



Orange & Rockland

**Electric Emergency Response Plan  
2013**

A handwritten signature in black ink, appearing to read 'Francis W. Peverly', is written above a solid horizontal line.

**Francis W. Peverly**  
**Vice President - Operations**



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Electric Emergency Response Plan

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**EXECUTIVE SUMMARY**

Orange and Rockland Utilities, Inc. (Orange and Rockland, O&R, or the Company) recognizes the importance of an integrated plan in order to safely provide for the energy needs of our customers in the event of an emergency. When an emergency occurs, response actions are guided by O&R's overriding emergency goals, to (1) protect the life-safety of our customers, employees and the general public; and (2) restore electric service in a safe and timely manner.

This Emergency Response Plan (ERP or Plan) outlines O&R's philosophy and procedures for managing major emergencies that may disrupt electric service to our customers or threaten the health and safety of the people in communities we serve. The Plan further establishes the structure, processes and protocols for the company's emergency response and identifies departments and individuals that are directly responsible for that response and critical support services. In addition, it provides a management structure for coordinating and deploying the essential resources necessary for the response.

The Plan complies with the requirements of both the regulations of New York Public Service Commission (Commission) as set forth in 16 NYCRR Part 105, as well as the Incident Command System (ICS) under Con Edison's Corporate Instruction 260-4, "Corporate Response to Incidents and Emergencies".

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ORANGE AND ROCKLAND UTILITIES, INC.  
Emergency Management Procedures

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## 1. INTRODUCTION

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1.1. Overview

Orange and Rockland and its two utility subsidiaries, Rockland Electric Company (RECO) and Pike County Light & Power Company (PCL&P), serve a population of approximately 750,000 in seven counties and 96 communities in New York, northern New Jersey and northeastern Pennsylvania. The Company is a wholly owned subsidiary of Consolidated Edison, Inc. (CEI)

Within this 1,350 square-mile region, the Company serves 294,664 electric customers and 131,223 natural gas customers. In its New York service area, O&R serves 219,143 electric customers and 130,023 natural gas customers. The service territory is principally residential in nature, with a broad base of commercial, industrial, agricultural and recreational activities. The Company employs approximately 1,100 employees.

Customers receive electric service through an overhead distribution system of primary and secondary conductors. Extreme weather events such as heavy rain, lightning, high winds, ice or heat can adversely impact the integrity of the overhead system, resulting in occasional interruptions of electric service. Since electricity is a critical element in our daily lives, prompt restoration is a customer expectation and an Orange and Rockland goal.

The response to customer outages caused by severe weather events is predicated on recognizing and understanding the magnitude of the event as well as resource availability to support the restoration process. This document has been designed to provide a systematic organized plan for the purpose of promoting a safe and efficient recovery from any of those conditions. Since the potential of sustaining damages is highest for storm situations, the Plan specifically addresses these situations.

1.2. Emergency Management - Vision

The Company strives to meet customer needs through effective risk assessment, mitigation, preparedness, response and communications. Our goal is to achieve excellence as an industry

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leader in emergency management performance.

1.3. Emergency Management - Policy Statement

The Company strives to utilize effective emergency management principles that enhance the Company's ability to provide safe and reliable energy services and its ability to communicate timely and accurate information to our customers and stakeholders by:

- Conducting effective risk assessments for operating and business functions;
- Developing appropriate prevention or risk mitigation strategies;
- Implementing comprehensive emergency preparedness programs;
- Responding with appropriate resources to address the emergency;
- Communicating with customers and other stakeholders timely and accurate information using voice, Internet, media and other appropriate methods;
- Recovering from events expeditiously; and
- Improving continuously.

Since no two storms are similar in all respects, this Plan is constructed in such a way as to provide O&R management with a trained, operationally ready work force and operational process that can be employed as required to deal with the unique aspects of each storm.

The effectiveness of this Plan is based on the Company's commitment to prepare for, to implement and to review procedures after each implementation. An after action review process will facilitate continuous improvement in the Company's response and restoration processes.

Execution of the appropriate response to affect rapid and safe recovery is dependent upon the scalability of this Plan. Storm intensities and number of customers affected vary, but the operational concepts remain consistent – the level of recovery resources are adjusted as appropriate.

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1.4. Program Review and Plan Responsibilities

Prior to April 1<sup>st</sup> of each year, all areas of the Company shall review their procedures, guidelines, checklists and instructions relating to storm recovery and modify as necessary to incorporate regulatory requirements and lessons learned. During the review process, storm functional coordinators will also verify employee assignments to their respective function and provide for all appropriate training.

Each area will review and update its lists of contacts at least twice per year. These will include:

- All utility personnel assigned to emergency response;
- Mutual aid companies and contractors;
- Life support and other special needs customers;
- Human Service agencies;
- Print and broadcast media;
- Operators and managers of lodging facilities and restaurants;
- State, County and local elected officials;
- Law enforcement and other emergency response personnel;
- Medical facilities; and
- Pertinent vendors (including mutual aid contactors).

Any changes to these guides will be communicated to the Section Manager - Emergency Management. In the event significant changes are made during the year, Emergency Management will provide those employees with electric emergency response functions with a timely briefing on the changes. Readiness of storm recovery employees is achieved through cross-functional training, on-the-job training, drilling and after action reviews.

Annually, Emergency Management will review past events so that the criteria and assumptions used as the basis for the Plan remain applicable. Significant changes will be incorporated into the corporate filing to the New York Department of Public Services (DPS).

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## 2. STORM RESPONSE PHILOSOPHY & STRATEGIES

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The success of O&R's response during an emergency is predicated on advance planning, as well as building awareness about how the Plan will be implemented. Employees, customers, governmental agencies and all other stakeholders will be better prepared in an emergency if they know how O&R will respond, where they can find information, and what they should do.

Key to that awareness is open, timely and accurate communication. The Plan will be an essential tool for providing relevant guidance and information in case an emergency arises that affects or will affect O&R and/or its electric transmission and distribution system.

### 2.1. Preparedness

#### 2.1.1. Training

Employees with storm functions receive appropriate ICS, functional training and cross-training as required. Employees with secondary assignments will also receive additional functional training in those secondary assignments.

Upon completion of required training, coordinators will provide completed training documentation (e.g. signed attendance sheets) to HR-Training for input into the Corporate Training and Development Information System (Datapipe). As staffing needs or personnel assignments change, adjustments are made so that adequate response is available.

A copy of the Company's ERP is available to all employees through O&R's Intranet site.

#### 2.1.2. Drills

A key to effective storm restoration is a well-trained and well-drilled work force. Annual drills will be conducted unless precluded by actual Class 4 or higher storm recovery events within the preceding 12 month period.

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Emergency Management will inform DPS Staff a minimum of two weeks prior to a scheduled drill. The exercise/drill program involves numerous organizations ranging from O&R operating departments involved directly in an emergency incident to Company support organizations. The program may also involve outside agencies such as fire, law enforcement and emergency management. When necessary, other agencies such as local Office of Emergency Management (OEM) representatives, public safety, American Red Cross, regulatory agencies and others as identified, dependant on the type of exercise or drill can participate.

“Lessons learned” during drills are valuable in improving the readiness of Company forces to meet service restoration goals. Observers evaluate the performance of each participating organization. Debriefing sessions (or hot washes) with key personnel are held immediately following emergency drills. Corrective action will be identified and implemented.

2.1.3. Checklists

Each storm recovery organization is expected to review their pre-storm checklists when alerted to the fact there is a potential for severe weather that threatens the service territory. Upon activation of an ICS structure, functional coordinators will implement their respective checklists, procedures and have support staff readily available for mobilization.

2.1.4. After Action Reviews

At the conclusion of each Class 3 or higher event, a post storm after action review (AAR) will be conducted in order to determine the effectiveness of the ERP and to identify process improvements that may be needed. This AAR may be attended by command staff, general staff, branch directors or functional coordinator level members or their

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representatives that participated in the recent event. In addition, the ERP Scorecard will be utilized to determine the effectiveness of this Plan. Corrective action will be identified and implemented.

The Quality Assurance group may also be utilized to perform individual plan function audits. These audits will verify that all functional coordinators are following procedures, completing any required documentation and training.

### 2.2. Communications

The Company's communications strategy is structured so that all stakeholders receive accurate, timely and consistent information, with the overall message of Safety First, for the public, Company employees and contractors. When an emergency occurs, the Company will communicate as soon as possible to set expectations and address emergency issues of a localized nature. If business operations or households are disrupted, customers expect to know how long they will be impacted. Thus, estimated restoration times will be developed, monitored, adjusted and communicated. Regulators and local government officials will be notified regarding the impact to individual communities. The Company provides detailed information about the priorities it follows to restore service (see [Section 2.4.1](#) for a listing of priority customers).

O&R's overall emergency response communications offer coping tips so that customers can better weather the hardships a storm may bring, including the loss of electric service. The Company recognizes the need for accurate and timely information while also managing customer expectations for service restoration.

#### 2.2.1. Outbound Communications Strategy

Communications initiated by the Company to one or more target audiences will be predicated on achieving the following goals:

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- Employing consistently and frequently multi-channel strategies to disseminate information that leverage and reinforce one another.
- Engaging traditional media by updating reporters on a frequent basis, and making key representatives available to speak with them.
- Using Web-based applications on the Company website and mobile website to provide outage status information.
- Using social media venues such as Facebook, Twitter and YouTube to engage customers in conversations, quickly disseminate important information, correct misinformation or dispel rumors.
- Using e-mail blast capacity to message customers with e-mails on record about key developments before, during and after a storm, along with safety information.
- Conducting outbound telephone calls to all customers in major events.
- Outreach and communications with stakeholders including municipal, elected and regulatory officials, customers on life sustaining equipment and other critical needs customers.

2.2.2. Inbound Communications Strategy

At the onset of an event, the Company will use its normal complement of Customer Service Representatives (CSRs) in the Call Center to handle incoming calls and inquiries. To supplement these personnel during events, the Company will route calls coming into its toll-free number to a third-party vendor, thereby increasing the Company's call handling capability to approximately 30,000 calls/hour. This automated call answering service routes calls to the vendor's Interactive Voice Response platform where customers will receive a recorded message from O&R with information about the event and will have the opportunity to report their outage and receive Estimated Restoration Time (ETR) information for their accounts as such information becomes available. The Company also has established and will utilize a back-up "batch" delivery process for outage reports in the event Internet connectivity is lost during an outage event.

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The Company will use new technological communications mediums – incorporating emerging technologies to allow customers to obtain information regarding the status of incidents on the O&R system. Internet based applications, including the mobile website, will be used to receive outage and other types of information from customers. Social Media such as Facebook and Twitter allows customers to engage in conversations, provide us with feedback and ask us questions.

2.2.3. Public Information

Public Information now combines the Public Information and Corporate Communications functions under one function to improve consistency and accuracy of messaging and to provide for a greater span of control over an increased number of communications products. Public Information facilitates communication with all stakeholder groups, including the news media and provides a variety of services for Company organizations during an electric system emergency. Activities associated with this operation include, but are not limited to:

- Issuing press releases frequently each day;
- Informing employees and the public regarding the Company's planning efforts and storm forecast;
- Distributing press releases to the public regarding storm safety and coping tips and the Company's storm preparedness, response and recovery efforts via Website, Facebook and Twitter postings and YouTube when video is produced. Updates storm information notices on the Internet and social media platforms;
- Arranging media interviews and press conferences, as appropriate;
- Issuing dry or wet-ice distribution announcements as needed.
- Activating advertising campaigns with local print and electronic media, when appropriate;
- Advising employees of the restoration status and other pertinent information through the Intranet, E-line, and twice-daily Field Crew Updates.

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2.2.4. Storm Communications Quality Control

The Storm Communications Quality Control group verifies that all external storm communications are consistent and accurate with respect to contact telephone numbers, outage numbers, ETRs, and any Company public service announcements that may be posted (e.g., dry ice locations and public safety messages). In addition, the group monitors the website and other social media communications such as Facebook and Twitter. The group also is responsible for operability of the Company website and outage reporting mechanisms. If any inconsistencies are found, the quality control group will promptly notify responsible groups, obtain estimated completion times of corrective actions and follow up to verify completion.

2.3. Estimated Restoration Times

Depending upon the magnitude of an event, the damage assessment process may take several hours or days. Customers who have lost service need to have a sense of the outage duration in order to allow them to make alternate arrangements for lodgings, meals, and in the case of businesses, work hours. The Company will assess a number of factors in order to provide an accurate ETR. Once a crew is onsite, it may determine that it can bypass a problem and restore power earlier than expected.

The guidelines used to establish all levels of ETRs are consistent with a DPS Staff requirement of providing customers with a standard ETR.

ETRs are defined as follows:

- Global ETR

The global ETR is the estimated time to restore 90% of all customers affected by the event.

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- Regional ETRs

The regional ETRs are the estimated times to restore 90% of all customers affected by the event in each of the six counties served by O&R, RECO and PCL&P.

- Local ETR

The local ETRs are the estimated times to restore 90% of all customers affected by the event and fed from individual distribution substations.

The Incident Commander will issue a global ETR for the event for communication to both internal and external stakeholders. All ETRs will be developed using the ETR Development Protocol (Attachment 5). ETRs may be further refined throughout the event as better field information is obtained.

During the course of restoration, the Distribution Restoration Group will continuously refine and communicate ETRs through timely updates to incidents within the Company’s Outage Management System (OMS). These updated ETRs will be conveyed in communications via customer service representatives, Interactive Voice Response (IVR) systems, and the Company website. Attachment 5 of this Plan will be utilized as a guideline to define the global and localized ETR communications to be provided by various storm process owners during the outage event.

2.4. Trouble Call Response

The Company follows a strict set of priorities in responding to outages and other trouble calls it receives. All incidents entered into the OMS will be assigned a priority rating. The order in which the Company responds to individual incidents will be dependent upon the incident’s priority rating. Priority ratings are based upon a number of factors which include public safety considerations, measures the will restore power to the largest number of customers, municipal infrastructure disruptions and critical public services (hospitals, police/fire stations, water/sewer

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pumps) that have no emergency generation available. ([Attachment 6 – Restoration Priorities](#)).

2.4.1. Priority Attention Customer Listing

The following is a listing of customers, in priority order, that have been identified as having critical service needs.

- *Hospitals*
- *Public Health*
  - o Life Care Center;
  - o Nursing Homes;
  - o Well & Sewer Pumping Stations;
  - o Radio Towers (Police, Fire, EMS);
  - o Senior Citizens Housing Complexes; and
  - o Independent Living Centers
- *Critical Public Service*
  - o Police Facilities;
  - o Fire Department Facilities;
  - o Ambulance/Paramedical Facilities;
  - o Specific Media Facilities;
  - o Schools Used as Shelters; and
  - o Telephone Switching Stations.
- *Critical Facilities*
  - o Municipal Buildings;
  - o Large Power Business Customers;
  - o Department of Public Works;
  - o Three-Shift Manufacturing;
  - o Supermarkets; and
  - o Prisons.

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2.4.2. Downed Wire Response & Guarding

During larger events, the Company may receive thousands of trouble calls to respond to primary and service lines down throughout the service territory. Higher priority will be assigned to calls involving wires blocking main highways or wires down on buildings or vehicles. Wires down that are visibly burning, located in or near high pedestrian areas or are identified as being primary distribution line voltage will receive top priority.

Any employee that responds to a location involving downed wires will be required to follow the Company's "Response To Downed Wires Guideline". (see Attachment 3)

2.5. Restoration Models

During an emergency event, ORU operates in one of two restoration models: Incident Restoration Model (IRM) and Substation Restoration Model (SRM).

2.5.1. Incident Restoration Model

2.5.1.1. Implementation

The IRM is implemented during smaller scale events with manageable damage, generally Category 1 - 3 events, but could be applied during higher level events on a case by case basis.

2.5.1.2. Organization of Restoration Crews

The IRM model is generally organized in a one Authorized Lead (AL) to one or many crews structure.

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2.5.1.3. Dispatch and Restoration

The IRM allows crews and ALs to operate on an incident by incident basis based on customer calls and damage assessment. The AL and his crews work in designated areas and are only responsible for isolated areas of damage at a time. Dispatch of crews and ALs is from the OMS. ALs and crews may be moved from one municipality to another after completing an incident.

2.5.1.4. Role of the RPM

The Restoration Priority Matrix (RPM) directs dispatch of the crews to priority incidents and large customer counts.

2.5.1.5. Estimate Times of Restoration

ETRs, Estimated Times of Arrival (ETAs) and Estimated Restoration Hours (ERHs) are maintained on an incident level and are updated upon dispatch of crews to the specific incident. Prior to dispatch, the incident adopts the lowest level of established ETR category (Global, Regional and Local) for the system.

2.5.2. Substation Restoration Model

2.5.2.1. Implementation

The SRM is implemented during large scale events with significant damage, generally Category 4, 5 and 6 events, but could be applied during lower level events in concentrated areas of damage.

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2.5.2.2. Organization of Restoration Crews

The SRM model is generally organized in a one AL to one or many Qualified Leads (QL) to one or many crews structure.

2.5.2.3. Dispatch and Restoration

The SRM allows ALs, QLs and crews to operate within a substation based on damage assessment. The AL will establish a command post at the substation and then dispatch his assigned QLs to work individual circuits from that substation. Multiple substations could be assigned to one AL; however, potential span of control difficulties should be considered seriously before making the decision to assign multiple substations to one AL. The restoration team generally works from the substation out, restoring all mainline for a circuit before addressing any spur damage. Along the way, the crews will inspect and note any damage on spurs, then make a decision to isolate and leave for follow up crews. Upon completion of the mainline or sufficient switching to energize most customers on a circuit, the crew will either be directed to another circuit on the substation or to begin restoration of spurs, based on largest customer counts on a substation.

2.5.2.4. Role of the RPM

The RPM directs the dispatch of crews at the substation level and will be used as a tool of the AL and planning team in determining work priorities for the substation and the circuits from that substation.

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2.5.2.5. ETRs

ETRs are maintained at an individual local level for each substation. Incident level ETRs may be assigned once a vast majority of damage on a circuit is repaired and that substation is returned to an IRM.

2.6. Restoration Strategy

In accordance with the priorities established for individual incidents and the Plan’s trouble call response strategy, during the initial phase of any storm, restoration crews will be dispatched to emergency calls that require an immediate response. This includes both make-safe work for downed wires and also incidents where distribution switching can rapidly restore large blocks of customers. Trouble locations that involve extensive re-construction may be isolated and left for follow up crews to perform.

As priority incidents are addressed, the crews will be transitioned to begin restoration work on other incidents based upon their priority rating. In general, once the high priority incidents have been assigned to restoration crews, first to be restored are outages that affect high voltage or sub-transmission facilities and substations that serve large numbers of customers. Following in descending order are substation main line circuit outages, other primary lines, transformer malfunctions, downed service wires and finally nonessential services such as billboards or street lights.

2.6.1. Transmission Lines

All open transmission lines will be immediately patrolled by line personnel to determine the cause of the outages, if not already known. Aerial patrols will be performed, weather permitting.

Once causes are determined, crews will be assigned to make repairs. Priority of repair

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work will be established by the System Operations Department, based on generation capabilities and transmission configuration.

2.6.2. Primary Distribution Mainline

As downed lines are cleared and de-energized, restoration shall begin on those lines that will restore service to the largest number of customers.

Concurrent with repair of primary mainline equipment, those circuits serving individual customer priorities receive attention, since some are more critical to the health and safety of the community than are others.

Primary distribution branches are evaluated by outage duration, estimated restoration time, associated Priority Attention customers, and total customers served.

2.7 Flood Cut Restoration Process

When it becomes necessary to disconnect the electric and/or gas service in a remote or isolated area, due to flooding or some other catastrophic event, the Company follows a comprehensive Flood Cut/Restoration Plan (Attachment 9). When it looks imminent that flood prone areas will flood the Storm Officer will request that pre-mobilization checklist and procedures with respect to the Flood Cut/Restoration be implemented and readied. The process involves alerting and mobilization of several O&R departments such as New Construction, Customer Meter Operations, Customer Service, Electric and Gas Operations and Public Affairs.

Although the process of shutting down electric and gas service in an affected area may be done preemptively, it is a last resort and is performed when there is imminent danger to the life and safety of the public as well as property damage to homes or businesses. The decision to cut electric power and/or gas service in an area is communicated through the Unified Command structure which is usually the local fire jurisdiction. This allows all appropriate outside stakeholders such as Fire, Police, County OEM and public officials to be involved in the process.

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2.8 Incident Command Structure

The Company's response to all events will utilize the ICS. All Company plans are designed to operate and incorporate ICS principles (see [Attachment 7](#) for a typical ICS recovery structure). All Company employees assigned an emergency response role will receive appropriate ICS training. This training will allow these employees to fulfill their responsibilities within the ICS structure.

The ICS organization is built around five major functions that are applied on any incident regardless of size or scope. The ICS provides the flexibility to fill only those parts of the organization that are required to respond to the event or incident. The ICS establishes lines of supervisory authority and formal reporting relationships. It maintains reasonable spans of control in each section of the operation. All ICS organizations will have at minimum a primary and secondary coordinator. Coordinators are responsible for:

- Mobilizing/demobilizing their organization as directed by their respective officer;
- Making available an adequately trained work force to staff their respective organization;
- Adhering to all applicable health and safety rules, regulation and procedures; and
- Overseeing the deployment and direction of their staff in the performance of the specific tasks associated with their respective event function.

In the event that a gas and electric system event takes place concurrently, both ERPs will be executed under a unified command structure. A unified command structure allows both operating departments with responsibility for the event to manage the event by establishing a common set of objectives and strategies. This is accomplished without abdicating any single organization's authority, responsibility or accountability.

Support functions that have responsibility to both the Electric ERP and Gas ERP will need to appropriately respond and staff for their support responsibilities during concurrent Plan

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implementation. The appropriate level of response to an event will be based on the size, type and potential impact of the event.

2.9 Mutual Aid and Outside Resources

Emergency Management, determines staffing levels based upon the established Storm Classification and Staffing Matrix. If the severity of the storm requires outside resources the Company will make every effort to obtain these resources. For a Class 3 or higher storm, and in some instances for a Class 2 storm, it may well be necessary to utilize mutual assistance from Consolidated Edison Company of New York, Inc., Edison Electric Institute (EEI) member utilities or via contractor services. Depending upon the magnitude of the event, mutual aid can include restoration construction crews, service crews, damage assessors and downed wire guards.

2.9.1 CECONY Resource Assistance

As a wholly owned subsidiary of Consolidated Edison, Inc. (CEI), O&R will receive assistance from CECONY on request depending on availability. The reciprocal is also true.

2.9.2 Outside Mutual Assistance

The IC makes the decision if and when crews from other utilities or contractors are required. Such a request may take place prior to the declaration of an actual storm emergency. Emergency Management will initiate a Regional Mutual Assistance Group conference call to determine availability of crews and obtain resources.

2.9.2.1 Regional Mutual Aid Groups (RMAGs)

Emergency Management will serve as the primary contact for the EEI Mutual Assistance Program and RMAGs. A representative from Emergency Management will participate on all requested and scheduled mutual assistance conference calls. In addition to active membership in the New

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York Mutual Aid Group and the Mid-Atlantic Mutual Aid Group, member utilities in these groups also provide access to neighboring RMAGS to the north, south and west.

2.9.2.2 Line Construction Contractor Crews

Emergency Management maintains database of overhead contractors. This database is sub-divided into four zones based on the location of the contractor and the associated travel time to the O&R service territory. Emergency Management's listing is kept up-to-date with information regarding contractor capabilities, storm rates, liability insurance, union affiliation, and emergency contact information. If appropriate, O&R will establish purchase orders with several of these contractors.

2.9.2.3 Damage Assessment and Wire Guarding

Emergency Management has established agreements in place with multiple contractors to provide support upon request.

2.9.2.4 Call Center Mutual Assistance Routing System ("MARS")

To provide additional live-agent support during events a contract was entered into with Twenty First Century Communications ("TFCC") to install MARS functionality into the Company's call handling solution. MARS allows utilities to support each other's call centers with live agent answering during extended outages and emergencies by enabling virtual call center support. This service enables the Company to request the use of call center agents of participating TFCC MARS clients.

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### 3 STORM RECOVERY

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The Distribution Control Center continuously monitors real time weather and long-range forecasts. The Distribution Control Center in conjunction with the Customer Assistance Center will manage Class 1 storms without implementing the full ICS structure. If any augmentation of normal Company staffing or resources is required, the Control Center Manager will confer with Emergency Management or the General Manager - Electric Operations to determine the appropriate level of response.

### 3.1 Event Classification

The Storm Classification Matrix ([Attachment 1](#)) will be used by the General Manager – Electric Operations, Section Manager - Emergency Management and the Section Manager – Distribution Control Center to declare the appropriate storm response classification and expected staffing levels.

The matrix relates forecasted weather conditions with other parameters such as:

- Estimated recovery time subsequent to the end of a storm;
- Estimated number of anticipated jobs;
- Public Service Commission restoration categories; and
- Other variables such as foliage condition or ground saturation.

Appropriate functional coordinators will be notified to alert them to the possibility of Plan implementation, determine availability and to provide Human Resources with updated contact information.

Once the initial storm classification is determined and the mobilization time established, the ERP is officially activated. A continuous review will be conducted regarding current resources, system status and weather forecasts to ensure adequate response. If conditions change requiring a change in the storm classification, the storm staffing matrix will be reviewed and an appropriate change in resources made.

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3.2 Pre-Event Preparations

When there is a reasonable probability that a major storm could impact the service territory, the Distribution Control Center will initiate a conference call with Electric Operations managers. The purpose of the call is to discuss weather data, anticipated system impact, anticipated event classification, available resources and initial resource allocations.

3.3 Notification and Mobilization

Notification systems are in place to direct designated employees to report to their assigned storm recovery work locations. These systems include phone contact and e-mail messages. The functional coordinators, in turn, notify personnel within their organizations as to the time and location of storm recovery assignments. Current contact lists and storm preparedness checklists are include in each coordinator's procedure.

Each organization will provide adequate staffing for the designated storm classification and upon mobilization will advise Human Resources of all assigned staff activated for the event.

During the course of storm recovery operations, it is the responsibility of the IC to conduct periodic meetings or conference calls with key storm organizational groups. The purpose of these communications is to discuss the progress of storm recovery and to seek solutions to any impediments to the swift and safe restoration of service.

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## 4 STORM RECOVERY ORGANIZATIONS

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4.1 Distribution Control Center

Concept of Operation

The Distribution Control Center has operating authority over the electric distribution system. During events, primary responsibilities include directing and coordinating distribution switching operations to isolate faults and promptly restore customer outages. Having operating jurisdiction for the overhead distribution system, the Distribution Control Center is responsible for safe operations during the restoration effort.

When non-Company crews are involved in the restoration, the Distribution Control Center will interface with an assigned crew guide who will verify all distribution-switching steps are completed as directed by the Distribution Supervisor. Environmental concerns received by the Distribution Control Center will be referred to the Environmental Coordinator. The Environmental Coordinator will initiate the actions needed to promptly and properly address the situation in accordance with the applicable procedure.

The Distribution Control Center receives information of system conditions from a number of sources including:

- Supervisory Control and Data Acquisition (SCADA);
- Customer outage information via OMS;
- Operational field personnel;
- Emergency Services Group;
- Damage Assessment personnel; and
- Community Relations.

The Distribution Control Center workflow is predicated upon the storm classification level. In storms, various support functions are mobilized as needed to help support the Distribution Control Center. The Storm Staffing Matrix outlines these support functions and the minimum staffing levels for each of the six storm classifications.

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When mobilized for Class 3 or greater storms, the Distribution Control Center will delegate restoration responsibility to the Distribution Restoration group. The Distribution Restoration group coordinates the activities of the overhead or underground field crews as well as:

- Line Clearance (Tree Crew) Group;
- Supplementary workforce (Service crews);
- Mutual Assistance crews; and
- Distribution Control Center personnel.

The Distribution Control Center will maintain an open line of communication with both System Operations and Substation Operations for the purpose of:

- Transmission interruption restoration needs;
- Joint distribution and substation switching protocols;
- Substation operation restoration needs; and
- Status updates.

When the CECONY Distribution Engineering Situation Room (DESR) and/or Corporate Emergency Response Center (CERC) is activated, communication will be established between the O&R Distribution Control Center and those organizations.

Workflow

In a Class 1 and 2 storm, all restoration efforts, including staffing requirements and restoration status, are directed and managed by the Distribution Control Center. Distribution Control Center personnel analyze system conditions and dispatch Troubleshooters on a priority basis to make-safe downed wires and perform quick restoration work.

The Distribution Control Center will update current job status on OMS. Large jobs involving the

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installation of poles, transformers, switches and wire are assigned to the construction crews at the Regional Service Centers. Additional restoration crews may be deployed and directed by the Distribution Control Center as needed to handle individual service problems or larger jobs to facilitate outage restoration.

For Class 3 or greater events, the Distribution Control Center will delegate restoration responsibilities to the Distribution Restoration Group, but maintain Operating Authority.

Regardless of storm classification, after full restoration has been completed, the Distribution Control Center Manager will have line crews patrol all primary circuits as required.

4.2 Distribution Restoration

Concept of Operation

The Distribution Restoration function's primary responsibility is the overhead construction work required to restore service to customers during Class 2 and 3 events. Restoration field crews will be deployed from Regional Service Centers and other locations as directed by the Distribution Control Center or Distribution Restorations.

Dependent upon the storm class, the Restoration Organization will expand to include other operating area resources and non-Company field crews. Initially, in order to restore customers as quickly as possible, temporary repairs may be made. In the initial hours of the recovery effort, restoration crews will perform make-safe work and effect quick restoration whenever possible. As this work diminishes, overhead construction restoration crews move to more labor-intensive construction work. Once all customers are restored to service, permanent repairs to the distribution system will be made. Restoration crews' resources are activated as determined by the Storm Staffing Matrix.

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### Workflow

Divisional Managers and Divisional Engineers serve as Divisional Restoration Team Leaders; they will assign jobs to the restoration field crews in the Regional Service Centers. When the crew is complete with their assignment, they report back to the Restoration Team Leader who records the information and provides the crew its next work package.

All emergency tree-related work will be dispatched from the appropriate Team Leader to the Line Clearance Supervisor who will assign the workforce. Once this work has been completed, the Supervisor will update OMS as to the status and a restoration crew will be assigned as required.

All house service work will be managed by the Supplemental Workforce Coordinator, if mobilized, through assignment in the OMS. The Supplemental Workforce Coordinator will prepare work assignments by area and direct service crews to the appropriate work locations. The Supplemental Workforce Coordinator will update the status of all service incidents in the OMS. All service work that requires a restoration crew will be forwarded to the appropriate Divisional Restoration Team for dispatch of a construction crew.

Distribution Restoration will prepare work assignments for the mutual assistance crews and provide them to the Outside Resource Coordinator prior to the arrival of the workforce. The Outside Resource Coordinator will complete a safety orientation and review the O&R Mutual Assistance Handbook with all crew members. The Outside Resource Coordinator assigns a crew leader who will serve as the guide to escort crews to their work locations, provide material requirements and other assistance. Upon completion the crew leader will notify the Outside Resource Coordinator to provide an update on work status including new work assignments.

In addition, the Outside Resource Coordinator will efficiently process crew arrival, deployment, arrange for fueling, material supply, field deliveries and coordinate with the logistics sections to establish lodging, meals and transportation. The Outside Resource Coordinator will maintain a roster of the outside crews. The roster shall include Company name, employee names and

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identification numbers.

4.3 Damage Assessment and Site Safety

Concept of Operation

Troubleshooters, construction crews, supervisors and other responding employees, as well as Damage Assessors will provide broad preliminary assessments of damages within 24 hours of the end of a storm. Damage Assessors will provide more detailed information within 48 hours of the end of the storm, as needed.

Damage Assessment's responsibility is to assess and report damage on the overhead distribution system. This process establishes well-defined jobs for the restoration process.

The purpose of this organization is to identify and provide detailed reports of damage to the distribution system. The information from the field will be entered into the OMS to better define the scope of work and prepare jobs for the restoration organizations.

Damage assessors will initially be dispatched to assess reports of damage locations identified in OMS. As needed, they will patrol specified circuits to ensure that all damage has been identified for repair. Once damage assessment is completed, the assessors can be utilized by Mutual Assistance as crew leaders if needed.

The Damage Assessment organization will notify the Site Safety organization when wires down conditions are found that present a public safety hazard. Site Safety Representatives will make the area safe and remain on site until relieved by the restoration crews.

Workflow

The Damage Assessment and Site Safety organizations are generally mobilized for Class 2 and

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greater storms. Their services may also be requested during a Class 1 storm. After mobilization, the damage assessors are deployed from the Regional Service Centers.

The Damage Assessment Coordinator dispatches assessors to the outage incident locations. Troubleshooters, construction crews, supervisors and other responding employees, (as well as designated Damage Assessors) record and report their findings into the OMS system via laptop or phone.

Damage Assessment Coordinators maintain communications with field personnel. They direct Assessors to potential damage locations, receive and record field-verified information and capture this information in OMS. This information can then be integrated with damage information from other sources in order to facilitate appropriate deployment of crews and for the development of accurate ETRs.

At the request of the Distribution Control Center, Damage Assessors patrol targeted feeders that have sustained damage on the feeder's main run or branches.

When wires down conditions are found, Damage Assessors will request the assistance of Site Safety Representatives. When dispatched, Site Safety Representatives will make the area safe and remain on site until relieved by a restoration crew. Once relieved, the Site Safety Representative advises the Site Safety Coordinator, who will assign additional jobs as needed. Post recovery efforts will include additional feeder patrols to identify incremental damages so that permanent construction activities can be done. In addition, Damage Assessors are utilized as Mutual Assistance Crew Leaders as required.

4.4 Customer Assistance Center

Concept of Operation

The Customer Assistance Center routinely provides telephone answering services for O&R's

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customers. The Call Center also responds to customer inquiries received via e-mail correspondence. During a storm recovery effort, the Customer Assistance Center will answer all calls, record storm related trouble conditions, and provide customers with storm recovery status. Customer Service Representative (CSR) staffing will be predicated upon storm classification.

All incoming customer service calls are routed to TFCC high call volume IVR system. There, the customer receives a message with information about the event and has the opportunity to report an electric outage and receive ETR information for their account if it is available. Callers have an option to immediately transfer to a representative to report a gas or carbon monoxide emergency. All options are available in both English and Spanish. Customers that cannot process their outage report via this automated system are transferred to a CSR, as well as any customer that is calling to report a dangerous condition.

The Call Center can augment staffing when necessary through its internal supplemental workforce, a contracted third-party vendor and the Mutual Assistance Routing system. Use of CECONY call center resources is also an option if conditions in the ConEdison territory permit the release of CSRs.

### Workflow

The Customer Assistance Center receives customer trouble calls. The Call Center has the ability to activate the TFCC service on a 24/7 basis and route all calls coming into the Company's toll-free number to TFCC in cases of high or anticipated high call volume. The automated call answering service routes the calls to TFCC's IVR platform where customers receive a recorded message with information about the event and have the opportunity to report their outage and receive ERT information for their accounts as such information becomes available. Outage reports are then delivered back to O&R on a real time basis via Internet based connection. Customers' outage information is entered into the Customer Information Management System (CIMS) which generates an incident in OMS. This information is immediately available to other recovery organizations via OMS. When job status is updated in OMS, this information is available to the

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CSRs for communication with customers. Calls that need to be escalated are forwarded to the SRT for handling.

### 4.5 Special Response Team

#### Concept of Operation

The Special Response Team (SRT) augments the Customer Assistance Center when requested by the Customer Assistance Coordinator. The SRT has four major functions:

- Life Support Equipment (LSE) Customers;
- Escalated Customer Call activities;
- Regulatory Agency communication; and
- Emergency Phones.

4.5.1. The primary responsibility of these functional areas is to maintain open lines of communications with the above constituencies. In general, escalated customer call activities are handled by supervisors in the Customer Assistance Center. If call volumes warrant, SRT personnel can be assigned to augment staffing. The SRT is responsible to assist customers using electrically powered life support equipment. The Customer Assistance Center or the SRT, will contact LSE customers alerting them of the forecasted weather that could cause a potential interruption of service. These customers are advised to initiate actions needed to protect the safety and well being of those using electrically powered life support equipment. Recommendations to these customers include:

- Verify that equipment has battery back-up or manual operation;
- Contact medical suppliers for assistance;
- Consider alternate shelter and/or medical facility; and
- Remind customers who remain home to be adequately prepared.

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As discussed below, communication with these customers is maintained throughout the restoration effort. The SRT supports the Customer Assistance Center in order to resolve customers' concerns and issues that need to be addressed at an elevated level. If mobilized, the SRT will establish appropriate regulatory contacts and:

- Provide periodic restoration status reports;
- Respond to regulatory inquiries; and
- Document all regulatory interaction.

### Workflow

Once mobilized, Customer Assistance will relinquish responsibilities for LSE customers and escalated customer calls to the SRT. The SRT requests Customer Assistance to contact LSE customers pre-storm through an outbound IVR application that advises them of storm readiness measures and requests that they provide alternate or updated phone numbers to allow the Company to contact them. SRT staff also regularly reviews the mapping system and OMS in order to pro-actively contact LSE customers who have lost power and initiate phone calls to them. If contact cannot be made, SRT will refer them for field follow up. In such instances, the customer's account will be noted as "referred to field" and the account will be updated with results of the field visit.

Incoming LSE customer calls are handled by the SRT and trouble orders are processed via CIMS. Storm status is monitored and communicated to affected customers throughout the recovery effort. After the storm, SRT staff will call LSE customers who lost service, to verify power has been restored.

The Regulatory Agency Communication staff initiates phone calls to the appropriate agencies to establish lines of communication. Upon conclusion of the recovery event, final reports documenting all regulatory agency actions are compiled.

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The Escalated Call group serves as an extension of the Customer Assistance Center and responds to customers' inquiries and concerns that require an elevated response. As appropriate, this group communicates with other recovery organizations in an attempt to resolve these issues.

The Emergency Phones function supports the Distribution Control Center by handling incoming calls or online web based outage reporting from police, fire and municipal agencies and enters the incident information into the OMS. The Emergency Phones will provide information to the Distribution Control Center on a priority basis and channel all other information to areas such as Site Safety.

4.6 Community Relations

Concept of Operation

Community Relations maintains close working relationships with local municipal officials and Offices of Emergency Management in order to better respond to their needs during storm emergencies. Community Relations oversees the Community Response Team (CRT) which provides direct, on-site assistance to municipalities when required. Communication is established with the municipalities at the alert stage of the storm and is continued throughout the restoration.

When directed, CRT representatives will report to their assigned location and provide personal assistance in the prioritization of work, coordinate with other utility infrastructure priorities to facilitate restoration of electric service consistent with the Company's restoration priorities, and provide a direct line of communication between the Company and the communities we serve. Priority issues identified by the CRTs are elevated to the CRT Coordinator who will interface with the appropriate function to facilitate resolution.

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Workflow

Emergency Management staff will notify the Community Relations Coordinator when a storm alert exists. Upon alert, an initial broadcast fax is sent to all municipal officials, police departments, and local Offices of Emergency Management. This fax includes an electric outage trouble report form, current weather information, and storm tips. When an O&R storm emergency is declared, a second broadcast fax is sent to these same groups to inform them of our activation. At this time the Community Relations Organization is mobilized.

If an event is expected to last longer than 48 hours, the Community Relations Department will conduct municipal conference calls for public officials in accordance with DPS communications guidelines effective 9/30/2010. The information provided will be supplied by the Information Officer and will include; the latest status on service restoration, number of customers still out, municipalities affected, number of crews working and available estimated restore times.

The CRT representatives will be deployed to their assigned locations as conditions warrant. In addition to providing on-site support, the CRT representatives regularly update their designated contact with restoration status. Requests for special assistance are routed to the CRT Coordinator who interfaces with the appropriate function for resolution.

All updates from the Community Relations Managers and CRT representatives are given to the Community Relations Coordinator. Status reports are provided to the Coordinator who updates all individuals within the organization.

4.7 Emergency Information Center

Concept of Operation

The Emergency Information Center manages the intelligence necessary to support the storm recovery's communication needs. The Emergency Information Center serves as the single source

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of storm restoration information.

The Emergency Information Center will provide timely information to other recovery organizations. Reports will address storm damage, customers impacted, the status of the recovery effort, and the number and deployment of recovery participants.

### Workflow

Currently, recovery organizations provide restoration updates to the Emergency Information Center staff both verbally and through OMS. OMS allows for information retrieval by CSRs and other storm recovery organizations when responding to customers' inquiries. In addition, the Emergency Information Center publishes regular reports that include storm restoration activities, the number and location of customers impacted and the status of the recovery effort.

The Emergency Information Center maintains comprehensive and chronological records of all storm restoration activities. All reports are provided to the various storm recovery coordinators for further dissemination to their staff for communication with customers, public officials, the news media, regulatory agencies and storm recovery participants.

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## 5 SUPPORT ORGANIZATIONS

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Support organizations play a critical and integral role in an effective storm recovery effort. The key support organizations included in the storm recovery are as follows:

- Facilities and Shared Services;
- Corporate Communications;
- Environmental, Health and Safety Services;
- Information Technology & Information Resources;
- Transportation and Stores; and
- Telecommunications.

These support organizations provide essential assistance to all operating organizations, enabling them to perform at optimum levels and assisting all with their special needs and requirements.

### 5.1 Facility and Shared Services

#### Facility Services

Facilities provide a variety of support services for all organizations during storm recovery efforts. These services typically include:

- Facility Operations;
- Opening and maintaining facilities as required;
- Snow removal of Company roadways and facilities;
- Operation of HVAC and mechanical equipment;
- Maintaining the integrity of back-up power systems; and
- Arranging for catering services at designated locations, if requested.

#### Shared Services

Shared Services provides resources and support to O&R. These services will be provided to O&R

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augmenting our capabilities on an as-needed basis. The services include:

- Equipment provision (e.g., cranes, back-hoes, generators, tractor trailers);
- Materials procurement (e.g., transformers, poles, dry ice);
- Staging area establishment logistics and operations (e.g., Command Vehicle with communication capability);
- Field delivery of materials;
- Coordinate lodging and meal accommodations for Company and non-Company crews;
- Security support at all work-out locations and critical facilities as needed; and
- Arrange for the delivery and distribution of dry/wet ice when requested by the Dry/Wet Ice Coordinator.

### 5.2 Corporate Communications

Corporate Communications provides a variety of services for organizations during a storm recovery effort. Corporate Communications:

- Informs employees and the local media regarding the Company's planning efforts and storm forecast;
- Releases to the public via the media, the Company's storm recovery preparedness efforts;
- Issues press releases on storm safety; and
- Uses social media venues such as Facebook and Twitter to disseminate important storm related information.

Corporate Communications will report the extent and location of damages and communicate safety issues to the media. They will also activate pre-produced radio advertising that highlights tips to cope with power outages and O&R's restoration priorities. The time periods within which media releases are issued is determined by the number of customers affected and the event duration.

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O&R's "Storm Central" Internet site includes information for customers on important storm preparations. It contains extensive information regarding the storm recovery process such as restoration priorities, hazards of downed power lines, importance of customer's report of outages, how to report an outage or dangerous condition, and suggested safe use of portable generators. This information is also issued in the form of bill inserts on a semi-annual basis.

During the restoration effort, an outage information section will be available on the O&R website. This section will be prominently displayed on the home page and will include the location(s) for dry ice distribution sites and estimated restoration times. Customers can also report electric service problems and check service problem status via the website. O&R's print and radio advertisements will include a reference to the availability of information on the Company's web site.

When the ERP is activated, Corporate Communications activates the Public Information Function where outreach to the local media begins. Activities associated with this operation include, but are not limited to:

- Issuing storm contingency press releases;
- Updating storm information notices on the Internet ;
- Working with Customer Assistance Center staff to develop IVR scripts;
- Activating pre-staged advertising campaigns with local media;
- Arranging media interviews and press conferences if necessary;
- Verifying website outage map is operational;
- Issuing dry or wet-ice distribution announcements as needed; and
- Advising employees of the restoration status and other pertinent information through the Intranet, E-line and published material.

### 5.3 Environmental Services

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Environmental Services is responsible for overseeing the adherence of all Company, contractor, and mutual assistance crews to all applicable environmental regulatory requirements. The Environmental Coordinator acts as the primary contact between the Company and environmental regulatory agencies, and as liaison between the Company and customers with respect to environmental issues. The Environmental Services staff will respond to all reported incidents with potential environmental impacts and investigate these reports thoroughly.

In the event of potentially significant environmental impacts caused by Company equipment, the Environmental Coordinator may request the Distribution Control Center to dispatch crews to make the area safe and the equipment accessible for sampling.

It is the responsibility of the Environmental Services group to verify that the Company's spill response contractor is sufficiently staffed and equipped to clean and remediate spills and/or releases and to transport and dispose of spill wastes as required by regulation.

If a storm results in environmental issues of a nature, size, severity, or complexity that severely taxes the Company's available resources, CECONY Environmental, Health, and Safety staff may be requested and coordinated through O&R's Shared Services.

### 5.4 Health and Safety

Health and Safety staff is responsible for all Company, contractor, and mutual assistance personnel being aware of and adhering to standard safety work practices. The H&S Coordinator acts as the Company's primary contact with regulatory agencies for all health and safety matters.

The Safety Coordinator maintains open lines of communication with all Coordinator functions. The Safety Coordinator will also be responsible that all outside resource crews receive a safety orientation and a review of the O&R Mutual Assistance Handbook prior to deployment in the field. When the situation permits, the emergency restoration safety awareness video will be shown in conjunction with the safety orientation. The Safety Coordinator will maintain records of safety

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## Electric Emergency Response Plan

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violations and any resulting removals or additions of personnel from duty. Reports of safety findings will be issued to all O&R Safety teams for their review and will be maintained as part of the permanent storm event record.

If a storm results in health and safety issues of a nature, size, severity, or complexity that severely taxes the Company's available resources, CECONY Environmental, Health and Safety staff may be requested and coordinated through O&R's Shared Services.

### 5.5 Information Technology

Information Technology (IT) will maintain computer system reliability. Computer support extends to local area networks and mainframe systems located at the Spring Valley Operations Center, Pearl River headquarters and other locations supporting the recovery effort. IT Support staff will provide round-the-clock, single point of contact support to all recovery organizations. The services provided include:

- Maintaining the integrity of CIMS, Desktop applications, Work Management System and OMS;
- Monitoring system performance to verify smooth transmission of data and equipment availability;
- Supporting and checking all mainframe controllers for access to the mainframe and mainframe printing;
- Providing front line support and escalation of all applications and/or system problems to appropriate IT support groups;
- Supporting hardware, including terminals, printers, screens, personal computers;
- Coordinating IT support at all Company locations;
- Coordinating IT Control Room applications support services; and
- Supporting remote dial-in lines for use by employees not on site requiring Company data processing resources.

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### 5.6 Transportation and Stores

Transportation and Stores provides a variety of services for organizations during a storm recovery effort. These services include:

- Operating on a 24-hour basis so that all transportation and stores facilities are adequately staffed throughout the event;
- Providing for field delivery of fuel as well as onsite field repairs where appropriate;
- Facilitating operational department assignment of vehicles and maintaining a record of Company owned and available vehicles (this record will enable the securing of 4x4 and specialty vehicles when conditions require their use, when requested the Transportation department will identify these available vehicles and assign these to the storm groups that require them);
- Verifying and maintaining inventory of pre-defined emergency restoration tools, supplies and storm kits;
- Issuing materials, including storm kits, to the appropriate recovery organizations;
- Working with the shared services organization from the outset of the event to ensure adequacy of equipment and material; and
- Maintaining records and a summary of material and equipment issued during the event.

### 5.7 Telecommunications

The primary function of Telecommunications during emergency response efforts is to support all communication requirements necessary for the Company. Supported Communications during corporate emergencies include:

- Two-way radio network;
- Customer calls into the O&R Call Center;
- Company Microwave Network;
- PBX & Telephone Network;

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## Electric Emergency Response Plan

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- Radio Dispatch Center Communication Support;
- Energy Control Center Communication Support;
- Availability of Wide Area Data Network;
- Emergency Communication Requirements (Cell Phones, Pagers, Radio's, satellite phones etc.);
- Set up and Testing of Emergency Command Post and Storm Rooms; and
- Maintain conference call bridge lines

Voice Communications System: Telecommunications has the responsibility of maintaining the availability of the Company's Voice Communications Network so that it is operating at optimal efficiency. In order to maintain this goal, the following steps shall be taken:

- Testing of all critical voice circuits, including outside resources, Police/EMS ring-down lines, Customer Service and Gas Emergency Lines;
- Testing Bypass and Backup Communications;
- Coordination of PBX vendor support;
- Setting up voice communications lines in all defined Storm Rooms;
- Escalation of troubles to all voice communication vendors;
- Escalation of troubles to the Telephone Companies;
- If needed, invoking required backup communication links/plans;
- Monitoring the entire voice communications networks;
- Running tests and reporting all events to the Telecommunications coordinator;
- Logging all network events and generating trouble and restoration reports;
- Testing remote alarm access ports on Telecommunication systems at all locations;
- Monitoring the health of the Microwave and WAN systems; and
- Responsible for providing access at all remote communication sites (i.e., microwave and radio).

Cellular, satellite telephones and pager support: Required to test, issue and track all emergency wireless devices issued during an emergency condition. This includes:

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- Testing, logging and keeping a database of all devices;
- Issuing wireless phones/pagers and administering sign out procedures;
- Issuing charged wireless phone batteries; and
- Running tests to validate that emergency cellular is still activated.

### 5.8 Human Resources

When mobilized, the Human Resources Coordinator works with all recovery organizations to make sure that each organization is adequately staffed. This function will also:

- Monitor and assist coordinator groups with the utilization of the online Event Classification Response System (ECRS), or the alternate reporting method process;
- Maintain reports of all storm recovery participants by organization and shift throughout the recovery effort;
- Interface with Local Union 503 I.B.E.W.; and
- Maintain and update as necessary the ECRS program records quarterly.

### 5.9 Wet/Dry Ice

As a general rule, the Company will make available and distribute when requested dry ice to customers when the electric outage is expected to last more than 48 hours. Whenever dry ice is not readily available or the situation warrants wet ice instead of dry ice, then wet ice will be provided. The Company will coordinate with local officials and County OEM's to establish distribution centers. Public Affairs will assist in developing appropriate communications for customers regarding distribution locations, dates, times and amounts of ice to be distributed. Logistics will estimate the dry ice needs based on customer count (Typically each customer receives a piece of dry ice that is five to seven pounds on average which will maintain food for 18 to 24 hours).

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## 6 ADVICE AND COUNSEL

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Orange & Rockland

ORANGE AND ROCKLAND UTILITIES, INC.  
Emergency Management Procedures

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Electric Emergency Response Plan

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The Section Manager, Emergency Management, will provide advice and counsel on this Instruction.

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### Attachment 1 - O&R STORM CLASSIFICATION MATRIX

Storm Category & Plan	PSC Cat	Typical Weather Conditions & System Impact	# Of Customers Projected Out of Service	Minimum Staffing levels (per division as appropriate)																																						
				Operations										Customer Operations			EH&S		Planning & Analysis				Information			Liaison		Logistics														
				Restoration Leader / division	Trouble Shooter Crews	Construction Crews	Supplemental Crews	Line Clearance Crews	LC Crew Guides	Mutual Aid Crews	MA Restoration Leader	Priority Restoration Crews	Site Safety	CSR's	Special Response Team & PD/FD	Large Power Rep	Safety Rep	Environmental Rep	Damage Assessors	OMS Support	Analysis Planning	ETK monitoring and Customer Call Backs	Corporate Communications	Public Information	Emergency Information Center	Communications Quality Control	Community Relations	CRT	Transportation	Telecommunications	Information Technology	Dry Ice	Stores	Facilities	Hotel/Food	Security						
1 – Upgraded  (O&R Regional Resources)	1	- Isolated thunderstorms, rain and fast moving fronts - Sustained winds up to 20 mph - Gusts of 30 mph - Condition is short - Light damage to electric distribution system	<7500  <150 NP incidents	0	8	15	29	5	3	5	1	0	10	10	2	0	1	1	6	1	2	1	0	0	0	1	1	0	2	0	0	0	1	0	2	0	0	0	1	0	1	6
2 - Serious  (O&R internal resources and contractors)	2	- Regional thunderstorm & lightning activity - Sustained winds greater than 35 mph - Gusts of 40 mph + - Condition is mid-term - Localized heavy damage to electric distribution system	7500 - 10,000 150 - 250 NP	2	8	30	29	5	5	5	1	1	15	25	4	1	2	2	20	2	2	1	0	0	0	2	2	0	3	2	1	0	1	1	1	1	6					
			10,000 - 15,000 250 - 400 NP	2	8	40	29	10	5	10	1	1	20	35	6	1	3	4	40	2	4	2	4	4	4	2	2	2	3	10	1	0	1	1	1	1	6					
			15,000 - 20,000 400 - 500 NP	2	8	50	29	15	5	15	1	1	30	45	8	1	2	4	40	2	5	2	4	4	4	2	2	4	4	12	1	0	1	1	1	1	7					
3 – Serious  (All O&R resources and localized Mutual Assistance)	3	- Widespread thunderstorms, heavy rain - Tropical depression or smaller Nor'easter type storms - Sustained winds 30 - 40 mph - Gusts of 40 - 50 mph - Widespread moderate to heavy damage to electric distribution system	20,000 - 30,000 250 - 500 NP	3	8	60	29	20	5	20	2	1	50	60	10	2	3	4	40	4	5	4	4	4	6	4	2	4	5	12	2	12	2	2	3	9						
			30,000 - 40,000 500 - 750 NP	3	8	60	29	25	5	40	2	2	75	75	12	2	3	4	50	4	6	4	4	4	6	4	2	4	5	12	2	12	2	2	3	12						
			40,000 - 50,000 750 - 1000 NP	3	8	75	29	30	5	60	3	2	100	90	18	3	3	6	60	6	6	5	4	4	7	4	2	4	6	12	2	12	2	2	3	22						
4 – Full Scale  (All O&R resources and extensive Mutual Assistance Resources)	3	- Tropical depression or hurricane - Sustained winds greater than 40 mph - Gusts of 45 mph + - Condition is exists for 12 hrs - >25% damage to electric distribution system	50 - 60,000 1000 NP	3	8	75	64	40	5	100	3	3	200	115	22	3	4	6	80	6	8	7	4	4	8	4	2	6	6	12	2	15	3	3	4	22						
			60 - 80,000 1000 - 2000 NP	3	8	80	64	50	5	140	3	4	200	160	24	4	4	8	100	6	10	7	4	4	9	4	2	6	7	15	2	15	4	4	4	4	27					
			80 - 100,000 2000 - 3000 NP	3	8	100	64	60	5	180	3	5	200	190	26	4	6	8	150	8	12	7	6	6	9	4	2	6	7	15	3	15	6	6	4	4	30					
5 - Full Scale  (All O&R resources and extensive Mutual Assistance Resources)		- Extreme weather events (thunderstorms, rain, snow, ice) - Sustained winds 30 - 39 mph - Gusts 40 - 50 mph - >50% damage to electric distribution system - Limited mobility due to damaged infrastructure	100K - 175K 3000 - 10,000 NP	3	8	150	213	100	10	300	3	5	300	250	28	5	8	10	200	8	16	8	8	8	10	6	2	8	8	15	4	18	8	6	4	30						
Disaster Response  (All O&R resources and extensive Mutual Assistance Resources)		- Catastrophic weather events (hurricane, heavy wet snow or severe icing) - >75% damage to electric distribution system - Limited communications & mobility due to infrastructure damage - Potential casualties	>175,000 >10,000 NP	3	8	200	280	150	15	450	3	6	500	295	30	5	10	12	400	8	20	8	10	10	10	6	2	8	8	15	5	21	10	6	4	30						



**ATTACHMENT 2 - PART 105 MATRIX**

Emergency Plan (Part 105) Section		Page
<b>Table of contents</b>		3-4
<b>Introduction</b>	A statement of the purpose, policies and objectives of the plan.	5-8
<b>Emergency classifications</b>	Specify the criteria or guidelines used for determining the severity of electric emergencies and their classification. The guidelines should include, but need not be limited to, the geographical scope of the emergency, the estimated time required to restore general service, the type of expected damage to the electric system, i.e., from a storm or other storm-like emergency, and an indication of whether company personnel alone or company and supplementary, non-company personnel will be needed to repair system damage.	26 and Attachment 1
<b>Emergency response training program</b>	a) State the corporation's program to provide emergency response training for those personnel assigned service restoration responsibilities that are different from their normal duties. b) Identify person(s) responsible for managing and evaluating the effectiveness of the program. c) Include procedures for conducting a minimum of one annual storm drill simulating a response to either a storm, or other storm-like electric emergency that would be classified at the highest or next highest level of severity. d) State the extent to which any personnel outside the company may be involved in a storm drill. e) Include as well, provisions for critiquing the drill procedures and for giving staff a minimum of two weeks' advance notice of a scheduled drill.	a) 8,22 b) 8 c) 10-11 d) 11 e) 11
<b>Advance planning and preparation</b>	a) Specify the on-going actions that the corporation expects to take throughout each year to plan and prepare for an electrical emergency. b) State the corporation's procedures to update at least semi-annually its lists of contact persons, with titles, addresses, phone numbers and other pertinent data for the following: <ul style="list-style-type: none"> <li>- all utility personnel assigned service restoration responsibilities;</li> <li>- mutual aid companies and contractors;</li> </ul>	a) 4-5,8 b) 8

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ORANGE AND ROCKLAND UTILITIES, INC.  
Electric Emergency Response Plan

	<ul style="list-style-type: none"> <li>- all life support and other special needs customers;</li> <li>- human services agencies;</li> <li>- print and broadcast media;</li> <li>- Operators/ managers of motels, restaurants and dormitories, etc.;</li> <li>- state, county and local elected officials, law enforcement officials, and emergency management and response personnel;</li> <li>- medical facilities; and</li> <li>- Vendors.</li> </ul> <p>c) At least annually, the corporation shall verify that all of the preceding data are current.</p> <p>d) At least semiannually, the corporation shall issue updated lists of known changes to its employees that have plan implementation responsibilities.</p> <p>e) The procedures should include the corporation's plans to stockpile emergency restoration tools and supplies in loose or kit form.</p> <p>f) State also, provisions for the preparation/distribution of literature or other forms of communication with information on customer storm preparations. Such information should address storm survival without electric power and safety precautions regarding electrical hazards such as downed wires or portable generator use.</p>	<p>c) 8</p> <p>d) 8</p> <p>e) 43, 57</p> <p>f) 12-13 43-44</p>
<b>Emergency anticipation</b>	<p>a) Identify the preparatory measures corporate management would implement in anticipation of a potential system emergency expected to affect the service territory within hours or days.</p> <p>b) Identify the criteria under which key personnel with service restoration responsibilities would either be notified of an impending emergency or deployed to assigned areas, and any special precautions that would be taken.</p>	<p>a) 26, 27 Attachment 1</p> <p>b) 24, 26, 27 Attachment 1</p>
<b>Service restoration procedures</b>	<p>a) Provide the corporation's procedures for mobilizing its personnel, materials and equipment in order to survey system damage and implement measures to ensure timely, efficient and safe restoration of service to customers in areas damaged by a storm or other storm-like electric emergency.</p> <p>b) The procedures need to identify restoration priorities to ensure that restoration time is minimized, while ensuring critical customers' needs are met. Include a listing of the priorities for service restoration among customer groups in these procedures.</p> <p>c) Identify criteria for determining when centralized versus decentralized control is appropriate.</p> <p>d) For those severe emergencies when field damage assessments are needed, describe</p>	<p>a) 33-34</p> <p>b) 16-17, 20, 31 Attachment 6</p> <p>c) 17-20</p> <p>D) 33</p>

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ORANGE AND ROCKLAND UTILITIES, INC.  
Electric Emergency Response Plan

	<p>the methods for making, within 24 hours, broad scale preliminary assessments of the nature and extent of system damage based on rapid surveys of damaged areas and other data sources, and for making, within 48 hours, more detailed estimates of system damage based on systematic field surveys.</p> <p>e) Describe how field reports of system damage will be integrated with damage reports or indicators from other sources, such as customer call-ins, in order to make a reasonably accurate assessment of system damage and reliable projections of the personnel, equipment, materials and time that will be needed to rapidly and safely achieve service restoration goals in all damaged areas.</p> <p>f) Provide the procedures for deploying company and mutual aid crews to work assignment areas, monitoring crew activity, reassigning crews as necessary and releasing crews, under both centralized and decentralized command modes.</p> <p>g) Describe the methods and means that will be used to communicate with damage survey crews and service restoration crews.</p> <p>h) Identify the procedures for coordinating company restoration procedures with those of other utilities' restoration efforts and with state and local emergency management and public works agency efforts.</p>	<p>e) 26-27 29, 33, Attachment 1</p> <p>f) 23-24</p> <p>g) 32-34</p> <p>h) 23-24</p>
<p><b>Personnel responsibilities</b></p>	<p>a) Provide a narrative and chart of the organization and operational assignments of personnel to be mobilized for each emergency classification identified. State the areas of management and supervisory responsibility and functions to be performed at each emergency classification level.</p> <p>b) Include the procedures for contacting and managing all personnel assigned duties under the emergency restoration plan at both the corporate and operating division level.</p>	<p>a) 6,20</p> <p>b) 22-23</p>
<p><b>Customer contacts</b></p>	<p>a) Provide the corporation's procedures and facilities for handling the extraordinary volume of customer calls that are normally placed during emergency events.</p> <p>b) Include a description of the type of messages that may be given to call-in customers regarding projections for service restoration or other pertinent information.</p> <p>c) State the overall corporate goals for answering customer calls during electric emergencies including, but not limited to, plans for staffing levels, number of positions activated, use of pre-recorded messages, means of providing updated information to customer service representatives, and the means of monitoring calls received and answered at the utility's office and, to the extent possible, at telephone company switching offices serving the utility's office.</p>	<p>a) 34-35</p> <p>b) 36</p> <p>c) 35</p>

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Electric Emergency Response Plan

	<p>d) State the procedures for contacting within 24 hours, and policies for responding to the needs of, life support customers (those who require electrically operated machinery to sustain basic life functions) during an electrical emergency.</p> <p>e) State the procedures for contracting other special needs customers such as the elderly, the vision-impaired, the hearing and speech-impaired, the mobility-impaired and human service agencies representing these customers, along with policies for handling inquiries and requests for assistance from them.</p> <p>f) Describe the corporation's method for estimating dry ice needs during an emergency period projected to last more than 48 hours and arrangements for obtaining and distributing dry ice to designated customer groups.</p> <p>g) State also the means of making out-of-service customers aware of the availability and the location, dates, hours and amounts of dry ice to be distributed</p>	<p>d) 36-37</p> <p>e) 36-37</p> <p>f) 43, 49</p> <p>g) 44</p>
<b>Communications</b>	<p>a) Provide the corporation's procedures and facilities for establishing and maintaining external communications exchanges regarding damage and restoration progress with customers in general, human service agencies, the media, the Department of Public Service, the State Emergency Management Office and other state agencies, county and local governments, emergency response services, and law enforcement agencies, etc.</p> <p>b) Include the identification of any dedicated phone lines, the designation of any special company representative to act as liaison with government entities, and any special provisions that may be required for dealing with critical facilities.</p> <p>c) State the corporation's planned frequency of communication updates to the media.</p>	<p>a) 12-14</p> <p>b) 16-17 38-39 76</p> <p>c) 12-16</p>
<b>Outside aid</b>	<p>a) State corporate policy and criteria governing conditions under which request for service restoration aid from other utilities, contractors, government agencies or others would be made</p> <p>b) State the procedures to be followed in obtaining outside aid</p>	<p>a) 23-24</p> <p>b) 23-24</p>
<b>Support services</b>	Describe the actions that will be taken, and who will be responsible for implementing them to sustain and support restoration crew activities. These shall include vehicle management; foreign crew accommodations, e.g., housing, food and transportation; and distribution of warehouse supplies, e.g., materials, tools, parts and equipment needed in the restoration process.	42-49

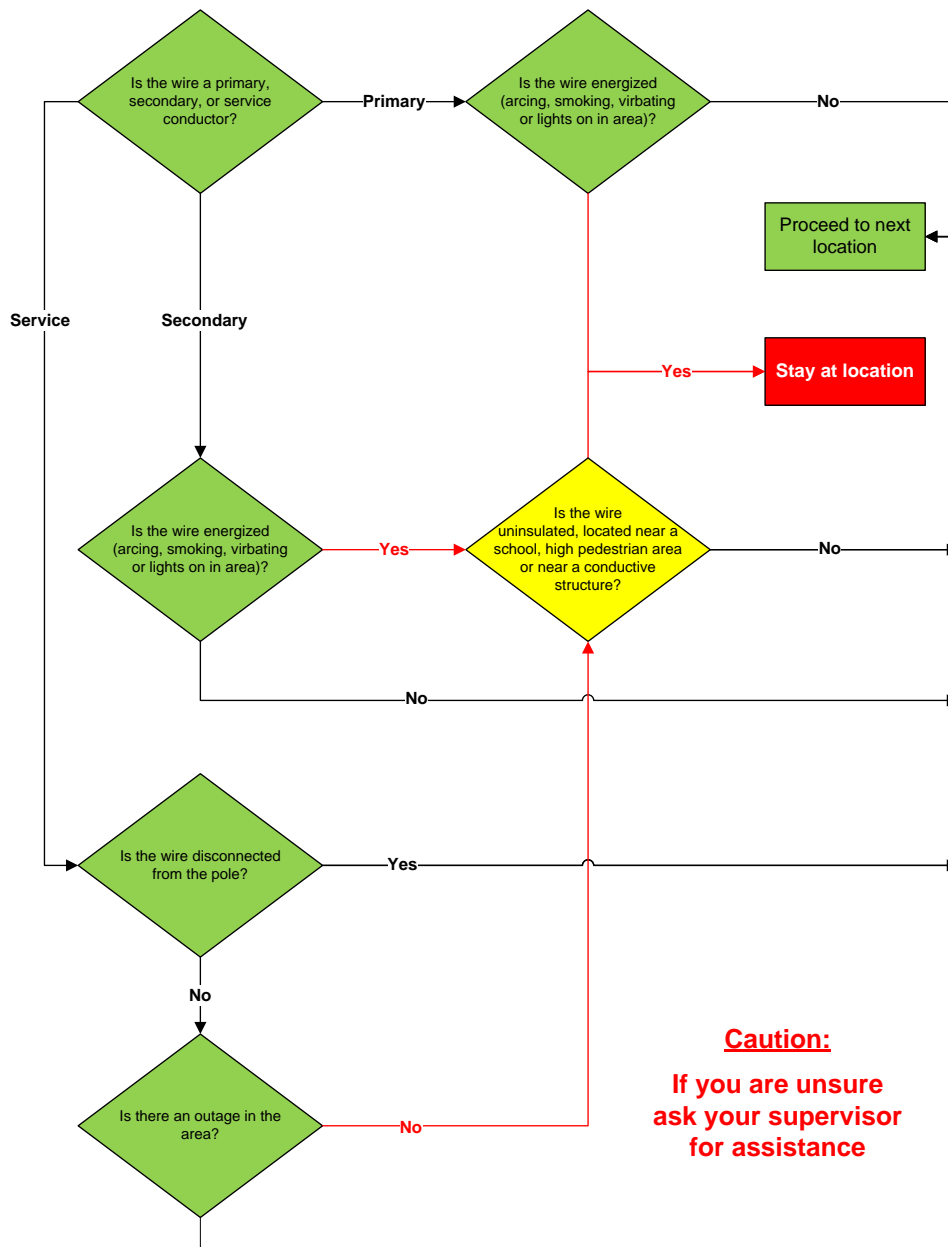
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**ATTACHMENT 3 – DOWNED WIRE DECISION TREE**

Downed Wire Decision Tree



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#### ATTACHMENT 4 – GENERAL DEFINITIONS

1. Branch - A branch is a fused single-phase, two-phase, or three-phase open wire circuit connected to the main run of the feeder.
2. Customer Information Management System (CIMS) - CIMS is an online system used to interrogate and display customer account information stored on a computerized mainframe database. It is through CIMS that customer calls are processed to the OMS.
3. EEI Mutual Assistance - The Edison Electric Institute Mutual Assistance Program allows for the exchange of overhead crews among participating companies during storm emergencies. Utilities that participate in this program are able to provide field crew assistance, based on their own emergency status, to other participating utilities who request aid in repairing overhead transmission and distribution systems to restore customers.
4. Electric System Trouble Report - The Electric System Trouble Report is a web-based notification system used by Emergency Service agencies to notify Orange and Rockland of electric system trouble. It is part of the O&R online contact system and can be used instead of fax reporting where agencies have Internet capabilities.
5. Emergency Information Center (EIC) - The EIC is the primary location from which we manage the storm recovery effort. It is located at our Spring Valley Operations Center.
6. Emergency Response Plan Scorecard – The Scorecard is a management process tool that measures the effectiveness of the company’s response to a serious or 3 event. The scorecard contains components that measure various factors that are critical to the overall effectiveness of the Emergency Response Plan’s implementation. At the conclusion of any Serious or 3 events the scorecard team will meet to compile the scorecard results and then communicate the results. In areas that didn’t meet the plans requirements corrective action will be identified and corrective action implemented if required.
7. Event Classification Response System (ECRS) - ECRS is an online intranet based program that is used to assign, update and record employee resources during an event. The program also contains all Coordinator availabilities and contact information. Contact information and assignments will be continually updated as required.

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Electric Emergency Response Plan

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8. Handbook for Mutual Assistance Workers – This handbook serves as a tool to communicate safety and health policies and general procedures for any mutual assistance crews that assist the company in the restoration efforts. The handbook will be distributed during the initial safety briefing prior to the crews commencing field work. The handbook contains system overview, safety and environmental policies, accident reporting and a current listing of hospital and emergency care facilities within the service territory.
9. Interactive Voice Response Unit (IVR) - An IVR is an electronic means of answering and handling phone calls. The Customer Assistance Center IVR enables customers to report outage information, provides the option to speak with a Customer Service Representative and communicates restoration updates.
10. Life Support Equipment (LSE) – The Life Support Equipment program assists customers who use electrically operated life support equipment. LSE customers are given a confidential phone number to call for updated information and special assistance during storm outages. Communication with these customers is maintained throughout the recovery effort.
11. Line Clearance – The Line Clearance organization cuts/trims branches and trees to allow storm recovery participants and restoration field crew access to the overhead system.
12. Mainline - The three-phase open wire portions of primary distribution feeders.
13. Make-Safe - Make-Safe is the process of isolating overhead wires that have been knocked down or entangled with adjacent equipment during a storm. These wires are made safe by de-energizing or moving them to eliminate public safety hazards.
14. Outage Management System (OMS) - OMS is a client server application that facilitates the resolution of electric system related field problems and is especially useful during storms when the management of vast amounts of data is required. OMS compiles trouble calls into "Incidents" that are then presented in a way that allows an efficient method to analyze, prioritize, assign, track, and report on each Incident. OMS will produce real-time reports that summarize outstanding work, completed work, and crew status.
15. Overhead Circuit - The overhead wires connected electrically to a substation circuit breaker or electrical isolating device. The voltage ratings of O&R's primary overhead distribution circuits are 4, 13 and 34.5 kilovolts.
16. Storm Emergency Kit - These kits contain material needed to perform field storm duties. They contain equipment such as wire, connectors, tape, maps, and safety items. Different kits are

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made available based on need.

17. Storm Staffing Matrix - The storm staffing matrix provides a guideline for minimum resource levels for upgraded, Class 2 and 3 events. This matrix can be used for pre-mobilization or mobilization efforts.
18. Supervisory Control and Data Acquisition (SCADA), (Distribution System Telemetry) - SCADA electronic monitoring equipment reports the status of distribution equipment. In all cases, remote control of that equipment is possible.

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## **ATTACHMENT 5 - INFORMATION REQUIREMENTS FOR NYS DPS STAFF – OVERHEAD STORMS**

### **ESTIMATED TIME OF RESTORATION GUIDELINES**

The following guidelines provide the DPS expectations of when information will be available and/or provided in response to storms or storm-like electric emergencies when more than 5,000 customers are interrupted for more than 30 minutes within a division or more than 20,000 customers are interrupted companywide for more than 30 minutes. The tables shown below have been established to clarify the necessary actions to be taken by the involved utilities within the outage period for the specific event. Utilities procedures and practices that require actions prior to those identified should continue to be used.

The guidelines are necessary to ensure the public and DPS are adequately informed and are considered minimum requirements. During the course of restoration, utilities are to continuously refine estimated restoration times (ETRs) and update customer representatives, Interactive Voice Response (IVR) systems, and web sites in a timely manner (at least every six hours). The utilities shall provide restoration information (outage counts, ETRs, etc.) to media outlets and public officials in affected areas. Additionally, utilities shall issue at least one press release daily for all events with an expected restoration period longer than 48 hours.

ETRs provided should be applicable to at least 90% of the affected customers in the reported level (global, local, etc.).

The start of the restoration period will be considered the point in time when field personnel are able to be dispatched without unacceptable safety risks from continued severe weather conditions and the potential additional damage to the electric system from a storm would be low in proportion to the expected level of damage already sustained. The start of the restoration period may be different for distinct areas where the effect of a storm limits access to facilities (e.g., severe flooding).

Initial notification to DPS should follow the guidelines issued relating to Appendix B of Case 04-M-0159 (EIRS/telephone). Any additional information which is available at this point in time should be included in this notification even though notification may be required prior to the start of restoration. For widespread events, company-wide outage statistics should also be provided as part of the initial notification.

Notification to DPS Staff should be made by email to the following addresses:

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Activation of the Department's Electric Outage Reporting System (EORS) will be administered separately from these guidelines. Reporting under EORS is required at 7:00 AM, 11:00 AM, 3:00 PM, and 7:00 PM unless otherwise specified. EORS submissions and transmittal emails should contain known estimated restoration times and may qualify as a notification to DPS Staff (provided they contain the required information within the appropriate timeframe). Utilities, however, may need to make notifications to DPS staff in addition to EORS submissions early in an event to satisfy the guidelines.



## EVENT EXPECTED TO LAST 48 HOURS OR LESS

<b>Within the first 6 hours of the restoration period</b>
<ul style="list-style-type: none"><li>• Notify DPS Staff of expectation that the event will last less than 48 hours. The notification to DPS Staff will state what the Company has defined as the start of the restoration period. For events expected to last less than 24 hours, notification may be via EIRS.</li><li>• Provide available information to the public via customer representatives, IVR systems, and web sites.</li><li>• In certain situations (e.g., nighttime event), only limited information may be available within the initial six hour window. In these situations, the expectation is that the companies will inform Staff of the delay in determining the initial outage duration within six hours and the notification will occur in an expedited manner as information becomes known. Following a nighttime storm, the determination of whether the restoration period will be less than 48 hours (or less) will be communicated as soon as possible, but no later than noon the following day. Any delay in establishing the initial storm expectations will <u>not</u> affect the time requirements below.</li></ul>
<b>Within the first 12 hours of the restoration period</b>
<ul style="list-style-type: none"><li>• Provide DPS Staff with a global ETR and any available regional ETRs.</li><li>• Prepare a statement for the press that includes known ETRs for the next upcoming news cycle and communicate with affected municipal and governmental officials (may or may not be by way of a municipal conference call).</li></ul>
<b>Within the first 18 hours of the restoration period</b>
<ul style="list-style-type: none"><li>• Establish ETRs for each locality affected and make them available to the public via customer representatives, IVR systems, and web sites.</li></ul>
<b>Within the first 24 hours of the restoration period</b>
<ul style="list-style-type: none"><li>• Consider issuing a press release for the upcoming news cycle based on conditions.</li></ul>
<b>Reporting guidelines during the event</b>
<ul style="list-style-type: none"><li>• Provide restoration information updates twice daily to DPS Staff (approx. 7AM and 3PM) if EORS is not activated. Updates should continue until customer outages are below 500, or otherwise directed by Staff.</li><li>• If EORS is activated and you are selected for reporting, provide restoration information updates four times daily via EORS.</li><li>• Notify DPS Staff when all storm related interruptions have been restored.</li></ul>

## EVENT EXPECTED TO LAST GREATER THAN 48 HOURS

<b>Within the first 6 hours of the restoration period</b>
<ul style="list-style-type: none"><li>• The utility shall indicate that it will be a multi day event (i.e., greater than 48 hours). Notification shall be made to DPS Staff and will state what the Company has defined as the start of the restoration period.</li><li>• Provide a public statement indicating the likelihood of extended outages and make this information available via customer representatives, IVR systems, and web sites.</li><li>• In certain situations (e.g., nighttime event), only limited information may be available within the initial six hour window. In these situations, the expectation is that the companies will inform DPS Staff of the delay in determining the initial outage duration within six hours and the notification will occur in an expedited manner as information becomes known. Following a nighttime storm, the determination of whether the restoration period will be greater than 48 hours will be communicated as soon as possible, but no later than noon the following day. Any delay in establishing the initial storm expectations will <u>not</u> affect the time requirements below.</li></ul>
<b>Within the first 12 hours of the restoration period</b>
<ul style="list-style-type: none"><li>• Prepare a press release for issue at the next upcoming news cycle and communicate with affected municipal and governmental officials (may or may not be by way of a municipal conference call).</li></ul>
<b>Within the first 18 hours of the restoration period</b>
<ul style="list-style-type: none"><li>• Schedule municipal conference call(s), unless an alternative municipal contact method is more appropriate. The first scheduled municipal conference call itself does not necessarily have to fall within the first 18 hours, but shall be within the first 36 hours.</li></ul>
<b>Within the first 24 hours of the restoration period</b>
<ul style="list-style-type: none"><li>• Notify DPS Staff of what areas sustained the most damage to the electric system and ETRs, where known, on a general geographic basis.</li><li>• Issue a press release(s) for upcoming news cycles with the information described in previous bullet.</li></ul>

## **EVENT EXPECTED TO LAST GREATER THAN 48 HOURS (continued)**

### **Within the first 36 hours of the restoration period**

- For storms with expected restoration periods five days or less, provide DPS Staff a global ETR.
- Establish regional/county ETRs for areas expected to be restored in five days, even if the total restoration period is expected to be over five days.
- Identify any heavily damaged areas where large numbers of customers are expected to remain without service for more than five days.
- The utilities must have completed the first scheduled municipal conference call.
- Make ETR information available to the public via customer representatives, IVR systems, and web sites.

### **Within the first 48 hours of the restoration period**

- For storms with expected restoration periods five days or less, provide DPS Staff with ETRs by municipality.
- Provide DPS Staff with a global ETR (when outages are expected to less than five days, this is required within 36 hours).
- Where available, provide regional/county ETRs for heavily damaged areas where large numbers of customers are expected to remain without service for five or more days.
- Make ETR information available to the public via customer representatives, IVR systems, and web sites.

### **Beyond the first 48 hours of the restoration period**

- For storms with expected restoration periods more than five days provide, estimated restoration times for each locality affected and make the information available via customer representatives, IVR systems, and web sites as they become available.

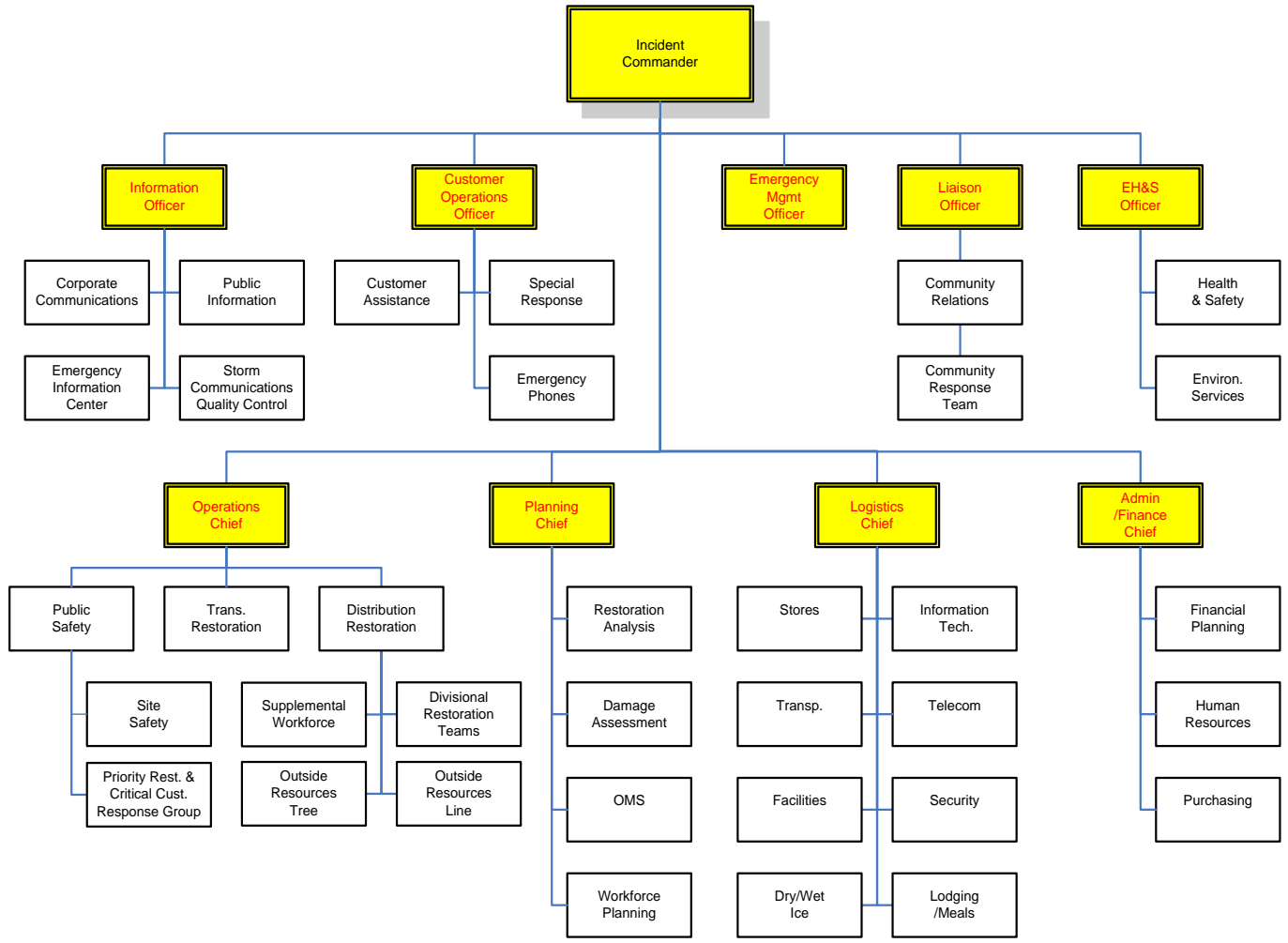
### **Reporting guidelines during the event**

- Provide restoration information updates four times daily to DPS Staff (7AM, 11 AM, 3PM, and 7 PM), unless directed otherwise. Updates should continue until customer outages are below 500, or otherwise directed by Staff.
- Detailed outage and crewing spreadsheets are not required unless EORS is activated and you are selected for reporting.
- Notify DPS Staff when all storm related interruptions have been restored.

**ATTACHMENT 6 – RESTORATION PRIORITIES**

Generally State  
Emergency Ser  
**RC2 – Road Closu**  
County Roads :  
Critical Municip  
**Road Closu**  
To be prioritize

**ATTACHMENT 7 – TYPICAL EMERGENCY RESPONSE ORGANIZATION  
(ICS STRUCTURE)**



## **ATTACHMENT 8 - ICS POSITION DESCRIPTIONS**



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## Incident Commander

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### Overview

The Incident Commander (IC) has the overall responsibility for organizing and directing the implementation of the Plan and the overall storm response. When an event either has affected the Company's service territory, or can reasonably be expected to do so, it is the responsibility of the IC to evaluate the situation using all available information and recommend storm declaration and activation of the Plan, as necessary.

Where applicable the IC receives a briefing from the Section Manager - Emergency Management or from the Control Center Manager or prior shift's IC summarizing all pre-storm preparations and obtaining the response level that is anticipated. The Incident Commander ensures the ICS organization is established in a timely manner and establishes an Incident Command Area (ICA).

The IC will place all coordinators on "Alert" if an event is expected to occur in the service territory. This "Alert" is designed to facilitate the Company's readiness. Personnel requirements will be assessed, assignments will be reviewed, materials and supplies will be made ready, and all other aspects of the Plan will be reviewed.

The IC receives information from each member of the Command Staff, the Chiefs and other Leaders/Directors as needed. The IC reviews and approves Incident Action Plans, Safety Plans and Press Releases and disseminates information and direction generally through his staff meetings and status meetings.

Event Classification/Human Resource Matrix – Regardless of the event classification, an IC directs the overall recovery effort on each shift. For a level 1 event, the IC is typically the Control Center Manager. In level 2 or higher events, the IC is typically a higher level employee: either a Director, General Manager or Vice President.

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## Incident Commander

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### Responsibilities

- Notify and alert key personnel for storm recovery duty;
- Request additional resources such as crews from CECONY, contractors and from other utilities, if necessary;
- Conduct initial planning meeting.
- Conduct periodic restoration status meetings or conference calls with key ERP personnel;
- Review EIC reports, Safety Plans, Press Releases, crewing requirements, environmental issues, OEM and other outside agency issues and VRU scripts.
- Establish and communicate a global ETR. Develops the operational objectives and strategies for upcoming shifts.
- Order the demobilization of the incident response when appropriate.

### Training Requirements

- Basic ICS (SAF - 3060) or Incident Commander (SAF-3001) and Advanced ICS (SAF 3070).
- NIMS IS-700 (347).

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Information Officer

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Overview

The Information Officer oversees the functional groups that are responsible for communication of information to the general public, news media, functional coordinators and employees. These areas produce press releases, conduct phone interviews with reporters and prepare print and electronic communications for dissemination to employees and other stakeholders. The Information Officer is typically a representative of the Public Affairs departments. Public Affairs have overall responsibility for communicating emergency recovery information to external and sometimes internal stakeholders including:

- County and state offices of emergency management.
- Local and New York City media (print, radio, cable TV).
- Local municipalities; and
- CECONY corporate Media Relations

Responsibilities

- Communicate with Media Relations, government agencies and elected officials.
- Act as the central contact with Public Affairs field response.
- Monitor all media reports to identify and correct any misinformation.
- Prepare statements or messages for Customer Operations and Energy Services.
- Public Affairs send municipalities a notice describing the function of the Muni/Liaison group.
- Provide a telephone number giving direct access to the Muni/Liaison group.
- Alert each municipality by a fax notice that includes the direct telephone number.

Required Equipment

- PC
- Telephone
- Fax Machine

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Information Officer

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Training Requirements

- Basic ICS (SAF-3060) or Incident Commander (SAF-3001).
- NIMS IS-700 (347).

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## Customer Operations Officer

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### Overview

The Customer Operations Officer is responsible for assessing customer activity including incoming calls, claims, priority/special needs customers and providing that the IVR and customer service reps have the most accurate and up-to-date ETRs. The Customer Assistance Center routinely provides telephone answering services for O&R's customers. During a recovery effort, the Customer Assistance Center, support staff and CMG answer all calls, record trouble conditions, and provide customers with recovery status. In addition, prior to a major storm or other serious incidents, Customer Operations will alert Life Sustaining Equipment (LSE) customers. Dependent on the emergency classification and associated recovery plan, Customer Service Representative (CSR) staffing will be increased. In addition, CSR's are supported by telephone switch announcement capability and IVR self-service technology that:

- Facilitates the handling of extraordinarily high volume of customer calls;
- Provides callers with the option of registering a trouble condition or speaking with a CSR;
- Broadcasts recovery status messages which are updated as conditions change; and
- Advises customers that O&R is in an emergency recovery situation, asks that routing inquiries be deferred, and provides the option to speak with a CSR.

### Responsibilities

- Follows established guidelines for prompt action as prescribed in CSP 2-0-1 "Customer Operations – General: Corporate Event Customer Response Plan."
- Communicates with Communication Management Group and Manager of Customer Outreach.
- Gathers information concerning the Call Center throughout the event.
- Maintains central contact role for any field response from CSRs.
- Provides status and statistics from Customer Outreach Activities.

### Training Requirements

- Basic ICS (SAF-3060) or Incident Commander (SAF-3001).
- NIMS IS-700 (347).

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## Liaison Officer

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### Overview

The Liaison Officer oversees O&R's interaction with municipal officials and public agencies. The Liaison Officer also monitors deployment of the Community Response Team (CRT), to act as company liaisons at requested municipal locations. Upon declaration of a level 2 or higher storm, the liaison officer mobilizes the liaison group and contacts designated municipal officials. This proactive process provides advanced notice to officials of the impending storm and provides dedicated telephone numbers for their use. The Liaison Officer (when different from the Information Officer) proactively contacts various municipal and governmental officials and maintains open communication with them throughout the emergency recovery effort. The Liaison Officer is responsible to initiate outreach to and provide continuous services throughout the recovery effort with city and/or municipal contacts, the Department of Public Service, and critical facilities as needed.

### Responsibilities

- Initiates the outreach to the municipal contacts.
- Maintains communications with and responds to calls from elected officials and municipal emergency services agencies (primarily police and highway departments) throughout the emergency recovery effort.
- Verifies the accuracy of municipality related information given to the EIC and municipal officials.
- Works closely with the Municipal Field Liaison Group Coordinator to monitor damage activity in the municipalities and promptly address public health and safety issues.
- Gathers information concerning Sensitive/Critical customers.
- Maintains central contact role for Major Service and Retail Service Representative field response.
- Gathers information concerning all retail and commercial customers.
- Works closely with the Information Officer to provide accurate information to outside officials.

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ORANGE AND ROCKLAND UTILITIES, INC.  
Emergency Management Procedures

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Liaison Officer

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Required Equipment

- Phones

Training Requirements

- Basic ICS (SAF-3060) or Incident Commander (SAF-3001).
- NIMS IS-700 (347).

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EH&S Officer

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Overview

The Environmental Health & Safety (EH&S) Officer oversees the response to safety and environmental concerns and monitors Company/non-Company crews for compliance with established safety and environmental procedures. Environmental, health and safety excellence is an integral part of O&R's business practices. O&R is committed to continuously improving its environmental, health and safety performance while complying with all laws and regulations that apply to Company operations. Accident reporting and releases to the environment will be addressed immediately and reported to the Control Room for referral to EH&S. EH&S will in turn make the proper notifications as detailed in the Corporate Safety Procedures and Environmental Procedures. Business and Operational decisions throughout the Company are to incorporate consideration of environmental, health and safety rules, policies and practices. In order to achieve these goals, all O&R employees are asked to accept a personal obligation to know the corporate environmental, health and safety requirements that apply to their assigned responsibilities, and to use this information in planning and completing their work.

Responsibilities

- Coordinates assignments of EH&S field reps in response to significant incidents or spills
- Verifies EH&S objectives are met and adequate resources provided in response to updates/notifications from the control center
- Provides advice and counsel to other Company organizations and outside Regulatory Agencies on environmental & safety issues
- Develops measures for public/personnel safety and effectively assess hazardous and unsafe situations
- Directs and/or coordinates Investigations as required in response to field accidents/injuries
- Provides adequate EH&S field staffing to support current and projected levels of incidents

Required Equipment

- PC (with Mainframe) and phone

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EH&S Officer

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Training Requirements

- Basic ICS (SAF-3060) or Incident Commander (SAF-3001).
- NIMS IS-700 (347).

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## ORANGE AND ROCKLAND UTILITIES, INC. Emergency Management Procedures

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### Operations Chief

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#### Overview

The Operations Section Chief is responsible for addressing public safety issues, and for all aspects associated with directing repair efforts to the electric system infrastructure and for service restoration.

#### Responsibilities

- Directs all field aspects of the restoration efforts.
- Restores service in a timely and safe manner to customers whose service have been interrupted as a result of a storm.
- Directs all restoration forces and coordinate activities with all other recovery organizations.
- Prioritizes and mitigates public safety hazards in a timely manner.

#### Training Requirements

- Basic ICS (SAF-3060) or Incident Commander (SAF-3001).
- Advanced ICS (SAF-3070) and NIMS IS-700 (347).

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## Planning Chief

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### Overview

The Planning Section is responsible for managing information and the collection, evaluation, dissemination and use of information regarding the status of the incident and its resources including incident analysis, damage assessment, OMS support and workforce planning. The Planning Chief is responsible to coordinate all the activities in this section of the plan.

The Planning Section Chief reports directly to the IC. The Planning Section Chief will:

- Obtain a brief from the IC;
- Assess the situation;
- Review incident goals objectives and strategies;
- Establish the Planning organization; and
- Conduct initial Planning Status meeting.

### Responsibilities

- Responsible for the collection and analysis of work.
- Prepares and documents the Incident Action Plans.
- Development of estimated restoration times
- Works closely with the Control Center and Trouble Analysis Situation Units.

### Training Requirements

- Basic ICS (SAF-3060) or Incident Commander (SAF-3001).
- Advanced ICS (SAF-3070).
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Logistics Chief

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Overview

The Logistics Section will provide the logistic and field support required to enable Operations personnel to concentrate on restoration of service. This includes procuring and providing materials, supplies, lodging and meal arrangements, crew transportation, fueling operations, vendor support, material staging, field deliveries, automotive mechanic support as requested and transportation needs associated with an event response, as well as, temporary staging and assembly areas. The Logistics Section will be prepared to perform services around the clock until storm recovery is completed.

The Logistics Chief oversees Stores, Transportation, Security, Facilities, Telecommunications, Food/Lodging, Dry/Wet Ice and Information Technology so as to ensure the coordination of:

- Service Area and Astoria storerooms;
- Service Area Garages;
- Materials Management System to order or re-order stock materials as required;
- Purchase of non-stock material and service requirements through an on-site buyer;
- Transportation trucking operation to move materials and supplies;
- Coordination and deployment of mobile generators;
- Coordination and response to Information Resources, Security and Telecommunications needs;
- Crew lodging, crew transportation, and vendor services for maintenance of dormitory style lodging facility that may be utilized;
- Pre-loading, staging, and staffing Mobile Supply Units (MSU) at designated sites – units will contain required material for use by Restoration crews;
- Establishment, administration, and mobilization of vendor contracts for recovery related supplies and services (examples include on site fueling for diesel trucks, bus rental, portable sanitary facilities, and janitorial services); and
- The ordering and delivery of dry ice.

Upon notification that an emergency response has been declared, the Logistics Section will mobilize to the level based upon the declaring area’s stated requirements. All logistical support material supply and transportation-related needs will be coordinated through Central Field Services. All facilities-related needs

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## ORANGE AND ROCKLAND UTILITIES, INC. Emergency Management Procedures

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### Logistics Chief

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will be coordinated through the local Facilities management group. The Logistic Section is responsible for the support of restoration crew activities, including vehicle management, foreign crew accommodations, and distribution of warehouse supplies.

#### Responsibilities

Coordination of all response logistics including:

- Provision of logistical input to the Incident Commander in preparing restoration activities.
- Identification of anticipated and known service/support requirements; and
- Requisition of additional resources as needed.

#### Training Requirements

- Basic ICS (SAF-3060) or Incident Commander (SAF-3001).
- Advanced ICS (SAF-3070) and NIMS IS-700 (347).

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Admin/Finance Chief

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Overview

The Administration/Finance Section has overall responsibility for managing all financial and administrative functions such that the other sections are not burdened by these functions. Logistical, geographical, and technical assistance is provided to maximize crew productivity.

The Administration/Finance section is mobilized for all level events to provide human resource support for the Restoration organization in the Operations Section.

Responsibilities

- Managing of all financial aspects of the response
- Coordinating human resource administration.

Training Requirements

- Basic ICS (SAF-3060) or Incident Commander (SAF-3001).
- Advanced ICS (SAF-3070).
- NIMS IS-700 (347).

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## ICS Functions

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### Command Functional Organizations

- 6.1.1.1 Critical Customer Coordinator - responsible for contacting non-residential critical customers to advise them of storm activities, repair status, and other information that will help customers make informed decisions about their operations during the storm. Customers will be given special phone numbers to call O&R as needed.
- 6.1.1.2 Community Response Coordinator - responsible for providing municipal leaders and community agencies with pertinent information on storm restoration activities within their communities. The Coordinator will oversee the deployment of the Community Response Team to severely affected municipalities and county Emergency Management Offices so that an open line of communication is maintained throughout the storm recovery.
- 6.1.1.3 Corporate Communications Coordinator - prepares radio and newspaper advertising to inform the public on the expected or actual extent of storm damage, the Company's restoration activities and information to assist customers in responding to power outages. To keep employees current on storm recovery operations, updates may be produced for distribution via e-mail, Intranet, O&R emergency information phone line (E-line), facsimile transmission or inter-office mailings. The Corporate Communications Coordinator will work closely with the Emergency Information Center, Public Information, and the Customer Assistance Center to provide accurate information.
- 6.1.1.4 Customer Assistance Center Coordinator - responsible for providing the workforce necessary to handle incoming customer calls for the duration of the event. The Customer Assistance Center Coordinator is also responsible for coordinating customer callbacks, if requested to confirm service restoration. The Customer Service Coordinator is also responsible for mobilizing the Special Response Team when necessary.
- 6.1.1.5 Public Information Coordinator - responsible for initiating calls to appropriate news media to advise that O&R's Emergency Information Center is activated, to provide a quick assessment of the present or potential impact on customers and to remind the media of the direct contact phone number. During the entire recovery process, the Coordinator will obtain restoration updates and other key information and, as appropriate, provide frequent and ongoing media contact to help keep customers informed. The Coordinator will issue written press releases, in accordance with DPS communications guidelines effective 9/30/2010, and schedule media visits to the Emergency Information Center or to field restoration sites as requested.
- 6.1.1.6 Special Response Team Coordinator - responsible for the following three specific functions: (a) Initiate telephone contact with customers who are on electrically powered Life Support Equipment (LSE) to advise them of a storm threat and its potential impact to the electric system. Communication is maintained throughout the recovery effort. (b) Handle escalated customer calls from customers who require an elevated level of response. (c) Maintain

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ICS Functions

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- 6.1.1.7 required regulatory agency communications so that information is provided in the prescribed manner and responds to any special requests.  
Emergency Information Center - responsible for obtaining and disseminating all data on storm damage, customers impacted, restoration status, staffing and resource deployment. This information is made available to all storm recovery organizations throughout the recovery. Acting as the single source of information, provides timely reports on the restoration effort to various functional coordinators as requested for dissemination to customers, municipal representatives, media, regulatory agencies, and storm recovery participants.
- 6.1.1.8 Public Affairs and Corporate Communications – in accordance with DPS communications guidelines effective 9/30/2010, communicates and updates storm related information to the news media, employees and other stakeholders. The organization produces press releases, conducts phone interviews with reporters and prepares print and electronic communications for dissemination to employees. They also assist other functional coordinators by preparing correspondence and IVR messages.
- 6.1.1.9 Community Relations – notifies and maintains timely communications with municipal officials and agencies and county Emergency Management Offices on potential storm damage and repair updates. It also provides public officials with current contact information for requesting special assistance from the Company.
- 6.1.1.10 Customer Assistance Center - responsibilities are to answer customer calls promptly, process trouble requests accurately and efficiently, provide information to customers concerning storm damage and restoration status and assist customers in making informed decisions.
- 6.1.1.11 Special Response Team – performs the following three principal functions during storm recovery operations: (a) Conducts communications with LSE customers regarding their medical emergency needs; (b) Handles calls from customers with special needs or requests of an escalated level; and (c) Serves as a liaison with regulatory agencies in New York, New Jersey and Pennsylvania providing requested outage information
- 6.1.1.12 Emergency Management Staff - responsible for informing the IC and Storm Officers of any weather forecasts that may have an impact to the system. The Emergency Management Staff will assist in the mobilization of the required ICS Functions.

Upon declaration of a Class 2 or higher storm, Emergency Management will assist in the implementation of the appropriate ICS structure including mobilizing any required storm functions. Emergency Management may also contact the Human Resources Coordinator as needed to assist in contacting the required Storm Function Coordinators.

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ICS Functions

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Emergency Management will also maintain a sufficient supply of GPS units which will be distributed as needed to Damage Assessors, Mutual Assistance Leaders and other first responder groups during significant storms.

It also is the responsibility of Emergency Management to:

- Coordinate an Emergency Response Plan exercise annually if required;
- Communicate training requirements as appropriate;
- Update, modify, enhance the ERP; and
- Maintain and update external contact information.

- 6.1.1.13 Workforce Planning Group - responsible to analyze, sort and group all OMS incidents into clearly defined jobs with a work and manpower estimate. In addition, this group monitors the accuracy of the ETRs associated with each job.
- 6.1.1.14 Emergency Phones - supports the Distribution Control Center by handling incoming calls or online web based outage reporting from police, fire and municipal agencies and enters the incident information into the Outage Management System (OMS). The Emergency Phones will provide information to the Distribution Control Center on a priority basis and channel all other information to areas such as Site Safety.
- 6.1.1.15 Community Response Team (CRT) – these are employees who may be dispatched to communities where storm damage is, or is expected to be, most severe. They are in phone contact with the CRT Coordinator in O&R’s Emergency Information Center and assist the communities by serving as on-site liaisons between municipal officials, agencies and the Company.
- 6.1.1.16 Environmental Services – responsible for managing event response personnel so that they adhere to all environmental regulatory requirements. Compliance with regulatory requirements includes but is not limited to the expedient response, testing and cleanup of oil spills or other relevant environmental issues. The Coordinator will also verify that the Company’s spill response contractor has sufficient labor, materials and equipment to respond to, clean and remediate spill and/or release incidents, and consolidate, transport and dispose of spill wastes as provided by regulation.
- 6.1.1.17 Health and Safety - Safety personnel are deployed into the field during storm restoration to monitor operations for compliance with applicable safety procedures by all Company, outside contractors or mutual assistance event response personnel. The Coordinator will direct the Safety staff to conduct work site inspections, safety orientations, monitor safety incidents and distribute/display safety reminders at Company locations. The Health and Safety Coordinator will verify that all health and safety work practices are adhered to by all Company and non-Company forces.

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ICS Functions

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- 6.1.1.18 General Functional Coordinators
- 6.1.1.19 Substation Coordinator - responsible for maintaining open communication with the System Operations Coordinator and the Distribution Control Center Manager, dispatching field personnel to substation locations as directed, ensuring that field personnel check the status of all components in the designated facilities, and reporting on all transmission and distribution breaker operations.
- 6.1.1.20 System Operations Coordinator - establishes priority service restoration on the overall electric transmission system, directs all transmission and substation switching, and communicates with the Substation Coordinator and Distribution Control Center Manager as appropriate.
- 6.1.1.21 Distribution Restoration Coordinator – directs the restoration work and coordinates with the Distribution Control Center Manager. The Coordinator organizes areas of storm damage into manageable geographic areas and determine the deployment of resources to most effectively achieve restoration of service for customers by initiating crew rotation schedules to maximize coverage and assigning construction crews. The Coordinator will maintain open lines of communication with other storm recovery organizations and advise of any changes to previously established ETRs.
- 6.1.1.22 Site Safety Coordinator - responsible for deploying assigned personnel to field situations where damaged electric facilities pose a threat to public safety. Site Safety Representatives will secure the area and remain on site until the location is made safe or they are relieved by a restoration crew.
- 6.1.1.23 Supplemental Workforce Coordinator - responsible for the mobilization and management of the Supplemental Workforce. The group restores individual electric services, act as ground men and complement the CDL-driver workforce. The workforce is comprised of individuals from several O&R departments including: Underground Line, Substation Electric/Relay, Electric Meter Test, Building Maintenance, Gas Construction, and Transportation.
- 6.1.1.24 Outside Resource Coordinators - responsible for the mobilization and management of Mutual Assistance crews and contractors. They communicate with appropriate functional coordinators to obtain work assignment and arrangements for meals and lodging accommodations. The Outside Resource Coordinator will also maintain a roster of non-utility personnel involved in the restoration effort.
- 6.1.1.25 Dry/Wet Ice Coordinator - responsible for providing dry/wet ice to residential customers who are expected to be without electric service greater than 48 hours. The Coordinator will initiate arrangements for the delivery and distribution of the dry or wet ice.
- 6.1.1.26 Facilities Coordinator - responsible for the maintenance and operation of all Company buildings, which are occupied during the emergency. The coordinators are also responsible for providing meals in Company facilities as necessary.

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ICS Functions

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- 6.1.1.27 Lodging and Food Coordinator - responsible for meal and lodging arrangements for Company and non-Company crews, and for maintaining a current listing of food and lodging resources.
- 6.1.1.28 Human Resources Coordinator - works with all recovery organizations so that each organization is adequately staffed. The Coordinator also maintains reports of all storm recovery employees by organization and shift throughout the recovery effort and communicates this information to the Emergency Information Center. The Coordinator is also responsible for interfacing with bargaining unit(s).
- 6.1.1.29 Information Technology Coordinator - makes available computer applications and equipment during storm events and resolves hardware/software problems.
- 6.1.1.30 Telecommunications Coordinator - has the overall responsibility for the implementation and maintenance of all communication functions\_during storm restoration efforts. The Telecommunications Coordinator shall be responsible for overseeing all of the Communications requirements that are required for the restoration efforts for the Company.
- 6.1.1.31 Stores Coordinator - will make available adequate inventories. Stores will issue materials, contact vendors and suppliers through either CECONY's Purchasing Department or the Shared Services organization to obtain additional materials that may be required, and will maintain records of materials issued during the recovery event.
- 6.1.1.32 Transportation Coordinator - responsible for the effective operation of Division Garage(s) and vehicles. The Transportation Coordinator also is responsible for the timely deployment of fuel tankers to field crews, staging areas if requested and appropriate field repairs. The Transportation Coordinator will also assist in locating and procuring any specialized equipment that may be required.
- 6.1.1.33 Damage Assessment Coordinator - responsible for managing field assignments to patrol damaged circuits and investigate reports of damage to electric facilities.
- 6.1.1.34 Distribution Control Center Manager - has the responsibility to monitor weather forecasts and any anticipated impact to the system and advise the IC, as appropriate. When directed, the Distribution Control Center Manager is responsible for contacting key ERP functional coordinators. It is also the responsibility of the Distribution Control Center Manager to verify that the alternate Distribution Control Centers' communication links are operational.

General Functional Organizations

- 6.1.1.35 Distribution Control Center - monitors weather forecasts and evaluates any potential impact to the system and is the core of the recovery effort. The staff also supervises all distribution field switching and the service operators
- 6.1.1.36 Damage Assessment - responsible for the prompt and accurate inspection of field location site damage. These assessments provide timely accurate

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ICS Functions

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- communications regarding damage to electric facilities. In the case of wires down or other potentially hazardous field conditions, they initiate the actions needed to protect the public.
- 6.1.1.37 Distribution Restoration –responsible for coordinating the labor-intensive construction work that is required to repair storm-related damages and to restore service. If needed, the organization will expand with additional resources from the Company’s Supplemental\_Work Force, its Management Work Force and crews from CECONY or other Mutual Assistance utilities.
  - 6.1.1.38 Information Technologies (IT) –responsible for computer application and hardware support including local area networks, internal and external data, computer hardware and all other technical support associated with the Company’s business systems.
  - 6.1.1.39 Telecommunications - provides communications support and is responsible for the operation of all corporate telephone, microwave, radio and telephone company (TELCO) networks. As part of the corporate emergency response and recovery plan, Telecommunications is required to set up and test emergency phones throughout designated areas.
  - 6.1.1.40 Priority Restoration Group - dispatches crews to work with municipalities removing downed power lines blocking roadways and/or otherwise creating a public safety hazard. Crews are also dispatched to de-energize lines to make safe allowing other restoration work to continue. Once safety hazards are mitigated, the group focuses on prioritizing and restoring power to critical/priority customers.
  - 6.1.1.41 Storm Communication Quality Control Group - verifies that all external storm communications are consistent and accurate with respect to contact telephone numbers, outage numbers, ETR’s, and any Company public service announcements that may be posted (e.g., dry ice locations and public safety messages). In addition, the group monitors and responds to Internet and other social media communications such as Facebook and Twitter. The group also is responsible for operability of the Company website and outage reporting mechanisms. If any inconsistencies are found, the quality control group will promptly notify responsible groups, obtain estimated completion times of corrective actions and follow up to verify completion.

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Flood Cut Procedure

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## ATTACHMENT 9 – FLOOD CUT PROCEDURE

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Paper copies of procedures, specifications, and instructions are uncontrolled and therefore may be outdated. Please verify that you have the current version prior to use by contacting the Emergency Management Department.



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Flood Cut Procedure

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**ATTACHMENT 9**

**Electric System Emergency Plan  
Response and Recovery Guide  
Flood Cut/Restoration Process**

Original Date of issue: 03/06/2013

**Reports To:** Operations Chief

**Mobilization:** Storm Category 3 or higher or when requested by Storm Officer

**Staff:** 4 Office Administrative, 5 New Construction Project Managers (as needed), Meter Testers (as needed) Underground line (as needed), supplemental work crews (as needed)

**Shift:** 7:00 AM- 7:00 PM

**PURPOSE**

Orange and Rockland will administer the flood cut/restoration procedure to manage service issues affected by flooding or other water ingress matters. In doing so, public safety is the number one priority and the Company may require the removal of meters or disconnect of electric and/or gas service in an area which has been impacted by water damage, including water penetrating the electrical and/or gas system of a home or business. When the water level has risen, or will rise, to the height of the electrical receptacles, switches, breakers, panel box and/or reach a level to compromise gas operated appliances, such as a furnace or water heater, and the location(s) have been deemed unsafe by the local Building Inspector or Electrical Inspector having jurisdiction in the area, electric and/ or gas service will be terminated. It is not Orange and Rockland’s practice to preemptively de-energize electric and gas facilities unless imminent harm to employees and/or the public exists.

**APPLICATION ELECTRIC**

Upon notification by the municipal Building Inspector or customer to de-energize the electric service;

- All electric flood cuts will be entered into OMS as calls are received
- The flood cut coordinator will compile a list containing customer name, address and meter information from the OMS and CIMS data
- OMS incidents may be filtered by the flood cut (FC) designation
- Copy and paste into Excel the data for additional tracking, search and query capabilities
- If fuses are pulled to de-energize an area, identify other accounts through NRG
- Single meter removals will be completed by CMO, supplemental or underground resources as needed

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- Areas requiring fuses to be opened will be handled by Municipal Line (Priority Restoration) crews
- Single service crews will report back to with name, address, meter number to flood cut coordinator when meters are removed
- Update the Excel worksheets with the status and meter number of single service cuts
- All electric de-energization should be coordinated with the Gas DS where gas is present
- Complete jobs in OMS when work is completed in the field
- All flood cuts requiring a circuit to be de-energized must be communicated to the flood cut coordinator for communications to the Operations Chief

Once an underwriter inspection is completed and a cut-in is received electric will be reenergized;

- Create a VRU message indicating electric and gas flood cut restoration requests should be directed to a dedicated phone number established for service restoration arising from flood cuts during the storm mobilization. Once the storm team has demobilized ensure to change the message to direct calls to New Business offices during normal business hours or customer service after hours.
- Underwriter or customer will fax underwriters certification to specific fax number in New Business
- Underwriters certification will be matched to name or account on Excel spreadsheet
- Flood cut coordinator working with New Business will coordinate restore efforts
- Notify DS when underwriters certification for all accounts on a circuit are received to reenergize
- Notify CMO for single service or Muni Line (Priority Restoration) crews for larger circuit restores
- Notify CMO to create change meter order on CIMS
- Notify gas DS that an underwriters certification was received along with gas self certification form and that gas can be turned on if appropriate

Coordinate with gas DS to monitor gas restoration and match with electric flood restoration maintained by the flood cut coordinator.

### **APPLICATION GAS**

Upon notification by the municipal Building Inspector or customer to de-energize the gas service;

- All Gas flood cuts will be entered in the gas mobile dispatch system as calls are received
- The coordinator shall track flood cuts in the gas mobile dispatch system
- Using NRG, identify other accounts that may be included if valves are closed
- Create a report of flood cut services
- Communicate information at regular intervals to and Gas IC and electric flood cut coordinator.

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At the request to restore gas service;

- Verify that the electric service is on or can be turned-on. An underwriters certification should be received along with gas self certification form
- Create a Restore template in gas mobile dispatch and dispatch a gas mechanic
- Create a report of restored flood cut services
- Communicate information at regular intervals to and Gas IC and electric flood cut coordinator.

**DEMOBILIZATION**

With the approval of the Operations Chief, the flood cut /restoration process will begin to demobilize 72 hours after the last flood cut is reported. Demobilization will include transitioning the duties and responsibilities to the New Business department account coordinators to manage the service restoration process.

**CREWING**

<b>Field CMO/Other</b>		<b>Inspectors</b>
<b><u>Employees</u></b>	<b><u>Flood Cuts</u></b>	<b><u>New Construction Support</u></b>
4	100	4
5	200	4
7	300	5
8	400	7
10	500	9

**APPENDICES**

Appendix 1 – Customer Notification Web

Appendix 2 – Pre- Event Checklist

Appendix 3 – Post-Event Checklist

Appendix 4 - Plumber Self Certification Form

Appendix 5 – Team Roster

Appendix 6 – Future Door Hanger (under development)

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Flood Cut Procedure

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**APPENDIX 1**

Customer Notification - Web Site Message:

**Electric**

**If your home and/or business suffered from flood damage and/or electrical damage it may require private repairs to be made before O&R can safely reconnect the service. The building's owner must take the following steps for:**

- a. **Safety.** If the building is damaged, arrange for it to be inspected by the local Building Inspector or Code Enforcement Official. In some cases, depending on the extent of damage, municipal approval may be required just to gain access to the building. **Check with local municipal officials about approval.**
- b. **Damage.** Determine whether the building's electrical system has been damaged, or contact a qualified electrical contractor to make that assessment or repairs, if necessary.
- c. **Inspection.** Arrange for the building's electric service to be inspected by an electrical underwriter authorized by your municipality. **These inspectors do not work for O&R. They will charge you for their services. Prices may vary.**
- d. **Restoring Electric Service.** Once the building's electric system passes inspection, the underwriter will provide written notification to O&R via an underwriter's certification. After O&R receives the notification, electric service will be restored as soon as possible.

\*\*Some of the equipment that may have been damaged and the customer is responsible to repair would be as follows:

- The entrance cable
- The meter pan
- The riser pole for underground service

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**Natural Gas**

**If your home and/or business has flood damage safety regulations require that O&R isolate affected natural gas appliances. If O&R is unable to gain entry to your premises, the company will disconnect your natural gas service from the outside. Before O&R can reconnect your natural gas service, the building's owner must take the following steps:**

- a. **Electric Service.** Follow the first three steps for electric service restoration stated on the accompanying section.
- b. **Damage Inspection.** Contact a qualified plumber to determine whether the building' heating and natural gas equipment have been damaged. If the main automatic valve or other electrical control components on appliance were submerged; they must be replaced before natural gas service can be restored.
- c. **Restoring Natural Gas Service.** After your inspection and necessary repairs (if any) have been made, please call O&R's Customer Service toll-free number 1-877-434-4100 to have an O&R Service Technician unlock your natural gas service.
- d. **Charges.** There is no charge from O&R to reconnect your natural gas service.

**If you have any questions about these service restoration policies, please call O&R's Customer Service toll-free at 1-877-434-4100.**

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Flood Cut Procedure

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**APPENDIX 2**

**Pre-Event Checklist**

- ✓ Determine if flood damage is likely
- ✓ Notify resources to mobilize
- ✓ Coordinate staffing needs with CMO, Supplemental and UG electric
- ✓ Contact municipal officials and building inspectors to review flood-cut and restoration process
- ✓ Coordinate after hour, holiday and weekend restore process with customer service
- ✓ Prepare VRU script
- ✓ Prepare Excel sheet for tracking flood-cuts
- ✓ Coordinate efforts with gas DC
- ✓ Update website with flood cut information for customers

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**APPENDIX 3**

**Post-Event Checklist**

- ✓ Notify Operations Chief of demobilization
- ✓ Coordinate hand-off of restores with New Business and Customer Service
- ✓ Identify any priority restores remaining
- ✓ Update event records
- ✓ Create a final storm count a create report

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**APPENDIX 4**

**Gas Certification - Piping and Appliances Downstream of the Meter**

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(Installer's Name—print clearly) (Installer's Company) (License #) (Phone #)

hereby certifies that all gas piping and appliances installed at:

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(Street Address) (Apartment/Unit) (Town/State)

A) meet all installation requirements of: 1) the *New York State Fuel Gas Code (International Fuel Gas Code in Pa.)*; 2) the equipment manufacturer; 3) the Orange and Rockland *Natural Gas Installation Handbook* ("Yellow Book" available at [oru.com](http://oru.com)); and 4) all other applicable state and local laws; and B) that a satisfactory leakage test was performed on \_\_\_\_\_ at a pressure of \_\_\_\_\_ psi for a duration of \_\_\_\_\_ minutes.

Remarks:

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Installer's Signature: \_\_\_\_\_ Date: \_\_\_\_\_

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Is Corrugated Stainless Steel Tubing ("CSST") present? YES \_\_\_\_ NO \_\_\_\_ . If YES, I certify that it has been properly bonded to the grounding electrode system of the building:

\_\_\_\_\_ of \_\_\_\_\_, \_\_\_\_\_, \_\_\_\_\_  
(Installer's Name—Print clearly) (Installer's Company) (License #) (Phone #)

Remarks: \_\_\_\_\_

---

Installer's Signature: \_\_\_\_\_ Date: \_\_\_\_\_

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stove(\_\_),  water heater(\_\_),  boiler/furnace(\_\_),  clothes dryer(\_\_),  gas fireplace(\_\_),  
 other(\_\_) (specify) \_\_\_\_\_ to be in compliance.

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***O&R Use Only***

O&R installed a gas meter and/or activated gas at this premise: YES \_\_\_\_ NO \_\_\_\_

If NO, reason

Employee Name: \_\_\_\_\_ Date: \_\_\_\_\_

(print name)

Project Number: \_\_\_\_\_

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**APPENDIX 5**

**Team Roster**

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

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**APPENDIX 6**

Future Door Hanger – Under Development

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