and identification of municipal priorities required for a safe and efficient restoration process. This plan provides the high level strategy and consolidates coordination of procedures for the emergency preparedness, communications, and response and restoration process.

PLAN ORGANIZATION

The EPP is separated into three key sections: Organization and Functions, Operating Guidelines and Appendices. The Organization and Functions section includes an overview of the company organization, provides a description of the key functions, and describes the restoration organization. The Operating Guidelines section is comprised of pre-event preparations, plan activation and event level classification. The Appendices section, which is located is a separate document, is comprised of specific position guides, procedures and checklists related to event and post event activities.

INCIDENT COMMAND SYSTEM

The EPP is based on the Incident Command System (ICS), which is a nationally recognized system for managing incidents. The ICS is the foundation of the National Incident Management System (NIMS) and the National Response Framework (NRF). The use of this system is required by government regulation for hazardous materials and environmental response incidents and is the form of response for federal, state and local first responders.

The ICS organization is built around the major functions that are applied to any incident, large or small. The system provides a centralized management structure to enhance communication and coordination between decision-makers. The ICS provides the ability to fill only those parts of the organization that are required to respond to the event or incident. ICS establishes lines of supervisory authority and formal reporting relationships and maintains a manageable span of control in each section of the organization.

EMERGENCY PREPAREDNESS PLAN OVERVIEW

The EPP defines the management structure and outlines response activities for extensive emergency incidents. Responsibilities are based on a functional approach to provide the appropriate skill sets required to most effectively support response activities. The EPP develops in a modular fashion based on the nature and size of the emergency. This permits responses that are flexible enough to control incidents of any size and provides for efficient integration of diverse response activities. All or part of the

EPP will be activated based on the severity, classification, and assessment of the incident.

PLAN IMPLEMENTATION

Implementation of the EPP relies on pre-identified pools of employees that are available to support the needs of the company during an emergency. All UIL Holding Company employees will have a role in the outage restoration process, regardless of their day-to-day responsibilities. Employees may fill positions within the EPP organization that are different than their day-to-day job. Personnel filling a role within the EPP are part of a temporary management structure that is activated during the response efforts.

Service restoration priorities may vary based upon the magnitude of the system damage, duration of the storm and field conditions. The general sequence of service restoration is as follows:

- Immediate Life Threatening Situations, Public Health and Safety
- Substations, Transmission Lines, Primary Distribution Feeders
- Single and Three-Phase Laterals
- Distribution Transformers and Services

In order to facilitate communication and response efforts, events have been classified into five levels. These levels are based upon the incident severity, electric system activity, outages reported, resource requirements and the restoration strategy. When an incident is assigned a level, response personnel will have an understanding of the severity of an event and be able to respond in an appropriate manner.

Typically the Restoration Manager determines the initial activation level. The implementation of the EPP then becomes the responsibility of the Incident Manager. Once the Incident Management Team is activated and during the incident, the Incident Manager assumes responsibility to evaluate the situation and determine the appropriate level of staffing for the supporting organizations.

TRAINING, EXERCISES AND POST EVENT REVIEWS

The successful implementation of the EPP requires that many employees shift from their normal business activities to assume a different set of roles and responsibilities; and employees need to participate in training and exercises in order to become proficient at these roles. Post event evaluations contribute to continuous EPP improvements. Response performance is most likely to improve when feedback recommendations are linked and incorporated into the plan and departmental support procedures soon after the actual event or exercise.

SECTION 1 - ORGANIZATION AND FUNCTIONS

1. INTRODUCTION

a. Plan Overview

The United Illuminating Company (UI) corporate philosophy provides the basis for the emergency response and restoration strategy: to safely and efficiently restore electric service in a minimum amount of time. The Emergency Preparedness Plan (EPP) uses this principle to establish guidelines for pre-incident preparedness, pre-incident planning, incident assessments, incident response, communications, and return to normal operations.

The EPP provides guidelines to ensure timely communication and coordination between company organizations, departments, operations personnel and key decision makers. It also outlines the coordination required between UI and various outside agencies to ensure a timely and effective response to an outage restoration related emergency.

The EPP describes the Incident Command System (ICS), whose structure and principles are used to manage an incident or emergency. This allows the organization to effectively expand or contract to fit the needs of the emergency.

The purpose of this plan is to provide an overview of: pre-event preparations; the response organization; the assessment and restoration process following an event; and to document the linkages to related departmental plans, processes, procedures, checklists and job aids.

b. Plan Scope

The EPP is designed to provide a systematic approach to recover from the effects of an emergency in the safest and most efficient manner possible. It is intended to maintain flexibility so that specific details of service restoration can be tailored to address varying incidents. The plan provides a guide to assist management and response personnel in identifying resources, materials and priorities required for an efficient restoration process. The plan also outlines the process for communicating with key stakeholders.

Function specific roles and descriptions in support of this plan with detailed instructions for restoration are covered in Appendices 2 through 10. This plan provides the high level strategy and consolidates coordination of procedures for the emergency preparedness, response and restoration process.

In the event of multiple incidents or a complex large-scale single incident, corporate support may be required to assist the emergency response efforts. The EPP defines the management structure and outlines response activities for extensive emergency incidents. Responsibilities are based on a functional approach to provide the appropriate skill sets required to most effectively support response activities.

While many events can necessitate the need for an emergency response, the most common is severe weather. As such, the initial incident analysis usually takes the form of evaluating weather forecasts. The company maintains a contract with a professional meteorological service to provide tailored weather forecasts and detailed meteorological information. Publicly available weather information is also used to provide further validation. For a significant weather event, field deployment will take place as soon as it becomes safe for UI personnel to travel or perform the assigned work tasks according to OSHA regulations and guidelines.

Other incident types are defined in Table 1.1 below but these definitions do not encompass the full range of incidents that could potentially affect UI electric system operation.

Table 1.1

Type of Event	Description
Storm Event	<u>Forecasted Weather Event</u> In the event that a severe weather forecast is received from a weather forecast tool, the Restoration Manager will disseminate the information as appropriate. The Restoration Manager will be responsible for determining if a conference call with the appropriate Incident Management Team members should be conducted to determine the extent of pre-event preparations based on the forecasted severity of the approaching weather. The Restoration Manager will gather additional information on the forecast using any other available weather related resources. Based on the information received, the Restoration Manager will determine the initial storm response level. <u>Unanticipated Weather Event</u> When initial reports from the Customer Care Center or incoming calls to the System Operator indicate that some portion of the electric system's infrastructure has sustained damage, the System Operator will notify the Restoration Manager (or their designee). The Restoration Manager will inform other Incident Management Team members as to weather conditions and damage to facilities. At this time it will be mutually agreed as to what resources are required. If the damage is considered severe enough, the Restoration Manager will make a recommendation to activate the EPP in its entirety to the Vice President, Electric System Operations & Client Fulfillment.

Type of Event	Description
UI System Event	The United Illuminating Company System Blackout Events or circumstances may occur that lead to partial or total system collapse. To reference additional information on the procedures regarding system restoration in a blackout, see UI OP-E06. This procedure is carried out under the direction of CONVEX.
	Substation Events The loss of a substation(s) resulting in the loss of customer load.
	Transmission Events The loss of multiple transmission lines or a facility resulting in the loss of customer load.
	Distribution Event The loss of multiple distribution feeders or bus sections resulting in the loss of customer load.
CONVEX System Emergency	Load Shed CONVEX-initiated emergency resulting in the loss of customers. CONVEX and UI publish specific emergency procedures to address UI's responsibilities to respond to CONVEX-initiated emergencies, see UI OP-E07. This procedure is carried out under the direction of CONVEX.

The concept of operations for how the EPP will be carried out will focus on the following preparedness, response, restoration and recovery functions:

- Outline pre-event preparations.
- Development of an overall strategy for dealing with the event.
- Establish an organizational structure that provides centralized oversight of outage restoration activities.
- Establishment of the UI Emergency Operations Center (UI EOC).
- Obtain an overall assessment of the scope of the event and the impact on the company.
- Support of restoration and recovery efforts through the procurement and allocation of personnel, equipment, materials and other resources, particularly those from unaffected areas and outside resources.
- Optimize the use of corporate assets.
- Designation of employees responsible for activating and participating in the emergency response and restoration process, specifying their area of responsibility and identifying back-up personnel.
- Provide for a centralized dissemination of information, both internally and externally, to stakeholder groups.
- Ensure communications with the public, customers, media, regulatory agencies, and federal, state and local governments operate effectively in order to exchange accurate and timely information on system conditions and restoration activities.
- Ensure that restoration progress updates are reported in a timely manner by field personnel.

- Identify guidelines for training, drills, and evaluations to continually refine procedures and improve outage restoration performance.
- Ensure that there are enough qualified personnel to fill all necessary positions.
- Gather information necessary to complete all post incident reports.
- Coordinate with telecommunications companies to provide timely and effective service restoration to their critical facilities (i.e. cellular phone towers, etc.).

c. Planning Assumptions

Safety is the core value – for our personnel, our customers and our communities.

The safe and timely restoration of utility services will be of the utmost importance to mitigate damage to UI infrastructure, financial health and the local economy.

All UI employees will have a role in the outage restoration process, regardless of their day-to-day responsibilities. That means that employees may fill positions within the EPP organization that is different than their day-to-day job. Employees may be assigned to different EPP positions depending upon the nature of the emergency and the needs of the organization.

Effective communications with internal and external publics, including the media, governmental and regulatory authorities and the financial community will be essential to assist stakeholder groups in their response to the emergency and preserve UI's good reputation and financial health.

Timely and accurate reports from the field are an essential component of the emergency restoration process.

Performing damage assessment and restoration activities utilizing technology throughout the storm restoration process is an essential component of the emergency restoration process.

Emergency response position training and succession planning is vital to an effective emergency preparedness program.

During a major disaster or emergency that has large scale and wide-spread effects throughout the region on customers, communities, employees, and facilities, UI may manage an extensive restoration and recovery operation that will require the coordination and integration of federal, state and local agency assets into the response efforts.

UI resources, such as equipment and personnel, may be supplemented with private resources and perhaps by federal, state and local resources in order to address the demand for restoration of electrical service.

In the event a major event is forecasted to have a significant impact on the service territory, UI may need to commit to external contractor resources, and start the communications process to obtain mutual assistance resources, well in advance of the event in order to ensure that estimated resource needs can be met.

In a major event, damage to transportation infrastructure components may cause shortages of critical supplies, such as food, water, and fuel and may require alternate delivery methods.

d. Plan Format

This plan is divided into three key sections: **Organization and Functions**, **Operating Guidelines and Appendices**. The **Organization and Functions** section includes an overview of the company organization, provides a description of the key functions and is comprised of the following:

- Introduction
- Response Leadership and Responsibilities
- Restoration Organization
- Compliance

The **Operating Guidelines** section is comprised of the following:

- Pre-Event Preparations
- Activation and Event Level Classification

The **Appendices** section is comprised of specific position guides, procedures and checklists related to event and post event activities. The Appendices section is located in a separate document and serves as an attachment to the EPP.

e. Plan Development and Maintenance

The Restoration Manager has overall responsibility for the maintenance of this plan (including appendices) and for ensuring that necessary changes and revisions to the plan and appendices are prepared, coordinated, approved, and distributed. The Restoration Manager will also ensure that the plan is reviewed and updated on an on-going basis as needed based on deficiencies identified through exercises, changes to the operating environment, and items identified during actual implementation of the plan. Plan reviews and updates will be made as warranted during the year, but no less than annually. Emergency response and outage restoration personnel assignment needs will also be updated annually, or as needed during the year.

The EPP is developed and tested in coordination with appropriate internal departments and public agency stakeholders. It includes references to various department specific and governmental plans and these referenced plans will be maintained by the specific department or public agency.

f. Plan Distribution

The EPP will be available on the UI Intranet site with hard copies available as needed. It will be filed with the State of Connecticut Public Utilities Regulatory Authority (CT PURA). It will also be made available to the following State of Connecticut agencies:

- Department of Energy and Environmental Protection (DEEP)
- Department of Emergency Services and Public Protection (DESPP)
- Division of Emergency Management and Homeland Security (DEMHS)

The plan will also be made available to any telecommunications company and municipality served by UI upon request.

This plan is confidential and shall not be shared with any organization outside of UI, other than those identified above, without the approval of the Vice President Electric System Operations & Client Fulfillment and General Counsel.

2. RESPONSE LEADERSHIP AND RESPONSIBILITIES

a. Officers, Directors, Managers and Supervisors

All officers, directors, managers and supervisors ensure compliance with the Company's EPP within their respective organizations. They also ensure that appropriate Incident Management Team positions are filled and staffed when needed. The implementation of the EPP requires that employees shift from their normal business activities to assume a temporary set of roles and responsibilities. Leadership recognizes that employees need to receive training and opportunities to practice in order to perform these activities in a safe and effective manner during a real emergency.

During an emergency, the role of executive leadership is to provide strategic and policy oversight, approve large expenditure requests, act as a statesperson to key stakeholder groups (employees, investors, board of directors, etc.) and act as a media or regulatory spokesperson, when necessary.

The role of directors, managers and supervisors is to ensure that personnel are released from their day-to-day responsibilities to fill roles within the Emergency Preparedness Plan. The Restoration Manager will convene the Incident Management Team members, transition to the role of Incident Manager and oversee the emergency restoration event.

b. Employee Staffing Requirements

Effective emergency or outage restoration response requires that all employees be prepared to assume their assigned role and work extended hours in the event of an emergency. It is expected that all UI employees will have an emergency assignment and will be prepared to report for emergency or outage restoration duty as soon as it is safe to do so or in advance of an event if prior warning is received.

Estimated staffing levels for each event level can be found within the respective team appendix (Appendix 2 through 10). Staffing level estimates by storm level are intended to be a guideline for use as a resource planning tool. Due to the varied nature of emergency events, actual resource needs can vary significantly and will be determined on a case by case basis. Therefore the estimates contained in these appendices are not intended to be a required level of resources, nor should they be interpreted as such.

Each employee will be assigned an emergency storm response role based upon their background and experience, the needs of Incident Management Team leaders and the associated plans. The emergency storm assignment list will be compiled and stored in a centralized location. The Operate the Electric System Director and the Restoration

Manger, working with the Human Resources Department, will be responsible for development and maintenance of the emergency storm assignment list.

c. On-Call Responsibilities

Each department will maintain up-to-date call-out procedures and employee rosters to ensure adequate staffing levels can be achieved for the appropriate emergency level. Management staff for the UI EOC will be notified using the Automated Resource Call Out System (ARCOS) system.

UI will adhere to appropriate collective bargaining unit agreements regarding call-out of bargaining unit personnel for augmentation of resources.

d. Call-Out Procedures

Call-outs will be made by ARCOS for those personnel covered by the system. All other personnel will be called out by their respective supervisor or Incident Management Team Leader (i.e. Public Information, Liaison, IT & Telecom, HR, Training & Safety, Planning, Finance and Admin, Operations and Logistics). In the event that an employee does not have a specific assignment, the Resource Coordinator will be responsible for identifying and notifying those personnel of their assignment.

e. Extended Assignments

If employees are expected to be away from home for an extended period of time, supervisors are expected to ensure that their employees have an adequate supply of prescription medication, clothing and other personal items; and that employees have developed a communications plan for contacting family members during disasters.

f. Emergency Facilities – Locations

Following is a list of facilities or incident management locations that may be activated.

INCIDENT MANAGEMENT LOCATION ACTIVATION CHART							
LOC.	ROLE / FUNCTION	LOCATION	EVENT LEVEL				
			1	2	3	4	5
1	Crisis Management	157 Church Street New Haven, CT				✓	✓
2	UI Emergency Operations Center	801 Bridgeport Ave. Shelton, CT 06484	✓	✓	✓	✓	✓
3	Distribution Control Center	801 Bridgeport Ave. Shelton, CT 06484	✓	✓	✓	✓	✓
4	Media	157 Church Street	✓	✓	✓	✓	✓

INCIDENT MANAGEMENT LOCATION ACTIVATION CHART							
			EVENT LEVEL				
		New Haven, CT					
5	Fleet Services	801 Bridgeport Ave. Shelton, CT 06484		✓	✓	✓	✓
6	Warehouse	801 Bridgeport Ave. Shelton, CT 06484	✓	✓	✓	✓	✓
7	Shelton Work Center	801 Bridgeport Ave. Shelton, CT 06484	✓	✓	✓	✓	✓
8	North Haven Work Center	179 Middletown Ave. North Haven, CT	✓	✓	✓	✓	✓
9	Staging Location A	Eisenhower Park			✓	✓	✓
10	Staging Location B	179 Old Gate Lane Milford, CT			✓	✓	✓
11	Staging Location C	UIL Gas Utility Facility Trumbull, CT			✓	✓	✓
12	Staging Location D	Currently exploring strategic locations in the Lower Naugatuck Valley region.			✓	✓	✓
13	Service Location	East Shore 1 Waterfront St New Haven, CT	✓	✓	✓	✓	✓

Note: Effective 6/30/12, Locations 1, 2, 3, 5, 6, 7, 8 and 13 will be moving to 100 Marsh Hill Road, Orange, CT.

g. Event Record Keeping

Accurate record-keeping is needed to effectively document the response and restoration efforts. Written records will assist in developing effective post-event after action reviews.

All departments and personnel involved in the planning, response and restoration efforts should follow the appropriate UI record keeping procedures to record up-to-date information in a timely manner. All Company reporting, record keeping and record retention requirements should be followed according to corporate policy. The types of records to be collected and retained are:

- Event Description
- Impact Summary
- Outage History
- Damage History
- Resource Utilization History
- Activity Logs
- Completed Checklists
- Restoration and Recovery Costs
- After Action Reviews

Each Incident Management Team Leader (i.e. Incident Manager, Public Information, Liaison, IT & Telecom, HR and Safety, Planning, Finance and Admin, Operations and Logistics) should convene their respective groups to conduct and document their respective teams after action report. Each groups AAR report will then be submitted to the Restoration Manger for use in compiling the final event report. The Post Event after action reporting process is described in Appendix 13.

3. RESTORATION PHILOSOPHY AND ORGANIZATION

a. Corporate Restoration Philosophy

The goal of the restoration process is to safely restore electric service to the largest number of customers in a minimum amount of time, as efficiently as possible. Therefore, public safety issues are the highest priority followed by damage to substations, transmission lines and major circuits / feeders. Power is then restored to groups of customers, and then individual homes and businesses.

Service restoration priorities may vary based upon the magnitude of the system damage, duration of the storm and field conditions. The general sequence of service restoration will be as follows:

First Priority – Immediate Life Threatening Situations, Public Health and Safety

- Public safety requires the de-energizing or cutting down of downed primary voltage distribution lines.
- Restoration of service to previously designated public emergency service institutions such as major hospitals, evacuation centers, as prioritized by municipal officials. This list is updated annually by the Municipal Liaison Team, and maintained by the Liaison Team Leader.

Second Priority – Substations, Transmission Lines, Primary Distribution Feeders

- Service restoration to a maximum number of customers in a minimum amount of time using available work forces. This usually involves the removal of trees and limbs, bypassing some damaged equipment and re-energizing primary distribution lines.

Third Priority – Single and Three-Phase Laterals

- The repair and restoration of equipment and lines serving groups of customers.

Fourth Priority – Distribution Transformers and Services

- Although the restoration of service lines to individual homes or buildings is designated as Priority Four, in some cases these may be done at the same time as other higher priority work. This is accomplished by using UI crews not normally associated with primary distribution restoration work. See Appendix 9 – Operations for further details.

For outages expected to last several days due to extensive infrastructure damage, UI may move to a circuit based restoration process in order to facilitate coordination and increase customer restoration estimation accuracy.

Restoration efforts by field response personnel will not commence until safe conditions exist.

Effective, timely and accurate communications with internal and external stakeholder groups is a critical part of the restoration process. The Company strives to communicate timely, accurate and useful estimated restoration times to the public.

Timely and accurate restoration reports from all personnel in the field are an essential component of the emergency restoration process. Field personnel will provide detailed damage reports and estimated work time updates once they arrive on site, and will report completed jobs as soon as they are done.

Once the supply system has been returned to normal, feeders and equipment still out of service and customers previously dropped will be restored based on priorities established by System Operations.

Based upon the specific impact of a major storm event, the Company will determine the best method to recover to normal configuration. This may include the evaluation and implementation of new designs or the re-establishment of existing designs.

b. Organization

The EPP is based on the Incident Command System (ICS), which is a nationally recognized system for managing incidents. The ICS is the foundation of the National Incident Management System (NIMS) and the National Response Framework (NRF). The use of this system is required by government regulation for hazardous materials and environmental response incidents and is the form of response for federal, state and local first responders. This system provides a centralized management structure to enhance communication and coordination between decision-makers.

The ICS organization is built around the major functions that are applied to any incident, whether large or small. The ICS provides the ability to utilize only those parts of the organization that are required to respond to the event or incident. ICS establishes lines of supervisory authority and formal reporting relationships and maintains a manageable span of control in each section of the organization.

The EPP develops in a modular fashion based on the nature and size of the emergency. This flexibility allows the Company to respond to incidents of any size and provides for efficient integration of diverse response activities. All or part of the EPP will be activated based on the severity, classification, and assessment of the incident. This is based upon the management, coordination and response needs for that incident.

ICS team members are part of a temporary management structure during the response efforts; they do not relinquish authority, responsibility or accountability unless relieved by the appropriate team leader. Existing departmental organizations and reporting structures are modified to accomplish sustained incident response with support from the EPP.

While UI will be utilizing the principles and features of the ICS, certain ICS terms will be modified to more closely reflect the UI corporate vernacular. Incident Commander will be replaced by the term Incident Manager; Incident Management Team (IMT) will be used to describe the ICS team; and Section Chief or Officer will be replaced with Team Leader. The responsibilities outlined for each function provide an overview of the duties that may be required; these will depend on the nature and magnitude of the emergency. The list of responsibilities is intended to be as comprehensive as possible, but may vary depending upon the incident.

Implementation of the UI EPP relies on pre-identified pools of employees that are available to support the business requirements of the company during an emergency. Employees will be pre-assigned incident response roles, also known as Emergency Storm Assignments. Exceptions are those employees whose Emergency Storm Assignments are also their primary job (example: line personnel). Emergency Storm Assignments may be pre-activated to match the needs of an event that provides advance warning.

Organizational charts and position responsibilities for the Incident Management Team Leader roles are found in Section 3.h of this plan. Position checklists are located in the respective Appendix sections. Position responsibilities for supporting positions within each of the functional areas are located in the appendices corresponding to each of these functional areas.

Personnel assigned to a specific Incident Management Team position are located in Appendix 13 – Incident Management Team Position Assignments.

c. Interagency Coordination

The goal of coordinating with federal, state, county, telecommunications companies and local agencies within the service territory is to improve the effectiveness of coordination and partnership between all these groups in the event of a major event. Interagency coordination assists all stakeholder groups by establishing open and ongoing communications. This will require coordination with the State of Connecticut, the Public Utilities Regulatory Authority and representatives of the seventeen towns served.

Contact information for each of these groups is maintained by the Liaison Team.

d. Communications

Emergency events dramatically increase the demand for both speed and volume in communications. During an emergency event, UI will utilize a structured approach to communicate with key stakeholders. The organizational structure is scalable to adapt to events of varying size. The plan provides guidelines to ensure timely communication and coordination between company subject matter experts and the various internal

stakeholders and outside agencies to ensure that communications are relevant to the stakeholder audience.

The Public Information Appendix (Appendix 3) provides a comprehensive approach for communicating with customers, public officials, governmental entities, media, employees and other stakeholders. It includes multiple strategies and tactics with an understanding that it is as important to provide information during an emergency event as it is to respond to such an event.

Delivering messages to a broad range of audiences will be coordinated by the Public Information Team Leader and channeled through the approval processes to make sure that they are in line with the overall messages and approved by UI for release. Messages can be released through a variety of means and messengers and at various time frames, depending on the level of the emergency. Consideration is given to the 24-hour news cycle, which informs customers, regulators and public officials. See Appendix 3 – Public Information, for the chart showing the method and timing of communications messages.

One individual will be designated as the primary spokesperson to represent the Company, make official statements and answer media questions throughout the crisis. A back-up to the designated spokesperson will be identified to fill the position in the event that the primary spokesperson is unavailable. Individuals who may serve as technical experts or advisors will be designated depending upon the nature of the crisis.

In addition to the UI designated spokespeople and experts, other parties involved in the emergency will likely have a spokesperson (police, fire department, health officials, etc.) It's important to identify those individuals as soon as possible to coordinate statements and contacts with the media. Depending upon the type of event, a Joint Information Center (JIC) might be established, and the Public Information Team Leader, or their designee, could be called upon to participate in the JIC.

e. Overall Incident Management Organization

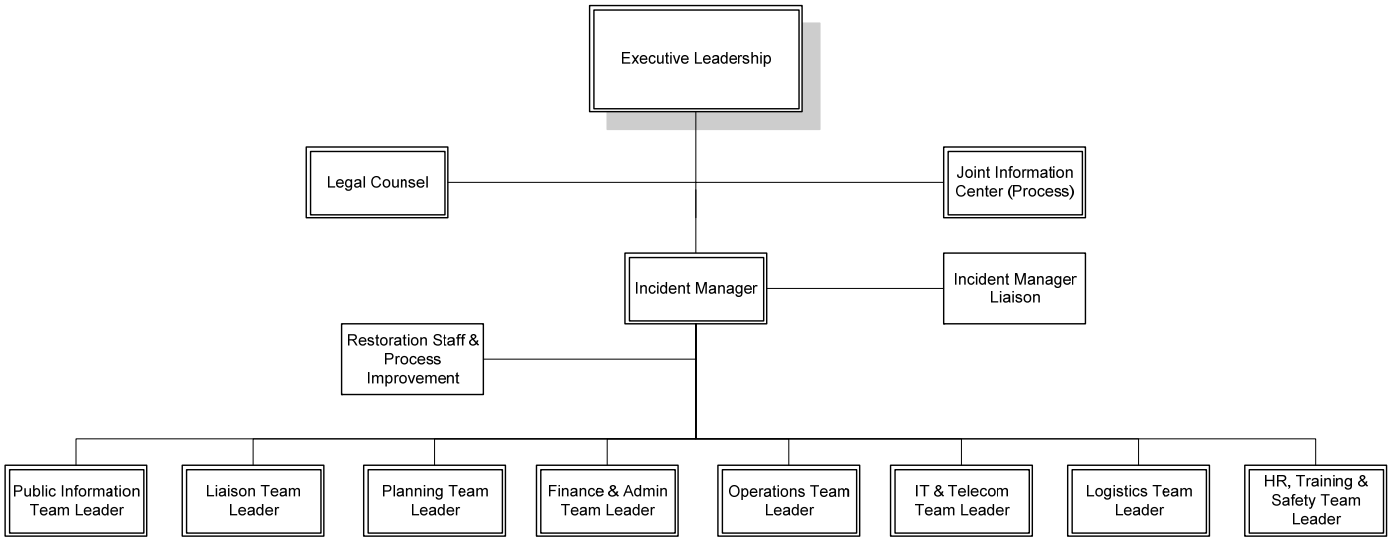

Figure 3.e.1 – UI Incident Management Organizational Structure

f. Staffing

Personnel have been pre-assigned to specific Incident Management Team organization positions. See Appendix 13 for the specific assignments.

g. Locations

A number of company locations may be activated to support and coordinate emergency response efforts by the multiple organizations involved during various levels of emergencies. A list of these locations in located in Section 2.f.

h. Roles and Responsibilities

i. Incident Manager

- Responsible for the overall management of the incident response. Conducts pre-event updates and initiates pre-event meetings and/or conference calls. Determines the need for activation of the UI Emergency Operations Center (UI EOC) and the initial reporting incident management team structure. They determine incident objectives and strategies, and conducts ongoing restoration strategy meetings and briefings. He/she monitors the operating response and approves requests for additional resources or for their release consistent with the specific needs of the situation. He/she is responsible to approve the Incident response plan.
- The Incident Management Team consists of the members outlined in Figure 3.h.1.
- Job descriptions, position checklists, forms and resources for the Incident Manager and his/her support personnel are located in Appendix 2 – Incident Manager.

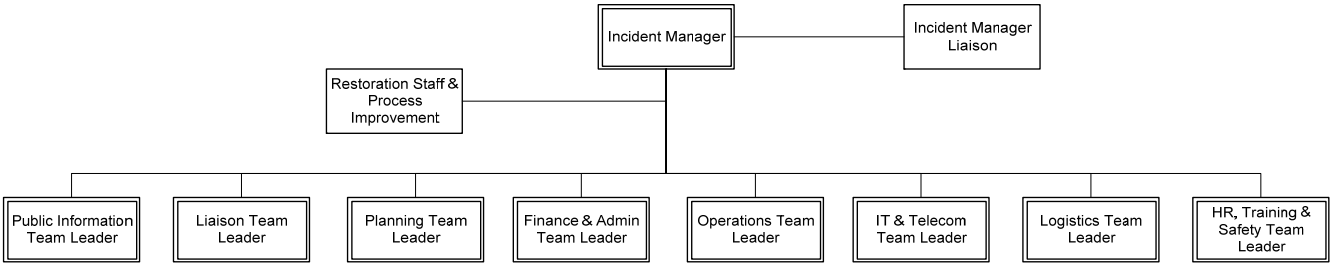

Figure 3.h.i – Incident Manager Team Overview

ii. Operations Team Leader

- Responsible for directing and coordinating all tactical operations associated with electric system restoration. Responsible to ensure that the dispatch and management of field resources is done in order to accomplish the electric system restoration. Responsible for managing the police and fire calls, wire down response and ensuring that the customer care center is staffed appropriately. Assesses the effect of emergency operations on non-emergency work assignments and any other long-term effects on operations. Ensures that all action plans and checklists are complete and updated. Provides status information for briefings. Maintains an activity log.
- The Operations Team organizational structure is summarized in Figure 3.h.ii below.
- The Operations Team Leader will be supported by the members outlined in Appendix 9 – Operations.
- Job descriptions, position checklists, forms and resources are also located in Appendix 9 - Operations.

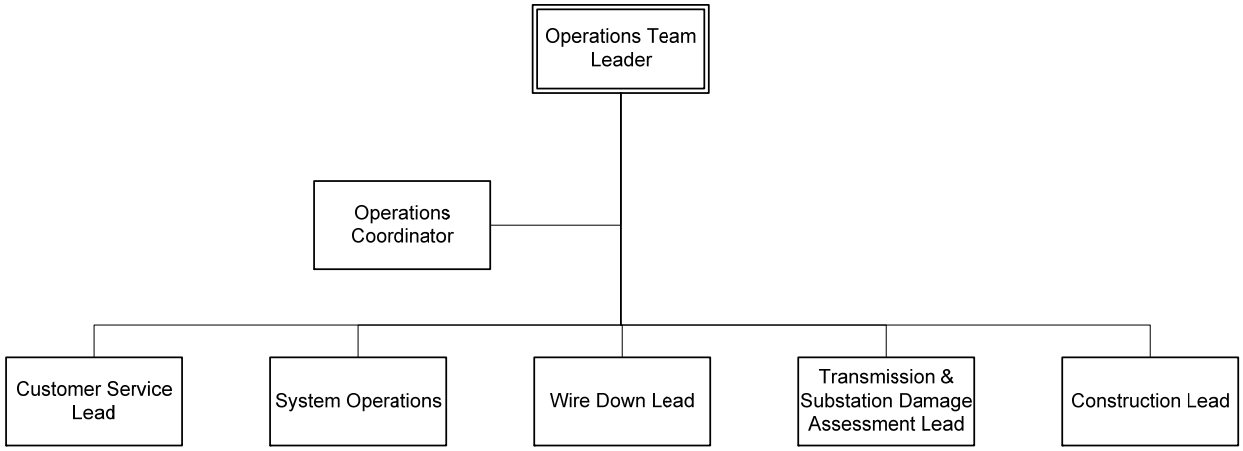

Figure 3.h.ii – Operations Team Overview

iii. Planning Team Leader

- Responsible for analyzing and prioritizing restoration efforts. Works closely with the incident management team members to assess the level of effort needed to restore customers and develop appropriate plans. Responsible for the preparation of the overall incident response plan. Estimates resource needs and develops projections. Provides estimated time for restoration, and a glide path for restoration efforts on an on-going basis throughout the duration of the event. Collects, analyzes and displays incident information. Coordinates the damage assessment process. Determines resource allocation for damage assessment resources and determines resource needs for field personnel staffing assignments. Ensures that all action plans and checklists are complete and updated. Provides status information for briefings. Maintains an activity log.
- The Planning Team organizational structure is summarized in Figure 3.h.iii below.
- The Planning Team Leader will be supported by the members outlined in Appendix 7 – Planning.
- Job descriptions, position checklists, forms and resources are also located in Appendix 7 - Planning.

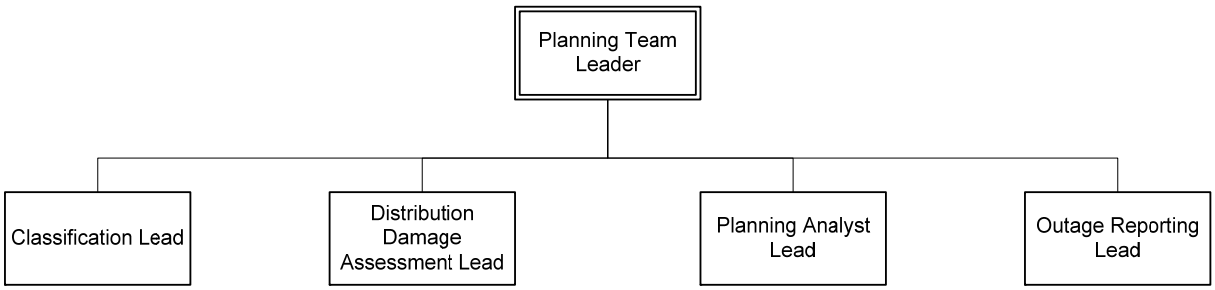

Figure 3.h.iii – Planning Team Overview

iv. Logistics Team Leader

- Responsible for all aspects of logistical support including the management and delivery of materials, the acquisition of materials, services, vehicle and fleet support, temporary lodging and facilities support. Coordinates food for all resources, internal and external. Monitors, identifies and develops plans to deal with facility and security related issues associated with the emergency. Develops plans for the protection and continued ability to operate company facilities. Activates the establishment of Staging Areas (as required). Coordinates and processes requests for additional materials and support. Evaluates emergency site security and oversees emergency transportation issues. Monitors and reviews emergency material usage with Incident Manager. Arranges for emergency employee housing as required. Serves as coordinator for emergency material needs with vendors, outside utilities, etc. Arranges for housing and vehicle support for mutual assistance resources. Arranges for vehicle support for auxiliary incident processes. Ensures that all action plans and checklists are complete and updated. Maintains an activity log.
- The Logistics Team organizational structure is summarized in Figure 3.h.iv below.
- The Logistics Team Leader will be supported by the members outlined in Appendix 10 – Logistics.
- Job descriptions, position checklists, forms and resources are also located in Appendix 10 - Logistics.

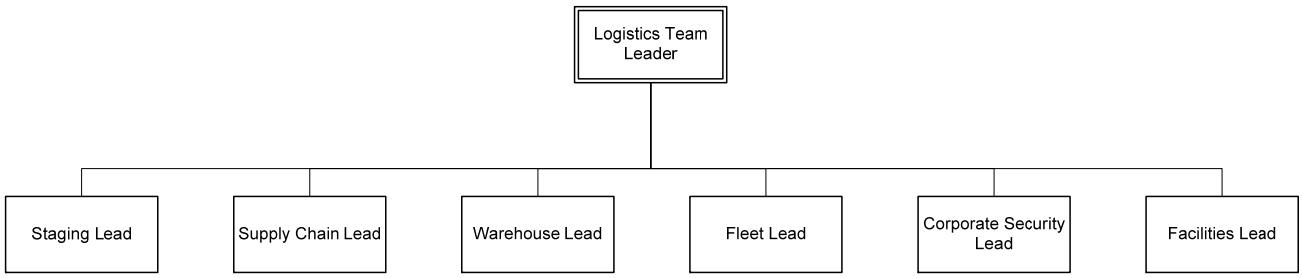

Figure 3.h.iv – Logistics Team Overview

v. Finance and Admin Team Leader
   - Responsible for all aspects of financial support including the management of accounting procedures and policies, time recording, emergency fund disbursement, and administrative support. Responsible for providing financial information (i.e. storm cost projections) to incident management team members, as requested. Ensure proper invoicing by vendors until payment authorization is finalized. Activates emergency contracts with vendors if required. Establishes emergency accounting and timekeeping procedures as required. Coordinates emergency funds, including petty cash requirements and emergency credit card authorizations. Coordinates insurance issues with the company insurance claim representative as required. Ensures accurate and timely accounting for storm restoration expenses. Communicates any changes in company policy that affect emergency accounting procedures. Ensures that all action plans and checklists are complete and updated. Provides status information for briefings. Maintains and activity log.
   - The Finance and Admin Team organizational structure is summarized in Figure 3.h.v below.
   - The Finance and Admin Team Leader will be supported by the members outlined in Appendix 8 – Finance and Admin.
   - Job descriptions, position checklists, forms and resources are also located in Appendix 8 – Finance and Admin.

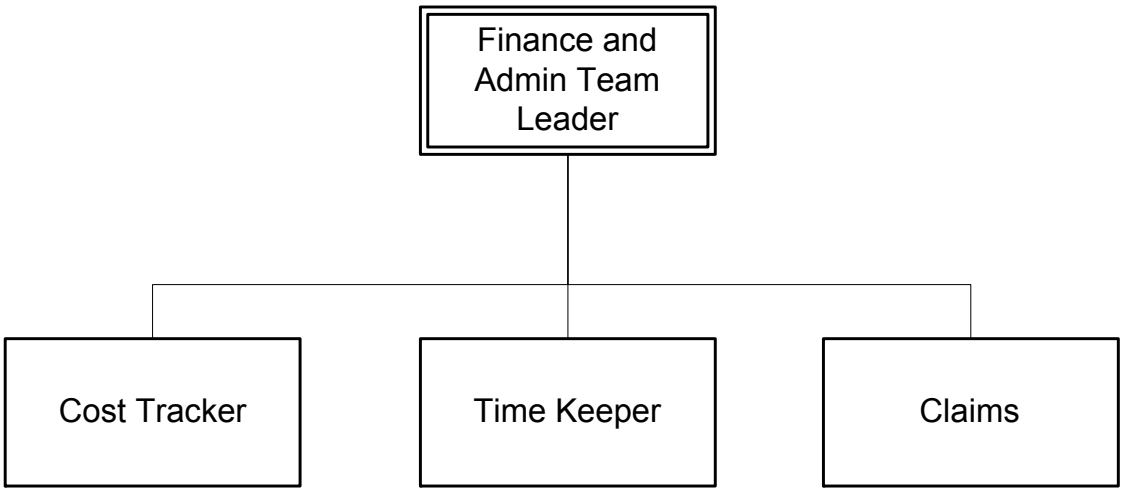

Figure 3.h.v – Finance and Admin Team Overview

vi. Public Information Team Leader

- The Public Information Team Leader is the clearinghouse for all communications – internal and external. Responsible for media management for the storm restoration incident, develops statements to the media and external publics, conducts interviews with the media, and oversees all employee communication efforts. Provides talking points to internal stakeholder groups. Coordinates approval of all communication messages. Coordinates field filming, interviews and briefings. Informs media and conducts media briefings. Develops material for use in media briefings. Coordinates communication needs with each operating area, as appropriate. Ensures that all action plans and checklists are complete and updated. Provides status information for briefings. Maintains an activity log.
- The Public Information Team organizational structure is summarized in Figure 3.h.vi below.
- The Public Information Team Leader will be supported by the members outlined in Appendix 3 – Public Information.
- Job descriptions, position checklists, forms and resources are also located in Appendix 3 – Public Information.

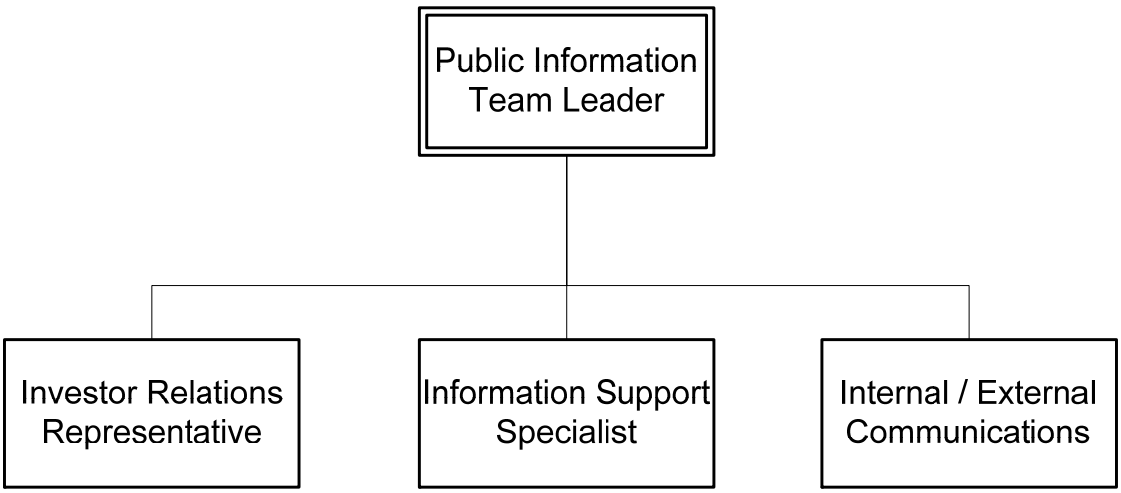

Figure 3.h.vi – Public Information Team Overview

vii. HR, Training and Safety Team Leader

- Responsible for coordination and monitoring of public and personnel safety, human resources policies and labor relations. Coordinates safety needs with each operating team. Communicates any changes in human resource company policies. The HR Leader, with support from the Resource Coordinator, will mobilize the employee team, manage the assignment schedules and communicate with team members on the status of the restoration and emergency storm role/job assignments. Conducts training on technical, safety and operational skills. Supports employees / families impacted by the emergency event by the development and execution of a family support organization. Ensures that all action plans and checklists are complete and updated. Provides status information for briefings. Maintains an activity log.
- The HR, Training and Safety Team organizational structure is summarized in Figure 3.h.vii below.
- The HR and Safety Team Leader will be supported by the members outlined in Appendix 6 – HR, Training and Safety.
- Job descriptions, position checklists, forms and resources are also located in Appendix 6 – HR, Training and Safety.

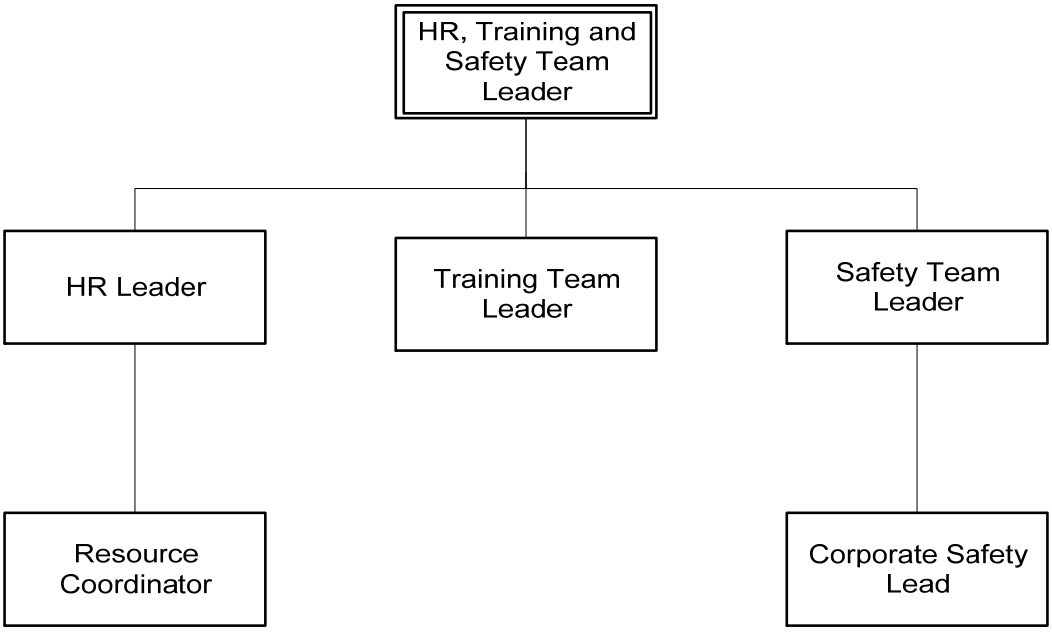

Figure 3.h.vii – HR, Training and Safety Team Overview

viii. Liaison Team Leader

- Responsible for all activities that involve communication and coordination with internal/external departments and agencies to facilitate the collection and dissemination of information across the company. Represent UI with the PURA and at the State EOC**.** Manage relationships between external agencies (federal, state and local) and UI**.** Represent UI with municipalities and process municipal requests**.** Maintains an awareness of active and developing situations that require communication with outside agencies. Ensures that all action plans and checklists are complete and updated. Provides status information for briefings. Maintains an activity log.
- The Liaison Team organizational structure is summarized in Figure 3.h.viii below.
- The Liaison Team Leader will be supported by the members outlined in Appendix 4 – Liaison.
- Job descriptions, position checklists, forms and resources are also located in Appendix 4 - Liaison.

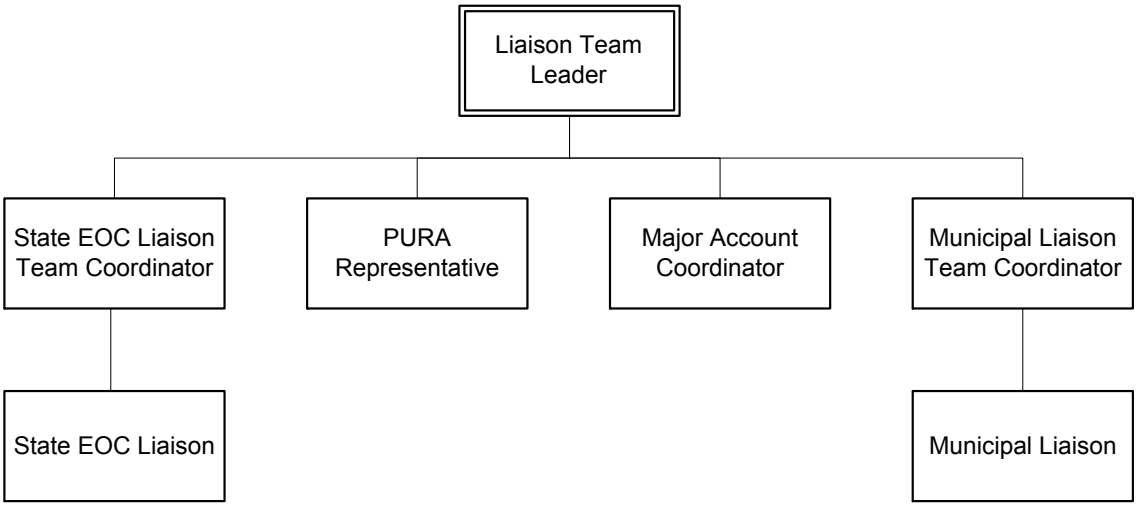

Figure 3.h.viii – Liaison Team Overview

ix. IT and Telecom Team Leader

- Responsible for coordinating all IT and Telecommunications support during the incident response and outage restoration efforts. Provides and maintains SCADA, telephone and radio systems. Provides critical IT operations and applications, support resources and personnel. Maintains OMS application and all associated and interfaced applications and technology. Ensure that all key system vendors are notified of the impending event, and are staffed appropriately to support UI on a 24x7 basis. Recommends scale up or scale down of incident management structure for the IT and Telecom team when conditions warrant. Ensures that the IT and Telecommunications positions are fully staffed with qualified individuals. Ensures that the roles and responsibilities of each individual are defined and communicated. Ensures that all action plans and checklists are complete and updated. Provides status information for briefings. Maintains an activity log.
- The IT and Telecom Team organizational structure is summarized in Figure 3.h.ix below.
- The IT and Telecom Team Leader will be supported by the members outlined in Appendix 5 – IT and Telecom.
- Job descriptions, position checklists, forms and resources are also located in Appendix 5 – IT and Telecom.

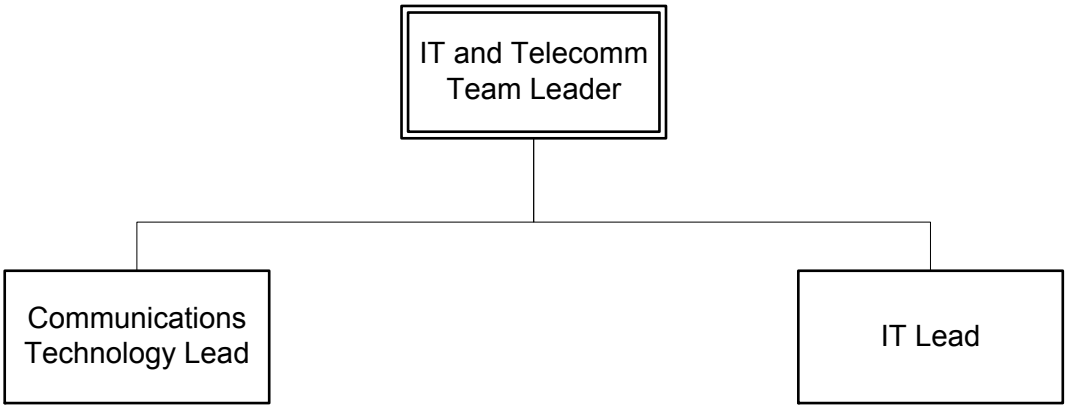

Figure 3.h.ix – IT and Telecom Team Overview

4. COMPLIANCE

a. Emergency Response and Restoration Training

The implementation of the EPP requires in many instances that employees shift from their normal business activities to assume a different set of roles and responsibilities. Leadership recognizes that employees need to receive training and opportunities to practice to perform these activities in a safe and effective manner.

b. Internal Training Program

Trained personnel are essential for successful execution of restoration duties. Since incident restoration involves personnel performing tasks that may be different from their normal jobs, training will be conducted annually. This training can take the form of attending a class, participating in an exercise and/or review of associated job aids. Training should be coordinated with the review of Emergency Storm Assignments to ensure that all the required positions have enough adequately trained personnel.

The three essentials of effective training are:

1. Job Task Analysis: The skills, knowledge and procedures required for satisfactory job performance.
2. Instruction: Lectures, simulation, drills or team training.
3. Performance Evaluation: Training effectiveness is evaluated based on performance during an incident. Revisions and/or enhancements to the training program will be incorporated as needed based upon feedback from actual performance.

Additional training requirements may be identified as a result of debriefings following an actual emergency event or exercises / drills. Where appropriate, training is to include a review of systems and software used during incident response activities (OMS, GIS, AVL, AMR, etc.). Training may also include safety, technical and process training refreshers.

The Restoration Manager, with support from the Human Resources Department, is responsible for developing and maintaining the ongoing training program related to the EPP roles, responsibilities and procedures to ensure that emergency response procedures are well understood. Training records will be turned over to the Human Resources Department for tracking and compliance purposes.

c. External Training Program

UI will respond to and provide training to any municipal and/or state EOC / first responder group upon request. Annually, the Liaison Team will conduct a presentation

for municipalities that will include the following; an overview of the EPP, the wires down process, substation safety and the restoration priorities.

d. Exercises and Drills

Exercises and drills are designed to promote emergency preparedness; test and/or evaluate restoration operations, policies, or procedures; and train personnel for secondary duties. Exercises are used to review and evaluate operations of the overall EPP and interactions between internal and external entities. Drills are used to support training and to test response capabilities of specific components. Exercises and drills are conducted to review emergency plans, roles and responsibilities, communications methods, lines of authority, training success and to resolve any issues of coordination.

The Restoration Manager will be responsible for scheduling, conducting and evaluating exercise performance relative to this plan annually. It is important that all participants take part in restoration exercises and drills to become familiar with their duties. The nature and extent of drills is determined by the feedback from training and post event evaluations.

The Facilities Department, in conjunction with the Restoration Manager, will conduct an annual full load test of all emergency power to ensure that the auxiliary power generators are functioning properly (at ESWC, UITC and the new central facility) and that designated computers, printers and communications equipment in the UI EOC function correctly on auxiliary power. Facilities will also verify the auxiliary generator full load running times, fuel supplies and source locations.

e. Post Event Reports and Critiques

Post event evaluations contribute to continuous EPP improvements. Response activities are most likely to improve when feedback recommendations are linked and incorporated into the plan and departmental support procedures.

Upon declaration that the emergency recovery is over, and as soon as practical, a post-emergency debrief meeting will be conducted by the Restoration Team or designee to identify lessons learned from the event. Each area of the Incident Management organization is also responsible for conducting a post-incident performance review of their area of responsibility. This review should assess response activities, identify deficiencies observed, and provide recommendations for improvement.

A combined After-Action Review (AAR) Report will be generated from the finalized notes of the debrief meeting and the input from each responsible area by the Restoration Team. This should be, when feasible, accomplished sixty to ninety days after the end of the event.

The AAR Report will include the following:

- Identify potential plan and procedure modifications to the EPP, as necessary.
- Discuss the successes and lessons learned.
- Assign responsibility for follow up activities that were not immediately addressed.

The AAR report should address strengths, opportunities, trends, lessons learned and recommendations, as well as any significant action items assigned, including a timeline for completion. A sample After Action Report table of contents is located in Appendix 12 – Post Event Activities and After Action Reporting

The Restoration Manager is responsible for ensuring that these post-event critiques are completed and that the EPP is updated as appropriate.

SECTION 2 - OPERATING GUIDELINES

5. PRE-EVENT

UI recognizes that a successful restoration and recovery process does not begin when the event passes – it starts well before during pre-event preparations. Without appropriate pre-event preparations, significant time and effort is wasted.

Detailed pre-event activities organized by functional area of responsibility are located in the respective section of the Appendix. This section of the plan provides a general overview of the activities that are typically performed.

a. Pre-Event Preparations

Advance notification of severe weather often provides enough time to conduct pre-incident preparations. In pre-incident preparation, UI will evaluate the projected severity of the incident in order to classify the level of response, estimate potential damage, and determine required restoration resources. During this time, the incident has not impacted the electric system, but is likely to.

Pre-event preparations will be incorporated into the emergency response and restoration operations at every level of the organization. Appropriate proactive measures will be taken when identified triggers have been met or at the direction of the appropriate functional leadership as discussed in the EPP.

Some of the specific activities may include:

- Initial determination of the event level (1 - 5)
- Initial Incident Management Team personnel activation levels
- Initial resource (personnel) requirements
- Activation notification to required personnel
- Identifying and staging required materials
- Communicating pre-incident plans to all appropriate parts
- Activation of NERC CIP compliant personnel who have an assignment that requires access to the System Operations Center.

Pre-event preparation may include pre-planning conference calls to review the status of preparations. These calls will be coordinated by the Restoration Manager or their designee.

Some incidents, such as a nor'easter or tropical storm, will allow for advance outage restoration preparation. In cases where several days advance warning is possible, Pending Incident Preparation Checklists will be followed to ensure that UI is at the highest level of preparedness. These lists are developed considering Level 3, 4 or 5

events. For these types of events, employee emergency storm assignments will be activated in advance.

Incidents such as approaching severe thunderstorms allow for some limited preparation because the extent of the damage can't be predicted with any certainty. Other weather conditions that may fit in this category include freezing rain, ice, or exceptionally cold or hot weather. This type of pending incident typically allows for less than 24 hours notice, and would normally be a Level 1 or 2 event. Actions that can be taken for this type of event include:

- Increase or delay the release of employees
- Review incident preparation list for number of staff needed
- Mobilize specific resources in advance, if warranted

Upon the internal announcement for areas to start preparing for a pending incident, an accountability process will be implemented to ensure compliance with the request. The Restoration Manager (or Incident Manager, if already activated) will review the Pending Incident Preparation Checklist (located in Appendix 2) and ensure that the appropriate portion of the list has been completed (i.e. 96 hours prior to potential event portion). Any exceptions (items not completed) will be noted with the reason for the exception(s) and other specific actions being taken. Completion of these pre-event activities will continue until an incident occurs of the threat of the pending incident passes.

b. Weather Forecasts

Western Connecticut State University provides regional forecasts for System Operations and the Restoration Manager. These updates contain temperature, wind (sustained and gust) directions and speed. Precipitation and a general weather description for a time period are also provided. The weather forecaster will also make note of any significant weather if it is expected. Publicly available weather information is also used to provide further validation.

The weather forecast is tracked for alerts. An email notification is issued internally to a predefined distribution list. A conference call or meeting will be conducted between the Restoration Team and Incident Management Team Leaders to determine a course of action. If appropriate, crews can be pre-staged and trucks stocked.

c. Communications Preparedness

A well-informed and prepared customer population is better able to prepare for and cope with a severe storm or other emergency event and to understand UI's preparations and restoration efforts. At appropriate advance trigger points, the Corporate Communications staff will contact all media outlets to remind them of appropriate UI information channels, phone numbers and contacts. Corporate Communications will prepare and package practical consumer advice in print, audio, video and internet

media formats. This packaged information will be available for release at appropriate trigger points (72 hrs, 48 hrs, 24 hrs.) depending on the severity of the expected storm and the duration of advance notice. Corporate Communications will pro-actively offer to the media "live" interviews with UI executives to demonstrate and signify the Company's sincere concern for its customers, as well as its expertise and preparedness for restoration.

Communication requirements for internal as well as external groups are identified in advance, planned for, and monitored for effectiveness during the restoration process. Accurate, timely and coordinated communications provide a vital link in the restoration response. Operational communications help coordinate field restoration activities. Conveying information regarding field activities to employees, executives, customers, and government agencies represents informational communications.

d. Internal Briefings / Conference Calls

Pre-event conference calls using the number specified by Incident Manager will be conducted according to the schedule identified in the EPP. These calls will provide an opportunity to communicate preparation status reports, identify resource needs, provide directives and outline the communications plans.

The Restoration Manager or their designee will contact the predefined primary and secondary contacts for each group of support personnel, informing them of the time and number for a conference call to determine staffing requirements for the predicted event. The primary or secondary contact will then be responsible for mobilization of their respective support functions. The leaders of each team will determine staffing to accommodate the initial activation.

The conference calls are initiated and run by the Restoration Manager. The minutes from the conference call are prepared by a member of the staff or assigned resource and distributed to participants within two hours after the call. Calls will be conducted using the Conference Call Agenda located in Appendix 2.

The following guidelines should be followed in order to conduct an effective and efficient conference call.

- Participants should call in several minutes before the call is scheduled to start.
- Calls should be made from a quiet location.
- Participants should mute their phone to minimize background noise. Un-mute phone only when speaking.
- Participants should not put the conference call on hold.
- Participants should not engage in side conversations or take phone calls while on the conference call.
- If several participants are located in the same building, they should meet in an office or conference room and call together.

- When using a speaker phone, participants should sit close to the microphone and speak up.
- Participants should always identify themselves before they speak, and stay on topic.
- Any reports provided should be succinct and to the point.
- Generic statements such as "we will continue to support" do not need to be reported on the call.
- Do not attempt to work issues on the conference call.
- If there is an issue that requires additional discussion from only a few of the conference call participants, an announcement should be made notifying participants that you will be taking up that discussion at the end of the call. When the end of the agenda has been reached, the balance of the participants can be released from the call to continue with the outstanding issues.
- Initiator of call will control the conference call.

e. Pre-Staging Resources

When appropriate based upon the predicted nature and severity of the event, crews and / or equipment may be pre-staged in areas expected to be most severely impacted. Local staging areas have been identified, and a plan for activating staging areas is the responsibility of the Logistics Team. The plan may also be activated in advance of the event should conditions warrant it.

f. Mutual Assistance / External Resources

When events occur (or are predicted to occur) within the UI service territory it may become necessary to augment internal resources with mutual aid or contractor resources. Storm Event Levels 1 and 2 typically require less than 24 hours to restore customers, and do not generally require the aid of external resources. Storm Level 3 may require the use of external resources, while Levels 4 and 5 will likely require a significant amount of outside assistance.

When a significant weather event is forecasted to have a wide-spread regional impact, procurement of external resources may need to be done well in advance of the onset of the event. During this phase the Restoration Manager or his or her designee will participate in appropriate regional utility mutual assistance group conference calls to discuss resource availability and needs. The Edison Electric Institute (EEI) maintains a mutual assistance roster of major electric utilities and utility contractors in the United States, and appropriate EEI contractual arrangements will be utilized. UI is also a member of the New England Mutual Assistance Group (NEMAG).

In the event that additional contractor personnel are required beyond the level that companies currently working with UI can provide, the Incident Manager will request that

the Logistics Team contact qualified contractor firms and make the necessary arrangements to procure their services.

g. Restoration Planning

The EPP outlines the planning and coordination issues. The Incident Management Team will confer to determine if any modification of previously agreed to restoration activities need be made and will then confer with their respective direct reports.

Pre-event restoration planning includes a process review to ensure readiness for:

- Event record keeping
- Activity logs
- Expenditure tracking
- Personnel readiness
- Material needs, fleet and lodging
- Resource needs

h. Response and Restoration Criteria

Utilizing available information and judgment, resources will be allocated to support established restoration priorities and recovery objectives outlined in Section 3.a of the EPP. These priorities may be re-evaluated during the event to ensure optimal resource allocation, and are as follows:

- Make safe / clear roads, a line construction crew and tree crew will be assigned to each municipality upon request
- Assess damage
- Restore pre-identified critical municipal priorities
- Communicate in a timely and accurate manner, internally and externally (i.e. storm assessment, safety, restoration progress, etc.)
- Restore / repair

i. Prioritizing Guidelines

The overall objective of restoration is to safely re-establish customer service as quickly as possible while utilizing resources safely and efficiently. It is also to protect the integrity of the electric system. The highest priority is given to situations considered to be potentially life threatening such as assisting fire and police, responding to live wires down, and public health and safety facilities without service.

The Incident Management Team will confer on staffing priorities and allocate resources based on the restoration priorities. While some restoration will occur in parallel, depending on the available number of trained employees, there may be a need to assign resources to safety issues and damage assessment before restoration.

6. ACTIVATION AND INCIDENT LEVEL CLASSIFICATION

In order to facilitate communication and response efforts, it is helpful to categorize incidents into levels. By assigning an incident a level, response personnel will immediately have an understanding of the severity of an event and be able to respond in an appropriate manner. Departments and areas within UI will know their expected response based on the incident level. Events are classified into five levels, and these are described in Figure 6.1.

Activation levels are governed by the incident severity, electric system activity, outages reported, resource requirements and the restoration strategy. Typically the on-shift System Operations Supervisor or the Restoration Manager determines the initial activation level. Once the Incident Management Team is activated and during the incident, the Incident Manager assumes responsibility to evaluate the situation and determine the appropriate level of staffing for the supporting organizations. The implementation of the Emergency Preparedness Plan is then the responsibility of the Incident Manager.

After notification of a system incident and once it has been determined that there will be a need for mobilization of emergency storm response support personnel, the Incident Manager or his designee will contact the predefined primary and secondary contacts for each group Incident Management Team Leaders, informing them of the time and number for a conference call to determine staffing requirements for the predicted weather event. The Incident Management Team Leader will then be responsible for mobilization of their respective support functions. Staffing to accommodate the initial activation is determined by the leaders of each team using the Staffing Levels by Storm Level chart contained in their respective appendix.

Through consultation with Incident Management Team leaders, the Incident Manager will continuously monitor the Incident Management organization. He/she monitors the changes from one incident level to another and is responsible for assessing the impact of the incident level. Extended restoration during Level 2, 3, 4 or 5 incidents will require the activation of the UI EOC.

a. Event Level Classifications

EVENT LEVEL CLASSIFICATIONS					
CATEGORY	EVENT LEVEL				
	1	2	3	4	5
Customer Outages	Up to 10,000	10,000 - 25,000	25,000 – 150,000	150,000 – 200,000	>200,000
Feeder / Circuit Lockouts	Up to 5	> 5	> 10	> 20	>50
OMS Outage Orders	≥ 20	> 75	> 400	> 1,000	>2,000
OMS Trouble Orders (partial service / non-outage orders)	≥ 50	> 100	> 500	> 500	>1,000
Wire Down Orders	> 25	> 50	> 100	> 250	>1,000
Estimated Restoration Duration	< 24 hours	< 48 hours	Between 3 – 5 days	6 to 8 days	>8 days
Substation Problem	1	2	3	>4	>8
Typical Weather	Isolated thunderstorms with lightning, heavy rains. Winds to 40 mph. Minor snow or ice storm. Heat wave lasting more than 3 days.	Thunderstorms with lightning, heavy rain. Winds 40 to 50 mph. Major snow or ice storm. Heat wave with extreme outage impacts.	Severe thunderstorms with lightning, heavy rains. Winds 50 to 60 mph. Blizzard / severe ice. Heavy wet snow conditions. Extended duration of storm.	Very severe thunderstorms, Nor'easters, tropical storms and extended ice storms. Wind gusts exceeding 60 mph.	Catastrophic flooding. Tidal flooding. Hurricane. Sustained winds exceeding 75 mph.

Figure 6.1 – Incident Level Classifications

b. Plan Activation

Following is a chart describing the plan activation process. Due to the varied nature of emergency events, actual response activities and resource needs can vary significantly and these will be determined on a case by case basis. Therefore the guidance contained in this section is not intended to be an absolute requirement or a required level of resources, nor should they be interpreted as such. This information is intended to be used as a guideline to aid decision making.

EVENT LEVEL	INCIDENT RESPONSE	INCIDENT MANAGEMENT TEAM	MATCHING GUIDANCE
1	Locally assigned crews or could include diverted crews, as needed.	Incident Manager will be activated along with Operations, Public Information, Liaison and Planning.	Potential loss of up to 10,000 electric customers. Potential of more than 20 outage orders. Up to 5 feeders out of service. Restoration time estimated to be less than 24 hours.
2	Area wide response using all available UI line resources and on site contractors. Some UI Emergency Storm Assignments may be activated.	Incident Manager will be activated along with Operations, Public Information, Liaison, Logistics and Planning.	Wind or natural disaster forecast to impact the region within 48 hours. Potential loss of between 10,000 and 25,000 electric customers. Potential of more than 75 outage orders. Up to 10 feeders out of service. Restoration time estimated to be less than 48 hours.
3	Area wide response using all available UI line resources and on site contractors. Mutual assistance or off site contractors will likely be required. UI Emergency Storm Assignments will be activated.	Incident Manager will be activated along with Operations, Public Information, Liaison, Logistics, IT / Telecom HR, Training & Safety and Planning.	Media on scene. Outside agency on-site. Major winds or natural disaster forecast to impact the region within 36 hours. Potential loss of between 25,000 and 150,000 electric customers. Potential of more than 400 outage orders. More than 10 feeders out of service. Restoration time estimated to be between 3 - 5 days.
4	Area wide response using all available UI line resources and on site contractors. Significant mutual assistance and off site contractors will be required. UI Emergency Response	Corporate Response: Response expands to the full Incident Management structure, with a fully staffed Command Center, and Mobile Command Posts as required. Incident Manager decides on	Media on scene. Outside agency on-site. Major winds or natural disaster forecast to impact the region within 24 hours. Potential loss of between 150,000 and 200,000 electric customers. Potential of more than 1000 outage orders. More than 20 feeders out of service.

EVENT LEVEL	INCIDENT RESPONSE	INCIDENT MANAGEMENT TEAM	MATCHING GUIDANCE
	Assignments will be activated. 100 % of resource pool activated. Will likely need to commit to external resources well in advance of event in order to ensure that estimated resource needs can be met.	Mobile Command Post locations, if appropriate. Staging areas may be required to house, feed and / or supply crews.	Restoration time estimated to be between 6 to 8 days.
5	Area wide response using all available UI line resources and on site contractors. Substantial mutual assistance and off site contractors will be required. UI Emergency Response Assignments will be activated. 100 % of resource pool activated. Will be necessary to commit to external resources well in advance of event in order to ensure that estimated resource needs can be met.	Corporate Response: Response expands to the full Incident Management structure, with a fully staffed Command Center, and Mobile Command Posts as required. Incident Manager decides on Mobile Command Post locations. Staging areas will likely be required to house, feed and / or supply crews.	Significant media attention and media on scene. Significant regulatory requests. Outside agency on-site. Major winds or natural disaster forecast to impact the region within 24 hours. Potential loss of more than 200,000 electric customers. Potential of more than 2000 outage orders. More than 50 feeders out of service. Restoration time estimated to be 9 days or longer.

Figure 6.2 – Plan Activation Matching Guidance

i. Responsibility

The Restoration Manager, or their designee, will be the Incident Manager. Incident Management Team Leaders, along with their respective team members, will be activated as determined by the Incident Manager. All other personnel will be called out by their respective supervisor or Incident Management Team Leader (i.e. Public Information, Liaison, IT & Telecom, HR, Training and Safety, Planning, Finance and Admin, Operations and Logistics). In the event that an employee does not have a specific assignment, the Resource Coordinator will be responsible for identifying and notifying those personnel of their assignment.

ii. Triggers

The incident identification guidelines are outlined in Figure 6.1 with plan activation matching guidance in Figure 6.2.

iii. Declaration / Notification / Coordination

The Restoration Manager is responsible for the declaration of the event.

Notifications of appropriate response personnel will be in accordance with the process described in Section 2.d.

iv. Activated emergency locations

UI Emergency Operations Center is activated and support locations will vary depending upon the nature of the event. Locations are listed in Section 2.f.

7. EVENT AND POST-EVENT

The Appendices section of the UI EPP contain position guides, procedures and checklists that cover event and post event activities for each of the primary Incident Management Teams. The Appendices section also includes information related to the activation of the UI EOC, post event activities and after action reporting as well as the Incident Management Team position assignments.

The Appendices section is located in a separate document and serves as an attachment to the EPP.

The United Illuminating Company

A **UIL HOLDINGS** COMPANY

Emergency Preparedness Appendices

DECEMBER 1, 2011

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APPENDIX 1 - ACRONYMS

ACRONYMS

AAR	After Action Review
ARCOS	Automated Crew Call Out and Resource Management System
CCC	Customer Care Center
CCR	Customer Care Representative
CONVEX	The Connecticut Valley Electric Exchange
ESWC	Electric Systems Work Center - Shelton
EMA	Emergency Management Agency
EOC	Emergency Operations Center
EPP	Emergency Preparedness Plan
ETR	Estimated Time of Restoration
GIS	Geographical Information System
GPS	Global Positioning System
IAP	Incident Action Plan
ICS	Incident Command System
IM	Incident Manager
IMT	Incident Management Team
IT	Information Technology
IVR	Interactive Voice Response
JIC	Joint Information Center
ML	Municipal Liaison
NIMS	National Incident Management System
NRF	National Response Framework
OEM	Office of Emergency Management
OMS	Outage Management System
PURA	Public Utilities Regulatory Authority
SCADA	Supervisor Control And Data Acquisition
UI EOC	United Illuminated Emergency Operations Center
UITC	United Illuminating Technology Center
VRU	Voice Response Unit

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APPENDIX 2 – INCIDENT MANAGER

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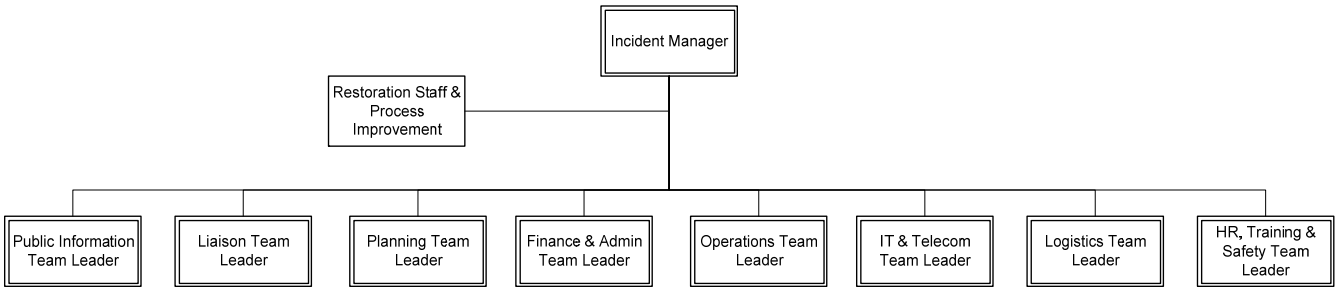
1. INCIDENT MANAGER TEAM ORGANIZATIONAL CHART



2. PROCESS OVERVIEW

Emergency Preparedness Plan Activation

There are two types of events that will activate the Emergency Preparedness Plan. The first is a sudden occurrence where the pertinent elements of the plan must be activated with little or no prior warning. Thunderstorms, ice storms and tornadoes are representative of this type. The second is a major storm where greater system-wide damage is anticipated but there is time to anticipate the event and to provide for an orderly response. Hurricanes fall into this category.

To accommodate a storm with no prior warning, the extent of damage and the estimated restoration times are utilized to activate the appropriate level of response. Events are categorized into five levels and are comprised of a combination of estimated duration, customers impacted and outage orders. The event levels serve as a guideline to help determine resource activation and incident management team organization.

Anticipated major storms will be handled in a proactive manner using a pre-event preparations checklist. When widespread damage and extensive restoration time is anticipated, all systems are activated or set up, personnel are notified and contacts with outside forces are initiated. The estimated restoration time will dictate the necessity of outside crews.

Generally, for storms with anticipated restoration periods of 24 hours or less, it will not be necessary to assign the work force to shifts. To prevent excessive fatigue when the anticipated restoration period exceeds 24 hours, the work will be scheduled such that the majority of the restoration work is done during daylight hours. Workers will be scheduled in 16 hours shifts. Mutual Assistance help from other utilities is usually a minimum of 12 hours away, making it unrealistic to plan on them for any event where restoration activities are expected to be complete within a single day.

In the case where advance notice of a severe weather event is received, the Restoration Manager will initiate pre-event preparatory actions utilizing the Pending Incident Preparation Checklist located in this appendix. This checklist includes activities beginning with the monitoring of the weather event, through planning and mobilization in order to ensure that UI is prepared for the event.

During this phase, the Restoration Manager or his or her designee will participate in appropriate regional utility mutual assistance group conference calls to discuss resource availability and needs. The Edison Electric Institute maintains a mutual assistance roster of major electric utilities in the United States. This information includes the names, addresses, telephone numbers, and e-mail addresses of personnel to contact in

each company. UI is also a member of the New England Mutual Assistance Group, which is one of a group of regional mutual assistance groups.

Once the Incident Management Team is activated, the Planning Team will be responsible for estimating field resource requirements and providing that information to the Incident Manager. If extra contractor personnel are required beyond what the companies currently working with UI can provide, the Incident Manager will request that the Logistics Team contact qualified contractor firms and make the necessary arrangements to procure their services.

Emergency Preparedness Plan Activation Levels are located in Section 6 of the Emergency Preparedness Plan.

The Incident Manager reports to Senior Leadership and is supported by restoration staff personnel and an Incident Manager Liaison. Functional team leaders report to the Incident Manager.

3. POSITION DESCRIPTIONS

a. Incident Manager

Responsible for the overall management of the incident response. Determines the need for activation of the UI EOC and the initial reporting incident management team structure. Determine incident objectives and strategies, and conducts ongoing restoration strategy meetings and briefings. Conducts pre-event updates and initiates pre-event meetings and/or conference calls.

- Responsible for the overall management of the incident response in conjunction with executive leadership
- Determine incident objectives and strategies, and conducts ongoing restoration strategy meetings and briefings
- Monitors the operating response and approves requests for additional resources or for their release consistent with the specific needs of the situation
- Responsible to approve the incident response plan
- Ensure welfare and safety of incident personnel
- Supervise Incident Management team members
- Conducts pre-event updates and initiates pre-event meetings and/or conference calls
- Ensures that pre-event procedures, including: review of pending incident checklists; cancellation of vacation; contact with union leadership; etc.; are conducted
- Assesses situation and/or obtains briefing from prior Incident Manager during shift change
- Determines activation of the UI EOC and the initial reporting incident management team structure
- Establishes the UI EOC
- Determines incident objectives and strategy
- Ensures that all restoration guidelines are met
- Ensures that the restoration efforts are optimized
- Schedules and conducts ongoing restoration strategy meetings and briefings during incident
- Coordinates with key executives
- Approves requests from Incident Management Team leaders to scale their organization up or down consistent with the needs of the situation
- Monitors operating response to identify current or potential inter-organizational issues
- Ensures that Incident Management team positions are fully staffed with qualified individuals

- Determines if additional Incident Management Team personnel are required for the specific restoration incident and communicates those assignments
- Ensures that the roles and responsibilities of each Team Leader are defined and communicated
- Establishes a staffing schedule for the duration of the incident for the Incident Management team members
- Ensures that all action plans and checklists are complete and updated
- Maintains an activity log

b. Incident Manager: Position Checklist

INCIDENT MANAGER: POSITION CHECKLIST			
Event Description:		**Date:**	
Weather Conditions:		**Time:**	
Est. Event Window:	**From (date/time):**	**To:**	
Storm Level (circle one)	**1 2 3 4 5**		
Person Assigned			

Date	Time	
		Prior to Arrival
_____	_____	Select the location for the EOC, if not already determined by a previous conversation with System Operations.
_____	_____	Determine who will hold major Team Leader positions (Operations, Planning, Logistics and Finance/Admin, Liaison, HR, Training & Safety, Public Information, IT and Telecom) for the first shift.
_____	_____	Activate the NERC CIP compliant personnel who have an assignment that requires access to the System Operations Center.
		Upon Arrival
_____	_____	Assign the Restoration Staff or Resource Coordinator to log in all arriving Incident Management team members
_____	_____	Direct the Restoration Staff or Resource Coordinator to develop a first shift organization chart and to distribute it to all Incident Management team personnel and to every major facility (control rooms and field) managing the incident
_____	_____	Determine a set hour for the second shift reporting
_____	_____	Confirm with the Logistics Team Leader to determine when the EOC facility will be operational with desks, phones and computers
_____	_____	Determine minimum staff level to declare that the Incident Management team is activated
		During the Shift
_____	_____	Conduct periodic conference calls with all other Incident Management team members

Date	Time	
_____	_____	Hold periodic meetings with Incident Management team members to provide assistance to the Incident Manager in establishing incident-specific procedures and guidelines for management of the response operation
_____	_____	Review Safety Plan
_____	_____	Conduct union notification for contractors assignments
_____	_____	Communicates updates to key executives
_____	_____	Assign deputy Incident Managers, as needed
_____	_____	Approve oral or written restoration plan developed by the Planning Team for the current and next operational period
_____	_____	Ensure that Restoration Staff or the Incident Manager Liaison is keeping minutes of Incident Management team meetings or conference calls
_____	_____	Approve content of all external correspondence (press releases, VRU messages, and written reports to regulators)
_____	_____	Participate in press conferences if scheduled by the Public Information Team Leader
_____	_____	Review and approve the de-mobilization plan prepared by the Planning Team Leader
_____	_____	Determine when the Incident Management team is demobilized or scaled down
_____	_____	Brief relieving Incident Manager

c. Restoration Staff

Responsible for coordinating the notification, convening and activation of the UI Incident Management Team. Coordinates and supports activities of the Incident Manager, and ensures the effective operation of the team. Advises the Incident Manager, and verifies that the Incident Command Team members are assembled when activated. Schedules briefings, meeting and conference calls, as needed.

Responsibilities include:

- Coordinates the notification, convening and activation of the UI Incident Management Team.
- Supports the Incident Manager.
- Ensures that the process is being followed.
- Coordinates and supports activities of the Incident Management Team.
- Ensures effective operation of the Incident Management Team.
- Ensure that the UI EOC is set up.
- Advises the Incident Manager.
- Verifies that Incident Management Team members are assembled when activated.
- Provides guidance on the decision making process of the Incident Management Team.
- Schedules briefings, conference calls and meetings, as needed.
- Moderates conference calls.
- Briefs relief at change of shift on current status and action items.
- Maintains an activity log.

d. Restoration Staff: Position Checklist

RESTORATION STAFF: POSITION CHECKLIST			
Event Description:		**Date:**	
Weather Conditions:		**Time:**	
Est. Event Window:	**From (date/time):**	**To:**	
Storm Level (circle one)	**1 2 3 4 5**		
Person Assigned			

Date	Time	
		Prior to Arrival
_____	_____	Monitor hazardous weather conditions
_____	_____	Participate in an assessment of the incident
_____	_____	Assess emergency conditions and corporate impact
_____	_____	Review level of activation with Incident Manager
_____	_____	Determine location of Incident Management Team and facility set up requirements
_____	_____	Review Communications Restoration Plan and prepare to implement
_____	_____	Ensure that the UI EOC is set up.
_____	_____	Instruct team leaders of activated teams to notify team members.
		During the Shift
_____	_____	Report to the Incident Manager as part of his/her staff.
_____	_____	Arrange for coordination with second shift replacement
_____	_____	Maintain a position activity log to document the following: • Time of significant events and activities • Incoming and outgoing communications • Any problems, resolutions or required follow-ups
_____	_____	Ensure team support is complete and that staffing plans are adequate.
_____	_____	Conduct overall Incident Management team orientation to announce team assignments
_____	_____	Confirm Communications Department Emergency Phone Number
_____	_____	Ensure that the Incident Management team is fully functional
_____	_____	Confirm that IT and Telecomm had handled the following: • Test Emergency Radio system from CFC's 8th floor Storm Command Room to all Work Centers, stations, CONVEX and The

Date	Time	
		Hartford Armory. • Coordinate with AT&T and cable provider contact for manning of work centers.
_____	_____	Ensure that the Operations Team Leader has done the following: • Review emergency plans and storm assignments • Issue new list of storm assignments • Check status of IT and communications systems
_____	_____	Ensure that the IT and Telecom Team Leader has handled the following: • Activates emergency cellular phones, PC's, and air cards. Obtains additional phones and equipment if necessary. • Scheduled IT personnel to report to the Work Center(s) to maintain the systems
_____	_____	Schedule team status meetings with the Incident Manager and advise team leaders of schedule
_____	_____	Ensure proper communication flow between all Incident Management Teams and Team Leaders
_____	_____	Monitor incident operations to identify current or potential inter-organizational problems
_____	_____	Review status information used by the Public Information Team Leader and ensure that centralized information is provided to this team
		Develop required staffing plan for each shift, and review with Incident Manager
		Upon Decision to Deactivate
_____	_____	Confer with Incident Manager on restoration status and demobilization timing.
_____	_____	Notify incident management team members of completion of restoration efforts. Include staff that is currently on site, those waiting to return on their next shift and those that were supporting the restoration remotely
_____	_____	Ensure that the plan to resume normal operations is developed. Provide for rest and recovery time for those resources that had been involved in the restoration
_____	_____	Review effectiveness of the Restoration Plan and make changes where needed
_____	_____	Review work effort of the Incident Management team and make plans for rewarding efforts where needed.
_____	_____	Submit activity log to Planning Team Leader.
_____	_____	Write up or participate in After Action Review, adding personal comments on what worked, what could have worked better and suggestions for improvement.

e. Incident Manager Liaison

Assist the Incident Manager in gathering and compiling data regarding the incident. Obtains information from, and provides information to, the Planning, Liaison and Public Information Teams. Insures information for the restoration plan is sent to the Planning Team. Provide the UI EOC with the required PURA reporting information at least 30 minutes prior to the required reporting time. This information will be collected and coordinated between the appropriate parts of the Incident Management Team, and will be made available to IMT members as needed. The Incident Manager Liaison will also be responsible to input and process various information into a computer database. Reports to the Incident Manager and maintains activity log.

The information required for the PURA report follows:

Time		Information
0830	1.	Status of pre-designated priority work for each of the seventeen cities and towns in the Company's franchise area.
	2.	Projected work locations for the restoration crews within the cities and towns (crew locations).
	3.	The number of feeders and circuits still out.
	4.	An estimate of the number of customers affected.
	5.	Number of FTE's by skill, type and location.
1330	1.	The number of feeders and circuits still out.
	2.	An estimate of the number of customers restored since 0900.
	3.	The status of the pre-designated priority work for each of the seventeen cities and towns in the Company's franchise area.
	4.	Number of FTE's by skill, type and location.
1930	1.	The number of feeders and circuits still out.
	2.	An estimate of the number of customers restored since 1400.
	3.	The status of the pre-designated priority work for each of the seventeen cities and town in the Company's franchise area.
	4.	The status of expected arrivals of outside crews.
	5.	Number of FTE's by skill, type and location.

f. Incident Manager Liaison: Position Checklist

INCIDENT MANAGER LIAISON: POSITION CHECKLIST			
Event Description:		**Date:**	
Weather Conditions:		**Time:**	
Est. Event Window:	**From (date/time):**	**To:**	
Storm Level (circle one)	**1 2 3 4 5**		
Person Assigned			

Date	Time	
		Prior to Arrival
_____	_____	Must make sure your Team has been notified about activation.
		Upon Arrival
_____	_____	Report to the Incident Manager as part of his/her staff.
_____	_____	Obtain arrival time for the second shift from the Incident Manager.
		During the Shift
_____	_____	Collect and assemble necessary information during the event in order to meet PURA reporting requirements
_____	_____	Monitor activities of the Incident Management Team for information needed by Planning, Liaison and Public Information teams.
_____	_____	Participate in periodic conference calls and/or meetings run by the Incident Manager to be current with the status of tactical field operations
_____	_____	Support efforts to demobilize resources as soon as they are not needed.
_____	_____	Document all activity using an Activity Log.

4. STAFFING LEVELS BY STORM LEVEL

Staffing level estimates by storm level are intended to be a guideline for use as a resource planning tool. Due to the varied nature of emergency events, actual resource needs can vary significantly and will be determined on a case by case basis. Therefore the estimates contained in this appendix are not intended to be a required level of resources, nor should they be interpreted as such.

Role	Level 1	Level 2	Level 3	Level 4	Level 5
Incident Manager	1	1	1	2	2
Restoration Staff	1	2	3	4	5
Incident Manager Liaison	1	1	2	3	4

5. FORMS

- Incident Manager Pending Event Checklist
- Incident Management Team Conference Call / Meeting Agenda
- Activity Log
- Other checklists / forms as identified

a. Incident Manager Pending Event Checklist

INCIDENT MANAGER: PENDING EVENT CHECKLIST			
Event Description:		**Date:**	
Weather Conditions:		**Time:**	
Est. Event Window:	**From (date/time):**	**To:**	
Storm Level (circle one)	**1 2 3 4 5**		
Person Assigned			

ANNUALLY	
RESTORATION MANAGER	Annually, the Restoration Manager / Staff will: ☐ In March of each year, generate a list of personnel who will need NERC CIP compliance ☐ Conduct NERC CIP training in March ☐ Ensure that the EPP is updated ☐ Conduct annual exercise ☐ Other activities to be determined

120 HOURS – MONITORING PHASE	
RESTORATION MANAGER	During the initial phase of a predicted severe weather event potentially affecting UI, Restoration Manager / Staff will: ☐ Monitor storm path & potential impact zones and disseminate information to the Team Leaders / departments via e-mail ☐ Establish storm timeline and activities based on further weather information. ☐ Initiate conference calls with regional mutual assistance groups. ☐ Ensure that Operations is communicating with UI contractors (line and tree) to ensure they have available crews to support company efforts, if needed. ☐ Update UI leadership about strategy. ☐ Begin maintaining an activity log.

-96 HOURS – PLANNING PHASE	
RESTORATION MANAGER	☐ Continue to monitor storm path & potential impact zones and disseminate information to the Team Leaders / departments via e-mail ☐ Initiate first conference call with Team Leaders ☐ Continue conference calls with regional mutual assistance groups. ☐ Update UI leadership about strategy. ☐ Continue maintaining an activity log. ☐ Request that all Incident Management team members begin an activity log for their area of responsibility.
OPERATIONS	☐ Continue to communicate with UI contractors (line and tree) to consider the number of available crews to support company efforts, if needed. ☐ Inventory and re-stock employee personal equipment (PPE, rain gear, work gloves, lights, re-chargeable & battery operated flashlights, first aid kits, etc.). ☐ Ensure that all distribution switching devices and reclosers are on-line and in a normal configuration. ☐ Review storm staffing schedules.
LOGISTICS	☐ Begin conferring with the Logistics team members ☐ Establish communications with key vendors to identify requirements and capabilities ☐ Coordinate logistics support requirements from other teams: evacuation plans, contractor support, staging area requirements, staffing, etc. ☐ Monitor CT coastal area evacuation plans and its impact on lodging availability – could move up 48 hr. commitment for hotel rooms to this timeframe if residents will be evacuating and possibly taking over local hotel rooms.
LIAISON	☐ Begin communicating with municipal and state contacts to find out their plans and share UI plans.
PUBLIC INFORMATION	☐ Begin media monitoring activities to track potential path of storm. ☐ Issue press release announcing company's monitoring of storm, implementation of the Emergency Preparedness Plan, potential impacts on company facilities, and early preparation activities. ☐ Activate company's Internet home-page severe storm home-page message box, which provides links to the company's Storm Center pages containing storm-preparation tips, updates on the company's storm-preparation activities, etc.
IT AND TELECOM	☐ Assess potential impact to IT and Communication assets based on storm forecast ☐ Review and harden facilities ☐ Review Disaster Recovery and Business Continuity plans ☐ Develop staffing plans and assignments

-96 HOURS – PLANNING PHASE	
	☐ Inform data recovery company of potential to activate if necessary ☐ Inform equipment suppliers (IBM, Cisco, Oracle, etc.) ☐ Stage equipment (radios, PCs, cell phones, servers)
HR, TRAINING AND SAFETY	☐ Review assignments and staffing levels. ☐ Begin refresher training for identified personnel.

-72 HOURS PLANNING PHASE	
RESTORATION MANAGER	☐ Continue to monitor storm path & potential impact zones and disseminate information to the various Team Leaders / departments via e-mail ☐ Update storm timeline and potential activities based on further weather information. ☐ Continue Conference calls with Team Leaders; conduct them every 12 hours ☐ Make an initial determination if the UI EOC should be activated and approximate timeframe ☐ Determine what functions will be activated initially as UI EOC activation progresses. ☐ Start to formulate a staffing plan. ☐ Request appropriate Team Leaders / departments to develop an action plan to maintain critical operations through each phase of the potential event (Pre-Planning, Mobilization, Response and Recovery) and forward them in the next 24 hours. ☐ Continue conference calls with regional mutual assistance groups. ☐ Ensure that Operations is continuing to communicate with UI contractors (line and tree) to ensure they have available crews to support company efforts, if needed. ☐ Update UI leadership about strategy. ☐ Continue maintaining an activity log. ☐ Make a preliminary assessment on the impact of the storm focusing on personnel, assets, and facilities. ☐ Remind all Leads to update emergency restoration information if this information is outdated (Internal and external contact lists, phone numbers, organization changes, etc.). ☐ Restoration staff should discontinue all normal work activities not related to the impending storm event at this time.
LIAISON	☐ Establish contact with state and local emergency management offices to communicate and coordinate planning efforts.
OPERATIONS	All ☐ Review staffing schedule and initiate production of a draft schedule. ☐ Determine whether any facilities / equipment are located in potential impact zones based on the type of storm. ☐ Ensure that the inventory and re-stock employee personal equipment (PPE, rain gear, work gloves, lights, re-chargeable & battery operated flashlights, first aid kits, etc.) has been completed. ☐ Continue to communicate with UI contractors (line and tree) to consider the number of available crews to support company efforts, if needed. ☐ Consider the time required to restore critical equipment that is currently

-72 HOURS PLANNING PHASE	
	or planned to be out-of-service. ☐ Review all job sites and ensure they are prepared for the potential severe weather. ☐ Review supply needs and communicate needs to Logistics. ☐ Conduct radio checks with System Operations, test back-up radios. Substation ☐ Review sites to determine what impact wind or water will have on equipment. ☐ Discuss outage and work schedules for the next 72 hours with System Operations to determine the effects of a potential disruption of planned activities. ☐ Inspect station roof drains; remove any obstructions. ☐ Check fuel in station generators, if applicable, and top off as necessary. ☐ Position tarps and ropes necessary to cover switch gear in the event of a roof leak. Transmission ☐ Review outage and work schedules for the next 72 hours to determine potential disruption of planned activities. ☐ Review plans to relocate critical tools/equipment. Distribution ☐ Determine potential operational impacts based on storm type ☐ Identify equipment and material that will need to be relocated out of the storm impact area. ☐ Review emergency equipment needs and confirm procurement time frames with Logistics ☐ Verify with Logistics the emergency material levels and identify locations of important restoration items, (poles, wire, wire splices, transformers, fuses, etc.). ☐ Determine need for alternate work assignments ☐ Confirm alternate staging areas
LOGISTICS	☐ Coordinate support requirements from other Incident Management Team Leaders ☐ Update any changes to vendor capabilities ☐ Open staging areas for early deployment of equipment, if necessary ☐ Execute lodging reservation plan ☐ Verify fuel levels for emergency generation to company facilities. ☐ Review logistics staffing and organization plans – develop staffing schedule and make notifications ☐ Determine the “at-risk” facilities and areas of UI based on the Category of the storm and begin to address those areas to include but not be limited to:

-72 HOURS PLANNING PHASE	
	o Relocation of equipment and personnel currently operating in impact zones. o Potential issues to UI infrastructure (buildings, antennae's, etc.)
PLANNING	☐ Begin to develop initial resource estimates based upon the predicted event. ☐ Notify employees of outage restoration assignments and provide refresher training if needed.
FINANCE AND ADMIN	☐ Working with Public Information, update all employees on the pending incident status and put employees on notice regarding vacation cancellation policies. ☐ Include information concerning emergency work assignments and reporting to work policy.
IT AND TELECOM	☐ Inventory all portable radio, satellite phone and pager supply, install new batteries and test for proper operation.
PUBLIC INFORMATION	☐ Coordinate with HR concerning communication to employees regarding possible severe weather event. Include information concerning emergency work assignments and reporting to work policy. ☐ Activate employee hotline and initiate corporate message. ☐ Issue press release announcing company's ongoing monitoring of storm, potential impacts on company facilities, and potential impact to customers. ☐ Update Internet home-page and Storm Center with latest press releases and other information for customers. ☐ Conduct TV / Radio spots for customers. ☐ Update social media.
HR, TRAINING AND SAFETY	☐ Continue reviewing assignments and staffing levels. ☐ Continue refresher training for identified personnel, as required.

-48 HOURS – PLANNING AND MOBILIZATION	
RESTORATION MANAGER	☐ Continue to monitor storm path & potential impact zones and disseminate information to the various Team Leaders / departments via e-mail ☐ Request $10,000 in cash from Accounts Payable ☐ Activate access for NERC CIP compliant personnel who have an assignment that requires access to the System Operations Center. ☐ Update the current position and direction of the approaching storm. ☐ Begin to finalize if and when UI EOC should be activated and approximate timeframe ☐ Begin to receive and review action plans from all leaders, forward to Planning Team. ☐ Continue conference calls with regional mutual assistance groups. ☐ Continue conference calls with Team Leaders every 6 to 12 hours (time dependent on storm arrival) ☐ Remind each department to verify sufficient communication devices, including their distribution, access numbers, and charged batteries (portable radios, cell phones, satellite phone, pagers, etc.). ☐ Issue revised emergency restoration contact information (contact lists, phone numbers, etc.). ☐ Ensure that all Leads have shared the tentative staffing plans with all employees and they have been asked to prepare for extended time away from home. ☐ Ensure that all Leads have notified employees of outage restoration assignments and provide refresher training if needed. ☐ Update UI leadership about strategy. ☐ Continue maintaining an activity log. ☐ Begin making initial preparations to set up the UI EOC
PLANNING	☐ Begin to consolidate an initial plan to maintain critical operations through each phase of the event based upon the input from each Team Leader / department. ☐ Ensure damage assessment equipment is staged at appropriate location(s). ☐ Review and establish metrics of reporting needs. ☐ Inform telecommunications and cable company representatives to send a representative to staff the UI EOC. ☐ Further refine resource estimates based on updated weather forecast information. ☐ Verify additional personnel availability (other departments, contractors,

-48 HOURS – PLANNING AND MOBILIZATION	
	qualified retired employees).
LIAISON	☐ Review local area evacuations plans, if applicable, and discuss transportation routes with state or local officials. Report this information to the Incident Management Team. ☐ Identify and confirm key contact for each municipal EOC. ☐ Request that the State of CT review their on-going construction sites for potential items that may require material tie down or make safe preparations. ☐ Identify equipment and supply needs. ☐ Develop a preliminary staffing plan for the UI EOC and town EOC's.
OPERATIONS	☐ Continue to fine tune staffing schedules ☐ Top off all vehicle fuel tanks ☐ Continue to communicate with UI contractors (line and tree) to confirm the number of available crews to support company efforts, if needed. ☐ Evaluate the need for any priority work before the storm. ☐ Finalize plans to relocate staff and/or equipment including housing & feeding essential employees. ☐ Secure outdoor items and equipment ☐ Inventory raingear, batteries, emergency lights and tarps. Inform Logistics of needs. ☐ Verify foreign-crew materials (for example; maps, phone list, wire, fuses, cross-arms, etc.).
LOGISTICS	☐ Commit hotel reservations based on declining availability, mutual aid crewing estimates, and local/regional evacuation orders ☐ Visit prearranged evacuation / staging sites to confirm the facility is adequate and identify any problems ☐ Verify availability of lodging and food. ☐ Determine needs for supplies and non-personnel resources to support operations ☐ Print critical material stock level list and notify key suppliers ☐ Consider the need to relocate/pre-deploy equipment presently stored at flood prone facilities. ☐ Test facility emergency generation, if not already done. ☐ Verify fuel levels for emergency generation to company facilities. ☐ Confirm staffing levels for all areas of logistics support
FINANCE AND ADMIN	☐ Update all employees on the pending incident status and put employees on notice regarding vacation cancellation policies. ☐ Continue to update employees concerning current storm predictions, status of public transportation, road closures and evacuation schedules.
PUBLIC INFORMATION	☐ Issue press release advising customers to heed evacuation orders, continue to stress safety, especially near downed power lines and flooded basements.

-48 HOURS – PLANNING AND MOBILIZATION	
	☐ Continue to update Internet home-page with latest press releases and other information for customers. ☐ Update corporate message on Employee Hotline. ☐ Coordinate messages with UI EOC, as appropriate. ☐ Participate in briefings at state or local Joint Information Center(s).
HR, TRAINING AND SAFETY	☐ Continue to review assignments and staffing levels. ☐ Continue refresher training for identified personnel, as required.

-36 HOURS MOBILIZATION	
RESTORATION MANAGER	☐ Update the current position and direction of the approaching storm. ☐ Prepare UI EOC rooms (tables, chairs, PCs, maps, radios, etc.). ☐ Confirm location of UI EOC and begin to activate location with limited staffing. ☐ Conduct a conference with Team Leaders call every 6 hours (time dependent on storm arrival). ☐ Continue calls with mutual assistance groups. ☐ Update UI leadership about strategy. ☐ Continue maintaining an activity log.
OPERATIONS	All ☐ Update and distribute staffing schedules. ☐ Release appropriate personnel in advance of the storm and advise them to report to work 12 hours before estimated arrival of storm. ☐ Begin implementation of revised staffing plans ☐ Continue to communicate with UI contractors (line and tree) to confirm the number of available crews to support company efforts, if needed. ☐ Coordinate receipt of supply needs. ☐ Assess potential equipment needs for recovery and plan to stage vehicles at an area that is safe ☐ Relocate staff and/or equipment to pre-determined sites if current locations are in potential impact zones. Substation ☐ Walk down of stations to ensure all outdoor and indoor relay cubicles and equipment doors are shut, locked or otherwise secured. Transmission ☐ Restore all job sites and make safe. Distribution ☐ Review storm emergency kit levels (primary / secondary) ☐ Determine mobile transformer availability
PLANNING	☐ Continue to refine plans based on updated information.

LIAISON	☐ Distribute staffing schedules for each of the towns. ☐ Coordinate receipt of supply needs. ☐ Notify municipal officials of UI plans. ☐ Remind municipality to test generators, take precautions to obtain / preserve food and water supplies, use Reverse 911 systems to notify public of impending event, etc. ☐ Provide Life Support and Medical customer address list to municipal officials.
LOGISTICS	☐ Coordinate transport vehicles to support relocation of equipment to evacuation / staging sites ☐ Assess stock levels of critical materials (print hard copies every 12 hours) ☐ Confirm staffing requirements and assignments ☐ Top off all fuel storage tanks and vehicles ☐ Logistics Team Leader to review Action Plan with all areas involved
IT AND TELECOM	☐ Monitor IT and communications infrastructure and systems ☐ Inform key vendors of approaching event and obtain contact information for 24x7 support, if needed
PUBLIC INFORMATION	☐ Update corporate message on Employee Hotline. ☐ Work with Customer Care Center on messaging for outbound calls to customers. Topics could be education on safety, storm preparations being taken by UI, etc. ☐ Ensure that web site is updated with current information ☐ Press releases, as needed.
HR, TRAINING AND SAFETY	☐ Continue reviewing assignments and staffing levels. ☐ Continue refresher training for identified personnel, as required.

-24 HOURS MOBILIZATION	
RESTORATION MANAGER	☐ UI EOC activated with limited staffing. ☐ Update the current position and direction of the approaching storm. ☐ Continue storm assessment tasks. ☐ Verify staffing plans are in place for all personnel. ☐ Ensure that all Leads have reviewed final plans for employee staffing and shifts. ☐ Continue conference calls with regional mutual assistance groups. ☐ Receive progress reports on restoration plans from other utilities (i.e. updates on what the storm has caused in their territory on its way to UI) ☐ Update UI leadership about strategy. ☐ Continue maintaining an activity log. ☐ Ensure that staff can log into systems (OMS, etc.). Reset passwords if necessary. ☐ Conference call with team members every 6 hours (time dependent on storm arrival)
OPERATIONS	All ☐ Relocate staff and/or equipment to pre-determined sites if current locations are in potential impact zones. ☐ Open and staff staging area if necessary (including light towers and added security) ☐ Storm staff to begin 12 hour shifts. ☐ Begin relocating operations vehicles starting with vehicles pulling tow-behind equipment – account for vehicles on the road and redirect them to staging area ☐ Continue to communicate with UI contractors (line and tree) to finalize the number of available crews to support company efforts, if needed. ☐ Inventory vehicles and keys ☐ Account for and release crews as directed by operations ☐ Recall all scheduled work on distribution feeders and expedite restoration of all out of service feeders and return to a normal configuration, no additional system outages will be allowed until further notice. ☐ Verify all truck radios and base stations are operational.
PLANNING	☐ Begin regular monitoring and development of damage assessment plan along with the required supplies ☐ Begin development of restoration plan and required supplies
IT AND TELECOM	☐ Cancel any planned system maintenance / upgrades to any system related to the storm restoration process, unless otherwise approved by the CIO and VP of Electric Systems and Client Fulfillment. ☐ Validate AVL operation for all trucks, including portable units. ☐ Ensure that customer care center phones, recordings, IVR, virtual hold,

-24 HOURS MOBILIZATION	
	and storm messages are functional. ☐ Validate that the web-site is running properly. ☐ Validate that mobile technology is operational.
LIAISON	☐ Confirm staffing schedules for each of the towns. ☐ Update municipal officials of UI plans.
LOGISTICS	☐ Storm staff to begin 12 hour shifts. ☐ Support Operations personnel with the loading of vehicles with critical equipment / supplies ☐ Address any needs or requests for resources to support evacuation activities ☐ Complete the topping off of all fuel tanks
FINANCE AND ADMIN	☐ Continue to update employees concerning current storm predictions, status of public transportation, road closures, evacuation schedules, and shelter availability. ☐ Issue appropriate work order numbers for the storm. ☐ Begin planning for tracking of all costs associated with the event. ☐ Confirm receipt of cash advances.
PUBLIC INFORMATION	☐ Activate Public Information plan. ☐ Issue press release continuing to urge adherence to evacuation orders. Describe damage assessment process and restoration priorities. Alert public to the possibility of prolonged outages. ☐ Continue to update Internet home-page message box with latest press releases and other information for customers. ☐ Update corporate message on Employee Hotline. ☐ Participate in briefings at the Joint Information Center, if necessary.
HR, TRAINING AND SAFETY	☐ Continue reviewing assignments and staffing levels. ☐ Continue refresher training for identified personnel, as required.

-6 TO 12 HOURS - MOBILIZATION	
RESTORATION MANAGER	☐ UI EOC activated and fully staffed. ☐ Confirm 2nd shift personnel and time to report. ☐ Update the current position and direction of the approaching storm. ☐ Determine recommended actions to UI Leadership and implement actions ☐ Confirm that access has been activated for NERC CIP compliant personnel who have an assignment that requires access to the System Operations Center ☐ Obtain declaration of pre-approval to utilize the Wilbur Cross and Merritt Parkways ☐ Monitor areas involved in mandatory evacuation order. ☐ Verify staffing plans are in place for all personnel. ☐ Update UI leadership about strategy. ☐ Continue maintaining an activity log. ☐ Receive progress reports on restoration plans from other utilities (i.e. updates on what the storm has caused in their territory on its way to UI) ☐ Conference Call every 4 hours (time dependent on storm arrival) ☐ Ensure that all routine work activities cease (collections, etc.)
PLANNING	☐ Staffing plans are finalized and distributed. ☐ Coordinate receipt of supply needs. ☐ Continue planning for restoration of operations once the storm has passed. ☐ Plan to deploy post storm damage assessment teams
TRAINING AND SAFETY	☐ Staffing plans are finalized and distributed. ☐ Ensure that a safety plan has been developed and distributed.
LIAISON	☐ State and municipal liaison personnel are in place at their assigned location. ☐ Update staffing schedules as needed. ☐ Continue discussions with Municipal Officials. ☐ Update regulatory agencies on UI actions and discuss any identified post-storm activities that may require notification or emergency authorization
OPERATIONS	All ☐ Staffing plans are finalized and distributed. ☐ Coordinate receipt of supply needs. ☐ Continue planning for restoration of operations once the storm has passed. ☐ Verify staffing plans are in place for all locations. ☐ Load vehicles with response materials: cones, barricades, as required ☐ Verify all truck radios and base stations are operational.

-6 TO 12 HOURS - MOBILIZATION	
	Substation ☐ Relocation of remaining equipment, vehicles and high voltage test trucks out of storm path and flood inundation zones to safe location ☐ Hard line and radio communications with System Operations tested. ☐ Stations are walked down for the last time to ensure that doors, cabinets, and anything that has the potential to become a projectile is moved to a secure location.
LOGISTICS	☐ Account for all on duty personnel ☐ Execute evacuation plan with support from operating area's personnel ☐ Stage and protect critical resources that may be needed post-storm ☐ All preparation activities on site should be completed.
PUBLIC INFORMATION	☐ Update corporate message on Employee Hotline. ☐ Key elements of the press release will be incorporated into a broadcast message to be relayed to all incoming calls ☐ Press releases, as needed.

b. Conference Call / Meeting Agenda

Conference Call Purpose

To share information and provide direction during a Level 1 or above emergency. Depending on severity of event, conference calls shall be conducted at a minimum every 10 hours.

Phone Number	[redacted]
ID	[redacted]
E-mail Invite List	Storm Team Group ID
Attendees	Restoration Staff Public Information Liaison IT and Telecom HR, Training and Safety Planning Finance and Admin Operations Logistics Event Subject Matter Expert*
Documents	Current Event Update Report – OMS, others TBD

***** Event Subject Matter Expert is someone qualified to discuss the nature of the emergency. Example: Meteorologist discusses weather; Corporate Security discusses terrorist events, etc....

Conference Call

Date: _____ **Time:** _____

Perform Roll Call:

Lead Roles	Participant(s)
Incident Manager	
Chief of Staff / Restoration Staff	
Public Information	
Liaison	
IT and Telecom	
Training and Safety	
Planning	
Finance and Admin	
Operations	

Lead Roles	Participant(s)
Logistics	
Event Subject Matter Expert	
Event Subject Matter Expert	
Event Subject Matter Expert	

Participants not reporting in shall be contacted immediately by Restoration Staff.

Opening Statements:

This is the Incident Management Team call and all information discussed during these calls is for "Internal Use Only". I'm _____, currently Incident Manager for this event that began on _____. The company is currently operating at a level _____ emergency because of _____. This is the Incident Management Team Conference Call.

Safety:

Discuss any known significant safety incidents and /or safety concerns relating to emergency.

Notes:

Event Status:

Discuss current and extended weather event forecast.

Question and Answer

Notes:

Leads Report Out:

- **Operations**
  - Current Status / Conditions
    - Customers out of service

        - OMS Outage Orders
        - # of Wire Down Locations
        - Circuit Lockouts
        - Transmission Issues
        - Substation Issues
        - Call Center – Call Volume
        - Call Center – Wait Time / Dropped Calls
    - Environmental Issues
        - # of leak locations
        - Other environmental issues
- Planning
    - Outage Duration Estimates
    - FTE Management Update
        - UI Service
        - UI Crews
        - Internal Contractors
        - External Contractors and Mutual Assistance
        - Line Clearance (Tree Trimmers)
        - FTEs by town and location
    - Resources
        - Needs
        - Requested
        - Status
- Logistics
    - Staging Areas
    - Supply Chain
        - Vendor Updates
        - Material Availability issues
    - Warehouse
        - Material Supply Issues
        - Stock Issues
    - Fleet
    - Corporate Security
    - Facilities
- Finance and Admin
    - Financial Issues

    - HR Issues
- Public Information
    - # of Press Conferences Held
    - # of Press Releases
    - # of Media Interviews Conducted
    - Primary Media Issues
    - Internal Communications Issued
    - Primary Internal Communications Issues
    - Other Major Issues
- Liaison
    - Regulatory Issues
    - State Government Issues
    - Municipal Government Issues
    - # of Town EOC's staffed
    - Primary Town EOC issues
    - Field Conditions / Road Closure info from Municipal EOC's
- IT and Telecom
    - Status of IT systems
    - Status of Communications Systems
- Training and Safety (additional items)

Notes:

Incident Manager Report Out

Summary of open issues

Discuss overall assessment of:

- Company Response
    - Safety
    - Communications
    - Assessment
    - Restoration
    - Emergency Preparedness Plan Process
    - UI Leadership Issues
    - 12 hour forecast

- Level of activation
- Additional focus on particular process
- Area of concerns

Notes:

Incident Manager Closure

Question and Answer

Notes:

Next Conference Call: _____
Date / Time

c. Activity Log Form

ACTIVITY LOG			
Incident Name	**Date**	**Shift**	
		Start:	**End:**
Name	**Incident Management Team Position**	**Page #**	**of #**

Time	Activity/Event

6. EQUIPMENT AND TOOLS

Equipment / Tools / Systems	Description	Level 1	Level 2	Level 3	Level 4	Level 5	Remarks
Laptops			5	10	20		
Internet card(s)							
Telephone lines							Fully Functional
Cell Phones		50	50	75	100	150	
Satellite Phones					4	6	
Copier							
Scanner/Fax							
AM/FM Radio		1	1	1	2	3	
Broadcast & Cable/Satellite TV		1	1	1	1	3	
E-Mail							Fully Functional
Corporate Intranet							Fully Functional at all times
OMS		50	70	>100	>100	>100	

7. DEVELOPMENT HISTORY

Revision 0	**Initial Appendix – 11/21/11**
Writer	
Reviewer(s)	
Approver(s)	
Reason Written	To define the responsibilities of the Incident Manager function.
Revision	
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APPENDIX 3 - PUBLIC INFORMATION

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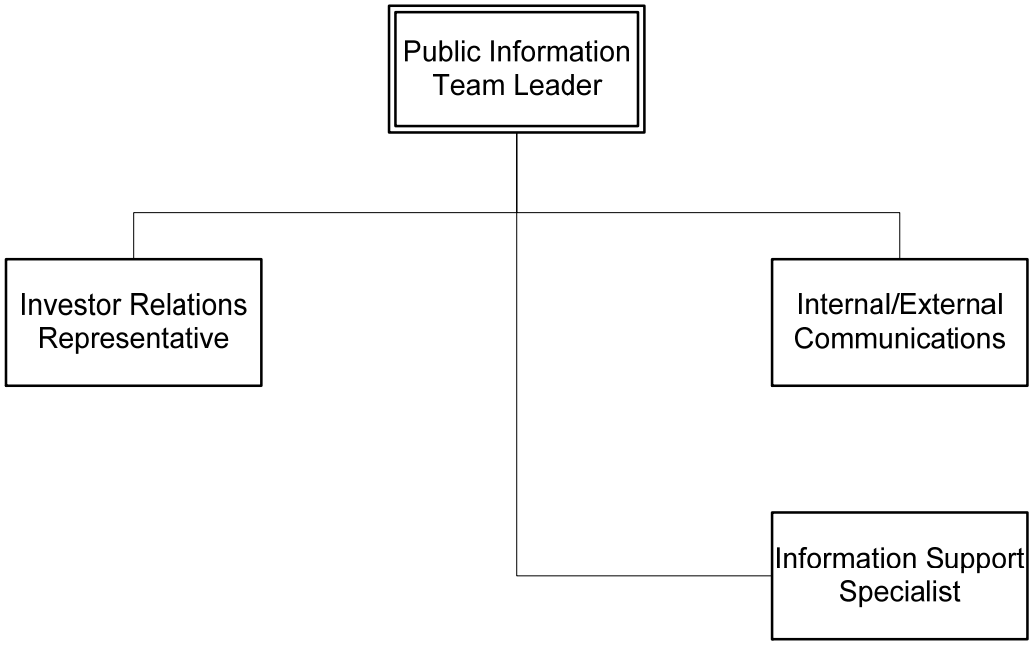
1. PUBLIC INFORMATION TEAM ORGANIZATIONAL CHART



2. PROCESS OVERVIEW

When the number of outages reaches a threshold of 500 customers, an automated system based on data from the Outage Management System (OMS) will notify Corporate Communications and media relations staff via text message / e-mail.

Once the decision is made to open the UI EOC, the Incident Management Team Leader will notify all Team Leaders to activate their emergency operations plans at the appropriate incident level. When the UI EOC is open, all communications will be vetted by the Incident Manager to ensure consistency and accuracy.

a. Pre-Event Planning

When the Incident Management Team Leader receives information that indicates the likelihood of a major storm in UI's service area, the Incident Management Team Leader will schedule a conference call with all Incident Management Team Leaders to discuss Company preparations and potential plan activation.

At that time, the Public Information Team will need to know if UI has crews on stand-by and any other information particular to the incident that may help the Public Information Team in its efforts to: assist UI's customers; facilitate restoration; and preserve and enhance UI's reputation.

b. Media Information Requirements

1. Number of customers without service:
   - Whole service area and if possible, town by town
   - Include General Street Locations/Area/Neighborhood

2. Estimated Restoration Times (if available).

3. Number of Customers Restored:
   - Whole service area and if possible, town by town
   - Include General Street/Locations/Area/Neighborhood.

4. Number of Incoming Calls to Client Relations Center

5. Total Number of Restoration Crews:
   - Locations of Restoration Crews
   - Outside assistance from other utilities? What companies? How many
   - Private Crews

6. Number of Tree Crews

7. Outages affecting priority locations such as hospitals, convalescent homes, police or fire stations or emergency shelters

3. POSITION DESCRIPTIONS

a. Public Information Team Leader

- The Public Information Team Leader is the clearinghouse for all communications – internal and external
- Reports to the Incident Manager
- Responsible for media management for the storm restoration incident, develops statements to the media and external publics, conducts interviews with the media, and oversees all employee communication efforts
- Participates in all incident management planning meetings and conference calls
- Recommends scale up or scale down of incident management structure for the Public Information Team when conditions warrant
- Collects incident data at time intervals from the Planning Team Leader and Liaison Team Leader, as appropriate
- Coordinates approval of all communication messages to the general public and coordinates dissemination of these messages to the Liaison Team Leader; Internal/External Information Specialist; Information Support Specialist; and Investor Relations Representative.
- Manages and answers requests for information from external media Representatives, as well as the Liaison Team Leader; Internal/External Information Specialist; Information Support Specialist; and Investor Relations Representative.
- Estimates future service and support requirements
- Ensures that all action plans and checklists are complete and updated
- Coordinates field filming, interviews and briefings
- Develops material for use in media briefings
- Obtains media information that may be useful for incident planning
- Responsible for internal communications
- Provides status reports at briefings / meetings
- If required, works with Legal Counsel to make sure certain messages have legal approval
- Participates in the development of the incident response plan
- Works together with Incident Manager to determine Public Information team staffing.
- Determines if additional personnel are required for the specific restoration incident using the Staffing Levels by Storm Level matrix (page 15 of this appendix) as a guide, and communicates those assignments
- Ensures that the roles and responsibilities of each individual are defined and communicated
- Establishes a staffing schedule for the duration of the incident for the Public Information team members
- Contacts news media and provides updates.
- Releases news to media
- Records all interviews and retains copies of all news releases.
- Keeps a log of all incoming and outgoing communications.

b. Public Information Team Leader: Position Checklist

PUBLIC INFORMATION TEAM LEADER: POSITION CHECKLIST			
Event Description:		**Date:**	
Weather Conditions:		**Time:**	
Est. Event Window:	**From (date/time):**	**To:**	
Storm Level (circle one)	**1 2 3 4 5**		
Person Assigned			

Date	Time	
		Prior to Arrival
_____	_____	Confirm accuracy of all internal and external contact lists
_____	_____	Report to the Incident Manager (IM) as part of his/her staff.
_____	_____	Assign another Public Information Team Leader to report.
_____	_____	Obtain arrival time for the second shift from the Incident Manager.
_____	_____	Provide the Planning Team Leader with the name of the person occupying the Public Information Team Leader role so they may be included on the organization chart.
_____	_____	Report to the Incident Manager (IM) as part of his/her staff.
		During the Shift
_____	_____	Act as the central point of dissemination of information to the news media.
_____	_____	Attend the Incident Manager status meetings / conference calls.
_____	_____	Work with Operations Team Leader to obtain outage information and report to media as necessary.
_____	_____	Work with members of Government Relations staff and Liaison Team members to ensure that elected officials, opinion leaders and the public they represent are informed about the status of incident events that affect them, as well as the efforts the company forces are making to mitigate the emergency.
_____	_____	Obtain current incident status reports from Planning Team Leader; coordinate a schedule for updates.
_____	_____	Observe constraints on the release of information imposed by the Incident Manager and according to corporate / legal guidance, if required.
_____	_____	Obtain approval for information release from Incident Manager.

Date	Time	
_____	_____	Confirm details to ensure no conflicting information is released.
_____	_____	Identify site and time for press briefings, and confirm participation by other Incident Management Team (IMT) members.
_____	_____	Direct the drafting of media releases, website messages, intranet messages and social media releases
_____	_____	Present media information releases to the Incident Manager for approval.
_____	_____	Direct the development of graphic and supplemental information needed to communicate to media, including visual aids.
_____	_____	Finalize graphics with the Planning Team Leader and Incident Manager and distribute to the Incident Management team members, as well as other company facilities currently open and managing the emergency.
_____	_____	Establish contact with local and national media representatives, as appropriate.
_____	_____	Contact media to correct erroneous or misleading information being provided to the public via the media.
_____	_____	Ensure that Public Information staff is aware of breaking operational events as they occur.
_____	_____	Ensure that external messages prepared by other Team Leaders are consistent with the messages/talking points being delivered to the media and elected officials.
_____	_____	Alert the Incident Manager to news reports of interest that could affect incident planning.
_____	_____	Ensure that press releases are distributed to the Liaison team prior to transmission to the media in order to share information in advance with municipalities.
_____	_____	Be aware of the media and public official notification requirements for outages exceeding a specific size, if applicable.
_____	_____	Track pertinent activity through log.
_____	_____	**Upon Decision to Deactivate**
_____	_____	Submit activity log to Incident Manager or Planning Team Leader.
_____	_____	Write up After Action Review, adding personal comments on what worked, what could have worked better and suggestions for improvement.

4. PUBLIC INFORMATION TEAM LEADER SUPPORT POSITIONS

a. Internal/External Communications Specialist

The Internal/External Communications Specialist is responsible for planning, scheduling, preparing, writing and obtaining approval for all messages to be disseminated to the public and to employees. This position provides the approved messages to the Public Information Team Leader and the Liaison Team Leader. This position reports to the Public Information Team Leader. Responsibilities include:

- Plans and schedules the dissemination of information
- Collects incident data at time intervals from the Planning Team Leader and Liaison Team Leader
- Responsible for overseeing the research and written communication and talking points
- Draft press releases and present them to the Public Information Team Leader.
- Develop graphic and visual aids as necessary.
- Assist the Public Information Team Leader in assessing the need for special alert and warning efforts; including the hearing impaired, non-English speaking populations, and industries especially at risk for power outages, or which may need advance notice in order to shut down processes.
- Monitors and updates social media for the duration of the storm restoration incident.
- Updates UI company website and intranet with information and messages that will assist the restoration effort
- Forwards information obtained from website and social media that may be useful for incident planning to the Public Information Team Leader.
- Coordinates media briefings and press conferences
- Obtains necessary resources for events, briefings, news conferences, tours, etc.
- Provision of materials necessary for these events.
- Develops material for use in media briefings
- Responsible for internal communications
- Updates intranet and provides relevant operations information.
- Coordinates communication to employees through various media such as e-mail, etc.
- Forwards information from employees that may be useful for incident planning to the Public Information Team Leader.
- Post information in the Storm Room and other appropriate locations
- Maintains activity log

b. Internal/External Communications Specialist: Position Checklist

INTERNAL / EXTERNAL COMMUNICATIONS SPECIALIST: POSITION CHECKLIST

Event Description:		**Date:**	
Weather Conditions:		**Time:**	
Est. Event Window:	**From (date/time):**	**To:**	
Storm Level (circle one)	**1 2 3 4 5**		
Person Assigned			

Date	Time	
		Prior to Arrival
_____	_____	Report to the Public Information Team Leader as part of his/her staff.
_____	_____	Arrange for coordination with second shift replacement
_____	_____	**During the Shift**
_____	_____	Work with Operations Team Leader to obtain outage information
_____	_____	Establish schedule for news briefings.
_____	_____	Obtain current incident status reports from Planning Team Leader; coordinate a schedule for updates.
_____	_____	Confirm details to ensure no conflicting information is released.
_____	_____	Develop talking points and fact sheets for other parts of the company.
_____	_____	Draft press releases and present them to the Public Information Team Leader for approval.
_____	_____	As needed, prepare special alert and warning efforts, including the hearing impaired, non-English speaking populations, and industries especially at risk for power outages, or which may need advance notice in order to shut down processes.
_____	_____	Ensure that the Public Information Team Leader is aware of breaking operational events, or other situations that could potentially impact the company, as they occur.
_____	_____	Be aware of the media and public official notification requirements for outages exceeding a specific size, if applicable.
_____	_____	Update UI Intranet as needed with outage data and any information that may be helpful to employees and their families.

Date	Time	
_____	_____	Keep the UI website current with the latest information regarding restoration efforts
_____	_____	Direct news media and the public at large to the UI website for the latest outage information
_____	_____	Maintain communications through UI's social media accounts, keeping current with incoming message traffic, in order to support the company's restoration efforts and reputation, and to support rumor control.
_____	_____	Proactively post stories, photos and videos in order to support the company's restoration efforts and reputation.
_____	_____	Monitor and respond to posts on internet reputational websites
_____	_____	Keep an activity log.
_____	_____	**Upon Decision to Deactivate**
_____	_____	Submit activity log to Public Information Team Leader.
_____	_____	Write up or participate in After Action Review, adding personal comments on what worked, what could have worked better and suggestions for improvement.

c. Investor Relations Representative

The Investor Relations Representative is responsible for maintaining contact and coordinating all communications to and from the financial and investment community. Alternatively, they will be the source of information for the CFO, or whoever is designated to maintain contact with the investor community.

d. Investor Relations Representative: Position Checklist

INVESTOR RELATIONS REPRESENTATIVE: POSITION CHECKLIST			
Event Description:		**Date:**	
Weather Conditions:		**Time:**	
Est. Event Window:	**From (date/time):**	**To:**	
Storm Level (circle one)	**1 2 3 4**		
Person Assigned			

Date	Time	
		Prior to Arrival
_____	_____	Confirm accuracy of key Investor Community contacts.
_____	_____	Determine the location for the EOC and proceed in a safe manner to the assigned work station.
		Upon Arrival
_____	_____	Report to the Public Information Team Leader as part of his/her staff.
_____	_____	Arrange for coordination with second shift replacement
_____	_____	**During the Shift**
_____	_____	Monitor reactions by Investor Community to media reports, blogs and other influential communications
_____	_____	Advise Public Information Team Leader of requests for information from Investor Community Agencies.
_____	_____	Advise Team Leader of appropriate responses to Investor Community inquiries
_____	_____	Assist Team Leader in drafting and communicating appropriate responses.
_____	_____	**Upon Decision to Deactivate**

Date	Time	
_____	_____	Submit activity log to Public Information Team Leader.
_____	_____	Write up or participate in After Action Review, adding personal comments on what worked, what could have worked better and suggestions for improvement.

e. Information Support Specialist

The Information Support Specialist is responsible for providing assistance in researching, preparing, and writing messages to be disseminated to the public and to employees. This position reports to and provides draft messages to the Internal/External Information Specialist. Responsibilities include:

- Responsible for researching and drafting written communication and talking points , as directed.
- Develop and distribute talking points and fact sheets for other parts of the company (call center, etc.), as directed.
- Draft press releases and employee information messages for the Internal/External Information Specialist, as directed.
- Develop graphic and visual aids, as needed.
- Updates social media and web content (internet and intranet) for the storm restoration incident, as directed.
- Monitors and forwards information obtained from website and social media that may be useful for incident planning to the Internal/External Information Specialist.
- Provides support for media briefings and press conferences
- Assists in obtaining necessary resources for events, briefings, news conferences, tours, etc.
- Assists in providing materials necessary for these events.
- Assists in developing material for use in media briefings
- Assists in updating intranet and provides relevant operations information.
- Executes communication to employees through various media such as e-mail, etc.
- Forwards information from employees that may be useful for incident planning to the Internal/External Information Specialist.
- Maintains activity log

f. Information Support Specialist: Position Checklist

INFORMATION SUPPORT SPECIALIST: POSITION CHECKLIST			
Event Description:		**Date:**	
Weather Conditions:		**Time:**	
Est. Event Window:	**From (date/time):**	**To:**	
Storm Level (circle one)	**1 2 3 4 5**		
Person Assigned			

Date	Time	
		Prior to Arrival
_____	_____	Assist in confirming accuracy of key contacts information
		Upon Arrival
_____	_____	Report to the Public Information Team Leader as part of his/her staff.
_____	_____	Arrange for coordination with second shift replacement
_____	_____	**During the Shift**
_____	_____	Intercept incoming phone calls and emails, forwarding requests for information and other messages to the Internal/External Communications Specialist and Investor Relations Representative as needed.
_____	_____	Provide assistance to the Public Information Team Leader as needed.
_____	_____	Under direction of the Public Information Team Leader, provide research needed to answer inquiries or other information as needed.
_____	_____	Under direction of the Public Information Team Leader, monitor social media for message traffic that may affect UI's reputation or ability to carry out restoration efforts.
_____	_____	Coordinate the provision of materials, equipment and other assistance as needed for press briefings, as well as website and intranet updates
_____	_____	Coordinate flip cams usage with supervisors of restoration crews to record action footage, for use on website and social media, and for distribution to electronic media.
_____	_____	Coordinate the retrieval of flip cam video recordings and evaluate appropriate recordings for potential use.

Date	Time	
_____	_____	Archive video flip cam recordings for immediate or future use. Maintain an activity log.
_____	_____	**Upon Decision to Deactivate**
_____	_____	Submit activity log to Public Information Team Leader.
_____	_____	Participate in After Action Review, adding personal comments on what worked, what could have worked better and suggestions for improvement.

5. INCIDENT LEVEL COMMUNICATION IMPLEMENTATION MATRIX

Communication Type	Start, Frequency and Tools	Authorization	Target Audience	L1	L2	L3	L4	L5
Discontinued Business Functions	Start: When decision has been made to curtail business functions; Frequency: Provide reasonable updates as they become available Tools: E-mail to employees, managers and supervisors; phone line dedicated to employees	PITL, Legal, IM	Employees	N	Y	Y	Y	Y
Special Alerts and Warnings	Start : When alerts and warnings are issued Frequency: Every 3 hours or when alerts and warnings are updated Tools: e-mail, website	PITL, Legal	News media; customers and employees	Y	Y	Y	Y	Y
Employee notification	Start: Onset of event Frequency: Continue as updates become available Tools: E-mail to employees and managers/supervisors, intranet, special employee phone line	PITL	Employees	N	Y	Y	Y	Y
Event Specific Q&A	Start: When details become available; Frequency: Once Tools: Website	PITL, Legal	Employees, customers, news media, elected officials	N	Y	Y	Y	Y
Outage Status Updates	Start: When outage begins, the number of outages by town is located on the UI web-site. This is refreshed every 15 minutes. More specific updates: Frequency: Every three hours during outage Tools: Telephone calls, e-mail, website	Depending on the type of outage, no approvers may be required.	News media, customers and employees	Y	Y	Y	Y	Y

Communication Type	Start, Frequency and Tools	Authorization	Target Audience	L1	L2	L3	L4	L5
Press Briefings	Start: 5 hours after outage occurs; Frequency: 2x per day for the period of the emergency Tools: Notices sent through e-mails, location of briefing to be determined	IM, PITL, Legal are possible approvers	News media	N	N	Y	Y	Y
Resumption to Normal Business Functions	Start: when decision has been made to resume business functions Frequency: Provide updates as they become available Tools: E-mail to employees, managers and supervisors; phone line dedicated to employees	PITL, Legal, IC	Employees	N	Y	Y	Y	Y

6. STAFFING LEVELS BY STORM LEVEL

Staffing level estimates by storm level are intended to be a guideline for use as a resource planning tool. Due to the varied nature of emergency events, actual resource needs can vary significantly and will be determined on a case by case basis. Therefore the estimates contained in this appendix are not intended to be a required level of resources, nor should they be interpreted as such.

Role	Level 1	Level 2	Level 3	Level 4	Level 5
Public Information Team Leader	1	1	1	1	1
Internal / External Communications	1	2	3	4	5
Investor Relations Representative	0	0	1	1	1
Information Support Specialist	1	2	2	3	5

7. FORMS

- Information gathering form / template – (as maintained by Corporate Communications)
- Press Release internal UI distribution list (as maintained by Corporate Communications)
- Corporate Communications maintains the most up-to-date list of media and media contacts.
- Corporate Communications maintains a library of pre-storm advisories and message templates.
- Public Information Flow Log (incoming and outbound communications)

a. Emergency Communication Log – Sample Form

EMERGENCY COMMUNICATIONS LOG FORM					
Name:		Incident Management Team Position:			
Emergency Location: Shelton Work Center or Other Location					
Date:	Contact's Name & Title:	Phone #	Called Me	I Called	Description of Message or Activity Performed
Time:			☐	☐	
Time:			☐	☐	
Time:			☐	☐	
Time:			☐	☐	
Time:			☐	☐	
Time:			☐	☐	

8. EQUIPMENT, TOOLS, SYSTEMS

Equipment / Tools / Systems	Description	Level 1	Level 2	Level 3	Level 4	Level 5	Remarks
Laptops		1	5	6	8	8	
Internet card(s)		1	2	2	3	3	
Telephone lines		1	1	1	2	2	
Cell Phones		1	1	6	8	8	
Satellite Phones		1	1	2	2	2	
Copier		1	1	1	1	1	
Scanner/Fax		1	1	1	1	1	
AM/FM Radio		1	1	2	3	3	
Broadcast & Cable/Satellite TV		1	1	1	1	1	
E-Mail		1	1	1	1	1	
Corporate Intranet		1	1	1	1	1	
OMS		1	1	1	1	1	

9. DEVELOPMENT HISTORY

Revision	**Initial Appendix – 11/21/11**
Writer	
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APPENDIX 4 - LIAISON

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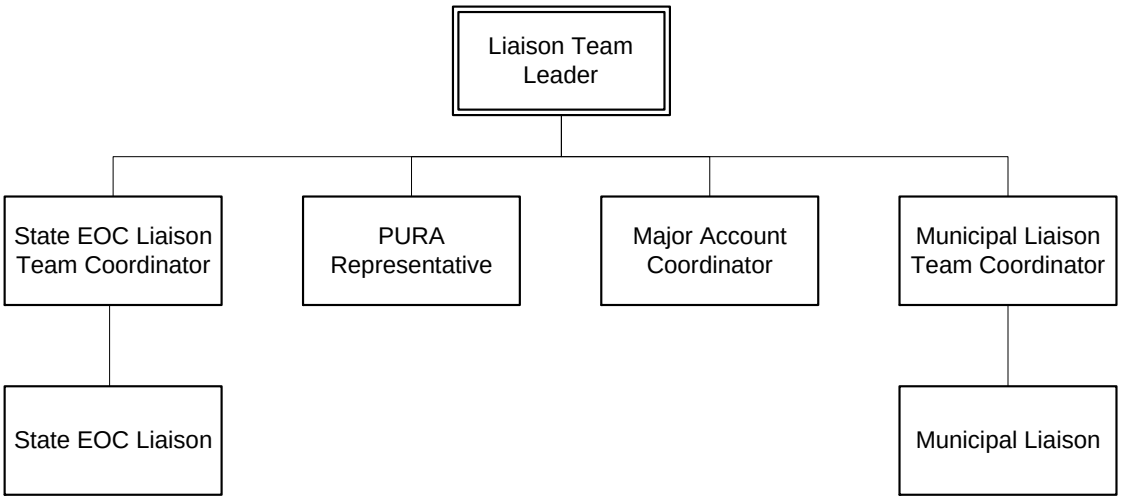
1. LIAISON TEAM ORGANIZATIONAL CHART



2. PROCESS OVERVIEW

The Liaison Team includes the following sub-processes:

- Liaison Team Activation
- State EOC Liaison
- PURA (Public Utility Regulatory Authority) Representation
- Major Account Coordinator
- Municipal Liaisons Team Coordinator
- Municipal Liaison (ML)
- Liaison Team Deactivation

The Liaison Team Activation Sub-processes:

- Incident Manager (IM):
    - Opens UI EOC
    - Decides to activate Liaison Team
    - Municipal Liaison Team Coordinator reports to UI EOC

- State EOC opens:
    - State contacts State Liaison Team Coordinator
    - State Liaison Team Coordinator informs Liaison Team Leader
    - State EOC Liaison Team Coordinator reports to State EOC

- PURA requests UI Information:
    - PURA Representative reports to UI EOC

- Municipal EOC is opened:
    - ML Team Coordinator is contacted by Municipal EOC
    - ML Team Coordinator contacts ML
    - ML Team Coordinator reports to UI EOC
    - Municipal Liaisons report to Municipal EOC

The State EOC Liaison Sub-processes:

- Staff State EOC until State EOC is deactivated
- Provide regular updates to State EOC on UI restoration efforts and status
- Update Liaison Team Leader on State EOC activity

The PURA Representative Sub-processes:

- Provide regular updates to PURA on UI restoration efforts and status
- Update Liaison Team Leader on PURA activity

The Major Account Sub-processes:

- Staff the ‘hotline’ for Major Account Customers

- Receive priorities and information from Major Account Customers
- Update Major Account Customers on status and restoration efforts
- Update Liaison Team Leader on Major Account activity

The Municipal Liaison Team Coordinator Sub-processes:

- Staff UI EOC until UI EOC is deactivated
- Provide regular updates to MLs on UI's restoration efforts and status of the municipality
- Update UI Liaison Team Leader on status of pre-designated priorities and Municipal EOC activity
- Municipal Liaison Team Coordinator will provide updates to the UI IM, as needed

The Municipal Liaison Sub-processes:

- Staff Municipal EOCs with ML.
- Work with Municipal Incident Commander to determine status of pre-designated priorities.
- Update ML Team Coordinator on status of pre-designated priorities, road conditions and other information.
- Update Municipal EOC on UI status of restoration efforts in the municipality

The Liaison Team Deactivation Sub-processes:

- UI EOC closes
    - Incident Manager decides to deactivate Liaison Team
    - Liaison Team Leader notifies Liaison Team Leads to deactivate.
- State EOC closes:
    - State EOC Team Coordinator notifies State Liaison and Liaison Team Leader that State EOC is closing.
- PURA stops requesting UI Information:
    - PURA Representative notifies Liaison Team Leader and stops reporting information to PURA
- Municipal EOC is deactivated:
    - ML notifies ML Team Coordinator
    - ML Team Coordinator notifies Liaison Team Leader

3. ORGANIZATION

a. Liaison Team Leader

- Responsible for all activities that involve communication and coordination with public agencies to facilitate the collection and dissemination of information
- Reports to the Incident Manager (IM)
- Notify Liaison Team Leads (State EOC Liaison Team Coordinator, PURA Representative, Major Account Coordinator and Municipal Liaison Team Coordinator) of UI EOC, State EOC and/or Municipal EOCs openings
- Coordinate with IM on the requirements requested by the public agencies and manage the relationships (state and local)
- Instruct appropriate Liaison Team personnel to make contact with their assigned municipality to: confirm name and contact information for the primary municipal EOC contact for the event. Remind municipality to test generators, take precautions to obtain / preserve food and water supplies, use Reverse 911 systems to notify public of impending event, etc.
- Recommend scale up or scale down of incident management structure for the Liaison Team when conditions warrant
- Maintain an awareness of active and developing situations that require communication with outside agencies
- Support the IM with information feedback
- Receive information from the IM and the UI EOC regarding status of work to be competed in municipalities
- Coordinate and manage the activities of all resources assigned to this position
- Organize briefings and conference calls, when directed or needed
- Participate in the preparation of the incident response plans
- Participate in IM briefings and provide status reports at briefings / meetings
- Update Liaison Team Leads on IM briefings and all communications
- Post status data for municipals, as appropriate
- Ensure that the Liaison Team positions are fully staffed with qualified individuals
- Determine if additional personnel are required for the specific restoration incident, using the Staffing Levels by Storm Level as a guide, and communicates those assignments
- Ensure the roles and responsibilities of each Liaison Team member are defined and communicated
- Establish a staffing schedule for the incident duration for the Liaison Team members
- Ensure that all action plans and checklists are complete and updated
- Maintain an Activity Log
- Notify Liaison Team Leads when to deactivate per IM request or when State and/or Municipal EOCs deactivate
- Complete After Action Review
- Review assignments of Liaison Team Leads annually and modify if needed
- Participate in annual Municipal meetings and any meetings with state or other agencies
- Complete annual update of UI EPP Liaison Team Appendix

b. Liaison Team Leader: Position Checklist

LIAISON TEAM LEADER: POSITION CHECKLIST			
Event Description:		**Date:**	
Weather Conditions:		**Time:**	
Est. Event Window:	**From (date/time):**	**To:**	
Storm Level (circle one)	**1 2 3 4 5**		
Person Assigned			

Date	Time	
		Annually
		Verify Liaison Team Leads (State EOC Liaison Team Coordinator, PURA Representative, Major Account Coordinator and Municipal Liaison (ML) Team Coordinator) assignments and modify if needed
_____	_____	Participate in meetings with municipal emergency leaders to review municipal priority list.
_____	_____	Participate in After Action Reviews with Municipal EOCs.
_____	_____	Participate in any UI Municipal and State meetings and presentations.
_____	_____	Participate in UI EPP exercises and After Action Report, if requested.
_____	_____	Complete annual update of UI EPP Liaison Team Appendix.
_____	_____	**Pre-Emergency Event**
_____	_____	Notify Liaison Team Leads of potential emergency event and request they review their checklist.
		Instruct appropriate Liaison Team personnel to make contact with their assigned municipality to: • Confirm name and contact information for the primary municipal EOC contact for the event. • Remind municipality to test generators, take precautions to obtain / preserve food and water supplies, use Reverse 911 systems to notify public of impending event, etc.
_____	_____	

Emergency Event Triggers

_____ _____ If State Department of Emergency Services and Public Protection, Division of Emergency Management and Homeland Security notify UI State EOC Liaison Team Coordinator that the State is opening the State EOC, State EOC Liaison Team Coordinator reports to the State EOC.

_____ _____ If UI EOC is opened notify PURA Representative, Major Account Coordinator and Municipal Liaison Team Coordinator as needed.

_____ _____ If Municipal EOC(s) are open notify Incident Manager

During Emergency Event

_____ _____ Participate in Incident Manager (IM) Briefings

_____ _____ Receive any UI communications prior to release from Public Information Team Leader so Liaison Team can communicate information to State EOC, PURA and Municipalities before information is public.

_____ _____ Monitor State EOC Liaison activity, provide support and update State EOC Liaison Team Coordinator on UI restoration status and any communications.

_____ _____ Monitor PURA Representative activity, provide support and update PURA Representative UI restoration status and any communications.

_____ _____ Receive updates from Major Account Coordinator and ML Team Coordinator, provide support and update Major Account Coordinator and ML Team Coordinator on UI restoration status and any communications.

_____ _____ Update IM of Liaison Team status.

_____ _____ Maintain Activity Log.

Upon Decision to Deactivate

_____ _____ When IM orders to deactivate, notify Liaison Team Leads to deactivate. State EOC Liaison will remain at State EOC until State EOC is deactivated.

_____ _____ Participate in UI EOC After Action Review.

_____ _____ Submit Activity Log and Activity Logs from Liaison Team Leads to IM.

_____ _____ Write up a consolidated After Action Review compiled from input of all team members and submit to IM.

c. State EOC Liaison

- Responsible for staffing State EOC (State EOC Liaison Team Coordinator or State EOC Liaison) and for all communications with the State EOC
- Reports to the Liaison Team Leader
- Upon notification by the Liaison Team Leader and/or State Office of Civil Preparedness Division of Emergency Management and Homeland Security that the State EOC is opening, report to the State EOC
- Represent UI with the State EOC
- Upon arrival at State EOC contact UI EOC and establish communications
- Provide regular updates to State EOC / Division of Emergency Management and Homeland Security on UI restoration status including, but not limited to, pre-designated priority work for each municipality in UI's franchise area, project work locations of the restoration crews within the municipalities, number of feeders and circuits still out, estimated number of customers affected, estimated number of customers restored since previous update and status of expected arrivals of any outside crews
- Communicate any State EOC / Division of Emergency Management and Homeland Security requests to the Liaison Team Leader
- Maintain Activity Log
- Deactivate and complete After Action Review when State EOC is deactivated or UI EOC orders deactivation, unless State EOC requests State EOC Liaison remain at State EOC
- Participate in annual update of UI EPP Liaison Team Appendix

d. State EOC Liaison: Position Checklist

STATE EOC LIAISON: POSITION CHECKLIST			
Event Description:		**Date:**	
Weather Conditions:		**Time:**	
Est. Event Window:	**From (date/time):**	**To:**	
Storm Level (circle one)	**1 2 3 4 5**		
Person Assigned			

Date	Time	
		Prior to Arrival
_____	_____	Review checklist upon notification of State EOC opening.
		Upon Arrival
_____	_____	Report to the State EOC.
_____	_____	Contact UI EOC and provide telephone number and Fax number. UI EOC will contact State EOC Liaison to verify the number and provide the State EOC Liaison with the UI Fax number. Next arrange with the UI EOC to test the Fax link in both directions.
		During the Shift
_____	_____	Update State EOC of UI restoration progress and status.
_____	_____	Update Liaison Team Leader of any issues or requests from State EOC.
_____	_____	Communicate to State EOC / Division of Emergency Management and Homeland Security as needed or directed.
_____	_____	Maintain Activity Log.
_____	_____	**Upon Decision to Deactivate**
_____	_____	Notify State EOC that UI EOC is deactivating but remain at State EOC if requested.
_____	_____	Submit Activity Log to Liaison Team Leader
_____	_____	Participate in any State EOC After Action Reviews.
_____	_____	Write up After Action Review and submit to Liaison Team Leader.

e. PURA Representative

- Responsible for all communications with the PURA
- Reports to the Liaison Team Leader
- Represent UI with the PURA
- Upon notification by the Liaison Team Leader report to the UI EOC
- Provide regular updates to PURA on UI restoration status including, but not limited to, pre-designated priority work for each municipality in UI's franchise area, project work locations of the restoration crews within the municipalities, number of feeders and circuits still out, estimated number of customers affected, estimated number of customers restored since previous update and status of expected arrivals of any outside crews
- Communicate any PURA requests to the Liaison Team Leader
- Maintain Activity Log
- Deactivate and complete After Action Review when UI EOC orders deactivation
- Participate in annual update of UI EPP Liaison Team Appendix

f. PURA Representative: Position Checklist

PURA REPRESENTATIVE: POSITION CHECKLIST			
Event Description:		**Date:**	
Weather Conditions:		**Time:**	
Est. Event Window:	**From (date/time):**	**To:**	
Storm Level (circle one)	**1 2 3 4 5**		
Person Assigned			

Date	Time	
		Prior to Arrival
_____	_____	Review checklist
_____	_____	**Upon Arrival**
_____	_____	Contact UI EOC and provide telephone number and Fax number.
		During the Shift
_____	_____	Update PURA of UI restoration progress and status.
_____	_____	Update Liaison Team Leader of any issues or requests from PURA.
_____	_____	Communicate to PURA as needed or directed.
_____	_____	Maintain Activity Log.
_____	_____	**Upon Decision to Deactivate**
_____	_____	Notify PURA that UI is deactivating UI EOC
_____	_____	Submit Activity Log to Liaison Team Leader
_____	_____	Participate in any PURA After Action Reviews
_____	_____	Write up After Action Review and submit to Liaison Team Leader

g. Major Account Coordinator

- Responsible for all communications with Major Account Customers
- Reports to the Liaison Team Leader
- Represent UI with the Major Account Customers
- Upon notification by the Liaison Team Leader report to the UI EOC and staff the 'hotline' for Major Account Customers.
- Provide regular updates to Major Account Customers who have called the 'hotline'
- Communicate Major Account Customers requests to the Liaison Team Leader
- Maintain Activity Log
- Deactivate and complete After Action Review when UI EOC orders deactivation
- Participate in annual update of UI EPP Liaison Team Appendix

h. Major Account Coordinator: Position Checklist

MAJOR ACCOUNT COORDINATOR: POSITION CHECKLIST			
Event Description:		**Date:**	
Weather Conditions:		**Time:**	
Est. Event Window:	**From (date/time):**	**To:**	
Storm Level (circle one)	**1 2 3 4 5**		
Person Assigned			

Date	Time	
		Prior to Arrival
_____	_____	Review checklist
		Upon Arrival
_____	_____	Report to UI EOC and staff the 'hotline' for Major Account Customers.
		During the Shift
_____	_____	Update Liaison Team Leader of any issues or requests from Major Account Customers.
_____	_____	Update Planning Team Classifier with information and priorities received from Major Account Customers.
_____	_____	Work with Classifier to provide information and status updates to Major Account Customer.
_____	_____	Maintain Activity Log.
_____	_____	**Upon Decision to Deactivate**
_____	_____	Submit Activity Log to Liaison Team Leader
_____	_____	Write up After Action Review and submit to Liaison Team Leader.

i. Municipal Liaison Team Coordinator

- Responsible for all communications with Municipal Liaisons
- Reports to the Liaison Team Leader
- Review Municipal Liaisons (ML) assignments annually and modify as needed
- Assign MLs to municipalities
- Ensure MLs complete annual training
- Ensure the roles and responsibilities of each ML are defined and communicated
- Facilitate the flow of communication between UI EOC and the MLs
- Meet with Municipal Officials on an annual basis to finalize pre-designated priorities and conduct training, if requested
- Communicate and coordinate UI requests of municipalities during emergency events
- Establishes a staffing schedule for the incident duration for open Municipal EOCs
- Participate in UI EPP exercises if requested.
- Ensure all action plans and checklists are complete and updated
- Provide status and information to Liaison Team Leader
- Ensure MLs complete Activity Logs and After Action Reviews
- Maintain Activity Log
- Complete After Action Review
- Participate in annual update of UI EPP Liaison Team Appendix

j. Municipal Liaison Team Coordinator: Position Checklist

MUNICIPAL LIAISON TEAM COORDINATOR: POSITION CHECKLIST			
Event Description:		**Date:**	
Weather Conditions:		**Time:**	
Est. Event Window:	**From (date/time):**	**To:**	
Storm Level (circle one)	**1 2 3 4 5**		
Person Assigned			

Date	Time	
		Annually
_____	_____	Review and verify Municipal Liaison (ML) assignments and modify as needed.
_____	_____	Determine MLs and backups for each municipality.
_____	_____	Determine flexible pool of backup assignments
_____	_____	Notify all MLs of their assignments.
_____	_____	Schedule training for all MLs.
_____	_____	Meet with municipalities and town officials: • Review pre-designated priorities within the town • Verify Municipal EOC primary contact, other town officials, and confirm phone numbers and contact information • Review UI Emergency Preparedness Plan and restoration process with municipal officials. • Develop a follow-up letter to Municipality re-stating pre-designated priorities. • Get the letter reviewed and approved by Incident Manager (IM). • Send approved letter to Municipality by September 1.
_____	_____	Participate in any UI EPP exercises and complete After Action Report, if requested.
_____	_____	Participate in meetings with municipal emergency leaders to review municipal priority list.
_____	_____	Participate in After Action Reviews with Municipal EOCs.
_____	_____	Participate in any UI Municipal and State meetings and presentations.
_____	_____	Participate in After Action Review of UI Municipal and State meeting.

Participate in annual update of UI EPP Liaison Team Appendix.

Pre-Emergency Event

Review Checklist.

Notify MLs of potential emergency event and request they review their checklist.

Review staffing requirements for the Municipal EOCs that plan to open.
Notify municipalities of potential for an emergency event:

- Provide regular updates of the conditions and UI's contingency plans.
- Review and verify pre-designated priorities with the municipalities and the MLs.
- Copy MLs on this information.

During Emergency Event

Notify MLs to report to municipal assignments.

Notify Liaison Team Leader when MLs are on assignment and ML process is operational.

Receive Municipal prioritized work from Municipal Liaisons.

Notify Planning Team Classifier of Municipal prioritized work and road status.

Update Liaison Team Leader of ML status and any municipal information or requests.

Update MLs of UI information updates/status and progress with respect to their municipality.

Facilitate the flow of communication between UI EOC and the MLs.

Maintain Activity Log.

Upon Decision to Deactivate

Notify MLs to deactivate and submit Activity Logs and After Action Reviews.

Submit Activity Log and MLs' Activity Logs to Liaison Team Leader.

Complete After Action Review and submit After Action Review and MLs' After Action Reviews to Liaison Team Leader.

k. Municipal Liaison

- Report to the Municipal Liaison (ML) Team Coordinator
- Responsible for attending annual meeting with municipal EOC representatives
- Report to the Municipal EOC as requested
- Upon arrival, verify phone numbers of Municipal EOC
- Provide direct communication link between the UI EOC and the Municipal EOCs
- Work with the Municipal EOC to prioritize their emergency locations and communicate this information to the Municipal Liaison Team Coordinator
- Report to the ML Team Coordinator the status of pre-designated priorities
- Communicate special situations and requests for specific information
- Communicate UI progress of emergency locations to the Municipal EOC
- Report the status of the pre-designated priorities as of 08:00, 13:00 and 19:00 to the Municipal Liaison Team Coordinator
- UI EOC will communicate pre-designated priority work progress reports to the Municipal Liaison at 0900, 1400, and 2000 hours for the Municipal EOC.
- Assist the Municipality in laying out work of mutual benefit such as tree and road clearing and coordinate the effort through the Municipal Incident Commander.
- Keep the municipality informed of UI restoration progress
- Keep UI EOC informed of Municipality needs
- Update ML Team Coordinator on municipal status and receive UI briefing information/status for sharing with Municipal EOC.
- Complete annual training and After Action Review
- Participate in UI EPP exercises and After Action Review, if requested
- Maintain Activity Log
- Complete After Action Review
- Participate in annual update of UI EPP Liaison Team Appendix

I. Municipal Liaison: Position Checklist

MUNICIPAL LIAISON: POSITION CHECKLIST			
Event Description:		**Date:**	
Weather Conditions:		**Time:**	
Est. Event Window:	**From (date/time):**	**To:**	
Storm Level (circle one)	**1 2 3 4 5**		
Person Assigned			

Date	Time	
		Annually
_____	_____	Complete annual training and complete After Action Report.
_____	_____	Participate in UI EOP exercises and complete After Action Report.
_____	_____	Meet with Municipal personnel and review and finalize pre-designated priorities.
_____	_____	Review circuits feeding the pre-designated priorities.
_____	_____	Verify municipal EOC phone numbers and if needed update file and notify Liaison Team Leader.
_____	_____	Participate in any UI Municipal and State meetings and presentations.
_____	_____	Participate in After Action Review of UI Municipal and State meeting.
_____	_____	
		Prior to Arrival at Municipal EOC
_____	_____	Review Checklist.
_____	_____	Review list of equipment needed to perform duties
_____	_____	Verify location of Municipal EOC and EOC access if needed.
_____	_____	**Arrive at Municipal EOC**
_____	_____	Report to the Municipal EOC Incident Commander and check in with Municipal Officials (police, fire, municipal officials, public works, etc.)
_____	_____	Establish communications with UI EOC and test communications
_____	_____	Notify ML Team Coordinator that you have arrived, when next shift starts for backup ML to arrive and communications with UI EOC is operational Notify backup MLs of shift schedule

Date	Time	
		During the Shift
_____	_____	Work with municipal contact and determine status of pre-designated priorities and make sure UI EOC is aware of the situation.
_____	_____	Work with the municipality on critical areas that require UI attention including blocked roads, wire down locations, and priority restoration areas.
_____	_____	Try to minimize duplications in OMS for wires down locations.
_____	_____	Complete Wire Down Forms Municipal trouble report
_____	_____	Prioritize all work on lists
_____	_____	Report priorities to UI EOC through ML Team Coordinator
_____	_____	Report the status of the pre-designated priorities as of 08:00, 13:00 and 19:00 to the Municipal Liaison Team Coordinator
_____	_____	Report to Municipal EOC information on any progress on pre-designated priorities, wires down, blocked roads, and UI restoration progress
_____	_____	Provide information that is learned from the municipal EOC to the Municipal Liaison Team Coordinator for communication to the UI EOC (i.e. locations of flooded roads, closed highways, etc.)
_____	_____	Provide UI communications and status updates to Municipal EOC contact
_____	_____	Participate in Municipal EOC status meetings or conference calls
_____	_____	Update ML Team Coordinator on any Municipal EOC special requests
_____	_____	Maintain Activity Log
_____	_____	**Upon Decision to Deactivate**
_____	_____	Complete After Action Review and submit to ML Team Coordinator.
_____	_____	If Municipal EOC does not have an After Action Review/Debrief meeting at the time of deactivation, meet with EOC contact and/or EOC Incident Commander and do a quick After Action Review.
_____	_____	Complete Activity Log and submit to ML Team Coordinator.
_____	_____	Determine if there will be a formal Municipal EOC After Action Review meeting and get date, time and location.
_____	_____	Notify ML Team Coordinator if there is a scheduled Municipal After Action Review meeting. Invite ML Team Coordinator and Incident Manager to Municipal After Action Review meeting.

4. STAFFING LEVELS BY STORM LEVEL

Staffing level estimates by storm level are intended to be a guideline for use as a resource planning tool. Due to the varied nature of emergency events, actual resource needs can vary significantly and will be determined on a case by case basis. Therefore the estimates contained in this appendix are not intended to be a required level of resources, nor should they be interpreted as such.

Role	Level 1	Level 2	Level 3	Level 4	Level 5
Liaison Team Leader	1	2	2	3	3
State EOC Liaison	1	1	1	2	2
PURA Representative	1	1	1	1	1
Major Account Coordinator	1	1	1	2	2
Municipal Liaison Team Coordinator	2	2	2	3	4
Municipal Liaison	5-10	17-25	35	35	35

5. FORMS

- Position Checklists
- Wire Down Forms
- Priority Facility / Town Contact Form
- Copies of messages, press/information releases
- Activity Logs
- Information gathering form / template
- After Action Review forms or templates
- Reference to specific departmental procedures, as needed

6. EQUIPMENT, TOOLS, SYSTEMS

Equipment / Tools / Systems	Description	Level 1	Level 2	Level 3	Level 4	Level 5	Remarks
Laptops		16	32	42	46	50	
Internet card(s)		16	20	20	20	20	
Telephone lines		2	2	3	3	3	
Cell Phones		16	32	42	46	50	
Satellite Phones							
Copier		1	1	1	1	1	
Scanner/Fax		1	1	1	1	1	
AM/FM Radio							
Broadcast & Cable/Satellite TV							
E-Mail							
Corporate Intranet		16	32	42	46	50	
OMS							
Training Material							
Circuit Maps of Town							
GIS		16	32	42	46	50	

7. DEVELOPMENT HISTORY

Revision	**Initial Appendix - 11/21/11**
Writer	
Reviewer(s)	
Approver(s)	
Reason Written	To define the responsibilities of the Liaison function.
Revision	
Writer	
Reviewer(s)	
Approver(s)	
Reason Written	

APPENDIX 5 - IT AND TELECOM

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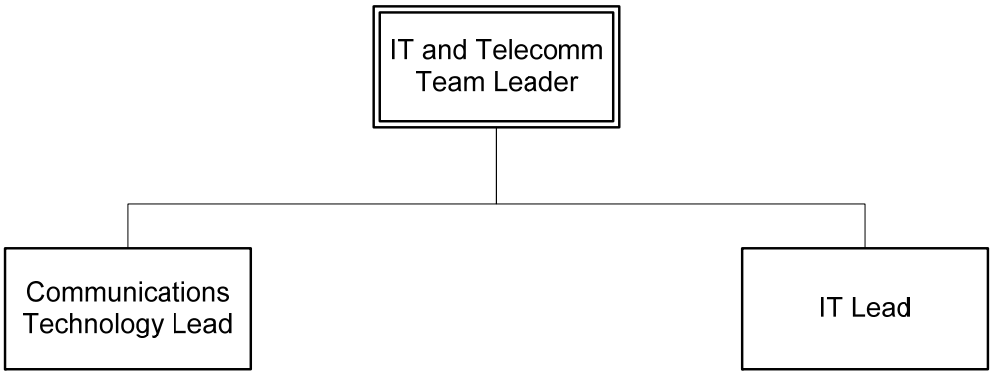
1. IT AND TELECOM TEAM ORGANIZATIONAL CHART



2. PROCESS OVERVIEW

The IT and Telecomm Storm Emergency Plan includes this IT and Telecom Team Appendix to the UI EPP (Emergency Preparedness Plan) and the IT Business Continuity/Disaster Recovery Plan.

a. Purpose

The purpose of the IT and Telecom Team is to anticipate storm emergency conditions ahead of time, and to acquire, set up and/or assign appropriate resources, procedures and personnel to most effectively deal with and function under the anticipated storm emergency conditions.

b. Objective

The objective of the IT and Telecom Team is to provide the highest level of computer-oriented support possible for UI's various storm restoration efforts.

c. Scope

The scope of the IT and Telecom Appendix will cover the following:

- Functions to be performed during storm emergency conditions.
- Specific assignments of personnel and their responsibilities
- Storm related threats that could impair Information Technology storm restoration support efforts.
    - Protective measures that can be taken ahead of time to reduce the impact of storm conditions upon UI's ability to function effectively.
    - Restorative measures and contingency plans to deal with situations in which the preventative measures were insufficient to prevent loss of function as a result of storm conditions and render communications with key stakeholders inoperable.

d. Applications/Systems Supported During Storm Emergency

IT supported applications that enable restoration activities or are mission-critical to UI's daily operations are:

- Outage Management System (OMS)
- Geospatial Information System (GIS)
- Web Viewing of Customer Outages (Outage Tracker)
- System Operations SCADA
- Customer Information System (CIS)
- Call Center front-end, IVR, Virtual Hold, Right Now, Call Record
- Supply Chain Management
- HR/Payroll
- Financial

- Mobile Dispatch (RM)
- AMI / MDM (Mobile Data Management)
- Microsoft Outlook – Email, Scheduling, Contacts

Telecomm (Communications Technology) related systems that enable restoration activities or are mission critical to UI's daily operations are:

- Telephone
- Radio system
- SCADA
- Cell phones
- Satellite Phones (SAT phones)
- PC's

Technical / applications support (24x7, on-site) includes:

- Ensure computer hardware (servers, desktops, network, telephones) are available for vital storm restoration computer users.
- Relocate equipment and/or acquire temporary emergency replacements if needed.
- Ensure that communications occur with vendors that support systems and applications are notified of impending events, and have personnel available to support UI on a 24x7 basis, if needed.
- Ensure critical systems availability and monitor systems' performance.
- Ensure critical applications and support functions are available.
- Ensure UI computer networks are operational.
- Provide on-site support as required to the UI EOC. The UI EOC will be staffed for the duration of the storm emergency. Staffing will be based on 12 hour rotating shifts if required.
- Any special request for system access that may be essential during a storm emergency will be handled by IT.

e. Infrastructure Documentation

Documentation needed to perform assessment and restoration analysis:

- Server names and locations for all business applications listed as mission critical in the Business Continuity / Disaster Recovery
- Voice and Data Network diagrams showing all corporate facilities with LAN and WAN components identified
- Circuit names, locations, server and provider information

f. Staffing

The IT staff is responsible for all IT and Telecommunications equipment and software. IT provides 24x7 on-site technical support for:

- UI computers, servers, and communications hardware.

- UI systems and applications critical to support emergency operations and restoration

Depending on the severity or anticipated severity of the emergency/storm, some or all of the IT staff will be scheduled for the duration of the storm. Compensation for shift work will follow the guidelines established by HR.

IT infrastructure is defined as database, network, and workstation. The monitoring and restoration of the IT infrastructure is done by resources that are both physically located in key buildings and working from remote locations. Though the majority of work can be done remotely through either dial-up or VPN connections, the provision of key infrastructure services may require a resource to be physically in a particular building.

When a problem cannot be fixed remotely or by the IT resources already on site, additional resources will be dispatched to the needed location. Depending on weather conditions, this dispatch may require assistance from UI resources that have all-terrain vehicles.

g. Activation

The IT Storm Emergency Restoration Plan is activated when the UI EPP is invoked. The Restoration Manager/Incident Manager will contact the IT and Telecom Team Leader to report to the UI EOC as part of the Incident Management Team, and activate the IT and Telecom Team if necessary.

The IT and Telecom Team Leader is responsible to maintain a current telephone number list for each IT staff.

h. Unanticipated Emergency / Storm

For unanticipated storms it will generally be the responsibility of the Restoration Manager/Incident Manager or delegate to contact the IT and Telecom Team Leader. Contact can also be made to the IT Lead or Communications Technology Lead. Together these resources will act as the central point of contact for technical issues. They will also determine if additional IT resources are required.

If resources are necessary, a call to the UI Support Center (ext 2222) should be placed. This call informs IT that there has been some level of damage to the distribution system and that the EOC has been activated. Additional IT managers will be contacted as required. The managers will contact their department staff who may be required to render support. In the event one link in the chain of command is not available then contact will be made at the next lower link.

The IT and Telecomm Leader will contact the Incident Manager within one hour to inform him of the actions being taken by IT.

i. Pre-Emergency/Storm

During the initial planning stages for a storm, IT and Communications Technology managers will meet to discuss staffing plans. During this discussion, resource assignments will be made for the key buildings and operational processes based on the anticipated severity of the storm. In the event of a hurricane, this meeting takes place 72 hours in advance of the predicted arrival of the storm.

IT and Telecom Team Appendix will be activated using the same methods as described in the Unanticipated Emergency/Storm section.

j. Disaster Recovery Staffing Strategy

In the event an incident has occurred that could potentially interrupt key IT or Communications Technology infrastructure services and business applications, a disaster recovery management plan will be executed. This plan calls for assembling the Business Continuity / Disaster Recovery team to assess the extent of failure. This team will make the recommendation to either restore the failed items at their original sites or to activate the alternate site. Details of the Business Continuity / Disaster Recovery Plan are maintained in a separate document.

3. POSITION DESCRIPTIONS

a. IT and Telecom Team Leader

Responsible for ensuring the technology being used by restoration personnel is available and in good working order. Maintain an awareness of active and developing situations and monitor emergency IT and Communications Technology requirements to support activities. Facilitate the restoration of IT and Communications Technology systems. Provide, maintain, coordinate and support all Communications Technology systems, resources and personnel. Provide, maintain, coordinate and support all IT operations, applications, systems, support resources and personnel.

- Responsible for coordinating IT and Communications Technology support during the incident response and outage restoration efforts
- Report to the Incident Manager
- Participate in all planning meetings and conference calls
- Coordinate with Incident Management Team members when necessary
- Participate in the preparation of appropriate incident response plans
- Recommend scale up or scale down of incident management structure for the IT and Communications and Technology Team when conditions warrant
- Review the incident response plans for IT and Communications Technology implications
- Provide status reports and participate in Incident Management Team meetings and briefings
- Ensure that any system maintenance or upgrades to a system or application that is connected to the emergency restoration process be cancelled prior to an impending event.
- Posts status data, as appropriate
- Ensure IT and Communications Technology positions are fully staffed with qualified individuals
- Request recommendations if additional personnel are required for the specific restoration incident, using the Staffing Levels by Storm Level as a guide, and communicate those assignments
- Ensure that the roles and responsibilities of each individual are defined and communicated
- Ensure a staffing schedule for the duration of the incident for the IT and Communications Technology team members has been established
- Ensure all action plans and checklists are complete and updated.
- Maintain an Activity Log
- Complete After Action Review
- Update EPP IT and Telecomm Team Appendix annually
- Participate in UI EPP exercises if requested

b. IT and Telecom Team Leader: Position Checklist

IT AND TELECOM LEADER: POSITION CHECKLIST			
Event Description:		**Date:**	
Weather Conditions:		**Time:**	
Est. Event Window:	**From (date/time):**	**To:**	
Storm Level (circle one)	**1 2 3 4 5**		
Person Assigned			

Date	Time	
		Annually
		Verify IT and Communications Technology Lead assignments and modify as needed.
		Participate in UI EPP exercises and After Action Reviews if requested.
		Update EPP IT and Telecom Team Appendix.
		Prior to Arrival
		Monitor potential emergency/storm.
		Review checklist.
		Notify IT Lead and Communications Lead of the following: • Description of pending storm including expected time frame • Notice application/infrastructure changes may be frozen
		Brief IT and Communications Technology Leads of emergency responsibilities for pre-storm & post storm operations, & request they develop list of scheduled maintenance/upgrades that may be impacted, and verify staff availability.
		Ensure that any system maintenance or upgrades to a system or application that is connected to the emergency restoration process be cancelled prior to an impending event.
		Validate AVL operation for all trucks, including portable units.
		Validate that the mobility technology is operational.
		Confirm that web-site is functioning properly.
		Ensure that customer care center technology is fully functional.
		Request that the IT and Communications Leads verify the contents of their contact lists including office, home and cell phones and pagers.
		Request that the Communications Technology Lead check status of radios, emergency phone lines, VTC equipment and conference bridges. Repair as needed.

Date	Time	
		Upon Arrival
_____	_____	Report to Incident Manager as Incident Management Team member.
_____	_____	Arrange for coordination with second shift replacement
_____	_____	Assess status of IT infrastructure and identify any critical components that are at risk. Develop a plan to correct or work around the components during the restoration.
_____	_____	Identify all planned maintenance or changes to production infrastructure and business applications. Place a freeze on all changes until after the restoration effort is complete. Exceptions to this freeze must be approved by the Incident Manager.
_____	_____	Ensure Staffing Worksheets reference On Call.
_____	_____	Cancel leaves of all essential personnel
		During the Shift
_____	_____	Gather IT and Communications Technology status information and participate in the periodic status meetings or conference calls. Common status items are: • Application status • Infrastructure status (voice and data) • Communications systems • Open problems/issues
_____	_____	Advise IT and Communications Technology Leads of requests for assistance.
_____	_____	Brief the IT Lead and Communications Technology Leads.
_____	_____	Re-evaluate restoration plans; if appropriate, establish new priorities and objectives.
_____	_____	Ensure sufficient amount of supplies and essential personnel for restoration efforts.
_____	_____	Maintain Activity Log and prepare daily summary of activities.
		Upon Decision to Deactivate
_____	_____	Notify IT and Communications Technology Leads of completion of restoration efforts.
_____	_____	Request plan to resume normal operations and to provide for rest/ recovery time for restoration resources.
_____	_____	Review all emergency expenses and arrange for payments (food, lodging, parts, etc.).
_____	_____	Participate in Incident Management Team After Action Review.
_____	_____	Write up IT and Communications Technology Teams After Action Review including After Action Review from IT Lead and Communications Technology Lead.
_____	_____	Review effectiveness of the EPP IT and Telecom Team Appendix and

Date	Time	
_____	_____	make changes where needed.
_____	_____	Review work effort of the IT and Communications Technology staff and make plans for rewarding efforts where needed. Arrange for a show of thanks for those that participated.
_____	_____	Submit Activity Log and After Action Review to Incident Manager.

c. Communications Technology Lead

Position Responsibilities
Responsible for coordinating all communications related resources and personnel. Provides and maintains SCADA communication system, telephone system and radio communication system. Provide information and updates to the IT and Telecom Team Leader. Provides radios for field personnel as needed (assessment teams, patrollers, wire down, etc.).

- Report to IT and Telecom Team Leader
- Review of Communications Technology Team assignments annually
- Update of Communications Technology section of EPP IT and Telecom Team Appendix annually
- Ensure that the roles and responsibilities of each individual are defined and communicated
- Provide IT and Telecom Leader with list of any scheduled maintenance/upgrades on equipment and systems
- Ensure all communications technology is operational and complete any required repairs during the emergency
- Maintain, provide or procure any communications equipment needed by UI.
- Ensures that the Communications Technology positions are fully staffed with qualified individuals
- Determine if additional personnel are required for the specific restoration incident, using the Staffing Levels by Storm Level as a guide, and communicates those assignments
- Ensure that all action plans and checklists are complete and updated.
- Participate in IT and Telecom Team briefings and update IT and Telecom Leader of Communications Technology status
- Update Communications Technology Team of emergency status and communications
- Maintain Activity Log
- Write up After Action Review

d. Communications Technology Lead: Position Checklist

COMMUNICATIONS TECHNOLOGY LEAD: POSITION CHECKLIST			
Event Description:		**Date:**	
Weather Conditions:		**Time:**	
Est. Event Window:	**From (date/time):**	**To:**	
Storm Level (circle one)	**1 2 3 4 5**		
Person Assigned			

Date	Time	
		Annually
_____	_____	Verify Communications Technology Team assignments and modify as needed.
_____	_____	Participate in UI EPP exercises and After Action Reviews if requested.
_____	_____	Update Communications Technology section of EPP IT and Telecom Team Appendix.
		Prior to Arrival
_____	_____	Monitor potential emergency/storm.
_____	_____	Review checklist.
_____	_____	Notify Communications Technology staff of the following: • Description of pending storm including expected time frame • Notice system upgrades / changes may be cancelled
_____	_____	Brief Communications Technology staff and contractors of emergency responsibilities for pre-storm & post storm operations
_____	_____	Verify the Communications Technology contact list including office, home and cell phones and pagers.
_____	_____	Check status of radios, emergency phone lines, VTC equipment and conference bridges. Repair as needed.
		Upon Arrival
_____	_____	Report to the IT and Telecom Team Leader as Team member.
_____	_____	Arrange for coordination with second shift replacement
_____	_____	Assess status of Communications Technology infrastructure and identify any critical components that are at risk. Develop a plan to correct or work around the components during the restoration.
_____	_____	Identify all planned maintenance or changes to communications systems. Place a freeze on all changes until after the restoration effort is complete. Exceptions to this freeze must be approved by the

Date	Time	
		Incident Manager.
		Determine appropriate staffing levels and identify which resources will support the restoration effort onsite and which can work remotely. Determine which buildings will be staffed. Complete Staffing Worksheet and distribute to Communications Technology staff and IT and Telecom Leader.
		Cancel leave of all essential personnel
		<u>During the Shift</u> Gather Communications status information and participate in the periodic status meetings or conference calls. Common status items are: • Radio status • SCADA status • Telephone status • Cell phone • Satellite phone status • Open problems/issues
		Advise IT and Telecom Team Leader of requests for assistance.
		Brief Communications Technology Staff on storm status and communications.
		Re-evaluate restoration plans; if appropriate, establish new priorities and objectives
		Ensure sufficient amount of supplies and essential personnel for restoration efforts
		Maintain Activity Log and prepare daily summary of activities
		<u>Upon Decision to Deactivate</u> Notify Communications Technology Staff of completion of restoration efforts. Include staff that is currently on site, those waiting to return on their next shift and those that were supporting the restoration remotely
		Develop plan to resume normal operations. Provide for rest and recovery time for restoration resources.
		Review all emergency expenses and arrange for payments (food, lodging, parts, etc.)
		Write up Communications Technology Team After Action Review.
		Review effectiveness of the EPP Communications Technology section and make changes where needed
		Review work effort of the Communications Technology staff and make plans for rewarding efforts where needed. Arrange for a show of thanks for those that participated.
		Submit Activity Log and After Action Review to IT and Telecom Team Leader.

e. IT Lead

Position Responsibilities
Responsible for identifying, assessing and tracking IT needs. Assign resources as needed. Coordinate IT operations, applications, support resources and personnel. Provide and maintain critical information technology systems (i.e. OMS, CIS, GIS, etc.). Provide and maintain computers, printers and peripherals. Provide and maintain services and network systems. Provide and maintain applications data and services.

- Report to IT and Telecom Team Leader
- Review of IT Team assignments annually
- Update of IT section of EPP IT and Telecom Team Appendix annually
- Ensure that the roles and responsibilities of each individual are defined and communicated
- Provide IT and Telecom Leader with list of any scheduled maintenance/upgrades on applications, equipment and systems
- Ensure all IT applications, equipment and systems are operational and complete any required repairs during the emergency
- Maintain, provide or procure any IT equipment needed by UI.
- Ensures that the IT positions are fully staffed with qualified individuals
- Determine if additional personnel are required for the specific restoration incident, using the Staffing Levels by Storm Level as a guide, and communicates those assignments
- Ensure that all action plans and checklists are complete and updated.
- Participate in IT and Telecom Team briefings and update IT and Telecom Leader of IT status
- Update IT Team of emergency status and communications
- Maintain Activity Log
- Write up After Action Review

f. IT Lead: Position Checklist

IT LEAD: POSITION CHECKLIST			
Event Description:		**Date:**	
Weather Conditions:		**Time:**	
Est. Event Window:	**From (date/time):**	**To:**	
Storm Level (circle one)	**1 2 3 4 5**		
Person Assigned			

Date	Time	
		Annually
		Verify IT Team assignments and modify as needed.
_____	_____	Participate in UI EPP exercises and After Action Reviews if requested.
_____	_____	Update IT section of EPP IT and Telecom Team Appendix.
_____	_____	
		Prior to Arrival
_____	_____	Monitor potential emergency/storm.
_____	_____	Review checklist.
_____	_____	Notify entire IT staff of the following: • Description of pending storm including expected time frame • Notice application and infrastructure changes may be frozen
_____	_____	Brief IT employees and contractors of emergency responsibilities for pre-storm & post storm operations
_____	_____	Verify the contents of the IT contact list including office, home and cell phones and pagers.
_____	_____	Check status of radios, emergency phone lines, VTC equipment and conference bridges. Repair as needed.
		Upon Arrival
_____	_____	Report to the IT and Telecom Team Leader as Team member.
_____	_____	Arrange for coordination with second shift replacement.
_____	_____	Assess status of IT infrastructure and identify any critical components that are at risk. Develop a plan to correct or work around the components during the restoration.
_____	_____	Identify all planned maintenance or changes to production infrastructure and business applications. Place a freeze on all changes until after the restoration effort is complete. Exceptions to

Date	Time	
		this freeze must be approved by the Incident Manager.
		Applications and Infrastructure teams meet to determine appropriate staffing levels and identify which resources will support the restoration effort onsite and which can work remotely. It will also determine which buildings will be staffed. Complete Staffing Worksheet and distribute to IT staff and IT and Telecom Leader.
		Cancel leave of all essential personnel
		<u>During the Shift</u> Gather IT status information and participate in the periodic status meetings or conference calls. Common status items are: • Application status • Equipment status • Infrastructure status (voice and data) • Open problems/issues
		Advise IT and Telecom Team Leader of requests for assistance.
		Brief IT Staff
		Re-evaluate restoration plans; if appropriate, establish new priorities and objectives
		Ensure sufficient amount of supplies and essential personnel for restoration efforts
		Maintain Activity Log and prepare daily summary of activities
		<u>Upon Decision to Deactivate</u>
		Notify IT Staff of completion of restoration efforts. Include staff that is currently on site, those waiting to return on their next shift and those that were supporting the restoration remotely
		Develop plan to resume normal operations. Provide for rest and recovery time for restoration resources.
		Review all emergency expenses and arrange for payments (food, lodging, parts, etc.)
		Write up IT Team After Action Review.
		Review effectiveness of the IT Restoration Plan and make changes where needed
		Review work effort of the IT staff and make plans for rewarding efforts where needed. Arrange for a show of thanks for those that participated
		Submit Activity Log and After Action Review to IT and Telecom Team Leader.

4. STAFFING LEVELS BY STORM LEVEL

Staffing level estimates by storm level are intended to be a guideline for use as a resource planning tool. Due to the varied nature of emergency events, actual resource needs can vary significantly and will be determined on a case by case basis. Therefore the estimates contained in this appendix are not intended to be a required level of resources, nor should they be interpreted as such.

Role	Level 1	Level 2	Level 3	Level 4	Level 5
IT and Telecom Team Leader	1	1	1	2	2
Communications Technology Lead	1	2	3	4	5
IT Lead	0	0	1	1	2
Support personnel					

5. FORMS

- Activity Log
- Staffing Worksheet
- Information gathering form / template
- Other forms or templates, as identified
- Reference to specific departmental procedures, as needed
- IT and Telecom Infrastructure Storm Readiness Checklist
- IT and Telecom Systems / Applications Storm Readiness Checklist
- Other checklists as identified
- After Action Review form

a. IT and Telecom Infrastructure Storm Readiness Checklist

Site Name	System	Status	Checked By
Storm Room Shelton	PBX Network (including switches and tie lines)		
	X MHz Radio		
	911 Emergency Outside Line		
Call Center			
Other locations			

b. IT and Telecom Systems / Application Storm Readiness Checklist

Application / System Name	Needed for:	Status	Checked By
OMS	Dispatch, Call Center, etc.		
GIS	Patrol and classification		
CIS	Customer Care Center		
Web Viewing of Customer Outages	External customers, state and government officials		
SCADA	System Operations		
Call Center front-end			
Supply Chain Management			
HR/Payroll			
Financial			
Mobile Dispatch (RM)			
Microsoft Outlook	Call Before You Dig, IMT		

6. EQUIPMENT AND TOOLS

Equipment / Tools / Systems	Description	Level 1	Level 2	Level 3	Level 4	Level 5	Remarks
Laptops		2	3	5	7	9	
Internet card(s)							
Telephone							
Cell Phones		2	3	5	7	9	
Satellite Phones							
Radio System							
SCADA							
Copier							
Scanner/Fax							
AM/FM Radio							
Broadcast & Cable/Satellite TV							
E-Mail							
Corporate Intranet							

7. DEVELOPMENT HISTORY

Revision 0	**Initial Appendix - 11/21/11**
Writer	
Reviewer(s)	
Approver(s)	
Reason Written	To define the responsibilities of the IT and Telecom function.
Revision	
Writer	
Reviewer(s)	
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Reason Written	

APPENDIX 6 – HR, TRAINING AND SAFETY

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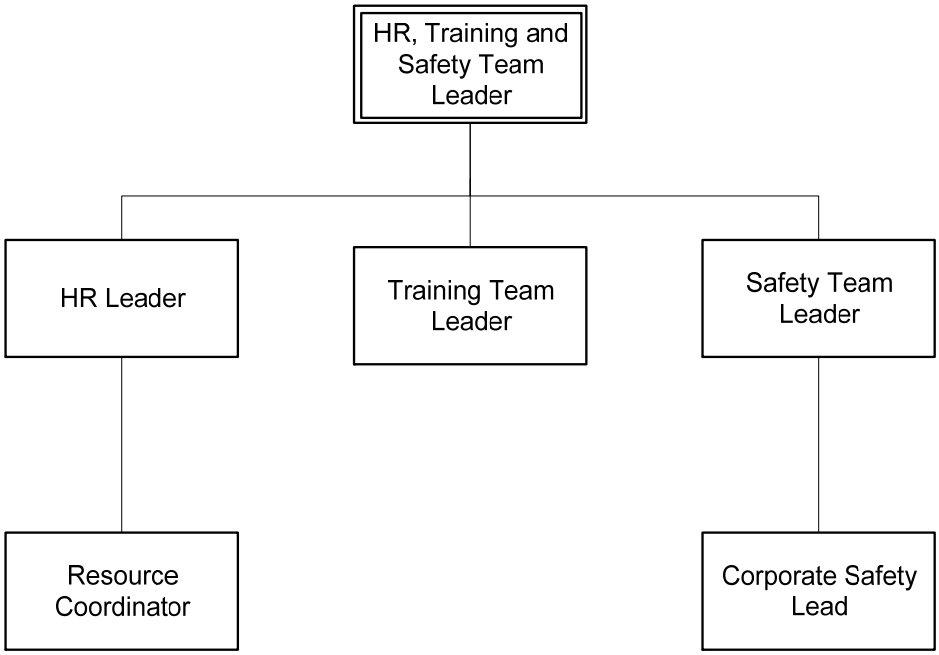
1. HR, TRAINING AND SAFETY TEAM ORGANIZATIONAL CHART



2. PROCESS OVERVIEW

Once the decision is made to open the EOC, the Incident Management Team Leader will notify all Team Leaders to activate their emergency operations plans at the appropriate incident level.

a. Pre-Event Planning

When the Incident Manager receives information that indicates the likelihood of a major storm in UI's service area, the HR, Training and Safety Team Leader will schedule a meeting with HR and Corporate Safety Team Leaders to discuss Company preparations and potential plan activation.

The HR Team Leader will be responsible to anticipate potential HR or labor relations issues that may arise and will develop a proactive approach to deal with them. They will also need to know if additional resources need to be activated to support the restoration efforts. They will support employees / families impacted by the emergency event by the development and execution of a family support organization.

At that time, the Safety Team Leader will need to know if UI has contractor or mutual assistance crews on standby that may require help from the Corporate Safety Team. The Safety Team will focus its efforts to assist UI's customers; facilitate restoration; and preserve the safety of those involved in the restoration process.

The Training Team Leader will be responsible for safety, technical and operations refresher training for personnel assigned to an emergency assignment.

The HR Team Leader, working with the Resource Coordinator, will be the key point person to develop and maintain the restoration team personnel. The goal of HR in the context of storm restoration is to effectively analyze staffing requirements and mobilize employees to assigned emergency storm roles / assignments in an efficient time-sensitive manner. Central to accomplishing this goal during any emergency incident is to match employee skills and training to the requested emergency storm roles / assignments. This will be achieved through a multifaceted preparedness / action plan. Components of this plan include:

1. Emergency Storm Roles / Jobs: Clearly define the emergency storm assignment roles/jobs that currently exist in the Emergency Preparedness Plan. Determine if these roles/jobs are appropriate for the future restoration environment (i.e. are there new roles/jobs that need to be defined). Develop a prerequisite skill/training/experience profile for each role/job.

2. Skill / Training Database: Undertake a comprehensive review of employees' current skills sets, training records, past positions both at UI/UIL and/or other

similar utilities. Determine transferability of skills/training to emergency storm roles/jobs. Document findings electronically (SAP) so that this information is easily available to the IMT at any time. This will be the basis for emergency storm role/job assignments.

3. Develop Incident Team: Collaborate with division leadership to identify the best candidates for all defined emergency storm roles/jobs. Obtain leadership commitment to release candidates for emergency storm role/job on short notice and for extended periods. Review candidate assignments and leadership commitments.

4. Emergency Team Preparation: Provide orientation for all candidates on the specific emergency storm role/job for which the candidate has been selected. Communicate role/job expectation and anticipated level or restoration participation. For example; assignment may be activated for a level 3 storm with an average duration of 8 hour shifts, will be activated for a level 4 storm with an average duration of 16 hour shifts. Develop a training plan for each role and provide initial training and annual refresher training to each restoration team member.

5. Automate for Quick Response: Once the skill/training/experience profiles are determined and corresponding employees selected utilize the ARCOS call-in software to enable rapid mobilization of the team as each storm incident requires.

b. During the Event

The HR, Training and Safety Team Leader will coordinate all activities related to Labor Relations, Human Resources, Resource Coordination and Safety during the emergency event. This may include conducting internal employee communications in conjunction with the Public Information Team, staffing an employee hotline, dealing with HR policy issues, responding to labor issues, and field safety activities.

The Human Resources Team Leader, with support from the Resource Coordinator, will work intensely with the IMT during restoration incidents to mobilize the employee team, manage the assignment schedules and communicate with team members on the status of the restoration and emergency storm role/job assignments.

Safety team members will hold safety meetings each morning at sites determined by Operations. Company line crews, Mutual Assistance, and Contractor crews are warned of possible hazardous conditions and other safety concerns they may encounter during the emergency.

Each morning during the emergency event, the Safety Team Leader will coordinate a safety conference call to facilitate communicating and addressing any safety concerns

that may have been identified. Safety representatives from each company working on UI property should be on these calls. All accident and injury report information will be gathered and kept by the Safety Team Leader.

The Safety team will maintain a field presence for the duration of the storm, encouraging safe working practices. Safety packages are issued to workers as needed. These packages include, but are not limited to, safety glasses, leather gloves, hard hats, sun screen, face shields, insect repellent, first-aid kits, etc. When a vehicle accident or personal injury occurs, the Safety Team is called upon to assist with the investigation into the incident.

In the event a Staging Area is established, the Safety Team Leader will send personnel to each staging area to ensure arriving contracted crews (mutual assistance and contractors) are provided a safety orientation and general information for the area where the crews will be working. These team members will advise incoming crews who the primary point of contact is for help with any safety concerns that arise.

c. Information Needs

The Safety Team Leader will need to know:

1. Number of customers without service.
2. Number of outside overhead crews that will be assisting.
3. Time outside overhead crews will be arriving on site.
4. Time overhead crews will begin working.
5. Is a safety representative from their company on site?
6. The number of electrical contractors that will be on site.
7. Who is the contact person?

The HR Team Leader will need to know:

1. If additional UI personnel will need to activated to support staffing of Incident Management Team positions
2. If there are any HR related issues, requirements and policies that need to be implemented
3. If an Employee Hot-Line needs to be established
4. If any internal employee communications need to take place

3. POSITION DESCRIPTIONS

a. HR, Training and Safety Team Leader

- Responsible for coordination and monitoring of all Human Resources issues as well as public /personnel safety during the incident response and outage restoration efforts
- Reports to the Incident Manager
- Ensures compliance with Human Resources, governmental and corporate safety rules and regulations
- Recommends scale up or scale down of incident management structure for the HR, Training and Safety team when conditions warrant
- Ensures that training on technical, safety and operational skills is conducted
- Ensures that a family support organization is developed and executed to support employees / families impacted by the emergency event
- Participates in all planning meetings and conference calls
- Coordinates and/or facilitates daily conference call to convey safety message with all UI and Contracting personnel.
- Coordinates with Incident Management team members when necessary
- Participates in the preparation of appropriate Incident Response Plans
- Provides status reports at briefings / meetings
- Reviews the Incident Response Plans for HR safety implications
- Participates in incident management team briefings
- Posts status data, as appropriate
- Ensures that the HR, Training and Safety Team are fully staffed with qualified individuals
- Determines if additional personnel are required for the specific restoration incident, using the Staffing Levels by Storm Level chart as a guide, and communicates those assignments
- Ensures that the roles and responsibilities of each individual are defined and communicated
- Establishes a staffing schedule for the duration of the incident for the HR, Training and Safety team members
- Ensures that all action plans and checklists are complete and updated
- Maintains an activity log

b. HR, Training and Safety Team Leader: Position Checklist

HR, TRAINING AND SAFETY TEAM LEADER: POSITION CHECKLIST			
Event Description:		**Date:**	
Weather Conditions:		**Time:**	
Est. Event Window:	**From (date/time):**	**To:**	
Storm Level (circle one)	**1 2 3 4 5**		
Person Assigned			

Date	Time	
		Prior to Arrival
_____	_____	Notify appropriate safety staff to report for their assignments.
_____	_____	Report to the UI EOC.
_____	_____	Ensure that the HR Lead has appropriate forms, etc.
_____	_____	Ensure that the Safety Team Lead takes inventory of safety equipment that may need to be procured, such as safety glasses, gloves, hard hats, sun screen, face shields, insect repellent, first-aid kits, etc.
		Upon Arrival
_____	_____	Report to the Incident Manager as part of his/her staff.
_____	_____	Obtain arrival time for the second shift from the Incident Manager.
_____	_____	Determine which of the arriving HR, Training and Safety Team Leaders will take the first shift. Assign another Safety Team Leader to report for a second shift.
_____	_____	Provide the Planning Team Leader with the name of the person occupying the HR, Training and Safety Team Leader role so they may be included on the event organization chart.
		During the Shift
_____	_____	Develop and recommend measures for HR issues and personnel / public safety.
_____	_____	Ensure that daily safety conference calls are conducted to facilitate communicating and addressing any safety concerns that may have been identified by UI or contracting personnel. Safety representatives

Date	Time	
_____	_____	from each company working on UI property should be on these calls.
_____	_____	Manage the Human Resource aspects of the incident.
_____	_____	Assess and / or anticipate HR, labor relations and issues that might arise and proactively address those issues.
_____	_____	Evaluate the initial incident briefing and subsequent Incident Response Plans for HR, Training and Safety implications.
_____	_____	In coordination with all operating and support organizations, safety management and staff, develop and communicate overall incident HR, safety, and health protection policies, procedures and actions.
_____	_____	Consult with Legal and Regulatory as appropriate for guidance on HR, Training and Safety issues.
_____	_____	Obtain briefing from Incident Manager and/or from initial on-scene Safety Team Lead.
_____	_____	Staff and organize function, as appropriate. This is to include all staging areas for restoration efforts.
_____	_____	Identify corrective actions and ensure implementation.
_____	_____	Participate in Planning Meetings, as necessary.
_____	_____	Listen to tactical options being considered. If potentially unsafe, assist in developing options, protective actions of alternative tactics.
_____	_____	Discuss accidents / injuries to date. Make recommendations for corrective or preventive actions.

c. Safety Team Leader

- Responsible for coordination and monitoring of public and personnel safety, during the incident response and outage restoration efforts
- Reports to the HR, Training and Safety Team Leader
- Ensures compliance with governmental and corporate safety rules and regulations
- Recommends scale up or scale down of incident management structure for the Safety team when conditions warrant
- Participates in all planning meetings and conference calls
- Coordinates and/or facilitates daily conference call to convey safety message with all UI and Contracting personnel.
- Coordinates with Incident Management team members when necessary
- Participates in the preparation of appropriate Incident Response Plans
- Provides status reports at briefings / meetings
- Reviews the Incident Response Plans for safety implications
- Posts status data, as appropriate
- Ensures that the Safety Team are fully staffed with qualified individuals
- Determines if additional personnel are required for the specific restoration incident, using the Staffing Levels by Storm Level matrix as a guide, and communicates those assignments
- Ensures that the roles and responsibilities of each individual are defined and communicated
- Establishes a staffing schedule for the duration of the incident for the Safety team members
- Ensures that all action plans and checklists are complete and updated
- Maintains an activity log

d. Safety Team Leader: Position Checklist

SAFETY TEAM LEADER: POSITION CHECKLIST			
Event Description:		**Date:**	
Weather Conditions:		**Time:**	
Est. Event Window:	**From (date/time):**	**To:**	
Storm Level (circle one)	**1 2 3 4 5**		
Person Assigned			

Date	Time	
		Prior to Arrival
_____	_____	Notify appropriate safety staff to report for their assignments.
_____	_____	Report to the UI EOC.
_____	_____	Take inventory of safety equipment that may need to be procured, such as safety glasses, gloves, hard hats, sun screen, face shields, insect repellent, first-aid kits, etc.
		Upon Arrival
_____	_____	Report to the HR, Training and Safety Team Leader as part of his/her staff.
_____	_____	Obtain arrival time for the second shift from the Incident Manager.
_____	_____	Determine which of the arriving Safety Team Leaders will take the first shift. Assign another Safety Team Leader to report for a second shift.
_____	_____	Order the collection of sign in sheets for proof of attendance at training sessions.
		During the Shift
_____	_____	Develop and recommend measures for personnel and public safety.
_____	_____	Coordinate daily safety conference call to facilitate communicating and addressing any safety concerns that may have been identified by UI or contracting personnel. Safety representatives from each company working on UI property should be on these calls.
_____	_____	Assess and / or anticipate hazardous and unsafe situations.

Date	Time	
_____	_____	Ensure the assessment, modeling, surveillance, monitoring and permitting of safety aspects related to the incident.
_____	_____	Obtain appropriate safety inventory and/or equipment, such as safety glasses, gloves, hard hats, sun screen, face shields, insect repellent, first-aid kits, etc.
_____	_____	If necessary, exercise emergency authority to directly stop unsafe acts if personnel are in imminent, life-threatening danger.
_____	_____	Evaluate the initial incident briefing and subsequent Incident Response Plans for safety protection implications.
_____	_____	In coordination with all operating and support organizations, safety management and staff, develop and communicate overall incident safety, and health protection policies, procedures and actions.
_____	_____	Align all the Company's available safety resources as necessary for the incident.
_____	_____	Consult with the HR, Training and Safety Team Leader for guidance on policy issues, as necessary.
_____	_____	Provide the initial and on-going Safety Messages.
_____	_____	Obtain briefing from Incident Manager and/or from initial on-scene Corporate Safety Team personnel.
_____	_____	Staff and organize function, as appropriate. This is to include all staging areas for restoration efforts.
_____	_____	Identify corrective actions and ensure implementation.
_____	_____	Coordinate Safety message for daily tail boards, to include best practices identified during previous day or past restoration events.
_____	_____	Prepare Incident Response Plan Safety and Risk Analysis.
_____	_____	Listen to tactical options being considered. If potentially unsafe, assist in developing options, protective actions of alternative tactics.
_____	_____	Discuss accidents / injuries to date. Make recommendations for corrective or preventive actions.

e. Corporate Safety Lead

- Coordinates and monitors public and personnel safety during the incident response and storm restoration efforts
- Identifies safety situations associated with emergency response activities
- Recommends measures to improve safety conditions
- Coordinates safety response activities
- Coordinates safety needs with each operating team
- Oversees work practices and personnel (on scene if necessary) for safety compliance
- Oversees execution of work site inspections and audits
- Assists with accident and near miss analysis and reports
- Recommends measures to improve safety conditions
- Reports safety violations or hazards immediately to the Safety Team Leader and Crew Supervision
- Ensures safety briefings for outside resources
- Advises the Incident Manager of all matters relating to operational safety.
- Delegates and directs work site inspections and audits.
- Implements resolution and prevention measures.
- Directs the execution of safety orientations for contractors and employees.
- Responds to System Ops/EOC if incident involves actual or potential safety concerns.
- Overlaps their shifts by one hour for the transfer of knowledge.

f. Corporate Safety Lead: Position Check List

CORPORATE SAFETY LEAD: POSITION CHECKLIST			
Event Description:		**Date:**	
Weather Conditions:		**Time:**	
Est. Event Window:	**From (date/time):**	**To:**	
Storm Level (circle one)	**1 2 3 4 5**		
Person Assigned			

Date	Time	
		Prior to Arrival
_____	_____	Report to assigned location
		Upon Arrival
_____	_____	Report to the Safety Team Leader as part of his/her staff.
_____	_____	Identify hazardous situations associated with the incident. Ensure adequate levels of protective equipment are available, and being used.
_____	_____	Investigate any identified best practices for safety procedures that could be conveyed during tail board sessions.
		During the Shift
_____	_____	Assists in the investigation and reporting of accidents that have occurred within incident area as per company policy, procedures, and direction.
_____	_____	Ensure accident scene is preserved for investigation.
_____	_____	Ensure accident is properly documented.
_____	_____	Coordinate with Occupational Safety and Health Administration (OSHA).
_____	_____	Conduct daily and shift change tail board sessions, which will include messaging of best practices.
_____	_____	Recommend corrective actions to Safety Team Leader
_____	_____	Obtain any necessary safety equipment, such as: safety glasses, hard hats, sun screen, face shields, etc.

Date	Time	
_____	_____	Coordinate critical incident stress, hazardous materials, and other debriefings, as necessary.
_____	_____	Document all activity on an Activity Log.
_____	_____	Participate in the development of Incident Response Plan
_____	_____	Identify hazardous situations associated with the incident.
_____	_____	Ensure adequate levels of protective equipment are available, and being used.
_____	_____	Staff and organize function, as appropriate. This is to include all staging areas.
_____	_____	Identify potentially unsafe acts.
_____	_____	Identify corrective actions and ensure implementation.
_____	_____	Coordinate corrective action with Command and Operations.
_____	_____	Prepare Incident Response Plan Safety and Risk Analysis

g. HR Leader

The HR Lead is responsible for all functions of human resource management and administration in support of the current incident. They are also responsible for labor relations and resource coordination for UI personnel assigned to an alternate assignment during the emergency event.

- Reports to the HR, Training and Safety Leader
- Receives information from the HR, Training and Safety Team Leader
- Identifies an HR issues associated with current incident
- Coordinates implementation, communication and management of employee hotline as required
- Provides advice and guidance on an HR and Labor issues
- Provides HR reports to the HR, Training and Safety Team Leader
- Maintains an activity log

h. HR Leader: Position Checklist

HR LEADER: POSITION CHECKLIST			
Event Description:		**Date:**	
Weather Conditions:		**Time:**	
Est. Event Window:	**From (date/time):**	**To:**	
Storm Level (circle one)	**1 2 3 4 5**		
Person Assigned			

Date	Time	
_____	_____	**Annually**
_____	_____	Participate in any UI EPP exercises if requested.
_____	_____	Complete After Action Report on exercise.
_____	_____	Review and complete annual update of HR, Training and Safety section in UI EPP.
		Pre-Emergency Event
_____	_____	Determine the location for the incident and proceed in a safe manner to the facility.
		During Emergency Event
_____	_____	Report to the HR, Training and Safety Team Leader as part of his/her staff.
_____	_____	Identify HR issues and concerns with incident response activities.
_____	_____	Coordinate employee relations and labor contract response activities.
_____	_____	Coordinates implementation, communication and management of employee hotline as required
_____	_____	Provide advice and guidance on HR and Labor issues and concerns.
_____	_____	Provide HR information to the HR, Training and Safety Team Leader for use in preparing reports and estimates as required.
_____	_____	Maintain an Activity Log.
_____	_____	**Upon Decision to Deactivate**
_____	_____	Submit Activity Log to HR, Training and Safety Team Leader.
_____	_____	Complete After Action Review and submit After Action Review to HR,

Date	Time	
_____	_____	Training and Safety Team Leader.

i. Resource Coordinator

- Responsible for developing an integrated staffing resource requirements plan
- Responsible to compile resource requirements plan to staff all Incident Management team positions with internal UI personnel, except for line personnel (this is handled by Planning Team). This would include Wire Down Stand-by, Call Takers, etc.
- Schedule/assign staff for storm roles/jobs based on staffing assessments from the HR, Training and Safety Team Leader or the Planning Team Leader for the duration of the incident.
- Communicate field assignments based on restoration priorities and staff availability.
- Reports to the HR Team Leader
- Work with applicable Team Leaders to determine manpower resource needs
- Work with Logistics Team to determine availability material resources such as vehicles, hard hats, PPE etc.
- Lead the development of the resource requirements plan and communicate plan to HR Team Leader for communication to Planning Team Leader
- Ensure activation of storm assignments (storm roles/jobs) as needed for restoration.
- Provides status reports at briefings/meetings to HR, Training and Safety Team Leader.
- Maintains activity data/log and reporting as requested.
- Complete After Action Review.
- Participate in updating the HR, Training and Safety section of EPP annually.
- Participate in UI EPP exercises as requested.

j. Resource Coordinator: Position Checklist

RESOURCE COORDINATOR: POSITION CHECKLIST			
Event Description:		**Date:**	
Weather Conditions:		**Time:**	
Est. Event Window:	**From (date/time):**	**To:**	
Storm Level (circle one)	**1 2 3 4 5**		
Person Assigned			

Date	Time	
		Annually
_____	_____	Conduct a comprehensive skills/training review to identify opportunities for employees to be assigned storm roles/jobs.
_____	_____	Collaborate with division leadership to ensure that emergency storm roles/jobs are approved.
_____	_____	Work with appropriate IMT Leaders to ensure training of emergency storm roles/jobs is completed.
_____	_____	Participate in UI EPP exercises as requested.
_____	_____	Participate in After Action Report exercise.
_____	_____	Assist in annual update of UI EPP for HR, Training and Safety section.
_____	_____	
		Pre-Emergency Event
_____	_____	Review Checklist
		During Emergency Event
_____	_____	Work with applicable Team Leaders to determine staffing resource needs
_____	_____	Obtain latest staffing requests from Planning Team Leader and HR, Training and Safety Team Leader
_____	_____	Rely on integrated staffing resource requirements plan to assign storm roles/jobs.
_____	_____	Ensure activation of emergency storm assignments.
_____	_____	Update HR, Training and Safety Team Lead on status of staffing and assignment process.
_____	_____	Monitor resource performance and recommend changes.

Date	Time	
_____	_____	Secure additional UI manpower if needed.
_____	_____	Track all storm resources' time and schedules, and update appropriate Leaders.
_____	_____	Maintain Activity Log.
		Upon Decision to Deactivate
_____	_____	Deactivate Resource Management.
_____	_____	Submit Activity Log to HR Team Leader.
_____	_____	Complete Resource Coordinator After Action Review and submit to HR, Training and Safety Team Leader.

k. Training Team Leader

The Training Team Leader is responsible for all safety, technical and operations refresher training for personnel assigned to an emergency assignment.

- Reports to the HR, Training & Safety Team Leader
- Receives information from the HR, Training and Safety Team Leader
- Identifies any Training issues associated with current incident
- Coordinates implementation, communication and management of employee training
- Provides advice and guidance on an HR and Labor issues
- Provides Training reports to the HR, Training and Safety Team Leader
- Maintains an activity log

I. Training Team Leader: Position Checklist

TRAINING TEAM LEADER: POSITION CHECKLIST			
Event Description:		**Date:**	
Weather Conditions:		**Time:**	
Est. Event Window:	**From (date/time):**	**To:**	
Storm Level (circle one)	**1 2 3 4 5**		
Person Assigned			

Date	Time	
		Annually
_____	_____	Participate in any UI EPP exercises if requested.
_____	_____	Complete After Action Report on exercise.
_____	_____	Review and complete annual update of HR, Training and Safety section in UI EPP.
		Pre-Emergency Event
_____	_____	Determine the location for the incident and proceed in a safe manner to the facility.
		During Emergency Event
_____	_____	Report to the HR, Training and Safety Team Leader as part of his/her staff.
_____	_____	Identify Training issues and concerns with incident response activities.
_____	_____	Coordinate employee training activities.
_____	_____	Coordinates implementation, communication and management of employee safety, technical and operations training as required
_____	_____	Provide advice and guidance on training related issues and concerns.
_____	_____	Provide Training information to the HR, Training and Safety Team Leader for use in preparing reports and estimates as required.
_____	_____	Maintain an Activity Log.
_____	_____	**Upon Decision to Deactivate**
_____	_____	Submit Activity Log to HR, Training and Safety Team Leader.
_____	_____	Complete After Action Review and submit After Action Review to HR, Training and Safety Team Leader.

4. STAFFING LEVELS BY STORM LEVEL

Staffing level estimates by storm level are intended to be a guideline for use as a resource planning tool. Due to the varied nature of emergency events, actual resource needs can vary significantly and will be determined on a case by case basis. Therefore the estimates contained in this appendix are not intended to be a required level of resources, nor should they be interpreted as such.

HR, Training and Safety

Team	Role	Level 1	Level 2	Level 3	Level 4	Level 5
HR, Training and Safety	HR, Training and Safety Team Leader	1	1	1	1	1
Safety	Safety Team Leader	1	1	1	1	1
Safety	Corporate Safety Lead	1	2	3	3	5
HR	HR Leader	1	2	2	2	5
HR	Resource Coordinator	1	1	2	3	4
Training	Training Team Leader	1	2	2	2	5

5. FORMS

MyUI/Forms

The Safety Department retains various safety messages, power point presentations, and incident investigation information on the (U ***DRIVE/ MyUI/*** under forms Injury & Illness report and Motor vehicle accident report and Chain of Custody form. Incident investigation reporting and initial reporting can be found in the Safety data base

.

6. EQUIPMENT AND TOOLS

Equipment / Tools / Systems	Description	Level 1	Level 2	Level 3	Level 4	Level 5	Remarks
Laptops		1	3	3	4	5	1 at EOC, others in field
Radios		2	3	4	5	6	Need portable
Portable Printer/Fax		0	0	1	1	1	Portable printer needed at field location for on the scene report creation
Company Vehicles	Safety Vehicle(s)	0	0	1	1	1	For non-SUV needs
Company Vehicles	Safety Vehicle(s)	1	1	2	2	3	For transport of UI workers with non-threatening injuries to medical treatment
Company Vehicles	Safety Vehicle(s) – SUV	2	3	4	4	5	With safety supplies (PPE, barricades, lights, cones) as needed/requested

7. DEVELOPMENT HISTORY

Revision 0	Initial Appendix - 11/21/11
Writer	
Reviewer(s)	
Approver(s)	
Reason Written	To define the responsibilities of the HR, Training and Safety Team.

APPENDIX 7 - PLANNING

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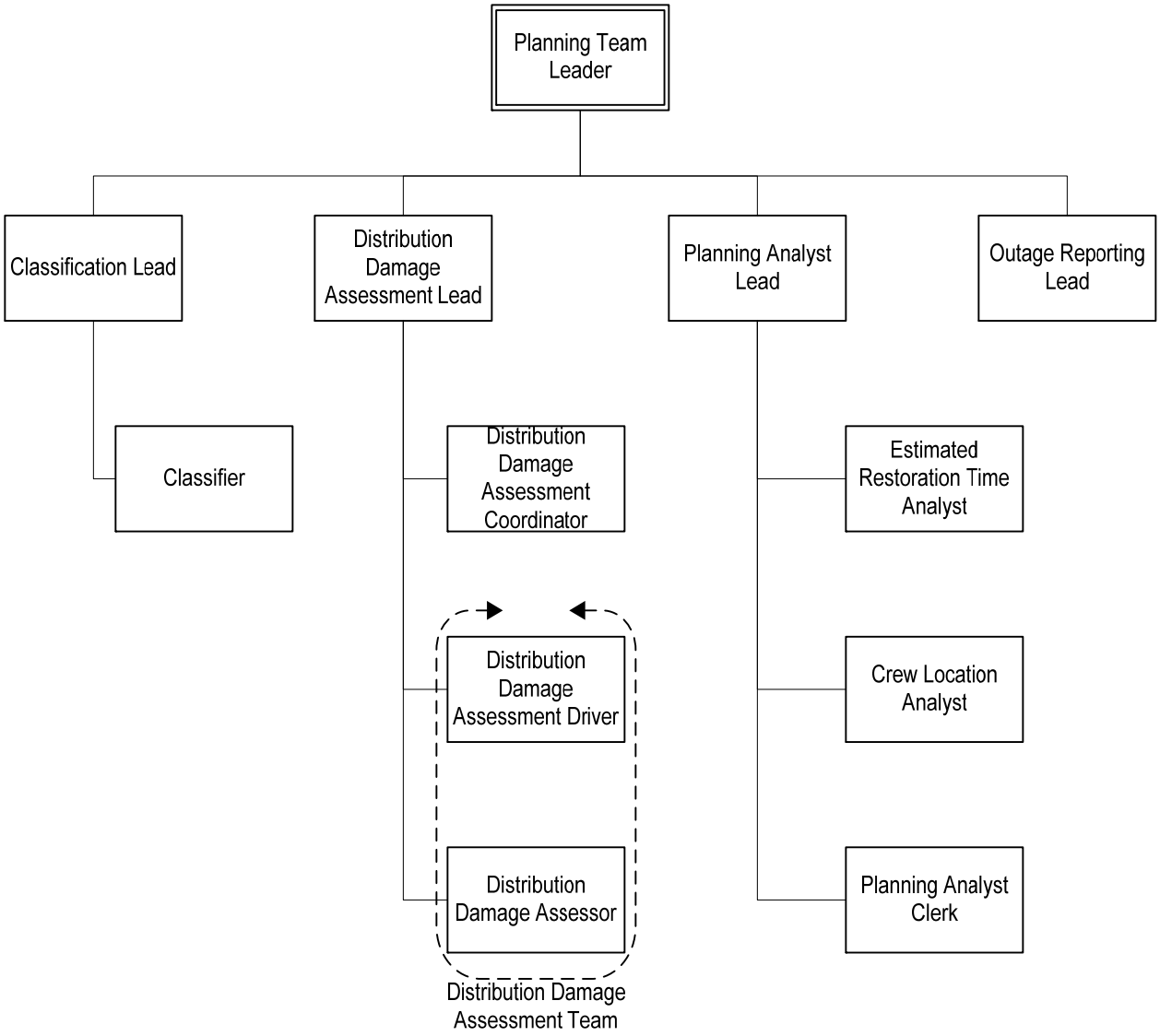
1. PLANNING TEAM ORGANIZATIONAL CHART



2. PROCESS OVERVIEW

The Planning Team process includes the following sub-processes:

- Planning Team Activation
- Classification
- Distribution Damage Assessment
- Planning Analysis
- Outage Reporting
- Planning Team Deactivation

a. Planning Team Activation Sub-process

Overview: The Planning Team Activation sub-process is designed to efficiently and effectively implement the Planning Team processes during an incident.

- Incident Manager:
    - Will open the EOC.
    - Will review initial outage information and decided to active Planning Team.

b. Classification Sub-process

Overview: The Classification sub-process is designed to take as inputs field Damage Assessments and OMS predicted events, and analyze data to prioritize restoration.

- Establish priority of damage assessment.
- Validate the OMS model based on damage assessments from field data.
- Update the OMS model to reflect actual reported field conditions.
- Prioritize restoration based on the prioritization scheme.
- Create work packages (identified location and scope of work) based on prioritization.

c. Distribution Damage Assessment Sub-process

Overview: The Damage Assessment sub-process is designed to take direction from the classification sub-process and perform field assessments to verify and quantify damage incurred.

- Obtain priority of damage assessment from classification sub-process.
- Perform damage assessments:
    - Document damage locations including assets affected.
    - Return damage assessment information to classification area and debrief regarding field findings.

d. Planning Analysis Sub-process

Overview: The Planning Analysis sub-process is designed to collect information on damage restoration prioritization (Classification sub-process), resource availability (Operations and other sources), and material availability (Logistics) to develop Estimated Restoration Times (ERTs) and Resource Requirements Plan.

e. Outage Reporting Sub-process

Overview: The Outage reporting process compiles and analyzes outage and restoration information for post-incident reliability and regulatory reporting purposes.

f. Planning Team Deactivation Sub-process

Overview: The Planning Team Deactivation sub-process is designed to efficiently and effectively deactivate the Planning Team process and return to normal operation.

- Incident Manager:
    - Will review existing outage information with Planning Team Leader and decide to deactivate Planning Team
- Planning Team Leader:
    - Decide to deactivate all or part of Planning Team.
    - Contact appropriate Planning Team Leads to deactivate.
    - Notify Incident Manager when Planning Team functions are deactivated.
- Planning Team Leads:
    - Deactivate their functions.
    - Notify Planning Team Leader when functions are deactivated.

3. POSITION DESCRIPTIONS

a. Planning Team Leader

- Reports to the Incident Manager
- Responsible for delivering to the Incident Manager (IM) and Incident Management Team (IMT):
  - Resource Plan crew man-hours required and man-hours available:
    - Resources include: Planning Team, Overhead Line, Line Clearance, Wires Down/Make Safe and Services crews
  - ERTs based on crew availability and material availability
  - Outage Reports
- Manage the distribution damage assessment process
- Manage collection, analyses and reporting of incident information
- Manage system model updates based on Distribution Damage Assessment
- Report number and status of jobs
- Manage preparation and internal distribution of resource need estimates
- Manage ERT development and monitor restoration efforts
- Work with IMT to assess the level of effort needed to restore customers and develop appropriate plans
- Manage development of resource requirements for Overhead Line, Line Clearance, Wires Down/Make Safe and Services crews with Operations Team Leader
- Ensure material supplies are verified with Logistics Team Leader
- Ensure activation of Planning Team Storm Assignments
- Recommend restoration strategy and priorities
- Participate in incident management team briefings
- Brief Planning Team on IMT meetings and communications
- Establish Planning Team staffing schedule for the duration of the incident
- Scale up or scale down of Planning Team for the specific restoration incident, using the Staffing Levels by Storm Level as a guide
- Ensure Planning team positions are fully staffed with qualified individuals
- Ensure roles and responsibilities of each individual are defined and communicated
- Ensure that all action plans and checklists are complete and updated
- Update EPP Planning Team Appendix annually

b. Planning Team Leader: Position Checklist

PLANNING TEAM LEADER: POSITION CHECKLIST			
Event Description:		**Date:**	
Weather Conditions:		**Time:**	
Est. Event Window:	**From (date/time):**	**To:**	
Storm Level (circle one)	**1 2 3 4 5**		
Person Assigned			

Date	Time	
		Pre-Emergency Event
_____	_____	Review checklist.
_____	_____	Notify Planning Team Leads of potential emergency event, verify availability and request they review their checklist.
_____	_____	Develop schedule for Planning Team Leads for coverage throughout the event.
		During Emergency Event
_____	_____	Participate in Incident Manager Briefings.
_____	_____	Provide Incident Manager with Resource Requirements Plan and ERTs and other issues.
_____	_____	Update Planning Team Leads on briefings and other communications.
_____	_____	Monitor Planning Team process and provide assistance if needed.
_____	_____	Maintain Activity Log.
_____	_____	Brief next shift Planning Team Leader.
		Upon Decision to Deactivate
_____	_____	When Incident Manager decides to deactivate, notify Planning Team Leads to deactivate.
_____	_____	Participate in UI EOC After Action Review.
_____	_____	Ensure Outage Reports are complete and distributed.
_____	_____	Submit Activity Log and Activity Logs from Planning Team Leads to Incident Manager.
_____	_____	Submit a consolidated After Action Review from the Planning Team Leads to Incident Manager.

c. Classification Lead

- Reports to the Planning Team Leader
- Determine resource requirements for Classification Team and establishes a staffing schedule for the duration of the incident
- Prioritizing circuits to be patrolled during the event, and for a post event system audit
- Estimating and prioritizing work to be completed
- Developing Work Packets for Operations
- Notify Classification Team of EOC and Classification Center activation
- Arrange for the installation of terminals in the Classification Center or wherever required.
- Manage analyses and prioritization of restoration efforts
- Work with Liaison Team for road status information from municipal EOCs
- Arrange for 24 hour coverage of the Classification Center.
- Ensure work is prioritized and is consistent with restoration priorities.
- Work closely with Operations and Logistics to assess the level of effort needed to restore customers and develop appropriate plans.
- Assist in the preparation of the overall incident response plan
- Use the Outage Management System to trend restoration efforts
- Provide status reports at briefings / meetings
- Post status data, as appropriate
- Maintain an Activity Log
- Complete After Action Review
- Responsible for assigning Classification Team personnel and reviewing assignments annually
- Participate in updating EPP Planning Team Appendix annually
- Participate in UI EPP exercises if requested.

d. Classification Lead: Position Checklist

CLASSIFICATION LEAD: POSITION CHECKLIST			
Event Description:		**Date:**	
Weather Conditions:		**Time:**	
Est. Event Window:	**From (date/time):**	**To:**	
Storm Level (circle one)	**1 2 3 4 5**		
Person Assigned			

Date	Time	
		Pre-Emergency Event
_____	_____	Review checklist
_____	_____	Notify Classification Team of potential emergency event, verify availability and request they review their checklist.
_____	_____	Develop schedule for Classifiers for coverage throughout the event.
_____	_____	Arrange for terminal installation in Classification Center.
_____	_____	Print circuit maps.
		During Emergency Event
_____	_____	Notify Classification Team to report to Classification Center.
_____	_____	Request Damage Assessment Coordinator to initiate initial assessment.
_____	_____	Participate in Planning Team Briefings and update Classification Team.
_____	_____	Update Planning Team Lead on status of Classification process.
_____	_____	Monitor Classification Team process and provide assistance if needed.
_____	_____	Maintain Activity Log.
_____	_____	Brief next shift Classification Lead.
		Upon Decision to Deactivate
_____	_____	Notify Classification Team that UI EOC is deactivating.
_____	_____	Submit Activity Log to Planning Team Leader.
_____	_____	Complete Classification Team After Action Review and submit to Planning Team Leader.

e. Distribution Damage Assessment Lead

- Reports to the Planning Team Leader
- Responsible for assessing and reporting damage on the distribution system and distribution substations
- Determine resource requirements for Distribution Damage Assessment Team and establishes a staffing schedule for the duration of the incident
- Provide status reports at briefings / meetings to Planning Team Lead
- Dispatch initial Damage Assessment patrols at Classification Team Lead request.
- Coordinates the distribution damage assessment process
- Post status data, as appropriate
- Ensure the Distribution Damage Assessment Team positions are fully staffed with qualified individuals
- Ensure the roles and responsibilities of each individual are defined and communicated
- Maintain an Activity Log
- Complete After Action Review
- Responsible for assigning Distribution Damage Assessment Team members and reviewing assignments annually
- Participate in updating EPP Planning Team Appendix annually
- Participate in UI EPP exercises if requested.

f. Distribution Damage Assessment Lead: Position Checklist

DISTRIBUTION DAMAGE ASSESSMENT LEAD: POSITION CHECKLIST			
Event Description:		**Date:**	
Weather Conditions:		**Time:**	
Est. Event Window:	**From (date/time):**	**To:**	
Storm Level (circle one)	**1 2 3 4 5**		
Person Assigned			

Date	Time	
		Pre-Emergency Event
_____	_____	Review Checklist
_____	_____	Notify Distribution Damage Assessment Team of potential event and request they review their checklist.
_____	_____	Develop schedule for Distribution Damage Assessors for coverage throughout the event.
_____	_____	Request Distribution Assessment Team personnel from personnel supervisors
_____	_____	Print circuit maps, as necessary.
		During Emergency Event
_____	_____	Participate in Distribution Damage Assessment Team Briefings.
_____	_____	Update Planning Team Lead on status of Distribution Damage Assessment Team process.
_____	_____	Update Distribution Damage Assessment Team on briefings and other communications.
_____	_____	Monitor Distribution Damage Assessment Team process and provide assistance if needed.
_____	_____	Maintain Activity Log.
_____	_____	Brief next shift Distribution Damage Assessment Lead.
		Upon Decision to Deactivate
_____	_____	Notify Distribution Damage Assessment Team that UI EOC is deactivating.
_____	_____	Submit Activity Log to Planning Team Leader.
_____	_____	Complete Distribution Damage Assessment Team After Action Review and submit to Planning Team Leader.

g. Planning Analyst Lead

- Reports to the Planning Team Leader
- Develop schedule for Planning Information Team for coverage throughout the event.
- Produce Resource Requirements Plan for Operations manpower, materials and equipment
- Track crews (Overhead Line, Line Clearance, Wires Down/Make Safe and Services crews) using 'Field Crew Tracking Sheet'.
- Ensure Planning Analyst Team works with Classification Team to determine manpower (Overhead Line, Line Clearance, Wires Down/Make Safe and Services crews) and material resource needs
- Ensure Planning Analyst Team works with Operations Team to determine resource availability (Overhead Line, Line Clearance, Wires Down/Make Safe and Services crews, UI crews, contractors and mutual assistance) and crew locations using 'Field Crew Location Form'
- Ensure Planning Analyst Team develops and provides ERTs
- Ensure Planning Analyst Team works with Logistics Team to determine material and equipment availability
- Ensure Planning Information Team is staffed to develop projections and do 'what if' analysis
- Lead the development of the Resource Requirements Plan and communicate Plan to Planning Team Leader and Planning Team
- Provide status reports at briefings / meetings to Planning Team Lead
- Post status data, as appropriate
- Provide the Public Information Team Leader with information necessary for the periodic management reports.
- Update EPP Planning Team Appendix annually
- Participate in UI EPP exercises if requested

h. Planning Analyst Lead: Position Checklist

PLANNING ANALYST LEAD: POSITION CHECKLIST			
Event Description:		**Date:**	
Weather Conditions:		**Time:**	
Est. Event Window:	**From (date/time):**	**To:**	
Storm Level (circle one)	**1 2 3 4 5**		
Person Assigned			

Date	Time	
		Pre-Emergency Event
_____	_____	Review Checklist
		During Emergency Event
_____	_____	Obtain latest estimates on damage assessment from Classification Team.
_____	_____	Obtain latest manpower availability from Operations.
_____	_____	Develop Resource Management Plan and communicate to Planning Team Leader.
_____	_____	Ensure development and distribution of information and status reports. (ERTs, Resource Requirements, Crew Location Reports)
		Maintain Activity Log.
_____	_____	Update Public Information Team Leader on restoration status.
_____	_____	Brief next shift Planning Analyst Assessment Lead.
		Upon Decision to Deactivate
_____	_____	Deactivate Resource Management.
_____	_____	Submit Activity Log to Planning Team Leader.
_____	_____	Complete Resource Management After Action Review and submit to Planning Team Leader.

i. Outage Reporting Lead

- Report to the Planning Team Leader
- Develop schedule for Outage Reporting Team for coverage to support event reporting.
- Obtain Restoration Steps from System Operations
- Responsible to ensure completion of Circuit Interrupt Report processing
- Obtain customer outage information, restoration statistics, etc. from OMS.
- Complete final Circuit Interruption Reports and send to Distribution Planning for review and filing with PURA.
- Complete Outage Report Statistics by Time which includes the following statistics and graphs:
    - Customers out of service by hour
    - Restoration Steps by hour
    - Customers restored by hour
- Maintain an Activity Log
- Complete After Action Review
- Update EPP Planning Team Appendix annually
- Participate in UI EPP exercises if requested.

j. Outage Reporting Lead: Position Checklist

OUTAGE REPORTING LEAD: POSITION CHECKLIST			
Event Description:		**Date:**	
Weather Conditions:		**Time:**	
Est. Event Window:	**From (date/time):**	**To:**	
Storm Level (circle one)	**1 2 3 4 5**		
Person Assigned			

Date	Time	
		Pre-Emergency Event
_____	_____	Review Checklist
		During Emergency Event
_____	_____	Obtain outage attributes from OMS.
_____	_____	Ensure final Circuit Interruption Report is complete for filing with PURA.
_____	_____	Complete Outage Report Statistics by Time.
_____	_____	Provide and distribute updates and final reports.
_____	_____	Maintain Activity Log.
		Upon Decision to Deactivate
_____	_____	Deactivate Outage Reporting.
_____	_____	Submit Activity Log to Planning Team Leader.
_____	_____	Complete Outage Reporting After Action Review and submit to Planning Team Leader.

k. Classifier

- Reports to the Classification Lead
- Obtain outage information from all source
- Analyze damage information from all sources
- Prioritize areas and circuits to be patrolled in initial assessment and circuit patrol
- Prepare, log, and prioritize work packages for Operations
- Update OMS model to reflect current conditions based on event data and actual field assessments
- Maintain Prioritized list of restoration work updated with information from all sources including damage assessment results.
- Direct Distribution Damage Assessment Coordinator to complete initial assessment.
- Direct Distribution Damage Assessment Coordinator to complete circuit patrols for specific circuits.
- Complete After Action Review and submit to Classification Lead
- Participate in updating EPP Planning Team Appendix Classifier section annually
- Participate in UI EPP exercises if requested.

I. Classifier: Position Checklist

CLASSIFIER: POSITION CHECKLIST			
Event Description:		**Date:**	
Weather Conditions:		**Time:**	
Est. Event Window:	**From (date/time):**	**To:**	
Storm Level (circle one)	**1 2 3 4 5**		
Person Assigned			

Date	Time	
		Pre-Emergency Event
_____	_____	Review checklist.
		During Emergency Event
_____	_____	Collect outage information from all sources.
_____	_____	Request Distribution Damage Assessment Coordinator to dispatch damage assessment patrols.
_____	_____	Analyze outage information and maintain prioritized list of restoration work.
_____	_____	Update Classification Lead, ERT Lead and Resource Management Resource with outage analyses and prioritized list of restoration work.
_____	_____	Prepare, Log, and Prioritize Work Packages for Operations.
_____	_____	Participate in Classification Team meetings and briefings.
_____	_____	Brief next shift Classifier.
		Upon Decision to Deactivate
_____	_____	Submit Activity Log to Classification Team Lead.
_____	_____	Complete After Action Review and submit to Classification Team Lead.

m. Distribution Damage Assessment Coordinator

- Report to the Distribution Damage Assessment Lead
- Creates teams and schedule for Distribution Damage Assessment Teams (Distribution Damage Assessor and Distribution Damage Assessment Driver)
- Dispatch assessment patrols and circuit assessment patrols per Classifier request.
- Ensure Distribution Damage Assessment Team returns tabulated damage assessment information to the classification area
- Distribute work to the Damage Assessment Teams
- Insure the Damage Assessment Team has all necessary materials and equipment (Car, radio, cell phone, flashlight, maps, pens, contact information).
- Package information for patrollers
- Ensure a Safety Briefing/Tailboard with Driver and Assessor occurs
- Keep track of the patrols and assignments using Damage Assessment Personnel Tracking Log.
- Update Distribution Damage Assessment Lead of damage assessment status
- Maintains Activity Log
- Completes After Action Review
- Participate in updating EPP Planning Team Appendix Distribution Damage Assessment section annually
- Participate in UI EPP exercises if requested.
- Complete After Action Review of exercises and submit to Distribution Damage Assessment Lead

n. Distribution Damage Assessment Coordinator: Position Checklist

DISTRIBUTION DAMAGE ASSESSMENT COORDINATOR: POSITION CHECKLIST			
Event Description:		**Date:**	
Weather Conditions:		**Time:**	
Est. Event Window:	**From (date/time):**	**To:**	
Storm Level (circle one)	**1 2 3 4 5**		
Person Assigned			

Date	Time	
		Pre-Emergency Event
_____	_____	Review checklist.
		During Emergency Event
_____	_____	Team Distribution Damage Assessor with Distribution Damage Assessment Driver.
_____	_____	Dispatch distribution assessment patrols at Classifier request.
_____	_____	Ensure Damage Assessment Teams tabulate damage assessment information for Classification Team.
_____	_____	Update Distribution Damage Assessment Lead with distribution damage assessment
_____	_____	Participate in Distribution Damage Assessment Team meetings and briefings.
_____	_____	Maintain Activity Log.
_____	_____	Brief next shift Distribution Damage Assessment Coordinator.
		Upon Decision to Deactivate
_____	_____	Submit Activity Log to Distribution Damage Assessment Team Lead.
_____	_____	Complete After Action Review and submit to Distribution Damage Assessment Team Lead.

o. Distribution Damage Assessment Driver

- Report to the Distribution Damage Assessment Lead
- Responsible for driving Distribution Damage Assessor through specified areas so that damage can be recorded.
- Review with the Distribution Damage Assessor the area that has been assigned for the patrol and the route that you will take.
- If you do not have a car normally assigned to you, see the Distribution Damage Coordinator, who will arrange one for you.
- Complete safety briefing/tailboard before leaving for assessment.
- Assist Damage Assessor as needed and directed.
- Completes After Action Review
- Participate in updating EPP Planning Team Appendix Distribution Damage Assessment section annually
- Participate in UI EPP exercises if requested.
- Complete After Action Review of exercises and submit to Distribution Damage Assessment Lead

p. Distribution Damage Assessment Driver: Position Checklist

DISTRIBUTION DAMAGE ASSESSMENT DRIVER: POSITION CHECKLIST			
Event Description:		**Date:**	
Weather Conditions:		**Time:**	
Est. Event Window:	**From (date/time):**	**To:**	
Storm Level (circle one)	**1 2 3 4 5**		
Person Assigned			

Date	Time	
		Pre-Emergency Event
_____	_____	Review checklist.
		During Emergency Event
_____	_____	Sign-out UI vehicle.
_____	_____	Verify you have all supplies needed and vehicle is equipped appropriately.
_____	_____	Participate in safety briefing/tailboard before leaving for assessment.
_____	_____	Update Damage Assessment Coordinator with status.
_____	_____	Participate in Distribution Damage Assessment Team meetings and briefings.
_____	_____	Brief next shift Distribution Damage Assessment Driver.
_____	_____	**Upon Decision to Deactivate**
_____	_____	Complete After Action Review and submit to Distribution Damage Assessment Team Lead.

q. Distribution Damage Assessor

- Reports to the Distribution Damage Assessment Lead
- Responsible for assessing distribution damage on circuits assigned
- Perform post system audit as determined by the Planning Team Leader
- Update Damage Assessment Coordinator of damage assessment status
- Complete Safety Briefing/tailboard before leaving for assessment.
- Conducts Damage Assessment Patrol. There are two (2) types of patrols that the Circuit Patrol could be asked to do
  1. Initial Damage Assessment which is a quick look at a circuit or area and is done to determine and quantify how much damage was done
  2. Thorough circuit patrol which is a detailed review of the circuit in order to document all damage such that work packages can be created and scheduled/dispatched to operations for repair.
- Complete Distribution Damage Assessment forms and mark circuit maps accordingly
- Participate in updating EPP Planning Team Appendix Distribution Damage Assessment section annually
- Participate in UI EPP exercises if requested.
- Complete After Action Review of exercises and submit to Distribution Damage Assessment Lead

r. Distribution Damage Assessor: Position Checklist

DISTRIBUTION DAMAGE ASSESSOR: POSITION CHECKLIST			
Event Description:		**Date:**	
Weather Conditions:		**Time:**	
Est. Event Window:	**From (date/time):**	**To:**	
Storm Level (circle one)	**1 2 3 4 5**		
Person Assigned			

Date	Time	
		Pre-Emergency Event
_____	_____	Review checklist.
		During Emergency Event
_____	_____	Obtain circuit map(s) of circuit(s) to be assessed from Distribution Damage Assessment Coordinator.
_____	_____	Participate in safety briefing/tailboard before leaving for assessment.
_____	_____	Assess damage on circuit, complete damage assessment forms and mark circuit maps.
_____	_____	Provide damage assessment forms/information to Classifier.
_____	_____	Update Distribution Damage Assessment Lead with assessment status and issues.
_____	_____	Participate in Distribution Damage Assessment Team meetings and briefings.
_____	_____	Brief next shift Distribution Damage Assessor.
_____	_____	**Upon Decision to Deactivate**
_____	_____	Perform post system audit as determined by the Planning Team Leader.
_____	_____	Complete After Action Review and submit to Distribution Damage Assessment Team Lead.

s. Estimated Restoration Time Analyst

- Reports to the Planning Analyst Lead
- Review and analyze distribution damage assessment data
- Review crew resource availability from Resource Forecast Analyst
- Review material availability from Logistics Team Lead
- Extract AT&T pole set requirements from damage assessments and communicate to AT&T liaison
- Obtain transmission damage assessment from the Transmission Damage Assessment Lead
- Develop list of resource needs to restore customers
- Develops initial Resource Requirements Availability Plan and continuously updates Plan
- Work with Operations Team to determine resource availability (UI crews, contractors and mutual assistance)
- Notify Operations to call up additional personnel to Emergency Storm Assignments as needed
- Develops ERTs for system, towns and customers from beginning of event, and refine continually as information and restoration progresses.
- Update Planning Analyst Lead of ERT status
- Maintains Activity Log
- Completes After Action Review
- Participate in updating EPP Planning Team Appendix Planning Analyst section annually
- Participate in UI EPP exercises if requested
- Complete After Action Review of exercises

t. Estimated Restoration Time Analyst: Position Checklist

ESTIMATED RESTORATION TIME ANALYST: POSITION CHECKLIST			
Event Description:		**Date:**	
Weather Conditions:		**Time:**	
Est. Event Window:	**From (date/time):**	**To:**	
Storm Level (circle one)	**1 2 3 4 5**		
Person Assigned			

Date	Time	
		Pre-Emergency Event
_____	_____	Review checklist
		During Emergency Event
_____	_____	Work with Operations Team to determine resource availability
_____	_____	Obtain material availability from Logistics Team Lead.
_____	_____	Obtain and analyze distribution damage assessment data to determine manpower and material resource needs
_____	_____	Obtain Transmission Restoration ERT
_____	_____	Develop and maintain Resource Requirements Model
_____	_____	Obtain AT&T pole set data and communicate to AT&T liaison
_____	_____	Analyze and develop ERTs for system, communities and customers.
_____	_____	Develop Resource Management Status and other reports as needed.
_____	_____	Update Planning Analyst Lead on ERTs.
_____	_____	Participate in Planning Analyst Team meetings and briefings.
_____	_____	Maintain Activity Log.
_____	_____	Brief next shift Estimated Restoration Time Analyst.
		Upon Decision to Deactivate
_____	_____	Submit Activity Log to Planning Analyst Lead.
_____	_____	Complete After Action Review and submit to Planning Analyst Lead.

u. Crew Location Analyst

- Reports to Planning Analyst Lead
- Responsible for maintaining list of Overhead Line, Line Clearance, Wires Down/Make Safe and Services crew locations
- Disseminate crew location report
- Develop status reports for briefings / Planning Team meetings
- Maintain an Activity Log
- Complete After Action Review
- Participate in updating EPP Planning Team Appendix Planning Analyst section annually
- Participate in UI EPP exercises if requested.
- Complete After Action Review of exercises and submit to Planning Analyst Lead

v. Crew Location Analyst: Position Checklist

CREW LOCATION ANALYST: POSITION CHECKLIST			
Event Description:		**Date:**	
Weather Conditions:		**Time:**	
Est. Event Window:	**From (date/time):**	**To:**	
Storm Level (circle one)	**1 2 3 4 5**		
Person Assigned			

Date Time

During Emergency Event

_____ _____ Work with Operations to determine location of Overhead Line, Line Clearance, Wires Down/Make Safe and Services crew.

_____ _____ Maintain list of Crew Locations.

_____ _____ Provide Crew Location Report to Planning Analyst Lead.

_____ _____ Maintain Activity Log.

_____ _____ Brief next shift Crew Location Analyst.

Upon Decision to Deactivate

_____ _____ Submit Activity Log to Planning Analyst Lead.

_____ _____ Complete After Action Review and submit to Planning Analyst Lead.

w. Planning Analyst Clerk

- Report to the Planning Analyst Team Lead
- Assist team leads in logging Planning Team assignments and schedules
- Assist in recording patrol assignment information
- Ensure access to appropriate electronic forms and record assignments
- Update Planning Analyst Team Lead of Planning Team assignment and schedule
- Complete After Action Review
- Participate in updating EPP Planning Team Appendix Planning Analyst section annually
- Participate in UI EPP exercises if requested.
- Complete After Action Review of exercises and submit to Planning Analyst Team Lead

x. Planning Analyst Clerk: Position Checklist

PLANNING ANALYST CLERK: POSITION CHECKLIST			
Event Description:		**Date:**	
Weather Conditions:		**Time:**	
Est. Event Window:	**From (date/time):**	**To:**	
Storm Level (circle one)	**1 2 3 4 5**		
Person Assigned			

Date	Time	
		Pre-Emergency Event
_____	_____	Review checklist.
		During Emergency Event
_____	_____	Ensure access to appropriate electronic forms
_____	_____	Complete Planning Team Personnel Assignment and Location Logs
_____	_____	Provide updates on Planning Team assignment tracking.
_____	_____	Participate in Planning Analyst Team meetings and briefings.
_____	_____	Brief next shift Planning Analyst Team Clerk.
_____	_____	**Upon Decision to Deactivate**
_____	_____	Complete After Action Review and submit to Distribution Damage Assessment Team Lead.

4. STAFFING LEVELS BY STORM LEVEL

The staffing level below represents per day staffing.

Staffing level estimates by storm level are intended to be a guideline for use as a resource planning tool. Due to the varied nature of emergency events, actual resource needs can vary significantly and will be determined on a case by case basis. Therefore the estimates contained in this appendix are not intended to be a required level of resources, nor should they be interpreted as such.

Role	Level 1	Level 2	Level 3	Level 4	Level 5
Planning Team Leader	1	1	2	3	3
Classification Lead	1	1	2	2	3
Distribution Damage Assessment Lead	0	1	1	1	2
Planning Analyst Lead	0	1	1	2	3
Outage Reporting Lead	0	1	1	1	1
Classifier	0	2	16	24	36
Distribution Damage Assessment Coordinator	0	1	2	2	4
Distribution Damage Assessment Driver	0	5	30	40	60
Distribution Damage Assessor	0	5	30	40	60
Estimated Restoration Time Analyst	0	1	3	4	8
Crew Location Analyst	0	1	1	2	4
Planning Analyst Clerk	0	1	2	2	4

Note: Level 4 staffing levels were derived using Tropical Storm Irene as a baseline. Based on the EPP, Tropical Storm Irene would be classified as a Level 4 storm.

5. FORMS

- Planning Team Form #100 - Damage Assessment Survey
- Planning Team Form #110 - UI Damage Assessment Team Personnel Log
- Planning Team Form #120 - Classification/Information Team Personnel Log
- Planning Team Form #130 - Restoration Resources Template
- Planning Team Form #140 - Crews by Town
- Planning Team Form #150 - Outages by Town

All forms are available as MS Excel Files and filed in the Planning Team Directory H:\USER\WRK_GRP\SI_Admin\Restore Process\Planning team Forms-Templates

All forms should be filled out in electronic format.

Other Corporate Forms:

- Activity Logs
- After Action Review forms or templates

Damage Assessor Name:_____
Date Patrol Conducted:_____

Portion of Circuit Patrolled
____Main Line ____ Side Tap--Starting Fuse on Pole_____ _____ Past Recloser
____Entire Circuit ____ All Side Taps

OMS Event # Circuit #	Street Address House Number	Town	Date Time	(1) # of Broken Poles	(2) # of Pole Shifts	(3) # of Sections of Primary	(4) # of Sections of Secondary	(5) # of Sections of Aerial Cbl.	(6) # of TXF replaced or reset	(7) # of House Services	(8) # of Xarms	(9) # of Cutout Replace/Reuse	(10) # of Recloser Replace / Reset	(11) CLF	(12) Primary Off Pin	(13) St Light	(15) Trees Line Clearance	AT&T Pole #	# of Tree Contact Pri/Sec/ Svc/Eq	# of Uprooted Trees	Comments/Notes

a. **Planning Team Form #100 – Damage Assessment Survey**

United Illuminating Damage Assessment Team Personnel Log

Date:

Damage Assessor	Damage Assessment Driver	Vehicle #	Out Date / Time	In Date / Time	Circuit	Cell Phone #	Comments

b. Planning Team Form #110 – UI Damage Assessment Team Personnel Log

United Illuminating Classification/Information Team Personnel Log

Date:

Damage Assessor	Shift	Out Date / Time	In Date / Time	Contact Phone #	Comments

c. <u>Planning Team Form #120–Classification/Information Team Personnel Log</u>

Restoration & Make Safe Crew Information

Company	Company Type	State From	Crew Count	Max FTE's	Date Requested	First Work Date	Last Work Date
	Utility	NA					
	Contractor	NA					
Totals			0	0			

FTE's Per Day - # of Crew FTE's (excl. supv) Worked

8/28	8/29	8/30	8/31	9/1	9/2	9/3	9/4	9/5	9/6	9/7	9/8	9/9	9/10	9/11	9/12	9/13	9/14	9/15	9/16
0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Line Clearance Crew Information

	Company Type	State From	Crew Count	Max FTE's	Date Requested	First Work Date	Last Work Date
Totals			0	0			

FTE's Per Day - # of Crew FTE's (excl. supv) Worked

8/28	8/29	8/30	8/31	9/1	9/2	9/3	9/4	9/5	9/6	9/7	9/8	9/9	9/10	9/11	9/12	9/13	9/14	9/15	9/16
0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Service Crew Information

	Company Type	State From	Crew Count	Max FTE's	Date Requested	First Work Date	Last Work Date
Totals			0	0			

FTE's Per Day - # of Crew FTE's (excl. supv) Worked

8/28	8/29	8/30	8/31	9/1	9/2	9/3	9/4	9/5	9/6	9/7	9/8	9/9	9/10	9/11	9/12	9/13	9/14	9/15	9/16
0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Patrol Crews

	Company Type	State From	Crew Count	Max FTE's	Date Requested	First Work Date	Last Work Date
Totals			0	0			

FTE's Per Day - # of Crew FTE's (excl. supv) Worked

8/28	8/29	8/30	8/31	9/1	9/2	9/3	9/4	9/5	9/6	9/7	9/8	9/9	9/10	9/11	9/12	9/13	9/14	9/15	9/16
0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

d. Planning Team Form #130 – Restoration Resources Template

Crews by Town:

Crew Type:	Overhead Line Crews												Tree Crews	Patrollers		Service Crews		
	UI PD OH		Contractor OH	Contractor Poles	Mutual Asst OH/Pole					Wires Down - Make Safe	Wires Down - Standby	AT&T Crews & Contractor Crews						
Town	Out	Fatigue			KCP&L	IP&L	R+M	Mich	Wisc				Tree Crews	UI	Contractor Crew*	UI Service Crews	Contractor Service Crews	Total
Ansonia																		**0**
Bridgeport																		**0**
Derby																		**0**
E. Haven																		**0**
Easton																		**0**
Fairfield																		**0**
Hamden																		**0**
Milford																		**0**
New Haven																		**0**
North Branford																		**0**
North Haven																		**0**
Orange																		**0**
Shelton																		**0**
Stratford																		**0**
Trumbull																		**0**
W. Haven																		**0**
Woodbridge																		**0**
Fatigue																		
To be dispatched																		**0**
Total In Field	**0**		**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
Summary by type	0												0	0		0		0
Total Capacity	**1**		**1**		**1**	**1**	**1**	**1**	**1**	**1**	**1**	**1**	**1**	**1**	**1**	**1**	**1**	**15**
Summary Avail by type	10												1	2		2		15
% of Total Capacity	**0%**		**0%**		**0%**					**0%**	**0%**	**0%**	**0%**	**0%**	**0%**	**0%**	**0%**	**0%**
% Capacity by Type	0%												0%	0%		0%		0%

e. Planning Team Form #140 – Crews by Town

12:00 AM
9/5/2011

Outage Summary:	
Total Outages:	**0**

Crew Summary:			
Type of Crew	In Use	Capacity	% In Use
OH line Crews:	0	1	0%
Tree Crews:	0	1	0%
Patrollers:	0	1	0%
Service Crews:	0	1	0%
Total Crews:	**0**	**4**	**0%**

Crews En Route:				
Origin			Available	#
TOTAL:				

Customer Outages by Town:													
Town	Number Served	Events	Peak Number Out	M 8/29 12:00 a.m.	T 8/30 12:00 a.m.	W 8/31 12:00 a.m.	Th 9/1 12:00 a.m.	F 9/2 12:00 a.m.	S 9/3 12:00 a.m.	S 9/4 12:00 a.m.	M 9/5 12:00 a.m.	Current Number Out	Portion Out (%)
ANSONIA													
BRIDGEPORT													
DERBY													
EAST HAVEN													
EASTON													
FAIRFIELD													
HAMDEN													
MILFORD													
NEW HAVEN													
NORTH BRANFORD													
NORTH HAVEN													
ORANGE													
SHELTON													
STRATFORD													
TRUMBULL													
WEST HAVEN													
WOODBRIDGE													
Total	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0%**

f. Planning Team Form #150 – Outages by Town

6. EQUIPMENT AND TOOLS

Equipment / Tools / Systems	Description	Level 1	Level 2	Level 3	Level 4	Level 5	Remarks
Laptops		2	11	31	43	68	
Internet card(s)							
Telephone		2	6	12	20	30	
Cell Phones		0	5	30	40	60	
Satellite Phones							
Radio System							
SCADA							
Copier							
Scanner/Fax							
AM/FM Radio							
Broadcast & Cable/Satellite TV							
E-Mail							
Corporate Intranet							

7. DEVELOPMENT HISTORY

Revision 0	**Initial Appendix - 11/21/11**
Writer	
Reviewer(s)	
Approver(s)	
Reason Written	To define the responsibilities of the Planning Team function.
Revision	
Writer	
Reviewer(s)	
Approver(s)	
Reason Written	

APPENDIX 8 - FINANCE AND ADMIN

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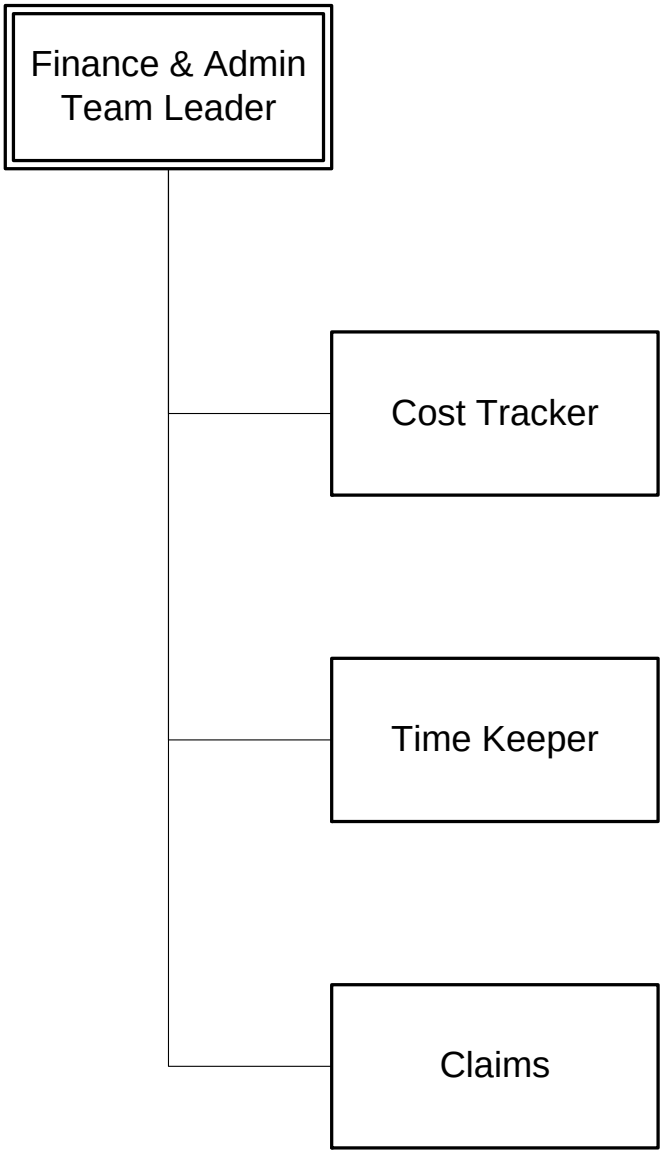
1. FINANCE AND ADMIN TEAM ORGANIZATIONAL CHART



2. PROCESS OVERVIEW

The Finance and Admin Storm Emergency Plan includes the Finance and Admin Team responsibilities and appendix materials to support the UI EOC Plan, in the event of an emergency in the UI service area.

a. Purpose

The purpose of the Finance and Admin Storm Emergency Plan is to anticipate storm emergency conditions ahead of time, and to acquire, set up and/or assign appropriate resources, procedures and personnel to most effectively deal with and function under the anticipated storm emergency conditions.

When an event arises, the situation will be monitored by the Restoration Manager. If that event escalates, the Restoration Manager may activate the UI EOC Plan. Once the decision is made to open the EOC, the Incident Manager will notify all Team Leaders to activate their emergency operations plans at the appropriate incident level.

b. Event Planning

When the Incident Management Team Leader receives information that indicates the likelihood of a major storm in UI's service area, the Incident Management Team Leader will schedule a conference call with all Incident Management Team Leaders to discuss Company preparations and potential plan activation.

At that time, the Finance and Administration Team Leader will notify the leaders for Cost Tracking, Time Keeping, and Claims to discuss Company preparations and potential plan activation. The Finance Team will set up a schedule of conference calls to discuss needs and informational updates in line with the scope of the activation plan.

In addition to the planning of an anticipated event, the Finance and Admin Team members will continue to work their standard day-to-day operations. However, the team will gather all EOC forms, templates, checklists, guidelines and corporate policies and procedures that will be needed to support the UI EOC effort.

The Finance Team will develop a model to assist in providing management with ongoing cost estimates of storm costs. The team will monitor personnel issues and concerns and remain informed of any potential cost impacts to the organization.

c. Finance Information Requirements:

1. Estimated duration of restoration plan
2. Number of UI Restoration Crews
3. Number of Outside Contractor Crews
4. Number of Tree Trimming Crews

5. Number of Mutual Assistance Crews
6. Call center staffing
7. Estimated overtime hours
8. Inventory issues related to storm
9. Directly purchased materials
10. Incidental costs related to storm (hotels, meals, etc.)
11. Estimate of claims/potential claims

3. POSITION DESCRIPTIONS

a. Finance and Admin Team Leader

- Responsible for all aspects of financial support including the management of accounting procedures and policies, time recording, emergency fund disbursement, claims and administrative support
- Reports to the Incident Manager
- Responsible for providing financial information (i.e. storm cost projections) to incident management team members, as requested.
- Ensure proper invoicing by vendors until payment authorization is finalized.
- Activates emergency contracts with vendors if required.
- Recommends scale up or scale down of incident management structure for the Finance and Admin team when conditions warrant
- Continually assesses the financial impact to the organization
- Establishes emergency accounting procedures as required
- Establishes emergency timekeeping process if required
- Coordinates emergency funds, including petty cash requirements and emergency credit card authorizations
- Coordinates insurance issues with the company insurance claim representative as required
- Ensures accurate and timely accounting for storm restoration expenses
- Ensures accurate payment of contractors
- Identifies financial and administrative support requirements for planned and estimated operations
- Coordinates and processes requests for financial and administrative support
- Communicates any changes in company policy that affect emergency accounting procedures
- Provides status reports at briefings / meetings
- Participates in the preparation of the incident response plans
- Ensures that the Finance and Admin team are fully staffed with qualified individuals
- Briefs relief personnel, at change of shift, on the current status and any action items to be addressed
- Determines if additional personnel are required for the specific restoration incident, using the Staffing Levels by Storm Level matrix as a guide, and communicates those assignments
- Ensures that the roles and responsibilities of each individual are defined and communicated
- Establishes a staffing schedule for the duration of the incident for the Finance and Admin team members
- Ensures that all action plans and checklists are complete and updated
- Maintains an activity log

b. Finance and Admin Team Leader: Position Checklist

FINANCE AND ADMIN TEAM LEADER: POSITION CHECKLIST			
Event Description:		**Date:**	
Weather Conditions:		**Time:**	
Est. Event Window:	**From (date/time):**	**To:**	
Storm Level (circle one)	**1 2 3 4 5**		
Person Assigned			

Date	Time	
		Prior to Arrival
_____	_____	Determine the location for the EOC and proceed in a safe manner to the facility.
		Upon Arrival
_____	_____	Report to the Incident Manager (IM) as part of his/her staff.
_____	_____	Determine which of the arriving Finance and Administrative Team Leaders will take the first shift. Assign another Finance and Administrative Team Leader to report for a second shift.
_____	_____	Obtain arrival time for the second shift from the Incident Manager.
_____	_____	Provide the Incident Manager (IM) with the name of the person occupying the Finance and Admin Team Leader role so they may be included on the organization chart.
_____	_____	Assure adequate coverage in each unit. Provide staffing names to the Incident Manager (IM) for input into an incident organization chart.
		During the Shift
_____	_____	Document and analyze financial, cost, time and contract administration during a full-scale incident.
_____	_____	Provide financial related documentation regarding the incident for distribution through the Public Information Team Leader to external parties including but not limited to stockholders, financial houses and the Board of Directors.
_____	_____	Manage all financial aspects of an incident. This includes making phone calls or in-person visits (by members of your staff) with financial professionals managing the incident at other locations such as the field command post and control rooms.

Date	Time	
_____	_____	Provide financial and cost analysis information as requested by the Incident Manager (IM) and his/her staff.
_____	_____	Assure that accounts are established to cover incident expenditures.
_____	_____	Attend Incident Management Status conference calls / meetings.
_____	_____	Gather pertinent information from Incident Management briefings/calls
_____	_____	Provide input into the Emergency Response Plan developed by the Incident Manager (IM).
_____	_____	Provide financial information (i.e. storm cost projections) to incident management team members, as requested.
_____	_____	Ensure proper invoicing by vendors until payment authorization is finalized.
_____	_____	Monitor the payment of any customer claims
_____	_____	Meet periodically with the Logistics Team Leader to assure that equipment purchase/lease/rental charges are being tracked
_____	_____	Ensure that all personnel time records are accurately completed and transmitted.
_____	_____	Ensure that documentation of the Incident Manager (IM) actions is properly prepared and completed. This includes taking minutes of all Incident Management meetings.
_____	_____	Brief personnel on all incident-related financial issues needing attention or follow-up.
_____	_____	Supervise the internal reporting process staff (if activated) to assure documents are accurate.
_____	_____	Work with the claims management to assure that the claims process follows company procedures.
_____	_____	Provide financial input to demobilization planning.
_____	_____	Maintain a financial section activity log.
_____	_____	**Upon Decision to Deactivate**
_____	_____	Submit activity log to Incident Manager or Planning Team Leader.
_____	_____	Write up After Action Review, plus add personal comments on what worked, what could have worked better and suggestions for improvement.

c. Cost Tracker

The Cost Tracker is responsible for tracking costs of materials, outside contractors and vendors, personnel time, lodging and any other cost inferred from the current incident. This can be accomplished by utilizing SAP (Gas) and Peoples Software for the Electric Utility.

- Reports to the Finance and Admin Team Leader
- Receives information from the Finance and Admin Team Leader
- Coordinates with Time Keeper to obtain personnel costs associated with the incident
- Provides costing reports to the Finance and Admin Team Leader
- Maintains an activity log

d. Cost Tracker: Position Checklist

COST TRACKER: POSITION CHECKLIST			
Event Description:		**Date:**	
Weather Conditions:		**Time:**	
Est. Event Window:	**From (date/time):**	**To:**	
Storm Level (circle one)	**1 2 3 4 5**		
Person Assigned			

Date	Time	
		Annually
_____	_____	Participate in any UI EPP exercises if requested.
_____	_____	Complete After Action Report on exercise.
_____	_____	Review and complete annual update of Finance and Admin section in UI EPP.
		Pre-Emergency Event
_____	_____	Determine the location for the incident and proceed in a safe manner to the facility.
		During Emergency Event
_____	_____	Report to the Finance and Admin Team Leader as part of his/her staff.

Date	Time	
_____	_____	Assure appropriate accounts are being utilized to track incident expenditures.
_____	_____	Document cost, time and contract administration costs during a full-scale incident.
_____	_____	Coordinate with Time Keeper to obtain personnel costs associated with the incident
_____	_____	Provide cost data to the Finance and Admin Team Leader for use in preparing reports and estimates as required.
_____	_____	Maintain an Activity Log.
_____	_____	**Upon Decision to Deactivate**
_____	_____	Submit Activity Log to Finance and Admin Team Leader.
_____	_____	Complete After Action Review and submit After Action Review to Finance and Admin Team Leader.

e. Time Keeper

The Time Keeper is responsible for coordinating and inputting personnel time for UI crews and any outside resources. This can be accomplished by utilizing SAP.

- Reports to the Finance and Admin Team Leader
- Receives information from the Finance and Admin Team Leader
- Ensures personnel time records are accurately completed and submitted
- Provides labor cost information to the Cost Tracker
- Maintains an activity log

f. Time Keeper: Position Checklist

TIME KEEPER: POSITION CHECKLIST			
Event Description:		**Date:**	
Weather Conditions:		**Time:**	
Est. Event Window:	**From (date/time):**	**To:**	
Storm Level (circle one)	**1 2 3 4 5**		
Person Assigned			

Date	Time	
		Annually
_____	_____	Participate in any UI EPP exercises if requested.
_____	_____	Complete After Action Report on exercise.
_____	_____	Review and complete annual update of Finance and Admin section in UI EPP.
		Pre-Emergency Event
_____	_____	Determine the location for the incident and proceed in a safe manner to the facility.
		During Emergency Event
_____	_____	Report to the Finance and Admin Team Leader as part of his/her staff.
_____	_____	Assure appropriate accounts are being utilized to track incident expenditures.
_____	_____	Ensure that all personnel time records are accurately completed and transmitted.

Date	Time	
_____	_____	Utilizing information obtained from personnel time records, prepare database of time and labor costs for each shift. Provide labor cost information to Cost Tracker.
_____	_____	Maintain an Activity Log.
_____	_____	**Upon Decision to Deactivate**
_____	_____	Submit Activity Log to Finance and Admin Team Leader.
_____	_____	Complete After Action Review and submit After Action Review to Finance and Admin Team Leader.

g. Claims

The Claims function is responsible for preparation of settlement estimates and prepares documentation on all actual and possible claims.

- Reports to the Finance and Admin Team Leader
- Receives information from the Finance and Admin Team Leader
- Document and analyze customer claims
- Monitor payment of claims and provide cost information to the Cost Tracker
- Maintains an activity log

h. Claims: Position Checklist

CLAIMS: POSITION CHECKLIST			
Event Description:		**Date:**	
Weather Conditions:		**Time:**	
Est. Event Window:	**From (date/time):**	**To:**	
Storm Level (circle one)	**1 2 3 4 5**		
Person Assigned			

Date	Time	
		Annually
_____	_____	Participate in any UI EPP exercises if requested.
_____	_____	Complete After Action Report on exercise.
_____	_____	Review and complete annual update of Finance and Admin section in UI EPP.
		Pre-Emergency Event
		Determine the location for the incident and proceed in a safe manner to the facility.
_____	_____	Determine staffing requirements to accommodate Incident level and relief for change in shifts.
		During Emergency Event
_____	_____	Report to the Finance and Admin Team Leader as part of his/her staff.
_____	_____	Document and analyze financial customer claims that are likely to be

Date	Time	
_____	_____	paid due to the current incident.
_____	_____	Oversee the activities of Claims personnel in the field.
_____	_____	Monitor the payment of any customer claims. Provide any and all actual or potential cost information to the Cost Tracker.
_____	_____	Work with the claims management to assure that the claims process follows company procedures.
_____	_____	Maintain an Activity Log.
_____	_____	**Upon Decision to Deactivate**
_____	_____	Submit Activity Log to Finance and Admin Team Leader.
_____	_____	Complete After Action Review and submit After Action Review to Finance and Admin Team Leader.

4. STAFFING LEVELS BY STORM LEVEL

Staffing level estimates by storm level are intended to be a guideline for use as a resource planning tool. Due to the varied nature of emergency events, actual resource needs can vary significantly and will be determined on a case by case basis. Therefore the estimates contained in this appendix are not intended to be a required level of resources, nor should they be interpreted as such.

Role	Level 1	Level 2	Level 3	Level 4	Level 5
Finance and Admin Team Leader	1	1	1	2	2
Cost Tracker	1	1	2	2	2
Time Keeper	1	1	2	3	3
Claims	1	2	3	4	4

5. FORMS

- Spreadsheets will be utilized to keep track of various estimated cost aspects.
- Labor will most easily be tracked utilizing information gathered from time keepers. Average costs for job categories can be utilized for estimating purposes.
- Material costs can be estimate from information provided by Logistics. The materials management system may be capable of providing itemized material issues and costs. This will have to be confirmed.
- Other miscellaneous costs will have to be itemized as incurred by logistics primarily. This would include any arrangements made for services to be provided. Cost tracking spreadsheets can be created for such items.
- Claims information will be provided directly to the representatives in the Finance and Admin team. This information can also be kept in tabular form providing estimated claim settlement amounts for each incident that is addressed.
- Actual costs will be tracked by securing suitable work order numbers opened under a blanket funding project intended to track storm costs. Work order numbers will be pre-assigned and authorized to accept charges. List of appropriate work orders will be available to key personnel as well as the Incident Manager for issuing at the start of the event. These work orders can be used for any Level of activation.

6. EQUIPMENT AND TOOLS

Equipment / Tools / Systems	Description	Level 1	Level 2	Level 3	Level 4	Level 5	Remarks
Laptops		4	5	8	11	11	
Internet card(s)							
Telephone lines		4	5	8	11	11	
Cell Phones							
Satellite Phones							
Copier							
Scanner/Fax							
AM/FM Radio							
Broadcast & Cable/Satellite TV							
E-Mail							
Corporate Intranet							
OMS							

7. DEVELOPMENT HISTORY

Revision 0	**Initial Appendix - 11/21/11**
Writer	
Reviewer(s)	
Approver(s)	
Reason Written	To define the responsibilities of the Finance and Admin Team functions.
Revision	
Writer	
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APPENDIX 9 - OPERATIONS

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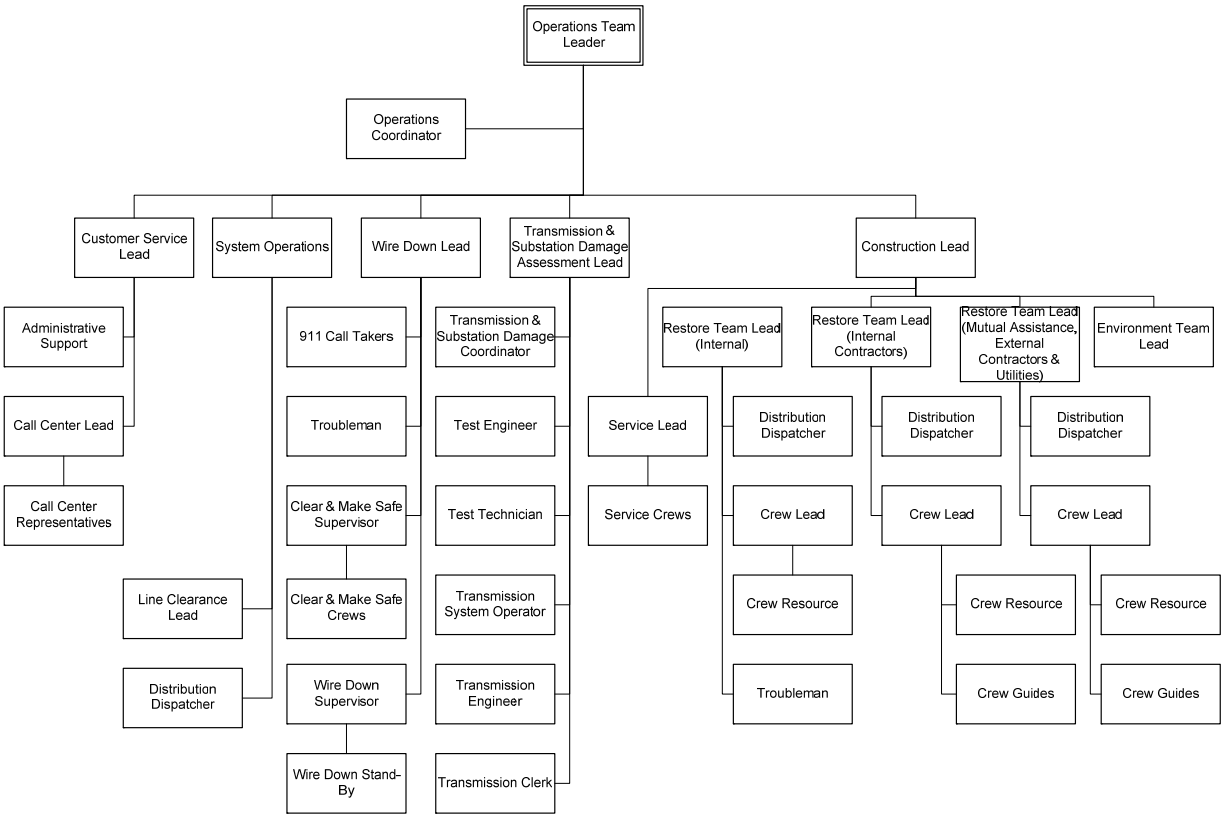
1. OPERATIONS TEAM ORGANIZATIONAL CHART



2. PROCESS OVERVIEW

The function of the Operations Team is to manage and expedite the tactical response and restoration of customers and systems by utilizing internal and external personnel and resources. These resources may consist of the following personnel: underground, substation, contract line, mutual assistance, electrical contractors, or any combination thereof. These personnel will work in areas they are qualified and equipped for.

The Operations Team consists of the following support teams:

Operations Coordinator

- Provides support to the Operations Team Leader.

Customer Service

- Staffs Customer Care Center with required number of full-time and part-time Customer Care Center Reps. Increases staffing levels as required with Pool Personnel from other sections.
- Assigns tasks and work schedules to Customer Care Center Reps.
- Makes decisions on services to be provided to customers, priority situations to be sent to Dispatch (e.g. live wires on cars), and personnel assignments.
- Handles difficult customer calls and deals with crisis situations (e.g. labor relations, performance levels, customers in dangerous situations due to outages), etc.

System Operations

- Responsible for managing the Transmission and Distribution systems.
- Responsible for all Line Clearance activities.
- Supports Construction and Wire Down with restoration of customers.

Wire Down

- Takes 911 calls and dispatches personnel.
- Responds to wire down and other priority trouble calls.
- Cuts down secondary wire and de-energizes primary wire as necessary.
- Barricade the area as necessary to ensure that the area is safe.
- Provides personnel to stand by at downed wire locations until the area can either be made safe or cleared.

Transmission System Damage Assessment and Restoration

The following guideline for restoration will be implemented in the event of widespread transmission disturbances or if an area is blacked out. In the event that transmission and substation systems are not impacted by the event, these personnel will support the distribution restoration process.

1. UI System Operator will establish communication with:
    - CONVEX

- Transmission Operations Lead Engineer
- Manned Transmission Substation Personnel

Restoration of service to transmission substations will then proceed to the extent that restoration of generation is not impeded.

- Damage to transmission facilities verified by reports from transmission / substation personnel, aerial patrols and/or ground patrols will be communicated from the Transmission and Substation Damage Assessment Lead to the Transmission System Coordinators.
- The Operations Team, working with the Planning Team, will develop plans for the repair of damaged facilities and make recommendations to the Transmission System Operator.
- Repair crews will be made up of Substation Electricians, tree crews, local contract linemen and qualified mutual assistance personnel from other utilities. Should it become necessary to remove salt contamination from transmission equipment, the equipment will be de-energized and pressure washed using high pressure vehicle washers, local Fire Departments and high pressure insecticide sprayers from local tree companies, the latter being the most effective.
- The Operations Team (Construction) will assist in locating repair parts with the assistance of Logistics, as required.

Construction

- **Service** will manage all service restoration in the OMS system**.** This work will be sorted and assigned to field crews for action. Additionally, work picked up in the field and received over the telephone will be entered into the OMS System. Likewise, all Trouble Notification Status Changes (completion, need electricians, meter work, line work, etc.) will be entered into OMS to provide the Customer Service Center with updates.
- **Internal Restore Team** will use UI personnel to restore customers.
- **Internal Contractor Restore Team** will use internal onsite contractors to restore customers.
- **Mutual Assistance and External Contractors Team** will use outside Contractor and Utility personnel to restore customers.

Environmental

- Will support all teams with environmental issues.

a. Procedural Overview

The goal of the restoration process is to safely restore electric service to the largest number of customers in a minimum amount of time, as efficiently as possible. Public safety issues are the highest priority followed by damage to substations, transmission lines and major circuits / feeders. Then power is restored to groups of customers, and then individual homes and businesses.

Service restoration priorities may vary based upon the magnitude of the system damage, duration of the storm and field conditions. The general sequence of service restoration will be as follows:

First Priority – Immediate Life Threatening Situations, Public Health and Safety

- Public safety requires the de-energizing or cutting down of downed primary voltage distribution lines.
- Restoration of service to previously designated public emergency service institutions such as major hospitals, evacuation centers, as prioritized by municipal officials.
- After the storm has passed to allow for the safe operation of aerial devices (≤ to 30 mph), UI may establish city/town cut down crews (line and tree crews paired up) and have them muster with the municipal public works department or police / fire department representatives to cut clear all trees in order to open roadways.

Second Priority – Substations, Transmission Lines, Primary Distribution Feeders

- Service restoration to a maximum number of customers in a minimum amount of time using available work forces. This usually involves the removal of trees and limbs (see above), bypassing some damaged equipment and re-energizing primary distribution lines. In some cases, circuit ownership may be established from the source to mainline. Then crews can then go back and work on the side taps. Crews could be paired up with tree trimmers to facilitate more rapid restoration.

Third Priority – Single and Three-Phase Laterals

- The repair and restoration of equipment and lines serving groups of customers.

Fourth Priority – Distribution Transformers and Services

- Although the restoration of service lines to individual homes or buildings is designated as Priority Four, in some cases these may be done at the same time as other higher priority work. This is accomplished by using UI crews not normally associated with distribution restoration work.

For outages expected to last several days due to extensive infrastructure damage United Illuminating may move to a feeder by feeder restoration process to facilitate coordination and increase customer restoration estimation accuracy.

Restoration efforts by field response personnel will not commence until safe conditions exist.

b. Line Clearance Process

During a minor storm, defined as scattered tree problems throughout the service area, the System Operations Lead will notify the Line Clearance Lead of reported problems. The Line Clearance Lead will field check and verify the reported problems. They will then notify and dispatch the on duty tree crew to the problem areas. The Line Clearance Lead will communicate directly with the Dispatcher as to the progress being made in the field. Construction will keep the Line Clearance Lead updated on field conditions as necessary.

If the storm intensifies or is predicted to inflict extensive damage (such as a hurricane) the Line Clearance Storm Room will be activated at the UI EOC. Additional personnel, such as Contractor General Foremen and tree crews will be requested by the Line Clearance Lead. Crew Guides will be requested and assigned from the Resource Coordinator. Crew Guides will be directed to report to the Line Clearance Lead for assignments. When the Line Clearance room is opened, it will be staffing 24x7 until a request for demobilization has been approved by the Operations Team Leader.

- The Tree Crew Guides may be Meter and Underground Personnel.
- Trouble Orders from the Line Clearance Trouble Order System will be brought to the Planning Team to be included with the Circuit Patrol.

Damage Assessment personnel will be used to verify tree problems along with their normal circuit patrol. Circuit Patrollers should be experienced distribution patrollers and will mark up a feeder route sheet and annotate the problems on the whole circuit and this information will be transcribed into OMS. When the job goes to the field to restore, this same map will be given to the “Circuit Owner” sorted by the maximum customers out and restore main line and then go back to the side taps. Patrols will report confirmed tree problems:

- By cellular telephone or in person according patrol instructions.
- Special Line Clearance Patrols will be used to verify miscellaneous tree problems from all other sources (i.e., trouble orders that are not part of a circuit patrol, telephone calls, etc.) and report directly to the Line Clearance Lead.
- Line Clearance Lead will be given confirmed trouble orders requiring tree clearance. The Line Clearance Lead or his / her alternate will dispatch all tree crews. Such activities will be coordinated with Operations Team as necessary.

The Line Clearance Staff at the UI EOC must be able to communicate with their crews throughout the territory. To accommodate this:

- Line Clearance Arborist’s office and vehicle is equipped with high band radio scanners as well as cellular telephones.
- Tree Crew foremen are normally equipped with cellular telephones.
- Tree crew guides will be issued cellular phones as required.

When a storm is expected that will require additional resources, the Line Clearance Lead, or his / her delegate will contact the tree trimming contractor a minimum of two days in advance of the storm due date.

- Sixteen (16) additional tree trimmers and one (1) general foremen will be held in reserve to be flown in should the need arise.
- These personnel will not be equipped with trucks.
- These crews will be scheduled for offsetting 14-hour shifts to provide overlap and to utilize the equipment 24 hours per day for the duration of the storm.

When required, the Line Clearance Lead will reserve additional crews with equipment to drive in on demand should the anticipated storm become a reality. This should be done a minimum two days in advance of the storm due date.

- Twenty (20) 3-man bucket crews with trucks and equipment.
- Two(2) additional general foremen
- These crews will be scheduled to work 16 hours per day such that the bulk of their schedule falls within daylight hours.

The Line Clearance Lead will determine if additional tree crews or specialized equipment is necessary due to either the severity of the storm or the nature of damage to the system. If so determined, the Line Clearance Lead will notify the Logistics Team Leader or his delegate so that:

- Additional resources may be secured.
- Crews already reserved can be notified.

Other information related to the Line Clearance process follows:

- The UI Line Clearance Lead or their alternate will dispatch tree crews.
- Status tracking and location of the tree crews will be the responsibility of the area Line Clearance Lead and/or their alternate. This tracking function will be maintained locally in the supervisor's operating area using the Line Clearance Trouble Order System. A report of the tree crew activities will be forwarded to System Operations Lead. If possible, have portable GPS devices ready to deploy to assist on tracking these mutual assistance crews.
- The tree clearing priorities will be by direction of the Planning Work Packets, field patrols and dispatchers. Life safety and critical customers will be given priority attention. Tree crews will be scheduled to problem areas prior to the arrival of the line crews when possible. As the storm progresses, Line Clearance and Construction will determine if tree crews and line crews should be teamed together. To insure high priority needs are met, line clearing will be done by circuit.
- Municipal Public Works crews may be utilized to assist UI in the clearing of trees to allow overhead line restoration work to take place. Public Works crews should work with a line crew when trees are in conflict with downed wires because of the potential electrical hazard.
- Private tree contractors should not normally be utilized. If private tree contractors are utilized, they should work with a UI line crew to limit the potential electrical hazard.
- The System Operations Lead will notify the Line Clearance Lead to cancel any or all reserved tree crews if the anticipated storm does not become a reality.

c. Wire Down Process

During a storm, multiple instances of downed wires can cause a safety hazard. The Wire Down process allows for a focused and dedicated staff to identify, assess and render these conditions safe.

When customers call UI to report an outage, the calls are captured in the Customer Information System (CIS) by a Voice Response Unit (VRU) at the Customer Care Center and an outage ticket is logged in CIS (SAP). This is then transmitted electronically for analysis in the Outage Management System. Customers provide information about an outage by connecting with the Customer Care Center on a touch tone phone, listening to an automated menu, and selecting an appropriate response. Customers may also speak directly with a Customer Service Representative to communicate safety conditions, provide additional details on the outage, or inquire about service restoration status. Customer communications is an ongoing function to obtain outage information, to relay outage information to operations for efficient restoration, and to acquire and provide restoration status information. This process requires coordinated internal communications of restoration information to support external communications to customers.

Call from Police and Fire are received on a dedicated line in System Operations. During a storm event, this line will be diverted to UI 911 Call Takers, working under the direction of the Wire Down Lead. The reports of downed wires will be entered into OMS and prioritized for dispatch to the Wire Down Supervisor or the Wire Down Stand-By personnel. Clear and Make Safe Crews, along with Trouble Truck, will be assigned by the Wire Down Lead and managed by the Wire Down Supervisor. The intent of the Clear and Make Safe Crews is to respond to confirmed reports of wires down and make the area safe. Supervisors will notify the personnel in Clear and Make Safe Crew when it is necessary for them to report to work.

d. Transmission and Substation Damage Assessment

In the event that transmission and substation systems are not impacted by the event, these personnel will support the distribution restoration process.

- **Event Plan Development and Mobilization of Resources**
    - **Establish Assessment Team**
        - Transmission Substation Damage Assessment Coordinator
        - Electrical Test
        - Transmission Maintenance
        - Line Clearance
        - System Operations
        - SCADA

        - System Protection
        - Transmission & Substation Construction
        - Transmission Business
    - **Initiate Operations Meeting and Pre-event actions**
        - Review Safety
        - Update status of Emergency Event
        - Evaluate changes to Critical Infrastructure access rights for employees
            - Physical Access to buildings / locations
            - Electronic access to SCADA
        - Develop plan for specific event anticipated
        - Develop staffing requirements, initial roles / reporting locations / work shifts
            - Damage Assessment Coordinator
            - Damage Assessment Team (Test Technicians and Test Engineers)
            - Transmission System Operators
            - Transmission Engineers
            - Transmission Clerk
            - Other Damage Assessment Resources
            - Transmission & Substation Electricians
            - Transmission Maintenance
            - Line Clearance
            - Transmission Line Crews
            - SCADA
            - System Protection
            - CONVEX Liaison
            - Telecommunications Resources
                - Fiber System - Support & Repair Crews
                - Radio System - Support & Repair Crews
        - Initiate Pre-Event Transmission & Substation Inspections (if appropriate)
        - Review current status of Electric System
            - Abnormal Conditions
            - Known issues or concerns
            - Construction and maintenance activity evaluation
        - Obtain CONVEX Updates/Coordination Contact
        - Outfit Assessment Team with necessary material required for event
            - System Right-of-Way Maps and One-lines
            - Personnel Protective Equipment (PPE)
            - General items: Rain Gear, Batteries, Flash Lights, Cell Phones
        - Establish Communications Protocol
            - Resource contact information – Internal & External

            - Primary means of communicating
            - Back-up means of communicating
            - Expectation of written logs
            - Clear, concise communications
        - Consider procurement of Transmission & Substation Equipment that may be required during event. e.g. Three Phase Generators, Power Washers, etc.
        - Review available Transmission & Substation Spare Parts and Material Assessment / Inventory
        - Perform outreach and as appropriate commit external resources
            - Line Clearance
            - Transmission Construction Crews and Equipment
            - Telecommunications – Fiber and Radio
            - CONVEX
            - Other Local Transmission Providers
            - Metro North / Amtrak
            - Helicopter contractors
    - **Mobilize Team**
        - Confirm resources, locations & contact information
        - Provide Team with any updated instructions or plans for event
- **Execute Plan**
    - Per event specific plan established
- **Monitoring of Transmission Events**
    - Maintain close coordination and communications with Transmission Operations, System Operators, Protection Engineers and Field Crews
    - Identify transmission events as they occur and determine if assessment actions are necessary
    - Maintain a continuous log of events and actions taken on the transmission system
    - In coordination with Transmission Operations, regularly review SCADA event reports and real-time system conditions to ensure all events requiring action are identified
- **Event Damage Assessment**
    - Determine general area/ location of event(s)
        - Evaluate SCADA information
        - Discussions with CONVEX/ ISO-NE
        - Protection Engineer feedback from disturbance analysis
        - Metro-North/ Amtrak field reports
        - Municipal emergency reports (Police/ fire)
    - Evaluate need to perform system-wide or ROW specific transmission patrols/ assessments (e.g., aerial patrols, foot patrols)
    - Assign Field Crews to evaluate damage and cause/location of event(s) – in consideration of safe working conditions that allow for field evaluation.
    - Obtain feedback from Field Crews

        - Verbal feedback
        - Photos sent via smartphones
    - Dispatch Transmission Engineers to locations that require their engineering knowledge to identify specific repair options/ materials/ follow-up requirements
    - Update event status logs with estimates of resource requirements and restoration expectations
    - Communicate repair needs (resources, materials) with Construction/ Line Clearance organization to initiate repairs
    - Stay updated on transmission switching and repair projections and status

e. Backup Communications

The 800MHZ radio system could be used as a back-up system for switching and emergency communications when radio and phone systems are not working.

The 800MHZ radio system is located in the following locations:

- ESWC SOC
- CFC SOC
- All bulk substations
- CONVEX

This is an open line that once invoked allows communication between all locations at the same time. In times of emergency this could be utilized to give emergency instructions to qualified individuals in the field.

f. Satellite Operations

When deemed necessary by the Incident Manager and Operations Team Leader, a designated satellite Work Center will open a Classification Center to specifically address the damage in a particular area. Minimum administrative staffing of each opened center will be:

- Crew Lead
- Classifiers
- Support Clerks

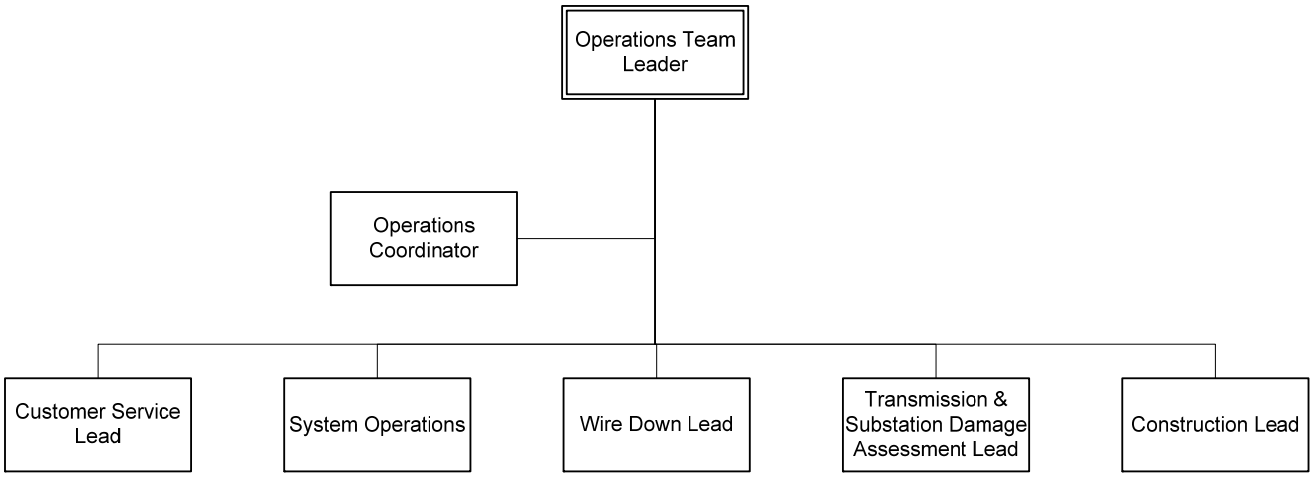
The Satellite will do its own classification, work packaging and dispatching.

- Switching will continue to be done through the Electric Systems Work Center.
- Job completions by Satellite Crews will be maintained in the OMS.
- Patrolling and individual house service restoration will continue to be done through the Service Lead.

3. POSITION DESCRIPTIONS

a. Operations Team

i. Operations Team Organizational Chart



ii. Operations Team Leader Reporting Positions

Team	Position	Position Description
Incident Management	Operations Team Leader	Responsible for directing and coordinating all tactical operations associated with electric system restoration. He/she is responsible for managing the dispatch and management of field resources to accomplish the electric system restoration. Responsible for the police and fire calls, wire down response and ensuring that the Customer Care Center is staffed appropriately. Assesses the effect of emergency operations on non-emergency work assignments and any other long-term effects on operations.
Operations	Operations Coordinator	Assist the Operations Team Leader, as needed. Reports to Operations Team Leader and maintains activity log.

Team	Position	Position Description
Operations	Customer Service Lead	Supervises the Customer Care Center during an event. Coordinates with Operations Team Leader to determine when to expand and/or extend shifts. Ensures readiness of back-up Call Center site as needed. Reports to Operations Team Leader and maintains activity log.
Operations	System Operations Lead	Provide information to the daily work plan regarding Distribution. Ensure restoration information is provided to the Distribution Dispatchers so that they can update outages in OMS/ system model and maintain an updated view of system status. Reports to Operations Team Leader and maintains activity log.
Operations	Wire Down Lead	Will manage Wire Down Process to ensure all 911 calls are answered and all wire down work is dispatched. Manages wire down standby personnel. Reports to Operations Team Leader and maintains activity log.
Operations	Transmission and Substation Damage Assessment and Restoration Lead	Provide information to restoration plan regarding transmission priorities. Ensure restoration information is provided to the Transmission Dispatcher and system model is updated.
Operations	Construction Lead	Will manage the restoration resources and processes to restore the system and customers in a safe manner. Reports to Operations Team Leader and maintains activity log.

iii. Operations Team Leader

Responsible for directing and coordinating all tactical operations associated with electric system restoration. He/she is responsible for the dispatch and management of field resources to accomplish the electric system restoration. Responsible for the police and fire calls, wire down response and ensuring that the Customer Care Center is staffed appropriately. Assesses the affect of emergency operations on non-emergency work assignments and any other long-term effects on operations.

- Responsible for directing and coordinating all tactical operations associated with electric system restoration
- Reports to the Incident Manager
- Responsible for the dispatch and management of field resources to accomplish the electric system restoration
- Responsible for the police and fire calls, wire down response and ensuring that the Customer Care Center is staffed appropriately

- Establish (if requested by local liaisons) the town/city line/tree cut down crews to clear roadways of trees)
- Assesses the effect of emergency operations on non-emergency work assignments and any other long-term effects on operations
- Gathers operational data
- Requests or releases resources through the Incident Manager
- Executes incident response plans
- Modifies the incident response plans according to incident level
- Manages response priorities with the Planning Team Leader
- Informs Incident Manager of the status of restoration
- Recommends scale up or scale down of incident management structure for the Operations team when conditions warrant
- Participates in periodic briefings held by Incident Manager
- Assigns post incident follow up activities
- Participates in the preparation of the Incident response plans and implementation of the plans
- Provides status reports at briefings / meetings
- Posts status data, as appropriate
- Ensures that the Operations Team positions are fully staffed with qualified individuals
- Determines if additional personnel are required for the specific restoration incident, using the Staffing Levels by Storm Level as a guide, and communicates those assignments
- Ensures that the roles and responsibilities of each individual are defined and communicated
- Establishes a staffing schedule for the duration of the incident for the Operations team members
- Ensures that all action plans and checklists are complete and updated
- Maintains an activity log

iv. Operations Team Leader: Position Checklist

OPERATIONS TEAM LEADER: POSITION CHECKLIST			
Event Description:		**Date:**	
Weather Conditions:		**Time:**	
Est. Event Window:	**From (date/time):**	**To:**	
Storm Level (circle one)	**1 2 3 4 5**		
Person Assigned			

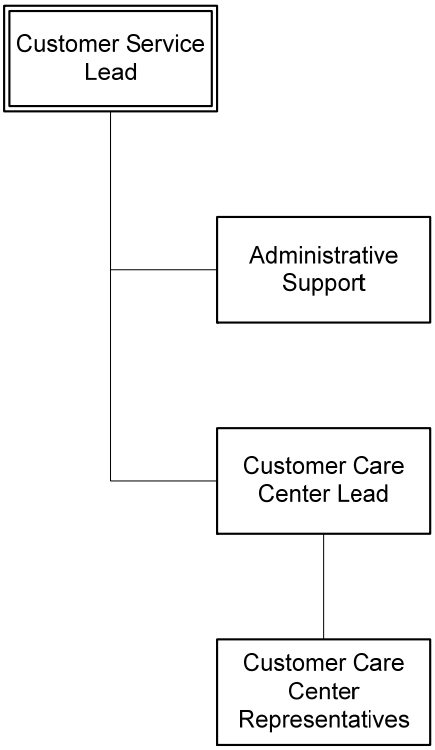
Date	Time	
		Prior to Arrival
_____	_____	Must make sure your Team has been notified about activation.
		Upon Arrival
_____	_____	Report to the Incident Manager (IM) as part of his/her staff.
_____	_____	Obtain arrival time for the second shift from the Incident Manager.
_____	_____	Assign another Operations Team Leader to report for a second shift if needed.
_____	_____	Provide the Planning Team Leader with the name of the person occupying the Operations Team Leader role so they may be included on the event organization chart.
		During the Shift
_____	_____	Oversee the tactical operation of the event
_____	_____	Direct and/or monitor activities of the Operations Team
_____	_____	Assess the resources and assistance required
_____	_____	Determine incident objectives and recommended strategies
_____	_____	Determine status of current tactical assignments
_____	_____	Evaluate situation and provide update to Planning Team: • Location, status, and assignment of resources • Effectiveness of tactics • Desired contingency plans

Date	Time	
_____	_____	Participate in periodic conference calls and/or meetings to be current with the status of tactical field operations.
_____	_____	Make sure responsibility of the UI Hotline is transferred to the Liaison Team
_____	_____	Make sure that road closing information is communicated and followed up between the Operations and Liaison Teams.
_____	_____	Determine resource (people & equipment) needs and provide them to the Planning Team Leader.
_____	_____	Organize Operations Team to ensure operational efficiency, personnel safety and adequate span of control.
_____	_____	Publish a list of contact person/phone numbers at each operational facility involved in managing the incident
_____	_____	Participate in status meetings or conference calls run by the IM
_____	_____	Assure that significant operational events are reported to the IM as they occur
_____	_____	Participate in Planning Meetings run by the Planning Team Leader
_____	_____	Work with the Planning Team Leader to provide inputs to the Incident Action Plan (IAP) for the current and next operational period.
_____	_____	Provide crewing levels to the Planning Team Leader
_____	_____	Monitor the execution of the Incident Action Plan for Operations: • Maintain close contact with subordinate positions • Ensure safe tactical operations
_____	_____	As requested or needed by departmental operations, request additional resources to support tactical operations. Such staffing resources could include but not be limited to: • Contract vendors for overhead line and tree clearance work • Mutual aid from nearby utilities (overhead and/or underground) • Company maintenance & construction forces • United Illuminating internal employees (storm assignments)
_____	_____	Staff Staging Areas with appropriate operations personnel and assist with demobilization, as needed.
_____	_____	Keep Resources Teams Contractors and Mutual Assistance Team Leaders up to date on changes in resource status.
_____	_____	Write formal Operations portion of plan with the Planning Team Leader, if so directed by the Incident Commander: • Identify assignments by Areas.

Date	Time	
		• Identify specific tactical assignments.
_____	_____	• Identify resources needed to accomplish assignments.
		Ensure coordination of the Operations Team with other Incident Management team staff:
		• Ensure resource ordering and logistical support needs are passed to Logistics in a timely fashion.
		• Reinforce the material / equipment ordering process.
		• Notify IT & Telecom Leader of communications problems.
		• Keep Planning Leader up-to-date on resource and situation status.
		• Notify Liaison Team Leader of issues concerning cooperating and assisting agency resources.
		• Keep Safety Team involved in tactical decision-making.
_____	_____	• Keep Incident Manager apprised of status of operational efforts.
_____	_____	Document resources ordered (personnel and/or equipment) and provide to the Planning Team Leader.
_____	_____	Maintain close communications with the Incident Manager.
_____	_____	Understand where materials are being staged and at what locations through contact with the Logistics Team Leader.
_____	_____	Working with operational departmental representatives, identify and help obtain unusual operational needs (i.e., boats, planes, etc.).
_____	_____	Support efforts to demobilize resources as soon as they are not needed.
_____	_____	Provide a list of surplus resources to the Planning Team Leader.
_____	_____	Document all activity using an Activity Log.

b. Customer Service Team

i. Customer Service Team Organizational Chart



ii. Customer Service Team Positions

Team	Position	Position Description
Operations	Customer Service Lead	Supervises the Customer Care Center during an event. Coordinates with Operations Team Leader to determine when to expand and/or extend shifts. Ensures readiness of back-up Call Center site as needed. Reports to Operations Team Leader and maintains activity log.
Customer Service	Administrative Support	Provides support to Customer Service Team. Reports to the Customer Service Lead.
	Customer Care Center Lead	Supervises and schedules CSR shifts during an event. Manages call volume and customer needs. Reports to the Customer Service Lead.
	Customer Care Center Representative	Answers incoming trouble/outage calls. Creates outage or issue event in OMS. Reports to the Customer Service Lead.

iii. Customer Service Lead: Position Checklist

CUSTOMER SERVICE LEAD: POSITION CHECKLIST			
Event Description:		**Date:**	
Weather Conditions:		**Time:**	
Est. Event Window:	**From (date/time):**	**To:**	
Storm Level (circle one)	**1 2 3 4 5**		
Person Assigned			

Date	Time	
		Prior to Arrival
_____	_____	Must make sure your Team has been notified about activation.
_____	_____	Ensure readiness of back-up call center site as needed
		Upon Arrival
_____	_____	Report to the Operations Team Leader as part of his/her staff.
_____	_____	Confirm shift assignments are in place.
_____	_____	Work with IT and Telecom Leader to obtain SAP security clearance for call takers, as needed.
_____	_____	Request the establishment of a Storm Center Hotline.
		During the Shift
_____	_____	Oversees the Customer Care Center during the event
_____	_____	Participate in periodic conference calls and/or meetings conducted by the Operations Team Leader to be current with the status of tactical field operations.
_____	_____	Assure that significant Customer Care Center events are reported as they occur
_____	_____	Notifies Client Fulfillment Department and support services that the Emergency Preparedness Plan has been activated and that storm plan assignments are to be activated.
_____	_____	Ensures support staffing requirements are met; institutes schedules to ensure adequate phone, supervisory and support systems coverage.

Date	Time	
_____	_____	Coordinates Customer Care Center supervisors, staff and tasks; information flow between Dispatch, and Communications and Customer Care Center; periodically informs upper management of Customer call loads and any fluctuation in call trends, monitors and ensures proper quality and quantity of call transactions; makes operating decisions regarding expenses, organization, schedules, services to be provided to customers, labor relations, and customer relations policies.
_____	_____	Ensures proper functioning of phone network and computer systems.
_____	_____	Handles difficult Customer calls or Customers requesting to speak to upper management.
_____	_____	Ensures staff is kept current on any available information (weather conditions, estimated number of outages, restoration times, circuit activity, priorities for restoration, distribution system factors, etc.).
_____	_____	Maintains group morale.
_____	_____	Support efforts to demobilize resources as soon as they are not needed.
_____	_____	Document all activity using an Activity Log.

iv. Administrative Support: Position Checklist

ADMINISTRATIVE SUPPORT: POSITION CHECKLIST			
Event Description:		**Date:**	
Weather Conditions:		**Time:**	
Est. Event Window:	**From (date/time):**	**To:**	
Storm Level (circle one)	**1 2 3 4 5**		
Person Assigned			

Date	Time	
		Upon Arrival
_____	_____	Report to the Customer Service Lead as part of his/her staff
_____	_____	Obtain arrival time for the second shift from the Customer Service Lead
_____	_____	**During the Shift**
_____	_____	Completes manual trouble orders for later input.
_____	_____	Enters data from manual trouble orders into the automated trouble reporting system.
_____	_____	Performs typing, duplication and information distribution tasks as required.
_____	_____	Assists Customer Care Center personnel as required.
_____	_____	Support efforts to demobilize resources as soon as they are not needed.
_____	_____	Document all activity using an Activity Log.

v. Customer Care Center Lead: Position Checklist

CUSTOMER CARE CENTER LEAD: POSITION CHECKLIST			
Event Description:		**Date:**	
Weather Conditions:		**Time:**	
Est. Event Window:	**From (date/time):**	**To:**	
Storm Level (circle one)	**1 2 3 4 5**		
Person Assigned			

Date	Time	
		Prior to Arrival
_____	_____	Must make sure your Team has been notified about activation.
		Upon Arrival
_____	_____	Report to the Customer Service Lead as part of his/her staff.
_____	_____	Obtain any shift assignments from the Customer Care Center Lead.
		During the Shift
_____	_____	Staffs Customer Care Center with required number of full-time and part-time Customer Care Center Reps. Increases staffing levels as required from Pool Personnel from other sections.
_____	_____	Assigns tasks and work schedules to Customer Care Center Reps, supervisors, support staff and provide assistance to team members.
_____	_____	Assure that significant Customer Care Center events are reported as they occur
_____	_____	Coordinates and manages training, tasks and responsibilities for supervisors, support staff and provide assistance to team members.
_____	_____	Makes operating decisions on services to be provided to customers, priority situations to be sent to Dispatch (e.g. live wires on cars), personnel assignments, schedule changes, and removing personnel from the Center due to lack of qualifications, health conditions, or inability to maintain required quality and quantity performance levels.
_____	_____	Monitors ACD functions and computer response time. Notifies Customer Care Center Director or appropriate repair personnel as required.

Date	Time	
_____	_____	Handles difficult customer calls and deals with crisis situations (e.g. labor relations, performance levels, customers in dangerous situations due to outages), etc.
_____	_____	Develops and implements training programs to existing personnel and assigned personnel before or during the storm (dependent on forewarning) including the following: • Customer relations and communications techniques • Handling difficult transactions • The Storm Emergency system • Customer Information System • Distribution Systems
_____	_____	Maintains group morale.
_____	_____	Keeps Customer Service Lead informed of critical situations and new outages immediately after customer notification.
_____	_____	Support efforts to demobilize resources as soon as they are not needed.
_____	_____	Document all activity using an Activity Log.

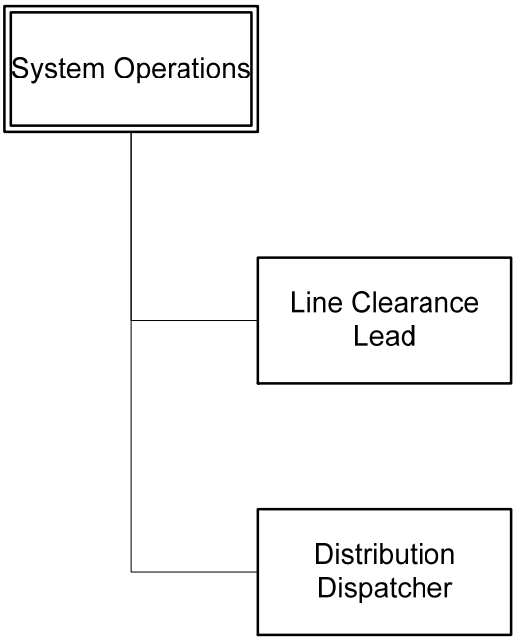
vi. Customer Care Center Representative: Position Checklist

CUSTOMER CARE CENTER REPRESENTATIVE: POSITION CHECKLIST			
Event Description:		**Date:**	
Weather Conditions:		**Time:**	
Est. Event Window:	**From (date/time):**	**To:**	
Storm Level (circle one)	**1 2 3 4 5**		
Person Assigned			

Date	Time	
		Upon Arrival
_____	_____	Report to the Customer Care Center Lead as part of his/her staff.
_____	_____	Obtain any shift assignments from the Customer Care Center Lead.
		During the Shift
_____	_____	Reviews storm training manuals.
_____	_____	Reports to work in timely manner in response to emergency call from Supervisor, activation of Storm Emergency Plan or in accordance with previously assigned work schedules.
_____	_____	Responds to Customer calls courteously, helpfully and with information pertaining to the customer's safety and welfare, appliance protection, retardation of food spoilage, crisis centers, emergency phone numbers, restoration efforts, etc.
_____	_____	Isolates Customers' service problems and cause of outage through proper questions/ techniques.
_____	_____	Enters relevant and specific information into the Customer Information System to inform dispatch of location, extent, and particulars of each Customer outage. Provides any relevant information on the status of the distribution system in each Customer's local area.
_____	_____	Reports any newly reported areas with outages, critical situations, and significant information to Customer Care Center Lead.
_____	_____	Refers critical and unusual situations to supervision for interpretation of policy, proper Customer safety, or handling of difficult or sensitive situations.
_____	_____	Instructs customers to call x211 or the American Red Cross for advice and assistance related to non-UI matters.
_____	_____	Support efforts to demobilize resources as soon as they are not needed.

c. System Operations Team

i. System Operations Team Organizational Chart



ii. System Operations Team Positions

Team	Position	Position Description
Operations	System Operations Lead	Provide information to the daily work plan regarding Distribution and Transmission priorities. Ensure restoration information is provided to the Distribution and Transmission Dispatchers so that they can update outages in OMS/ system model and maintain an updated view of system status. Reports to Operations Team Leader and maintains activity log.
	Distribution Dispatcher	Reviews outages in OMS and assists resources in field in determining and predicting causal factors for the outages. Maintain updated customer count by closing outages as they are completed in the field. Reports to the System Operations Coordinator.

Team	Position	Position Description
		This person is fully trained as a System Dispatcher and part of this job function is the creation of the required areas of protection. This also includes the issuance of the clearance boundaries to facilitate the necessary repairs. This person is well versed is the tagging requirements needed in the SOC once a clearance is in affect. Operating the OMS along with being able to work in our SCADA system is required.
	Line Clearance Lead	Manages all internal and mutual assistance Forestry personnel. Provides information to System Operations Lead on status of work and resource needs. Reports to the System Operations Lead.

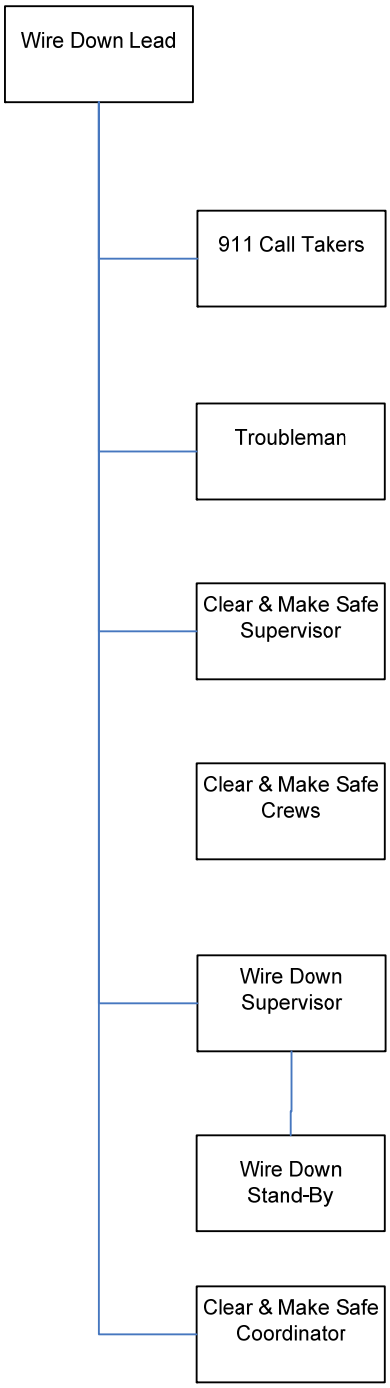
iii. System Operations Lead: Position Checklist

SYSTEM OPERATIONS LEAD: POSITION CHECKLIST			
Event Description:		**Date:**	
Weather Conditions:		**Time:**	
Est. Event Window:	**From (date/time):**	**To:**	
Storm Level (circle one)	**1 2 3 4 5**		
Person Assigned			

Date	Time	
		Prior to Arrival
_____	_____	Must make sure your Team has been notified about activation.
		Upon Arrival
_____	_____	Report to the Operations Team Leader as part of his/her staff.
_____	_____	Obtain arrival time for the second shift from the Operations Team Leader.
		During the Shift
_____	_____	Oversee the System Operations Team during the event
_____	_____	Provide up to date information on the system
_____	_____	Monitor activities of the Operations Teams for Information
_____	_____	Evaluate situation and provide regular updates to the Teams
_____	_____	Participate in periodic conference calls and/or meetings to be current with the status of tactical field operations
_____	_____	Participate in status meetings or conference calls run by the Operations Team Leader
_____	_____	Assure that significant System Operations events are reported as they occur
_____	_____	Work with Operations to identify unusual Operation conditions, information and needs.
_____	_____	Support efforts to demobilize resources as soon as they are not needed.
_____	_____	Document all activity using an Activity Log.

d. Wire Down Team

i. Wire Down Team Organizational Chart



ii. Wire Down Team Positions

Team	Position	Position Description
Operations	Wire Down Lead	Will manage Wire Down Process to ensure all 911 calls are answered and all wire down work is dispatched. Manages Clear and Make Safe Coordinator. Reports to Operations Team Leader and maintains activity log.
Wire Down	911 Call Takers	Will answer all 911 calls, update OMS and pass information on to Wire Down Supervisor. Reports to the Wire Down Lead.
	Clear and Make Safe Supervisor	Will coordinate all Clear & Make Safe Crews. Crews will report all issues to Wire Down Supervisor who in turn will contact dispatchers to update OMS. Reports to the Wire Down Lead.
	Wire Down Supervisor	Will coordinate all Wire Down Standby personnel to ensure a downed wire is safe until and Clear & Make Safe Crew arrives. Reports to the Wire Down Lead. Updates OMS accordingly.
	Municipal Make Safe Coordinator	In conjunction with Municipal Liaison Team Coordinator, manage each Municipal EOC's priority list. Coordinate assigned municipal make safe crews when requested by Municipalities, to facilitate clearing of roads and relieving Emergency First Responders. Updates OMS accordingly. Reports to the Wire Down Supervisor.
Wire Down Supervisor	Wire Down Standby	Personnel assigned to a location of a wire down to standby and keep safe until relieved. Reports to Wire Down Supervisor.
Clear and Make Safe Supervisor	Clear & Make Safe Crews	Under direction of Clear and Make Safe Supervisor, repairs damaged distribution equipment or make safe, so as to eliminate safety hazard and/or restore power to customers. Reports all progress and/or issues directly to Wire Down Supervisor. Reports to the Clear and Make Safe Supervisor.
	Trouble Truck	Under direction of Clear and Make Safe Supervisor or the Wire Down Lead, repairs damaged distribution equipment or make safe, so as to eliminate safety hazard and/or restore power to customers. Reports all progress and/or issues directly to Clear and Make Safe Supervisor. Reports to the Clear and Make Safe Supervisor.

iii. Wire Down Lead: Position Checklist

WIRE DOWN LEAD: POSITION CHECKLIST			
Event Description:		**Date:**	
Weather Conditions:		**Time:**	
Est. Event Window:	**From (date/time):**	**To:**	
Storm Level (circle one)	**1 2 3 4 5**		
Person Assigned			

Date	Time	
		Prior to Arrival
_____	_____	Must make sure your Team has been notified about activation.
		Upon Arrival
_____	_____	Report to the Operations Team Leader as part of his/her staff.
_____	_____	Obtain arrival time for the second shift from the Operations Team Leader.
		During the Shift
_____	_____	Oversee the Information during the event
_____	_____	Provide up to date information on wire downs and 911 calls
_____	_____	Monitor activities of the Wire Down Team for Information
_____	_____	Evaluate situation and provide regular updates to the Teams.
_____	_____	Participate in periodic conference calls and/or meetings to be current with the status of tactical field operations.
_____	_____	Participate in status meetings or conference calls run by the Operations Team Leader
_____	_____	Assure that significant Wire Down events are reported as they occur
_____	_____	Working with operations, to identify unusual Operations needs.

_____	_____	Support efforts to demobilize resources as soon as they are not needed.
_____	_____	Document all activity using an Activity Log.

iv. Wire Down Stand-By: Position Checklist

WIRE DOWN STAND-BY: POSITION CHECKLIST			
Event Description:		**Date:**	
Weather Conditions:		**Time:**	
Est. Event Window:	**From (date/time):**	**To:**	
Storm Level (circle one)	**1 2 3 4 5**		
Person Assigned			

Date	Time	
		Upon Arrival
_____	_____	Report to the Wire Down Lead as part of his/her staff.
_____	_____	Obtain shift schedule from the Wire Down Team Leader.
		During the Shift
_____	_____	Obtain locations that will need to be monitored from the Wire Down Lead.
_____	_____	If you do not have a car normally assigned to you, and one is needed, the Wire Down Lead will arrange one for you
_____	_____	Before leaving the UI lot check that: a. the car radio is working b. the vehicle has a full tank of gas c. you have an area map d. you have a pad, pencil, flash light and Hard Hat e. you get any last minute communications instructions f. Other safety equipment, as needed
_____	_____	The Clear and Make Safe Crews will be going to confirmed reports of wires down. They will test and cut it clear if it is de-energized. If the primary wire is still energized, they will barricade the area with cones and warning tape. Your job will be to stand by the area until a line crew arrives and clears the live wire.
_____	_____	While waiting for the line crews, you should warn any people who pass by the area of the situation. Do not cross the barricade for any reason, and if you feel there is dangerous situation outside the barricade, call the Wire Down Lead and report the situation.
_____	_____	Once the line crew clears the area, pick up the cones and warning tape and report to the Wire Down Lead that the area is clear. You will be assigned another location to report to.
_____	_____	Support efforts to demobilize resources as soon as they are not needed.
_____	_____	Document all activity using an Activity Log.

v. Wire Down Supervisor: Position Checklist

WIRE DOWN SUPERVISOR: POSITION CHECKLIST			
Event Description:		**Date:**	
Weather Conditions:		**Time:**	
Est. Event Window:	**From (date/time):**	**To:**	
Storm Level (circle one)	**1 2 3 4 5**		
Person Assigned			

Date	Time	
		Prior to Arrival
_____	_____	Must make sure your Team has been notified about activation.
		Upon Arrival
_____	_____	Report to the Wire Down Lead as part of his/her staff.
_____	_____	Obtain arrival time for the second shift from the Wire Down Team Leader.
_____	_____	Set up in the UI EOC with a phone
		During the Shift
_____	_____	Obtain locations that will need to be cut clear from the Wire Down Lead. These areas will be considered confirmed with the information coming from town officials, police, fire, U.I. patrols and OMS.
_____	_____	Assign areas to be cleared, truck numbers and cellular telephones to the Make Safe Crews.
_____	_____	Enter info into OMS, with the truck number, areas assigned and all other information as the crews call in (or use form).
_____	_____	When line crews are required and primary wires are found energized, notify the System Operator of the location.
_____	_____	If a Safety Observer is needed to stand by and one is not with the Clear and Make Safe Crew: • Direct the Clear and Make Safe Crew to stand by until a Safety Observer arrives. • Dispatch a Safety Observer to that location.
_____	_____	Participate in status meetings or conference calls run by the Wire Down Team Leader, as needed
_____	_____	Support efforts to demobilize resources as soon as they are not needed.
_____	_____	Document all activity using an Activity Log.

vi. Clear and Make Supervisor: Position Checklist

CLEAR AND MAKE SAFE SUPERVISOR: POSITION CHECKLIST			
Event Description:		**Date:**	
Weather Conditions:		**Time:**	
Est. Event Window:	**From (date/time):**	**To:**	
Storm Level (circle one)	**1 2 3 4 5**		
Person Assigned			

Date	Time	
		Prior to Arrival
_____	_____	Must make sure your Team has been notified about activation.
		Upon Arrival
_____	_____	Report to the Wire Down Lead as part of his/her staff.
_____	_____	Obtain arrival time for the second shift from the Wire Down Team Leader.
_____	_____	Set up in the UI EOC with a phone
		During the Shift
_____	_____	Obtain locations that will need to be cut clear from the OMS Application. These areas will be considered confirmed with the information coming from confirmed field reports.
_____	_____	Assign areas to be cleared, truck numbers and cellular telephones to the crews under your authority.
_____	_____	Enter info into OMS, with the truck number, areas assigned and all other information as the crews call in (or use form).
_____	_____	When line crews are required and primary wires are found energized, notify the System Operator of the location.
_____	_____	If a Safety Observer is needed to stand by and one is not with the Clear and Make Safe Crew: • Direct the Clear and Make Safe Crew to stand by until a Safety Observer arrives. • Dispatch a Safety Observer to that location.
_____	_____	Participate in status meetings or conference calls run by the Wire Down Team Leader, as needed
_____	_____	Support efforts to demobilize resources as soon as they are not needed.
_____	_____	Document all activity using an Activity Log.

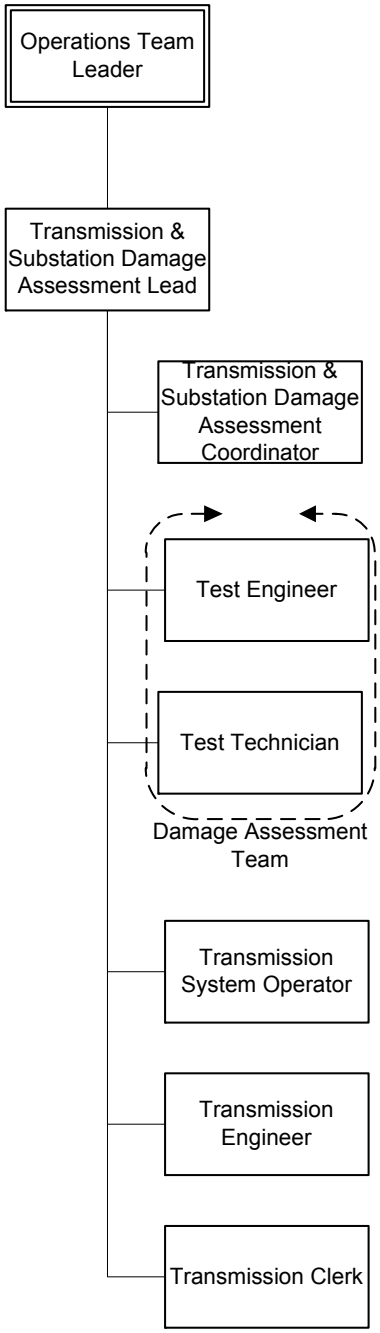
vii. Municipal Make Safe Coordinator: Position Checklist

MUNICIPAL MAKE SAFE COORDINATOR: POSITION CHECKLIST			
Event Description:		**Date:**	
Weather Conditions:		**Time:**	
Est. Event Window:	**From (date/time):**	**To:**	
Storm Level (circle one)	**1 2 3 4 5**		
Person Assigned			

Date	Time	
		Upon Arrival
_____	_____	Report to the Wire Down Lead as part of his/her staff.
_____	_____	Obtain arrival time for the second shift from the Wire Down Team Leader.
_____	_____	Set up in the UI EOC with a phone
		During the Shift
_____	_____	Obtain locations that will need to be cut clear from the Municipal Liaison Coordinator. These areas will be considered confirmed with the information coming from town officials.
_____	_____	Assign areas to be cleared, truck numbers and cellular telephones to the crews under your authority.
_____	_____	Enter info into OMS, with the truck number, areas assigned and all other information as the crews call in (or use form).
_____	_____	When wires are found to be energized the crew should contact Dispatch for switching for the location.
_____	_____	Participate in status meetings or conference calls run by the Wire Down Team Leader, as needed
_____	_____	Support efforts to demobilize resources as soon as they are not needed.
_____	_____	Document all activity using an Activity Log.

e. Transmission and Substation Damage Assessment Team

i. Transmission and Substation Damage Assessment Team Organizational Chart



ii. Transmission and Substation Damage Assessment Team Positions

Team	Position	Position Description
Operations	Transmission and Substation Damage Assessment Lead	Responsible for assessing and reporting damage on the 115kV transmission system and bulk substations. Determine if Pre-Event Transmission & Substation inspections should be completed. Reports to the Operations Team Leader.
Transmission and Substation Damage Assessment	Transmission and Damage Assessment Coordinator	Responsible for dispatching T&S Damage Assessment Team (Test Engineer and Test Technician) to assess transmission circuit and substation damage. Execute Pre-Event Transmission & Substation inspections. Report to the Transmission and Substation Damage Assessment Lead.
	Test Engineer	Responsible for assessing transmission and substation damage. Reports to the Transmission and Substation Damage Assessment Lead.
	Test Technician	Assists the Test Engineer in assessing transmission and substation damage. Reports to the Transmission and Substation Damage Assessment Lead.
	Transmission Damage Assessment Clerk	Sets up staffing schedule for the event and maintains records of personnel working, including hours.
	Transmission System Operator	Responsible for monitoring SCADA, CONVEX/ISO-NE, Metro-North/Amtrak field reports and municipal emergency reports (police/fire) and providing updates to T&S Damage Assessment Coordinator and Transmission Engineer. Reports to the Transmission and Substation Damage Assessment Lead.

iii. Transmission and Substation Damage Assessment Lead

- Responsible for assessing and reporting damage on the 115kV transmission system and bulk substations
- Report to the Operations Team Leader
- Determine if Pre-Event Transmission & Substation inspections should be completed
- Review safety with T&S Damage Assessment Team.
- Coordinate the T&S damage assessment process
- Mobilize Team and determine resource allocation for T&S Damage Assessment Team and establishes a staffing schedule for the duration of the incident
- Approve execute transmission and substation restoration plan.
- Approve system-wide or ROW specific transmission patrols/assessments.
- Provide status reports at briefings / meetings to Operations Team Lead
- Post status data, as appropriate
- Ensure that the T&S Damage Assessment Team positions are fully staffed with qualified individuals
- Ensure that the roles and responsibilities of each individual are defined and communicated
- Maintain an activity log
- Complete After Action Review
- Responsible for assigning T&S Damage Assessment Team members and reviewing assignments annually
- Participate in annual update of EPP Operations Team Appendix the Transmission and Substation Damage Assessment section
- Participate in UI EPP exercises if requested.

iv. Transmission and Substation Damage Assessment Team Lead: Position Checklist

TRANSMISSION AND SUBSTATION DAMAGE ASSESSMENT LEAD: POSITION CHECKLIST

Event Description:		**Date:**	
Weather Conditions:		**Time:**	
Est. Event Window:	**From (date/time):**	**To:**	
Storm Level (circle one)	**1 2 3 4 5**		
Person Assigned			

Date	Time	
		Pre-Emergency Event
_____	_____	Review Checklist & notify T&S Team of event & review their checklist.
_____	_____	Initiate Pre-Event Transmission & Substation Inspections
		During Emergency Event
_____	_____	Participate in T&S Damage Assessment Team Briefings.
_____	_____	Update Operations Team Lead on status of Damage Assessment.
_____	_____	Update T&S Damage Assessment Team on briefings and other communications.
_____	_____	Ensure coordination with System Operations, Telecom, Logistics and Restoration resources.
_____	_____	Maintain Transmission System Activity Log.
		Upon Decision to Deactivate
_____	_____	Notify T&S Damage Assessment Team that UI EOC is deactivating.
_____	_____	Submit Activity Log to Operations Team Leader.
_____	_____	Complete T&S Damage Assessment Team After Action Review and submit to Operations Team Leader.

v. Transmission & Substation Damage Assessment Coordinator

- Responsible for dispatching T&S Damage Assessment Team (Test Engineer and Test Technician) to assess transmission circuit and substation damage
- Report to the Transmission and Substation Damage Assessment Lead
- Execute Pre-Event Transmission & Substation inspections
- Dispatch T&S Damage Assessment Team to complete assessment.
- Check that Test Engineer has equipment needed.
- Test Engineer will report back when patrol is completed.
- Test Engineer will have their pre-numbered *Observation Forms* completed and circuit maps marked-up.
- Review Observation Forms and Maps with Test Engineer.
- Tabulate assessment results and provide tabulation to Classifier
- Provide T&S Damage Assessment Team with circuit information to be patrolled
- Dispatch T&S Damage Assessment Team to specified circuits
- Tabulate assessment results and provide tabulation to Classifier
- Update T&S Damage Assessment Lead of damage assessment status
- Maintains Activity Log
- Complete After Action Review
- Participate in annual update of EPP Operations Team Appendix the Transmission and Substation Damage Assessment section
- Participate in UI EPP exercises if requested.
- Complete After Action Review of exercises and submit to T&S Damage Assessment Lead

vi. Transmission and Substation Damage Assessment Coordinator: Position Checklist

TRANSMISSION AND SUBSTATION DAMAGE ASSESSMENT COORDINATOR: POSITION CHECKLIST

Event Description:		**Date:**	
Weather Conditions:		**Time:**	
Est. Event Window:	**From (date/time):**	**To:**	
Storm Level (circle one)	**1 2 3 4 5**		
Person Assigned			

Date	Time	
		Pre-Emergency Event
_____	_____	Review checklist.
_____	_____	Dispatch pre-event Transmission & Substation inspections.
		During Emergency Event
_____	_____	Form T&S Damage Assessment Team by matching Test Engineer with Test Technician.
_____	_____	Provide information for circuit patrol to Assessment Team.
_____	_____	Dispatch Assessment Team for circuit patrol.
_____	_____	Tabulate results of Assessment Team
_____	_____	Update T&S Damage Assessment Lead with outage analysis and status of assessment.
_____	_____	Participate in T&S Damage Assessment Team meetings/briefings.
_____	_____	Maintain Activity Log.
		Upon Decision to Deactivate
_____	_____	Submit Activity Log to T&S Damage Assessment Team Lead.
_____	_____	Complete After Action Review and submit to T&S Damage Assessment Team Lead.

vii. Test Engineer

- Responsible for assessing transmission line and substation damage
- Report to the Transmission and Substation Damage Assessment Lead
- Receive initial assessment information from T&S Damage Assessment Coordinator.
- Verify you have equipment, phone numbers and material needed.
- Report back when patrol is completed.
- Complete pre-numbered *Observation Forms* and have circuit maps marked-up.
- Review Observation Forms and Maps with T&S Damage Assessment Coordinator.
- Receive circuit patrol information from T&S Damage Assessment Coordinator.
- Complete circuit patrol.
- Update T&S Damage Assessment Coordinator of damage assessment status
- Maintain Activity Log
- Complete After Action Review
- Participate in annual update of EPP Operations Team Appendix the Transmission and Substation Damage Assessment section
- Participate in UI EPP exercises if requested.
- Complete After Action Review of exercises and submit to T&S Damage Assessment Lead

viii. Test Engineer: Position Checklist

TEST ENGINEER: POSITION CHECKLIST			
Event Description:		**Date:**	
Weather Conditions:		**Time:**	
Est. Event Window:	**From (date/time):**	**To:**	
Storm Level (circle one)	**1 2 3 4 5**		
Person Assigned			

Date	Time	
		Pre-Emergency Event
_____	_____	Review checklist.
		During Emergency Event
_____	_____	Obtain circuit(s) to be assessed for initial assessment.
_____	_____	Assess circuit and record damage.
_____	_____	Report damage to T&S Damage Assessment Coordinator.
_____	_____	Obtain circuit(s) to be assessed for circuit patrol.
_____	_____	Assess circuit and record damage.
_____	_____	Report damage to T&S Damage Assessment Coordinator.
_____	_____	Participate in T&S Damage Assessment Team meetings and briefings.
_____	_____	Maintain Activity Log.
		Upon Decision to Deactivate
_____	_____	Submit Activity Log to T&S Damage Assessment Team Lead.
_____	_____	Complete After Action Review and submit to T&S Damage Assessment Team Lead.

ix. Test Technician

- Assist Test Engineer in assessing transmission line and substation damage
- Report to the Transmission and Substation Damage Assessment Lead
- Obtain vehicle for assessment
- Update T&S Assessment Coordinator of damage assessment status
- Maintain Activity Log
- Complete After Action Review
- Participate in annual update of EPP Operations Team Appendix the Transmission and Substation Damage Assessment section
- Participate in UI EPP exercises if requested.
- Complete After Action Review of exercises and submit to T&S Damage Assessment Lead

x. Test Technician: Position Checklist

TEST TECHNICIAN: POSITION CHECKLIST			
Event Description:		**Date:**	
Weather Conditions:		**Time:**	
Est. Event Window:	**From (date/time):**	**To:**	
Storm Level (circle one)	**1 2 3 4 5**		
Person Assigned			

Date	Time	
		Pre-Emergency Event
_____	_____	Review checklist.
		During Emergency Event
_____	_____	Obtain vehicle (car or helicopter).
_____	_____	Obtain circuit(s) to be assessed.
_____	_____	Assist in assessing circuit and record damage.
_____	_____	Report damage to T&S Assessment Coordinator.
_____	_____	Participate in T&S Damage Assessment Team meetings and briefings.
_____	_____	Maintain Activity Log.
		Upon Decision to Deactivate
_____	_____	Submit Activity Log to T&S Damage Assessment Team Lead.
_____	_____	Complete After Action Review and submit to T&S Damage Assessment Team Lead.

xi. Transmission System Operator

- Responsible for monitoring SCADA, CONVEX/ISO-NE, Metro-North/Amtrak field reports and municipal emergency reports (police/fire) and providing updates to T&S Damage Assessment Coordinator and Transmission Engineer.
- Report to the Transmission and Substation Damage Assessment Lead.
- Perform pre-event transmission & substation status and provide to Transmission and Substation Damage Assessment Lead and Transmission Engineer
- Proved T&S Damage Assessment Coordinator with outage information from SCADA and other sources.
- Update System Operations and Transmission Engineer on T&S outages.
- Work with Transmission Engineers to evaluate damage and restoration.
- Dispatch Transmission Engineers to locations that require their engineering knowledge
- Obtain feedback from restoration crews
- Maintain Activity Log
- Completes After Action Review
- Participate in annual update of EPP Operations Team Appendix the Transmission and Substation Damage Assessment section
- Participate in UI EPP exercises if requested.
- Complete After Action Review of exercises and submit to T&S Damage Assessment Lead

xii. Transmission System Operator: Position Checklist

TRANSMISSION SYSTEM OPERATOR: POSITION CHECKLIST			
Event Description:		**Date:**	
Weather Conditions:		**Time:**	
Est. Event Window:	**From (date/time):**	**To:**	
Storm Level (circle one)	**1 2 3 4 5**		
Person Assigned			

Date	Time	
		Pre-Emergency Event
_____	_____	Review checklist.
		During Emergency Event
_____	_____	Determine general area/location of events by evaluating SCADA information and discussions with CONVEX/ISO-NE.
_____	_____	Provide information for assessment to T&S Damage Assessment Coordinator.
_____	_____	Monitor SCADA, CONVEX/ISO-NE, Metro-North/Amtrak field reports and Municipal emergency reports (police/fire).
_____	_____	Maintain open communications with CONVEX/ISO-NE
_____	_____	Provide information for circuit patrol to Assessment Team.
_____	_____	Work with Transmission Engineer on restoration priorities.
_____	_____	Participate in T&S Damage Assessment Team meetings/briefings.
_____	_____	Maintain Activity Log.
		Upon Decision to Deactivate
_____	_____	Submit Activity Log to T&S Damage Assessment Team Lead.
_____	_____	Complete After Action Review and submit to T&S Damage Assessment Team Lead.

xiii. Transmission Engineer

- Responsible for damage analysis, determining materials and labor needs and working with restoration crews to ensure work is completed.
- Report to the Transmission and Substation Damage Assessment Lead
- Determine restoration work to be completed and effort required
- Update T&S Damage Assessment Lead on restoration material and manpower requirements.
- Work with System Operations on transmission and substation restoration priorities
- Work with Logistics to determine material availability.
- Monitor restoration efforts
- Determine and recommend if system-wide or ROW specific transmission patrols/assessments should be performed
- Maintains Activity Log
- Completes After Action Review
- Participate in annual update of EPP Operations Team Appendix the Transmission and Substation Damage Assessment section
- Participate in UI EPP exercises if requested.
- Complete After Action Review of exercises and submit to T&S Damage Assessment Lead

xiv. Transmission Engineer: Position Checklist

TRANSMISSION ENGINEER: POSITION CHECKLIST			
Event Description:		**Date:**	
Weather Conditions:		**Time:**	
Est. Event Window:	**From (date/time):**	**To:**	
Storm Level (circle one)	**1 2 3 4 5**		
Person Assigned			

Date	Time	
		Pre-Emergency Event
_____	_____	Review checklist.
_____	_____	Review current status of Transmission system & substations, and recommend any pre-event work to be completed.
		During Emergency Event
_____	_____	Determine general area/location of events by evaluating SCADA information and discussions with CONVEX/ISO-NE.
_____	_____	Provide information for assessment to T&S Damage Assessment Coordinator.
_____	_____	Work with System Operations and Restoration Crews to ensure work priority and work completed.
_____	_____	Work with Logistics to determine material availability.
_____	_____	Participate in T&S Damage Assessment Team meetings/briefings.
_____	_____	Maintain Activity Log.
		Upon Decision to Deactivate
_____	_____	Submit Activity Log to T&S Damage Assessment Team Lead.
_____	_____	Complete After Action Review and submit to T&S Damage Assessment Team Lead.

xv. Transmission Clerk

- Responsible to keep a record of who is on patrol and what their assignment is.
- Report to the Transmission and Substation Damage Assessment Lead
- Assist T&S Damage Assessment Coordinator as needed and set up staffing schedule for event
- Maintain records of personnel working and hours
- Complete reports and status updates
- Update T&S Damage Assessment Lead of Patrol personnel status
- Maintains Activity Log
- Completes After Action Review
- Participate in annual update of EPP Operations Team Appendix the Transmission and Substation Damage Assessment section
- Participate in UI EPP exercises if requested.
- Complete After Action Review of exercises and submit to T&S Damage Assessment Lead

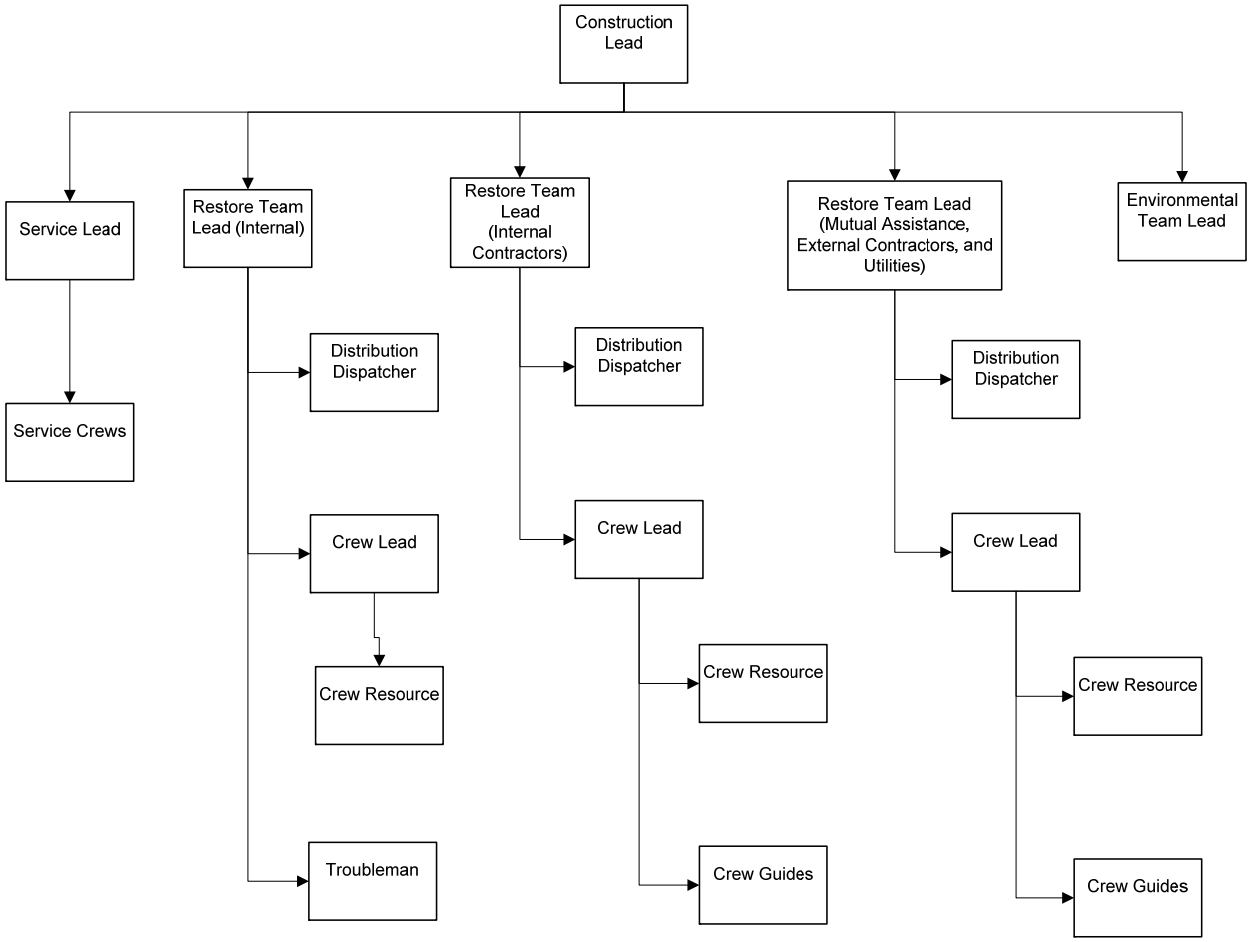
xvi. Transmission Clerk: Position Checklist

TRANSMISSION CLERK: POSITION CHECKLIST			
Event Description:		**Date:**	
Weather Conditions:		**Time:**	
Est. Event Window:	**From (date/time):**	**To:**	
Storm Level (circle one)	**1 2 3 4 5**		
Person Assigned			

Date	Time	
		During Emergency Event
		Set up staffing schedule for event.
_____	_____	Maintain records of personnel working and hours.
_____	_____	Update T&S Damage Assessment Lead of Patrol personnel status.
_____	_____	Update T&S Damage Assessment Lead with patrol personnel status.
_____	_____	Complete reports and status updates.
_____	_____	Participate in T&S Damage Assessment Team meetings and briefings.
_____	_____	Maintain Activity Log.
		Upon Decision to Deactivate
_____	_____	Submit Activity Log to T&S Damage Assessment Team Lead.
_____	_____	Complete After Action Review and submit to T&S Damage Assessment Team Lead.

f. Construction Team

i. Construction Team Organizational Chart



ii. Construction Team Positions

Team	Position	Position Description
Operations	Construction Lead	Will manage the restoration resources and processes to restore the system and customers in a safe manner. Reports to Operations Team Leader and maintains activity log.
Construction	Service Lead	Manages Service Personnel to restore and repair customer services. Reports to Construction Lead.
	Restore Team Lead (Internal)	Will manage the Internal restoration resources/ personnel and process to restore the system and customers in a safe manner. Reports to Construction Lead.
	Restore Team Lead (Internal Contractors)	Will manage the internal Line Contractor resources/ personnel to restore the system and customers in a safe manner. Reports to Construction Lead.
	Restore Team Lead (Mutual Assistance, External Contractors and Utilities)	Will manage Mutual Assistance, External Contractors and Utility personnel to restore the system and customers in a safe manner. Reports to Construction Lead.
	Environmental Lead	Responsible for coordination, monitoring and UI compliance with environmental regulations and issues, during the incident response and outage restoration efforts. Reports to the Construction Lead if incident involves actual or potential environmental concern (air, water, waste, chemical reporting, aviary, PCB, oil issue evaluation situation). Confirm immediate environmental needs are being addressed. Directs response to affected scenes to assess environmental issues. Oversees immediate containment actions. Makes environmental agency calls as required. Formally reports incident conditions as necessary to comply with external agency requirements. Manages environmental regulatory agency requests for info/visits. Directs the collection of samples as required for compliance with external agency requirements.
Service	Service Crews	Normal job description applies.
Restore Team (Internal and	Distribution Dispatcher (or Dispatcher)	Normal job description applies. (Similar to Distribution Dispatcher except this position does not perform 3-phase switching. This

Team	Position	Position Description
External)		role will be filled appropriately depending upon the size and complexity of the storm).
	Crew Lead	Normal job description applies.
	Crew Resource	Normal job description applies.
	Trouble Truck	Under direction of Crew Lead, repairs damaged distribution equipment to restore power to customers. Reports all progress and/or issues directly to Crew Lead.
	Crew Guides	Escorts all external line crews and line clearance personnel not familiar with UI territory. Reports to the Crew Lead.

iii. Construction Lead: Position Checklist

CONSTRUCTION LEAD: POSITION CHECKLIST			
Event Description:		**Date:**	
Weather Conditions:		**Time:**	
Est. Event Window:	**From (date/time):**	**To:**	
Storm Level (circle one)	**1 2 3 4 5**		
Person Assigned			

Date	Time	
		Prior to Arrival
_____	_____	Must make sure your Team has been notified about activation (Service, Restore Teams and Environmental).
		Upon Arrival
_____	_____	Report to the Operations Team Leader as part of his/her staff.
_____	_____	Obtain arrival time for the second shift from the Operations Team Leader.
		During the Shift
_____	_____	Oversee the management of the restoration resources and processes to restore the system and customers in a safe manner.
_____	_____	Provide up to date information on personnel management and resources
_____	_____	Monitor activities of the Construction Teams and provide updates to the Operations Liaison
_____	_____	Evaluate situation and provide regular updates to the Operations Team members
_____	_____	Participate in periodic conference calls and/or meetings to be current with the status of tactical field operations.
_____	_____	Participate in status meetings or conference calls run by the Operations Team Leader
_____	_____	Assure that significant Construction events are reported as they occur
_____	_____	Work with the Operations Liaison to identify unusual Construction information and needs.
		Support efforts to demobilize resources as soon as they are not needed.
_____	_____	Establish maximum 16 hour day time construction shifts to parlay the

Date	Time	
		daylight and skeleton staffing during the 2200-0600 shift.
_____	_____	Establish staggered management shift changes to limit confusion during this time period.
_____	_____	Document all activity using an Activity Log.

iv. Service Lead: Position Checklist

SERVICE LEAD: POSITION CHECKLIST			
Event Description:		**Date:**	
Weather Conditions:		**Time:**	
Est. Event Window:	**From (date/time):**	**To:**	
Storm Level (circle one)	**1 2 3 4 5**		
Person Assigned			

Date	Time	
		Upon Arrival
_____	_____	Report to the Construction Lead as part of his/her staff.
_____	_____	Obtain arrival time for the second shift from the Construction Team Lead
		Activate of the Service Section of the UI Emergency Preparedness Plan. This would include: • Contacting Service Team personnel • Set up in a Conference Room • Activating OMS • Notifying Substation and Underground Supervisors that their crews will be required • Notify electrical contractors that their services may be required • Notify Construction Lead that foreign crews will be required (if necessary)
_____	_____	Conduct a pre-storm meeting with Substation, Underground and SR groups to formulate a plan.
		During the Shift
_____	_____	Oversee the management of the service resources to restore the system and customers in a safe manner.
_____	_____	Set up shifts as necessary
_____	_____	Notify the personnel assigned to you where to report and which shift they will be working.
_____	_____	Ensure that personnel reporting for work have enough personal effects with them for several days (clothing, medication, etc.)
_____	_____	Manage trouble notifications in OMS
		Meet with crews. Give out supplies, timesheets, shifts and contractor's instruction sheets.
_____	_____	Set up conference room, include the following:

Date	Time	
_____	_____	• Telephones and radio equipment - test each • Markers, paper clips, butterfly clips, stapler & remover, scotch tape
_____	_____	Evaluate situation and provide regular updates to the Construction Lead and other team members
_____	_____	Participate in periodic conference calls and/or meetings run by the Construction Lead to be current with the status of tactical field operations.
_____	_____	Assure that significant service related events are reported as they occur
_____	_____	Support efforts to demobilize resources as soon as they are not needed.
_____	_____	Document all activity using an Activity Log.

v. Restore Team Lead (Internal): Position Checklist

RESTORE TEAM LEAD (INTERNAL): POSITION CHECKLIST			
Event Description:		**Date:**	
Weather Conditions:		**Time:**	
Est. Event Window:	**From (date/time):**	**To:**	
Storm Level (circle one)	**1 2 3 4 5**		
Person Assigned			

Date	Time	
		Upon Arrival
_____	_____	Report to the Construction Lead as part of his/her staff.
_____	_____	Obtain arrival time for the second shift from the Construction Team Lead
		During the Shift
_____	_____	Oversee the management of the internal line crew resources to restore the system and customers in a safe manner.
_____	_____	Ensure that restoration work is managed; status reports are completed in a timely manner and OMS is updated promptly upon job completion
_____	_____	Set up shifts as necessary
_____	_____	Determine how many resources are needed. Inform the Resource Coordinator.
_____	_____	Notify the personnel assigned to you by the Resource Coordinator where to report and which shift they will be working
_____	_____	Ensure that personnel reporting for work have enough personal effects with them for several days (clothing, medication, etc.)
_____	_____	Ensure that work packages are ready. Provide feedback to Planning on the quality of the work packages.
_____	_____	Check with the Planning to find out how many crew resources are expected for each shift
_____	_____	Meet with the Crew Lead and the Operations Team Lead to determine work locations and assignments
_____	_____	Participate in periodic conference calls and/or meetings run by the Construction Lead to be current with the status of tactical field operations.
_____	_____	Assure that significant construction related events are reported as they occur
_____	_____	Before leaving make sure alternate is on site. Hold transition meeting with team at shift change. Sign out with Construction Lead.
_____	_____	Support efforts to demobilize resources as soon as they are not needed.
_____	_____	Document all activity using an Activity Log.

vi. Restore Team Lead (Mutual Assistance, External Contractors and Utilities): Position Checklist

RESTORE TEAM LEAD (MUTUAL ASSISTANCE, EXTERNAL CONTRACTORS AND UTILITIES: POSITION CHECKLIST

Event Description:		**Date:**	
Weather Conditions:		**Time:**	
Est. Event Window:	**From (date/time):**	**To:**	
Storm Level (circle one)	**1 2 3 4 5**		
Person Assigned			

Date	Time	
		Upon Arrival
_____	_____	Report to the Construction Lead as part of his/her staff.
_____	_____	Obtain arrival time for the second shift from the Construction Team Lead
		During the Shift
_____	_____	Oversee the management of the external line crew resources to restore the system and customers in a safe manner.
_____	_____	Receive, track and see to the needs of all external line crews
_____	_____	Ensure that these personnel are familiar with UI Safety Rules and Construction Practices.
_____	_____	Determine how many Crew Leads and Crew Guides are needed. Inform the Resource Coordinator.
_____	_____	Obtain and assign Crew Leads for Crew Guides.
_____	_____	Coordinate with the Line Clearance Lead for line clearance crews.
_____	_____	Confirm lodging facilities to accommodate the external crew personnel with the Logistics Lead
		Before Outside Crews arrive:

1. Confer with the Logistics Team to determine an appropriate location.
2. Obtain and deploy mobile GPS units
3. Obtain outside contractor crew contact information, crew log and begin communications with supervision.
4. Check in with the Construction Lead to find out how many crews are expected.
5. Obtain pertinent data on the crews (truck numbers, names of personnel, contact phone numbers, stock requirements, etc.).
6. Determine how and where the outside crews will be assigned based on assignments / work packages.
7. Meet with Crew Leads and Crew Guides to coordinate assignments

Date	Time	
		daily. 8. Communicate roles and responsibilities with the Crew Leads, Crew Guides and Mutual Assistance Crews.
_____	_____	Ensure that Crew Lead puts logs the Crew Guides and places them on standby as they arrive.
_____	_____	As outside crews arrive, group them in the pre-designated area and log them in using crew forms**.**
_____	_____	Communication with outside crews should include: Territory map, system information, basic OH standards, safety information, contact information, expectations on reporting (i.e. CBYD, ATT Pole Replacement, traffic control, etc.).
_____	_____	Ensure that Crew Lead matches up outside crews and Crew Guides.
_____	_____	Give final instructions such as circuit to be patrolled and communication instructions.
_____	_____	Ensure that restoration work is managed; status reports are completed in a timely manner and OMS is updated promptly upon job completion
_____	_____	Set up 16 hour daylight shifts as necessary
_____	_____	Notify the personnel assigned to you where to report and which shift they will be working
_____	_____	Communicate with Crew Leads as needed to obtain progress reports, location of crews working, assign more work and address issues that transpire in the field.
_____	_____	Ensure that personnel reporting for work have enough personal effects with them for several days (clothing, medication, etc.)
_____	_____	Ensure that work packages are ready. Work packages should have all circuit maps (not just “Event” locations).
_____	_____	Establish “Circuit Ownership” process once the massive restoration efforts are underway
_____	_____	Meet with the Crew Lead and the Operations Team Lead to determine work locations and assignments
_____	_____	Participate in periodic conference calls and/or meetings run by the Construction Lead to be current with the status of tactical field operations.
_____	_____	Assure that significant field related events that have the potential to delay progress are reported to the Operations Team Lead as soon as possible (i.e. tree trimming needed, road closures, congregating customers, media on-scene, etc.).
_____	_____	Before leaving make sure alternate is on site. Sign out with Construction Lead.
_____	_____	Support efforts to demobilize resources as soon as they are not needed.

Date	Time	
_____	_____	Obtain the hotel and bus arrangements and communicate to the outside crew management team
_____	_____	Obtain the restaurant / meal arrangements and communicate to the outside crew management team
_____	_____	Obtain contact information from the outside crew management team
_____	_____	Work the OMS process to minimize the pre-emptive reshuffling of crews (not individual lists)
_____	_____	Communicate to all internal and mutual assistance crews that all restoration switching must be coordinated by the Restore Team Crew Lead (who will communicate with UI's Dispatching Authority), to prevent the inadvertent energization of adjacent feeders.
_____	_____	Ensure that the Restore Team Crew Lead communicates all internal and mutual assistance crews arrival and departure times, and to communicate this information to the Restore Team Lead.
_____	_____	Ensure that the Restore Team Crew Lead communicates the completion of assigned work packages to the Restore Crew Lead. The Restore Team Lead will communicate that information to UI's Dispatching Authority so that OMS can be modeled correctly and in a timely manner.
_____	_____	Ensure that the Restore Team Crew Lead inform all internal and mutual assistance crews that the interactions with UI's customers should be limited and if need be, let the Restore Team Crew Lead know right away. The Restore Team Crew Lead will communicate this to the Restore Team Lead for follow-up action.
_____	_____	Ensure that the Restore Team Crew Lead informs all internal / external mutual assistance crews of UIL environmental procedures and all contact information.
_____	_____	Ensure that the Restore Team Crew Lead informs all internal / external mutual assistance crews of the AT&T liaison pole setting process. The Restore Team Crew Lead will use the contact information that will be housed at the ESWC for setting poles.
_____	_____	Document all activity using an Activity Log.

vii. Crew Guide: Position Checklist

CREW GUIDE: POSITION CHECKLIST			
Event Description:		**Date:**	
Weather Conditions:		**Time:**	
Est. Event Window:	**From (date/time):**	**To:**	
Storm Level (circle one)	**1 2 3 4 5**		
Person Assigned			

Date	Time	
		Upon Arrival
_____	_____	Check in with the Crew Lead as part of his/her staff.
_____	_____	Obtain arrival time for the second shift from the Crew Lead
		During the Shift
_____	_____	Check in with the Crew Lead to obtain assignments. You will also be given a list of pre-designated restaurants.
_____	_____	If you have a cellular telephone, provide your number to Crew Lead and obtain any pertinent telephone numbers that you will need
_____	_____	Obtain car for your use if you don't normally have one
_____	_____	Pick up circuit map and work package from the Crew Lead. Pick up complete circuit map and work package from the Crew Lead if "Circuit Ownership" method of deployment is activated.
_____	_____	Meet with foreign crew foreman and go over work to be done
_____	_____	Lead crew to work area
_____	_____	Provide communications link to Construction Team
_____	_____	Report cutout and switch closures to Dispatcher as they occur
_____	_____	Sign restaurant vouchers and turn in copy to Crew Lead
_____	_____	Arrange for material delivery
_____	_____	Update OMS (or make notations on the circuit map) of all work to be done and then accomplished
_____	_____	Provide updates to Crew Lead as soon as work is complete
_____	_____	Support efforts to demobilize resources as soon as they are not needed.
_____	_____	Document all activity using an Activity Log.

viii. Clear and Make Safe Crews: Position Checklist

CLEAR AND MAKE SAFE CREWS: POSITION CHECKLIST			
Event Description:		**Date:**	
Weather Conditions:		**Time:**	
Est. Event Window:	**From (date/time):**	**To:**	
Storm Level (circle one)	**1 2 3 4 5**		
Person Assigned			

Date	Time	
		Upon Arrival
_____	_____	Check in with the Clear and Make Safe Supervisor.
		During the Shift
_____	_____	Check in with the Clear and Make Safe Supervisor to obtain assignments. You will receive a list of areas to report to along with a vehicle with a radio or phone.
_____	_____	Before leaving the UI lot, the crew should make sure the radio and phones are working and the vehicle's tank is full with gas or fuel.
		Crews should report to their assigned areas. If you pass an area with wires down and it looks dangerous, stop and clear the area using the following guidelines.
		1. When at the location with wires down, check to make sure the wires are UI. If not, notify the supervisor and go to the next location.
		2. If the wires are UI, check to see if they are primary or secondary.
		3. If the wires are secondary test to see if they are energized. Using proper safety precautions the secondary wire will be cut and the ends taped up. When cutting the wire, cut as high up on the pole as possible and again use caution with the live secondaries. Roll up any loose wire and leave by the base of the pole.
		4. If the wire is primary, test to see if it is energized.
		a) If primary wire is dead cut it clear as far up the pole as possible and roll up any loose wire and leave by the base of the pole. CAUTION: You must have either a visible opening or verification the feeder is opened and grounded BEFORE proceeding with above action.
		b) If primary wire is energized, DO NOT CUT IT. Call the supervisor so he / she can get a line crew to clear the wire. Have a safety observer stand by the wire until the line crew gets there. If no safety observer is available the supervisor
_____	_____	

Date	Time	
		will send one to the location. The Clear and Make Safe Crew should wait until the safety observer is there before leaving.
_____	_____	Communicate to all field crews that all restoration switching must be coordinated by the Clear and Make Safe Supervisor (who will communicate with UI's Dispatching Authority), to prevent the inadvertent energization of adjacent feeders.
_____	_____	The Clear and Make Safe Supervisor should be notified of what was found and the action taken before leaving the area.
_____	_____	Go to the next assignment.

ix. Environmental Team Lead: Responsibilities

- Responsible for compliance with environmental regulations during the incident response and outage restoration efforts
- Ensures proper response to spill situations
- Reports to the Construction Lead
- Ensures compliance with governmental and corporate environmental rules and regulations
- Coordinates with Operations team members when necessary
- Responds to the UI EOC if incident involves actual or potential environmental concern (air, water, waste, chemical reporting, aviary, PCB, oil issue evaluation situation)
- Confirm immediate environmental needs are being addressed
- Directs response to affected scenes to assess environmental issues
- Oversees immediate containment actions
- Makes environmental agency calls as required
- Formally reports incident conditions as necessary to comply with external agency requirements
- Manages environmental regulatory agency requests for info/visits
- Directs the collection of samples as required for compliance with external agency requirements
- Participates in the preparation of Incident Response Plans with respect to environmental issues
- Provides status reports at briefings / meetings
- Posts status data, as appropriate
- Ensures that the Environmental team is fully staffed with qualified individuals
- Establishes a staffing schedule for the duration of the incident for the Environmental team members
- Ensures that all action plans and checklists are complete and updated
- Maintains an activity log

x. Environmental Lead: Position Check List

ENVIRONMENTAL LEAD: POSITION CHECKLIST			
Event Description:		**Date:**	
Weather Conditions:		**Time:**	
Est. Event Window:	**From (date/time):**	**To:**	
Storm Level (circle one)	**1 2 3 4 5**		
Person Assigned			

Date	Time	
		Prior to Arrival
_____	_____	
_____	_____	**Upon Arrival**
_____	_____	Report to the Construction Lead as part of his/her staff.
_____	_____	Obtain arrival time for the second shift from the Construction Lead.
_____	_____	Assign Environmental Lead second shift and assistants as necessary.
_____	_____	Identify environmental issues associated with the incident.
_____	_____	
		During the Shift
_____	_____	Investigate environmental issues that may occur or have occurred within incident areas.
_____	_____	Ensure proper documentation of issues and resulting actions taken.
_____	_____	Ensure the assessment, modeling, surveillance, monitoring and permitting of environmental aspects related to the incident.
_____	_____	Identify hazardous situations associated with the incident.
_____	_____	Participate in the development of Incident Response Plan as it related to environmental compliance.
_____	_____	Ensure adequate levels of protective equipment are available, and being used.
_____	_____	Prioritize and expedite spill cleanup.
_____	_____	Provide an autonomous environmental presence to ensure all known spills are handled in a responsive manner.

Date	Time	
_____	_____	Coordinate and evaluate spill information coming into the Work Centers such as police department notifications for the fencing off of spill areas, to prevent public access to said areas.
_____	_____	Initiate, communicate, and follow-up with spill contractors those spills that the Environmental representative identified as priority locations.
_____	_____	Discuss any concerns the public may have relating to oil spill related hazards, damage, and cleanup.
_____	_____	Expedite spill reporting to the appropriate State agencies.
_____	_____	Provide field experienced laboratory technicians trained in the collection of spill samples for identification.
_____	_____	Help expedite removal of actively leaking equipment by Electric Systems.
_____	_____	At the time spill information is obtained, spills will be assessed and prioritized. An environmental analyst/technician will be assigned spill location(s) to investigate based on the assessment/prioritization. Upon arriving at a spill location, an on-site assessment of the activity and severity of the spill will occur the environmental analyst/technician and/or environmental lead: •May make contact with the local police or fire department to fence off the spill area. •May request from Electric Systems the immediate removal of equipment with active leaks. •May perform field PCB test to screen priority sites and collect oil/soil samples for laboratory analysis. •Convey the necessary information to regulatory agencies if required. •Coordinate with spill contractors all spill sites for cleanup.
_____	_____	Spill samples will be transported to an Environmental Test Lab where a determination of the PCB concentration will be obtained.
_____	_____	Evaluate the incident initial briefing and subsequent Incident Response Plans for environmental protection implications.
_____	_____	In coordination with all operating and support organizations, develop and communicate overall incident environmental protection policies, procedures and actions.
_____	_____	Align all the Company's available environmental resources as necessary for the incident.
_____	_____	Consult with Legal and Regulatory as appropriate for legal and regulatory guidance.
_____	_____	Obtain briefing from on-scene environmental department personnel.

Date	Time	
_____	_____	Staff and organize function, as appropriate
_____	_____	Identify acts which may result in violation of environmental regulations.
_____	_____	Identify corrective actions and ensure implementation with the Construction Lead.
_____	_____	Coordinate critical incident debriefings, as necessary.
_____	_____	Document all activity using an Activity Log.

4. FORMS

- Contractor Time Sheets
- Wire Down Reports
- Resource Tracking Forms
- Activity Logs
- Information gathering form / template
- Other forms or templates, as identified
- Reference to specific departmental procedures, as needed

5. STAFFING LEVELS BY STORM LEVEL

Staffing level estimates by storm level are intended to be a guideline for use as a resource planning tool. Due to the varied nature of emergency events, actual resource needs can vary significantly and will be determined on a case by case basis. Therefore the estimates contained in this appendix are not intended to be a required level of resources, nor should they be interpreted as such.

Role	Level 1	Level 2	Level 3	Level 4	Level 5
Operations Team Leader	0	1	1	1	2
Operations Coordinator					
-Customer Service Lead					
-Administrative Support					
-Customer Care Center Lead					
-Customer Care Center Representatives					
System Operations					
-Line Clearance Lead	0	1	1	1	2
-Distribution Dispatcher	2	2	2	3	3
Wire Down Lead	0	1	1	1	2
-911 Call Takers	2	2	3	4	6
-Troublemen					
-Clear and Make Safe Supervisor					
-Clear and Make Safe Crews					
-Wire Down Supervisor					
-Wire Down Stand-By					
-Clear and Make Safe Coordinator	0	1	2	3	4
Transmission and Substation Damage Assessment Lead	0	1	1	2	2
-Transmission and Substation Damage Assessment Coordinator					
-Test Engineer					
-Test Technician					
-Transmission Damage Assessment Clerk					
-Transmission System Operator	1	1	2	2	2
Construction Lead	0	1	2	2	2
-Services Lead	0	1	2	3	3
-Service Crews					
-Restore Team Lead (Internal)	0	1	2	2	2
Distribution Dispatcher	0	2	2	3	3

Crew Lead					
Crew Resource					
Troublemen					
-Restore Team Lead (Internal Contractors)	0	1	2	2	2
-Distribution Dispatcher	0	1	2	3	3
-Crew Lead					
-Crew Resource					
-Crew Guide					
-Restore Team Lead (Mutual Assistance, External Contractors and Utilities)	0	1	2	2	2
-Distribution Dispatcher	0	2	2	3	3
-Crew Lead					
-Crew Resource					
-Crew Guide					

6. EQUIPMENT AND TOOLS

Equipment / Tools / Systems	Description	Level 1	Level 2	Level 3	Level 4	Level 5	Remarks
Laptops		5	21	29	37	43	
Internet card(s)							
Telephone lines		5	21	29	37	43	
Cell Phones							
Satellite Phones							
Copier							
Scanner/Fax							
AM/FM Radio							
Broadcast & Cable/Satellite TV							
E-Mail							
Corporate Intranet							
OMS							
Hagstrom Maps							
Garmins							
GPS Truck / Vehicle Units							

7. DEVELOPMENT HISTORY

Revision 0	**Initial Appendix – 11/21/11**
Writer	
Reviewer(s)	
Approver(s)	
Reason Written	To define the responsibilities of the Operations function.
Revision	
Writer	
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APPENDIX 10 - LOGISTICS

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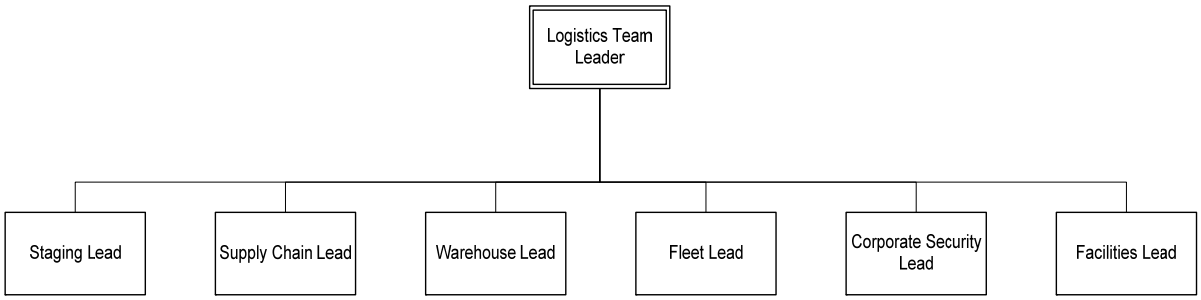
1. LOGISTICS TEAM ORGANIZATIONAL CHART



2. PROCESS OVERVIEW

a. Purpose

The purpose of the Logistics Team will ensure that all necessary materials, tools, and supplies are available in sufficient quantities to properly support all service restoration forces; both Company and outside crews. They will also ensure that company facilities are maintained and protected, and that the fleet is fully operational and maintained as needed.

When an event arises, the situation will be monitored by the Restoration Manager. If that event escalates, the Restoration Manager may activate the UI EPP Plan. Once the decision is made to activate the plan and open the UI EOC, the Incident Management Team Leader will notify all Team Leaders to activate their emergency operations plans at the appropriate incident level.

b. Supply Chain

It is the responsibility of the Supply Chain Lead to procure an adequate supply of material and equipment to repair storm damage and to supply contracting needs as expeditiously as possible. To this end, Supply Chain may modify and/or circumvent some procedures as required to eliminate potential delays.

Supply Chain will issue annual blanket purchase orders for use during storm emergencies to approved electrical contractors indicating labor and equipment rates. The Supply Chain Lead will provide each Work Center with one or more Sourcing Experts to work with the Logistics Team Leader and Operations Team Leader in expediting the issuance of purchase orders, and the delivery of goods and material required for the restoration effort. Copies of all storm related purchase orders would go to the Finance and Admin Team Leader.

The Logistics Department in conjunction with their Alliance Partner will maintain an emergency inventory sufficient to supply a maximum of 300 line crews for a minimum of 48 hours following a major storm. These supplies will have the capability of being delivered immediately to the Shelton Work Center. Site deliveries of specific material will be made where feasible.

The Incident Manager, in conjunction with the Planning Team Leader, will provide the Logistics Team Leader with information regarding extra ordinary amounts of specific items (such as poles, transformers, etc.) as soon as this information is available. Likewise the Logistics Team Leader will inform the Incident Manager and Planning Team Leader of any material shortfalls as soon as the shortfall is anticipated.

The Work Center will supply technical assistance to the Logistics Department to assist outside crews in identifying proper material as required. Annually, a Work Center

Representative and the Logistics Team Leader will jointly conduct an inventory of all emergency stores.

c. Warehouse

During normal hours, the Warehouse Lead will respond to services requested by the Operations Team. The Logistics Team Leader will be involved and make an assessment of personnel and material requirements to meet the emergencies. During non-working hours, the Logistics Team Leader will be notified by the Incident Manager that there is a need to open the storeroom for supplies. The Logistics Team Leader is responsible to activate the appropriate Logistics Team personnel. Contact will be maintained between the Logistics Team Leader and the Operations Team Leader see if other material or equipment is required.

When a major event is forecasted, such as a hurricane, the Logistics Team Leader will participate in pre-event planning conference calls with the Restoration Manager or Incident Manager. During this phase, Logistics personnel will be alerted that they must remain available for call in. Open purchase orders will be reviewed with Supply Chain Lead to expedite deliveries of materials which may be required after the storm. Shift schedules will be set so that if the storm occurs storerooms would be open for service on a 24 hour basis.

The Warehouse Lead will be in charge of storerooms to coordinate requests for materials with the Supply Chain Lead directing specific requests from the Operations Team Leader to the appropriate storeroom. As the storm progresses, the Logistics Team Leader will determine other personnel assignments. The Logistics personnel will start accumulating kits and other essential assemblies that are required to service the crews making restoration.

The Logistics Team Leader will contact the Resource Coordinator in the event that Logistics would need additional drivers or support personnel.

d. Staging

The Logistics Team is responsible for arranging for and managing the housing and feeding of UI and external personnel. They will make arrangements with hotels and restaurants, and the various site staging needs as necessary to support UI and external personnel. On site Café Service provider will also be notified.

e. Fleet

The Fleet Team is responsible for all vehicle maintenance, rentals, fuel, busses, transportation of people or material (as required), and any other issues that would be related to this function. They also assist with emergency repairs to contractor and mutual assistance vehicle and arrange for fuel for all sites.

f. Facilities

The Facilities Lead will implement procedures to protect all Work Centers and company facilities used to manage emergency events against loss of power due to storm related damage (i.e. flooding; wind damage, etc.) In addition the Facilities Lead will maintain cleaning services to company facilities.

g. Corporate Security

The Security Lead will ensure that security services to company facilities are implemented. They will also handle security at staging areas, if activated. They may also be involved in security related matters at field locations if necessary.

h. Post Event

The Logistics Team is responsible for retrieving unused tools and materials. This includes materials and supplies that were loaned to contractors and outside utility crews. These materials must be properly accounted for in the local storerooms and returned for future use. Logistics will also accumulate materials to be returned to normal and emergency stocks.

The storerooms will return to a single shift operation.

The Logistics Team is responsible for accumulating the cost of all issued materials as soon as possible in order to relay this information to the Finance and Admin Team Leader.

3. POSITION DESCRIPTIONS

a. Logistics Team Leader

Responsible for all aspects of logistical support including the management and delivery of materials, the acquisition of materials, services, vehicle and fleet support, temporary lodging and facilities support. Monitors, identifies and develops plans to deal with facility and security related issues associated with the emergency. Develops plans for the protection and continued ability to operate company facilities. Activates the establishment of Staging Areas (as required). Coordinates and processes requests for additional materials and support. Evaluates emergency site security and oversees emergency transportation issues. Monitors and reviews emergency material usage with Incident Manager. Arranges for emergency employee housing as required. Serves as coordinator for emergency material needs with vendors, outside utilities, etc. Arranges for housing and vehicle support for mutual assistance resources. Arranges for vehicle support for auxiliary incident processes. If requested, make arrangements for mutual assistance crews.

- Responsible for all aspects of logistical support including the management and delivery of materials, the acquisition of materials, services, vehicle and fleet support, temporary lodging and facilities support
- Reports to the Incident Manager
- Monitors, identifies and develops plans to deal with facility and security related issues associated with the emergency
- Recommends scale up or scale down of incident management structure for the Logistics team when conditions warrant
- Develops plans for the protection and continued ability to operate company facilities
- Participates in the preparation of the incident response plans
- Coordinates food for all resources, internal and external.
- Activates the establishment of Staging Areas (as required) Staging Area checklist: bathroom, security, garbage, start date, finish date, # of spaces available
- Identifies service and support requirements for planned and expected operations
- Coordinates and processes requests for additional materials and support
- Evaluates emergency site security
- Oversees emergency transportation issues
- Monitors and reviews emergency material usage with Incident Manager
- Arranges for emergency employee housing as required
- Serves as coordinator for emergency material needs with vendors, outside utilities, etc.
- Arranges for housing and vehicle support for mutual assistance resources. Pre-negotiate rates
- Arranges for vehicle support for auxiliary incident processes

- Procures leased space as necessary to accommodate additional or relocated resources (staging areas)
- Coordinates facility services and security response activities
- Determines level of logistics support required for operations
- Coordinates material requests of various teams
- Verifies inventory of required materials
- Identifies times and locations for delivery of supplies and equipment
- Maintains overall summary of incident supply requests
- Monitors fuel usage during extended emergencies
- Provides status reports at briefings and meetings
- Ensures that the Logistics team is fully staffed with qualified individuals
- Determines if additional Logistics personnel are required for the specific restoration incident, using the Staff Levels by Storm Level matrix as a guide, and communicates those assignments.
- Ensures that the roles and responsibilities of each Logistics Team member are defined and communicated.
- Establishes a staffing schedule for the duration of the incident for the Logistics team members.
- Ensures that all action plans and checklists are complete and updated
- Maintains activity logs.
- Ensures the development and distribution of the upcoming shift plan regarding staging areas, hotels, crew arrivals, training times, etc. Plans developed prior to start of each shift.

b. Logistics Team Leader: Position Checklist

LOGISTICS TEAM LEADER: POSITION CHECKLIST			
Event Description:		**Date:**	
Weather Conditions:		**Time:**	
Est. Event Window:	**From (date/time):**	**To:**	
Storm Level (circle one)	**1 2 3 4 5**		
Person Assigned			

Date	Time	
		Prior to Arrival
_____	_____	Determine the location for the EOC and proceed in a safe manner to the facility.
		Upon Arrival
_____	_____	Report to the Incident Manager (IC) as part of his/her staff.
_____	_____	Obtain arrival time for the second shift from the Incident Manager.
_____	_____	Determine which of the arriving Logistics Team Leaders will take the first shift. Assign another Logistics Team Leader to report for a second shift.
_____	_____	Provide the Planning Team Leader with the name of the person occupying the Logistics Team Leader role so they may be included on the organization chart.
		During the Shift
		Keep a Logistics Log and include the following:
		• Date & time emergency declared
		• Logistics key personnel
		• Shift changes
		• Assure all logistics operational events are reported (status)
		• Account numbers
		• Enter all requests (brief categorization)
		• All phone calls
		• Maintain time and cost data
		• Consider appointing a Deputy Logistics Team Leader
_____	_____	• Determine the appropriate logistics structure for the incident

Date	Time	
_____	_____	Review Restoration plan (including next worse case), strategies and operational objectives for the current and next operational period
_____	_____	Review staffing levels, and schedule/notify staffing for next shift
_____	_____	Review crewing & next shift requirements (including foreign crew needs analysis)
_____	_____	Review Safety Plan
_____	_____	Review environmental incidents
_____	_____	Verify all equipment status availability
_____	_____	Verify all communication devices are operational
_____	_____	Verify all vendor support have been contacted
_____	_____	Provide periodic updates during the shift
_____	_____	Prepare shift turnover summary for the Logistics Team
_____	_____	Transmit time & cost data information to Finance and Admin Team Leader
_____	_____	Brief Logistics Team personnel on a periodic basis
_____	_____	Attend Incident Management meetings/briefings
_____	_____	Attend Planning Meetings
_____	_____	Provide logistical input to the Planning Team Leader in preparing the Restoration plan
_____	_____	Attend regularly scheduled status meetings (in person or conference call)
_____	_____	Be prepared to provide the following information at the status meeting: • # of hotel rooms reserved/available • Feet of wire, # of transformers, # of poles issued • Significant vehicle problems
_____	_____	Monitor activities to assure overall adequacy of supplies, avoidance of conflicts in scheduled usage and adequate Company staff to support all Restoration plan objectives • Assure adequate transportation services (both supplies and people) to support the restoration plan • Obtain from Planning, a list of outside/foreign crews, staff and equipment to expect • Provide a consolidated list of staging areas, command posts and equipment in use at each • Manage, deploy and maintain special materials (i.e., portable generators, fuel, etc.)

Date	Time	
_____	_____	Determine what supplies are needed to assure the plan objectives are met and support next worst scenario
_____	_____	Request additional resources as needed. These resources may be Company owned, contracted or from third parties including other utilities and the government
_____	_____	Determine what equipment/resources are in use/committed and available for assignment
_____	_____	Work closely with operating departments and supervise requests for additional resources
_____	_____	Inventory Logistics Team kit for completeness (i.e. new journal book, stationary, forms, reference books, etc…)
_____	_____	Replenish stationary supplies as required
_____	_____	Assure adequate transportation services (both supplies and people) to support the plan
_____	_____	Obtain from Planning, a list of outside/foreign crews, staff and equipment to expect
_____	_____	Provide a consolidated list of staging areas, command posts and equipment in use at each location.
_____	_____	Manage, deploy and maintain special materials (i.e., portable generators, fuel, etc.)
_____	_____	Ensure that Hotel coordination is being performed for all personnel – internal and external.
_____	_____	Assure sanitary facilities are in place for prolonged events
_____	_____	Arrange for deployment of additional clothing to responders, as needed
_____	_____	Oversee demobilization of Logistics Team in coordination with the Planning Team Leader
_____	_____	Oversee purchasing activities: ordering, receiving processing and storing all incident-related resources
_____	_____	Obtain account number(s) to be charged to the emergency
_____	_____	Class & stock material request releases to be prepared by Stores personnel
_____	_____	Maintain inventory and expedite stock replenishment
_____	_____	Obtain purchase requisition from requestor (if requestor is unable to prepare the purchase requisition, purchasing will create it)
_____	_____	Create purchase orders.

Date	Time	
_____	_____	Place verbal orders with vendors and use emergency purchase order if requested by vendor
_____	_____	Determine who will enter the receiving reports
_____	_____	Maintain record of purchase order, vendors, commodity and estimated dollars
_____	_____	Electronic file purchase orders, requisitions and price quotes
_____	_____	Maintain status of the response effort, projected requirement and maintain status of all purchase orders involved in the incident
_____	_____	Maintain fixed and portable facilities being utilized during the incident
_____	_____	Work with IT and Telecom to assure adequate computers, fax, office supplies, reproduction machines, flip charts, communication equipment and mapping support
_____	_____	Assure adequate food delivery to required locations, if not already organized by operational areas.
_____	_____	If appropriate, assign a Security Manager to provide safeguards necessary for protection of personnel and property from loss or damage.
_____	_____	Maintain status of vehicles/equipment out of service
_____	_____	Status of critical supplies inventory
_____	_____	Status of services provided: o Hotels o Food o Ice o Generator o Tankers o Fueling o Buses o Light Towers o Sanitary
_____	_____	Track Logistics Team personnel availability: o Assigned o Standby o Conflicts ▪ Vacations ▪ Work Area ▪ Other assignments
_____	_____	Update contact lists verify & post the information in the EOC o Key Personnel List

Date	Time	
		o Key Vendors List o Key Customers List
_____	_____	Update official files and reports
_____	_____	Update/turn over Logistics Activity Logs
_____	_____	**De-Mobilization**
_____	_____	Provide input to the Planning Team Leader for the Demobilization Plan for the Incident Response
_____	_____	Develop a Logistical Demobilization Plan to support the Incident Demobilization Plan
_____	_____	Verify resources and staffing reductions
_____	_____	Collect all bills/invoices from vendors
_____	_____	Complete all required paperwork
_____	_____	Inventory vendor resources and return to vendor
_____	_____	Inventory company resources and return to pre-mobilization status
_____	_____	Restock pre-staged logistical emergency supplies and kits
_____	_____	Return facility to pre storm arrangement
_____	_____	Notify next shift not to come in
_____	_____	Notify vendors when to be released
_____	_____	Inform Financial Team Leader of vendor costs
_____	_____	Finalize all reports and files
_____	_____	Turn over all files and records to the Incident Manager
_____	_____	Turn over Logistics Activity Logs to Planning Team Leader
_____	_____	Notify the Incident Manager when Logistics has completed demobilization

c. Staging Lead

- Responsible for establishment of staging area sites, site maintenance, portable buildings, sanitary facilities, refuse and debris management, water, electric, portable lighting, traffic control, and any other issues that would be related to this function.
- Responsible for food, catering, and lodging arrangements, laundry services, clothing, personal, medical, general service needs, and any other issues that would be related to this function.
- Ensures that the Staging Area action plans and checklists are complete and updated.
- Reports to the Logistics Team Leader.
- Maintains activity log.
- Implement plan for the Staging Site, and complete all checklists.
- Identify available sites for staging and reporting and submit options to all leads for final approval.
- Communicate with Safety to ensure safety of the site and training of external crews (Mutual Assistance and External Contractors).
- Ensures site is closed and restored to its original condition at the end of the event.

d. Staging Lead: Position Checklist

STAGING LEAD: POSITION CHECKLIST			
Event Description:		**Date:**	
Weather Conditions:		**Time:**	
Est. Event Window:	**From (date/time):**	**To:**	
Storm Level (circle one)	**1 2 3 4 5**		
Person Assigned			

Date	Time	
		Prior to Arrival
_____	_____	Determine the location for the EOC and proceed in a safe manner to the facility.
		Upon Arrival
_____	_____	Report to the Logistics Lead as part of his/her staff.
_____	_____	Obtain arrival time for the second shift from the Logistics Lead
		During the Shift
		Keep a Staging Team Log, include the following: • Date & time emergency declared • Logistics key personnel • Shift changes • Assure all logistics operational events are reported (status) • Account numbers • Enter all requests (brief categorization) • All phone calls • Maintain time and cost data • Consider appointing a Deputy
_____	_____	• Determine the appropriate logistics structure for the incident
_____	_____	Review Restoration plan (including next worse case), strategies and operational objectives for the current and next operational period
_____	_____	Review staffing levels, and schedule/notify staffing for next shift
_____	_____	Review crewing & next shift requirements (including foreign crew needs analysis)
_____	_____	Review Safety Plan

Date	Time	
_____	_____	Provide periodic updates during the shift
_____	_____	Prepare shift turnover summary for the Logistics Team
_____	_____	Transmit Time & Cost data information to Logistics Team Leader
_____	_____	Brief Logistics Team personnel on a periodic basis
_____	_____	Attend Operations Meetings
_____	_____	Provide input to the Planning Lead in preparing the restoration plan
_____	_____	Attend regularly scheduled status meetings (in person or conference call)
_____	_____	Be prepared to provide the following information at the status meeting: • Any incidents in the Staging area
_____	_____	Monitor activities to assure overall adequacy of supplies, avoidance of conflicts in scheduled usage and adequate Company staff to support all Restoration plan objectives • Assure adequate transportation services (both supplies and people) to support the restoration plan • Obtain from Planning, a list of outside/foreign crews, staff and equipment to expect • Provide a consolidated list of staging areas, command posts and equipment in use at each • Manage, deploy and maintain special materials (i.e., portable generators, fuel, etc.)
_____	_____	Request additional resources as needed. These resources may be Company owned, contracted or from third parties including other utilities and the government
_____	_____	Work closely with operating departments and supervise requests for additional resources
_____	_____	Obtain from Planning, a list of outside/foreign crews, staff and equipment to expect
_____	_____	Provide a consolidated list of staging areas, command posts and equipment in use at each location.
_____	_____	Manage, deploy and maintain special materials (i.e., portable generators, fuel, etc.)
_____	_____	Assure sanitary facilities are in place for prolonged events
_____	_____	Arrange for deployment of additional clothing to responders, as needed
_____	_____	Oversee demobilization of Staging area in coordination with the Planning Lead

Date	Time	
_____	_____	Oversee purchasing activities: ordering, receiving processing and storing all incident-related resources
		Status of services provided: o Hotels o Food o Ice o Generator o Tankers o Fueling o Buses o Light Towers
_____	_____	o Sanitary
		Track personnel availability: o Assigned o Standby o Conflicts ▪ Vacations ▪ Work Area
_____	_____	▪ Other assignments
		Update contact lists verify & post the information in the EOC
_____	_____	o Key Personnel List
_____	_____	Update official files and reports
_____	_____	Update/turn over Activity Logs
_____	_____	**De-Mobilization**
_____	_____	Provide input to the Planning Team Lead for the Demobilization Plan for the Incident Response
_____	_____	Verify resources and staffing reductions
_____	_____	Collect all bills/invoices from vendors
_____	_____	Complete all required paperwork
_____	_____	Inventory vendor resources and return to vendor
_____	_____	Return facility to pre storm arrangement
_____	_____	Notify next shift not to come in
_____	_____	Notify vendors when to be released
_____	_____	Inform Financial Team Lead of vendor costs
_____	_____	Finalize all reports and files
_____	_____	Turn over all files and records to the Logistic Lead
_____	_____	Turn over Logistics Activity Logs to Logistic Lead
_____	_____	Notify the Logistic Lead when Staging has completed demobilization

e. Supply Chain Lead

- Responsible for all procurement and purchases of materials, equipment and contracts and other issues that would be related to this function.
- Ensures that the Supply Chain action plans and checklists are complete and updated.
- Reports to the Logistics Team Leader.
- Maintains activity log.
- Coordinates activities between all areas of the Supply Chain Network.
- Provides direction to procurement group regarding material and service requirements.
- Liaison to the field regarding all Supply Chain issues – materials, deliveries, and procurement of services.
- Liaison to Planning group regarding alternate materials.
- Provides for food and lodging for all UI resources.
- Provides for medical or personal needs.

Additional Supply Chain support personnel may include:

Team	Role	Role Description
Supply Chain	Office Services	• Responsible for prioritization and delivery of regular and emergency communication to include documents, packages, etc. • Provide support and assistance to service center personnel as required • Reports to the Supply Chain Lead • Maintains an Activity Log of major activities and issues
Supply Chain	P-Card Administrator	• Responsible for all activities related to P-Card administration to include communication with employees and bank • Maintain and update all changes to Payment Net regarding spending limits, issue of new cards, changes to existing cards, etc. • Responsible for coordinating hotel, food and water, and other associated service/support requirements for employees and Staging Areas. • Reports to the Supply Chain Lead • Maintains an Activity Log of major activities and issues
Supply Chain	Contract Negotiator (Contracting and Purchasing)	• Responsible for contacting all required suppliers and communicating state of emergency information and possible requirements • Responsible for maintaining all existing contracts and service agreements to ensure compliance with legal

		guidelines, contracting principles, and cost effective constraints. • Update of System to include purchase orders and contracts as required for goods and services • Establishes and maintains a contracts tracking management system of lease agreements, contracts, bid specifications, insurance, contractor license, and related items • Reports to the Supply Chain Lead • Maintains an Activity Log of major activities and issues

f. Supply Chain Lead: Position Checklist

SUPPLY CHAIN LEAD: POSITION CHECKLIST			
Event Description:		**Date:**	
Weather Conditions:		**Time:**	
Est. Event Window:	**From (date/time):**	**To:**	
Storm Level (circle one)	**1 2 3 4 5**		
Person Assigned			

Date	Time	
		Prior to Arrival
_____	_____	Determine the location for the EOC and proceed in a safe manner to the facility.
		Upon Arrival
_____	_____	Report to the Logistics Lead as part of his/her staff.
_____	_____	Obtain arrival time for the second shift from the Incident Manager.
_____	_____	Determine which of the Supply Chain Leads will take the first shift. Assign another Supply Chain Lead to report for a second shift.
		During the Shift
		Keep a Supply Chain Log, include the following:
		• Date & time emergency declared
		• Logistics key personnel
		• Shift changes
		• Assure all logistics operational events are reported (status)
		• Account numbers
		• Enter all requests (brief categorization)
		• All phone calls
		• Maintain time and cost data
		• Consider appointing a Deputy if needed
_____	_____	• Determine the appropriate logistics structure for the incident
_____	_____	Review Restoration plan (including next worse case), strategies and operational objectives for the current and next operational period
_____	_____	Review staffing levels, and schedule/notify staffing for next shift

Date	Time	
_____	_____	Review crewing & next shift requirements (including foreign crew needs analysis)
_____	_____	Review Safety Plan
_____	_____	Provide periodic updates during the shift
_____	_____	Prepare shift turnover summary for the Supply Chain Lead
_____	_____	Transmit Time & Cost data information to Logistics Leader
_____	_____	Brief Logistics Team Leads on a periodic basis
_____	_____	Attend Planning Meetings if required
_____	_____	Monitor activities to assure overall adequacy of supplies, avoidance of conflicts in scheduled usage and adequate Company staff to support all Restoration plan objectives • Manage, deploy and maintain special materials (i.e., portable generators, fuel, etc.)
_____	_____	Determine what supplies are needed to assure the restoration plan objectives are met and support next worst scenario
_____	_____	Request additional resources as needed. These resources may be Company owned, contracted or from third parties including other utilities and the government
_____	_____	Determine what equipment/resources are in use/committed and available for assignment
_____	_____	Work closely with operating departments and supervise requests for additional resources
_____	_____	Replenish stationary supplies as required
_____	_____	Assure adequate transportation services (both supplies and people) to support the restoration plan
_____	_____	Obtain from Planning, a list of outside/foreign crews, staff and equipment to expect
_____	_____	Manage, deploy and maintain special materials (i.e., portable generators, fuel, etc.)
_____	_____	Ensure that Hotel coordination is being preformed
_____	_____	Assure sanitary facilities are in place for prolonged events
_____	_____	Arrange for deployment of additional clothing to responders, as needed
_____	_____	Oversee demobilization of Logistics Team in coordination with the Planning Lead
_____	_____	Oversee purchasing activities: ordering, receiving processing and

Date	Time	
_____	_____	storing all incident-related resources
_____	_____	Obtain account number(s) to be charged to the emergency
_____	_____	Obtain purchase requisition from requestor (if requestor is unable to prepare the purchase requisition, purchasing will create it)
_____	_____	Create purchase orders
_____	_____	Place verbal orders with vendors and use emergency purchase order if requested by vendor
_____	_____	Determine who will enter the receiving reports
_____	_____	Maintain record of purchase order, vendors, commodity and estimated dollars
_____	_____	Electronic file purchase orders, requisitions and price quotes
_____	_____	Maintain status of the response effort, projected requirement and maintain status of all purchase orders involved in the incident
_____	_____	Maintain fixed and portable facilities being utilized during the incident
_____	_____	Assure adequate food delivery to required locations, if not already organized by operational areas.
_____	_____	Status of critical supplies inventory
_____	_____	Status of services provided: o Hotels o Food o Water o Generator o Tankers o Fueling o Buses o Light Towers o Sanitary
_____	_____	Track personnel availability: o Assigned o Standby o Conflicts ▪ Vacations ▪ Work Area ▪ Other assignments
_____	_____	Update contact lists verify & post the information in the EOC o Key Personnel List o Key Vendors List

Date	Time	
_____	_____	Update official files and reports
_____	_____	Update/turn over Logistics Activity Logs
_____	_____	**De-Mobilization**
_____	_____	Provide input to the Planning Team Lead for the Demobilization Plan for the Incident Response when needed.
_____	_____	Develop a Logistical Demobilization Plan to support the Incident Demobilization Plan
_____	_____	Verify resources and staffing reductions
_____	_____	Collect all bills/invoices from vendors
_____	_____	Complete all required paperwork
_____	_____	Inventory vendor resources and return to vendor
_____	_____	Inventory company resources and return to pre-mobilization status
_____	_____	Return facility to pre storm arrangement
_____	_____	Notify next shift not to come in
_____	_____	Notify vendors when to be released
_____	_____	Inform Financial Team Lead of vendor costs
_____	_____	Finalize all reports and files
_____	_____	Turn over all files and records to the Logistic Lead
_____	_____	Turn over Supply Chain Activity Logs to Logistic Lead
_____	_____	Notify the Logistic Lead when Supply Chain has completed demobilization

g. Warehouse Lead

- Responsible for issuing all stock and non-stock material required for restoration, accounts for the distribution and return of all material, provides list of material prior to event and keeps running total of all inventories and material used during the event.
- Coordinates level of material support required for operations and coordinates material requests of the Incident Management Teams.
- Reports hazardous situations, special occurrences, or significant incidents to Logistics Team Lead.
- Ensures all material transactions are updated and current, coordinates field delivery of material as required, and any other issues that would be related to this function.
- Ensures that the Warehouse action plans and checklists are complete and updated.
- Reports to the Logistics Team Leader.
- Maintains activity log.
- Coordinates activities between all areas of Warehouse.
- Liaison to the field regarding all Warehouse issues – materials, deliveries, and procurement of services
- Liaison to Planning group regarding alternate materials

Additional Warehouse support personnel may include:

Team	Role	Role Description
Warehouse	Warehouse Supervisor (normal job)	• Arranges and coordinates material deliveries to the field • Provides feedback to Buyer/Planners on material requirements • Accounts for the distribution of all materials • Updates material transactions in Oracle • Reports to the Warehouse Lead • Maintains an Activity Log of major activities and issues
Warehouse	UI Personnel (normal job)	• Responsible for locating and procuring tools and materials as needed • Update of System to include purchase orders and requisitions as required • Reports to Warehouse Lead regarding alternate materials • Reports to the Warehouse Lead • Maintains an Activity Log of major activities and issues
Warehouse	Material	• Kits material for delivery to the field

	Handler (normal job)	• Facilitates material deliveries • Updates material transactions in System • Reports to Warehouse Lead • Maintains an Activity Log (including mileage and delivery locations)
Warehouse	Tool and Material Handler (normal job)	• Kits material for delivery to the field • Facilitates material deliveries • Updates material transactions in System • Facilitates repair or replacement of tools coming in from the field • Reports to Warehouse Lead • Maintains an Activity Log (including mileage and delivery locations)

h. Warehouse Lead: Position Checklist

WAREHOUSE LEAD: POSITION CHECKLIST			
Event Description:		**Date:**	
Weather Conditions:		**Time:**	
Est. Event Window:	**From (date/time):**	**To:**	
Storm Level (circle one)	**1 2 3 4 5**		
Person Assigned			

Date	Time	
		Prior to Arrival
_____	_____	Determine the location for the EOC and proceed in a safe manner to the facility.
		Upon Arrival
_____	_____	Report to the Logistics Lead as part of his/her staff.
_____	_____	Obtain arrival time for the second shift from the Logistic Lead.
_____	_____	Determine which of the Warehouse Leads will take the first shifts.
		During the Shift
		Keep a Log, include the following: • Date & time emergency declared • Key personnel • Shift changes • Assure all operational events are reported (status) • Account numbers • Enter all requests (brief categorization) • All phone calls • Maintain time and cost data • Consider appointing a Deputy if needed
_____	_____	• Determine the appropriate logistics structure for the incident
_____	_____	Review Restoration plan (including next worse case), strategies and operational objectives for the current and next operational period
_____	_____	Review staffing levels, and schedule/notify staffing for next shift
_____	_____	Review crewing & next shift requirements (including foreign crew needs analysis)

Date	Time	
_____	_____	Review Safety Plan
_____	_____	Provide periodic updates during the shift
_____	_____	Prepare shift turnover summary for the Logistics Lead
_____	_____	Transmit Time & Cost data information to Logistics Leader
_____	_____	Brief Logistics Team Leads on a periodic basis
_____	_____	Monitor activities to assure overall adequacy of supplies, avoidance of conflicts in scheduled usage and adequate Company staff to support all Restoration plan objectives • Manage, deploy and maintain special materials (i.e., portable generators, fuel, etc.)
_____	_____	Determine what supplies are needed to assure the restoration plan objectives are met and support next worst scenario
_____	_____	Request additional resources as needed. These resources may be Company owned, contracted or from third parties including other utilities and the government
_____	_____	Work closely with operating departments and supervise requests for additional resources
_____	_____	Obtain from Planning, a list of outside/foreign crews, staff and equipment to expect
_____	_____	Manage, deploy and maintain special materials (i.e., portable generators, fuel, etc.)
_____	_____	Obtain account number(s) to be charged to the emergency
_____	_____	Track personnel availability: o Assigned o Standby o Conflicts ▪ Vacations ▪ Work Area ▪ Other assignments
_____	_____	Update contact lists verify & post the information in the EOC o Key Personnel List o Key Vendors List
_____	_____	Update official files and reports
_____	_____	Update/turn over Activity Logs
_____	_____	**De-Mobilization**
_____	_____	Provide input to the Planning Team Lead for the Demobilization Plan for

Date	Time	
_____	_____	the Incident Response when needed.
_____	_____	Develop a Demobilization Plan to support the Incident Demobilization Plan
_____	_____	Verify resources and staffing reductions
_____	_____	Complete all required paperwork
_____	_____	Inventory vendor resources and return to vendor
_____	_____	Inventory company resources and return to pre-mobilization status
_____	_____	Return facility to pre storm arrangement
_____	_____	Notify next shift not to come in
_____	_____	Finalize all reports and files
_____	_____	Turn over all files and records to the Logistic Leader
_____	_____	Turn over Activity Logs to Logistic Leader

i. Fleet Lead

- Responsible for all vehicle maintenance, rentals, fuel, busses, transportation of people or material (as required), and any other issues that would be related to this function.
- Ensures that the Fleet action plans and checklists are complete and updated.
- Reports to the Logistics Team Leader.
- Maintains activity log.
- Provides for repairs to vehicles
- Emergency repairs to contractor and mutual assistance vehicles
- Maintains a supply of spare parts
- Arranges for fuel for all site vehicles
- Arranges for bus transportation to and from lodging and meals.
- Maintains an Activity Log.

Additional Fleet support personnel may include:

Team	Role	Role Description
Fleet	Fuel Coordinator	• Provides fueling options for all vehicles, at staging area and at job sites • Responsible for all aspects of refueling
Fleet	Miscellaneous Equipment Coordinator	• Secures all special equipment needed for restoration.

j. Fleet Lead: Position Checklist

FLEET LEAD: POSITION CHECKLIST			
Event Description:		**Date:**	
Weather Conditions:		**Time:**	
Est. Event Window:	**From (date/time):**	**To:**	
Storm Level (circle one)	**1 2 3 4 5**		
Person Assigned			

Date	Time	
		Prior to Arrival
_____	_____	Determine the location for the EOC and proceed in a safe manner to the facility.
		Upon Arrival
_____	_____	Report to the Logistics Lead as part of his/her staff.
_____	_____	Obtain arrival time for the second Fleet shift from the Logistic Lead.
		During the Shift
		Keep a Log, include the following: • Date & time emergency declared • Fleet key personnel • Shift changes • Assure all Fleet operational events are reported (status) • Account numbers • Enter all requests (brief categorization) • All phone calls • Maintain time and cost data • Consider appointing a Deputy if needed
_____	_____	• Determine the appropriate Fleet structure for the incident
_____	_____	Review Restoration plan (including next worse case), strategies and operational objectives for the current and next operational period
_____	_____	Review staffing levels, and schedule/notify staffing for next shift
_____	_____	Review Safety Plan
_____	_____	Provide periodic updates during the shift
_____	_____	Prepare shift turnover summary for the Fleet Team

Date	Time	
_____	_____	Transmit Time & Cost data information to Financial Lead
_____	_____	Brief Logistics Team Leads on a periodic basis
_____	_____	Attend Planning Meetings if required
_____	_____	Monitor activities to assure overall adequacy of Fleet , avoidance of conflicts in scheduled usage and adequate Company staff to support all Restoration plan objectives
_____	_____	Determine what Fleet services are needed to assure the restoration plan objectives are met and support next worst scenario
_____	_____	Request additional resources as needed. These resources may be Company owned, contracted or from third parties including other utilities and the government
_____	_____	Work closely with operating departments and supervise requests for additional resources / vehicles.
_____	_____	Obtain from Planning, a list of outside/foreign crews, staff and equipment to expect
_____	_____	Obtain account number(s) to be charged to the emergency
_____	_____	Maintain record of purchase order, vendors, commodity and estimated dollars
_____	_____	Maintain status of the response effort, projected requirement and maintain status of all purchase orders involved in the incident
_____	_____	Track personnel availability: o Assigned o Standby o Conflicts ▪ Vacations ▪ Work Area ▪ Other assignments
_____	_____	Update contact lists verify & post the information in the EOC o Key Personnel List o Key Vendors List
_____	_____	Update official files and reports
_____	_____	Update/turn over Fleet Activity Logs
_____	_____	**De-Mobilization**
_____	_____	Provide input to the Planning Team Lead for the Demobilization Plan for the Incident Response when needed.
_____	_____	Develop a Fleet Demobilization Plan to support the Incident

Date	Time	
_____	_____	Demobilization Plan
_____	_____	Verify resources and staffing reductions
_____	_____	Collect all bills/invoices from vendors
_____	_____	Complete all required paperwork
_____	_____	Inventory vendor resources and return to vendor
_____	_____	Inventory company resources and return to pre-mobilization status
_____	_____	Return Fleet to pre event arrangement
_____	_____	Notify next shift not to come in
_____	_____	Inform Logistics Team Leader of vendor costs
_____	_____	Finalize all reports and files
_____	_____	Turn over Fleet Activity Logs to Logistics Team Lead
_____	_____	Notify the Logistic Team Lead when Fleet has completed demobilization

k. Corporate Security Lead

- Responsible for security of all UI facilities and personnel.
- Responsible for security of all UI staging areas and equipment.
- Ensures that all security action plans and checklists are complete and updated.
- Reports to the Logistics Team Leader.
- Maintains activity log.

l. Corporate Security Lead Checklist:

CORPORATE SECURITY LEAD: POSITION CHECKLIST			
Event Description:		**Date:**	
Weather Conditions:		**Time:**	
Est. Event Window:	**From (date/time):**	**To:**	
Storm Level (circle one)	**1 2 3 4 5**		
Person Assigned			

Date	Time	
		Prior to Arrival
_____	_____	Determine the location for the EOC and proceed in a safe manner to the facility.
		Upon Arrival
_____	_____	Report to the Logistics Lead as part of his/her staff.
_____	_____	Obtain arrival time for the second Security shift from the Logistic Lead.
		During the Shift
		Keep a Log, include the following:
		• Date & time emergency declared
		• Security key personnel
		• Shift changes
		• Assure all Security operational events are reported (status)
		• Account numbers
		• Enter all requests (brief categorization)
_____	_____	• All phone calls

Date	Time	
_____	_____	• Maintain time and cost data • Consider appointing a Deputy if needed • Determine the appropriate Security structure for the incident
_____	_____	Review Restoration plan (including next worse case), strategies and operational objectives for the current and next operational period
_____	_____	Review staffing levels, and schedule/notify staffing for next shift
_____	_____	Review Security Plan
_____	_____	Provide periodic updates during the shift
_____	_____	Prepare shift turnover summary for the Security Team
_____	_____	Transmit Time & Cost data information to Logistics Team Leader
_____	_____	Brief Logistics Leads on a periodic basis
_____	_____	Attend Planning Meetings if required
_____	_____	Monitor activities to assure overall adequacy of Security, avoidance of conflicts in scheduled usage and adequate Company staff to support all Restoration plan objectives
_____	_____	Determine where Security is needed to assure the restoration plan objectives are met and support next worst scenario
_____	_____	Request additional resources as needed. These resources may be Company owned, contracted or from third parties including other utilities and the government
_____	_____	Work closely with operating departments and supervise requests for additional resources / materials.
_____	_____	Obtain from Planning, a list of outside/foreign crews, staff and equipment to expect
_____	_____	Obtain account number(s) to be charged to the emergency
_____	_____	Maintain record of purchase order, vendors, commodity and estimated dollars
_____	_____	Maintain status of the response effort, projected requirement and maintain status of all purchase orders involved in the incident
_____	_____	Track personnel availability: o Assigned o Standby o Conflicts ▪ Vacations ▪ Work Area ▪ Other assignments

Date	Time	
_____	_____	Update contact lists verify & post the information in the EOC o Key Personnel List o Key Vendors List
_____	_____	Update official files and reports
_____	_____	Update/turn over Security Activity Logs to Logistic Lead
_____	_____	**De-Mobilization**
_____	_____	Provide input to the Planning Team Lead for the Demobilization Plan for the Incident Response when needed.
_____	_____	Develop a Security Demobilization Plan to support the Incident Demobilization Plan
_____	_____	Verify resources and staffing reductions
_____	_____	Collect all bills/invoices from vendors
_____	_____	Complete all required paperwork
_____	_____	Inventory vendor resources and return to vendor
_____	_____	Inventory company resources and return to pre-mobilization status
_____	_____	Return Security to pre event arrangement
_____	_____	Notify next shift not to come in
_____	_____	Notify vendors when to be released
_____	_____	Inform Financial Team Lead of vendor costs
_____	_____	Finalize all reports and files
_____	_____	Turn over Security Activity Logs to Logistic Team Lead
_____	_____	Notify the Logistic Team Lead when Security has completed demobilization

m. Facilities Lead

- Responsible for all buildings, Identifies facility issues associated with emergency response activities. Responsible for the oversight of all issues involving security.
- Ensures that the Facilities action plans and checklists are complete and updated. Reports to the Logistics Team Leader.
- Maintains activity log.
- Implement Restoration plan for the area.
- Prepares and maintains activated company facilities and locations
- Provides electrical and phone hook ups as required
- Provides all portables buildings
- Provides all communication hook ups
- Provides all sanitary facilities
- Provides all water and ice requirements for the site.
- Provides all portable lighting
- Provides refuse management
- Arranges site traffic control at company facilities, if needed

n. Facilities Lead Checklist

FACILITIES LEAD: POSITION CHECKLIST			
Event Description:		**Date:**	
Weather Conditions:		**Time:**	
Est. Event Window:	**From (date/time):**	**To:**	
Storm Level (circle one)	**1 2 3 4 5**		
Person Assigned			

Date	Time	
		Prior to Arrival
_____	_____	Determine the location for the EOC and proceed in a safe manner to the facility.
		Upon Arrival
_____	_____	Report to the Logistics Lead as part of his/her staff.
_____	_____	Obtain arrival time for the second Facilities shift from the Logistic Lead.
		During the Shift
		Keep a Log, include the following: • Date & time emergency declared • Facilities key personnel • Shift changes • Assure all Facilities operational events are reported (status) • Account numbers • Enter all requests (brief categorization) • All phone calls • Maintain time and cost data • Consider appointing a Deputy if needed
_____	_____	• Determine the appropriate Facilities structure for the incident
_____	_____	Review Restoration plan (including next worse case), strategies and operational objectives for the current and next operational period
_____	_____	Review staffing levels, and schedule/notify staffing for next shift
_____	_____	Review Safety Plan
_____	_____	Provide periodic updates during the shift
_____	_____	Prepare shift turnover summary for the Facilities Team

Date	Time	
_____	_____	Transmit Time & Cost data information to Logistics Leader
_____	_____	Brief Logistics Team Leads on a periodic basis
_____	_____	Attend Planning Meetings if required
_____	_____	Monitor activities to assure overall adequacy of Facilities, avoidance of conflicts in scheduled usage and adequate Company staff to support all Restoration plan objectives
_____	_____	Determine what Facilities are needed to assure the RESTORATION PLAN objectives are met and support next worst scenario
_____	_____	Request additional resources as needed. These resources may be Company owned, contracted or from third parties including other utilities and the government
_____	_____	Work closely with operating departments and supervise requests for additional resources / Facilities.
_____	_____	Obtain from Planning, a list of outside/foreign crews, staff and equipment to expect
_____	_____	Obtain account number(s) to be charged to the emergency
_____	_____	Maintain record of purchase order, vendors, commodity and estimated dollars
_____	_____	Electronic file purchase orders, requisitions and price quotes
_____	_____	Maintain status of the response effort, projected requirement and maintain status of all purchase orders involved in the incident
_____	_____	Maintain fixed and portable facilities being utilized during the incident
_____	_____	Track personnel availability: o Assigned o Standby o Conflicts ▪ Vacations ▪ Work Area ▪ Other assignments
_____	_____	Update contact lists verify & post the information in the EOC o Key Personnel List o Key Vendors List
_____	_____	Update official files and reports
_____	_____	Update/turn over Facilities Activity Logs

De-Mobilization

Date	Time	
_____	_____	Provide input to the Planning Team Lead for the Demobilization Plan for the Incident Response when needed.
_____	_____	Develop a Facilities Demobilization Plan to support the Incident Demobilization Plan
_____	_____	Verify resources and staffing reductions
_____	_____	Collect all bills/invoices from vendors
_____	_____	Complete all required paperwork
_____	_____	Inventory vendor resources and return to vendor
_____	_____	Inventory company resources and return to pre-mobilization status
_____	_____	Return facility to pre event arrangement
_____	_____	Notify next shift not to come in
_____	_____	Notify vendors when to be released
_____	_____	Inform Financial Team Lead of vendor costs
_____	_____	Finalize all reports and files
_____	_____	Turn over all files and records to the Incident Manager
_____	_____	Turn over Facilities Activity Logs to Logistic Team Lead
_____	_____	Notify the Logistic Team Lead when Facilities has completed demobilization

4. STAFFING LEVELS BY STORM LEVEL

Staffing level estimates by storm level are intended to be a guideline for use as a resource planning tool. Due to the varied nature of emergency events, actual resource needs can vary significantly and will be determined on a case by case basis. Therefore the estimates contained in this appendix are not intended to be a required level of resources, nor should they be interpreted as such.

Role	Level 1	Level 2	Level 3	Level 4	Level 5
Logistics Team Leader	1	1	1	2	3
Staging Lead	1	1	1	2	3
Supply Chain Lead	1	1	1	2	3
Warehouse Lead	1	1	1	2	3
Fleet Lead	1	1	1	2	3
Corporate Security Lead	1	1	1	2	3
Facilities Lead	1	1	1	2	3

5. FORMS

- Contractor Time Sheets
- Fuel Reports
- Staging Area logs
- Hotel logs
- Meal tracking
- Special Equipment Request forms
- Activity Logs
- Information gathering form / template
- Other forms or templates, as identified
- Reference to specific departmental procedures, as needed

6. EQUIPMENT AND TOOLS

Equipment / Tools / Systems	Description	Level 1	Level 2	Level 3	Level 4	Level 5	Remarks
Laptops		7	7	7	14	21	
Internet card(s)							
Telephone lines		7	7	7	14	21	
Cell Phones		2	2	2	5	8	
Satellite Phones							
Copier							
Scanner/Fax							
AM/FM Radio							
Broadcast & Cable/Satellite TV							
E-Mail							
Corporate Intranet							
OMS							

7. DEVELOPMENT HISTORY

Revision 0	**Initial Appendix - 11/21/11**
Writer	
Reviewer(s)	
Approver(s)	
Reason Written	To define the responsibilities of the Logistics function.
Revision	
Writer	
Reviewer(s)	
Approver(s)	
Reason Written	

APPENDIX 11 - UI EOC ACTIVATION

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1. OVERVIEW

The United Illuminating Emergency Operations Center (UI EOC) is currently located at Electric System Work Center (ESWC) in Shelton, CT. In 2012, the UI EOC will move to the new Corporate Headquarters building.

When a decision has been made to open the UI EOC, the Restoration Staff will ensure the following are in working order.

Phones

Three emergency phones will be in place in the UI EOC and their operation verified. This needs to be confirmed – probably not correct to have separate phones for each of these. These calls should come in through the Liaison Leader.

- One of the phones will be marked PURA Liaison Only and used for communications with the PURA Liaison and the State EOC Liaison.
- One of the phones will be marked "Municipal Use Only" and used solely for communications with municipalities / municipal liaisons.
- One of the phones will be used for all other communications
- A current UI phone list will be provided.

Radio

The Emergency Radio will be energized and transmission and reception verified.

Communication Log

A communication log book will be provided with pre-marked columns showing date, time, party contacted, person making the call, and general description of information—i.e., 1400 status report.

Activity Logs

Activity Logs will be used by all Incident Management Team members to track key decisions, requests and actions.

Supplies

The Restoration Staff will ensure that all rooms used for emergency operations will have the appropriate office supplies and materials.

Fax

Fax communications to the 16th floor, CCC, and Hartford Armory will be established.

E-Mail

E mail communications to the 16th floor, CCC, and Hartford Armory will be established.

Computers / Printers

Provide Network PC and necessary printers. Insure proper operation of all computers, printers, plotters, etc.

Documents

Provide loose leaf binder that contains:

- A tabbed section for each municipality listing town contact, UI Liaison and pre-designated town priorities. Specific municipal

requests, activities, contacts, etc. will be filed in the section.
- A tabbed section to file periodic circuit outage and customer count report.
- A tabbed section to file periodic staffing and crew location reports.

a. Communications

If all phone systems are down, communications between PURA, the State EOC and the Electric Systems Work Center in Shelton can be established over the emergency radio network. This network links the UI EOC with the State Armory Command Center and the UI Work Center. The radio link also provides direct contact to Northeast Utilities Command Center.

The procedure to use the CONVEX Command Control Network Emergency Radio System is located in System Operations. A log of all radio contacts should be maintained listing the party that was contacted and a short description of the traffic in the logbook provided.

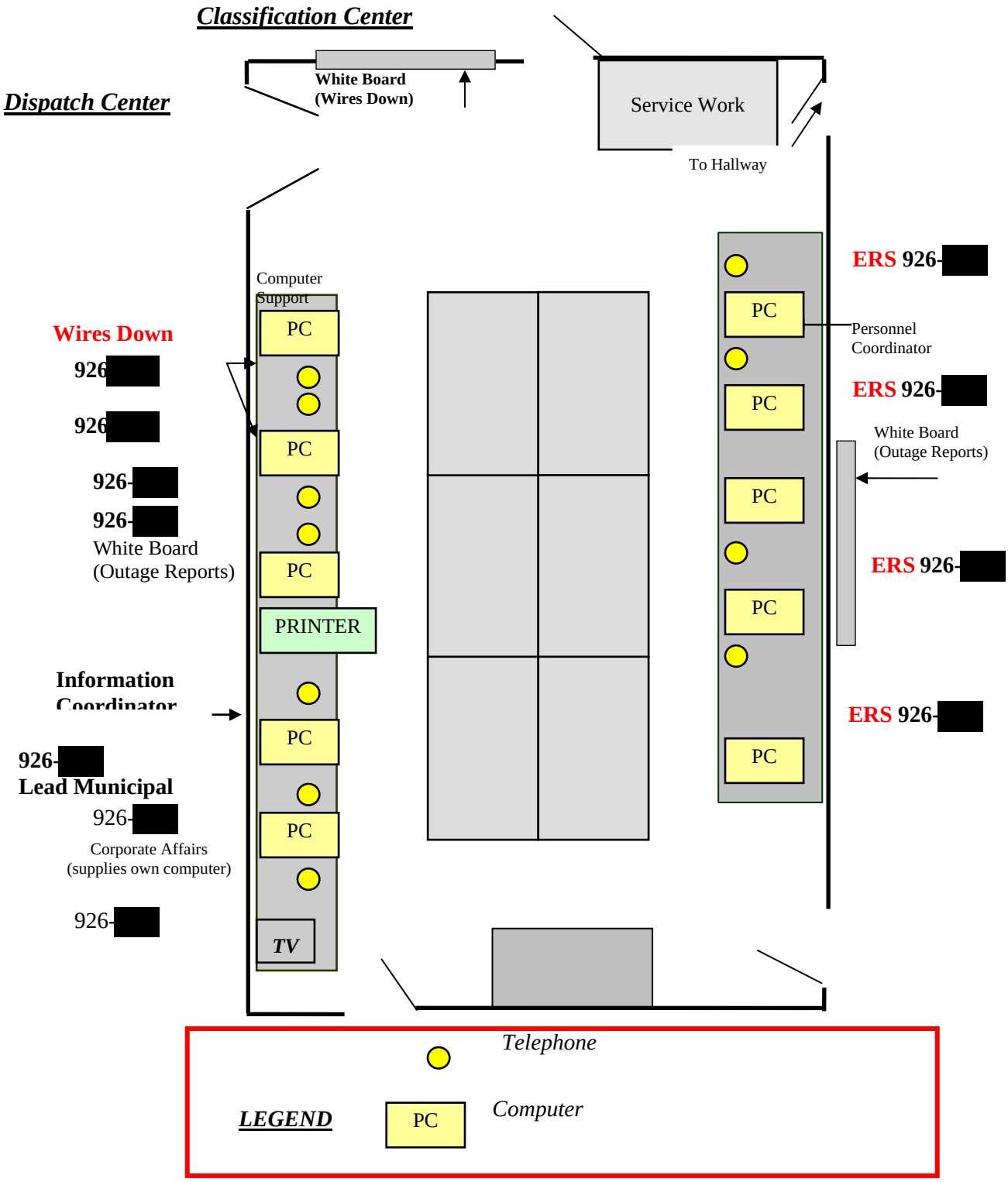
b. Staffing

The UI EOC will be staffed 24 hours/day when activated. The person(s) staffing the UI EOC will have the authority to commit resources to emergencies declared by State and local civil preparedness organizations. A staffing list will be developed and distributed for each shift by the Restoration Team and the Planning Team. This list will indicate who is filling each of the Incident Management Team positions along with their physical location and contact phone number, and is included at the end of this appendix.

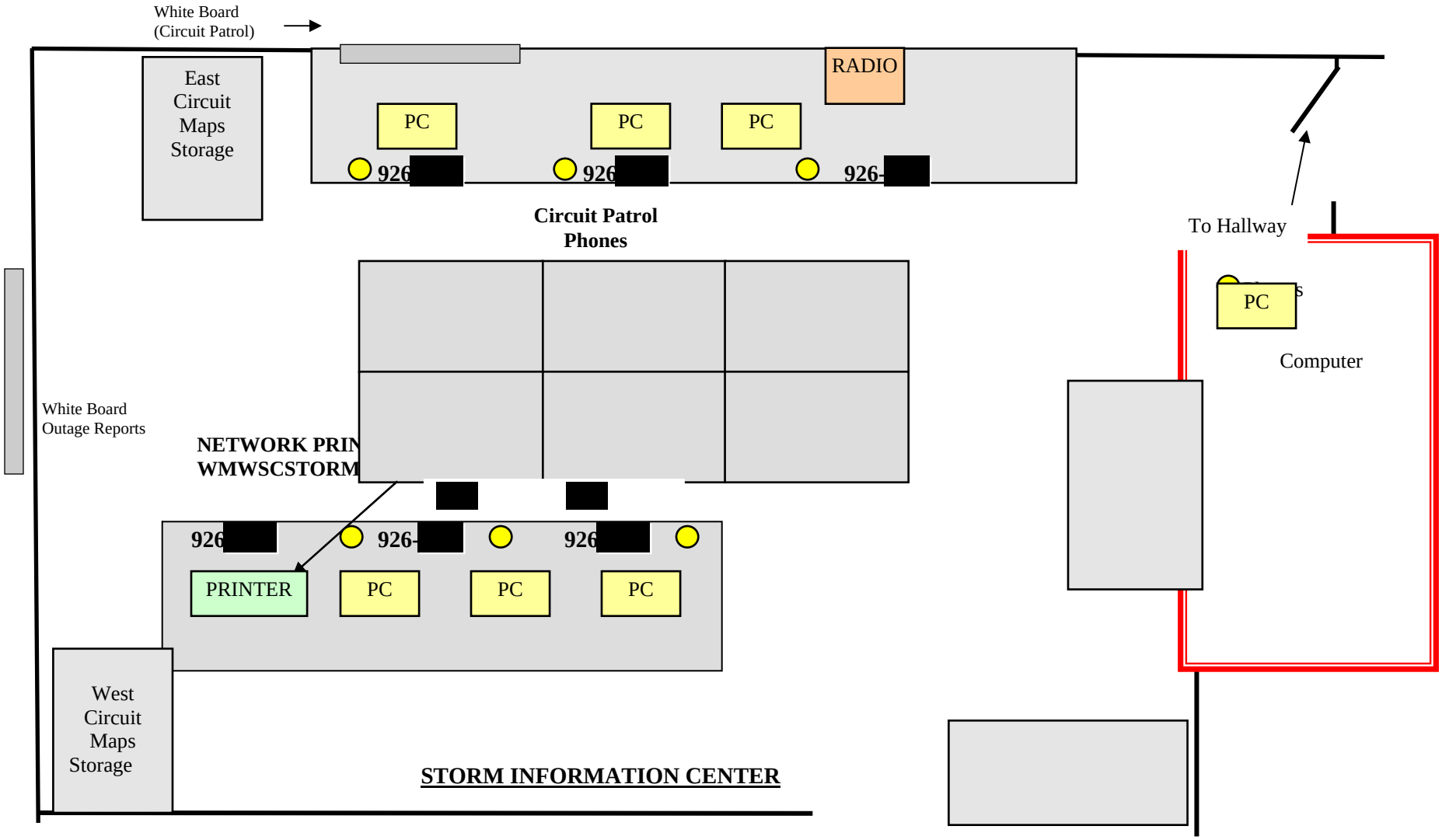
c. Room Layouts

Following are the room layouts for the UI EOC facilities currently used at the ESWC. In 2012, the UI EOC will be relocated to the new Central Facility.

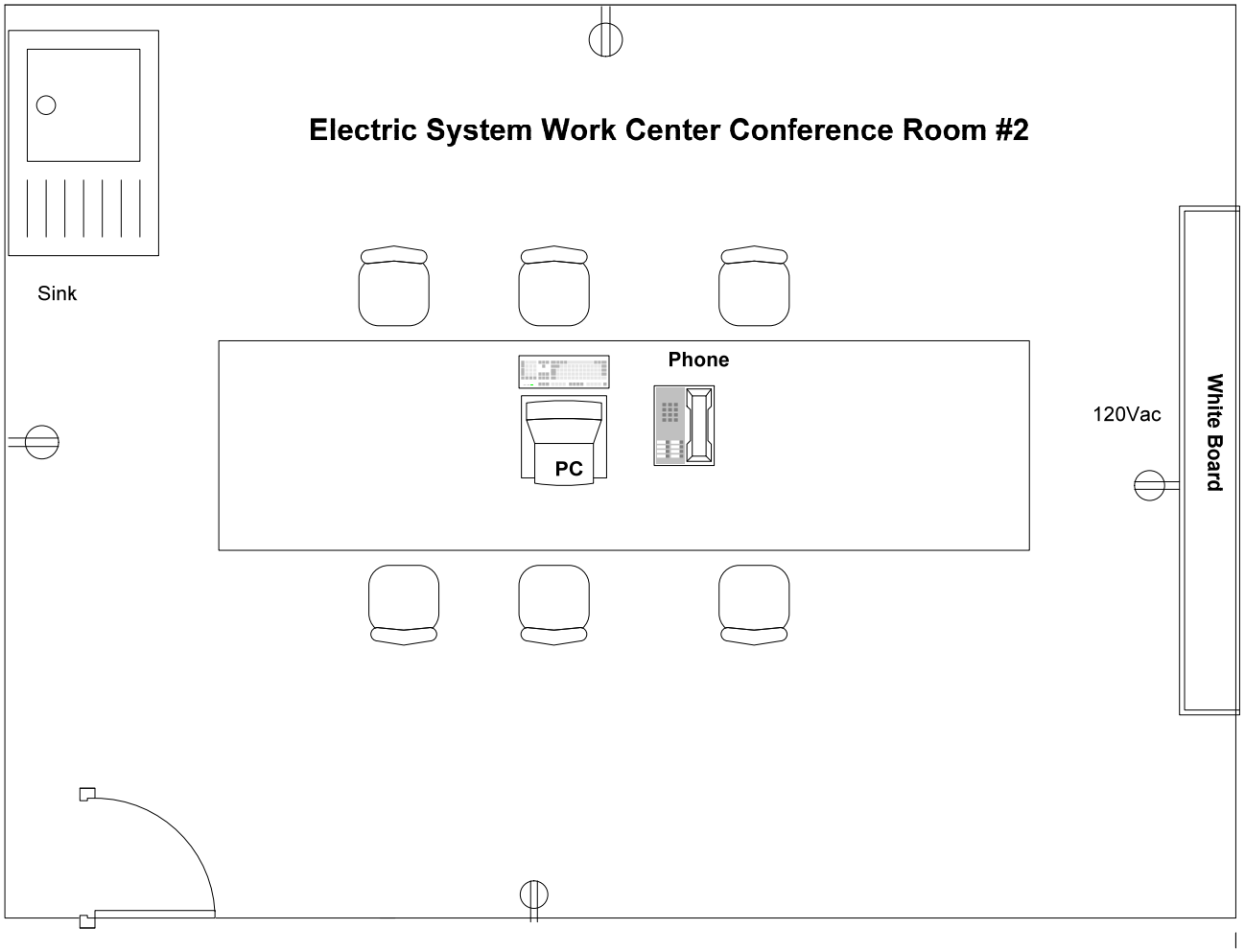
d. Storm Information Center - ESWC Room #5



e. Storm Emergency Classification Center – ESWC Room #4

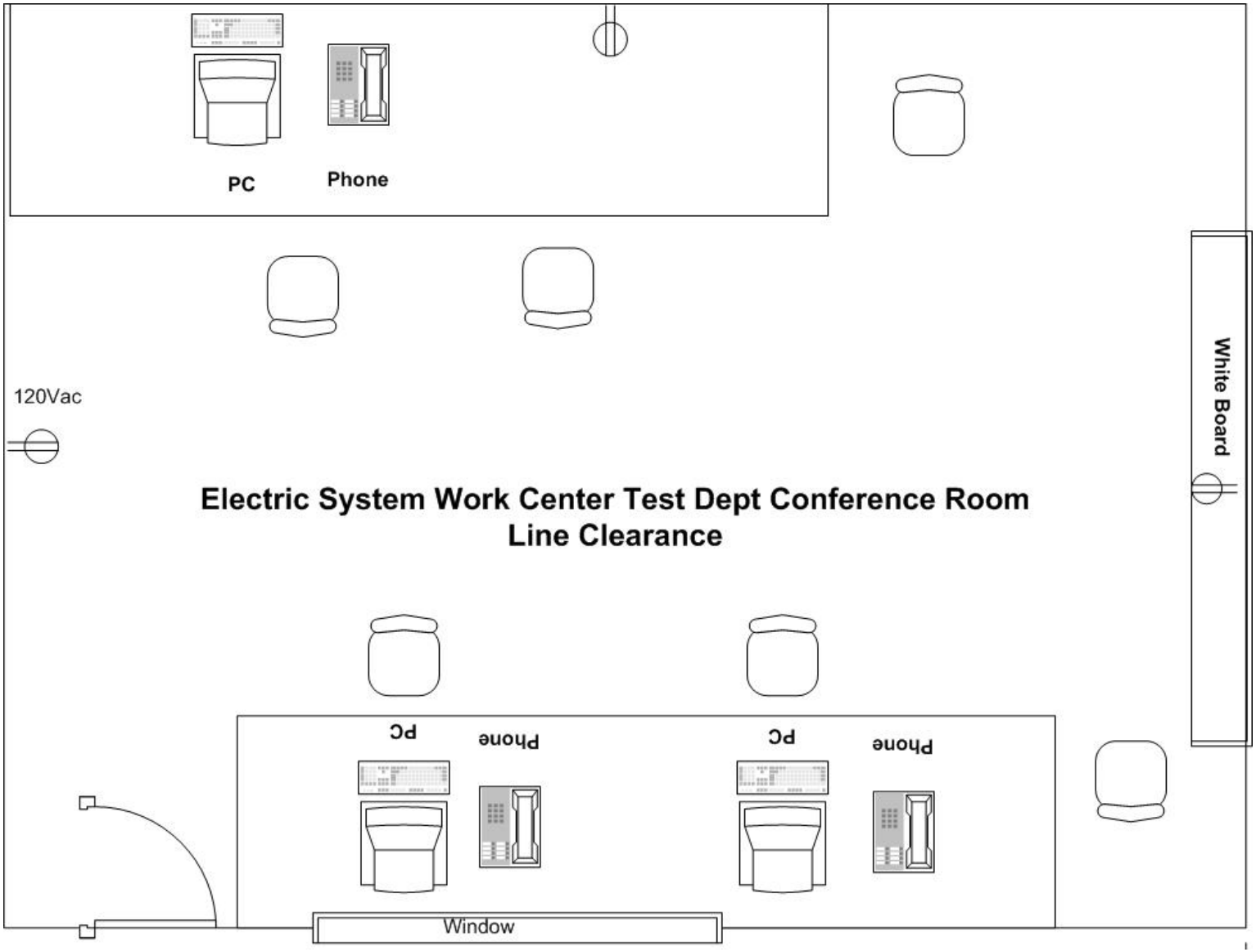


f. Service Restoration Center – ESWC Room #2

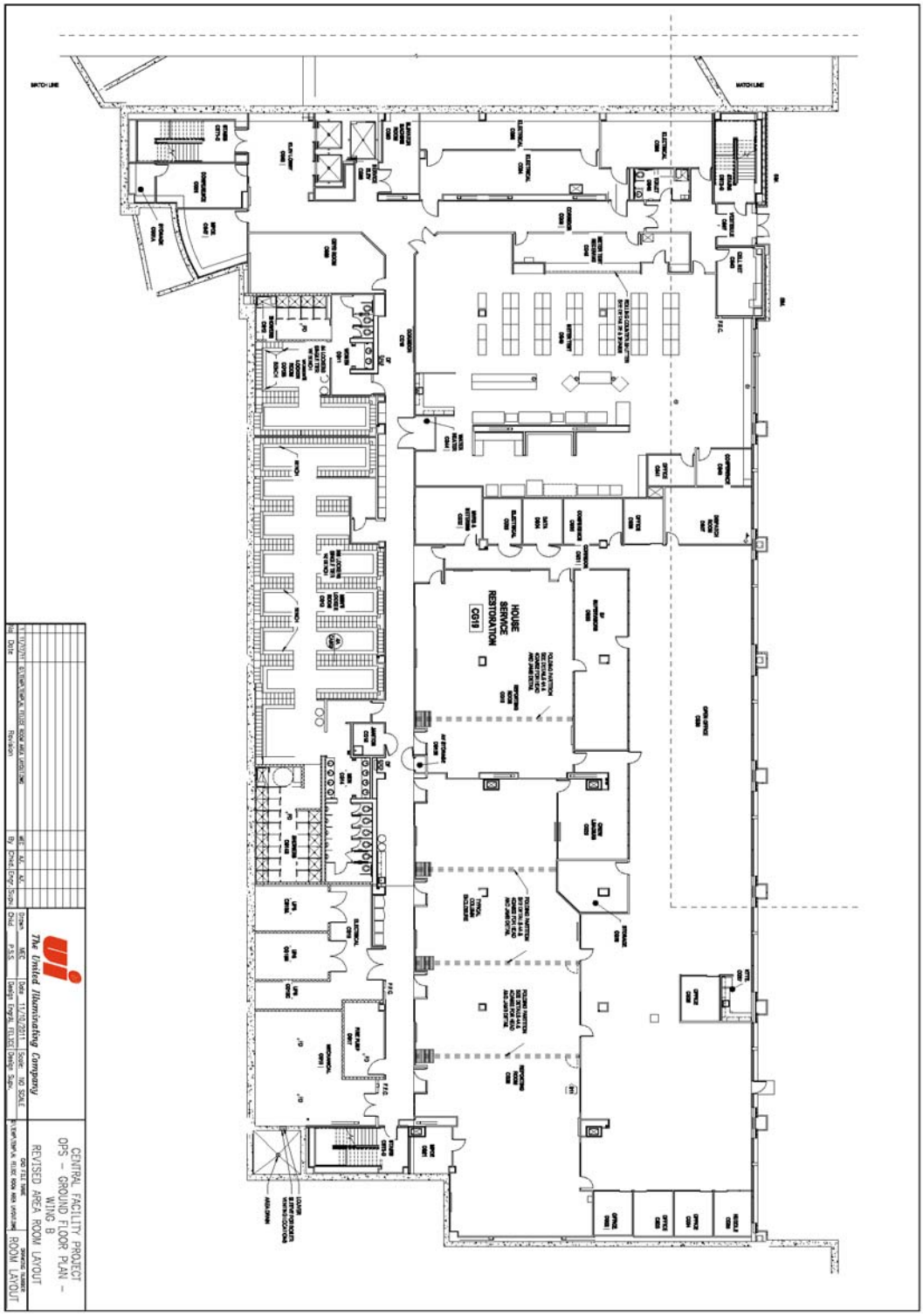


White Board- Crews & Locations

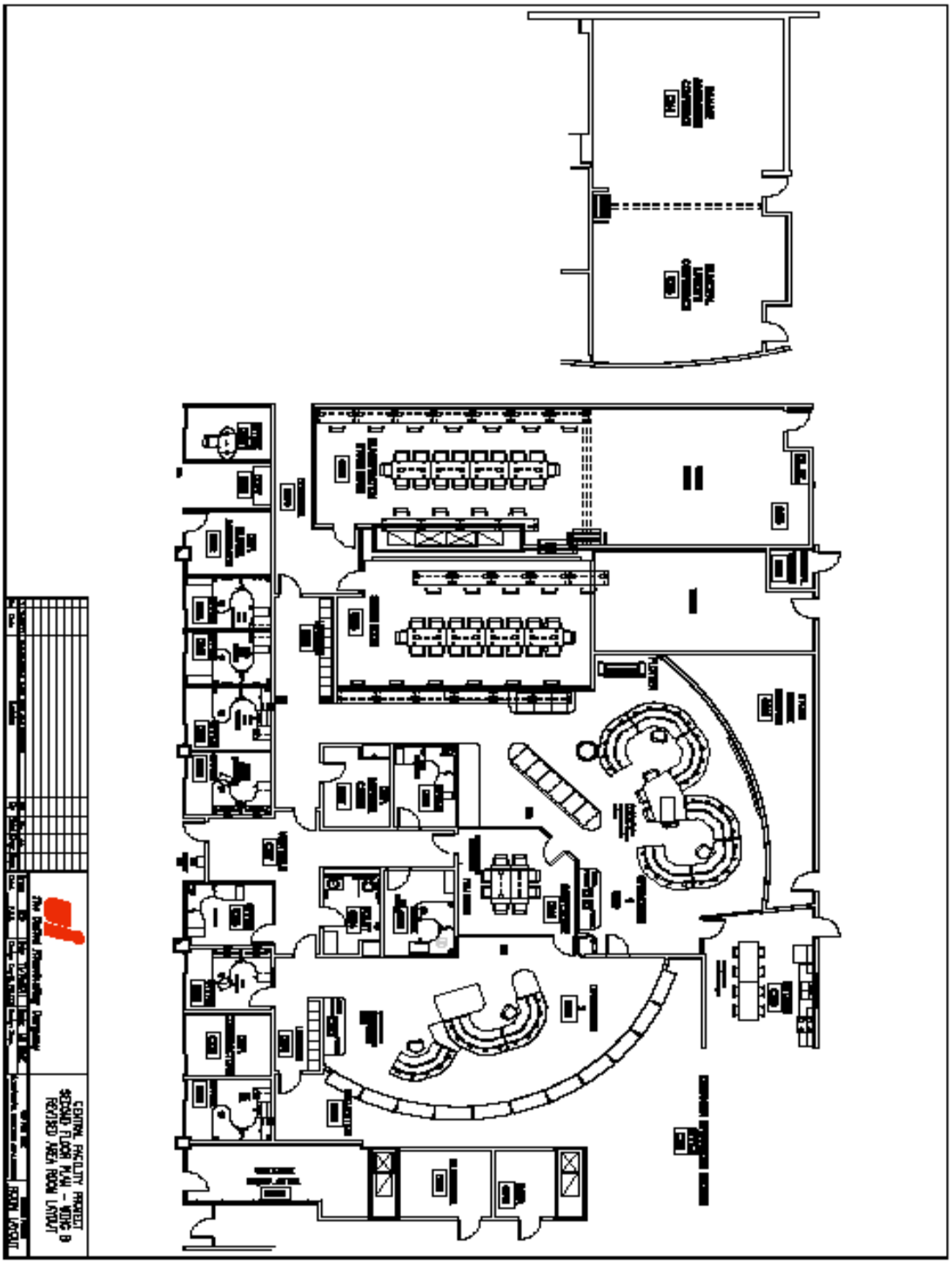
g. <u>Line Clearance Room – ESWC Test Dept. Conference Room</u>



h. Central Facility Layout - Ground Floor



Central Facility Layout - Second Floor



Central Facility Layout - Third Floor

2. FORMS

- Incident Management Team Shift Schedule Form
- Activity Log
- Other forms or templates, as identified
- IT and Telecom Infrastructure Storm Readiness Checklist. Refer to IT and Telecom Appendix
- IT and Telecom Systems / Applications Storm Readiness Checklist. Refer to IT and Telecom Appendix

a. Incident Management Team Shift Schedule Form

Incident Management Team Shift Schedule	
Date	
Shift Start Time	
Shift End Time	

ROLE	PERSON ASSIGNED	LOCATION	CONTACT PHONE #
Incident Manager			
Restoration Staff			
Incident Management Liaison			
Public Information Team Leader			
Internal / External Communications			
Investor Relations Representative			
Information Support Specialist			
Liaison Team Leader			
State EOC Liaison			
PURA Representative			
Major Account Coordinator			
Municipal Liaison Team Coordinator			
Municipal Liaison			
IT and Telecom Team Leader			

ROLE	PERSON ASSIGNED	LOCATION	CONTACT PHONE #
Communications Technology Lead			
IT Lead			
Support personnel			
HR, Training and Safety Leader			
Safety Team Leader			
Corporate Safety Lead			
HR Leader			
Resource Coordinator			
Training Leader			
Planning Team Leader			
Classification Lead			
Distribution Damage Assessment Lead			
Planning Analyst Lead			
Outage Reporting Lead			
-Classifier			
-Distribution Damage Assessment Coordinator			
-Distribution Damage Assessment Driver			
-Distribution Damage Assessor			
-Estimated Restoration Time Analyst			
-Crew Location Analyst			
-Planning Analyst Clerk			
Operations Team Leader			
Operations Coordinator			
Customer Service Lead			
-Administrative Support			
-Customer Care Center Lead			
-Customer Care Center Representatives			
System Operations Lead			
-Line Clearance Lead			
-Distribution Dispatcher			
Wire Down Lead			
-911 Call Takers			
-Wire Down Supervisor			
--Wire Down Stand-By			
-Clear and Make Safe Supervisor			
--Clear and Make Safe Crews			

ROLE	PERSON ASSIGNED	LOCATION	CONTACT PHONE #
--Troubleman			
-Municipal Make Safe Coordinator			
--Municipal Make Safe Crews			
Transmission & Substation Damage Assessment Lead			
-Transmission & Substation Damage Assessment Coordinator			
-Test Engineer			
-Test Technician			
-Transmission Damage Assessment Clerk			
-Transmission System Operator			
Construction Lead			
-Service Lead			
--Service Crews			
-Restore Team Lead (Internal)			
--Distribution Dispatcher			
--Crew Lead			
---Crew Resources			
--Troubleman			
-Restore Team Lead (Internal Contractors)			
--Distribution Dispatcher			
--Crew Lead			
---Crew Resource			
---Crew Guide			
-Restore Team Lead (Mutual Assistance, External Contractors and Utilities)			
--Distribution Dispatcher			
--Crew Lead			
---Crew Resources			
---Crew Guides			
-Environmental Team Leader			
Logistics Team Leader			
Staging Lead			
Supply Chain Lead			
Warehouse Lead			
Fleet Lead			
Corporate Security Lead			
Facilities Lead			

b. Activity Log Form

ACTIVITY LOG			
Incident Name	**Date**	**Shift**	
		Start:	**End:**
Name	**Incident Management Team Position**	**Page #**	**of #**

Time	Activity/Event

3. DEVELOPMENT HISTORY

Revision 0	**Initial Appendix - 11/21/11**
Writer	
Reviewer(s)	
Approver(s)	
Reason Written	To define the EOC Activation process.
Revision	
Writer	
Reviewer(s)	
Approver(s)	
Reason Written	

APPENDIX 12 – POST EVENT ACTIVITIES AND AFTER ACTION REPORTING

Table of Contents

1. Transitioning from Incident Management to Normal Operations 3
2. Criteria for Resuming Normal Operations..... 3
3. After Action Reports 4
4. Post Incident Storm Report 5
5. Development History 6

1. TRANSITIONING FROM INCIDENT MANAGEMENT TO NORMAL OPERATIONS

No.	Task
1	Collect all checklists
2	Turn in activity logs
3	Notify all Incident Management Team Personnel that the event is considered ended and all functions / personnel can return to normal.
4	Request information from Incident Management Team Leaders on any items that were left in an abnormal state and should be followed up on.
5	Notify all Incident commanders from other entities the UI is de-activating its role in the EOC.
6	Collect and review all safety related reports.

2. CRITERIA FOR RESUMING NORMAL OPERATIONS

Level 1 - 2	Level 3 - 4	Level 5	Resumption Criteria
Scheduled outages	Scheduled outages	Scheduled outages	24 hours after deactivation
Pre-planned system re-configuration	Pre-planned system re-configuration	Pre-planned system re-configuration	Next business day after deactivation
	Connects	Connects	Deactivation
	Disconnects	Disconnects	Deactivation
	Reconnects	Reconnects	Deactivation
	New construction	New construction	Next business day after deactivation
	New services	New services	Deactivation
	Training	Training	Deactivation
		Preventive maintenance on vehicles	Next business day after deactivation
		Collections	Next business day after deactivation
		Customer appointments	Next business day after deactivation
		Routine facility services	ICS deactivation
		Meter reading	ICS deactivation

3. AFTER ACTION REPORTS

A post incident review and debriefing should be conducted within **10 working days** following the end of the emergency event to assess preparedness, response and restoration activities. The objective is to identify deficiencies observed in the process and provide recommendations for improvement while the information is still top of mind.

This post incident review should be conducted at the following levels:

- Incident Management Team (led by Incident Manager or their designee)
- Functional
    - Restoration Team
    - Public Information
    - Liaison
    - IT and Telecom
    - HR and Safety
    - Planning
    - Finance and Admin
    - Operations
    - Logistics
- Departmental, as appropriate

The purpose of the post incident review is to identify action items that will be worked on, assign responsibility and due dates. Action items should be completed, and the plans updated as necessary. When plans are updated, changes should be communicated to the appropriate team members and training should be conducted. An After Action Report should be completed within 15 working days.

A sample After Action Report table of contents is below:

- Purpose of the report
- Overview of the monitoring, planning, mobilization, response and restoration phases of the event
- Major strengths observed
- Areas that require Improvement in tabular format with room to assign responsibility and due dates
- Appendix A – Incident Management Team Staffing
- Appendix B – Event Details / Overview
- Appendix C – Pre-Event Preparatory Activities
- Appendix D – During Event Restoration Activities

4. POST INCIDENT STORM REPORT

A post incident report should also be developed, and could consist of the following information. Some of this information may be the responsibility of the Outage Reporting Lead.

- Date and time the incident started.
- The date and time when all incident-related sustained interruptions were restored.
- The maximum number of customers who experienced a sustained interruption and the date and time this occurred.
- The number of customers experiencing a sustained interruption recorded at a maximum of 2 hour intervals throughout the major storm.
- The total number of customer interruption hours during the major storm.
- The number of reports made to the commission.
- Information about requests for outside assistance, including:
    a) The name of the organization to which the request was made.
    b) The date and time of the request.
    c) Resources requested.
- Information about outside assistance received, including the:
    a) Name of the organization providing personnel.
    b) Date and time of personnel arrivals and departures.
    c) Number and type of vehicles used.
    d) Total number of personnel.
    e) Number of personnel on primary overhead line crews.
    f) Number of personnel on secondary overhead line crews.
    g) Number of personnel on tree trimming crews.
- Information about UI utility crews working on restoration, including the:
    a) Number and type of vehicles.
    b) Total number of personnel.
    c) Number of personnel on primary overhead line crews.
    d) Number of personnel on secondary overhead line crews.
    e) Number of personnel on damage assessment crews.
    f) Number of personnel on tree trimming crews.
- The following information about communications with customers and Commission:
    a) The number of calls received by the utility and the number of calls answered during each hour of the storm.
    b) The total number of customer service representatives logged into the call center and supporting phone systems actively taking or waiting to take customer calls.
    c) On a daily basis during the length of the outage, the percentage of answered calls that were answered within a 60-second timeframe.
- Concerning system damage, the number of each of the following occurring during restoration:
    a) Poles replaced.
    b) Distribution transformers replaced.

c) Fuses replaced.
d) Downed wire spans
e) Substations with damaged equipment.
f) Interruption causes
g) The cause of a sustained interruption

- The number of customers interrupted and the number of interruption hours caused by each of the following:
  a) Fallen tree or Tree limb
  b) Fallen or broken pole
  c) Lightning damage
  d) Ice accumulation on conductors
  e) Any other major cause

5. DEVELOPMENT HISTORY

Revision 0	**Initial Appendix - 11/21/11**
Writer	
Reviewer(s)	
Approver(s)	
Reason Written	To define the Post Event Activities and After Action Reporting process.
Revision	
Writer	
Reviewer(s)	
Approver(s)	
Reason Written	

Appendix 13 - Incident Management Team Position Assignments

INCIDENT MANAGEMENT TEAM POSITION ASSIGNMENTS

POSITION	ASSIGNED PERSONNEL	CONTACT INFORMATION
Incident Manager		**Office:** **Cell:** **Home:** **e-mail:**
		Office: **Cell:** **Home:** **e-mail:**
		Office: **Cell:** **Home:** **e-mail:**
Restoration Staff		**Office:** **Cell:** **Home:** **e-mail:**
		Office: **Cell:** **Home:** **e-mail:**
		Office: **Cell:** **Home:** **e-mail:**
Incident Manager Liaison		**Office:** **Cell:** **Home:** **e-mail:**
		Office: **Cell:** **Home:** **e-mail:**
		Office: **Cell:** **Home:** **e-mail:**
Public Information Team Leader		**Office:** **Cell:** **Home:** **e-mail:**

POSITION	ASSIGNED PERSONNEL	CONTACT INFORMATION
		Office: **Cell:** **Home:** **e-mail:**
		Office: **Cell:** **Home:** **e-mail:**
Internal / External Communications		**Office:** **Cell:** **Home:** **e-mail:**
		Office: **Cell:** **Home:** **e-mail:**
		Office: **Cell:** **Home:** **e-mail:**
Investor Relations Representative		**Office:** **Cell:** **Home:** **e-mail:**
		Office: **Cell:** **Home:** **e-mail:**
		Office: **Cell:** **Home:** **e-mail:**
Information Support Specialist		**Office:** **Cell:** **Home:** **e-mail:**
		Office: **Cell:** **Home:** **e-mail:**
		Office: **Cell:** **Home:** **e-mail:**

POSITION	ASSIGNED PERSONNEL	CONTACT INFORMATION
Liaison Team Leader		**Office:** **Cell:** **Home:** **e-mail:**
		Office: **Cell:** **Home:** **e-mail:**
		Office: **Cell:** **Home:** **e-mail:**
State EOC Liaison		**Office:** **Cell:** **Home:** **e-mail:**
		Office: **Cell:** **Home:** **e-mail:**
		Office: **Cell:** **Home:** **e-mail:**
PURA Representative		**Office:** **Cell:** **Home:** **e-mail:**
		Office: **Cell:** **Home:** **e-mail:**
		Office: **Cell:** **Home:** **e-mail:**
Major Account Coordinator		**Office:** **Cell:** **Home:** **e-mail:**
		Office: **Cell:** **Home:** **e-mail:**

POSITION	ASSIGNED PERSONNEL	CONTACT INFORMATION
		Office: **Cell:** **Home:** **e-mail:**
Municipal Liaison Team Coordinator		**Office:** **Cell:** **Home:** **e-mail:**
		Office: **Cell:** **Home:** **e-mail:**
		Office: **Cell:** **Home:** **e-mail:**
Municipal Liaison		**Office:** **Cell:** **Home:** **e-mail:**
		Office: **Cell:** **Home:** **e-mail:**
		Office: **Cell:** **Home:** **e-mail:**
IT and Telecom Team Leader		**Office:** **Cell:** **Home:** **e-mail:**
		Office: **Cell:** **Home:** **e-mail:**
		Office: **Cell:** **Home:** **e-mail:**
Communications Technology Lead		**Office:** **Cell:** **Home:** **e-mail:**

POSITION	ASSIGNED PERSONNEL	CONTACT INFORMATION
		Office: **Cell:** **Home:** **e-mail:**
		Office: **Cell:** **Home:** **e-mail:**
IT Lead		**Office:** **Cell:** **Home:** **e-mail:**
		Office: **Cell:** **Home:** **e-mail:**
		Office: **Cell:** **Home:** **e-mail:**
Support personnel		**Office:** **Cell:** **Home:** **e-mail:**
		Office: **Cell:** **Home:** **e-mail:**
		Office: **Cell:** **Home:** **e-mail:**
HR, Training and Safety Leader		**Office:** **Cell:** **Home:** **e-mail:**
		Office: **Cell:** **Home:** **e-mail:**
		Office: **Cell:** **Home:** **e-mail:**

POSITION	ASSIGNED PERSONNEL	CONTACT INFORMATION
Safety Leader		**Office:** **Cell:** **Home:** **e-mail:**
		Office: **Cell:** **Home:** **e-mail:**
		Office: **Cell:** **Home:** **e-mail:**
Corporate Safety Lead		**Office:** **Cell:** **Home:** **e-mail:**
		Office: **Cell:** **Home:** **e-mail:**
		Office: **Cell:** **Home:** **e-mail:**
HR Lead		**Office:** **Cell:** **Home:** **e-mail:**
		Office: **Cell:** **Home:** **e-mail:**
		Office: **Cell:** **Home:** **e-mail:**
Resource Coordinator		**Office:** **Cell:** **Home:** **e-mail:**
		Office: **Cell:** **Home:** **e-mail:**

POSITION	ASSIGNED PERSONNEL	CONTACT INFORMATION
		Office: **Cell:** **Home:** **e-mail:**
Training Team Leader		**Office:** **Cell:** **Home:** **e-mail:**
		Office: **Cell:** **Home:** **e-mail:**
		Office: **Cell:** **Home:** **e-mail:**
Planning Team Leader		**Office:** **Cell:** **Home:** **e-mail:**
		Office: **Cell:** **Home:** **e-mail:**
		Office: **Cell:** **Home:** **e-mail:**
Classification Lead		**Office:** **Cell:** **Home:** **e-mail:**
		Office: **Cell:** **Home:** **e-mail:**
		Office: **Cell:** **Home:** **e-mail:**
Distribution Damage Assessment Lead		**Office:** **Cell:** **Home:** **e-mail:**

POSITION	ASSIGNED PERSONNEL	CONTACT INFORMATION
		Office: **Cell:** **Home:** **e-mail:**
		Office: **Cell:** **Home:** **e-mail:**
Planning Analyst Lead		**Office:** **Cell:** **Home:** **e-mail:**
		Office: **Cell:** **Home:** **e-mail:**
		Office: **Cell:** **Home:** **e-mail:**
Outage Reporting Lead		**Office:** **Cell:** **Home:** **e-mail:**
		Office: **Cell:** **Home:** **e-mail:**
		Office: **Cell:** **Home:** **e-mail:**
Classifier		**Office:** **Cell:** **Home:** **e-mail:**
		Office: **Cell:** **Home:** **e-mail:**
		Office: **Cell:** **Home:** **e-mail:**

POSITION	ASSIGNED PERSONNEL	CONTACT INFORMATION
Distribution Damage Assessment Coordinator		**Office:** **Cell:** **Home:** **e-mail:**
		Office: **Cell:** **Home:** **e-mail:**
		Office: **Cell:** **Home:** **e-mail:**
Distribution Damage Assessment Driver		**Office:** **Cell:** **Home:** **e-mail:**
		Office: **Cell:** **Home:** **e-mail:**
		Office: **Cell:** **Home:** **e-mail:**
Distribution Damage Assessor		**Office:** **Cell:** **Home:** **e-mail:**
		Office: **Cell:** **Home:** **e-mail:**
		Office: **Cell:** **Home:** **e-mail:**
Distribution Damage Assessment Clerk		**Office:** **Cell:** **Home:** **e-mail:**
		Office: **Cell:** **Home:** **e-mail:**

POSITION	ASSIGNED PERSONNEL	CONTACT INFORMATION
		Office: **Cell:** **Home:** **e-mail:**
Estimated Restoration Time Analyst		**Office:** **Cell:** **Home:** **e-mail:**
		Office: **Cell:** **Home:** **e-mail:**
		Office: **Cell:** **Home:** **e-mail:**
Resource Forecast Analyst		**Office:** **Cell:** **Home:** **e-mail:**
		Office: **Cell:** **Home:** **e-mail:**
		Office: **Cell:** **Home:** **e-mail:**
Crew Location Analyst		**Office:** **Cell:** **Home:** **e-mail:**
		Office: **Cell:** **Home:** **e-mail:**
		Office: **Cell:** **Home:** **e-mail:**
Resource Management Analyst		**Office:** **Cell:** **Home:** **e-mail:**

POSITION	ASSIGNED PERSONNEL	CONTACT INFORMATION
		Office: **Cell:** **Home:** **e-mail:**
		Office: **Cell:** **Home:** **e-mail:**
Operations Team Leader		**Office:** **Cell:** **Home:** **e-mail:**
		Office: **Cell:** **Home:** **e-mail:**
		Office: **Cell:** **Home:** **e-mail:**
Operations Liaison		**Office:** **Cell:** **Home:** **e-mail:**
		Office: **Cell:** **Home:** **e-mail:**
		Office: **Cell:** **Home:** **e-mail:**
Customer Service Lead		**Office:** **Cell:** **Home:** **e-mail:**
		Office: **Cell:** **Home:** **e-mail:**
		Office: **Cell:** **Home:** **e-mail:**

POSITION	ASSIGNED PERSONNEL	CONTACT INFORMATION
-Administrative Support		**Office:** **Cell:** **Home:** **e-mail:**
		Office: **Cell:** **Home:** **e-mail:**
		Office: **Cell:** **Home:** **e-mail:**
-Customer Care Center Lead		**Office:** **Cell:** **Home:** **e-mail:**
		Office: **Cell:** **Home:** **e-mail:**
		Office: **Cell:** **Home:** **e-mail:**
-Customer Care Representatives	**As assigned**	
System Operations Lead		**Office:** **Cell:** **Home:** **e-mail:**
		Office: **Cell:** **Home:** **e-mail:**
		Office: **Cell:** **Home:** **e-mail:**
-Line Clearance Lead		**Office:** **Cell:** **Home:** **e-mail:**

POSITION	ASSIGNED PERSONNEL	CONTACT INFORMATION
		Office: **Cell:** **Home:** **e-mail:**
		Office: **Cell:** **Home:** **e-mail:**
-Distribution Dispatcher		**Office:** **Cell:** **Home:** **e-mail:**
		Office: **Cell:** **Home:** **e-mail:**
		Office: **Cell:** **Home:** **e-mail:**
-Transmission System Operator		**Office:** **Cell:** **Home:** **e-mail:**
		Office: **Cell:** **Home:** **e-mail:**
		Office: **Cell:** **Home:** **e-mail:**
Wire Down Lead		**Office:** **Cell:** **Home:** **e-mail:**
		Office: **Cell:** **Home:** **e-mail:**
		Office: **Cell:** **Home:** **e-mail:**

POSITION	ASSIGNED PERSONNEL	CONTACT INFORMATION
-911 Call Takers		**Office:** **Cell:** **Home:** **e-mail:**
		Office: **Cell:** **Home:** **e-mail:**
		Office: **Cell:** **Home:** **e-mail:**
-Wire Down Standby		**Office:** **Cell:** **Home:** **e-mail:**
		Office: **Cell:** **Home:** **e-mail:**
		Office: **Cell:** **Home:** **e-mail:**
-Wire Down Supervisor		**Office:** **Cell:** **Home:** **e-mail:**
		Office: **Cell:** **Home:** **e-mail:**
		Office: **Cell:** **Home:** **e-mail:**
--Clear and Make Safe Crews	**As assigned**	
--Troubleman	**As assigned**	
Transmission & Substation Damage Assessment Lead		**Office:** **Cell:** **Home:** **e-mail:**

POSITION	ASSIGNED PERSONNEL	CONTACT INFORMATION
		Office: **Cell:** **Home:** **e-mail:**
		Office: **Cell:** **Home:** **e-mail:**
Transmission and Substation Damage Assessment Coordinator		**Office:** **Cell:** **Home:** **e-mail:**
		Office: **Cell:** **Home:** **e-mail:**
		Office: **Cell:** **Home:** **e-mail:**
Test Engineer		**Office:** **Cell:** **Home:** **e-mail:**
		Office: **Cell:** **Home:** **e-mail:**
		Office: **Cell:** **Home:** **e-mail:**
Test Technician		**Office:** **Cell:** **Home:** **e-mail:**
		Office: **Cell:** **Home:** **e-mail:**
		Office: **Cell:** **Home:** **e-mail:**

POSITION	ASSIGNED PERSONNEL	CONTACT INFORMATION
Transmission Damage Assessment Clerk		**Office:** **Cell:** **Home:** **e-mail:**
		Office: **Cell:** **Home:** **e-mail:**
		Office: **Cell:** **Home:** **e-mail:**
Transmission System Operator		**Office:** **Cell:** **Home:** **e-mail:**
		Office: **Cell:** **Home:** **e-mail:**
		Office: **Cell:** **Home:** **e-mail:**
Construction Lead		**Office:** **Cell:** **Home:** **e-mail:**
		Office: **Cell:** **Home:** **e-mail:**
		Office: **Cell:** **Home:** **e-mail:**
-Service Lead		**Office:** **Cell:** **Home:** **e-mail:**
		Office: **Cell:** **Home:** **e-mail:**

POSITION	ASSIGNED PERSONNEL	CONTACT INFORMATION
		Office: **Cell:** **Home:** **e-mail:**
--Service Crews	**As assigned**	
-Restore Team Lead (Internal)		**Office:** **Cell:** **Home:** **e-mail:**
		Office: **Cell:** **Home:** **e-mail:**
		Office: **Cell:** **Home:** **e-mail:**
--Distribution Dispatcher		**Office:** **Cell:** **Home:** **e-mail:**
		Office: **Cell:** **Home:** **e-mail:**
		Office: **Cell:** **Home:** **e-mail:**
--Crew Lead		**Office:** **Cell:** **Home:** **e-mail:**
		Office: **Cell:** **Home:** **e-mail:**
		Office: **Cell:** **Home:** **e-mail:**
---Crew Resources	**As assigned**	**Office:** **Cell:** **Home:** **e-mail:**

POSITION	ASSIGNED PERSONNEL	CONTACT INFORMATION
--Troubleman	**As assigned**	**Office:** **Cell:** **Home:** **e-mail:**
-Restore Team Lead (Internal Contractors)		**Office:** **Cell:** **Home:** **e-mail:**
		Office: **Cell:** **Home:** **e-mail:**
		Office: **Cell:** **Home:** **e-mail:**
--Distribution Dispatcher		**Office:** **Cell:** **Home:** **e-mail:**
		Office: **Cell:** **Home:** **e-mail:**
		Office: **Cell:** **Home:** **e-mail:**
--Crew Lead		**Office:** **Cell:** **Home:** **e-mail:**
		Office: **Cell:** **Home:** **e-mail:**
		Office: **Cell:** **Home:** **e-mail:**
---Crew Resource	**As assigned**	**Office:** **Cell:** **Home:** **e-mail:**

POSITION	ASSIGNED PERSONNEL	CONTACT INFORMATION
---Crew Guide		**Office:** **Cell:** **Home:** **e-mail:**
		Office: **Cell:** **Home:** **e-mail:**
		Office: **Cell:** **Home:** **e-mail:**
-Restore Team Lead (Mutual Assistance, External Contractors and Utilities)		**Office:** **Cell:** **Home:** **e-mail:**
		Office: **Cell:** **Home:** **e-mail:**
		Office: **Cell:** **Home:** **e-mail:**
--Distribution Dispatcher		**Office:** **Cell:** **Home:** **e-mail:**
		Office: **Cell:** **Home:** **e-mail:**
		Office: **Cell:** **Home:** **e-mail:**
--Crew Lead		**Office:** **Cell:** **Home:** **e-mail:**
		Office: **Cell:** **Home:** **e-mail:**

POSITION	ASSIGNED PERSONNEL	CONTACT INFORMATION
		Office: **Cell:** **Home:** **e-mail:**
---Crew Resources	**As assigned**	**Office:** **Cell:** **Home:** **e-mail:**
---Crew Guides		**Office:** **Cell:** **Home:** **e-mail:**
		Office: **Cell:** **Home:** **e-mail:**
		Office: **Cell:** **Home:** **e-mail:**
-Environmental Team Leader		**Office:** **Cell:** **Home:** **e-mail:**
		Office: **Cell:** **Home:** **e-mail:**
		Office: **Cell:** **Home:** **e-mail:**
Logistics Team Leader		**Office:** **Cell:** **Home:** **e-mail:**
		Office: **Cell:** **Home:** **e-mail:**
		Office: **Cell:** **Home:** **e-mail:**

POSITION	ASSIGNED PERSONNEL	CONTACT INFORMATION
Staging Lead		**Office:** **Cell:** **Home:** **e-mail:**
		Office: **Cell:** **Home:** **e-mail:**
		Office: **Cell:** **Home:** **e-mail:**
		Office: **Cell:** **Home:** **e-mail:**
Supply Chain Lead		**Office:** **Cell:** **Home:** **e-mail:**
		Office: **Cell:** **Home:** **e-mail:**
		Office: **Cell:** **Home:** **e-mail:**
Warehouse Lead		**Office:** **Cell:** **Home:** **e-mail:**
		Office: **Cell:** **Home:** **e-mail:**
		Office: **Cell:** **Home:** **e-mail:**
Fleet Lead		**Office:** **Cell:** **Home:** **e-mail:**

POSITION	ASSIGNED PERSONNEL	CONTACT INFORMATION
		Office: **Cell:** **Home:** **e-mail:**
		Office: **Cell:** **Home:** **e-mail:**
Corporate Security Lead		**Office:** **Cell:** **Home:** **e-mail:**
		Office: **Cell:** **Home:** **e-mail:**
		Office: **Cell:** **Home:** **e-mail:**
Facilities Lead		**Office:** **Cell:** **Home:** **e-mail:**
		Office: **Cell:** **Home:** **e-mail:**
		Office: **Cell:** **Home:** **e-mail:**

Revision 0	**Initial Appendix - 11/21/11**
Writer	
Reviewer(s)	
Approver(s)	
Reason Written	To define the incident management team assignments and contact info.
Revision	
Writer	
Reviewer(s)	
Approver(s)	
Reason Written	

APPENDIX AB

GROTON UTILITIES, *EMERGENCY PREPAREDNESS PLAN*

EMERGENCY PREPAREDNESS PLAN

Copy No. __ of 25
DOCKET NO. 06-02-06

GROTON UTILITIES

295 Meridian Street
Groton, CT 06340

	Contact	Office	Home	Cellular
Director of Utilities	Paul Yatcko	(860) 446-4091	[redacted]	[redacted]
General Manager - Utility Finance	David F. Collard	(860) 446-4048		
General Manager Electric	Herbert D. Cummings	(860) 446-4039	[redacted]	[redacted]
Manager -Engineering	Brian J. Roche	(860) 446-4051	[redacted]	[redacted]
General Manager Customer Service	Tina M. Daniels	(860) 446-4006		
Manager - Electric	Randall S. Surprenant	(860) 446-4037	[redacted]	[redacted]
General Manager - Information Technology	Susan G. Blanchette	(860) 446-4067		
General Manager - Water / PAF	Richard M. Stevens	(860) 446-4079	[redacted]	[redacted]
Building & Facilities Coordinator	Peter L. Grills	(860) 446-4011	[redacted]	[redacted]

Fire Emergency
Call Fire Department **911**

Medical Emergency
Call Ambulance **911**

Spill Emergency
Call Connecticut DEP **(860) 424-3338 or (866) 337-7745 toll free**

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Emergency Telephone Lists
Vulnerability & Response Action Plans
Department Responsibilities
Action Plans
Emergency Assistance
Emergency Equipment & Inventory
Water Conservation Guidelines
Water Division Emergency Contingency Plan
Oil Spill Prevention Control & Countermeasure Plan
Radiological Response Plan
Southeastern CT Emergency Response Task Force on Municipal Discharges (SCERTFMD)

Prepared in accordance with applicable regulations of OSHA, DOT, EPA and the State of Connecticut

EMERGENCY PHONE LIST
CITY OF GROTON, DEPARTMENT OF UTILITIES

LOCAL AREA CODE IS 860 (unless otherwise noted)		
	Contact Name	**Phone Number**
Local		
24 Hr. Emergency		860-446-4000
911 Dispatch		860-441-6748
City Fire Department		860-445-2456
City Highway		860-446-4127
City Police		860-445-2451
Town Police		860-441-6712
Poquonnock Bridge FD		860-445-2498
Town Public Works		860-448-4089
Ledge Light Health District		860-448-4882
Senior Center		860-441-6785
Superintendent of Schools		860-572-2100
Municipal		
City of Norwich		860-823-3750
City of New London		860-447-5201
Town of Montville		860-848-3030
Town of Waterford		860-444-5834
Town of Stonington		860-535-5050
Sprague Water and Sewer		860-822-3000
Town of East Lyme		860-739-6931
Town of Ledyard		860-464-8740
Mashantucket WPCA		860-396-6780
Other		
Call Before You Dig		800-922-4455
Hospitals - Lawrence & Memorial		860-442-0711
Pequot Health Center		860-446-8265
Northeast Utilities		800-286-2000
AT&T		203-420-3131
CONVEX		800-296-0053
CL&P		860-456-5010
Yankee Gas		800-922-3427
Weather		508-822-0634
CHEMTREC		800-424-9300
CHLOREP		800-424-9300
Clean Harbors (Spill Contractors)	Bristol, CT (24-Hours)	860-583-8917
Clean Harbors (Spill Contractors)	Milford, CT (24-Hours)	203-878-1740
Clean Harbors (Spill Contractors)	National Number	800-645-8265
M.H. Lyon Backhoe Service (Haulers)	Pagers 885-5751/885-5805	860-445-5979
Norwich Water Department		860-887-3336
Treat's Pool Water (Haulers)		860-848-7911

LOCAL AREA CODE IS 860 (unless otherwise noted)		
	Contact Name	**Phone Number**
KFB & Associates (Traffic Control and Safety)	Office Cell phone	508-693-5907 508-776-9713
Vendors		
Shultz Electric		860-562-5811
Metro Power Inc.		888-762-7744
ASCO		800-800-2726
New England Instrument Services Assoc.		860-646-7392
New England Valve Grinding Co.		860-739-2200
A-Z Corporation		860-464-8944
Woodard & Curran (SCADA systems)	Normal working hours After hours, weekends, holidays	781-251-0200 / 866-697-2232
WESCO		800-227-9169
Graybar		800-922-3361
Rugh Alarms (Security)	Routine and Emergency	860-445-6551
Peter S. Turello LLC		860 443-6475
Bonanno		860-444-1087
Pettini Contracting Corp		860-536-4650
State		
DPUC		860-827-1553
Dept. of Public Health (DPH)	Normal working hours After hours, weekends, holidays	860-509-7333 / 860-509-8000
DEP (Spills Report)	(24 hours)	860-424-3338 / 866-337-7745
DOT		860-594-2000
Dept. of Emergency Management & Homeland Security		860-566-3180
Media		
Radio – WQGN – FM		860-446-1980
Radio – WSUB		860-446-1980
Radio – WNLC		860-442-5328
Newspaper – New London Day		860-442-2200
Newspaper – Norwich Bulletin		860-887-9211
Newspaper - Westerly Sun		800-937-8759

EMERGENCY PHONE LIST
BOZRAH LIGHT & POWER COMPANY
DIVISION OF GROTON UTILITIES

LOCAL AREA CODE IS 860 (unless otherwise noted)		
	Contact Name	**Phone Number**
Local		
24 Hr. Emergency		860-564-2868
911 Dispatch		
Bozrah Fire Department		860-887-2437
Lebanon Fire Department	Robert Cady	860-642-7779
Montville Fire Department	Gary Murphy	860-859-2081
Colchester State Police		860-537-7500
Stockhouse Road Substation		860-887-6848
Municipal		
Bozrah Light & Power Co. Office A Division of Groton Utilities	UNPUBLISHED NUMBERS	[redacted]
Bozrah Light & Power Co. Service Building	UNPUBLISHED NUMBERS	[redacted]
Town of Bozrah		860-889-2689
Town of Lebanon		860-642-6100
Town of Montville		860-848-3030
Other		
Call Before You Dig		800-922-4455
Hospital - Backus		860-889-8331
Northeast Utilities		800-286-2000
AT&T		203-420-3131
NEPPA		508-482-5906
Asplundh Tree Service		860-763-9358
Linden Tree Service		860-974-1833
Tennent Tree Service		860-423-0895
Deep River Reservoir	(Norwich Utilities)	860-823-3750
Main's Country Store		860-887-5509
Fitchville Auto		860-887-5420
CONVEX		800-296-0053
CL&P		860-456-5010
Vendors		
High Standard Electric		800-347-2574
Barber Electric Co.		860-887-9889
WESCO		800-227-9169
Graybar		800-922-3361
NEED LOCAL ESCAVATION CONTRACTORS PER KFA/RLV		

LOCAL AREA CODE IS 860 (unless otherwise noted)		
	Contact Name	**Phone Number**
State		
DPUC		860-827-1553
Dept. of Public Health (DPH)	Normal working hours After hours, weekends, holidays	860-509-7333 / 860-509-8000
DEP (Spills Report)	(24 hours)	860-424-3338 866-337-7745
DOT		860-594-2000
Office of Emergency Management		860-566-3180
Media		
Newspaper - New London Day		860-442-2200
Newspaper - Norwich Bulletin		860-887-9211
Newspaper - Willimantic Chronicle		860-423-8466
Radio - WICH		860-887-3511
TV - CETV		860-278-5310
Schools		
Fields Memorial School		860-887-2561
St. Thomas Moore School		860-859-1900

Emergency Contact Numbers
in case of
Sabotage / Terrorism Activity

Agency	Contact Name	Telephone Number
State of Connecticut, **Department of Emergency Management** **And Homeland Security**		860-256-0800
Emergency Management Armory		860-566-3180
Regional Office (Colchester)		860-537-7560
FBI New London Resident Agency	Sp. Agent Marc LeFrance (Local Agent)	Work 860-439-6108 Cell 203-747-1838 Marc.LaFrance@ic.fbi.gov
FBI New Haven	Supervisory Sp. Agent Jennifer Barry	Work 203-503-5159 Cell 203-627-9036 Jennifer.Berry@ic.fbi.gov
State Police, Troop E (Montville)		860-848-6500

INTRODUCTION

(See Protective Order Materials)

I. VULNERABILITY AND RESPONSE ACTIONS FOR SPECIFIC EVENTS

(SEE PROTECTIVE ORDER MATERIAL)

II. DEPARTMENT RESPONSIBILITIES

(See Protective Order Material)

III. ACTION PLANS

(See Protective Order Material)

IV. **EMERGENCY ASSISTANCE**

(See Protective Order Material)

V. INVENTORY OF EXISTING EMERGENCY EQUIPMENT

(See Protective Order Material)

VI. WATER CONSERVATION GUIDELINES

(See Protective Order Material)

VII. WATER DIVISION EMERGENCY CONTINGENCY PLAN

(See Protective Order Material)

VIII. OIL SPILL CONTROL AND COUNTERMEASURE PLAN

(See Protective Order Material)

IX. RADIOLOGICAL RESPONSE PLAN

(See Protective Order Material)

X. SOUTHEASTERN CONNECTICUT EMERGENCY RESPONSE TASK FORCE ON MUNICIPAL DISCHARGES (SCERTFMD)

(See Protective Order Material)

APPENDIX AC

JEWETT CITY DEPARTMENT OF PUBLIC UTILITIES, *EMERGENCY PLAN*

EMERGENCY PLAN

Jewett City Department of Public Utilities (JCDPU), Electric Division, is the principal supplier of electric service to its 2.0 square mile service area, which also includes small portions to the Town of Griswold and small portions of the Town of Lisbon. Jewett City DPU has no electric generation facilities of its own and purchases its power requirements from the Connecticut Municipal Electric Energy Co-op through a transmission agreement with Northeast Utilities Company. Jewett City DPU receives capacity and energy at 23 KV from two sources through two substations, fed by Northeast Utilities 12S1 Line out of Tunnel Hill substation and the 13B25 Line out of Frybrook substation. Both lines are low priority lines.

The Jewett City DPU distribution system consists of approximately 28 miles of 4,160 volt primary distribution line and 38 miles of 120/240 volt secondary distribution line. Jewett City DPU does not service any high priority facilities such as hospitals or life threatening treatment facilities.

The Jewett City DPU, Sewer Division, operates a treatment plant in the Borough of Jewett City with 5 pump stations. They also have lines extending into the Town of Griswold. The treatment plant has a standby emergency generator. All pump stations have standby emergency generators. The following steps would be taken in the event of an emergency:

1. The Director will be notified immediately of any outage.

2. All line workers and sewer operators called to work.

3. Sufficient office staff will be available such that emergency operations can be conducted from the office in the event of a local disaster.

4. Survey damage and determine if Mutual Aid is needed.

5. Substation and main switch gear repaired.

6. Main feeder restored first.

7. Priority will be given to the dwellings that house the largest number of customers first.

8. Single family service restored.

9. Sewer superintendent to ensure all plant and pump stations are operable and make ready portable generators as needed.

The Jewett City DPU has a total employment of nine full-time employees including the Director and one part-time employee: Two electric line workers, a working Director of Utilities, two waste water treatment plant operators, the superintendent of the waste water treatment plant and three office workers. As stated, all line workers and sewer operators will be called to work, or remain at work, depending upon when the emergency occurs and when the emergency has ended.

The office will be the communication center where there are two telephones and a high band radio. An office worker will be in the office at all times during the emergency.

I) DUTIES OF THE OFFICE STAFF:

A. COMMUNICATIONS:

The office has three telephone lines:

Listed number is 860.376.2955
Sewer office number is 860.376.5896 or 860-376-0556
Fax number is 860.376.3578 (Available for outgoing calls. Fax machine to be removed and replaced with regular telephone during emergencies)

The office has a radio with four channels installed:

Channel One	The Jewett City Department of Public Utilities
Channel Two	not in use at this time
Channel Three	not in use at this time
Channel Four	The Town of Griswold Highway Department

All radios will operate on the Jewett City Department of Public Utilities, Channel One unless ordered by the Director of Utilities or the Warden of the Borough of Jewett City or the Civil Defense Director to operate on a mutual channel with other Borough of Jewett City units or Town of Griswold units.

The Sewer Division radios are four-channel with the same frequencies as the Electric Division.

The Director will be responsible for all communications with the customers, state and local officials, as well as, the media.

All required field information will be relayed through the office to ensure the proper information is being passed out.

B. PROCEDURES:

The fax machine will be taken out of service, and standby phone set plugged in.

Every attempt will be made to document all phone calls.

The following information will be communicated when available:

a) A description of the nature of the emergency.
b) Extent of damage and area affected.
c) If mutual aid is needed and if so, to what extent.
d) Action taken by the company to restore service.
e) The progress of restoration and estimated time for completion.

The office &/or the Director of Utilities will be in communication with the following:

The Jewett City DPU electric and sewer customers

Warden of Jewett City, John Connelly
Office 860.376.7060 ext. 211
Cell 860.303.6415

Selectman's Office: 860.376.7060 ext. 201

Civil Defense Director, Fire Chief & Marshall, Fred Marzec:
Office 860.376.7060 ext. 107
Cell 860.213.1519

Dispatch Center Danielson Troop D: 860.564.5610

Media - Norwich Bulletin: 860.887.9211

Town of Lisbon- Selectman's Office: 860.376.3400

Red Cross, Sue Rochester-Bolen Office 860.447.3248
Home 860.739.6033

C. MUTUAL AID:

If line crews request mutual aid or additional equipment call the following:

Norwich Department of Public Utilities, Robert Pounch
Office 860.823.4155
Cell 860.213.1638
or
City of Groton Utilities, Richard Mikna
Office Tel. 860.446.4000
Home Tel. 860.448.3774
or
New England Public Power Association, Mutual Aid System
Tel 860.446.4000 or 860.448.3774 or
Scott Edwards, NEPPA Mutual Aid Chairman 978.486.3104
Note attachments A & B.

If a request for mutual aid or supplies is received from another utility, the office will relay the information to the Director. The Director will advise if we can help the requesting utilities.

D. STAND-BY POWER

The Jewett City Department of Public Utilities is not responsible for providing stand-by power to any customer; however, the following locations have their own emergency generators:

Town Hall Main Street

Fire Station Hill Street

Customers should be directed to the above mentioned locations if evacuation is necessary.

Sewer treatment plant and pump stations all have backup emergency generators.

II) DUTIES OF LINE WORKERS DURING AN EMERGENCY:

A. COMMUNICATIONS:

All trucks and office have four channel radios.

Channel One: The Jewett City Department of Public Utilities
Channel Two: not in use at this time
Channel Three: not in use at this time
Channel Four: The Town of Griswold Highway Department

The Sewer Division radios are four-channel with the same frequencies as the Electric Division.

1. SURVEY OF DAMAGE OR EMERGENCY:

Information pertaining to the following must be communicated back to the office. This includes:

a) A description of the nature of the emergency.
b) Extent of damage and areas affected.
c) If mutual aid is needed and what type.
d) Action taken by the company to restore service.
e) The progress and estimated time for completion.
f) Suggested actions which customers should take.

2. REPAIR PROCEDURES:

a) Substation and main switch gear repaired

b) Main feeder restored first

c) Priority to the largest number of customers first

d) Single family service restored

e) Sewer operations will be maintained via emergency generators (if necessary) until electric service is restored.

APPENDIX AD

SOUTH NORWALK ELECTRIC AND WATER, *MUNICIPAL ELECTRIC UTILITY EMERGENCY PLAN*

SOUTH NORWALK ELECTRIC AND WATER

MUNICIPAL ELECTRIC UTILITY EMERGENCY PLAN

SOUTH NORWALK ELECTRIC AND WATER
1 STATE STREET
P.O. BOX 400
NORWALK, CONNECTICUT 06856-0400

Revised: August 6, 2012

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AUTHORITY:

Substitute Senate Bill No.23,
Public Act No. 12-148,
Sec. 6.:

Section 16-32e of the general statutes is repealed and the following is substituted in lieu thereof (Effective from passage):

(a) As used in this section, "emergency" means any (1) hurricane, tornado, storm, flood, high water, wind-driven water, tidal wave, tsunami, earthquake, volcanic eruption, landslide, mudslide, snowstorm, drought or fire explosion, or (2) attack or series of attacks by an enemy of the United States causing, or which may cause, substantial damage or injury to civilian property or persons in the United States in any manner by sabotage or by the use of bombs, shellfire or atomic, radiological, chemical, bacteriological or biological means or other weapons or processes.

(b) Not later than [June 1, 1996] July 1, 2012, and every [five] two years thereafter, each public service company, as defined in section 16-1, each telecommunications company, as defined in [said] section 16-1, that installs, maintains, operates or controls poles, wires, conduits or other fixtures under or over any public highway for the provision of telecommunications service authorized by section 16-247c, each voice over Internet protocol service provider, as defined in section 28-30b, and each municipal utility furnishing electric, gas or water service shall file with the Public Utilities Regulatory Authority, the Department of Emergency Services and Public Protection and each municipality located within the service area of the public service company, telecommunications company, voice over Internet protocol service provider or municipal utility an updated plan for restoring service which is interrupted as a result of an emergency, except no such plan shall be required of a public service company or municipal utility that submits a water supply plan pursuant to section 25-32d. Plans filed by public service companies and municipal utilities furnishing water shall be prepared in accordance with the memorandum of understanding entered into pursuant to section 4-67e. Each such plan for restoring service which is interrupted as a result of an emergency shall include measures for (1) communication and coordination with state officials, municipalities and other public service companies and telecommunications companies during a major disaster, as defined in section 28-1, or an emergency; and (2) participation in training exercises as directed by the Commissioner of Emergency Services and Public Protection. Each such plan shall include such company's, provider's or municipal utility's response for service outages affecting more than ten per

cent, thirty per cent, fifty per cent and seventy per cent of such company's, provider's or municipal utility's customers. On or before September 1, 2012, and biannually thereafter, the authority shall submit a report, in accordance with section 11-4a, to the joint standing committee of the General Assembly having cognizance of matters relating to public utilities summarizing such plans. Not later than September 15, [1996] 2012, and every [five] two years thereafter, the Public Utilities Regulatory Authority may conduct public hearings on such plans and, in consultation with the Department of Emergency Services and Public Protection, the Department of Public Health and the joint standing committee of the General Assembly having cognizance of matters relating to public utilities, revise such plans to the extent necessary to provide properly for the public convenience, necessity and welfare. If the Public Utilities Regulatory Authority revises the emergency plan of a public service company, telecommunications company, voice over Internet protocol service provider or municipal utility, such company, provider or municipal utility shall file a copy of the revised plan with each municipality located within the service area of the company, provider or municipal utility. Any information provided in any such plan shall be considered confidential, not subject to disclosure under the Freedom of Information Act, as defined in section 1-200, and any such information shall not be transmitted to any person except as needed to comply with this section.

(c) At the discretion of the Commissioner of Emergency Services and Public Protection or after an emergency or major disaster is declared in the state by the Governor under the laws of this state or by the President of the United States under federal law, each telephone company, certified telecommunications provider, holder of a certificate of video franchise authority or holder of a certificate of cable franchise authority, as those terms are defined in section 16-1, with more than twenty-five thousand subscribers, shall provide a representative to staff the emergency operations center of an affected electric distribution company, as defined in section 16-1, as needed to ensure communication and coordination during emergency response and restoration efforts.

I. MISSION

To minimize and eliminate any and all electrical hazards to public safety controllable by South Norwalk Electric & Water (SNEW) within its service area.

To maximize continuity of electrical service to customers contained within the SNEW service area.

To work closely in conjunction with City and District Emergency Operation Personnel to realize the common mission of maximizing the survival of people, preservation of property, and restoration of electric service.

II. SITUATIONS AND ASSUMPTIONS

A. SITUATIONS

1) General

SNEW is a publicly owned municipal electric utility serving South Norwalk. Pursuant to the charter of the Second Taxing District of Norwalk, last revised 4 December 2003, the Board of District Commissioners shall have all powers with regard to the electric light and power plant and discharge all duties as given to and required of Selectmen of town as set forth in Section 7-12 of the General Statutes.

SNEW provides electrical service to approximately 6,500 customer accounts contained with a service area of less than two square miles. A map depicting the SNEW service area is attached hereto as an Exhibit 2.

Principal access routes into/within the SNEW service area include Interstate 95 and Limited Access CT Routes 7 and 136 (See Exhibit 1).

The main office of SNEW is at One State Street, South Norwalk. This office will house the Central Emergency Operations Headquarters of SNEW as it is self-sustaining with an emergency generator and both radio and telephone communications. Satellite headquarters may be established if needed at 164 Water Street, South Norwalk.

2) Power Supply

SNEW purchases from the Connecticut Municipal Electric Energy Cooperative (CMEEC), in wholesale bulk, 100% of its power requirements.

This power is delivered to SNEW by the Connecticut Light and Power Company (CL&P), a subsidiary of Northeast Utilities (NU) from its

Flax Hill 24A substation over two 27.6kV lines designated as the 24A31 and 24A32 lines. The lines have a combined summer normal and emergency capacity of 42 and 51 MVA, respectively.

Delivery is received at SNEW's one substation designated as SNEW101N. The 24A31 and 24A32 lines are owned, operated and maintained by CL&P. However SNEW owns approximately 4,000 feet of the 24A31 line.

Distribution from the SNEW101N substation to SNEW's Customers is made via several underground 15 kV and overhead 5 kV feeder lines.

3) Fleet

SNEW operates a fleet of vehicles. This fleet is made up of an assortment of aerial bucket, derrick digger, dump, pick-up, utility body trucks, excavating equipment, automobiles and vans. A detailed breakdown of the fleet and major equipment is attached hereto as an Exhibit 6.

4) Radio Communications

Radio communication equipment is designed to transmit and receive on an assigned operation frequency of 48.080 MHz. SNEW's radio equipment consists of two transmission antennas. One is located at 1 State Street, Norwalk and an Auxiliary antenna is mounted on the SNEW's water tank on Summitt Ave, Norwalk. There are three base control consoles (fixed) and 10 mobile units (in vehicles). SNEW's FCC licensed call sign is WXU-878.

Additionally, six limited-range, hand-held radios are available for use. Primary communication, however, is provided via fixed and cellular telephones.

5) Personnel

The total number of SNEW authorized employees is 53. Of this total, 14 are experienced and available for patrol, damage assessment and repair. Of this latter group, six are line construction/repair personnel. A complete breakdown of personnel and assignments is attached hereto as an Exhibit 5.

Personnel shall participate in training exercises.

B. ASSUMPTIONS

The following assumptions may be made relative to SNEW's emergency operations:

1) SNEW's response is the same regardless of the actual or potential number of Customers affected in an emergency as described in the Concept of Operations section.

2) Emergency Operations will be confined to the service area of South Norwalk which is less than two square miles.

3) Emergency and recovery work shall follow in the general order of:

   - Eliminate hazards;
   - Restore main-line electrical circuits;
   - Restore other priority services;
   - Restore service in order of least work/maximum restoration achievement.

4) Electrical service restoration operations would be severely hampered with loss of CL&P's 24A31 and 24A32 lines or substantial damage at its power substation.

5) Severe ice, sleet, snow, wind and rainstorms may impair safe vehicle travel in part or in entirety.

6) Obstructed roads due to ice, snow, fallen trees and/or debris will impede travel and/or render some areas inaccessible.

7) Operations would be hampered if communication lines were disrupted.

8) Operations would be hampered without support of City Departments, including Police, Fire and Public Works.

9) Available personnel and equipment would be inadequate, without additional support, to handle a disaster emergency of severity affecting the entire service area of SNEW.

III. ORGANIZATION

Organization of the SNEW Operations Center is summarized in the organizational chart attached hereto as an Exhibit 4. The departmental line of succession will prevail.

IV. CONCEPT OF OPERATIONS

A. INCREASED READINESS PHASE

The following increased readiness actions will be undertaken as soon as possible upon notification of customer outages or a potential emergency.

1) Operations personnel shall be alerted to the potential emergency and a staff briefing will be held. Emergency/recovery operation plans, assignments and responsibilities will be reviewed. Initial work assignments will be made.

2) Communication contact will be made with the Central Emergency Operations Headquarters of the City for outages affecting the entire service territory.

3) Vacation leaves and the like will be cancelled if warranted. Off-duty and/or persons on leave will be located, alerted and availability determined.

4) Outside support (mutual aid) agencies will be contacted and possible support arrangements made. (See exhibits 8 & 9)

5) All equipment will be inventoried, assigned and checked for proper operation.

6) All vehicles will be checked, assigned, fueled and fully stocked with materials.

B. EMERGENCY PHASE

The following emergency actions will take place as soon as possible for significant outages.

1) Alert all personnel of "emergency" status and activate the SNEW Emergency Control center on a 24-hour basis.

2) Establish communications with the City Emergency Operation Center(s).

3) Communicate "emergency" status to outside support agencies per prior arrangements and agreements.

4) Dispatch patrol/damage assessment personnel to trouble areas.

5) Dispatch repair work crews to known hazardous locations to "make safe."

6) Dispatch repair work crews to begin restoration work.

C. RECOVERY PHASE

The major recovery phase will begin when the disaster has subsided to a degree allowing operations to begin. The character of the recovery phase will be largely dependent upon the timing and nature of the disaster, extent of damage and size of the area affected. Recovery actions will proceed as follows:

1) Maintain operation of the Emergency Control Center on a 24-hour basis, and maintain control center communication.

2) Continue operation of patrol/assessment units to pinpoint hazardous locations and evaluate damaged areas.

3) Continue operation of repair work crews relative to hazardous/ "make safe" work.

4) Determine service restoration priorities relative to SNEW assessments.

5) Commence recovery restoration of service in order of priorities, *i.e.,* [1] main-line electrical circuits [2] other priority services; [3] areas of least work/maximum restoration achievement; [4] individual services.

V. ACTIVATION

Upon receipt of communication that a disaster has occurred or is imminent, the SNEW Electric Utility Emergency Plan shall be activated by the General Manager or, in his absence, the Director of Operations.

A. COMMAND AND CONTROL OF OPERATIONS

A distinction is made between: (a) operational control, and (b) direction of emergency forces. **OPERATIONAL CONTROL** consists of the functions of general assignment of tasks, designation of objectives, and such other control necessary to accomplish the mission. **DIRECTION OF EMERGENCY FORCES** includes the authority to commit or withdraw from emergency operations.

When SNEW forces are operationally engaged within its services territory, the General Manager and/or Director of Operations retains both operational control and direction of emergency forces.

Determination of priorities relative to restoration of electrical service will be established by the General Manager and/or Director of Operations.

VI. DEPARTMENTAL LINE OF SUCCESSION

To ensure continuity of SNEW operations during a declared emergency, the following line of succession shall prevail in descending order:

1) General Manager
2) Director of Operations
3) Line Superintendent / Manager
4) Manager of Technical Services
5) Substation and Switching Engineer

VII. DEPARTMENTAL MISSION ASSIGNMENTS

The following mission assignments are made within SNEW. Prime and/or support responsibility may vary depending upon the time and nature of the disaster. Refer to the Emergency Operations Center organization chart attached as an Exhibit 4.

A. General Manager

1) Activation of the SNEW emergency plan with proper communication to the Commissioners.
2) General supervision and coordination of the emergency plan under all phases of operations.
3) Coordination of interdepartmental and outside support agencies.

B. Director of Operations

1) Perform duties of the General Manager in his absence.
2) Alert and brief operational personnel.
3) Coordinate operations with the Emergency Operations Control Center of the City.
4) Coordinate interdepartmental and outside support agencies.
5) Oversee and provide general supervision of operational forces under all phases of action.

C. Line Superintendent / Manager

1) Support the Director of Operations in performance of his duties as outlined above.
2) Evaluate communications data and damage assessments; establish repair and restoration priorities.
3) Maintain unit function with one control center operator and one or more mobile operators.
4) Provide general supervision and direction of emergency and recovery forces and any support personnel.
5) Summarize and evaluate patrol and communications data relative to establishment of operations priorities with superiors.
6) Advise superiors of operation status, damage assessments, recovery schedule and progress.
7) Maintain continuous stock of required materials and arrange the expedient procurement of same.

D. Manager of Technical Services

1) Perform Duties of the Director of Operations in his absence.
2) Exercise supervision of SNEW substation personnel during all phases of work.
3) Determine or verify substation switching steps.
4) Perform liaison duties between mutual aid groups as needed.
5) Provide electrical safety guidance as needed.

E. Substation and Switching Engineer

1) Exercise supervision of SNEW substation personnel during increased Readiness phase.
2) Maintain continuity of electrical energy supply to the extent that it may be controlled.
3) Advise SNEW Control Center of electrical system / circuit status and changes of same.
4) Perform source electrical switching per established procedures and as instructed.
5) Maintain control center and outside communications as may be required for 24-hour operation
6) Maintain radio communication with all SNEW operations personnel, *e.g.,* supervisor, repair units, and patrol units, etc.
7) Perform liaison duties between field units and SNEW Control Center units, as needed.
8) Maintain land communications with City Operations Center(s), 911 emergency lines, and critical support agencies.
9) Perform record-keeping duties relative to recovery operations, *e.g.,* joint pole replacement records, restoration work status, ad return-to-service ledger.

F. Patrol Units (Meter Department)

Patrol Units will be comprised of one radio-equipped vehicle operated by one person. Primary patrol functions are as follows:

1) Upon dispatch, investigate nature of reported hazardous area.
2) Patrol damaged area to determine extent and/or nature of damage, reporting same to SNEW Control Center.
3) Maintain radio communications with SNEW Control Center relative to patrol area status.
4) Investigate small, isolated damage reports and lend assistance in minor repairs, e.g. resetting of electrical circuit breakers, replacing fuses, etc.
5) Document findings on Patrol sheet (Exhibit 11)

G. Communication Unit (Admin / Customer Service Department)

1) Attend the telephone communication lines within the SNEW Control Center for incoming calls.
2) Record all reports of trouble in the format attached hereto as an Exhibit 7.
3) Communicate hazardous "hot spot" location reports to supervisors immediately.
4) Correlate report data and assist in review. Correlation will be by: (a) geographic location, (b) primary electric circuit, and (c) individual customer trouble.
5) Answer customer inquiries relative to customer service information and repair operations status.
6) Following restoration of a service area, contact customers to the extent practical to confirm restoration of service.
7) Record keeping from F4 above.

H. Repair Units (Line Division of Operations Department)

1) Perform emergency and recovery restoration work functions as required under the supervision of the Line Superintendent / Manager.
2) Maintain continuous communication with the SNEW Control Center.
3) Advise of work-in-progress status and completion of work assignments.
4) Maintain an accurate record log of temporary repairs and miscellaneous items to be a tended to more permanently at a later date.
5) Maintain accurate records relative to personnel and time worked, materials and equipment used and/or removed from stores.

VIII. SUPPORT

To realize fulfillment of the SNEW mission, support agencies may be required as follows:

1) AT&T – Support as required under joint pole use agreements and inter-utility operating policies.

2) Northeast Utilities / CL&P – Support under Emergency Response Voluntary Assistance Agreement dated May, 1987. (Exhibit 8)

3 New England Consumer-Owned Utilities – Support by other municipal electric companies within Connecticut and New England under Mutual Assistance Agreement dated January 1990. (Exhibit 9)

4) American Public Power Association (APPA).

5) Private Contractors – Manpower and equipment support by contractor(s).

6) Tree Work – Tree trimming and removal support by contractor(s).

7) Police Department – Hazard watch, traffic control.

8) Fire Department – Fire/hazard watch; emergency lighting.

9) Public Works Department – Maintenance and clearance of streets and highways; forestry functions of tree and wood cutting removal; debris cleanup.

10) Private Electricians - Work with property owners to make repairs to electric service equipment.

11) Other -SNEW Departments: Maintenance & Construction, Tech Services, and Water Operations supplies construction equipment and manpower.

12) Northeast Mutual Aid Group (NEMAG)

IX. DEPARTMENT CONTROL

The SNEW Emergency Operations Center will be located at One State Street, South Norwalk. The General Manager and/or Director of Operations will direct all emergency disaster operations from this location. The Line Foreman and Generation Superintendent will assist them.

X. SPECIAL REQUIREMENTS

It is intended that this Municipal Electric Utility Emergency Plan will conform to the terms and conditions of Section 16-32e of the General Statutes of the State of Connecticut, as amended.

By:_____ Date: August 8, 2012

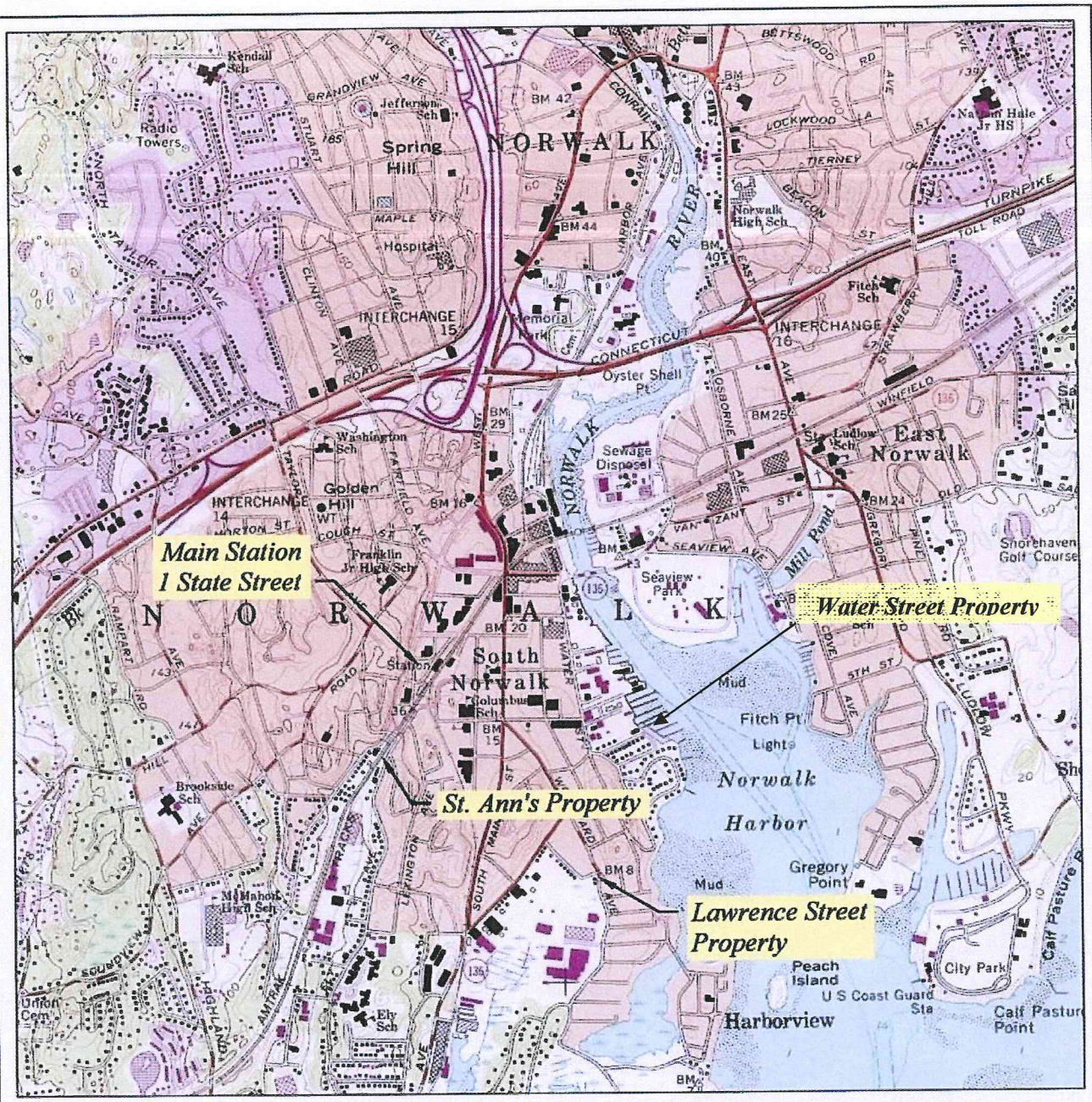
John M. Hiscock, P.E.
General Manager
South Norwalk Electric and Water

By:_____ Date: August 8, 2012

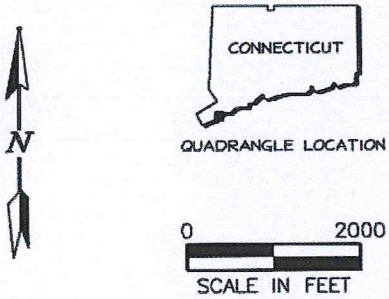
Thomas F. Villa, P.E.
Director of Operations
South Norwalk Electric and Water

EXHIBIT 1

PURA Docket Number 12-06-11



SOURCE: USGS TOPOGRAPHIC QUADRANGLE NORWALK SOUTH, CONNECTICUT (PHOTOREVISED 1984).

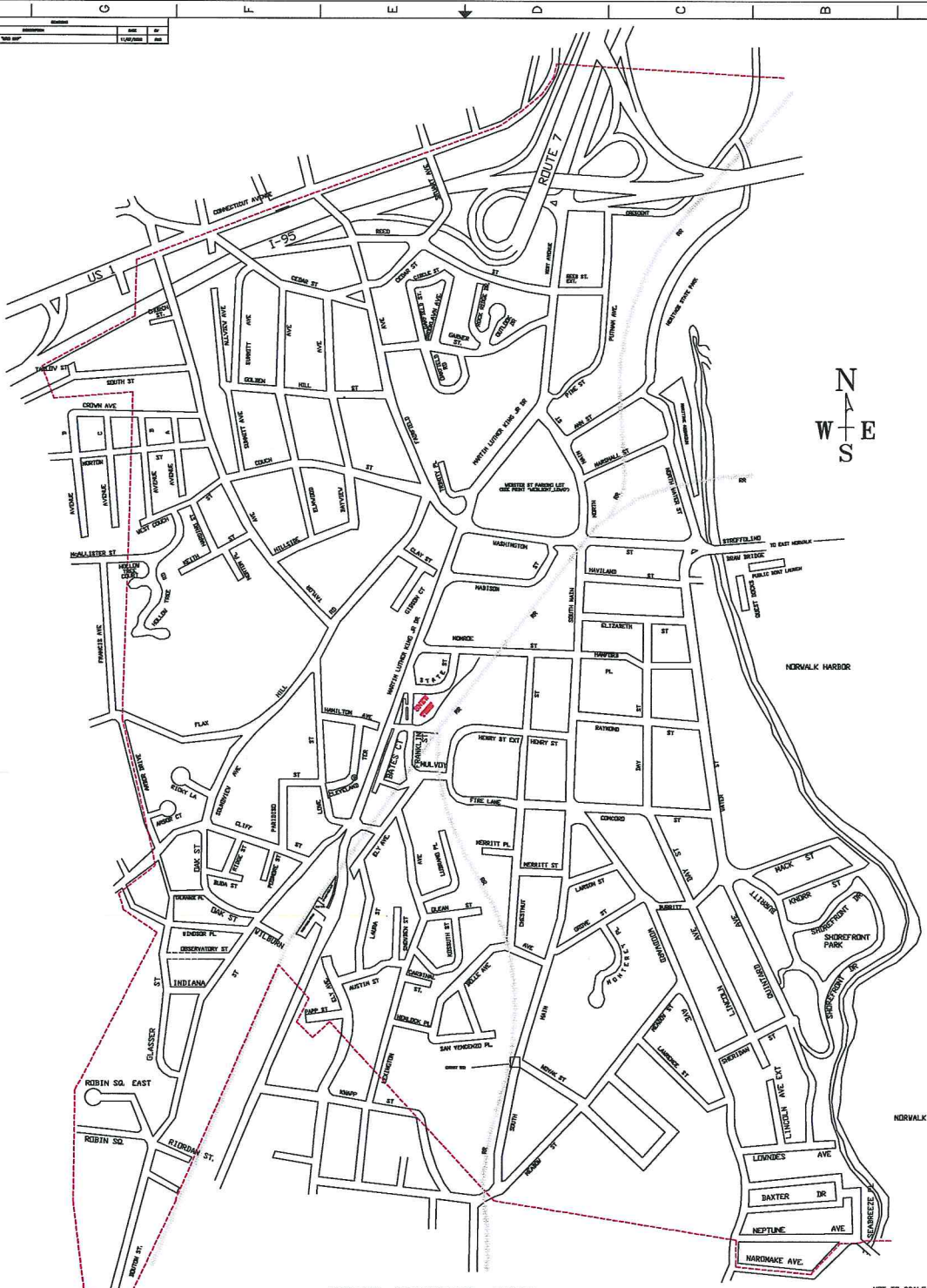


SOUTH NORWALK ELECTRIC AND WATER
NORWALK, CONNECTICUT

SITE LOCATION MAP

DATE	REVISED	PREPARED BY: LEGGETTE, BRASHEARS & GRAHAM, INC. Professional Ground-Water and Environmental Engineering Services, 126 Monroe Turnpike, Trumbull, CT 06611, (203) 452-3100				
DRAWN: FCS		CHECKED: CRM	DATE: 1/13/04	FIGURE: 1		

Q:\DWG\South Norwalk Electric\Fig1.dwg, Layout1, 3/22/2005 9:16:35 AM, HP Business Inkjet 2200_2250.pc3



SNEW SERVICE AREA

EXHIBIT 2
DPUC DOCKET NO. 11-05-22

ELECTRIC SERVICE TERRITORY BOUNDRY LINE

NOT TO SCALE

SOUTH NORWALK ELECTRIC & WATER
1 STATE STREET/PO BOX 400 NORWALK, CT 06856

SECOND TAXING DISTRICT / NORWALK, CT

SERVICE TERRITORY DISTRICT MAP
DPUC DOCKET 11-02-22

SERVICE TERRITORY MAP
9/25/2011

NONE

1 OF 1

03/25/2011_FRIEMSKY

EXHIBIT 3.

EMERGENCY CONTACT LIST SUMMARY

Utility Information

Utility	**South Norwalk Electric and Water**
Address	One State Street / PO Box 400
City State Zip	Norwalk, CT 06856-0400
Business Phone	203-866-3366
Business Fax	203-866-4183
Website	http://www.snew.org
Voltages distribution	13.8kV / 4.16kV
Voltage delivery	27.6kV
Radio frequency	48.080 MHz
Contact person A	Walter Masheck
Title A	Line Superintendent / Manager
Emergency phone A	203-866-3366 ext 2018
Cellular phone A	203-943-0653
E-mail A	wmasheck@snew.org
Contact person B	Thomas F. Villa, P.E.
Title B	Director of Operations
Emergency phone B	203-866-3366 ext 2008
Cellular phone B	203-515-4350
E-mail B	tvilla@snew.org
Contact person C	Michael L. Giordano, P.E
Title C	Manager of Technical Services
Emergency Phone C	203-866-3366 ext 2025
Cellular Phone C	203-943-0667
Email C	mgiordano@snew.org
Contact person D	Fred Belinsky
Title D	Substation & Switching Engineer
Emergency phone D	203 866-3366 ext 2013
Cellular phone D	203 515-4373
E-mail D	fbelinsky@snew.org

EXHIBIT 3. Continued

EMERGENCY CONTACT LIST SUMMARY

Utility Information

Available equipment

☐digger
☐pole setting
☑digger pole setting
☑personnel type bucket
☑material type bucket
☑other equipment - 4 WD Pickup

Available crew's ☑two person ☐5 – 2 men crews
☐three person

Tree trimming ☐In-house ☑contractor

Stock ☑yes ☐no

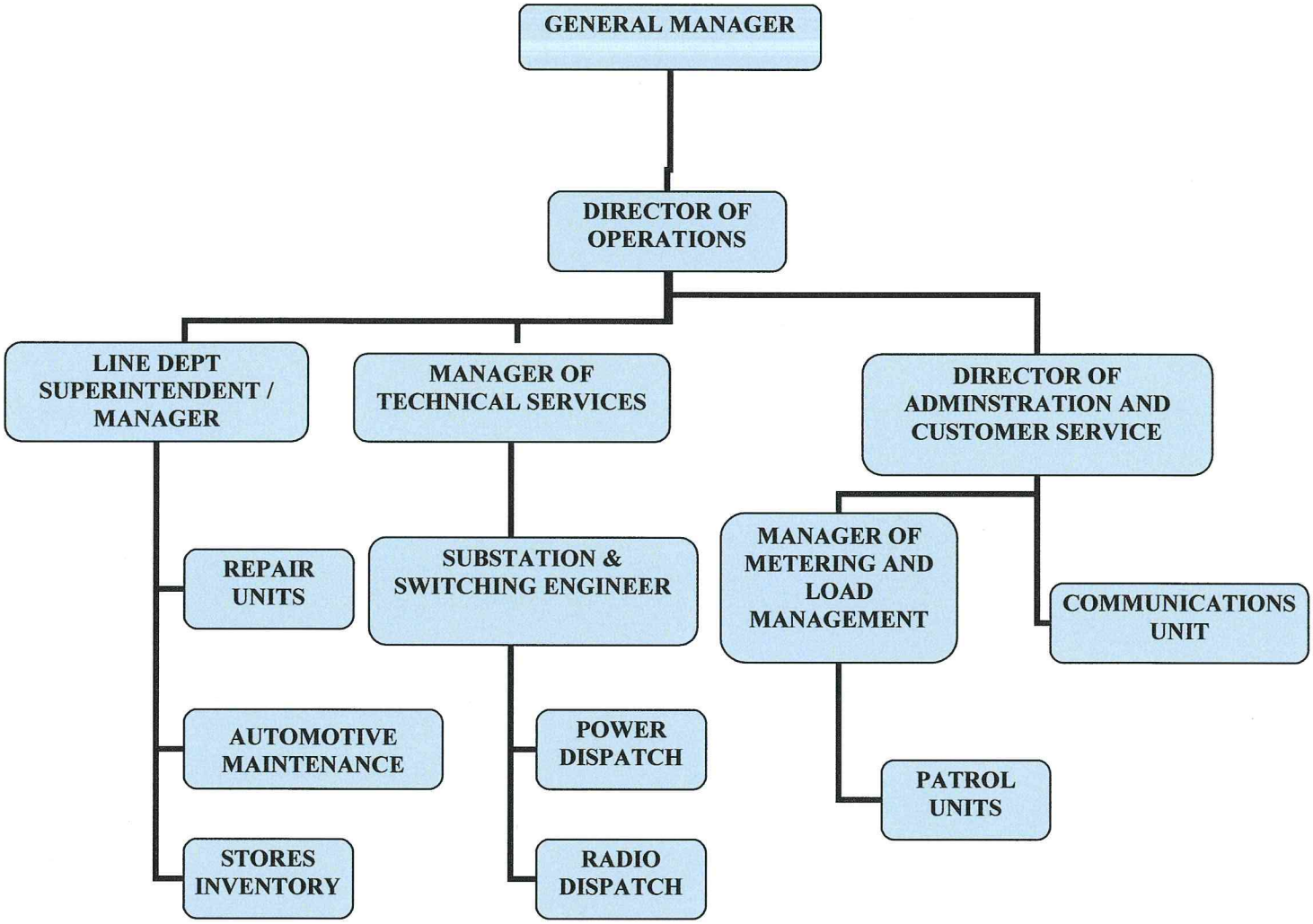
Have you ever signed the NEPPA Mutual Aid Agreement? ☑yes ☐no

Do you have an active safety program? ☑yes ☐no

Please describe your safety program Consultant - Safety Priority, Inc

Revision Date 9/28/11

EXHIBIT 4.



EMERGENCY OPERATIONS CENTER

ORGANIZATION CHART

AUGUST 2012

EXHIBIT 5.

SUMMARY OF PERSONNEL ASSIGNMENTS

TITLE **RESPONSIBILITIES**

General Manager

Activates the SNEW emergency plan with proper communication to the commissioners. Supervises and coordinates the emergency plant under all phases of operations.

Director of Operations

Performs duties of the general manager in his absence. Alerts and briefs all operational personnel. Coordinates operations with the emergency operations control center of the city. Oversees and provides general supervision of operational forces under all phases of action.

Line Superintendent / Manager

Supports the director of operations in performance of his duties as outlined above. Evaluates communications data and damage assessments. Establishes repair and restorations priorities. Maintains unit function with one control center operator and one or more mobile operators. Provides general supervision and direction of emergency and recovery forces and any support personnel. Advises superiors of operation status and maintains continuous stock of required material and arranges the expedient procurement of same.

Mananger of Technical Services

Supervises SNEW substation personnel during all phases of work. Acts as Liaison between mutual aid groups. Provides electrical safety guidance as needed. Determines and verifies restoration switching steps.

Substation and Switching Engineer

Supervises SNEW substation personnel during increased readiness phase. Maintains continuity of electrical energy supply to the extent that it may be controlled. Advises SNEW control center of electrical system / circuit status and changes of same. Performs source electrical switching per established procedures and as instructed. Maintains control center and outside communications as may be required for 24-hour operation.

Patrol Units (Meter Department Personnel)

Patrol damaged areas to determine extent and /or nature of damage, reporting same to SNEW control center. Investigate small, isolated damaged reports and lend assistance in minor repairs. Maintains radio communications with SNEW control center for updates to patrol area status.

Communication Unit (Customer Service Personnel)

Attend the telephone communication lines within the SNEW control center for incoming calls. Record all incoming calls of trouble on provided form (Exhibit 7). Correlate report data and assist in review. Correlation will be by (a) Geographic Location, (b) Primary Electric Circuit, and (c) Individual Customer Trouble. Answer customer inquiries relative to customer service information and repair operations status.

Repair Units (Line Department Personnel)

Perform emergency and recovery restoration work functions as required under the supervision of the Line Superintendent / Manager. Maintains continuous communication with SNEW control center. Continually gives status reports of work in progress and completion of work assignments. Maintains accurate log records of temporary repairs and miscellaneous items to be attended to more permanently at a later date. Maintains accurate records of labor, materials and equipment used and/or removed from stores.

EXHIBIT 6.

Plate #	Summary of Major Equipment	Dept
21 NWT	2006 Chevrolet Colorado with Tool Boxes	Meter
23 NWT	2006 Chevrolet Colorado	Meter
24 NWT	1994 Ingersoll Rand Portable Air Compressor	Line
24 NWT	1991 Toyota Forklift	Line
25 NWT	1994 Reel Trailer, Class 068499	Line
26 NWT	1997 International Bucket Truck	Line
27 NWT	1994 Reel Trailer, Class 068499	Line
29 NWT	2004 Altec Bucket Truck Model 4400	Line
31 NWT	2007 Ford F150 Reg Cab4X4	Line
33 NWT	2004 Freightliner Digger Derrick Model FL 80	Line
38 NWT	1996 Dinkey Pole Trailer	Line
40 NWT	2002 Ford F754 Cab with Aerial Unit	Line
41 NWT	2012 Ford F350 Rack Body DRW 4x$	Line
43 NWT	2007 Ford Ranger	Tech Svcs
44 NWT	2010 Ford Fusion Hybrid	Tech Svcs
1 NWT-	2007Buick Lucerne	Admin
3 NWT	2008 Ford F350 Utility Body DRW 4X2	M&C
4 NWT	2008 Ford F350 Utility Body SRW 4X4	M&C
5 NWT	1996 Ford Dump Truck	Oper
6 NWT	2006 Chevrolet Silverado E3500 Dump	M&C
7 NWT	2004 Chevrolet Trail Blazer 4 Wheel	Meter
8 NWT	2007Buick Lacrosse	Oper
9 NWT	2008 Ford F350 Rack Body	Oper
10 NWT	2005 Ford Econoline	Oper
11 NWT	2006 Chevrolet Colorado with Tonneau Cover	Tech Svcs
12 NWT	2002 International Dump Truck	M&C
13 NWT	2003 Chevrolet Pickup	Oper
15 NWT	2008 Toyota Camry	Admin
16 NWT	2001 John Deere Backhoe	M&C
17 NWT	1989 International F2674 Sludge Vacuum Truck	Oper
18 NWT	1992 Ingersoll Rand Portable Air Compressor	M&C
19 NWT	2008 Toyota Camry	Tech Svcs
28 NWT	2004 Big Tex Utility Trailer	M&C
35 NWT	1990 Roller Trailer	M&C
36 NWT	1996 Cross Country Flatbed Trailer	M&C
37 NWT	2000 Holsclaw Boat Trailer	Oper
BOAT	16 Ft. Carolina Skiff w/15 hp Johnson Motor	Oper
42 NWT	2007 Ford F150 Reg Cab 4X4	Oper
45 NWT	2001 Ford Focus WG	Oper
On-site Use Only	1975 Clark Forklift - Model C500Y-30	Oper
On-site Use Only	1997 Skat Trak Loader - Model 1700C	Oper
On-site Use Only	1989 Chevrolet Pickup	Oper
Atlas Compressor		M&C

EXHIBIT 7.

EMERGENCY REPORT FORM

EMERGENCY REPORT FORM						
#	TIME	LOCATION	NAME	PHONE	COMMENTS / INFORMATION	TAKEN BY
1						
2						
3						
4						
5						
6						
7						
8						
9						
10						
11						
12						
13						
14						
15						
16						
17						
18						
19						
20						

EXHIBIT 8.

Emergency Response Voluntary Assistance Agreement

This is Emergency response Voluntary Assistance Agreement (hereinafter "Agreement") has been entered into by The Connecticut Light and Power Company and South Norwalk Electric Works (hereinafter referred to individually as a "Party" and jointly as the "parties").

The Parties wish to set forth their understanding and agreement with respect to their mutual undertakings to each other in the situation wherein an emergency occurs in a Party's service territory and a request for assistance is issued to the other Party in respect to such emergency and such assistance is provided. It is understood that this Agreement does not impose any obligations on a Party to render or continue to render any such assistance but is intended only to define the terms and conditions under which such assistance, if volunteered, will be rendered and received. NOW, THEREFORE, it is agreed, that

1. ASSISTANCE VOLUNTARY. Assistance rendered by a Party as described hereunder shall be entirely voluntary and, when given in response to a request by a Party for help following an emergency, shall be rendered in accordance with the terms and conditions herein.

2. REQUEST FOR ASSISTANCE.

(a) The Party that requests assistance shall be known as the "Requesting Company" and the Party furnishing assistance shall be known as the "Responding Company"

(b) Requesting Company shall notify Responding Company of the type of assistance requested, professional qualifications of the personnel required and the anticipated duration during which such assistance is desired. Responding Company shall furnish the requested personnel and equipment to the extent that the Responding Company may determine to do so in its sole judgment and discretion. Personnel dispatched pursuant to a request for assistance will have not less than the level of professional qualification designated in

the request. Attachment A is a suggested form of letter confirming a request for and agreement to provide assistance pursuant tot his Agreement.

(c) Requesting Company shall notify Responding Company when its assistance is no longer needed.

3. APPLICABILITY OF AGREEMENT. The terms of t his Agreement shall apply to Responding Company personnel and equipment when and as Responding Company personnel begin activities associated with providing assistance and as movement of vehicles and transportation of equipment in support of those activities begins. The furnishing of assistance shall be deemed to have terminated with the completion of transportation of each of the Responding Company personnel and their equipment back to their working base or homes (for personnel returning at other than regular working hours).

4. WITHDRAWAL OF ASSISTANCE. Responding Company shall have the right, at any time, after 12 hours prior notice to Requesting Company, and in its sole judgment and discretion to withdraw its personnel and equipment and return such personnel and equipment to its working base. Without limiting Responding Company's rights under the preceding sentence, Responding Company shall attempt to schedule any such withdrawal of its personnel or equipment to accommodate the needs of Requesting Company. Responding Company's withdrawal of personnel or equipment shall not affect any obligations that may have been incurred hereunder prior to such withdrawal or that may arise out of events occurring prior to such withdrawal.

5. PROCEDURES

(a) Employees of Responding Company shall at all times continue to be employees of the Responding Company and shall at no time and for no purpose be deemed to be servants, agents, employees, or representatives of the Requesting Company, provided, nothing in this Agreement shall be deemed to affect Requesting Company's capacity as a principal employer under any workers' compensation or similar act.

(b) Wage, hours and other terms and conditions of employment applicable to personnel of the Responding Company shall be those of the Responding Company.

(c) Unless otherwise agreed, all personnel of the Responding Company shall be equipped by the Responding Company with such normal working and protective equipment as shall be compatible with the circumstances under which said personnel shall function hereunder. Requesting Company shall inform Responding company of any specific equipment that may be required in a particular situation.

(d) Except as the Parties may agree otherwise, Requesting Company shall be responsible for determining the work to be performed by the responding company and the order in which such work is to be carried out, and for making any reports to governmental authorities and the news media regarding the emergency or the furnishing of assistance pursuant to this Agreement.

(e) The Responding Company shall make all arrangements for the transportation of its personnel and equipment from and to their working base or homes.

6. RECORDS. All time sheets and work records pertaining to Responding Company personnel and equipment shall be kept by the Responding Company. The Responding Company shall furnish the Requesting Company with a detailed statement of all costs and expenses paid or incurred by Responding Company in connection with the furnishing of assistance to the Requesting Company, which statement shall be paid by the Requesting Company within (30) days after receipt.

7. REIMBURSEMENT. The Requesting Company shall reimburse Responding Company for all direct and indirect costs and expenses, not including a profit, incurred by Responding Company in giving assistance pursuant to this Agreement. Such costs and expenses shall be computed in accordance with Responding Company's standard rates and accounting practices established and maintained by the Connecticut Light and Power Company effective as of the period of assistance and shall include such overheads as are determined by Responding Company to be applicable to such direct and indirect costs and expenses incurred by

Responding Company. Requesting Company shall have the right to audit the records of Responding Company relative to work performed pursuant to this Agreement.

8. INDEMNIFICATION.

(a) Requesting Company shall indemnify and hold Responding Company and its officers, directors and employees, jointly and severally, harmless from and against any and all liability for loss, damage, cost or expense that any of them pay incur by reason of bodily injury, including but not limited to death, to any third person or persons, or by reason of damage to or destruction of any property, including but not limited to any property of the Requesting company, or the loss of use of any such property, that results from furnishing assistance pursuant to this Agreement, whether or not due in whole or in part to any act, omission, or ordinary negligence of Responding Company, its officers, directors or employees, but Requesting party shall not so indemnify Responding company, its officers, directors or employees in cases of willful misconduct, gross negligence or for any injury or loss occasioned while the equipment and personnel of Responding Company are in transit between their homes or working base (as the case may be) and to or from Requesting Company.

(b) If payments are made by Responding Company or its insurers to Responding Company's officers, directors or employees or their beneficiaries for bodily injury or death directly resulting from furnishing assistance pursuant to this Agreement, including but not limited to workers' compensation, disability, pension plan, medical and hospitalization, or other such payments, requesting Company shall make reimbursement to responding Company to the extent such payments increase the Responding Company's employee-related cost whether such increase in costs occurs in the form of an increase in premiums or contributions, a reduction in dividends or premium refunds, or other wise but shall not include direct payments made by a party who self insures for any such claim. In the event that party elects to insure responding Company's employees under its workers compensation plan then any claim by Responding Company will be limited to the recovery pursuant to such insurance. Responding Company shall request its insurer to waive any right of subrogation it may have against Requesting Company as a result of any payment described in this

paragraph 8 (b) that such insurer may make on behalf of Responding Company because of Responding company's furnishing of assistance pursuant to this Agreement.

(c) In the event any claim or demand is made or suit, action or proceeding is filed against Responding Company, its officers, directors, or employees, jointly or severally, alleging liability for which Requesting Company shall indemnify and hold harmless Responding Company, its officers, directors and employees under this paragraph 8, Responding Company shall promptly notify Requesting Company, at its sole cost and expenses, shall settle, compromise or defend the same in such manner as it in its sole discretion deems necessary or prudent. Responding Company shall cooperate with Requesting Company in the resolution of any such matter.

(d) In the event Responding Company provides assistance pursuant to this Agreement wholly or in part through an affiliate or subsidiary, the indemnification provided in this paragraph 8 to the Responding Company and its officers, directors and employees shall apply with equal force to such affiliates and subsidiaries and their officers, directors and employees.

9. EXTENT OF AGREEMENT. This Agreement shall not create any rights or defenses in favor of any entity or person not a signatory to this Agreement except to the extent provided in this paragraph and in paragraph 8 of the Agreement. This agreement shall be binding upon and inure to the benefit of each signatory to this Agreement and the subsidiaries and affiliates of each such signatory.

10. WARRANTY. Responding Company makes no warranty with respect to any goods or services except as to personnel professional qualifications set forth in Paragraph 2 (b) for the personnel provided to Requesting Company and NO OTHER WARRANTY, EITHER EXPRESS OR IMPLIED, ORAL OR WRITTEN, SHALL APPLY TO THE GOODS OR SERVICES PROVIDED, INCLUDING, WITHOUT LIMIATION, WARRANTIES OF MERCHANTABILITY AND OF FITNESS FOR SPECIFIED OR INTENDED PURPOSE. All equipment and services furnished by Responding Company pursuant to this Agreement are furnished as is.

11. SEPARABILITY OR PROVISIONS. If any provision of this Agreement is determined to be invalid or unenforceable as to either Part or otherwise, such determination shall not affect the validity or enforceability of the other provisions of this Agreement as to that Party or otherwise, such determination shall not affect the validity or enforceability of the other provisions of this Agreement as to that Party or otherwise.

12. GOVERNING LAW. In the event (i) an emergency occurs in a Party's service territory; (ii) a request for assistance is issued to the other Party hereto in respect to such emergency; and (iii) such assistance is provided, this Agreement shall be construed in accordance with the laws of the State (except the laws of that State governing resolution of a conflict of laws with another State) in which that a service territory is located.

13. WITHDRAWAL FROM AGREEMENT. Either Party may withdraw from this Agreement jupon not less than thirty (30) days prior written notice to the other Party. Notice of withdrawal shall not affect any obligations that may have been incurred hereunder prior to the effective date of such notice or that may arise out of events occurring prior to that date. Neither Party may withdraw from this Agreement while it is receiving assistance pursuant to this Agreement.

IN WITNESS WHEREOF, the Parties hereto have caused this Agreement to be executed by their duly authorized representatives.

Date_____

The Connecticut Light and Power Company
(Company)

By_____
Corporate Officer

Vice President_____
Title

Date_____

South Norwalk Electric and Water
(Company)

By_____
(Corporate Officer)

General Manager_____
Title

(SIGNATURES ON FILE)

Attachment A

Requesting Company Letterhead

(Name and Address of
Responding Company)

Gentlemen:

This letter confirms the telephone conversation on _____ between _____ (Requesting Company)and _____ in which our company requested assistance pursuant to the terms of the Emergency Response voluntary Assistance Agreement, dated _____, and you agreed to provide assistance pursuant to that agreement.

Date and Time)

The following personnel professional qualification and equipment were requested:

_____

_____

_____

_____

_____

_____

_____

Please acknowledge your agreement to the foregoing by signing and returning to me the enclosed copy of this letter.

Acknowledged by:

_____	_____
Responding Company	Requesting Company
_____	_____
Corporate Officer Signature	Corporate Officer Signature
Title:_____	Title:_____
Date:_____	Date:_____

EXHIBIT 9.

NEW ENGLAND CONSUMER-OWNER UTILITIES

EMERGENCY ASSISTANCE AGREEMENT Ð 1990

This Agreement dated as of the first day of January 1990, is entered into by the signatories hereto for the establishment of guidelines for the providing of emergency assistance.

In consideration of the mutual agreements and undertakings herein, the signatories hereby agree as follows:

SECTION 1. DEFINITIONS

a. ASSISTANCE – All acts of Assisting Utility conducted for or on behalf of Requesting Utility, including but not limited to travel to and from the site of the emergency, incurring of Expenses and all activities conducted from the time employees of Assisting Utility begin travel to the site of the emergency until travel from the site of the emergency to the headquarters of Assisting Utility is complete.

b. Assisting Utility - An electric or gas utility which provides emergency assistance to Requesting Utility. Employees of Assisting Utility shall at all times during Assistance continue to be employees of Assisting Utility and shall not be deemed employees of Requesting Utility for any purpose.

c. Expenses - The cost of wages under then existing wage agreements, transportation, lodging, meals, materials, all out-of-pocket charges and all other costs, excluding administrative, general and depreciation charges, incurred by Assisting :Utility as a result of providing Assistance.

d. Regional Coordinators - The utilities listed on Attachment A, attached hereto and made a part hereof.

e. Requesting Utility - An electric or gas utility which requests emergency assistance from another electric or gas utility.

SECTION 2. REQUESTS FOR EMERGENCY ASSISTANCE

Any signatory to this Agreement may contact any other signatory or a Regional Coordinator in order to request emergency assistance. When a request is made through a Regional Coordinator, the Implementation

Instructions included as Attachment A hereto shall be followed. It is expressly understood by the parties hereto that the Regional Coordinator's involvement is strictly limited to facilitating Assistance by the answering of telephones and providing information on potential Assisting Utilities, of any Regional Coordinators have no obligation ensure that Assistance is provided or to provide Assistance themselves.

Once a request is made, it is in the sole discretion of the management of the utility to which the request is made, to decide whether it will become an Assisting Utility. Once a utility assumes the responsibilities of an Assisting Utility, tit shall be obligated to provide Assistance in accordance with this Agreement, except that Assisting Utility shall have the ability to instruct its employees to return to its headquarters whenever management of Assisting Utility deems it to be necessary or desirable.

SECTION 3. OBLIGATIONS OF REQUESTING UTILITY

Requesting Utility must provide Assisting Utility with the following:

a. its best estimate of the type and amount of equipment needed, the number of employees requested, and the length of the emergency;

b. accurate directions to where Assisting Utility employees will report for assignment, and the name, title and telephone number of the representative of Requesting Utility that will direct employees of Assisting Utility;

c. a person to work with each crew of Assisting Utility who is familiar with Requesting UtilityÕs electrical or gas system, local roads and who has direct access to Requesting UtilityÕs communication system;

d. a description of the electric or gas system operational plan and other useful information, including maps of distribution circuits, system voltage, number of substations, switching configuration, general operating procedures, location of stockroom, location of general office, communication system and operating procedures for emergency conditions;

e. release of all employees of Assisting Utility once Assistance is no longer necessary or desirable; and

f. reimbursement of Expenses incurred by Assisting Utility, within thirty days after receipt of an invoice

Requesting Utility must also provide employees of Assisting Utility with the following:

a. hot meals whenever possible, but in any event three meals a day at reasonable intervals;

b. suitable lodging;

c. gasoline and oil expenses

d. costs of repairing vehicles and equipment which amount to less than $100.00;

e. reasonable personal expenses, including laundry and telephone.

Requesting Utility shall employ professional operating procedures and effectively use all employees and equipment of Assisting Utility.

Requesting Utility shall indemnify and hold Assisting Utility, Regional Coordinators, NEPPA and the NEPPA Mutual Assistance Committee harmless from and against any and all liability for loss, damage and expense which may be incurred by reason of bodily injury, including death, to any person or persons or by reason of damage to or destruction of any property, including the loss of use thereof, which result from facilitating or furnishing Assistance and whether or not due in whole or in part to any act, omission, or negligence of Assisting Utility, Regional Coordinators, NEPPA or the NEPPA Mutual Assistance Committee. Where payments are made to Assisting Utility's employees under a workers compensation, disability benefit, pension or any similar law for bodily injury or death resulting from furnishing Assistance, Requesting Utility shall make reimbursement to Assisting Utility to the extent such payment increases Assisting Utility's workers compensation, disability, pension or similar benefit costs, whether such increase in costs occurs in the form of an increase in premiums or contributions or in the form of reduction in dividends or premium refunds, or otherwise.

In the event any claim or demand is made or suit or action is files against Assisting Utility, a Regional Coordinator, NEPPA or the NEPPA Mutual Assistance Committee alleging liability for which Requesting Utility shall indemnify and hold harmless Assisting Utility, a Regional Coordinator, NEPPA or the NEPPA Mutual Assistance Committee under the paragraph immediately above, Assisting Utility, a regional Coordinator, NPPA or the NEPPA Mutual Assistance Committee shall promptly notify Requesting Utility thereof, and requesting Utility, at its sole cost and expense, shall settle, compromise or defend the same in such manner as it, in its sole discretion, deems necessary or prudent.

SECTION 4. <u>OBLIGATIONS OF ASSISTING UTILITY</u>

Assisting Utility must do the following;

a. maintain all time sheets and work records for its employees providing Assistance; and

b. submit invoices for Expenses to Requesting Utility within thirty days after Assistance has been terminated.

SECTION 5. ARBITRATION

Any dispute under t his Agreement shall be submitted to arbitration at the request of any signatory. Copies of any such request shall be given to all other signatories and it shall specify the issue or issues in dispute. Within ten days after receipt of such a request the disputing signatories shall confer and attempt to agree upon appointment of a single arbitrator. If such agreement is not accomplished, the disputing signatories may request the American Arbitration Association to appoint an arbitrator. The arbitrator shall conduct a hearing in Milford, Massachusetts or such other location that may be agreed to by the parties, and within thirty days thereafter, unless such time is expended by agreement of the disputing signatories, shall notify the parties of the decision, stating the reasons for the decision and separately listing findings of fact and conclusions of law. The decisions shall also state how the costs of arbitration shall be allocated between the disputing signatories. The arbitrator shall not have power to amend or add to this Agreement. Subject to such limitation, the decision of the arbitrator shall be final and binding on all signatories except that a party to the arbitration may petition a court of competent jurisdiction for review of errors of law. The pendency of arbitration shall affect neither the obligation of any signatory to make any payment in full when due under this Agreement nor the obligations of this Agreement upon the failure of any signatory to make any payment in full when due under this Agreement.

SECTION 6. APPLICABLE LAW

This Agreement is made under and shall be governed by the law of the Commonwealth of Massachusetts.

SECTION 7. SERVERABILITY

If any section, paragraph, clause or provision of this Agreement shall be finally adjudicated by a court of competent jurisdiction to be invalid, the remainder of this Agreement shall be unaffected by such adjudication and all of the remaining provisions of this Agreement shall remain in full force and effect as though such section, paragraph, clause or provision or any part thereof so adjudicated to be invalid had not been included herein.

SECTION 8. ASSIGNMENT OF AGREEMENT

This Agreement shall inure to the benefit of, and shall be binding upon, the respective successors and assigns of the parties to this Agreement; provided, that neither this Agreement, nor an interest herein shall be assigned or transferred or sold by a signatory, except as provided herein, without the advance written consent of the other signatories.

SECTION 9. WAIVERS AND AMENDMENTS

Failure of any party to enforce any provision of this Agreement, or to require performance ;by any other party or parties of any of the provisions hereof, shall not be construed to waive such provision, nor to affect the validity of the Agreement or any part thereof, or the right of any party to thereafter enforce each and every provision. This Agreement may not be altered or amended, except by a written document signed by all signatories.

SECTIION 10. COUNTERPARTS

This Agreement may be executed in any number of counterparts, and each executed counterpart shall have the same force and effect as an original instrument and as if all the parties to all of the counterparts had signed the same instrument. Any signature page of this Agreement may be detached from any counterpart of the Agreement without impairing the legal effect of any signatures thereon, and may be attached to another counterpart of this Agreement identical in form hereto but having attached to it one or more signature pages.

IN WITNESS WHEREOF, the signatories have caused this Agreement to be executed by their duly authorized officers as of the date first written above.

Witness _____

(Signature)

_____

(Name and Title)

_____

(Utility)

EXHIBIT 10.

Mutual Aid Contact Sheet

In the event of electric service interruptions caused by storms, floods, hurricanes and other emergencies, a consumer-owned electric utility may need to call upon another public power system for emergency assistance in the form of personnel and/or equipment to restore electric service. While no utility is obligated to provide such emergency assistance, experience has shown that assistance is furnished whenever it is available.

NEPPA

regional coordinator	emergency contact	contact #
Groton Utilities 860-446-4000 *(Update)*	Brian Roche rocheb@yurservice.com	860-625-2595 (c) 860-747-0031 (h)
	Richard Mikna miknar@yurservice.com	860-625-2593 (c) 860-448-3774 (h) 860-446-4055 (fax)
	George Scully scullyg@yurservice.com	860-625-2583 (c) 860-449-0057 (h)

APPA.

Connecticut

Utility	City	Phone
Groton Utilities	Groton	(860) 446-4000
Jewett City Department of Public Utilities	Jewett	(860) 376-2955
Third Taxing District of Norwalk	Norwalk	(203) 838-7445
Norwich Public Utilities	Norwich	(860) 823-4192
Wallingford Department of Public Utilities	Wallingford	(203) 294-2263

WESCO for material & equipment:

Bob Cretella - O: 203-784-7712, C: 203-641-3291, H: 203-245-4935
Ed Pearson - O: 203-784-7702, C: 203-641-4453, H: 203-468-8659

Northeast Utilities for material & Equipment:

MaryAnn Lombardo
lombama@NU.COM
(860) 665-5709 desk
(800) 542-5154 pager / ID# 7605

NEMAG

Northeast Mutual Assistance Group (NEMAG) Points of Contact									
Company	Name		Work Number	Home Number	Pager	Cell Number	Fax	Emergency Operations Center	E-mail
Bangor Hydro	Jim Cameron	P	(207) 941-6657	(207) 667-9375	(207) 580-2667	(207) 949-3967	(207) 973-2790		jcameron@bhe.com
	Bob Platt	A	(207) 973-2608	(207) 989-3568	Use Cell	(207) 949-3935	(207) 973-2504		bplatt@bhe.com
	Dan McCarthy	A	(207) 941-6697	(207) 848-2906	Use Cell	(207) 949-3964	(207) 973-2504		dmccarthy@bhe.com
									-
Central Maine Power	Brian Pierce		(207) 629-1049	(207) 693-5333	(207) 750-3557	(207) 458-1204	(207) 621-4524		brian.pierce@cmpco.com
	Kevin Elwell	A	(207) 626-9712	(207) 685-4751	(207) 750-3712	(207) 242-9597	(207) 621-5813		kevin.elwell@cmpco.com
	Susan Kohler	A	(207) 828-2805	(207) 893-2030	(207) 471-1067	(207) 513-9337	(207) 626-4065		susan.kohler@cmpco.com
	Thomas Depeter	A	(207) 621-4749	(207) 878-3113	(207) 750-2339	(207) 671-3296	(207) 621-5829		Thomas.Depeter@cmpco.com
	Joseph Purington	A	(207) 626-9500	(207) 854-0047	(207) 750-3682	(207) 838-6971	(207) 791-8000		joseph.purington@cmpco.com
									-
Central Vermont Public Service Company	Scott Massie	P	(802) 747-5600	(802) 775-4353	(802) 742-5551	(802) 353-7291			smassie@cvps.com
	John teRiele, Jr.		(802) 747-5239			(802) 770-9539			jteriele@cvps.com
	Jeremy Baker		(802) 747-5860			(802) 770-8774			jbaker@cvps.com

Northeast Mutual Assistance Group (NEMAG)
Points of Contact (Cont'd)

									-
Fair Point Communications	Ryan Taylor		(603) 645-2910			(603) 494-2672	(603) 647-6389		Ryan.Taylor@fairpoint.com
									-
Green Mountain Power	Josh Castonguay	P	(802) 655-8754			(802) 324-8359	(802) 655-8427		castonguay@greenmountainpower.com
	Mike Burke	A	(802) 655-8520			(802) 324-8012			burke@greenmountainpower.com
	Joe Ferro	A	(802) 655-8502			(802) 355-1971			ferro@greenmountainpower.biz
									-
Hydro One Inc.	Bill Chant		(705) 743-2193		(705) 755-8959	(705) 749-4899			bill.chant@HydroOne.com
	Mitch Ouellette			(905) 725-8253		(905) 391-6151			mitch.ouellette@hydroone.com
									-
Hydro-Quebec	Daniel Dumas		(514) 289-2211	(450) 464-508		(514) 346-8758		(514) 289-7027	Dumas.Daniel.2@hydro.qc.ca
									-
National Grid	Dean Desautels	P	(781) 907-3636	(508) 886-4787		(508) 922-6704		(508) 421-7887	dean.desautels@us.ngrid.com
	John Kennedy	A	(781) 907-3630	(401) 792-3773		(401) 255-5191			john.kennedy@us.ngrid.com
	Jackie Christian	A	(781) 907-3628			(315) 256-5014			jacqueline.christian@us.ngrid.com
New Brunswick Power	Peter Young	P	(506) 458-6755	(506) 457-1330		(506) 470-5338	(506) 458-4000		Pyoung@nbpower.com
	Ron St. Amand	A	(506) 473-7947	(506) 473-2171		(506) 451-5994	(506) 473-7881		rstamand@nbpower.com

Northeast Mutual Assistance Group (NEMAG)
Points of Contact (Cont'd)

New Hampshire Co-op	James J. Bakas		(603) 536-8631			(603) 254-9061			bakasj@nhec.com
	Henry Lynch		(603) 536-8657			(603) 254-7537	(603) 536-8687		lynchh@nhec.com
									-
Northeast Utilities (CLP/PSNH/WMECo)	Mark Fanelli	P	(860) 665-5552	(860) 529-7115	(860) 665-3138 x2343	(860) 543-5413	(860) 665-6878		fanelms@nu.com
									-
Nova Scotia Power	Steve Hazel	P	(902) 428-7511	(902) 860-3799		(902) 483-4431	(902) 428-7550		steve.hazel@nspower.ca
	Louise Ellis		(902) 869-5301	(902) 443-9131		(902) 219-3595			louise.ellis@nspower.ca
Nstar	Dick Tobin	P	(617) 541-7112	(978)692-0973		(339) 987-7702			richard.tobin@nstar.com
	Raquel Mercado		(781) 441-8345			(339) 987-8361			raquel.mercado@nstar.com
									-
South Norwalk Electric & Water	Micheal L. Giordano	P	(203) 866-4446 x 2025	(203) 483-5895		(203) 943-0667	(203) 854-0609		Mgiordano@snew.org
	Tom Villa		(203) 866-4446 X 2008			(203) 515-4350			tvilla@snew.org
United Illuminating Company	Pat Lynch		(203) 926-4611	(203) 881-0394		(203) 843-5750			pat.lynch@uinet.com
	Joseph Dolan		(203) 926-4403	(203) 377-7728		(203) 260-7162			joseph.dolan@uinet.com
	Joe Flach		(203) 926-4551	(203) 881-2972		(203) 868-4431			joe.flach@uinet.com
	Al Felice		(203) 926-4458	(203) 734-6708		(203) 623-6829			al.felice@uinet.com

Northeast Mutual Assistance Group (NEMAG)
Points of Contact (Cont'd)

Unitil Corporation	Richard Francazio		(603) 773-6459	(401) 246-0255		(508) 294-2485			francazio@unitil.com
	Raymond A. Letourneau Jr.		(603) 777-5502	(603) 926-8736		(603) 502-9253			letourneau@unitil.com
	Kevin Sprague		(603) 773-6554	(603) 750-4253		(603) 502-8978			sprague@unitil.com
	Thomas Murphy		(603) 379-3829	(603) 888-2012		(603) 498-3333			murphyt@unitil.com
Verizon	Peter Hyatt		(978) 772-9961			(508) 245-5505			peter.j.hyatt@verizon.com
									-

EXHIBIT 11.

SNEW

DAMAGE ASSESSMENT PATROL REPORT

SHEET OF

CIRCUIT NO.	PREPARED BY	DATE / /	TIME COMPLETED : AM PM

POLE LOCATION					POLE DAMAGE				SERVICE DOWN		CONDUCTOR SPAN DOWN									Office Use		
STREET OR ROAD	POLE	OPEN DEVICE (X)	POLE OF OPEN DEVICE	TRANSFORMERS DOWN/DAMAGED	POLE BROKEN	POLE LEANING	CROSSARM BROKEN	GUY BROKEN	HOUSE END	POLE END	SECONDARY	PRIMARY WIRE	PRIMARY CABLE	TREES ON PLANT	LIMBS ON PLANT	OIL SPILLS	OTHER HAZARDS	REMARKS	#OF TROUBLE SPOTS	Customers	Est. Crew Hrs.	ETR
TOTALS this page																						
TOTALS entire circuit																						
		# OF OPEN DEVICES		TRANSFORMERS DOWN / DAMAGED	POLE BROKEN	POLE LEANING	CROSSARM BROKEN	GUY BROKEN	HOUSE END	POLE END	SECONDARY	PRIMARY WIRE	PRIMARY CABLE	TREES ON PLANT	LIMBS ON PLANT	OIL SPILLS	OTHER HAZARDS		# OF TROUBLE SPOTS	CUSTOMERS	Est. Crew Hrs.	ETR
					POLE DAMAGE				SERVICE DOWN		CONDUCTOR SPAN DOWN									Office Use		