Orange & Rockland

Electric Emergency Response Plan

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Prepared/Approved By	Revision Date	Supersedes
Francis W. Peverly Vice President - Operations	March 4, 2016	December 15, 2015

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Glossary of Acronyms

Term	Definition
AAR	After Action Review
AHC	All Hazards Consortium
AL	Authorized Lead
BPU	New Jersey Board of Public Utilities
CECONY	Consolidated Edison Company of New York, Inc.
CEI	Consolidated Edison Inc.
CERC	Corporate Emergency Response Center
CIMS	Customer Information Management System
CRT	Community Response Team
CSR	Customer Service Representative
DCC	Distribution Control Center
DESR	Distribution Engineering Situation Room
EEI	Edison Electric Institute
EH&S	Environment, Health and Safety
EHV	Extra High Voltage
EIC	Emergency Information Center
EOEM	Electric Operations Emergency Management
EORS	Electric Outage Reporting System
ERP	Emergency Response Plan
ES	Emergency Services
ETR	Estimated Time of Restoration
FC	Functional Coordinator (AKA “Branch Director”)
IBEW	International Brotherhood of Electrical Workers
IC	Incident Commander
ICS	Incident Command System
IMAT	Incident Management Assistance Team
IRM	Incident Restoration Model
IT	Information Technology
IVR	Interactive Voice Response Unit
LSE	Life Support Equipment
MARS	Mutual Assistance Routing System
NAMAG	North Atlantic Mutual Assistance Group
NRE	National Response Event
NYMSG	New York Material Sharing Group

NYS		New York State
O&R		Orange and Rockland Utilities, Inc.
OEM		Office of Emergency Management
OMS		Outage Management System
PCL&P		Pike County Light & Power Company
PD/FD		Police Department/Fire Department
PPE		Personal Protective Equipment
PRG		Priority Restoration Group
PUC		Pennsylvania Public Utility Commission
QL		Qualified Lead
RECO		Rockland Electric Company
RL		Regulatory Liaison
RMAG		Regional Mutual Assistance Group
RoD		Resources on Demand
RPM		Restoration Priority Matrix
SCADA		Supervisory Control and Data Acquisition
SERT		System Emergency Response Team
SRM		Substation Restoration Model
SRT		Special Response Team
TFCC		Twenty First Century Communications

Executive Summary

Orange and Rockland Utilities, Inc. ("O&R", "Orange and Rockland" or the "Company") recognizes the importance of an integrated emergency plan to manage and respond to emergency events that affect electric service to our customers. When an emergency occurs, response actions are guided by O&R's overriding emergency goals of protecting the life and safety of our customers, employees, general public, and restoring electric service in a safe and timely manner.

This Electric Emergency Response Plan ("ERP" or the "Plan") outlines O&R's philosophy and procedures for managing major emergencies that may disrupt electric service to our customers. The Plan further establishes the structure, processes and protocols for the Company's emergency response and identifies department and individual roles directly responsible for that response and critical support services. In addition, the Plan provides a management structure for coordinating and deploying the essential resources necessary for the Company's response.

This Plan meets the requirements for preparing and filing the Company's ERP in organizing the response to storms and other storm-like overhead system emergencies in accordance with the New York State Public Service Commission ("Commission") requirements under the New York State Public Service Law. This Plan also complies with the principles of the Incident Command System ("ICS").

1. INTRODUCTION

1.1 Overview

O&R 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") and a corporate affiliate of Consolidated Edison Company of New York, Inc. ("CECONY"). Within this 1,350 square-mile region, the Company, RECO and PCL&P serve electric and gas customers in three states as follows[1]:

	Electric	Gas
New York	226,122	132,817
New Jersey	72,273	0
Pennsylvania	4,608	1,201
Total	303,003	134,018

The Company's service territory is principally residential in nature, with a broad base of commercial, industrial, agricultural and recreational activities. The Company employs approximately 1,133 employees[1].

Customers receive electric service primarily through an overhead distribution system of primary and secondary conductors. A minority of the customers receive service through a residential underground distribution system originating from an overhead supply line. Extreme weather events such as heavy rain, lightning, high winds, heavy wet snow, ice or heat can adversely impact the integrity of the 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 assessing the magnitude of the event, as well as resource availability to support the

[1] Customer totals are as of November 1, 2015

restoration process. The ERP has been designed to provide a systematic organized plan for the purpose of promoting a safe and efficient restoration.

This Plan is constructed to provide O&R management with a trained, operationally ready workforce and an 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, implement and review procedures after each implementation of this Plan. An After Action Review ("AAR") process facilitates 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 magnitude and the number of customers affected vary, but the operational concept remains consistent. The level of recovery resources are adjusted as needed.

In addition to filing this Plan annually with the New York State Department of Public Service ("DPS"), a copy is made available to all employees through O&R's Intranet site:

ORU Electric Emergency Response Plan

and is also provided for reference to each New York State County Office of Emergency Preparedness served by O&R. The Company will certify that the contact lists have been updated as to 16 NYCRR §105.4(b)(5) in the December submission letter to the Commission.

1.2 Emergency Management – Vision and Mission

Vision: We are a leader in emergency management.

Mission: To meet our Company's needs by partnering with our stakeholders to provide effective risk assessment, mitigation, preparedness, response, recovery and communications.

1.3 Emergency Management - Corporate Emergency Management Strategy

We strive 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, employees, and other stakeholders by:

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

1.4 Program Review and Plan Responsibilities

Prior to December 15th of each year, all areas of the Company shall review their procedures, guidelines, checklists and instructions relating to storm recovery and revise them as necessary to comply with this policy.

Each functional area of the ERP will review and update its lists of employee and stakeholder contacts semi-annually. These will include:

- All utility personnel assigned to emergency response;
- Mutual assistance companies and contractors;
- Life support equipment 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;
- Critical facilities (Section 2.5);
- Pertinent material and supply vendors; and
- Telephone and other third party utility and Joint Use contacts.

Any changes to these contact lists will be communicated to the Emergency Management department for inclusion in the next update of the ERP. In the event significant changes are made during the year, Emergency Management will provide a timely briefing to employees with electric emergency response functions. Readiness of storm recovery employees is achieved through cross-functional training, on-the-job training, exercises, and After Action Reviews (AAR).

Emergency Management will review past events so that the criteria and assumptions used as the basis for this Plan are applicable. Material changes being considered during the year will be submitted to the Commission for approval before being incorporated into the corporate filing of the ERP.

2. STORM RESPONSE PHILOSOPHY AND STRATEGY

2.1. Incident Command System

The Company response to all events will utilize the Incident Command System (ICS). All Company plans are designed to operate and incorporate ICS principles (Attachment 8 – Typical ICS Organizational 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 and be knowledgeable of ICS structure, operating philosophy and terminology.

The ICS structure is built around five major functions that are applied on any incident regardless of size or scope and provides the scalability to fill only those parts of the organization that are required to respond. ICS establishes lines of supervisory authority, formal reporting relationships, and maintains reasonable spans of control at each level. At a minimum, all ICS positions will have a primary and secondary Branch Director (i.e., Functional Coordinator) responsible for:

- Mobilizing/demobilizing their organization as directed by the Incident Commander or designee;
- Making available an adequately trained workforce to staff their respective function;
- Identify appropriate training;
- Adhering to all applicable environment, health and safety rules, regulations and procedures; and
- Overseeing the deployment and direction of their staff in the performance of the specific tasks associated with their respective function.

In the event that a gas and electric system event takes place concurrently, the Gas Emergency Response Plan and this Plan will be executed under a unified ICS structure. A unified command ICS structure allows both operating organizations, 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 this Plan and the Gas ERP will need to appropriately respond and staff for their support responsibilities during concurrent Plan implementation. The appropriate level of response to an event will be based on the size, type

and potential impact of the event. In addition, when there is a potential for significant flood damage and/or impact, Orange & Rockland will initiate discussions with (a non-O&R) gas utility in their electric service territory about a potential coordinated flood restoration response, if applicable, five days prior to an event (or as reasonably permitted based on the timing of Orange & Rockland's advanced warning of the event).

2.2. Preparedness

Employees with storm function responsibilities receive appropriate ICS, functional and cross-functional training as required.

ICS Training

The Learning Center maintains ICS training records in eTrain, a learning management system for companywide training records. Emergency Management is responsible for reviewing ICS training standards and position requirements.

Functional Training

Employees can be responsible for various assignments. For employees whose emergency assignment activities are those primarily of their normal daily job functions, training is provided as part of their normal skills training / core curriculum. Employees whose emergency assignment activities differ from their normal job functions receive additional training as required. Training will familiarize employees with their roles/ responsibilities and the procedures associated with the function.

Training programs include a review of this ERP and applicable Response and Recovery Guides. Employees with secondary storm assignments will also receive functional training in those secondary assignments. Training formats consist of initial, refresher and just in time training.

Periodic exercises are conducted to allow employees to practice and fine-tune their emergency functions during non-emergency conditions so they are better prepared for an actual response.

Exercises also allow each organization to test their functions and procedures to identify areas of improvement.

Upon completion of training, Functional Coordinators maintain training documentation and provide the necessary refresher and cross-training. As staffing needs or personnel assignments change, the Functional Coordinators adjust training requirements so that appropriate training is completed to meet new and changing processes.

Exercise Program

A key to effective storm restoration is a well-trained and prepared workforce. While skills may be taught in training classes, the application of this knowledge and preparation takes place, and is enhanced during actual events and exercises.

The Company will utilize the "Exercise Development & Evaluation Guide" (available on the Emergency Management Intranet site) to assist in the design, delivery and review of emergency response exercises. As applicable, exercises will involve numerous operating and support organizations. Exercise scenarios will typically involve major electrical outages or flood scenarios. Emergency Management shall facilitate the annual corporate-wide exercise which will be conducted prior to June 1st of each year. Emergency Management shall also facilitate periodic exercises throughout the year involving various key ERP functions. These exercises shall be performed in advance of, and in, preparation for the annual corporate-wide exercise.

Regulatory representatives and first responders, such as fire, law enforcement, and local Office of Emergency Management ("OEM"), as well as telecommunication providers and other electric distribution companies, will be invited to participate/observe in at least one exercise per year. In addition, private sector organizations may be invited to participate/observe in the exercise(s) as appropriate.

Emergency Management will inform the DPS Staff a minimum of two weeks prior to a scheduled corporate-wide exercise.

Emergency Management coordinates the documentation of "Lessons Learned" during exercises which are valuable in improving the readiness of Company forces to meet service restoration goals. The lessons learned process will include obtaining comments from outside stakeholders. Observers may provide feedback on the performance of each participating organization. Debriefing sessions (i.e., Hot Wash) with key personnel are held immediately following exercises. Corrective actions are identified, approved by the Commission when appropriate, and implemented in this Plan and applicable Response and Recovery Guides.

Checklists and Functional Coordinator Guides ("Response and Recovery Guides")

Each storm recovery organization has a Response and Recovery Guide with the appropriate checklists. When alerted to the potential for severe weather that threatens the Company's service territory, pre-storm, shift transition and demobilization checklists will be reviewed. Upon activation of an ICS structure, Functional Coordinators (i.e., Branch Directors) will implement their respective checklists, procedures and have support staff readily available for mobilization.

The Functional Coordinator is responsible for maintaining and updating their respective Response and Recovery guides. These guides are located on the O&R Emergency Management website: ORU Emergency Management Web Site.

After Action Reviews (AAR)

No later than 30 days from the conclusion of each Category 3 or higher mobilization, Emergency Management will facilitate an AAR in order to determine the effectiveness of the ERP and to identify process improvements. Officers, Section Chiefs and Branch Directors (or designee) that participated in the event shall participate in the AAR. Process improvements and corrective actions will be identified, prioritized and assigned to the appropriate storm function. Process enhancements and changes, unless noted otherwise, will be incorporated into the ERP. Material changes made during the year will be submitted to the Commission for approval. All enhancement and changes unless noted otherwise will be in place prior to the next submittal of this ERP.

To assess the effectiveness of the implementation of this ERP, both operational and other resources may be used to perform audits and/or self-assessments. These audits will verify that all Functional Coordinators are following procedures, completing any required documentation and training, and executing their plans consistent with this ERP.

2.3. 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 Information Officer will be responsible for communicating with regulators, local government officials, customers, employees, and contractors to set expectations and address emergency issues. 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 to all stakeholders as the information becomes available. This information will be provided through various communication channels (Section 2.3 - Outbound Communications Strategy).

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 (Refer to Section 2.5 for a listing of critical facility types).

O&R's overall emergency response communications offer preparedness 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 (Section 4.4 - Customer Assistance Center).

Outbound Communications Strategy

Various officers and Functional Coordinators initiate communications throughout an event to one or more target audiences. Communications will be predicated on achieving the goals set forth below:

The Information Officer will verify that the Company is:

- Employing consistent and frequent multi-channel communication messages that leverage and reinforce one another in disseminating important information;
- Engaging traditional media by updating reporters on a frequent basis, and making key Company 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 and/or dispel rumors;
- Providing a dedicated information portal for municipalities;
- Providing an outage map that now includes an administrative console to facilitate consistent, timely and effective updates depending on the size and nature of the event;
- Using e-mail blast capacity to communicate with customers regarding key developments before, during and after a storm, along with safety information;
- Providing global, regional, local and incident level ETR on the outage map as well as a summary of outages in each municipality by state; and
- Updating employees and contractors using Incident Action Plans, e-mail blasts, E-Line, Intranet updates, E-Boards and daily field reports.

The Customer Operations Officer will verify that the Company is:

- Conducting outbound telephone calls to Life Support Equipment, Medical Emergency and Special Needs customers in major events;
- Providing customers the ability to opt-in to a program to receive proactive text notifications of major updates to their outage incident on a 24*7 basis;
- Conducting restoration callbacks to confirm restoration of service;
- Reporting customer outages and checking status through two-way text messages; and
- Providing timely updates to customers via upfront messaging on our telephone lines.

The Liaison Officer will verify that the Company is:

- Conducting outreach and communications with stakeholders including municipal and elected officials.

The Priority Restoration Group Branch Director will verify that the Company is:

- Contacting critical facilities (Section 2.5 – Critical Facility Types) prior to any forecasted major storms and providing them with the Company contact information in the event of a service disruption.

Inbound Communications Strategy

Depending upon the classification of the storm, the Company will either use its normal complement of Customer Service Representatives ("CSRs") in the Call Center to handle incoming calls and inquiries, or will increase staffing by using the internal and external supplemental CSRs. At the onset of an event, the Company will route calls coming into its toll-free number to a third-party vendor (e.g., Twenty First Century Communications ("TFCC")). By using TFCC's Interactive Voice Response platform the Company's call handling capability increases to approximately 30,000 calls per hour. Customers receive a recorded message from O&R with information about the event and have the opportunity to report their outage and receive ETR information for their accounts as such information becomes available.

The Company will use various technological communications mediums – incorporating technologies such as the Interactive Voice Response ("IVR"), internet based applications, social media, text messaging, and the Company's outage map 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 obtain information, provide us with feedback and ask questions.

Public Information

Upon activation of this Plan, the Public Information and Corporate Communications Branches are combined 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. The Public Information Branch facilitates communication with all stakeholder groups, including the news media, and provides a variety of communication services for Company organizations during an electric system emergency. Activities associated with this operation include, but are not limited to:

- Informing employees, contractors, mutual assistance partners and the public regarding the Company's planning efforts and storm forecast;
- Communicating ETRs as per the ETR Protocol;
- Distributing press releases to the public regarding storm safety, preparedness tips and the Company's storm preparedness, response and recovery efforts as well as disseminating such information via Website, Facebook and Twitter postings and YouTube when video is produced;
- Updating storm information notices on the Internet and social media platforms;
- Arranging media interviews and press conferences, as appropriate
- Issuing dry ice distribution announcements as needed;
- Activating advertising with local print and electronic media, when necessary and appropriate;
- Activating E-line, the Company's employee information phone line, prior to storm mobilization to heighten situational awareness of weather conditions as well as inform employees of advance preparations and possible mobilization; and
- Advising employees of restoration status and other pertinent information through the Intranet, E-line, and E-Boards.

Storm Communications Quality Control

The Storm Communications Quality Control Branch verifies that all external storm communications are consistent and accurate with respect to information, including 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). The group also is responsible for monitoring the availability of the Company website and outage reporting mechanisms. If any inconsistencies are found, the group will promptly notify responsible groups, obtain estimated completion times of corrective actions, log and follow up to verify completion.

2.4. Estimated Time of Restoration

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 lodging, meals and in the case of businesses, work hours. The Company's protocols used to establish all levels of ETRs meet the expectations of the Commission, the New Jersey Board of Public Utilities ("BPU") and the Pennsylvania Public Utility Commission ("PUC") ETR guidelines. The

Company's objective is to provide more geographically accurate ETRs as new information becomes available.

Estimated time to restoration is defined as follows:

- Global ETR – defined as the estimated time to restore at least 90% of all customers affected by an event (in New Jersey, 100%);
- Regional ETRs are typically defined as the estimated time to restore 90% of all customers affected by an event on a countywide basis. Alternate geographic areas may also be used when determining regional ETRs based on how an event affected the area;
- Local ETR - the estimated times to restore 90% of all customers affected by the event and supplied from individual distribution substations. Local ETRs will be presented in an easy to understand manner for the customer, such as on a city, town, or village ETR basis; and
- Customer Specific ETR - identifies individual ETRs at the customer level.

The Incident Commander will review and approve a global ETR for the event for communication to both internal and external stakeholders. All ETRs will be communicated using the ETR Protocol as defined in Attachment 5. As Global, Regional, Local and Customer Specific ETRs are developed, they will be updated in the Company's Outage Management System ("OMS"). ETRs will be further refined throughout the event as more detailed field information becomes available.

The enhanced ETR forecast model allows the Company to: (1) continue to improve the speed and accuracy of ETR calculations to provide global, regional, local and customer specific ETRs in the various mandated timeframes, (2) provide the necessary planning data to Operations to streamline assignment of restoration resources, and (3) automate enhancements to the ETR forecast model itself.

The Company uses a tiered model for ETR development and coordination of restoration targets with Operations. This model allows for assignment of individual ETRs earlier in the event than previous practice. Customers will be assigned restoration tiers which will be used to populate a high level operational work plan. The combination of assigned tier and assessed damage will be utilized to develop the incident specific ETRs.

The ETR process includes streamlined ETR calculations, automation of damage assessment reporting and integration of daily work plan/scheduling functionality into OMS. Standardized spreadsheets and preprocessing of historic data are used to streamline the calculation process. The Company has made various improvements to the damage assessment processes.

During the course of restoration, ETRs will be refined and communicated through updates to incidents within OMS. These updated ETRs will also be conveyed in communications via CSRs, the IVR, text messages and the Company website (Section 2.3 – Communications).

2.5. Trouble Call Process

The Company follows a strict set of priorities in responding to outages and other trouble calls. 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 including public safety considerations, measures that restore power to the largest number of customers, municipal infrastructure disruptions and critical facilities (e.g., hospitals, police/fire stations, water/sewer pumps) that have no emergency generation available (Attachment 7 – Restoration Priorities Matrix).

Critical Facility Types

The following is a listing of facility types, designated as "Critical Facilities", in priority order, that the Company has identified as having critical service needs. In the event of any potential outages to these accounts, the Priority Restoration Group will contact the customer to discuss impact and restoration.

- Critical Facility Level 1 are facilities critical to public health and safety. They include:
  - Hospitals and Emergency Medical Facilities;
  - Emergency Shelters and Cooling Centers;
  - Fire, Police, Paramedics, and Rescue Facilities;
  - Emergency Management Offices;
  - Water and Wastewater Facilities;

- Critical Utility and Communications Facilities;
- Fuel Transfer and Fuel Loading Facilities (ports);
- Mass Transit (tunnels, bridges, ferry terminals, major rail facilities);
- Airports;
- Military Bases; and
- Critical Flood Control Structures.

- Critical Facility Level 2 are facilities that provide significant public services but are considered to some extent less critical by government agencies. They include:

    - Nursing Homes and Dialysis Centers;
    - Facilities to support other critical government functions;
    - Prisons and Correctional Facilities; and
    - Communications (radio, TV, etc.).

- Critical Facility Level 3 are those facilities which provide public services but are considered to some extent less critical than Level 2 by government agencies. They include:

    - High-Rise Residential Buildings;
    - Customers providing key products and services (food warehouse);
    - Managed Accounts, Large Employers, and Other Key Customers;
    - Other Government Buildings, Schools, and Colleges; and
    - Any other facilities identified as being of special concern given the circumstances associated with a particular event.

Downed Wires and Site Safety Response (Wire Guard)

During any given event, the Company may receive many trouble calls requiring response to primary and service lines down throughout its service territory. Downed wire response is integrated into the Company's restoration strategy.

Where possible, a restoration crew will make the location safe. If they are unable to make the area safe due to other restoration priorities, a wire guard representative will be dispatched to the location. In addition, a damage assessor may come across a location with primary and

service lines down. Depending on the severity of the downed wire, and its proximity to high pedestrian areas, the damage assessor may remain at the location until a wire guard or restoration crew arrives.

The Company has dedicated employees and contractors who are assigned specifically to downed wire locations. These resources are required to follow the protocols outlined in the Site Safety Response and Recovery Guide (Attachment 4). During the first 24 hours of a major event our restoration priorities are downed wires in high pedestrian areas and blocked roads (Attachment 7 - Restoration Priority Matrix).The Company will assign higher priority 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. In addition to wire guard personnel, any O&R employee, contractor or mutual assistance responder that responds to a location involving downed wires will be required to follow the Downed Wires Guideline" (Attachment 3).

2.6. Restoration Model

During emergency events, O&R operates using two restoration models: the Incident Restoration Model ("IRM") and the Substation Restoration Model ("SRM"). Each is described below.

Incident Restoration Model (IRM)

Implementation

The IRM is normally implemented during smaller scale events, generally Category 1 - 3 events, but could be applied during higher level events, specifically at the concluding stages of the event on a case by case basis. This model is based on the dispatch of crews to individual incidents using the Restoration Priority Matrix ("RPM") (Attachment 7).

Organization of Restoration Crews

In the IRM, one Authorized Lead ("AL") will manage one or several crews. An AL coordinator will manage one or several ALs.

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 assigned crews work in designated areas and are only responsible for isolated areas of damage at a time. An AL coordinator will dispatch crews and ALs via OMS. ALs and crews may be moved from one municipality to the other after completing an incident.

The RPM identifies restoration priorities based on the type of incidents that occur. Incidents such as road closures and wires down will receive priority in the assignment of crews for restoration. The RPM provides guidance to the Operations Section Chief for the dispatch of crews to priority incidents and large customer counts throughout the event.

Substation Restoration Model (SRM)

Implementation

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

Organization of Restoration Crews

In the SRM model, the AL will be the field Operating Authority for an assigned substation and service provided by that substation. ALs will coordinate the Qualified Leads ("QL") and crews within their authority. One QL will manage one or several crews.

Dispatch and Restoration

The SRM allows ALs, QLs and crews to operate within a specific substation service area based on damage assessment. The AL will establish a command post at the substation and then dispatch assigned QLs to work individual circuits from that substation. Multiple substations could be assigned to one AL; however, span of control should be considered before making the decision to assign multiple substations to one AL. The restoration team

generally works from the substation out, within the area served by the substation, restoring all mainline incidents for a circuit before addressing any spur damage. Along the way, the crews will inspect and note any damage on spurs, then decide to isolate the spur or to make a repair. Upon completion of the mainline or sufficient switching to energize most customers on a circuit, the crew will either be directed to another circuit within the substation area or to begin restoration of spurs, based on the criteria established in the RPM.

Estimated Time of Restoration (ETRs)

ETRs are maintained at an individual local level for each substation. ETR communications, whether utilizing a centralized or decentralized model, are managed through the same process (Attachment 5 – ETR Protocol).

2.7. Restoration Strategy

In accordance with the priorities established for individual incidents and this Plan's trouble call response strategy, restoration crews will be dispatched to emergency calls that require an immediate response. This includes make-safe work for downed wires, major thoroughfares blocked by damaged facilities, critical facilities and incidents where distribution switching can rapidly restore large blocks of customers. Trouble locations that involve extensive re-construction may be isolated for follow up crews to perform.

As critical facility incidents are addressed, crews will be transitioned to restoration work on a priority basis. That is, outages that affect high voltage or sub-transmission facilities and substations that serve a large numbers of customers will be addressed first, followed by substation main line circuit outages, other primary lines, transformer malfunctions, downed service wires and finally non-essential services such as billboards or street lights.

Transmission Lines

All open transmission lines will be patrolled to determine the cause of the outages, if not already known. Aerial patrols may be performed, weather permitting and based on helicopter availability. If aerial patrols are not viable, a ground based patrol will be performed. Extra

High Voltage ("EHV") crews are dispatched based on known right-of-way conditions with four wheel drive trucks, track machines or all-terrain vehicles.

If thunderstorms are present, and the cause of an open line can be traced to a potential lightning strike, the System Operator will enter the GPS coordinates into a weather application which will map proximity lightning strikes to determine direct or close strikes on the affected lines. Once causes and locations are determined, crews will be assigned to make repairs.

System Operations will develop a priority restoration plan with joint input from System and Transmission (S&T) Engineering, EHV, and Substation Operations, so that variables impacting transmission restoration are considered. In general, a top-down approach will commence beginning with the priority restoration of Bulk Electric System (BES) facilities and interconnection points to help stabilize and rebuild the 138 kV backbone system. Restoration of transmission lines providing interconnection points for available generation will also receive high priority. Critical load restoration will be utilized to control voltage as restoration of transmission lines commences.

Primary Distribution Mainline

As downed lines are cleared and de-energized, restoration will begin on those lines consistent with the protocols outlined in the RPM. Concurrent with repair of primary mainline equipment, circuits serving critical facilities will receive priority attention. Primary distribution branches are evaluated by outage duration, estimated restoration time, associated critical facilities and total customers served.

2.8. Flood Response Plan

When it becomes necessary to disconnect electric and/or gas service to isolate an area due to flooding, the Company will follow its comprehensive Flood Cut/Restoration Response and Recovery Guide (Attachment 10). When flooding is present or appears imminent in an area, the Incident Commander will request that a pre-mobilization checklist and procedures with respect to the Flood Cut/Restoration Response and Recovery Guide be implemented. The process involves the mobilization of several O&R departments including New Business,

Customer Meter Operations, Customer Service, Electric Operations, Gas Operations and Public Affairs.

The operational representative in conjunction with the Priority Restoration Group may consider, on a case by case basis, the preemptive curtailment of electric and/or gas service that might present an imminent danger to the life and safety of the public or property damage to homes or businesses in an affected area. The decision to cut electric power and/or gas service in an area is communicated and documented through the Unified Command structure which is usually established under local fire department jurisdiction. All appropriate internal and external stakeholders such as Fire, Police, County OEM and public officials are involved in the process.

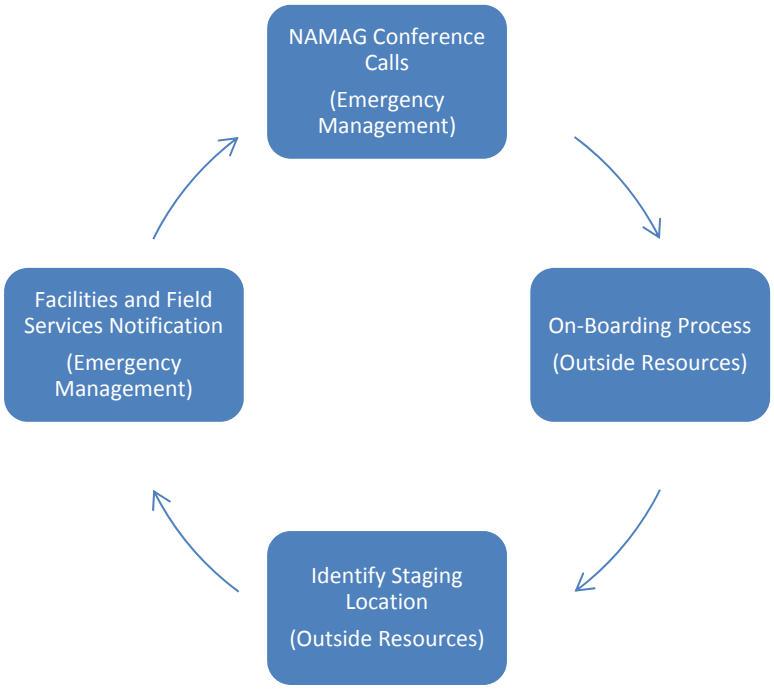
2.9. Mutual Assistance and Outside Resources

Restoring power after a major storm is a complex task that must be completed quickly and safely. A speedy restoration requires significant logistical expertise, along with skilled line workers and specialized equipment. Electric utilities affected by significant outages frequently call on other utilities for assistance to help expedite restoration.

Mutual Assistance Process Overview

Pre-Storm Operations

The following flowchart depicts the pre-storm operations when requesting mutual assistance:



The need for mutual assistance is determined by the level of the event impacting the utility or utilities as described in the following table:

Level	Description
1	*Local Area* - Resources come from within a single company including sister companies.
2	*Local Region* – Resources come from one Regional Mutual Assistance Group ("RMAG") and potentially neighboring utilities.
3	*Regional* – Resources come from more than one RMAG.
4	*National Response Event* – A NRE impacts a significant population and requires resources from multiple RMAGs or sources.

Requests for mutual assistance for both O&R and CECONY are coordinated through CECONY's Emergency Management department as one consolidated request. The mutual assistance resources obtained are then allocated between the two companies based on the

"Acquisition and Allocation of Mutual Assistance and External Resources" Emergency Management Guideline (Attachment 13). Those resources allocated to O&R are pre-staged, taking into consideration the forecasted regional weather impact and pre-determined minimum staffing requirements.

The Electric Operations Section Chief will periodically review system status and, after conferring with the Incident Commander, will re-allocate resources as may be necessary. Re-allocation of resources will be based upon damage assessment, the extent and type of damage, the number of jobs, the number of downed wires, the number of customers out of service, the type of available resources (e.g., utility company teams versus small groups of contractor crews), the predicted global and regional estimated restoration times, and the difficulty travelling within the service area.

CEI (CECONY and O&R are both represented by CECONY Emergency Management) is a member of the North Atlantic Mutual Assistance Group ("NAMAG") and can draw resources through NAMAG from the Mid-Atlantic, New England and Canada (Attachment 14 – Mutual Assistance Agreements). Once the Company determines that external resources are required, the IC will request that Emergency Management initiate the mutual assistance process. The process will be implemented consistent with the "*North Atlantic Mutual Assistance Group Guidelines*" as follows:

- The requesting company(s) shall initiate a RMAG/Joint Mobilization conference call;
- The weather forecast shall be presented by the requesting company(s) to provide all members an opportunity to understand the emergency situation;
- An estimate of actual or predicted impact / damage and when they are expected to occur shall be presented by the requesting company(s);
- An estimate of resources needed shall be presented by the requesting company(s); and
- All non-impacted companies shall state the numbers of resources available to assist once their service areas are no longer at risk.

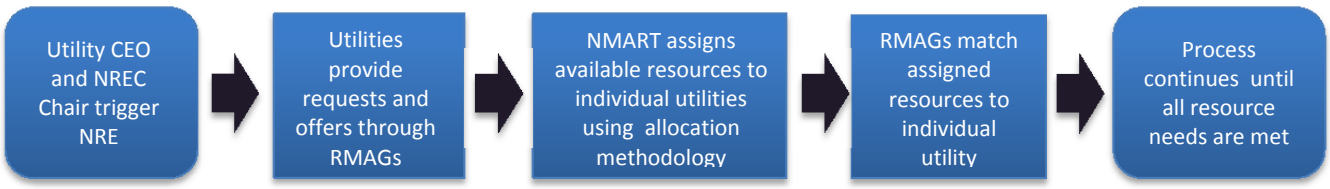
If the resource needs cannot be met from within the NAMAG, the mutual assistance request may be expanded to encompass neighboring RMAGs. If the request for resources cannot be

fulfilled by the neighboring RMAGs, a National Response Event ("NRE") may be declared by the Chief Executive Officer, or designee, of an affected utility.

A NRE designation is reserved for only the most significant events, such as a major hurricane, earthquake, an act of war, or other occurrence that results in widespread power outages.

In the case of an NRE, the industry's mutual assistance process will be coordinated at the national level in order that industry resources are seamlessly allocated in the most efficient manner possible.

A simplified flow chart of the NRE process is shown below:



The Mutual Assistance Unit may be activated when the Incident Command and General Staff deem it appropriate to request mutual assistance from other utilities for overhead or underground events. This is typically required for Full Scale incidents but may be utilized during lower level events. The Planning Section Chief, in consultation with the Operations Section Chief and Incident Commander, determine the number and type of mutual assistance crews and equipment required. The Incident Commander or designee will alert the Director, Electric Operations Emergency Management ("EOEM"), when mutual assistance crews are required.

EOEM will serve as the primary contact for the Edison Electric Institute ("EEI") Mutual Assistance Program and will initiate a RMAG conference call to determine the availability of crews and obtain commitments. The *EEI Mutual Assistance Agreement and Guidelines* and other forms and instructions can be found on the EOEM page of the Emergency Management intranet site. Additional mutual assistance acquisition procedures can also be found here.

<u>Mutual Assistance Travel Expediting</u>

In order to help minimize the travel times of mutual assistance resources, CECONY / O&R Emergency Management, working with the All Hazards Consortium ("AHC"), a 501(c)(3) non-profit group focused on homeland security and emergency management issues, and the Multi-State Fleet Response Group have developed a process for expediting the movement of vehicles through the EZ-Pass toll systems in 14 states along the east coast and expediting the process for utility crews when crossing the US-Canadian border. Refer to the documents *Expediting Fleet Movement by Utilizing the EZ-Pass Electronic Toll Collection System* and *US - Canada Border Crossing Guidance* on the EOEM website.

Onboarding Process

Once mutual assistance resources are secured, the following organizations / persons are responsible for the proper receipt, allocation and integration of these resources into the restoration effort:

Emergency Management

- To standardize the process, Emergency Management will utilize Resources on Demand ("RoD") to track all pertinent information (e.g., rosters, equipment, and estimated times of arrival) associated with bringing contractors and utilities into the CECONY and/or O&R service territory;
- Allocate resources between CECONY and O&R;
- Schedule periodic calls between the Vice President – Emergency Management (CECONY), Vice President – Engineering & Planning (CECONY) and the Vice President – Operations (O&R) are made to assess needs and re-allocate resources as needed; and
- Following a demobilization order of mutual assistance crews, Emergency Management will assess possible re-deployment and may administer performance evaluation surveys.

Electric Operations

- Identify assets: skill sets, equipment (restoration crews, service crews, and line clearance crews);
- Provide and assign ALs for the mutual assistance teams;
- ALs will conduct job briefings and/or any necessary on-the-job training ("OJT");
- ALs will evaluate mutual assistance performance;

- Request activation of a Staging Area / Base Camp Manager;
- Mutual Assistance Administrator will organize ALs, crews and EH&S representatives at the staging area to verify personnel, equipment and associated time sheets for proper payment.
- Provide an Outside Resources Leader to receive contractor information sheets from Emergency Management through RoD; coordinate onboarding of crews; staff the mutual assistance administrator and authorized lead function appropriately; verify daily contractor information sheets, updates master contractor intake form with reconciled numbers; document the receipt of actual contractor/ utility resources and equipment; maintain daily roster for eventual disbursement and record keeping; and archive data at the end of the event.

Facilities and Field Services Staging Area / Base Camp Manager

A designated Staging Area / Base Camp Manager will be identified for every 12-hour operational period. The Staging Area / Base Camp Manager will work with the lead representative from all organizations supporting Staging Area / Base Camp operations. The Staging Area / Base Camp Manager will work under the Logistics Section Chief in the ICS structure and will:

- Establish the staging area / base camp consistent with this Plan;
- Be responsible for setting up and maintaining the site;
- Be responsible for equipment and resources, fueling, and security; and
- Be responsible for demobilization of staging area / base camp.

Facilities and Field Services

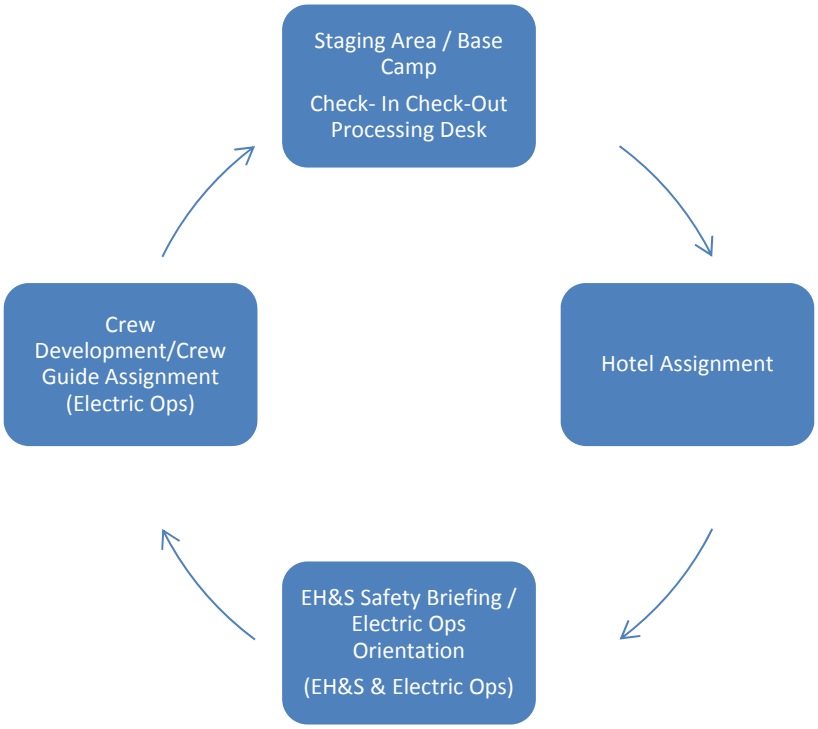
- Make available sufficient inventory;
- Coordinate meals, ice and water supply;
- Coordinate crew transportation;
- Arrange for site security, vehicle fueling and coordinate lodging, restocking; and
- Handle demobilization of the site

EH&S

- Responsible for the orientation process and delivery of any “on-boarding” training as detailed in the “Handbook for Mutual Assistance Workers”; and
- Conduct safety reviews and safety talks.

Process Flow Chart

The following flow chart depicts the steps taken in the onboarding process:



National Guard Assistance (New York State only)

The New York State National Guard Support Program provides for support from New York State National Guard ("National Guard") personnel when a catastrophic event occurs and the customary sources of supplemental personnel, such as mutual assistance, contractors, or internal staff, cannot provide adequate personnel to address needs.

In order for the New York State National Guard to be deployed, the Governor of the State of New York must declare a state of emergency. Total deployment time (including deployment and demobilization time) should be less than 10 to 14 days.

National Guard Capabilities and Power Restoration Roles

National Guard forces can provide logistics, transportation, communication assistance, and general purpose capability to areas identified by the New York State OEM to supplement electric company emergency response to expedite power restoration and mitigate suffering during the initial response to an incident.

If deemed necessary, National Guard resources can fulfill the following roles:

- Public Safety
  - Wire guarding for down wires; and
  - Flagging for traffic control.
- Logistics Support
  - Points of Distribution – could include transportation and distribution of dry ice, wet ice, or water to citizens without power;
  - Fueling – delivery of fuel to vehicles and equipment engaged in power restoration work; and
  - Lighting – delivery and operation of portable light towers to support restoration crews
- Emergency Transportation
  - Short-haul transport of cargo or materials from staging areas to point-of-repair locations;
  - High-axle transport of damage assessment teams, or restoration crews; and
  - Aerial assessments (only as “lift of opportunity” when combined with an existing National Guard mission).
- Communications Support - Provide assistance with temporary communications in critical areas.
- The National Guard has a limited supply of their own portable light towers, but they can operate, transport, and refuel any light towers provided to them by the Company, mutual assistance crews, contractors, or equipment rental companies.
- New York State National Guard personnel are self-sufficient with regard to food, water, and lodging.

Requesting National Guard Support

If a determination is made that National Guard support is necessary, a request shall be submitted to CECONY Emergency Management’s Liaison. Requisite information includes nature of support needed (e.g., wire guarding, flagging, high-axle transport), number of

personnel needed, location(s) where support is needed, requested start date, and expected duration of support.

Emergency Management will review request and determine if other options such as mutual assistance, contractors, or internal staffing are viable. If other options are not adequate, the Emergency Management Liaison (or, if activated, the CECONY Liaison assigned to NYS OEM) will submit the request for New York State National Guard support to the Department of Public Service Emergency Manager. Requests from all the electric utilities will be coordinated and forwarded to the NYS Power Restoration Working Group[2] for processing.

Aerial observation requests should be also submitted through the DPS Emergency Manager.

Use the National Guard Request For Resources or Assistance Form (Attachment 16) for submitting requests so that all required information associated with the request has been considered and provided. Pre-scripted mission sets should be attached and referenced in box 8 and 9.

The NYS Power Restoration Working Group will determine what resources are available for deployment. If they determine that requests exceed available resources, they may request support from the National Guard in other states.

Deployment and On-Boarding

All National Guard personnel are deployed with general rules of engagement for civilian population.

National Guard resources will be allocated between CECONY and O&R according to the mutual assistance resource allocation (Attachment 13). In addition, the allocation of these resources will also incorporate county needs and restrictions the National Guard may have with its deployment.

[2] The NYS Power Restoration Working Group consists of representatives from each of the affected electric utilities, the State OEM and the DPS.

O&R will provide the National Guard personnel with any personal protective equipment ("PPE") required to perform a particular job that is not part of their standard-issue PPE.

Upon assignment, National Guard personnel will be given on-boarding training by the appropriate Functional Coordinator that will include a job briefing, and On-the-Job training, if necessary.

The appropriate Functional Coordinator will provide just-in-time training to perform all required mission sets once the National Guard arrives on utility property. The training for National Guard personnel performing wire guarding, flagging or other work needing such training may be performed at the worksite, at a staging or base camp area, or at a training facility.

The appropriate Functional Coordinator will work with National Guards local leadership to create job sheets, which will be provided to National Guard personnel. The job sheets contain essential information such as contact names, phone numbers, addresses, safety instructions, and job instructions.

Line Construction Contractor Crews

Upon the need for additional off property Line Construction Contractors, the Incident Commander will notify the CECONY Director of Electric Operations Emergency Management to acquire those resources. Emergency Management maintains a database of overhead contractors. Emergency Management's listing is kept up-to-date with information regarding contractor capabilities, storm rates, union affiliation, and emergency contact information. If required by the vendor, CECONY and O&R will establish purchase orders with several of these contactors.

Damage Assessment and Wire Guarding

The need for supplemental contract Damage Assessment and Wire Guards is contingent upon the storm classification matrix. For resource requests, Emergency Management has established agreements in place with multiple contractors to provide support.

Call Center Mutual Assistance Routing System ("MARS")

To provide additional live-agent support during events the Company entered into a contract with 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 (Section 4.4 - Customer Assistance Center).

2.10. Communication and Coordination between Utilities

During an event, the Joint Use group will be performing the following functions:

- Share information and prioritize restoration efforts relative to utility critical infrastructure out of service;
- Coordinate with the appropriate telephone company to set poles; and
- Notify the various telephone and cable companies of downed communication wires.

O&R has developed processes to communicate with telecommunication, including landline, fiber and wireless providers, and cable television companies that operate in its service territory to coordinate and enhance restoration efforts. Specifically, the Company developed a Joint Use Storm Plan (Attachment 12) to establish coordination with these services and define the processes for sharing information with the following telephone, cable, and wireless companies operating in O&R's service territory:

- Cablevision – NY;
- Cablevision – NJ;
- Blue Ridge Communications;
- Verizon – NY;
- Verizon – NJ;
- Verizon – PA;
- Alteva – NY;
- Alteva – NJ;
- Frontier Communications;
- Citizens Telephone Company;
- AT&T – Wireless Provider;
- Sprint– Wireless Provider; and
- T-Mobile – Wireless Provider.

The Joint Use Storm Plan includes the process for identifying critical Company, telecommunication, cable television and wireless facilities that are in need of immediate restoration, sharing information regarding downed telecommunication and cable television wires and coordinating with the various telephone companies to set poles. The Joint Use Manager shall initiate these duties under the Planning Section Chief.

3. STORM RECOVERY

The Distribution Control Center (DCC) continuously monitors real time weather and long-range forecasts. The DCC in conjunction with the Customer Assistance Center will manage Category 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 and/or the General Manager of Electric Operations to determine the appropriate level of response.

3.1. Pre-Event Preparations

When there is a reasonable probability that a major storm could impact the O&R service territory, the DCC will initiate a conference call with Electric Operations managers. The purpose of the call will be to discuss weather data, anticipated system impact, anticipated event classification, available resources and initial resource allocations. Following the DCC conference call, Emergency Management will schedule a conference call for all ICS Officers, Section Chiefs and Branch Directors to discuss weather and preparatory efforts.

3.2. Event Classification

The Storm Classification Matrix (Attachment 1) will be used by the General Manager of Electric Operations, Director of Control Center Operations, Section Manager of Emergency Management, and the Section Manager of the DCC 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;
- Critical Facility restoration; and
- Other variables such as wind, foliage condition or ground saturation.

Branch Directors will be notified of an ICS mobilization and requested to determine availability and provide updated contact information to the Distribution Control Center. 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 as to provide adequate response. If conditions change so as to require a re-classification of the storm, the storm staffing matrix will be reviewed and appropriate resource changes made based upon the criteria listed for each classification level.

3.3. Notification and Mobilization

Notification systems are in place to direct employees to report to their assigned storm recovery work locations. These systems include phone contact, text messaging and e-mail messages which will be activated by the respective Branch Director.

During the course of storm recovery operations, it is the responsibility of the IC to conduct periodic meetings or conference calls with key Branch Directors / support organizations. 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. These calls will specifically review mobilization, storm classification, staffing level requirements, restoration progress / key issues and demobilization. The Emergency Management Officer / IMAT will document meeting notes of key action items and owners. These notes will be reviewed at all meetings for follow up and closure. Each Officer, Section Chief and Branch Director within the ICS structure will be responsible for coordination and completion of key actions.

4. STORM RECOVERY ORGANIZATIONS

4.1. Distribution Control Center

Concept of Operation

The Distribution Control Center (DCC) 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 DCC, through the Operations Section Chief, is responsible for safe operations during the restoration effort.

When non-Company crews are involved in the restoration effort, the DCC 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 DCC will be referred to the Environmental Services Branch Director. The Environmental Services Branch Director will initiate the actions needed to promptly and properly address the situation in accordance with the applicable procedure.

The DCC receives information of system conditions from a number of sources including:

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

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

When mobilized for a Category 2 or greater storm, the DCC will delegate restoration responsibility to the System Emergency Response Team (“SERT”) but maintain operating authority. The SERT coordinates the activities of the following teams:

- Overhead and Underground field crews
- Supplemental Services (Service crews);
- Outside Resources (line clearance, mutual assistance, etc.); and
- Priority Restoration Group (PRG)

The DCC will maintain an open line of communication with Systems Operations, Substation Operations and Electric 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 Incident Commander and those organizations, or in the case of larger events, an O&R representative will be sent to the DESR or CERC.

Workflow

In Category 1 events, all restoration efforts, including staffing requirements and restoration status, are directed and managed by the DCC. DCC personnel analyze system conditions and dispatch crews on a priority basis according to the Priority Restoration Matrix. The DCC will update current job status in OMS. Large jobs involving the 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 DCC as needed to handle individual service problems or larger jobs to facilitate outage restoration.

During Category 2 or greater events, limited operating authority rights may be granted to specific SERT personnel by the DCC Section Manager. Regardless of storm classification, after full restoration has been completed, the SERT will have line crews/damage assessors patrol all primary circuits impacted by the event.

4.2. System Emergency Response Team (SERT)

Concept of Operation

The SERT operates under the Operations Section Chief in the ICS structure. The SERT's primary responsibility is the overhead construction work required to restore service to customers during Category 2 and greater events. Restoration field crews will be deployed from Regional Service Centers and other locations as directed by the DCC or SERT.

Depending upon the storm Category, the SERT 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 be dispatched as per the Restoration Priority Matrix and will perform make-safe work and effect quick restoration whenever possible. In addition, the Company will mobilize the Priority Restoration Group (PRG). The Company understands that expeditiously restoring normalcy to our communities is critical during an emergency. The PRG will be responsible for road openings, municipal priorities and critical infrastructure. The PRG will track municipal requests and communicate with elected officials the status of these incidents to the respective municipality (Attachment 15 - PRG Response and Recovery Guide). As this work diminishes, crews will move to construction restoration work. Once all customers are restored to service, permanent repairs to the distribution system will be made.

Workflow

The Outside Resources Branch Director will coordinate outside crew resources. This includes arrival, deployment, arrange for fueling, material supply, field deliveries and coordinate with the logistics sections to establish lodging, meals and transportation. The Outside Resources Branch Director will complete a safety orientation and review the "Handbook for Mutual Assistance Workers" with crew members. The Outside Resources Branch Director assigns a crew guide who will serve as the guide to escort crews to their work locations, provide materials and other assistance. Upon completion of each work assignment, the crew guide will contact the SERT to provide an update on work status including new work assignments.

SERT personnel will assign jobs to the restoration field crews in the Regional Service Centers. When a crew has completed its assignment, the crew will report back to the SERT who records the information and provides the crew with its next work package.

All tree-related work will be dispatched by the Outside Resources Branch. Once this work has been completed, the Outside Resource Branch will update OMS as to the status of the tree condition and the need for a restoration crew.

All house service work will be managed by the Supplemental Services Branch, if mobilized, through assignment in the OMS. The Supplemental Services Branch will prepare work assignments by area and direct service crews to the appropriate work locations. The Supplemental Workforce Branch Director 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 SERT for dispatch of a construction crew.

4.3. Damage Assessment and Wire Guarding

Damage Assessment

Concept of Operation

Damage Assessment's responsibility is to assess and report damage on the overhead and underground distribution system. 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 then provide more detailed information as needed.

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 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 as mainline outages in OMS. As needed, they will then patrol specified outage incidents in order to identify impacted facilities.

The Damage Assessment organization will notify the Site Safety organization, which is responsible for wire guarding, when “wire down” conditions are found that present a public

safety hazard. Site Safety Representatives will cordon off the affected area as appropriate and remain on site until relieved by the restoration crews or the area is made safe.

Workflow

The Damage Assessment organization is generally mobilized for a Category 2 and greater. However, their services may also be requested during a Category 1 event. Additional Damage Assessment resources are available via contractor and/or through request via CECONY. After mobilization, the damage assessors are deployed from the Regional Service Centers.

Damage Assessment Coordinators maintain communications with field personnel. They review outage incidents in OMS and assign them to the Field Assessors for investigation. 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. Troubleshooters, construction crews, supervisors and other responding employees, (as well as designated Damage Assessors) record and report their findings into OMS via laptop/tablet or phone reports.

At the request of the DCC, Damage Assessors patrol targeted circuits that have sustained damage on the circuit's main run or branches. Post recovery efforts will include additional feeder patrols to identify incremental damages so that permanent construction activities can be scheduled and completed.

Wire Guarding (Site Safety)

Site Safety Representatives (wire guards) will make an area impacted by downed wires safe or remain on site until relieved by the restoration crews. The Site Safety organization is generally mobilized for Category 2 or greater events.

When wires down conditions are reported, Site Safety representatives are dispatched. Once relieved, the Site Safety Representative advises the Site Safety Branch Director, who will assign additional jobs as needed. Additional Site Safety resources are available via

contractor and or through supplemental assistance request via CECONY. If minimum staffing levels cannot be met based upon the volume of wire down incidents reported, the Site Safety Coordinator will advise the Operations Section Chief who will in turn request additional assistance through Emergency Management.

4.4. Customer Assistance Center

Concept of Operation

The Customer Assistance Center, also referred to as the Call Center, routinely provides telephone answering services for O&R's customers. They also respond to customer inquiries received via e-mail correspondence.

During a storm recovery effort, the Customer Assistance Center Branch is mobilized and will answer all calls, record storm related trouble conditions, and provide customers with storm recovery status. The Customer Operations Officer will determine CSR staffing as predicated upon storm classification.

Depending upon the classification of the storm, the Company will either use its normal complement of Customer Service Representatives ("CSRs") in the Call Center to handle incoming calls and inquiries or will increase staffing by using the internal and external supplemental CSRs.

All incoming customer service calls are routed to the 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 measures its performance using Percent of Calls Answered and Call Answer Rate performance objectives. The Percent of Calls Answered goal is to answer 95% or

greater, and the Call Answer Rate goal is to answer at least 80% of the calls answered by a live agent within 90 seconds.

The Company's Storm Classification Matrix includes minimum staffing levels determined to be necessary to meet our performance objectives under each storm category. When staffing requirements exceed the organization's available internal CSR and supplemental staffing the Customer Operations Officer will activate the contracted third-party vendor Alorica Inc. (West Direct) to augment staff to meet those predetermined staffing levels. The Company's contract with Alorica provides a dedicated live-agent workforce of up to 100 CSRs to be utilized during large scale outages or events. Additionally, to the extent CECONY is not impacted by the event, or has call center resources available, those resources may also be utilized to supplement the Company's internal resources.

In addition, the Company entered into a contract with TFCC to install MARS functionality into our call handling solution. This functionality provides additional live agent support that may be available from other participating utilities.

The Customer Operations Officer will determine if the Call Center will augment staffing, when necessary, through its internal supplemental workforce, a contracted third-party vendor or MARS. The Customer Operations Officer will contact CECONY for the use of CECONY's Call Center resources if conditions in the CECONY 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. 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 the job status is updated in OMS, this

information becomes available to the CSRs for communication with customers. Calls that need to be escalated are forwarded to the Special Response Team for handling.

4.5. Special Response Team

Concept of Operation

The Special Response Team (SRT) augments the Customer Assistance Center when requested by the IC or the Customer Operations Officer. The SRT is responsible for communications with the following customer and external groups during a storm:

- Escalated Customer Calls;
- Life Support Equipment ("LSE") Customers;
- Special Needs Customers e.g. Elderly, Blind, Disabled);
- Regulatory Liaisons; and
- Dedicated Emergency Phones (e.g., Police, Fire)

Responsibilities

The primary responsibility of SRT is to maintain communications with the constituencies identified above. During a normal day, escalated customer calls are handled by supervision in the Customer Assistance Center. During an event when call volumes warrant, the SRT supports the Customer Assistance Center by responding to customer concerns that need to be addressed at an escalated level. Prior to an event, in conjunction with the Customer Assistance Center the SRT will initiate automated phone calls to make contact with the LSE and Medical Emergency customers. If the event is forecasted to be a Category 2C or greater, lasting more than 24 hours, Special Needs customers will also receive an automated call alerting them of the forecasted weather that could cause a potential interruption of service. These customers are advised to prepare as needed to protect their safety and well-being by taking steps necessary to prepare for an outage. Additionally, LSE customers are reminded of the special hot-line phone number available for their exclusive use.

For Category 2C or greater events that are expected to require more than 24 hours to restore all customers, daily personal communication with affected LSE/Medical Emergency customers will be maintained throughout the restoration effort. Also, in a Category 2C or greater event

lasting more than 24 hours, Special Needs and Medical Emergency customers affected by outages will receive an automated phone call daily. This phone call provides the most recent restoration information as well as the location of shelters and dry ice distribution centers.

The Regulatory Liaison will establish regulatory contacts in preparation of an event and manage regulatory reporting throughout the event.

The dedicated emergency phones are activated at the discretion of the IC. Communications of emergency conditions are received and reports are processed in a Web portal which in turn updates OMS. The Emergency Phone Center typically receives communications/reports of emergency conditions from the county OEMs, local police and fire departments. These reports are processed by emergency phone center personnel into a web portal which updates OMS.

Workflow

SRT will assume the responsibility for making daily outbound calls to LSE customers in a Category 2C or greater event forecasted to last more than 24 hours. SRT staff will also monitor all LSE accounts regularly through the Company's LSE web portal. The Company's web portal interfaces with OMS by providing real time data which is utilized to make outgoing phone calls to LSE customers who have lost power. All LSE customers without power will be contacted within 24 hours of the start of the event. All emergency contact numbers on the customer's account will be called. Results of the contact attempts are entered into the customer's account and the LSE web portal. After two unsuccessful attempts by phone, the account will be referred to the field for a wellness visit by a designated Company crew or local emergency services.

If, by the end of the day that the customer is referred, no call has been received from the regional OEM, the SRT Branch Director or delegate will call the OEM to determine the status of the customer contact. SRT staff will continue to contact affected LSE customers daily until they verify power has been restored. Post-storm system generated reports will be maintained to document all communication activity on LSE accounts. Also, SRT staff will draft a daily outbound message that will include a list of shelters and ice distribution centers as well as

other means to receive information about the restoration effort via IVR calls to affected Special Needs customers. Medical Emergency customers will be included in the daily outbound message to Special Needs customers.

The Escalated Call group within the SRT serves as an extension of the Customer Assistance Center and responds to customer inquiries and concerns that require a higher management level response. As appropriate, this group communicates with other recovery organizations in an attempt to resolve these customer issues.

The Regulatory Liaison ("RL") staff initiates phone calls or emails to the appropriate regulatory agencies at the start of the event. Information services prepare regulatory reports that are provided to the RL. The data for regulatory reports is compiled and forwarded to the RL by the Information Services group for submission. The RL forwards the regulatory reports the Quality Control group for a final review prior to submitting to the regulatory agency. The RL is responsible for ensuring that EORS reports are approved by the IC and are submitted to the DPS staff as per required scheduled.

Upon conclusion of the recovery event, final reports documenting all regulatory agency correspondence are filed and retained.

The Emergency Phone Center supports the DCC by handling incoming outage calls from police, fire and municipal agencies and entering the incident information into CIMS which updates OMS. This function will provide information to the DCC on a priority basis and channel other information to appropriate areas such as Site Safety or the Priority Restoration Group, if requested.

4.6. Community Relations

Concept of Operation

The Community Relations Branch 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 by the IC, CRT representatives will report to their assigned location and provide personal assistance in the prioritization of work 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 escalated to the CRT Branch Director who will interface with the appropriate function to facilitate resolution.

Workflow

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

If an event is expected to be a Category 3 or greater and restoration will last longer than 48 hours, the Community Relations Branch Director will conduct a pre-event municipal conference call. Subsequently municipal conference calls must be scheduled within 18 hours of the establishment of the restoration period, with the first to take place within 36 hours of that timeframe. Municipal conference calls will be held daily for public officials until 90% of restoration is complete. The CRT will continue to manage communications with municipalities relative to remaining customer outages and to proactively communicate with municipal officials after Municipal Conference Calls have ended. The information provided will be provided by the Information Officer and will include: the latest status of service restoration including, number of customers without service, the municipalities affected, the number of crews working, ETRs, number of wire down locations, road clearing efforts, dry ice locations and the restoration plan.

The CRT representatives will be deployed to their assigned locations as conditions warrant or as requested by local government officials. In addition to providing on-site support, the CRT representatives regularly update their designated municipal contact with restoration status.

Requests for special assistance are routed to the CRT Branch Director who interfaces with the appropriate function for resolution.

All updates from the Community Relations Managers and CRT representatives are given to the Community Relations Branch Director. Status reports are provided to the Branch Director who updates all individuals within the organization (Attachment 11).

4.7. Emergency Information Center

Concept of Operation

The Emergency Information Center (EIC) manages the information necessary to support the storm recovery's communication needs and serves as the single source of storm restoration information.

The EIC will provide timely information to other recovery organizations. Reports will address customers impacted, the status of the recovery effort, and the number and deployment of resources.

Workflow

Recovery organizations provide restoration and crewing updates to EIC 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 EIC publishes regular reports that include storm restoration activities, the number and location of customers impacted and the status of the recovery effort.

The EIC maintains records of storm restoration activities. All reports are provided to the various Branch Directors for further dissemination to their staff for communication with customers and public officials.

5. SUPPORT ORGANIZATIONS

5.1. Supporting Organizations

Many of the services required during the storm preparedness and storm restoration phases are provided by CECONY Shared Services and other support organizations, including:

- Facilities and Field Services;
- Supply Chain;
- Corporate Communications;
- Environment, Health and Safety;
- Information Technology
- Emergency Management;
- Telecommunications; and
- Human Resources.

The O&R Logistics Section Chief will request services required through the CERC Logistics Section Chief when a CERC has been declared at CECONY. When a CERC has not been declared, requests for services provided by any of the Shared Services organizations will be requested directly by the O&R Logistics Section Chief to the respective CEI Shared Services organization.

5.2. Facilities and Field Services

The Facilities Branch Director reports to the Logistics Section Chief and is responsible for the services below:

- 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;
- Arranging for catering services at designated locations, if requested; and
- Providing set-up for SERT location and arranging necessary conference rooms.

5.3. Transportation

The Transportation Branch Director reports to the Logistics Section Chief and is responsible for the services below:

- Operating on a 24-hour basis (or as requested) all transportation garages throughout the event;
- Providing for field delivery of fuel and on-site auto / equipment field repairs;
- Identifying and securing 4x4 and specialty vehicles when conditions require their use; and
- Maintaining records and a summary of material and equipment issued during the event.

5.4. Lodging/Meals

The Lodging and Meals Branch Directors report to the Logistics Section Chief and are responsible for the services below:

- Coordinate with the operational groups, the requirements for lodging and meal resources for Company and non-Company personnel;
- Maintain a listing of food and lodging resource locations and establish meal plan with food vendors;
- Establish communications with hotel vendors to identify availability of hotel rooms across impacted region(s);
- Coordinate lodging requirements for MA resources with Emergency Management;
- Disseminate lodging requirements to staff and monitor for requirements to be satisfied;
- Document number of rooms reserved, occupied and vacant by day for each hotel being used;
- Release rooms as required;
- Document all requirements, decisions, issues and email logs; and
- Provide summary to Logistics Section Chief on a daily basis per 12 hour operational shift.

5.5. Corporate Security

The Corporate Security Branch Director reports to the Logistics Section Chief and is responsible for the services below:

- Provide security throughout the service area for company employees, property and contractor equipment;
- Provide management of contract security guard service;
- Provide coverage as needed at gate locations, equipment, staging areas, and motel/hotel parking areas for Line and Tree contractors, vehicle and equipment; and
- Establish and maintain lines of communications with outside law enforcement agencies.

5.6. Stores

The Stores Branch Director reports to the Logistics Section Chief and is responsible for the services below:

- Operating on a 24-hour basis (or as requested) all storeroom facilities throughout the event;
- Making available and maintaining adequate material and supply inventories;
- Verifying and maintaining inventory of pre-defined emergency tools, supplies and storm kits including items deemed in short supply will be referred to Purchasing and to Emergency Management (see New York Material Sharing Group description below);
- Issuing materials including storm kits, to the appropriate recovery organization;
- Providing for field delivery of materials, poles, transformers;
- Maintaining records and a summary of material and equipment issued during the event;
- Providing for special equipment (e.g., mobile command vehicles with communications capability, cranes, back-hoes, mobile generators, light towers, tractor trailers);
- Establish and operate the Staging Area and base camp (to date, four staging areas within O&R's service territory have been identified);
- Field drop of large materials;
- Security support at all work-out locations, critical facilities, base camp and staging areas; and
- Dry ice acquisition and delivery.

The Stores Branch Director identifies, procures and tracks any materials needed (e.g., transformers, poles, dry ice), including tracking items deemed in short supply with Supply Chain and as necessary with the New York Material Sharing Group (Refer to Section 5.8 - New York Material Sharing Group).

5.7. Dry Ice

The Dry Ice Branch Director reports to the Logistics Section Chief. When the Incident Commander has made the decision to distribute dry ice (generally when the outage is expected to last more than 48 hours) the Customer Operations Officer and Liaison Officer will determine expected customer count, number of distribution sites and time of distribution. If dry ice is unavailable, wet ice will be distributed in its place.

Local officials and County OEMs will be conferred with to establish distribution sites. The Information Officer will publish communications regarding distribution locations, dates, times. Logistics will estimate the dry ice needs based on customer count provided (typically each customer receives dry ice that is five to seven pounds on average, which will maintain food for 18 to 24 hours).

5.8. New York Material Sharing Group ("NYMSG")

The NYMSG was established in accordance with the Commission's Order Instituting a Process for the Sharing of Critical Equipment, issued November 19, 2013 in Case 13-M-0047. Participating companies have agreed to establish a warehouse network to stockpile key materials and equipment to share as outlined by the group's governing principals/procedures. In the event that material or equipment cannot be obtained through traditional sources, the Logistics Section Chief will request the designated NYMSG Company representative to initiate the NYMSG protocol (a copy of the protocol may be found on the Emergency Management intranet site).

O&R will adhere to the procedures and protocols developed, including attending meetings and exercises, participating in storm conference calls, and providing materials to requesting members whenever possible.

5.9. Corporate Communications

The Corporate Communications Branch Director, which combines with Public Information, provides a variety of services for organizations during a storm recovery effort, including:

- Informing employees and the local/social media regarding the Company's planning efforts and storm forecast;
- Releasing to the public via local and social media, the Company's storm recovery preparedness efforts; and
- Issuing press releases on storm safety.

Corporate Communications will report the extent and location of damages and communicate safety issues to the media. They will also activate, as needed and as appropriate, radio

advertising that highlights tips to prepare for power outages and understand O&R's restoration priorities. The time periods within which media releases and advertising are issued is determined by the number of customers affected and the event duration.

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 semiannual basis.

During the restoration effort, an outage information section will be available on the O&R website. The website is available 24/7 and will be updated at least daily during an event. 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 ICS is mobilized, 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 advertising campaigns with local media;
- Arranging media interviews and press conferences, if necessary;
- Verifying website outage map is operational;
- Issuing dry ice distribution announcements as needed;
- Heightening employee awareness of a possible storm event and mobilization by activating E-line, the employee information phone line; and
- Advising employees of the restoration status and other pertinent information through the Intranet, E-line and published material.

5.10. Environment Health & Safety (EH&S)

Environmental Services

The Environmental Services Branch Director reports to the O&R EH&S Officer and acts as the primary contact between the Company and environmental regulatory agencies, as well as the 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 Services Branch Director may request the DCC to dispatch crews to make the area safe and the equipment accessible for sampling.

It is the responsibility of the Environmental Services Branch that the Company's spill response contractors are 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 EH&S staff may be requested. In addition, retiree resources and vendor resources along with retiree and vendor resources may be utilized.

Health and Safety (“H&S”)

The H&S Branch Director maintains open lines of communication with all Coordinator functions. The H&S Branch Director 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 H&S Coordinator will maintain records of safety 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, the assistance of CECONY EH&S staff may be requested. In addition, retiree resources and vendor resources along with retiree and vendor resources may be utilized.

5.11. Technology Support

The Technology Support Branch Director reports to the Logistics Section Chief and will maintain computer system reliability. Computer support extends to local area networks and mainframe systems located at the Company's Spring Valley Operations Center and other locations supporting the recovery effort (e.g., SERT in Spring Valley Distribution Center and Blooming Grove Operations Center). IT support staff will provide around-the-clock (based on storm classification) and/or a single point of contact support to all recovery organizations. The Technology Support Branch Director is responsible for supporting the services below:

- Maintaining the desktop functionality/integrity of CIMS and other applications such as "NRG" WMS and OMS;
- Remain in contact with the Information Technology (IT) Network Operations Center (NOC) to support mainframe access and mainframe printing functionality;
- Providing front line support and escalation of all applications and/or system problems to appropriate IT support groups;
- Supporting hardware, including PCs, printers, laptops, and mobile field devices;
- Coordinating IT/desktop support at all Company locations as required based on storm classification;
- Coordinating IT Control Room applications support services as needed; and
- Keep in contact with IR/NOC as they monitor network functionality, server availability, etc. to provide continued access to corporate resources.

5.12. Telecommunications

The Telecommunications Branch Director reports to the Logistics Section Chief. The primary function of Telecommunications Branch Director during emergency response efforts is to support all communication requirements necessary for the Company. The Telecommunications Branch is responsible for supporting necessary communications during corporate emergencies. These services include:

- Private radio network, consoles, recorders;
- Customer Service IVR/Telephone System;
- Corporate Communications Transmission Network (CCTN)
- Company Microwave/Radio Facilities ;
- PBX, VoIP & Telephone Systems;
- Dispatch Control Center Communications Support;
- Energy Control Center Communications Support;
- Gas Control Center Communications Support
- Monitoring of Wide Area Data Network (WAN);
- Support Company Emergency Communications Supplemental Requirements ;
- Monitoring system performance so as to provide for the smooth transmission of data and equipment availability;
- Establish all data/voice requirements for Emergency Command Post and Storm Rooms; and
- Maintain conference call bridge lines.

<u>Voice/Data Communications Systems</u>

Additionally, the Telecommunications Branch is responsible for maintaining the availability of the Company's Voice/Data 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 telecommunications 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/data communications networks;
- Running tests and reporting all events to the Telecommunications Branch Director ;
- 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 CCTN and public networks; and
- Responsible for providing access at all remote communication sites (i.e., microwave and radio).
- Testing, logging and keeping a database of all emergency supplemental devices;
- Issuing emergency supplemental wireless devices and administering sign out procedure.

5.13. Human Resources and Labor Relations

The Human Resources Branch Director reports to the Admin/Finance Section Chief and supports Emergency Management during activations by having a team available to assist with: the monitoring of staffing requirements and providing staffing resource support, including procuring qualified retired employees, if required. This function during non-activations will provide Emergency Management updates on retirements, transfers and new hires into the Company for appropriate storm assignment.

The Labor Relations Department will be responsible for interfacing with the local union, as required.

6. ADVICE AND COUNSEL

The O&R Section Manager of Emergency Management will provide advice and counsel on this Plan.

7. ATTACHMENTS

Attachment 1 - O&R STORM CLASSIFICATION MATRIX

Storm Category & Plan	PSC Cat	Typical Weather Conditions & System Impact	Number Of Customers Projected Out of Service and No Power Jobs	Proposed Global Restoration Range (Days)	Minimum Staffing levels (over a 24 hour period)																																				
					System Emergency Response Team (SERT)					Public Safety			Priority Restoration Group			Customer Operations		EH&S		Planning & Analysis						Information				Liaison		Logistics									Admin/ Finance		
					Administration Positions *	Line Crews	External Line Crews *	Service Crews *	Tree Crees *	Administrative Positions	Internal Site Safety Crews	External Site Safety Crews *	Admin Positions	PRG Line Crews *	PRG Tree Crews *	Special Response Team	CSR's *	Environmental Rep	Safety Representative	Damage Assessor Coordinator *	Damage Assessors *	Damage Assessment Clerks *	OMS support	Analysis Planning	ETR 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 *	Human Resources	Financial Planning	Purchasing
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	.5 - 1.5	14	30	0	0	5	4	12	0	1	TBD	TBD	8	7	2	1	TBD	TBD	TBD	2	2	1	2	2	0	1	3	0	4	1	0	0	2	0	1	6	0	0	0
2 - Serious (O&R internal resources and contractors)	2A	- 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	1 - 2	10-15	40	0	0	5	6	16	1	1	TBD	TBD	8	9	2	2	3	15	3	4	2	1	2	2	0	2	4	0	6	2	2	0	2	2	1	6	0	0	0
	2B		10,000 - 15,000 250 - 400 NP	1.5 - 2.5	13-19	40	15	0	10	8	24	1	1	TBD	TBD	10	13	2	3	4	25	3	4	4	2	2	2	4	2	5	0	6	10	2	0	2	2	1	6	0	0	0
	2C		15,000 - 20,000 400 - 500 NP	2 - 3	17-22	40	25	10	15	12	32	2	2	2	1	12	17	2	3	4	30	4	4	5	2	5	4	4	2	6	8	8	12	2	0	2	2	1	7	0	0	0
3 – Serious (All O&R resources and localized Mutual Assistance)	3A	- Widespread thunderstorms, heavy rain, tropical depression or smaller Nor'easter type storms - Sustained winds greater than 40 mph Gusts greater than 45 mph - Widespread moderate to heavy damage to electric distribution system	20,000 - 30,000 250 - 500 NP	2.5 - 3.5	23-33	40	30	10	20	16	52	3	19	5	3	15	26	4	3	7	45	5	8	5	4	5	4	7	4	7	16	10	12	4	16	4	4	6	9	3	2	1
	3B		30,000 - 40,000 500 - 750 NP	3 - 4	37-47	40	35	10	25	20	60	3	23	8	5	20	35	4	3	8	55	6	8	6	4	5	4	7	4	7	24	10	12	4	16	4	4	6	16	3	2	1
	3C		40,000 - 50,000 750 - 1000 NP	3.5 - 4.5	45-57	40	50	15	30	28	88	4	29	10	6	20	43	4	3	9	65	7	8	6	5	5	4	8	4	7	30	12	12	4	16	4	4	6	25	3	2	1
4 – Full Scale (All O&R resources and extensive Mutual Assistance Resources)	4A	- Tropical depression or hurricane - Sustained winds greater than 45 mph - Gusts greater than 50 mph - Condition exists for 12 hrs - Greater than 25% damage to electric distribution system	50,000 - 60,000 1000 NP	4 - 5	60-73	40	70	15	40	29	88	4	37	15	7	20	52	8	4	11	85	9	12	8	7	5	4	9	4	7	40	12	12	4	20	6	9	12	25	5	2	1
	4B		60,000 - 80,000 1000 - 2000 NP	5 - 7	77-86	40	80	25	50	30	88	5	43	20	10	25	69	8	4	13	105	11	12	10	7	5	4	10	4	7	44	14	15	4	20	8	9	12	30	5	2	1
	4C		80,000 - 100,000 2000 - 3000 NP	6 - 8	81-99	40	90	45	60	31	88	6	50	25	15	26	87	8	6	16	130	13	16	12	7	5	4	10	4	7	46	14	15	6	20	12	12	12	35	5	2	1
5 - Full Scale (All O&R resources and extensive Mutual Assistance Resources)	5	- Extreme weather events (thunderstorms, rain, snow, ice) - Sustained winds greater than 50 mph - Gusts greater than 55 mph - >50% damage to electric distribution system - Limited mobility due to damaged infrastructure	100K - 175K 3000 - 10,000 NP	7 - 10	130-150	40	230	60	100	32	88	7	58	27	17	36	152	10	8	18	155	16	16	16	8	5	4	11	6	7	56	16	15	6	20	16	12	15	35	5	2	1
Disaster Response (All O&R resources and extensive Mutual Assistance Resources)	6	- 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	9 - 12	160-186	40	290	70	150	34	88	7	60	30	20	38	260	12	10	23	205	21	16	20	8	5	4	11	6	7	60	16	15	6	25	20	12	15	40	5	2	1

Weather Notes: Customers affected and restoration times can be impacted by many external conditions including but not limited to:

- The storm stalls over our operating area		
- Heavy rain for more than 8 hours and/or saturated soil conditions		
- 3 inches of heavy, wet snow with wind		

Staffing Notes:

** Staffing levels in these functions utilize contractors or external mutual assistance aquired through CECONY or utility Regional Aid Groups. Generally this is the case in Class 3 or greater events.*

TBD - Staffing decisions are evaluated on a case by case basis dependent upon conditions and seasonal considerations.

ATTACHMENT 2 - PART 105 MATRIX

Emergency Plan (Part 105) Section	Description	Page
Table of contents		2-3
Introduction	A statement of the purpose, policies and objectives of the plan.	7-11
Emergency classifications	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.	40-41; Attachment 1
Emergency response training program	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) 14-16; Attachment 9 b) 14 c) 15-16 d) 15-16 e) 16
Advance planning and preparation	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: - all utility personnel assigned service restoration responsibilities; - mutual aid companies and contractors;	a) 2; 14-16 b) 10-11

	- all life support and other special needs customers; - human services agencies; - print and broadcast media; - Operators/ managers of motels, restaurants and dormitories, etc.; - state, county and local elected officials, law enforcement officials, and emergency management and response personnel; - medical facilities; and - Vendors. c) At least annually, the corporation shall verify that all of the preceding data are current. d) At least semiannually, the corporation shall issue updated lists of known changes to its employees that have plan implementation responsibilities. e) The procedures should include the corporation's plans to stockpile emergency restoration tools and supplies in loose or kit form. 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.	c) 10-11 d) 10-11 e) 58; Attachment 9 f) 59-61; Attachment 3
Emergency anticipation	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. 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.	a) 17-20; 28-36; Attachment 1 b) 40-41; Attachment 1
Service restoration procedures	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. 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. c) Identify criteria for determining when centralized versus decentralized control is appropriate. d) For those severe emergencies when field damage assessments are needed, describe	a) 43-47; Attachments 3, 4 and 15, b) 20-23; Attachments 7 and 15 c) 24-26 d) 46-47

	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. 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. 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. g) Describe the methods and means that will be used to communicate with damage survey crews and service restoration crews. 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.	e) 20-22; 44-46; Attachment 9 f) 44-46 g) 44-46 h) Attachment 12 and 15
Personnel responsibilities	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. 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.	a) 13-14 and Attachment 1, 8 and 9 b) 136
Customer contacts	a) Provide the corporation's procedures and facilities for handling the extraordinary volume of customer calls that are normally placed during emergency events. 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. 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.	a) 17-20; 48-50 b) 17-19 c) 48-49;Attachment 1

	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. e) State the procedures for contacting 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. 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. 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	d) 18; 50-52 e) 18; 50-52 f) 58-59 g) 58-59
Communications	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. 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. c) State the corporation's planned frequency of communication updates to the media.	a) 17-18; 51-52b) 51 c) 17-18; 19-20; 59-61; Attachment 5
Outside aid	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 b) State the procedures to be followed in obtaining outside aid	a) 28-36; Attachment 13 b) Attachment 16
Support services	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.	56-59

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ATTACHMENT 3 DOWNED WIRES GUIDELINE

Downed Wires

During an overhead storm event, O&R recognizes public safety as a primary concern as energized downed wires pose a significant threat to the public safety. Pre-storm and post-storm, the Company issues warnings via press release and website to members of the public to treat all downed wires as energized recommending that they stay away and report all downed wires to the Company. If repair crews are not available, O&R will dispatch a qualified company representative (an employee who is trained and qualified to identify Company vs. Non-Company overhead equipment) or a Site Safety Representative to respond to reports of downed wires.

Downed Wire Response Priority and Severity

Response to downed wire reports should be assigned according to the PRIORITY below (from highest to lowest):

- **Priority 1*(Highest):** Wire down reports where it is indicated that the wire is burning, arcing/sparking, or immediate hazard
- **Priority 2:** Relief of fire departments, police departments, or other municipal agencies that are standing-by on downed wires
- **Priority 3:** Notification of wire down from Emergency Organizations**:
    1) Reported to be affecting traffic flow on a major public highway
    2) Reported to be blocking/near a pedestrian walkway or driveway
    3) Reported to be primary conductor
    4) Reported to be secondary conductor
- **Priority 4:** Report of wire down from other sources:
    1) Primary conductor is indicated
    2) Secondary conductor is indicated
- **Priority 5:** Report of wire down where types of wire is not indicated, or where it appears the wire could be not an electric conductor

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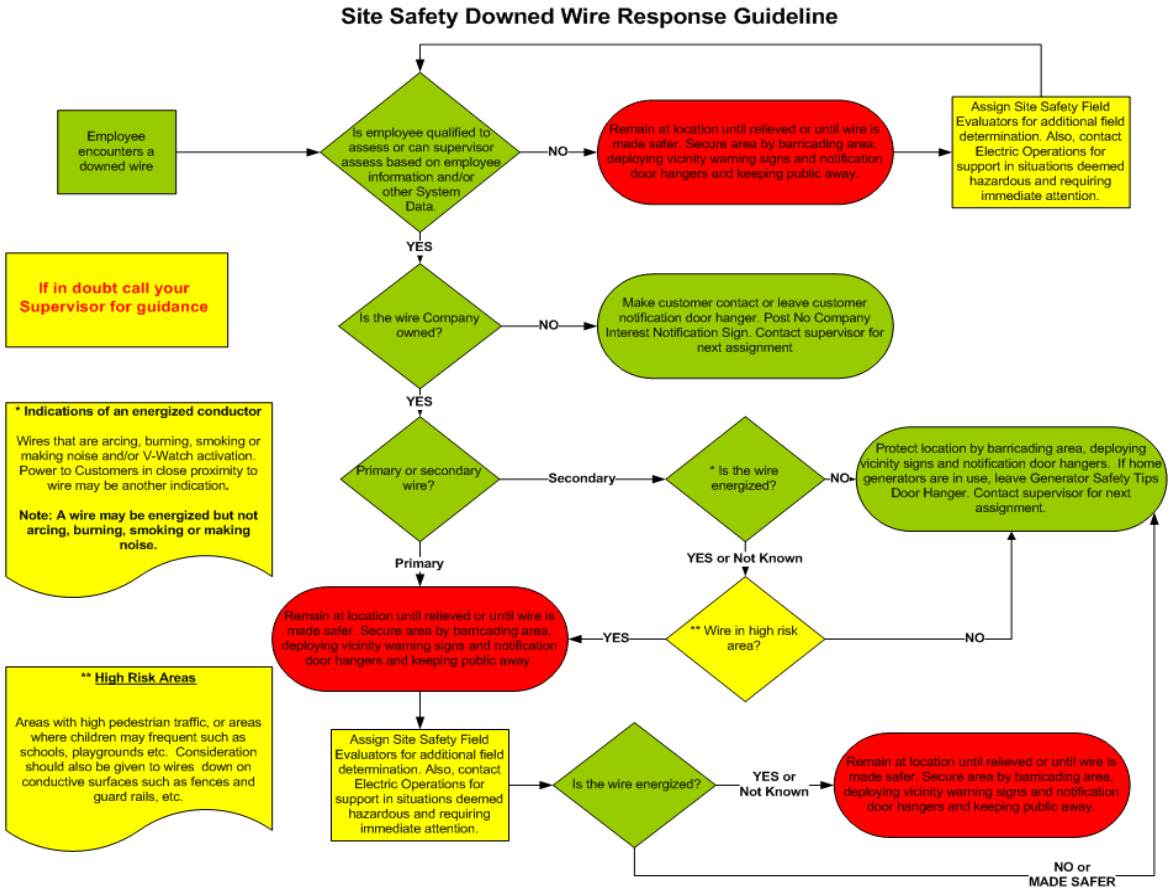
***NOTE:** Regardless of the source, reports of a wire down in a high pedestrian area will be treated as a Priority 1.*

****NOTE:** Downed wire reports from an Emergency Organization shall be promptly secured within 36 hours of notification. O&R shall track and monitor response times to these reports by utilizing a special incident code in the OMS System.*

Municipal Emergency Official is defined as members of the 911 call center, police, fire, Office of Emergency Management (including Emergency Operations Center personnel), and municipal emergency managers that are standing-by on downed wires.

Downed Wire Identification

The following flowchart describes the process to be followed when responding to a downed wire:



Upon arrival at a downed wire location, a damage assessor-qualified company representative will determine if the downed wire is a company owned electric wire or a non-company interest (NCI) wire. NCI wires can be fire signal carriers, cable TV, telephone or other joint use carriers attached to utility poles with the service territory. A determination if the wire is energized shall be made by qualified personnel wearing appropriate PPE and using appropriate testing equipment. All non-qualified employees shall only secure the area with barricade tape and install Storm Damage Vicinity Notification Sign (Figure 1) and Storm Damage Notification Door Hanger (Figure 2) as necessary. After assessing the situation, they will determine the level of severity based on the following guidelines:

- **Severity 1 (HIGHEST):** Wire down is a primary conductor that poses a high risk to public safety due to its location in a road or pedestrian-accessible area. These situations will require the responder to remain on-site and guard the wire until they can be relieved. The responder may leave after a qualified employee or contractor has made the wire safe.
- **Severity 2:** Wire down is a primary conductor, but is not on a main road or other easily accessible location. These situations will also require the responder to remain on-site until the conductor can be verified de-energized by a qualified employee or contractor. Once the wire is known to be de-energized, the responder will barricade the area and then can move on to their next location.
- **Severity 3:** Wire down is a secondary conductor. The responder will attempt to notify nearby customers and will barricade/tape off the area. If wire is either open wire secondary, or triplex service cable that has an exposed end (wire is broken), the responder will remain on-site until a qualified employee or contractor has verified that the wire is not energized.
- **Severity 4 (LOWEST):** Wire down is not an electric conductor and is not in contact with an electrical conductor, but is instead phone, cable or other communications property. If the situation is safe, the responder will inform the Coordinator of this, and move on to the next order.

A Site Safety Representative will be dispatched to a wire down location when all other resources are engaged in restoration efforts. The primary goal of Site Safety is to establish a safe zone around the potential hazard using cones, barricades, wire guards and barricade tape to restrict access by the public until the condition can be made safe by qualified personnel.

Tagging Company Wire Locations

While maintaining a safe distance, signs are used and posted at downed company wire locations in conjunction with barricades, barricade tape and/or cones to alert the public and first responders to the downed wire.

Figure 1: Storm Damage Vicinity Notification Sign

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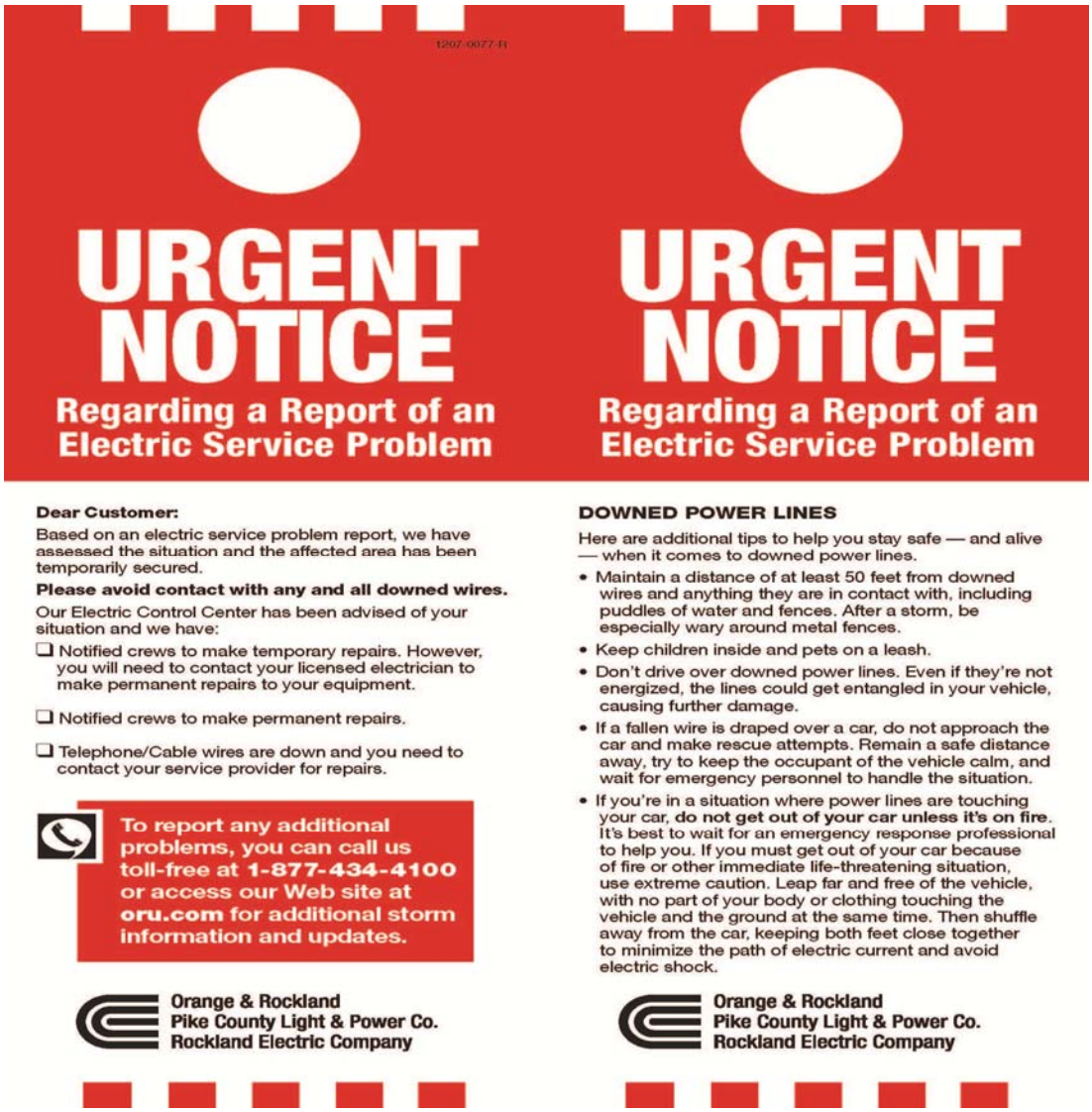
Fig 2: Storm Damage Notification Door Hanger



URGENT NOTICE

Regarding a Report of an Electric Service Problem

Dear Customer:

Based on an electric service problem report, we have assessed the situation and the affected area has been temporarily secured.

Please avoid contact with any and all downed wires.

Our Electric Control Center has been advised of your situation and we have:

- ❑ Notified crews to make temporary repairs. However, you will need to contact your licensed electrician to make permanent repairs to your equipment.
- ❑ Notified crews to make permanent repairs.
- ❑ Telephone/Cable wires are down and you need to contact your service provider for repairs.

To report any additional problems, you can call us toll-free at **1-877-434-4100** or access our Web site at **oru.com** for additional storm information and updates.

Orange & Rockland
Pike County Light & Power Co.
Rockland Electric Company

URGENT NOTICE

Regarding a Report of an Electric Service Problem

DOWNED POWER LINES

Here are additional tips to help you stay safe — and alive — when it comes to downed power lines.

- Maintain a distance of at least 50 feet from downed wires and anything they are in contact with, including puddles of water and fences. After a storm, be especially wary around metal fences.
- Keep children inside and pets on a leash.
- Don't drive over downed power lines. Even if they're not energized, the lines could get entangled in your vehicle, causing further damage.
- If a fallen wire is draped over a car, do not approach the car and make rescue attempts. Remain a safe distance away, try to keep the occupant of the vehicle calm, and wait for emergency personnel to handle the situation.
- If you're in a situation where power lines are touching your car, **do not get out of your car unless it's on fire.** It's best to wait for an emergency response professional to help you. If you must get out of your car because of fire or other immediate life-threatening situation, use extreme caution. Leap far and free of the vehicle, with no part of your body or clothing touching the vehicle and the ground at the same time. Then shuffle away from the car, keeping both feet close together to minimize the path of electric current and avoid electric shock.

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Pike County Light & Power Co.
Rockland Electric Company

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Figure 3: No Company Interest Notification Sign

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Electric System Emergency Plan
Response & Recovery Guide

Site Safety

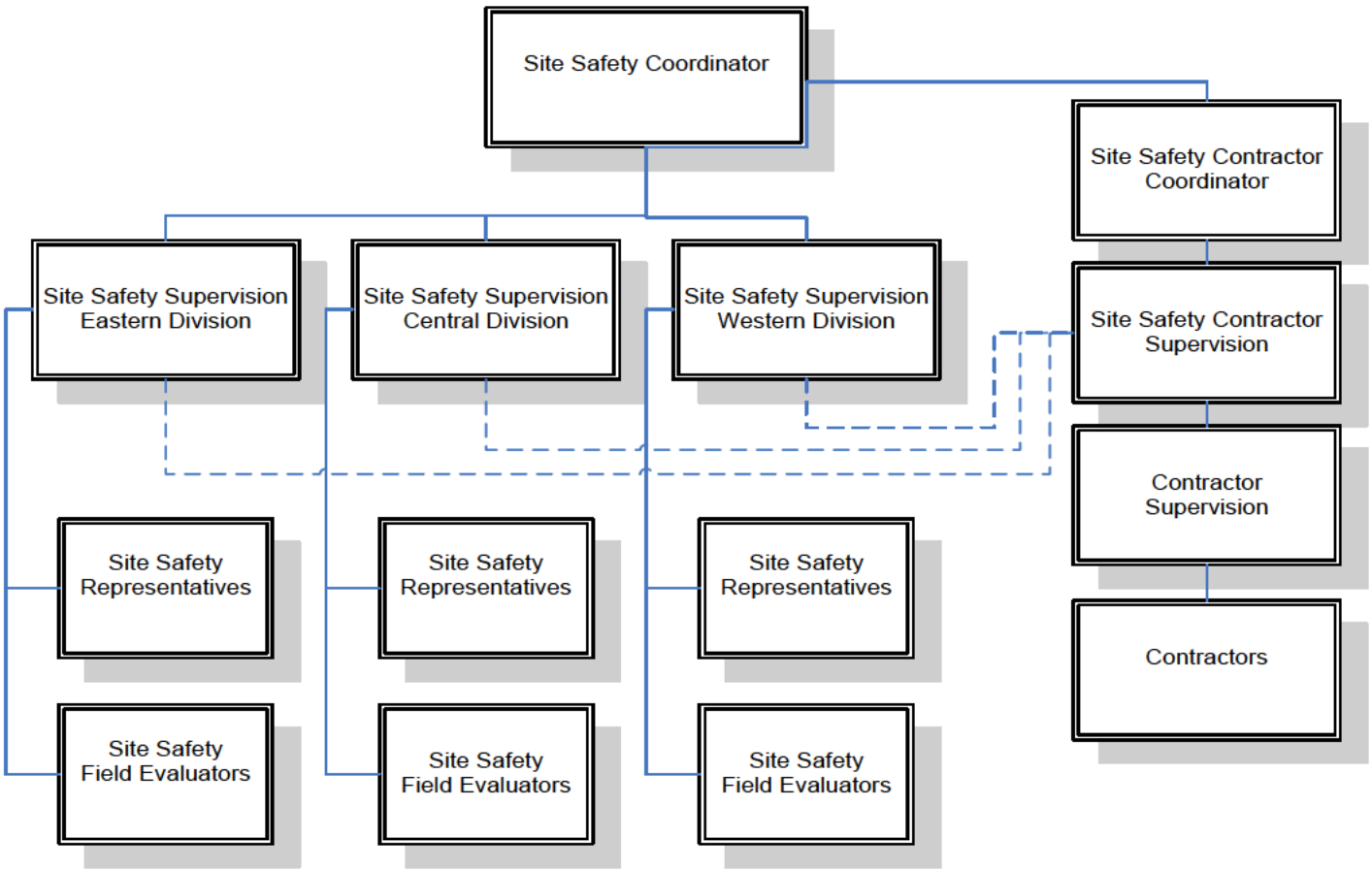
Original Date of issue: December 15, 2000
Revised / Reviewed: August 24, 2015

PURPOSE During an event, the purpose of the Site Safety function is to ensure employee and public safety at identified safety coded locations. Site Safety Representatives are stationed at sites where wires are down or any other unsafe condition exists until the area is declared secured.

APPLICATION This guide will be implemented whenever Site Safety Representatives are deployed to the field in either a pre-restoration or post-restoration mode.

PROCEDURE

1.0 Organization



2.0 Site Safety Process Elements

2.1 Pre-Event Planning

Based on notification by the Incident Commander and/or Operations Chief of an anticipated contingency event, the Site Safety Coordinator will begin pre-planning for Site Safety activation. This includes notifying the Site Safety Supervisors to schedule employees to report to work, as may be appropriate; holding employees currently working; in some cases, lodging employees in close proximity to designated work-out locations to enable a rapid response once an event is declared; and as may be necessary, notifying the Site Safety Contractor Coordinator to begin notification to contractor resources for possible mobilization. Pre-deployment activities such as ensuring that site safety field equipment is stocked and available may also be undertaken at this time.

2.2 Event Declaration

Upon notification by the Incident Commander (Storm Director) and/or Operations Chief that a contingency event is declared, the Site Safety Coordinator will execute the plan as developed in the pre-planning stage or, if the event unfolds without the ability to pre-plan, determine staffing levels and locations for mobilization based on the Storm Event Classification Matrix (Appendix 1) and other relevant data such as volume and frequency of OMS (Outage Management System) Site Safety requests and weather reports.

The Site Safety Coordinator will make the necessary notifications to the Site Safety Supervisors and/or Site Safety Contractor Coordinator for mobilization.

2.3 Pre-Deployment

2.3.1 Upon notification from the Site Safety Coordinator, the Site Safety Supervisor(s) will begin the pre-deployment process by:

- Calling in appropriate staffing for each required shift (See Appendix 2).
- Ensuring the logistical (space and equipment) readiness of the work area.
- Updating Human Resources (Systematically or via Spreadsheet).
- Ensuring that Site Safety field equipment is stocked and available (See Appendix 3).
- Completing the Site Safety Mobilization Checklist (See Appendix 4).

2.3.2 If required, the Site Safety Contractor Coordinator, upon notification from the Site Safety Coordinator, will begin the mobilization process for contractor resources by initiating the process to call in appropriate contractor staffing for each required shift (See Appendix 5).

2.3.3 Prior to dispatching employees to field assignments, the Site Safety Supervisor will ensure that all Company personnel receive a Job/Safety Briefing which includes reviewing the Site Safety Representative training video (See Appendix 6).

2.3.4 Prior to dispatching employees to field assignments, the Site Safety Supervisor will ensure that Company personnel have necessary field equipment.

2.3.5 If contractor resources are being utilized, the Site Safety Contractor Coordinator will ensure that the actions listed above (see paragraphs 2.3.1 - 2.3.4) steps are completed for contractor personnel.

2.4. Deployment

2.4.1 Subsequent to a contingency event, when it is safe to deploy site safety personnel, the Site Safety Supervisor(s) will assign Site Safety locations as follows:

- The Site Safety Supervisor will access OMS and deploy field resources utilizing the Site Safety Assignment Priority Guidelines (See Appendix 7) to prioritize assignments.
- The Company Site Safety Contractor Supervisor working in conjunction with the Site Safety Supervisor will issue assignments to contractor personnel. Contractor personnel assignments primarily will serve to relieve Company Site Safety Representatives, who may then assist in assessing conditions at other locations. However, during a Category 3 event, Contractor Site Safety Resources most likely will be assigned to new locations.

2.4.2 Upon arrival at an assigned location, the following actions will be taken by Site Safety Personnel:

- The Site Safety Representative will conduct an evaluation of the site. Where an unsafe condition is found, he or she will establish a secure perimeter, complete the Site Safety Field Report (See Appendix 8), leave a Storm Damage Notification Door Hanger(s) (See Appendix 9) and/or Storm Damage Vicinity Sign(s) (See Appendix 10) and Emergency Portable Generator Safety Tips Door Hanger(s) (See Appendix 11) as required and then report the information to the appropriate Site Safety Supervisor (See Appendix 12).

- For locations barricaded for safety or where there is no danger associated with Company facilities (e.g., telephone/cable TV wires), leaving a Storm Damage Notification Door Hanger for the customer, if customer contact cannot be made and post a No Company Interest notification sign (See Appendix 13).
- The Site Safety Supervisor based on the field information received will update the information in OMS and make a determination utilizing the Down Wire Response Guideline (See Appendix 14) to either have the Site Safety Representative standby to protect the location, or assign the Representative to another location.

2.4.3 During the deployment, other concurrent or subsequent activities will be undertaken such as, but not limited to:

- Assigning additional personnel to sites requiring more than one Site Safety Representative to provide adequate site safety coverage.
- Requesting trained flagging support.
- Elevating communications directly with Operational personnel on sites requiring immediate attention.
- Assigning Company Field Evaluators to evaluate new sites and perform quality reviews of sites being covered.
- Updating the Incident Commander and/or Operations Chief on the status of Site Safety operations.
- Coordinating restoration response with other storm functional coordinators.
- Reporting any Environmental Spills (See Appendix 15).
- Adjusting Company and Contractor staffing levels to meet operational needs to maintain around-the-clock coverage and provide for personal relief of Site Safety personnel.
- Providing for a smooth transition of supervisory personnel utilizing the Site Safety Transfer of Coordinators/Supervisor Checklist (See Appendix 16).
- Ensuring material and equipment needs are maintained and available.

2.5. Demobilization

2.5.1 The Incident Commander and/or Operations Chief will notify the Site Safety Coordinator when and to what degree demobilization will occur.

2.5.2 The Site Safety Coordinator will commence the transition of staff to normal operations by informing the Site Safety Supervisors in each of the divisional operations and the Site Safety Contractor Coordinator.

2.5.3 The Site Safety Supervisor(s) and the Site Safety Contractor Coordinator will commence the transition of to normal operations by:

- Determining which sites, if any, require continued site safety coverage as they transition to normal operation commences, providing for such coverage and notifying Site Safety Coordinator immediately.
- Demobilizing of on duty personnel, as appropriate and advising personnel scheduled for subsequent shifts, that that will not be required, that they should not report for Site Safety duty.
- Completing the Site Safety De-Mobilization Checklist (See Appendix 17).
- Ensuring the return of all site safety equipment used for event purposes.

2.5.4 The Site Safety Supervisor(s) will produce final report for the Site Safety Coordinator who will update the Storm Director and/or Operations Chief.

2.5.5 The Site Safety Contractor Coordinator will produce a final report for the Site Safety Coordinator who will update the Storm Director and/or Operations Chief.

2.5.6 The Site Safety Supervisor(s) will compile a roster by shift and forward the roster to the Human Resources (Manpower) Coordinator.

2.5.7 The Site Safety Coordinator will provide a final summary report of the recovery activities and status including all documentation and checklists to the appropriate Company personnel as warranted.

3.0 Primary Site Safety Functional Roles

3.1 The Company Site Safety Coordinator has the following responsibilities:

- Request event checklists to be reviewed and prepared.
- Ensure open communication with the Incident Commander and/or Operations Chief.
- Participate in storm meetings.
- Determine staffing requirements utilizing the Storm Event Classification Matrix, other available information such as weather information and the volume and frequency of OMS (Outage Management System) Site Safety requests.
- Ensure deployment of staffing resources and equipment.
- Initiate Contractor support as necessary.

3.2 The Company Site Safety Supervision is responsible to direct the Site Safety operation within their assigned area (Eastern, Central, or Western Divisions). These duties include:

- Holding Company personnel or initiating call-outs to obtain necessary staffing levels.
- Ensuring adequate supply of Site Safety equipment.
- Conducting job/safety briefings as warranted.

- Prioritizing work assignments based on the Site Safety Assignment Priority Guideline utilizing all available NRG and OMS data which will include Electric Operation Work Assignments, OMS Incident Data, VRU Calls, Police/Fire Reports, Damage Assessment Reports, Supplemental Crew Reports and Customer Assistance Reports.
- Maintaining pertinent data within the Outage Management System for all Site Safety activities.
- Developing schedules to ensure adequate around - the - clock staffing throughout the storm recovery.
- If necessary, communicating lodging requirements to the Logistic Support Group.
- Developing and implementing a plan to provide personal relief for Site Safety Representative in the field.
- Ensuring smooth transition for relief at site locations.
- Providing the Site Safety Coordinator with a periodic updates of locations being manned and requesting further assistance if required.
- Completing and retaining ICS Checklists (Pre-event, Transfer, Demobilization) as required.
- Communicate significant issues directly to Operation's personnel.
- If Site Safety Contractors have been activated, working with the Company Site Safety Contractor Supervisor on site coverage coordination. Directing available Company Site Safety Field Evaluators to review pending or staffed site safety locations and determine the need for initial or continued site safety staffing necessity; or to conduct quality review.

3.3 The Company Site Safety Representative has the responsibility for on-site personal and public safety. These duties include:

- Ensuring that he or she has all necessary Site Safety material and safety equipment prior to deploying into the field.
- Calling and reporting information obtained at assigned Site Safety locations.
- If an unsafe condition is encountered in route to his or her assigned Site Safety location, calling and advising the Site Safety Supervisor for direction before continuing to the assigned location.
- Where an unsafe condition is found, establishing a secure perimeter around the location of a downed wire using equipment and materials such as "Danger High Voltage" barrier tape, traffic cones/barriers, warning flares, etc. In addition, he or she will post Storm Damage Vicinity Signs on all accessible sides of the location to provide a general warning to the public.
- If an emergency generator is found to be in use, leave an Emergency Portable Generator Safety Tips Door Hanger with the customer or if it being used improperly (such as being used indoors, under an open window, etc.), notify the customer and your supervisor immediately.
- Reporting any Environmental Spills (e.g., leaking transformer).

- Completing the Site Safety Field Report and provide the Site Safety Supervisor with pertinent information for the update of site information in OMS and/or contact of Operations personnel if warranted.
- Standing by locations requiring a physical site safety presence as directed by Site Safety supervision until restoration crew(s) or relief personnel arrive.
- Maintaining professional and courteous interaction with the public and/ emergency response personnel (Police/Fire).
- Directing media inquiries to Media Relations.
- If the directing of traffic and flagging is required at the location, the Site Safety Representative will notify the Site Safety Supervisor. The Supervisor will contact the Supplemental Workforce Coordinator to acquire the appropriate trained flagging personnel.
- If circumstances at an assigned location may compromise personal safety (i.e. it is unsafe to stay on site), notify the Site Safety Supervisor immediately for guidance.
- If a member or members of the general public refuse(s) to stay out of the barricade perimeter, immediately notify the Site Safety Supervisor for assistance. If necessary, calling for police assistance in securing the site.
- If an immediate life threatening condition exists, notifying 911 first and then contacting the Site Safety Supervisor.
- Advising the Supervisor when relieved by a restoration crew or site safety relief personnel.
- For locations barricaded for safety or where there is no danger associated with Company facilities (e.g., telephone/cable TV wires), leaving a Storm Damage Notification Door Hanger for the customer, if customer contact cannot be made and post a No Company Interest notification sign.

3.4 The Company Site Safety Field Evaluator has the responsibility for personal and public safety. These duties include:

- Conducting an initial evaluation of new Site Safety locations as directed by the Site Safety Supervisor to determine need for Site Safety Representatives to secure site.
- When required, personally providing site safety until a Site Safety Representative is able to provide relief.
- Conducting an evaluation of sites already being covered by Site Safety Representatives and/or Site Safety Contractors to determine if continued coverage by site safety personnel is required and/or adequate.

- Reporting findings to Site Safety Supervisor for OMS update.

3.5 The Company Site Safety Contractor Coordinator has the responsibility to obtain the necessary contractor resources based on the direction provided by the Site Safety Coordinator to supplement the Company's Site Safety activities. These duties include:

- Initiating contacts with site safety support Contractor Company(s) to plan for, and if necessary, mobilize contractor resources.
- Providing Site Safety Coordinator with initial staffing plan.
- Obtaining and scheduling Company Site Safety Contractor Supervision coverage as required.
- Reviewing and approving contractor personnel time sheets and contractor invoices for payment.

3.6 The Company Site Safety Contractor Supervisor has the following responsibilities:

- Maintaining pertinent data within the OMS for all Site Safety Contractor activities.
- Conducting job briefings and/or scheduling Safety Department briefings as required prior to contractors being deployed to the field.
- Ensuring that contractor personnel have necessary Site Safety material and safety equipment.
- Working with Site Safety Supervision on site coverage coordination.
- If warranted, communicating significant issues directly to Operations personnel.
- Tracking and recording the time worked by contractor personnel.

3.7 The Contractor Supervisor has the following responsibilities:

- Maintaining personnel resource data and providing any updates on resources to the Company Site Safety Contractor Supervisor.
- Ensuring sufficient staffing levels to cover all sites assigned.
- As directed, developing schedules to ensure adequate around - the - clock staffing throughout the storm recovery/contingency.
- Developing and implementing a plan to provide personal relief for Site Safety Contractor Representatives in the field.
- Ensuring smooth transition for relief at site locations.
- Providing periodic updates to the Company Site Safety Contractor Supervisor on locations being staffed and requesting further assistance if required.
- Working with the Company Site Safety Contractor Supervisor on site coverage coordination.

3.8 The Site Safety Contractor Representative has the responsibility for personal and public safety. These duties include:

- Calling and reporting information obtained at assigned Site Safety locations.
- If an unsafe condition is encountered in route to his or her assigned Site Safety location, calling and advising the Contractor Supervisor for direction before continuing to the assigned location.

- Where an unsafe condition is found, establishing a secure perimeter around the location of a downed wire using equipment and materials such as “Danger High Voltage” barrier tape, traffic cones/barriers, warning flares, etc. In addition, he or she will post Storm Damage Vicinity Signs on all accessible sides of the location to provide a general warning to the public.
- If an emergency generator is found to be in use, leave an Emergency Portable Generator Safety Tips Door Hanger with the customer or if it being used improperly (such as being used indoors, under an open window, etc.), notify the customer and your supervisor immediately.
- Reporting any Environmental Spills (e.g., leaking transformer).
- Completing the Site Safety Field Report and providing the Contractor Supervisor with pertinent information for the update of site information in OMS and/or contact of Company personnel if warranted.
- Standing by locations requiring a physical site safety presence as directed by Site Safety Contractor supervision until restoration crew(s) or relief personnel arrive.
- Maintaining professional and courteous interaction with the public and/ emergency response personnel (Police/Fire).
- Directing media inquiries to Media Relations.
- If the directing of traffic and flagging is required at the location, the Contractor Site Safety Representative will notify the Contractor Supervisor. The Supervisor will work with the Company Contractor Supervisor to contact the Supplemental Workforce Coordinator to acquire the appropriate trained flagging personnel.
- If circumstances at the location may compromise personal safety (i.e. it is unsafe to stay on site), notifying the Contractor Supervisor immediately for guidance.
- If a member or members of the general public refuse(s) to stay out of the barricade perimeter, immediately notifying the Contractor Supervisor or assistance. If necessary, calling for police assistance in securing the site.
- If an immediate life threatening condition exists, notifying 911 first and then contacting the Contractor Supervisor.
- Advising the Supervisor when relieved by a restoration crew or site safety relief personnel.
- For locations barricaded for safety or where there is no danger associated with Company facilities (e.g., telephone/cable TV wires), leaving a Storm Damage Notification Door Hanger for the customer, if customer contact cannot be made and post a No Company Interest notification sign.
- If advised by an O&R representative that coverage of a location is no longer necessary, obtaining and recording the name of O&R representative and providing that information to his or her supervisor.

4.0 Training

4.1 All O&R Site Safety Representatives will receive annual Site Safety Storm Training (See Appendix 18). The training will be completed by the Operations Training and Compliance Department and organized by the Customer Meter Operations Department. All training records will be maintained within the e-Train System and will be available upon request.

4.2 All Site Safety Contractor Representatives will be required to receive Site Safety Storm Training. The training will be completed by the Operations Training and Compliance Department and the Contactor Companies will be responsible for training their personnel and documenting the training. All personnel required to update OMS will receive training and refresher training as warranted (See Appendix 19).

4.3 All personnel, both Company and Contractors will receive a Job Briefing/Safety Talk prior to deploying for an event.

4.4 Company personnel will participate in corporate and/or individual function drills as required.

4.5

5.0 Responsibility

5.1 The Site Safety Coordinator is responsible for the implementation of this guide and its corresponding section of the Company's Emergency Plan.

5.2 Annually, the Site Safety Coordinator will review this section of the guide and update with any changes to accurately reflect the actual response to a storm and to remain in conformance with the Plan.

6.0 Appendices

Appendix 1 - Storm Classification Matrix
Appendix 2 - Site Safety Roster & Phone Numbers
Appendix 3 - Site Safety Equipment
Appendix 4 - Site Safety Mobilization Checklist
Appendix 5 - Contractor Contact Information
Appendix 6 - Site Safety Training Video
Appendix 7 - Site Safety Assignment Priority Guideline
Appendix 8 - Site Safety Field Report/Site Safety Rep Field Reference Guide
Appendix 9 - Storm Damage Notification Door Hanger

Appendix 1

Storm Classification Matrix

Storm Category & Plan	PSC Cat	Typical Weather Conditions & System Impact	# Of Customers Projected Out of Service	24 Hour Coverage Public Safety Site Safety
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	**TBD**
2 - Serious (O&R internal resources)	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	**16**
			10,000 - 15,000 250 - 400 NP	**24**
			15,000 - 20,000 400 - 500 NP	**32**
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	**52**
			30,000 - 40,000 500 - 750 NP	**60**
			40,000 - 50,000 750 - 1000 NP	**100**
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	**150**
			60 - 80,000 1000 - 2000 NP	**200**
			80 - 100,000 2000 - 3000 NP	**250**
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	**300**
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	**350**

Appendix 2

Site Safety Roster & Phone Numbers

The most current roster of all personnel resides with the Function Coordinator also, the Human Resources Coordinator. A master listing of all employee's storm assignments and contact numbers is maintained in the Human Resource on-line reports.

Appendix 3

Site Safety Field Equipment

FUEL VEHICLE BEFORE DEPARTING

1. Your work orders
2. Rain suit & boots
3. Hardhat
4. Hand light
   a. Set of spare batteries
   b. 1 spare light bulb
5. Large flood lamp
   a. 1 spare D cell battery
   b. 1 spare light bulb
6. 2 battery powered strobe lanterns
7. Flagman's vest (reflective green vest)
8. Safety glasses (clear)
9. Work gloves (standard thin white material issue)
10. Red road side flares (24)
11. Traffic cones (4)
12. Barrier tape (4 rolls)
13. Work cellular phone
14. Water
15. V-Watch personal voltage detector
16. Emergency responders guide
    (phone #'s, utility pole reference)
17. Site safety field report
    (sheets for recording situation at the site safety location)
18. Storm Damage Door Hangers
19. Storm Damage Vicinity Signs
20. Rubber Mallet
21. Wooden Stakes

Appendix 4

Site Safety
Mobilization Checklist

Date: _____

- Type of Event: Heat _____ Weather _____ Other _____
- Time Declared: _____
- Weather Conditions: _____
- Event Classification: ____ 1. ____ 2. ____ 3. ____ 4. ____ 5. ____ 6.
- Minimum Staffing Level Required:_____

Pre-Event Actions:

- ❑ Establish required staffing levels.
- ❑ Update the roster by shift and forward the list to the Human Resources (Manpower) Coordinator.
- ❑ Ensure all phones are operational.
- ❑ Verify current OMS version, login and website for CMO administration.
- ❑ Check with IT to ascertain status of all electronic communications equipment such as computers, T1 lines, Microwave, etc.
- ❑ Inventory general supplies.
- ❑ Ensure training for all Site Safety Representatives has been received and reviewed.
- ❑ Assure employee phone listing is up-to-date.
- ❑ Ensure vehicles are prepared to mobilize and check safety items, and basic material are available.
- ❑ Determine any lodging requirements.
- ❑ Ensure safety items: flashlight, batteries, V-Watch, cones, vest, hard hat, safety glasses, leather gloves, flares, FR rated jacket, raingear and maps are available.

(**) Site Safety Supervisors are responsible for utilizing the designated checklists. The retention of these documents is the Site Safety Supervisors responsibility as well. In addition, the documents are to be retained for a period of one (1) month following an event or longer if so instructed.

Appendix 5

Contractor Contact Information

Precision Pipeline Solutions, Inc.

[redacted]

Premier Utility Services, LLC

[redacted]

Osmose Utility Services

[redacted]

All Bright Electric

[redacted]

Power Survey

[redacted]

Local 17 and Local 754

[redacted]

Appendix 6

Site Safety Training Video

Appendix 7

Site Safety Assignment Priority Guideline

Site Safety Assignment Priority Guideline	
Priority Band 1	Primary Wire Down / Tranformer on Ground / Wire Burning / Wire on Car or Pole on Fire Reports in Heavy Pedestian Areas Secondary/Service Wire Down Reports in Heavy Pedestian Areas such as communities, schools, etc. Primary Wire Down / Transformer on Ground / Wire Burning / Wire on Car or Pole on Fire Reports in Low Pedestian Areas , Wire down Reports from Emergency Officials - 44 Control , OEM. PD/FD
Priority Band 2	Secondary/Service Wire Down Reports in Low Pedestian Areas Wire Down & Road Blocked Reports
Priority Band 3	Damage Assessment Relief Request Supplemental Crew Relief Request Wire Down Reports with no other supporting information Wire Down Reports Associated with a Circuit Lock-Out Wire Down Reports identified in NRG as De-energized
Priority Band 4	Wire Down Reports with Underground Service Tree Leaning on Wire Reports Sparking at Pole / Transformer Reports

Note: Prior to any assignment based on the guideline, if available, NRG & all OMS data should be reviewed including Incident Notes, Damage Assessments Reports and Electric Operations Crew Assignements to further assist in prioritizing work..

Appendix 8

Site Safety Field Report/Site Safety Field Reference Guide

(Front)

Site Safety Field Report

24-Hour Customer Assistance Number 1-877-434-4100

Orange & Rockland
Pike County Light & Power Co.
Rockland Electric Company

Reported By and Time:

Name:

Date: **Time:** ☐ a.m. ☐ p.m.

Relieved by: **Phone: ( ) –**

Location of Trouble: To avoid delays, provide ALL of the Location Trouble Information requested below:

Street Address: (Include House, Apt. or Building Number)

City/Post Office: (Indicate Hamlet, Village or Area Name)

Nearest Cross Street: (Landmarks, House Color, etc. are helpful)

Pole Numbers: (Yellow Tag with 10-Digit Black Numbers)

Power Status:

☐ Has Power ☐ No Power ☐ Partial Power ☐ Unable to Determine ☐ Generator

Type of Trouble: To avoid delays, check ALL of the types of Trouble Information indicated below:

1. Wires Down:

☐ On Ground ☐ Pole-Pole ☐ Pole-House ☐ Hanging Low ☐ Blocking Road ☐ Not Applicable

2. Wires Sparking:

☐ On Ground ☐ At Building ☐ At Pole ☐ In Trees ☐ Not Applicable

3. Tree Problem:

☐ Took Wire Down ☐ Leaning on Wire ☐ Limb on Wire ☐ Pole-Pole ☐ Pole-House ☐ Not Applicable

4. Pole:

☐ Broken ☐ Leaning ☐ On Fire ☐ Not Applicable

5. Transformer:

☐ Pole-Pole ☐ Ground/Pad Mounted ☐ On Fire ☐ Leaking Oil ☐ Heard Loud Bang ☐ Not Applicable

6. Site Safety Action:

☐ Safety Cones ☐ Flares ☐ Barrier Tape ☐ Flagging Required ☐ Vicinity Notice
☐ Customer Notification Door Hanger ☐ No Problem Found ☐ No Company Interest ☐ Crew on Site

7. Time Report Filed with Office: _____

Remarks:

(Back)

SITE SAFETY REPRESENTATIVE FIELD REFERENCE GUIDE

The Site Safety Representative has the responsibility for personal and public safety.

- Ensure that you have all necessary PPE, Site Safety material and safety equipment prior to deploying into the field.
- If an unsafe location is encountered en route to a location, call and advise the Site Safety Supervisor for direction before continuing to the assigned location.
- Park vehicle at a safe distance from the site and proceed cautiously on foot wearing all required PPE, (hardhat, safety vest, v-watch, flashlight).
- Verify if the area has power, no power, partial power or generator.
- Scan area for downed wires or damage to other company equipment.

- **If no problem found** – Report to Supervisor and get further instructions.

- **If cable or telephone wires**, trace to ensure there is no contact with company wires, if there is, treat like any Company downed wire, if not:
  - Establish a safe perimeter around the location using barrier tape and cones.
  - Attempt to make contact with customer and if no contact leave Customer Notification Door Hanger with the pertinent box checked (Telephone/Cable wires are down and you need to contact your service provider for repairs). Also post "No Company Interest" signs around barricaded area.
  - Notify Supervisor and get further instructions.

- **If you identify company wires/equipment problems:**
  - Identify type of wire, primary, secondary or service wire.
  - Are wires sparking/on fire?
  - Trace path of wire – is it tangled in trees, fence, vehicle or other conductors?
  - Pole Down or on fire?
  - Transformer down or leaking oil?
  - Barricade area making sure to maintain a distance of 30' from any primary wire!
  - Utilize tape, cones and vicinity signs to barricade the hazard.
  - Is wire connected, is it still attached? – will it require company crew or will the customer require an electrician?
  - Attempt to make contact with customer to inform them of the hazard and if no contact made leave the Customer Notification door hanger with pertinent box checked.
  - Generators – if power is out in area and you notice single homes with power, listen and look for generators – leave door hanger with generator safety facts.

- **Fill out Site Safety Field Report in full.**

- **Call Supervisor and communicate the information from the Site Safety Field Report in detail:**
  - Communicate the size of the site and if site can be safely maintained by the Site Safety Rep or if additional Reps are required.
  - Does the site impact the street or the safe flow of traffic?
  - Will a flagger be required?
  - Will the road be closed for safety?

- ***If circumstances change or your personal safety is compromised immediately notify Site Safety Supervision.***
- ***If a member or members of the general public refuse to stay out of the barricaded area immediately notify Site Safety Supervision, and if necessary call for police assistance.***
- Stand by locations requiring a physical site safety presence as directed by Site Safety Supervision until restoration crew(s) or relief personnel arrive.
- Maintain professional and courteous interaction with the public and emergency response personnel.
- Direct media inquiries to Media Relations.
- Advise Site Safety Supervisor when relieved by a restoration crew or site safety relief personnel.

(**) The retention of these documents is the Site Safety Supervisors responsibility. In addition, the documents are to be retained for a period of one (1) month following an event or longer if so instructed.

Appendix 9

Storm Damage Notification Door Hanger

URGENT NOTICE

Regarding a Report of an Electric Service Problem

Dear Customer:

Based on an electric service problem report, we have assessed the situation and the affected area has been temporarily secured.

Please avoid contact with any and all downed wires.

Our Electric Control Center has been advised of your situation and we have:

- ❑ Notified crews to make temporary repairs. However, you will need to contact your licensed electrician to make permanent repairs to your equipment.
- ❑ Notified crews to make permanent repairs.
- ❑ Telephone/Cable wires are down and you need to contact your service provider for repairs.

To report any additional problems, you can call us toll-free at **1-877-434-4100** or access our Web site at **oru.com** for additional storm information and updates.

Orange & Rockland
Pike County Light & Power Co.
Rockland Electric Company

URGENT NOTICE

Regarding a Report of an Electric Service Problem

DOWNED POWER LINES

Here are additional tips to help you stay safe — and alive — when it comes to downed power lines.

- Maintain a distance of at least 50 feet from downed wires and anything they are in contact with, including puddles of water and fences. After a storm, be especially wary around metal fences.
- Keep children inside and pets on a leash.
- Don't drive over downed power lines. Even if they're not energized, the lines could get entangled in your vehicle, causing further damage.
- If a fallen wire is draped over a car, do not approach the car and make rescue attempts. Remain a safe distance away, try to keep the occupant of the vehicle calm, and wait for emergency personnel to handle the situation.
- If you're in a situation where power lines are touching your car, do not get out of your car unless it's on fire. It's best to wait for an emergency response professional to help you. If you must get out of your car because of fire or other immediate life-threatening situation, use extreme caution. Leap far and free of the vehicle, with no part of your body or clothing touching the vehicle and the ground at the same time. Then shuffle away from the car, keeping both feet close together to minimize the path of electric current and avoid electric shock.

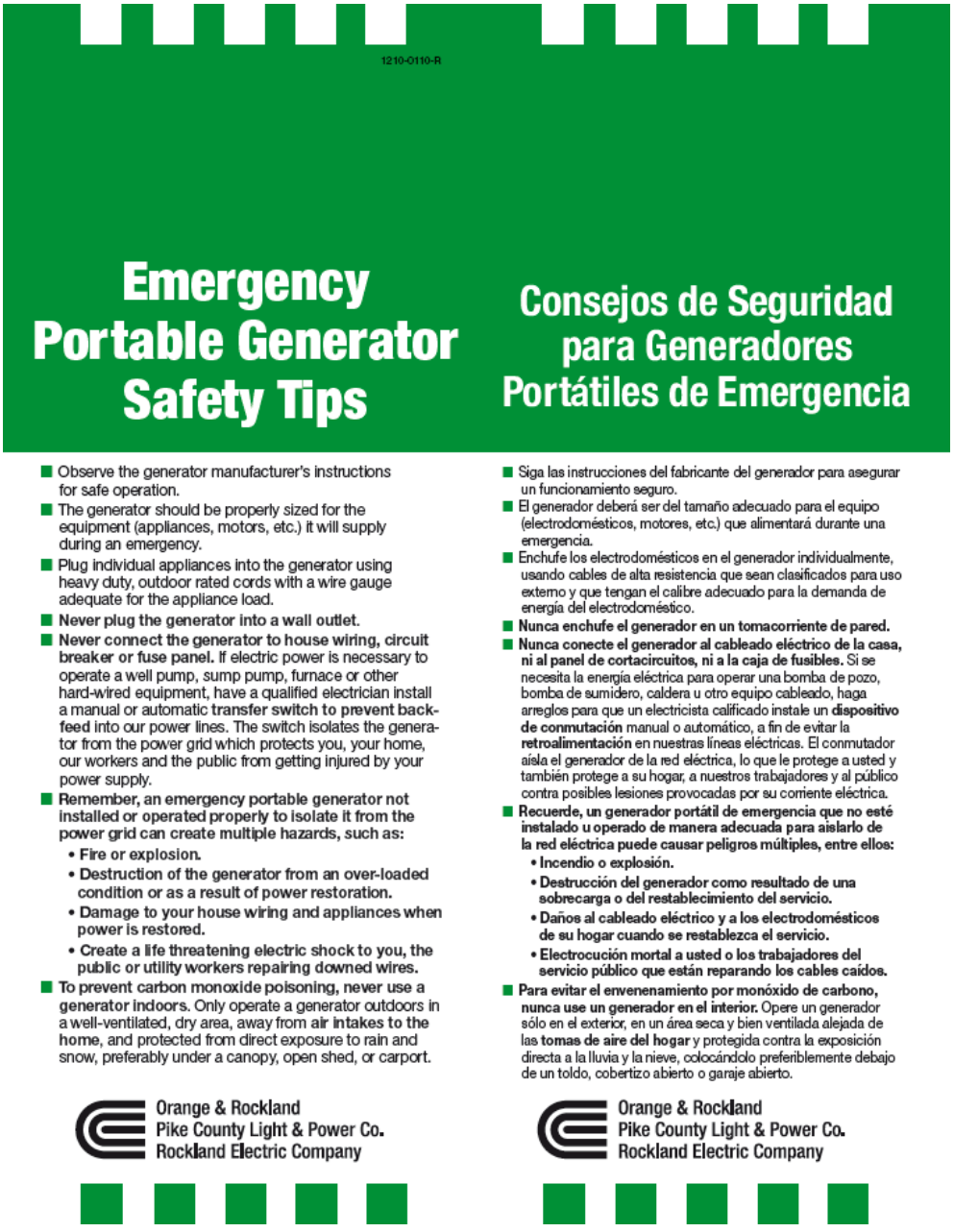
Orange & Rockland
Pike County Light & Power Co.
Rockland Electric Company

Appendix 10

Storm Damage Vicinity Notification

Appendix 11

Emergency Portable Generator Safety Tips



1210-0110-R

Emergency Portable Generator Safety Tips

- Observe the generator manufacturer's instructions for safe operation.
- The generator should be properly sized for the equipment (appliances, motors, etc.) it will supply during an emergency.
- Plug individual appliances into the generator using heavy duty, outdoor rated cords with a wire gauge adequate for the appliance load.
- **Never plug the generator into a wall outlet.**
- **Never connect the generator to house wiring, circuit breaker or fuse panel.** If electric power is necessary to operate a well pump, sump pump, furnace or other hard-wired equipment, have a qualified electrician install a manual or automatic **transfer switch to prevent back-feed** into our power lines. The switch isolates the generator from the power grid which protects you, your home, our workers and the public from getting injured by your power supply.
- **Remember, an emergency portable generator not installed or operated properly to isolate it from the power grid can create multiple hazards, such as:**
  - **Fire or explosion.**
  - **Destruction of the generator from an over-loaded condition or as a result of power restoration.**
  - **Damage to your house wiring and appliances when power is restored.**
  - **Create a life threatening electric shock to you, the public or utility workers repairing downed wires.**
- **To prevent carbon monoxide poisoning, never use a generator indoors.** Only operate a generator outdoors in a well-ventilated, dry area, away from **air intakes to the home**, and protected from direct exposure to rain and snow, preferably under a canopy, open shed, or carport.

Orange & Rockland
Pike County Light & Power Co.
Rockland Electric Company

Consejos de Seguridad para Generadores Portátiles de Emergencia

- Siga las instrucciones del fabricante del generador para asegurar un funcionamiento seguro.
- El generador deberá ser del tamaño adecuado para el equipo (electrodomésticos, motores, etc.) que alimentará durante una emergencia.
- Enchufe los electrodomésticos en el generador individualmente, usando cables de alta resistencia que sean clasificados para uso externo y que tengan el calibre adecuado para la demanda de energía del electrodoméstico.
- **Nunca enchufe el generador en un tomacorriente de pared.**
- **Nunca conecte el generador al cableado eléctrico de la casa, ni al panel de cortacircuitos, ni a la caja de fusibles.** Si se necesita la energía eléctrica para operar una bomba de pozo, bomba de sumidero, caldera u otro equipo cableado, haga arreglos para que un electricista calificado instale un **dispositivo de conmutación** manual o automático, a fin de evitar la **retroalimentación** en nuestras líneas eléctricas. El conmutador aísla el generador de la red eléctrica, lo que le protege a usted y también protege a su hogar, a nuestros trabajadores y al público contra posibles lesiones provocadas por su corriente eléctrica.
- **Recuerde, un generador portátil de emergencia que no esté instalado u operado de manera adecuada para aislarlo de la red eléctrica puede causar peligros múltiples, entre ellos:**
  - **Incendio o explosión.**
  - **Destrucción del generador como resultado de una sobrecarga o del restablecimiento del servicio.**
  - **Daños al cableado eléctrico y a los electrodomésticos de su hogar cuando se restablezca el servicio.**
  - **Electrocución mortal a usted o los trabajadores del servicio público que están reparando los cables caídos.**
- **Para evitar el envenenamiento por monóxido de carbono, nunca use un generador en el interior.** Opere un generador sólo en el exterior, en un área seca y bien ventilada alejada de las **tomas de aire del hogar** y protegida contra la exposición directa a la lluvia y la nieve, colocándolo preferiblemente debajo de un toldo, cobertizo abierto o garaje abierto.

Orange & Rockland
Pike County Light & Power Co.
Rockland Electric Company

Appendix 12

Work Locations & Phone Listing

MEDICAL EMERGENCY: 911

WESTERN: [redacted]

Site Safety Supervisor [redacted]

CENTRAL: [redacted]

Site Safety Meter Reading Supervisor [redacted]

EASTERN: [redacted]

Site Safety Meter Reading Supervisor
Site Safety Electric Meter Supervisor
Site Safety Electric Meter Supervisor
Meter Reading Chief
Meter Reading Chief
[redacted]

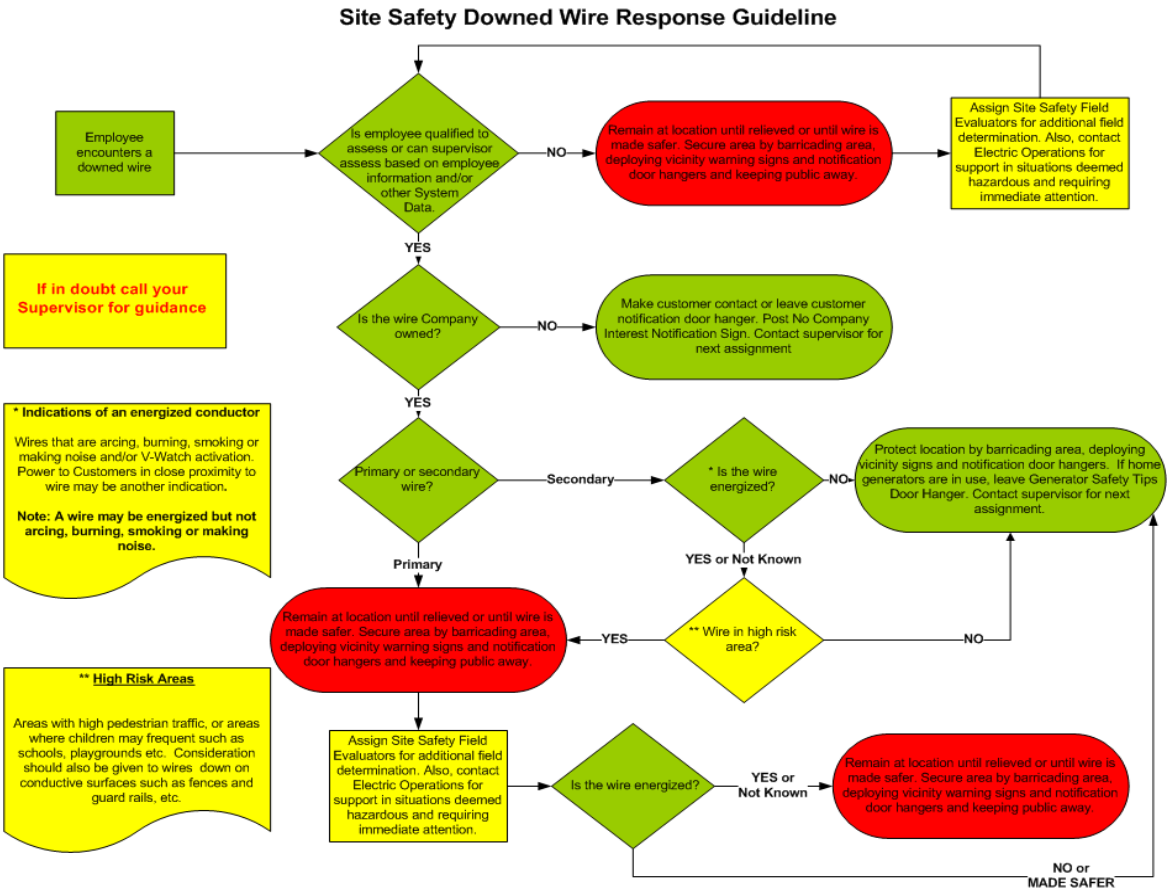
*Depending on storm personnel levels, the above numbers may be experiencing high call volumes, please be patient. Call only the division for which you are currently performing site safety duties using the order provided.

Appendix 13

No Company Interest Notification Sign

Appendix 14

Downed Wire Response Guideline



Appendix 15

Environmental Spill Reporting Requirements

Environmental Bulletin

February 12, 2009
Volume 2, Issue 1

O&R SPILL REPORTING REQUIREMENTS

State and Federal regulations impose an obligation to immediately report spills or releases.

Environmental Services Department

[redacted]

WHAT DO I REPORT?

- **ALL** Orange & Rockland employees and contractors must immediately report all oil and chemical spills to the O&R Control Center.

HOW DO I REPORT?

- Call Control Center at 577-3228/3185 upon discovery and report the following:
  1. Time and Date
  2. Location
  3. Material Spilled (e.g. transformer oil, gasoline, etc.)
  4. Equipment Type
  5. Pole/Pad No. (or other markings)
  6. Estimated volume
  7. Contact to (e.g. soil, water, asphalt, etc.)
  8. Cause of Spill (Equipment failure, vehicle accident, weather, etc.)
  9. Equipment labeled non-PCB?
  10. Name and contact information

WHAT HAPPENS AFTER I REPORT?

- Control Center alerts Environmental Services
- Environmental Services makes external notification
- Environmental Services coordinates and implements clean up and environmental restoration

WHAT IF I HAVE MORE QUESTIONS?

- Call the Environmental Services Info Line 845-577-3525

Reduce
Reuse
Recycle

If you have any questions, please contact the Environmental Services Information Line at 577-3525 or visit our website.

Appendix 16

Site Safety
Transfer of Coordinator/Supervisor Checklist

Date & Time of Shift Transfer: _____

Coordinator/Supervisor being relieved_____ by _____

Shift Transfer Information

- Bring incoming Coordinator/Supervisor up-to-date on outstanding issues and status of each.
- Turn over all documents to incoming Coordinator/Supervisor.
- Agree on next shift change and team members' attendance.
- Update incoming Coordinator/Supervisor on current event status.
- Update incoming Coordinator/Supervisor on any phone number changes, employee status or other information necessary to function.
- If demobilization will occur during oncoming Coordinator's/Supervisor's shift, discuss demobilization steps to assure they are carried out properly.
- Update the compiled roster by shift and forward the list to the Human Resources (Manpower) Coordinator.
- Update Storm Director and/or Operations Chief.

(**) Site Safety Supervisors are responsible for utilizing the designated checklists. The retention of these documents is the Site Safety Supervisors responsibility as well. In addition, the documents are to be retained for a period of one (1) month following an event or longer if so instructed.

Appendix 17

Site Safety
Demobilization Checklist

Date & Time Demobilization activated: _____

Demobilization requested by: _____

Coordinator overseeing Demobilization: _____

Demobilization

- Notify Information Technology Coordinator that the function will be demobilizing and computer/telecommunications needs will no longer be required.
- Provide to the Storm Director and/or Operations Chief all documentation pertaining to the functions storm recovery effort if requested.
- Release staff as required (If contractors were used they must be released first).
- Update the compiled roster by shift and forward the list to the Human Resources (Manpower) Coordinator.
- Report to the Storm Director and/or Operations Chief that the Site Safety Function has been demobilized.
- Ensure all manned sites have been restored to normal condition.
- Ensure all information is available for Site Safety Coordinator.

(**) Site Safety Supervisors are responsible for utilizing the designated checklists. The retention of these documents is the Site Safety Supervisors responsibility as well. In addition, the documents are to be retained for a period of one (1) month following an event or longer if so instructed.

Appendix 18

Site Safety Training Documentation

CMO Site Safety Training Syllabus

SAF0000410 – Site Safety (Storm)

- Intro
  - Self and Trainers
  - What does Site Safety do?
    - Protect public
    - **Must protect self**
    - Help prioritize work and accelerate repairs
  - Training overview
    - Topic outline
    - Field exercises
      - Damage assessment
      - Service board
- The Electric System
  - Generation
    - Change energy from one form to another
      - Steam
        - Oil
        - Gas
        - Coal
        - Nuclear
      - Hydro
      - Alternative
        - Wind

- Solar
- Fuel Cells

- Transmission System
  - Moves Bulk Power form source to area of use.
  - Mostly located on Right of Way – limited public access
  - Usually less storm damage than Distribution System
  - Structures – towers, steel poles, high wood poles and H-type structures
  - Substations
    - Transmission
    - Distribution
  - Voltage levels – 138kV, 345kV, 500kV, 765kV

- Distribution System – delivery system from substation to end user. <u>The focus of Site Safety.</u>
  - Utilize text pictures to identify;
    - Primary
    - Secondary
    - Overhead vs. Underground (URD)
    - Services

- Site Safety's Role
  - Primary
    - Protect and monitor area <u>until relieved</u>
    - Demonstrate 30' distance
    - Never touch or move conductors
    - **Situational awareness**
      - Wet ground/grass
      - Contact with other conductors

- Services
- Secondary
- Phone and cable

- Fences
- Vehicles

- Secondary and Services
  - Residential Services
    - Barricade and leave (indicates dead)
    - Be aware of potential for backfeed
      - Lights – doorbells
      - Generator noise
      - Neighbors
      - Backfeed to Primary voltage
    - Notify supervisor w/questions anytime
  - Secondary
    - Protect and monitor area
    - Determine conditions
    - Lower voltage dangers
    - Proximity/contact with Primary
    - Report to supervisor – guidance
- How do you protect a site?
  - Tape
  - Cones
  - Danger Signs
    - Intro
    - Demo
    - Use
  - Physical presence / verbal warnings

- Door Hanger
  - Intro / Demo
  - When do you use?
  - Using check-off boxes
  - Identify service problems – use illustrations from equipment manual.
    - Ours
    - Theirs
    - Phone cable
    - Don't discuss or promise our crews making temp repairs
    - Don't recommend contractors
- Site Safety Field Report
  - Demo
  - Distribute
  - When do you use?
  - Value?
    - For your supervisor
    - For you
    - For repair crews
  - Use the remarks section
- Role of Supervisor
  - Report
  - Guidance
  - Support

- Your Equipment
  - Necessary Field Equipment list - handout
  - V-watch - handout
    - Demo
    - Utilize trainers guide

        - Limits – what it won't do
        - Extra safety device
- Traffic Control/Flagging
    - Protect Site
    - Determine need for traffic control
    - Contact supervisor for Flaggers
- Environmental
    - Use illustrations of transformer spill in Equipment Manual
    - Avoid contact warn away public
    - Report
    - Distribute Quick Reference Spill Cards
- Yard Exercise – split into 3 groups
    - Meter board
        - Hazards
        - Damage examples
        - What's ours, what's the customer's
        - Fill out report
        - How to protect
    - Damage Assessment Yard
        - Hazards
        - Fill out report
        - How to protect
    - URD Yard
        - Id equipment
        - Damage examples
        - Fill out report
        - How to protect

- Use of contractors (PPL, Osmose, etc.) – used as a second line response to relieve Site Safety if necessary.
- DVD – Electricity – Recognizing and Avoiding Hazards

V-Watch Instructor Bullet Guide

(Refer to CMO Procedure 0008 V-Watch Detector for a full guide)

Downed live wires are very dangerous so CMO has purchased an additional device to help aid all who are sent out on storm duty that might encounter live conductors.

- **What is the V-Watch Personal Detector**

-The V-Watch Personal Voltage Detector detects the strong electric fields surrounding high voltage conductors and power distribution equipment.
-This device provides an extra level of safety for personnel working near high voltage systems
Who - anyone untrained and working near live conductors during storms
When – before you leave the building to go out on storm related activity
Where – anytime you are outside your vehicle during storm duty (exception meter testers)
Why – to better protect oneself from electrical hazards / last line of defense to hopefully save you if **all other efforts fail** when preventing yourself from coming in contact with a live conductor

- **How does the V-Watch work**

-Senses electric fields 2400volts and greater
-Tall grass, wet shrubs, your body, fences, will decrease effectiveness
-Keep away from metal/electronic objects (cell phones, belt buckles)
-Loud series of Beeps and flashes
*Explain increases in frequency (faster flashes/beeps)
-Always working except for when in the protective pouch
-Low battery alarm/ battery is easily replaceable
-Height of the V-watch will affect the detection distance
The lower the live wire is from your V-Watch the less warning you will receive.
7,000 volt conductor at v-watch level say 3ft = 10ft detection distance
same conductor at 1/2ft off ground will result in only 6ft detection (40% less)

- **How do I use the V-Watch**

-Don't use if test button does not activate beeper and lights
-Hang the V-watch from your neck strap or wear it on your belt facing forward
-The device's front should always face your walking direction and be centered
-Place it in direction of movement/don't walk sideways/backwards
-Listen for beeping sound
-Remember this is only an additional tool on top of your storm training awareness
-If alarm sounds stop and visually inspect the area, turn back to reassess the hazardous condition

- **Safety**

-Service lines under 2400volts (i.e. house services) will not be detected by the V-Watch
House service wires will not be detected until it's too late - so beware!
(i.e. – tree branch hanging from live wire may not set off v watch device)
-Only designated trained employees may use the V-Watch
-**The V-Watch is for safety and not for general voltage testing**
-The human body will block the v-watch sensitivity

NOTE: All unqualified personnel must stay a minimum of 30' from any energized lines or equipment. Assume all lines are energized.

CMO Site Safety Training Equipment Manual

[redacted]

Appendix 19

Site Safety Outage Management System User Manual

http://ceteams/sites/ORU/SiteDirectory/ORPOE/User%20and%20Training%20Guides/Forms/AllItems.aspx

ATTACHMENT 5 - ESTIMATED TIME OF RESTORATION PROTOCOL

The following protocol states the Department of Public Service (DPS or the Department) 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. Utility procedures and practices that require actions prior to those identified should continue to be used.

The protocols are considered minimum requirements necessary to ensure the public and the Department are adequately informed. 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 1) field personnel are able to be dispatched without unacceptable safety risks from continued severe weather conditions (where adverse weather conditions are applicable) and 2) when the potential additional damage to the electric system from the storm would be low in proportion to the expected level of damage already sustained. The start of the restoration period may be different for specific, local areas where the effect of a storm limits access to facilities (e.g., severe flooding).

Initial notification to the Department should follow the guidelines contained in 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.

Reporting is required at 7:00 AM, 11:00 AM, 3:00 PM, and 7:00 PM unless otherwise specified. The reports should include, at a minimum, summary of outages, crewing information on site and en-route, planned crew relocation and mutual assistance activity, discussion of major damage, estimated restoration times, summaries of work plans for restoring customers, listing of critical and LSE customers affected, and a summary of dry ice/bottled water distribution activities. Report submissions 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 the reports submitted early in an event to satisfy the guidelines.

EVENT EXPECTED TO LAST 48 HOURS OR LESS

Within the first 6 hours of the restoration period
• 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 Electric Information Reporting System (EIRS). • Provide available information to the public via customer representatives, IVR systems, and web sites. • 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 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.
Within the first 12 hours of the restoration period
• Provide DPS Staff with a global ETR and any available regional ETRs. • Prepare a statement for the press that includes known ETRs in time 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).
Within the first 18 hours of the restoration period
• Establish ETRs for each locality affected and make them available to the public via customer representatives, IVR systems, and web sites.
Within the first 24 hours of the restoration period
• Consider issuing a press release in time for the upcoming news cycle based on conditions.
Reporting requirements during the event
• Provide restoration information updates four times daily to DPS Staff (7 AM, 11 AM, 3 PM, and 7 PM) if notified by Staff. Updates should continue until otherwise directed by Staff. • Notify DPS Staff when all storm related interruptions have been restored.

EVENT EXPECTED TO LAST GREATER THAN 48 HOURS

Within the first 6 hours of the restoration period
• 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. • Provide a public statement indicating the likelihood of extended outages and make this information available via customer representatives, IVR systems, and web sites. • 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.
Within the first 12 hours of the restoration period
• Prepare a press release for issuance in time 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).
Within the first 18 hours of the restoration period
• Schedule municipal conference call(s), unless an alternative municipal contact method is more appropriate. The first scheduled municipal conference call does not necessarily have to occur within the first 18 hours, but shall take place within the first 36 hours.
Within the first 24 hours of the restoration period
• Notify DPS Staff of what areas sustained the most damage to the electric system and ETRs, where known, on a general geographic basis. • Issue a press release(s) in time for upcoming news cycles with the information described in previous bullet.

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 restoration period for the total company is expected to be more than five days. • Identify any heavily damaged areas where large numbers of customers are expected to remain without service for more than five days. • Completion of 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. (as stated above, when outages are expected to less than five days, this is required within 36 hours)**.** • 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.
Reporting requirements during the event
• Provide restoration information updates four times daily to DPS Staff (7 AM, 11 AM, 3 PM, and 7 PM), which shall continue until otherwise directed by Staff. • Notify DPS Staff when all storm related interruptions have been restored.

PURPOSE

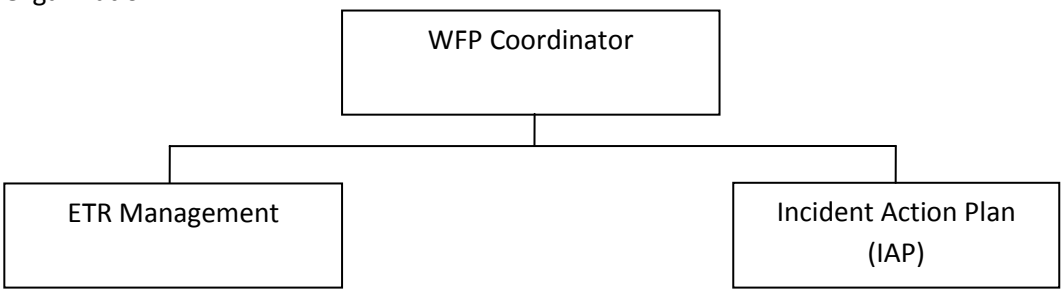
The Workforce Planning and Management (WFP) function may be activated during an event to oversee and compile information obtained from OMS on the degree of damage, workforce requirements and other factors necessary to develop and/or manage estimated restoration times (ETRs) and support Operations in its response efforts during the recovery from an event.

APPLICATION

This Guide shall be followed by all employees assigned or acting in the capacity of an employee under the direction of the WFP function.

POLICIES

1.0 Organization



Minimum staffing requirements:

Staffing for WFP shall be in accordance with the minimum staffing requirements located in the O&R Strom Classification Matrix maintained by Incident Command. Modifications to this staffing plan to adjust for storm specific workload will be made in consultation with the Planning Chief and memorialized in incident specific staffing documentation. In accordance with the ICS model all tasks and responsibilities identified in Section 2.0 can be merged and/or performed by one single entity (i.e. ETR Management, Incident Action Plan) when deemed necessary by the Coordinator.

2.0 Functions and Responsibilities

a. The Workforce Planning and Management Coordinator (Coordinator) is responsible for coordinating, overseeing and staffing of the WFP function. This generally includes:

1. Maintaining an open line of communication with the Information Center Coordinator, Control Center Coordinator and Planning Chief.
2. Ensuring the WFP function is properly staffed throughout any event.
3. Providing status reports when requested.

b. ETR Management

1. Reviewing global and incident ETRs for open incidents, adjusting ETRs as appropriate and providing advice and counsel to Operations on the assignment of scheduled incident level ETRs during the event.
2. Monitoring incident ETRs and closeouts and advising Operations of any necessary changes.
3. Ensuring that estimated restoration times are attached to each job or group of jobs at the appropriate timeframe throughout the event.
4. Monitoring restoration work plan implementation, identify deviations and communicating such to SERT/DCC.

c. ETR Analysis

1. Analyzing outage information and available resources to calculate and provide global, regional, local and incident ETRs as appropriate and necessary.
2. Developing high level restoration targets and advising Operations on restoration resource level impact on ETRs.
3. Developing ETRs in conjunction with SERT/DCC's restoration work plan, disseminate incident work plan.
4. Coordinating with OMS to develop and load systematic ETR changes as needed.
5. Monitoring incident ETRs and closeouts and advising Operations of any necessary changes.

d. Incident Action Plan (IAP)

1. Collecting IAP information from necessary storm functional areas.
2. Consolidating information and facilitating review/approval with Planning Chief and Incident Commander.
3. Distributing a finalized IAP during each shift to ICS Chiefs and other personnel as appropriate. See, Appendix 7, IAP.

3.0 Mobilization

Once mobilized, the WFP function will be staffed in accordance with the O&R Storm Classification Matrix. The WFP Coordinator will follow the Coordinator's Checklist (See, Appendix 2, Coordinator's Checklist).

4.0 ETR Management

ETRs will be managed consistent with Exhibit 1, Estimated Restoration Time Process Flow Diagram and the ETR Calculator Instructions references in Exhibit 2.

5.0 Demobilization

a. The Planning Chief will notify the Coordinator when and how demobilization will occur.
b. The Coordinator will commence the transition of staff to normal operations by notifying the Operations Chief of the WFP function's demobilization plans.

6.0 Training

a. Training will be provided, as needed, to all WFP employees to fully understand the function and responsibilities.
b. Participation in corporate and/or individual functional drills will be required.

7.0 Responsibility

a. The Coordinator is responsible for the implementation of this guide and the corresponding section of the Emergency Response Plan (ERP).
b. Annually, in conjunction with the annual submission of the ERP to the Public Service Commission, the Coordinator will review this guide and update with any changes to accurately reflect the response to a storm and to remain in conformance to the Plan.

8.0 Exhibits

Exhibit 1	Estimated Restoration Time Process Flow Diagram
Exhibit 2	ETR Calculator Instructions

9.0 Appendices

Appendix 1	Roster
Appendix 2	Coordinator's Storm Checklist
Appendix 3	Transfer Coordinator's Checklist
Appendix 4	Instructions for Specific Operations
Appendix 5	Forms
Appendix 6	Phone Directory
Appendix 7	Incident Action Plan (IAP) Example

Appendix 1

Workforce Planning and Management

Roster

The master listing of contact numbers utilized by this function reside with the Coordinator for the purpose of maintaining an updated contact number directory.

Appendix 2

Coordinator's Storm Event Checklist

Date: _____

- Type of Event: Heat _____ Weather _____ Other _____
- Time Declared: _____
- Weather Conditions: _____
  _____
  _____
- Event Classification: _____ Minimum Staffing Level Required: _____

Pre-Event Actions:

- ❑ Ascertain the forecasted event severity from information that is provided and determine appropriate staffing levels
- ❑ Ensure the function is appropriately staffed
- ❑ Establish the staffing of any support Storm Functions required for the event
- ❑ Ensure the function's staff follow the functions plans
- ❑ Initiate the process to call in appropriate staffing for each function they are responsible for
- ❑ Update ARCOS or, if required, compile a roster by shift and forward the list to the Human Resources (Manpower) Coordinator
- ❑ Ensure the logistical (space and equipment) readiness of the work area
- ❑ Maintain open communications with the Planning Chief

EVENT CHECKLIST

NOTE: When completed, record the date and time or if not applicable, denote " N/A"

- ❑ Open discussions with Operations on the event. Open lines of communication with Restoration Chief, Planning Chief, Incident Commander, OMS, Emergency Management and Customer Service Functional Coordinators.
- ❑ Send draft Pre-Event IAP to IC, Chiefs and FC per EM storm organizational chart for comment. Establish deadline for return 2 hours in advance of publication.
- ❑ Finalize IAP and send to IC for approval, advise on approval timeframe necessary. Utilize IAP tracking matrix (Attachment X).
- ❑ Utilize Storm Prediction Matrix to advise on magnitude of storm and provide to Incident Commander/Restoration Chief/EM FC.
- ❑ Notify Logistics to mobilize Blooming Grove WFP Work Area and WFP FC to setup SVOC Work Area (PM Department Managers Office). BG to be mobilized when SERT is being mobilized.
- ❑ Formally notify Planning Chief and EM FC of staffing plan with CCs to Restoration Chief, Incident Commander, OMS and Customer Service Functional. Email to effect of:

WFP is being mobilized to both SVOC and BG. WFP is fully staffed consistent with the staffing matrix as follows:

Thursday 0600-Thursday 1800 **– Jeff Peifer** [redacted] /Diego Morales [redacted] /Dave Work

Thursday 1800-Friday 0600 **– Joe White** [redacted] **/**Ted Sikora [redacted]

Friday – 0600-1800 – **Dave Work** [redacted] /Tom Frisbie [redacted]

Shift coordinators are highlighted.

- ❑ Establish distribution list for ETR updates, include Executive Sponsor(s). Email to effect of:

  WFP has been mobilized. We will be monitoring the situation jointly with the SERT/DCC. In the event that the incoming incident rate/forecasted weather indicates restoration will exceed resources the auto ETR functions will be set to manual.

- ❑ Request restoration crewing plan from SERT/DCC and establish update mechanism.
- ❑ Allow storm to pass and damage to settle. Monitoring incoming incident rate and forecasted weather. If more than an hour or two has passed. Send update to ETR distribution list giving current status. Email to the effect of:

  Weather continues to move thru the territory. Incidents continue to come in. We remain in manual ETR management by the SERT/DCC pending the weather and incoming incident rate settling. We will advise on continued evolution of the plan.

- ❑ Remind SERT/DCC to dispatch crews according to the RPM while overall restoration plan is being developed (i.e. assign first restoration shift of work to crews based on priority matrix and then largest to smallest)..
- ❑ Run global calculations based on damage, crewing and historical data utilizing the ETR calculator or other calculation means. ETR calculation process included as Exhibit 2.
- ❑ Review global calculations with Operations Chief and/or Incident Commander.
- ❑ Modify global ETR as necessary.

- ❑ Publish global ETR in email to OMS team. Email to the effect of: File global publication email in storm file.
- ❑ Develop work plan utilizing the ETR calculator or other calculation means. ETR calculation process is included as Exhibit 2.
- ❑ Review work plan with SERT Lead, Operations Chief and/or Incident Commander.
- ❑ Modify work plan as necessary.
- ❑ Publish work plan/restoration tiers in email to OMS team. Notify Keith et al. of global and regionals that should be forced onto the external facing website.
- ❑ File work plan and restoration tier data in storm file.
- ❑ Monitor work plan/OMS and adjust as additional data is available.
- ❑ Ensure IAPs continue to be published.
- ❑ Continue to advise WFP distribution list of progress and plan (minimum every shift change).

Demobilization

Date & Time Demobilization activated: _____

Demobilization requested by: _____

Coordinator overseeing Demobilization: _____

Demobilization Tasks:

- ❑ Notify all areas for which the function interacts with that the function is commencing with demobilization plans

- ❑ Forward a complete roster by shift to the Human Resources (Manpower) Coordinator
- ❑ Provide a final summary report to Planning Chief (inclusive of the recovery activities and status and all documentation)
- ❑ Notify Planning Chief of demobilization

Appendix 3

Transfer of Coordinators Checklist

Shift Transfer Information:

- ❑ The duties of the Workforce Planning and Management Coordinator shall be relinquished to the incoming Coordinator when the transfer of control is established.

- ❑ Provide shift briefing to the incoming Coordinator inclusive of:
  - o Event status
  - o Outstanding issues and issue status
  - o Any phone number changes
  - o Employee/staffing status
  - o Copies of all necessary and related documents

- ❑ Agree on next shift change and team members' attendance

- ❑ If the possibility of demobilization will occur during the oncoming Coordinator's shift, discuss demobilization steps to assure they are carried out properly

- ❑ Update appropriation crewing repository

- ❑ Advise the Planning Chief of the transfer

Appendix 4

Workforce Planning and Management

Instructions for Specific Operations

All Workforce Planning and Management employees must have access to OMS and his/her own company issued laptop to use during the event.

All Workforce Planning Documentation will be maintained in the Work Force Planning SharePoint Drive at:

[redacted]

Appendix 5

Workforce Planning and Management

Forms

All forms and reports are computer generated and are stored in on the Workforce Planning Storm SharePoint below:

[redacted]

Appendix 6

Workforce Planning and Management

Phone Directory

The most current contact numbers for this function is maintained in the company's Outlook Contact database.

Appendix 7

Workforce Planning and Management

Incident Action Plan (IAP)

The most current IAP template is maintained in the WFP SharePoint site listed below:

[redacted]

Exhibit 1

EXHIBIT 2

ATTACHMENT 7 - RESTORATION PRIORITIES MATRIX

Restoration Priorities

Orange & Rockland
Pike County Light & Power Co.
Rockland Electric Company

	Safety, Municipally Identified and Work Priorities	
	PRG	SERT
Priority Band 1	WD1 or RC1	
Priority Band 2	WD2, RC2, CF1	
Priority Band 3	WD3, RC3	CKLO
Priority Band 4	SERT priorities are identified and sorted by highest customer count. PRG priorities continue to be sorted by municipally identified CF2 and CF3 priorities.	

RC1 - Road Closure Priority 1
Generally state roads and emergency service roads (PD/FD/EMS/P1) incidents managed by the Operations Chief.

RC2 - Road Closure Priority 2
County roads and critical municipal identified incidents managed by the Operations Chief.

RC3 - Road Closure Priority 3
Road closure incident that is not a RC1 or RC2 generally managed by the PRG group.

WD1 - Wire Down Priority 1
Non-service wire down incidents where the wire is burning, arcing/sparking, or there is an immediate hazard or energized primary or secondary wires down in heavy pedestrian areas such as communities, schools, etc.

WD2 - Wire Down Priority 2
Non-service wire down incidents where fire departments, police departments, or other municipal agencies are standing-by on the downed wire location or has been reported by municipal officials.

WD3 - Wire Down Priority 3
Non-service wire down incident that is not a WD1 or WD2 generally managed by the PRG group.

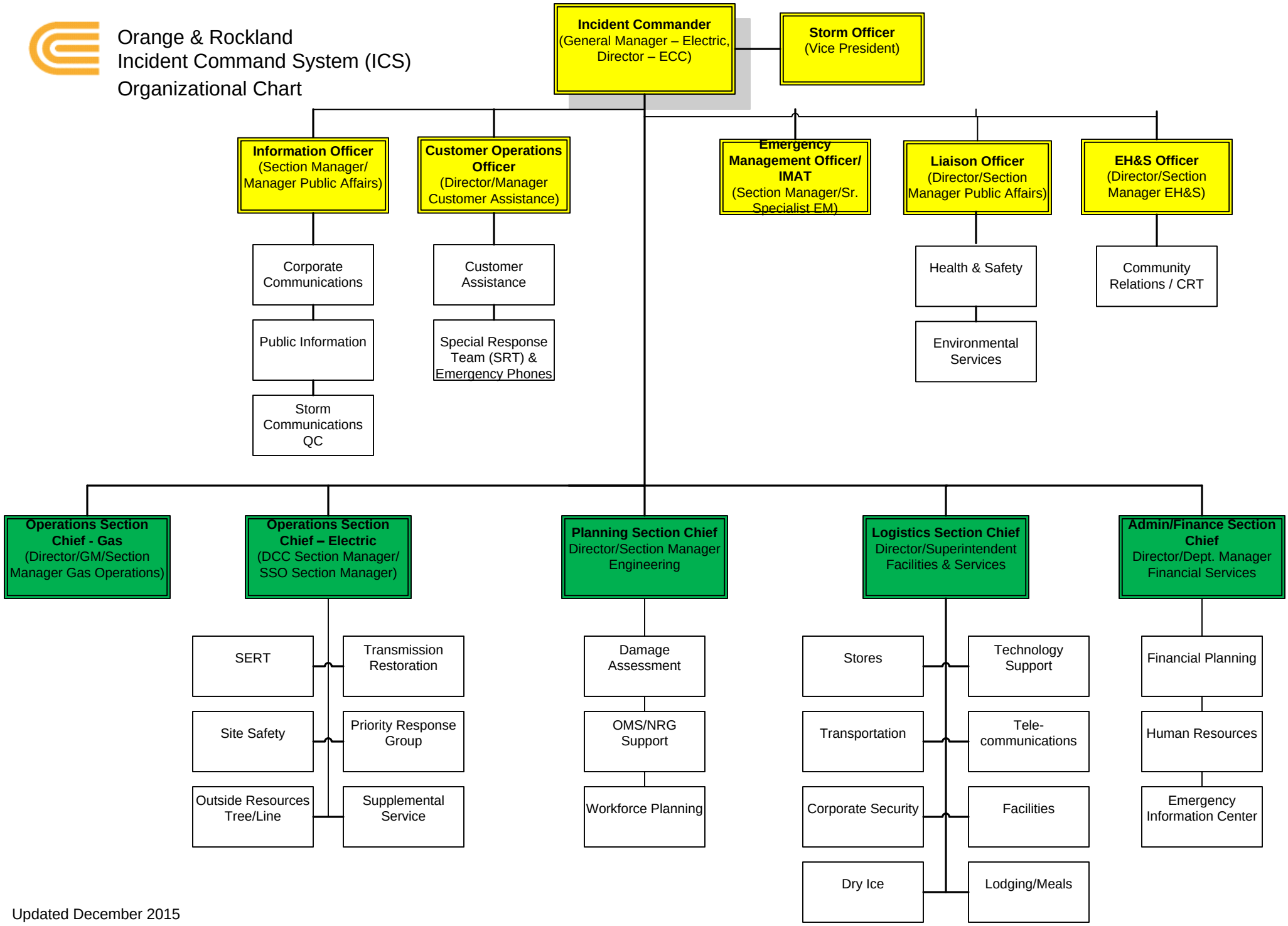
CF1-CF3 - Critical Facility Priority 1- 3
System generated incidents based on customer needs and categorized in the "CF" column of OMS.

NOTE: Regardless of the source, reports of a wire down in a high pedestrian area will be treated as a Priority 1.

Last reviewed 4/1/2015

ATTACHMENT 8 TYPICAL ICS ORGANIZATIONAL CHART

Orange & Rockland
Incident Command System (ICS)
Organizational Chart



Updated December 2015

ATTACHMENT 9 ICS POSITION DESCRIPTIONS

Incident Commander

Overview

The Incident Commander's (IC) responsibility is the overall management of the incident; directing and coordinating the overall storm response as well as for organizing and directing the implementation of the Emergency Response Plan (ERP). When an event 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.

If an event is expected to occur in the service territory, the IC, or delegate, will notify all Branch Directors for pre-mobilization or mobilization. . Pre-mobilization 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.

Both during pre-mobilization efforts and during mobilization, the IC receives information from each member of the Command Staff, General Staff, Branch Directors and other personnel as needed. The IC reviews and approves: Incident Action Plans, Environment, Health and Safety plans, press releases and disseminates information and direction through status meetings and operational briefings.

Regardless of the storm classification, the IC directs the overall recovery effort during each operational period. For a Category 1 event, the Incident Commander is typically the Control Center Manager. In a Category 2 or higher event, the Incident Commander is typically a higher level employee: a Director, General Manager or Vice President.

Overall Responsibilities

- Pre-mobilize/mobilize key personnel for storm recovery duty/establish ICS organization
- Assess the situation and/or obtain briefing from prior IC
- Determine Incident objectives and strategy
- Establish immediate priorities
- Establish Incident Command Post/ Area
- Establish an appropriate organization and coordinate activity for all Command and General Staff
- Conduct initial planning meeting and verify planning meetings are scheduled as required;
- Conduct periodic status meetings or conference calls with key ICS personnel;
- Review and approve Incident Actions Plan(s) (IAP)
- Review Press Releases and approve all information for public release
- Review Crewing & next shift requirements (including foreign crew needs analysis)

- Review and approve reports provided by the EIC Environment, Health and Safety plans, press releases, VRU scripts
- Review environmental incidents, OEM and other outside agency issues
- Determine/communicate global ETR and consider Regional/Local ETRs.
- Develop the operational objectives and strategies for upcoming shifts; hold comprehensive change of shift operational planning
- Request and review the De-mobilization plan.

COMMAND STAFF
Information Officer

Overview

The Information Officer (IO) is responsible for developing and releasing information about the incident to the news media, incident personnel and other appropriate agencies and organizations. The IO has the overall responsibility for communicating emergency recovery information and oversees the Branch Directors that are responsible for communication of information to the general public, news and social media. 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 also responsible for overseeing the Storm Communications Quality Control branch. Public Affairs has the overall responsibility for communicating emergency recovery information to external and sometimes internal stakeholders including:

- General public, including customers, employees and contractors
- Local, regional and media (print, radio, cable TV)
- Con Edison's Media Relations

Overall Responsibilities

- Determine from IC if there are any limits on information release and communicate limits to applicable Branch Directors
- Communicate with Media Relations
- Act as the official source of information for the Public Affairs field response
- Monitor news and social media reports (i.e., to correct any misinformation)
- Create statements or messages for Customer Operations, eLine and eBoards
- Monitor the activity of the Storm Communications Quality Control group and escalate issues as needed
- Maintain current information summaries on the incident and provide information on status of incident to assigned personnel

COMMAND STAFF
Customer Operations Officer

Overview

The Customer Operations Officer is responsible for assessing customer activity including incoming calls, priority/special needs customers and providing that the IVR, CSRs, and other communication channels 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 answers all calls, records trouble conditions, and provides customers with recovery status. In addition, prior to a major storm or other serious incidents, Customer Operations will alert Life Support Equipment (LSE) and Special Needs customers. Dependent on the emergency classification and associated recovery plan, CSR staffing will be increased. In addition, CSR's are supported by telephone switch announcement capability and IVR self-service technology that:

- Facilitate 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 we are in an emergency recovery situation, asks that routine inquiries be deferred, and provides the option to speak with a CSR.

Overall Responsibilities

- Participate in Pre-Event Preparation with the Distribution Control Center and Electric Operations to discuss weather data, anticipated system impact, anticipated event classification, available resources and initial resource allocations
- Notify and alert Customer Operations personnel for storm recovery duty
- Establish resources for the Call Center and Special Response Team, including 3rd party vendors and Internal Supplemental workforces and that staffing information is included in the internal Resources on Demand (RoD) system
- Review information and messaging being provided to customers via CSRs and telephone scripts and outbound messaging
- Provide Call Center status and statistics
- Communicate with the Storm Communications Quality Control group to verify that all communications are accurate and timely
- Verify that required initial contact are made with LSE, ME and Special Needs customers and

communications with affected LSE customers is maintained throughout the event
- Monitor SRT regulatory contact so that restoration status reports and responses to regulatory inquiries are timely
- Work with the Special Response Coordinator on Emergency Services Phone activity within the SRT function (calls from county OEMs and local Police and Fire Departments)

COMMAND STAFF
Emergency Management Officer (EMO) / Incident Management Assistance Team (IMAT)

Overview

The Emergency Management Officer and/or IMAT are responsible for informing the IC and Storm Officers of any weather forecasts that may have an impact to the system. The Emergency Management Officer and/or IMAT will assist in the necessary pre-mobilization or mobilization efforts. Upon declaration of a Category 2 or higher storm, the Emergency Management Officer and/or IMAT will assist in the implementation of the appropriate ICS structure and the Plan.. The Emergency Management Officer and/or IMAT may also contact the Human Resources Branch Director as needed to assist in mobilization efforts.

Overall Responsibilities

- Support use of ICS as the sole management system during emergency response events
- Provide resources, advice and counsel as necessary
- Host pre-mobilization and subsequent status calls as needed
- Oversee mobilization of ICS organization
- Host County OEM calls as needed
- Support demobilization efforts and communication of demobilization
- Notify respective Branch Directors of any Regulatory requests / reporting requirements

COMMAND STAFF
Liaison Officer

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 Category 2 or higher storm, the Liaison officer mobilizes the CRT 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 directs the CRT Coordinator to proactively contact various municipal and governmental officials and maintains open communication with them throughout the emergency recovery effort.

Overall Responsibilities

- Initiates the outreach to the municipal officials and deployment of the CRT
- 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
- Reviews municipality related information provided to municipal officials
- Works closely with the CRT and Priority Response Group (PRG) to monitor damage activity in the municipalities and promptly address public health and safety issues
- Gathers information concerning Sensitive/Critical customers
- Works closely with the Information Officer to verify information given to outside officials.
- As necessary arranges for Senior Management to meet, in person, with elected officials during storm emergencies
- Provides the Incident Commander (IC) with timely updates of recovery effort issues as they relate to municipalities

COMMAND STAFF
Environment Health & Safety Officer (EH&S)

Overview

The EH&S Officer's function is to develop and recommend measures for assuring employee and public health and safety, and to assess and/or anticipate hazardous and unsafe situations. The 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. Accident reporting and releases to the environment are addressed immediately and reported to the Control Room for referral to EH&S. EH&S in turn makes the proper notifications as detailed in the Corporate Safety 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.

Overall Responsibilities

- Coordinates assignments of EH&S field reps in response to significant incidents or spills
- 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 and safety issues
- Develops measures to help assure public / personnel safety and effectively assess hazardous and unsafe situations
- Directs and/or coordinates Investigations as required in response to field accidents/injuries
- Adequate EH&S field staffing to support current and projected levels of incidents

GENERAL STAFF
Operations Section Chief

Overview

The Operations Section Chief is responsible for all operations directly applicable to the primary mission of the response, addressing public safety issues, and for all aspects associated with directing repair efforts to the electric system infrastructure and for service restoration. The Operations Section Chief reports directly to the Incident Commander

Overall Responsibilities

- Maintain close communication with the IC and direct reports
- Manage tactical operations; Directs all field aspects of the restoration efforts
- Interact with Branch Directors and other applicable levels to develop the operations potion of the IAP
- Request resources needed to implement the tactical operations
- Oversee the execution of the Operations portion of the IAP
- Timely and safe restoration of service to customers whose service has been interrupted as a result of a storm
- Direct all restoration forces and coordinate activities with all other recovery organizations
- Prioritize and mitigate public safety hazards in a timely manner

GENERAL STAFF
Planning Section Chief

Overview

The Planning Section Chief collects, evaluates, processes, and disseminates information for use at the incident. The Planning Section Chief reports directly to the Incident Commander.

Overall Responsibilities

- Collect and process situation information about the incident
- Oversee, prepare and document the IAP
- Determine need for any specialized resources in support of the incident
- Development of estimated restoration times
- Works closely with the Control Center
- Oversee preparation of the demobilization plan

GENERAL STAFF
Logistics Section Chief

Overview

The Logistics Section Chief is responsible for providing incident support needs and will be prepared to perform services around the clock until the storm recovery is completed. The intent is to 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.

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 Facilities and Field Services. All facilities-related needs 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.

Overall Responsibilities

The Logistics Section Chief oversees various facilities and support services branches.

- Manage incident logistics and provide logistical input to the IC in preparing the IAP
- Identify anticipated and known incident service and support requirements
- Request additional resources as needed
- 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)
- The Logistics section will also coordinate the ordering and delivery of dry ice

GENERAL STAFF
Finance/Administration Section Chief

Overview

The Finance/Administration Section Chief has the overall responsibility for managing all financial aspects of an incident. The Finance/Administration section is mobilized for all level events to provide human resource support for the Restoration organization in the Operations Section.

Overall Responsibilities

- Manage of all financial aspects of the incident/response
- Provide financial and cost analysis information as requested
- Provide financial input to demobilization planning
  Coordinating human resource support

Branch Director Functions (Functional Coordinators)

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.

Community Response Team (CRT) - 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.

Corporate Communications - prepares radio, newspaper and social media 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.

Corporate Security– responsible for protecting all Company properties and assets and for providing a safe and secure environment for all of its employees and contractors during storm restoration efforts.

Customer Assistance - responsible for providing the workforce necessary to handle incoming customer calls for the duration of the event, including the oversight of the Supplemental and third-party workforces when activated. The Customer Assistance Coordinator is responsible for coordinating customer callbacks, e-mail and written correspondence responses and outbound communications via the *TFCC Alert* system. The Customer Assistance Coordinator is also responsible coordinating with the Special Response Coordinator on the staffing of the Special Response Team. The Customer Assistance Coordinator is responsible for the coordination and development of the deactivation plans of the Customer Assistance and Special Response groups.

Damage Assessment - responsible for managing field assignments to patrol damaged circuits and investigate reports of damage to electric facilities. In the case of wires down or other potentially hazardous field conditions, the Damage Assessment Coordinator will initiate the actions needed to protect the public.

Dry Ice - responsible for providing dry 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.

Emergency Information Center (EIC) - The Emergency Information Center, serving as the single source of customer outage and internal and external crewing and full time equivalents (FTE's) information, will maintain a record of all restoration activities by state. This information will be provided to the applicable Branch Directors, as applicable, for further dissemination as required.

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 Functional 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.

Facilities - 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.

Financial Planning - responsible for the appropriate recording and reporting of financial transactions associated with all storm restoration efforts.

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 worksite 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.

Human Resources - 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).

Lodging and Meals – Responsible for meal and lodging arrangements for Company and non-Company crews, and for maintaining a current listing of food and lodging resources.

OMS/NRG Support - responsible for providing system support for our Outage Management System (OMS) including reports, system maintenance, and availability as well as the "NRG" application.

Outside Resources (Tree and Line) - 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 Coordinators will also maintain a roster of non-utility personnel involved in the restoration effort

Priority Response Group (PRG) - responsible for working with municipalities to identify priority incidents specifically for road clearings and priority restoration of critical facilities including public health and safety, significant public services and large sensitive customers.

Public Information - 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.

Site Safety - 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.

Special Response Team (SRT) - is responsible for overseeing five specific functions: (a) Pre-storm notification and personal communications with affected LSE customers throughout a storm event, as required (b) Pre-storm notification and automated communications with affected Special Needs customers throughout a storm event, as required (c) Calls from customers who have requested escalation of their initial call into Customer Assistance (d) the timely and accurate reporting to regulatory agencies in the manner they prescribe (e) supporting the Distribution Control Center by providing staff to handle incoming calls, faxes, and e-mail outage reports from police, fire and municipal agencies and processing the incident information into the Customer Information Management System which updates the Outage Management System.

Stores - will make available adequate inventories. Stores will issue materials, contact vendors and suppliers through CECONY's Supply Chain organization to obtain additional materials that may be required, and will maintain records of materials issued during the recovery event.

Storm Communication Quality Control - oversees the verification the 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). The Quality Control group also is responsible for monitoring the 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.

Supplemental Service - responsible for the mobilization and management of the Supplemental Workforce. The group restores individual electric services, act as groundmen 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.

System Emergency Response Team (SERT) – primary responsibility is the overhead constructions work required to restore service to customers. The SERT can expand to include other operating area resources and non-company field crews

Technology Support - makes available computer applications and equipment during storm events and resolves hardware/software problems.

Telecommunications - 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.

Transmission Restoration - establishes priority service restoration on the overall electric transmission system, directs all transmission and substation switching, and communicates with Substation Operations and the Distribution Control Center Manager as appropriate.

Transportation - 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

Workforce Planning - responsible for analyzing, sorting and grouping all OMS incidents into clearly defined jobs with a work and manpower estimate. In addition, Workforce Planning Group Coordinator defines and monitors the accuracy of the ETRs associated with each job.

Orange & Rockland

Emergency Management
Flood Response Process
Revised April 24, 2015
Original February 5, 2013

Reports To: Operations Chief

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

Staff: 4 Office Administrative
5 New Business 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 pre-emptively de-energize electric and gas facilities unless imminent harm to employees and/or the public exists.

In addition, for events involving a service interruption to an entire neighborhood or geographic area, the following organizations may provide resources to support the event; Electric Operations, Gas Operations, Customer Meter Operations, Public Affairs, Customer Service, Risk Management, New Business Services and any other personnel involved in the restoration. All of these organizations activities will be coordinated by the Priority Restoration Group (PRG) using this procedure. In large scale flood events, the Electric and Gas SERT representatives will support the PRG group in the flood cut process.

In anticipation of flooding events O&R will prepare a VRU message providing customers with service restoration information in the event of flood damage. In addition, O&R will notify local building inspectors or code enforcement officials of the potential of wide spread flooding. O&R will institute an ICS command structure to be comprised of Company inspectors, municipal authorities and code enforcements

Representatives. This procedure will be implemented during major events when water levels have risen, or may rise, to a level deemed unsafe as determined by Company personnel (ICS Structure), or the Building or Electrical Inspector having jurisdiction in the area.

This procedure is not meant to replace existing policies or procedures for service interruption and/or restoration activities performed during normal work days or for small scale events. Rather, the procedure provides guidance for the Incident Commander managing the increased volume of work associated with events impacting a large number of customers, either within the limits of a well-defined geographic area, or as aggregated throughout the O&R service territory.

Flood prone areas within the O&R's service territory have been identified by the PRG which administers the Flood Response Plan. When flooding conditions occur, a Flood Response Plan Coordinator will serve in the field as the O&R Field Incident Commander. The O&R Flood Response Plan Coordinator will work within the local unified Incident Command Structure. O&R may also provide resources on site from Electric Operations, Gas Operations, Customer Meter Operations, Public Affairs, Customer Service, Risk Management and New Business Services to support the O&R Flood Response Plan Coordinator. Past experience has shown that on-site personnel are critical both when buildings are de-energized and re-energized. Communications will be established and maintained with PRG within one of O&R's main buildings, O&R's Flood Response Plan Coordinator in the field and the members of the Unified Incident Command Structure (ICS) (Fire, Police, and Code Enforcement Officer). In addition, the Flood Response Coordinator and/or Electric and Gas SME's on location will communicate to the System Emergency Response Team (SERT) and Gas Emergency Response Center GERC.

Orange and Rockland will administer the following procedure to manage flood-cuts and service restoration;

APPLICATION ELECTRIC

Upon notification that the de-energizing of electric or pulling of electric meters will occur the following steps will take place:

The PRG members staffing the event will;

- PRG will create a VRU and ORU.com message indicating electric/gas flood cut requests should be directed to dedicated phone numbers established for electric flood cuts during the storm mobilization.
- PRG will enter all electric flood cuts into OMS as calls are received from the field and categorize them as flood cuts (FC) in OMS.
- All open incidents will then be filtered in OMS by flood cut (FC).
- PRG will accept reports from single service crews in the field of meters being removed and record customer name, address and meter number.
- Complete incidents in OMS when work is completed in the field, incidents are completed in OMS as a result of a cut of service or de-energization.
- All customers affected by the de-energizing of electric services, pulling of fuses or pulling of electric meters are required to be fully documented on the flood cut spreadsheet (sample Eastern & Northern Gas Flood restoration and Flood cut documents attached).
- An accurate and complete customer list containing customer name, address and meter information is required regardless of incidents logged in OMS.
- Ensure that all flood cuts requiring a sub-segment to be de-energized are reviewed and recorded on the Excel Spreadsheet.
- Identify other accounts that may be included if fuses are pulled by using NRG.
- If PRG has line crews assigned to it for the event they can assign and refer areas requiring fuses to be opened to those Crews. Affected customers will be documented in the Excel Spreadsheet.
- If PRG coordinates electric service cuts the information will be passed to the Gas DS or GERC for coordination.
- Throughout the event, the PRG Functional Coordinator will also communicate directly with the Public Information and Customer Service groups to ensure timely and accurate updates are made to the O&R website and VRU messages.

The Customer Meter Operations (CMO) Coordinator will;

- Track and report to the PRG Functional Coordinator single meter removals that are completed by CMO resources, supplemental or underground resources. Information required to be collected is customer name, address, meter number and account number.

Reenergize-Electric

When the flooding in the area has subsided and the PRG Functional Coordinator along with other ICS functions determine it is once again safe to energize electric service to areas that had been interrupted the following will occur:

- PRG will develop a VRU message and ORU.com message explaining the service restoration process and the inspections that are required prior to re-energizing the electric service PRG will verify that the call center has the accurate process for service restoration as well.
- Underwriters or customers will fax cut in cards to fax numbers in New Business Services.
- New Business Services will work directly with PRG to match the cut in cards received to the names and account numbers on the Excel Spreadsheet that was used to track electric service cuts.
- The O&R Flood Response Plan coordinator working with PRG and New Business Services will coordinate the service restoration efforts.
- Restore Service (RS) is issued through OMS when a cut in card is received and the service is ready to be energized and/or meter is ready to be installed.
- PRG will coordinate with the Control Center Information (CIG) Desk at 845- 577-3013, this line will roll to the DS when the CIG desk is not manned, when cut ins for all accounts on sub-segment are received to reenergize service.
- PRG will notify Customer Meter Operations for single service restorations or Muni crews for larger circuit restorations.
- PRG will notify CMO to create change meter order on CIMS for situations where meters that were

removed need to be replaced by new meters.

- PRG will notify gas DS that a cut-in card for an electric service was received along with gas self-certification form and that gas can be restored.
- PRG will coordinate with gas DS to monitor gas cuts and match with electric flood cuts maintained by PRG in the Excel Spreadsheet.

APPLICATION GAS

All Gas flood cuts and restorations will be handled by the Gas Emergency Response Center (GERC).

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 or when appropriate. Demobilization will include transitioning the duties and responsibilities to the New Business Services department to manage the service restoration process. Once demobilized, change messages to direct calls to New Business Services offices 8-4:30pm and Customer Service after 4:30 PM)

CREWING

Number Of Flood Cuts	Required Field CMO or Other Employees	Required Inspectors or PRG/New Business Support
100	4	4
200	5	4
300	7	5
400	8	7
500	10	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	New Business Services Contact Information (intranet links)
Appendix 6	Door Hanger (electric and gas)
Appendix 7	Electric Underwriter Inspectors (intranet link)
Appendix 8	Electric Service Cut/Restoration Excel Spreadsheet

Customer
Notification • Web
Site Message:
APPENDIX 1

Electric

If your home and/or business suffered from flood damage and/or electrical damage it may require 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 inspection 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 an 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.

**Equipment that may have been damaged and for which the customer is responsible to repair include:

- The service entrance cable
- The meter pan
- The underground service from a pole (New York Customers Only).

Natural Gas

This section applies if your home and/or business has flood damage safety regulations that require O&R to 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 first 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's heating

and natural gas equipment have been damaged.
If the main automatic valve or other electrical control components on appliance were submerged; any such equipment 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.

APPENDIX 2

Pre Event Checklist

_____ Determine if flood damage is likely – list municipalities affected below

_____ 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

APPENDIX 3

Post Event Checklist

_____ Notify Operations Chief of demobilization

_____ Coordinate handoff of restores with New Business and Customer Service

_____ Identify any priority restores remaining

_____ Update event records

APPENDIX 4 Gas Certification - Piping and Appliances Downstream of the Meter – New Construction

Note: Gas service will be turned on and activated only after the electric service has been turned on and actively metered in this building or structure.

Municipal Permit Number: _____ O&R Project Number: _____

_____ of _____, _____, _____

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

hereby certifies that all gas piping and appliances installed at:

_____

(Customer Name)

_____, _____, _____

(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); 4) the Energy Conservation Construction Code of New York State; and 5) 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. (Date)

Remarks: _____

Installer's Signature: _____ Date: _____

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: _____

The undersigned municipal code official inspected this location on _____, 20__ and found the gas piping and the following installed gas appliances: **[check all applicable and indicate how many of each]**

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

Municipal Inspector's Name: _____ Municipality: _____

Phone Number _____ Fax Number _____

Remarks: _____

Municipal Inspector's Signature: _____ Date: _____

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)

Rev. 03/26/14

Gas Certification Form 2014.docx

APPENDIX 5

New Business Services Listing
Easter Division -
http://oruintranet/intranet/employeesandorganizations/departmentsites/customerservice/newbusinessecdev/deparments/newbusiness/territorye.html

Northern Division -
http://oruintranet/intranet/employeesandorganizations/departmentsites/customerservice/newbusinessecdev/deparments/newbusiness/territoryn.html

Emergency Management
Flood Response Process
January 31, 2014
Revised February 5, 2013

APPENDIX 6

Reconnecting Your Electric Equipment

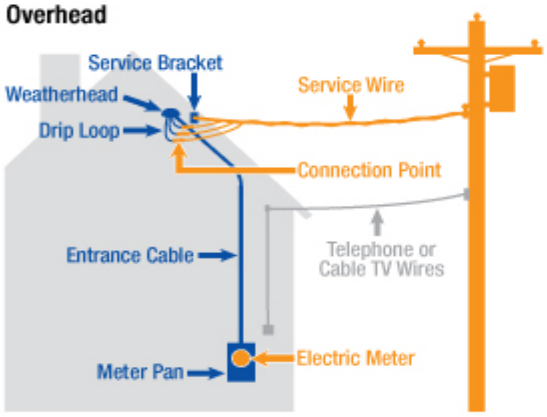
- If the building is damaged, arrange for it to be inspected by the local Building Inspector or Code Enforcement Official.
- Contact a licensed electrician to determine whether the building's electrical system has been damaged.
- If you own the damaged equipment, you'll need to have the repairs completed by a licensed electrician before your power can be turned back on.
- After repairs are complete, arrange for the building's electric service to be inspected by a licensed electrical inspector authorized by your municipality. These inspectors do not work for us. They will charge you for their services. Prices may vary.
- Once the building's electric system passes inspection, the inspector or electrician will provide written notification to us. This is called a cut-in card. After we receive the cut-in card, your electric service will be restored as soon as possible.

What's Ours? What's Yours?

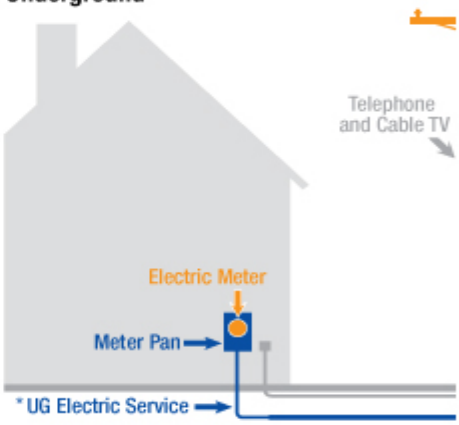
The following diagrams illustrate whether the customer or O&R is responsible for repair of damaged equipment.

■ Customer ■ Orange & Rockland

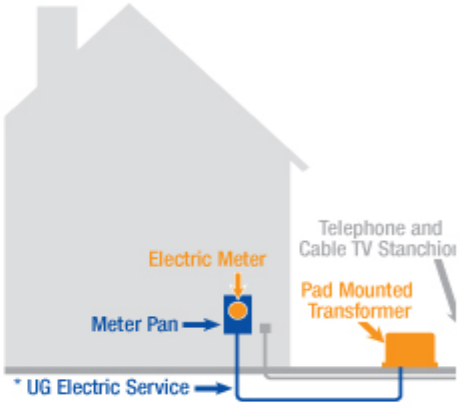
Overhead



Underground



Underground Pad Mounted



** Rockland Electric owns the UG Electric Service in New Je*

Stay Away From and Rep
Downed Power Lines

If you see a downed power line, assume it's live and
Don't touch or approach it.

Electric or Gas Equipment Damage

A flood, fire or other catastrophic event has damaged your electric and/or natural gas equipment.

Before service is restored, here's what you'll need to know:

- What repair steps must be taken
- What equipment is ours and what equipment is yours

Orange & Rockland
Pike County Light & Power Co.
Rockland Electric Company

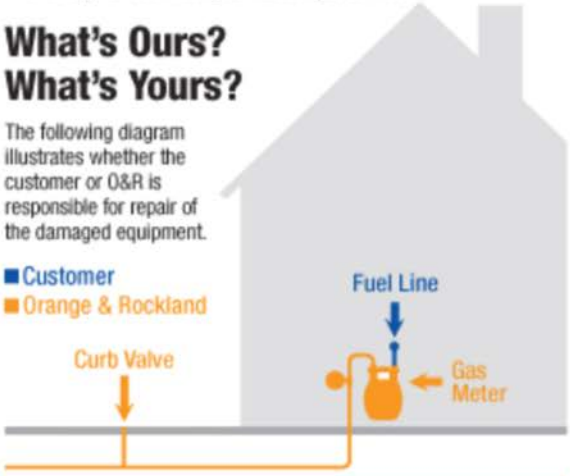
Reconnecting Your Natural Gas Equipment

Flooding often damages both gas appliances and electric service. Safety regulations require O&R to isolate affected appliances. If we can't gain entry to your premises, we must disconnect your natural gas service from the outside. If this is the case, follow the steps below to restore gas service.

- Contact a qualified plumber to determine whether the building's natural gas appliances have been damaged.
- If the appliance control valve or other electrical control components on an appliance were submerged, they must be replaced. O&R will isolate and place a red tag on the affected appliances until they are repaired.
- If gas was shut off at the meter and necessary repairs have been made, please call us at 1-877-434-4100 to have one of our service technicians unlock your natural gas service. There is no charge to reconnect your natural gas service.

What's Ours? What's Yours?

The following diagram illustrates whether the customer or O&R is responsible for repair of the damaged equipment.



Smell Gas. Act Fast.
If you suspect a gas leak, leave the area immediately and call our Gas Emergency Hotline at
1-800-533-LEAK (5325) or 911.

View our "What's Ours, What's Yours" animated video at ***oru.com/damage*** or scan the following QR code.

APPENDIX 7

Electrical Underwriter Inspectors

See current and approved Underwriter Inspector list on the New Business Services Intranet page.

http://oruintranet/intranet/employeesandorganizations/departmentsites/customerservice/customerassistance/documents/TownFireUnderwritersListing.pdf

APPENDIX 8

Electric Service Cut/Restoration Excel Spreadsheet


Eastern Electric and Gas Flood Restoratio


Northern Electric and Gas Flood Restoratio


Flood cuts.docx

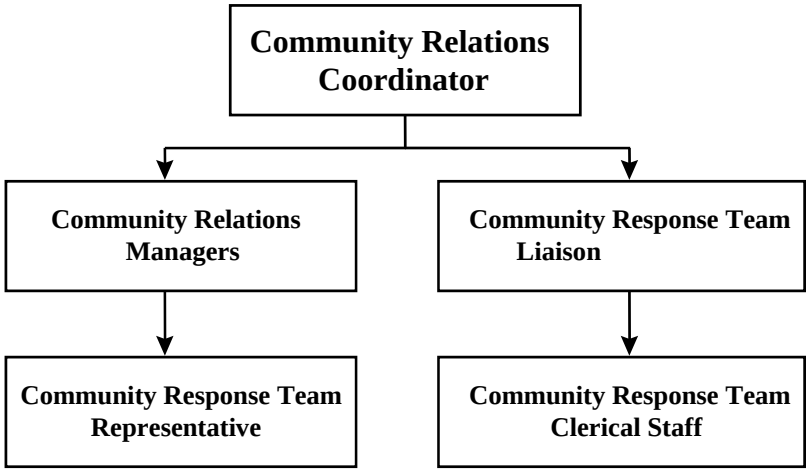
Attachment 12

PURPOSE The Community Relations Department, under the direction of the Community Relations Coordinator, is responsible for ensuring that municipal officials, and school leaders are provided with pertinent information on our Company's restoration activities. The Community Response Team will be activated and deployed to designated municipal emergency management locations and will serve as the primary point of contact between the municipal leaders and our Company's Control Center. Within the ICS structure, the Community Relations Coordinator reports directly to the Liaison Officer.

APPLICATION The Community Relations Coordinator will deploy the Community Response Team during Event Class 2, 3, 4, 5 and Disaster Response Emergencies, as appropriate it will be staffed as defined by the O&R Storm Classification Matrix (please refer to Attachment 1). In a Class 1 Emergency, phone and e-mail communication is maintained with on-site assistance provided as needed. The Community Relations Coordinator will report to the Liaison Officer, if established during the event.

POLICIES

1.0 Organization



2.0 FUNCTIONS AND RESPONSIBILITIES

2.1 **Community Relations Coordinator (CRC)**: When a potential event is imminent and/or notification by the Liaison Officer, the Community Relations Coordinator will have the responsibility of alerting all municipal officials and police department's stations via blast e-mail if required. In addition, the CRC will alert the

Community Relations Managers and the Community Response Team members. Other responsibilities:

- The CRC in cooperation with Emergency Preparedness will ensure that there is proper staffing for the Community Relations storm function.
- When the emergency response plan is activated, the CRC will be responsible for notifying all municipal officials and police departments.
- The CRC will direct the Community Relations Liaison to deploy the Community Response Team Representatives to the municipal emergency management locations if deemed necessary or requested.
- The CRC will ensure that public officials have a direct point of contact to coordinate any requests for special assistance from the Company.
- The CRC will attend company storm update meetings as required.
- The CRC will be responsible for providing municipal officials with the status of restoration efforts via blast e-mails throughout the emergency.
- If a Class 3 event or higher is projected, pre-event municipal conference calls will be initiated and continued daily throughout the event. The municipal officials will be notified via a blast e-mail.
- After an emergency, the CRC will be responsible for reporting all Community Relations activities to Emergency Preparedness personnel for internal and commission reports.
- The CRC will also have the responsibility of ensuring that all CRT members receive periodic training on emergency communications, the Company's outage management system, the Company's mapping system, the Restoration Priority Matrix, Restoration Models and the electric distribution system.

2.2 **Community Relations Managers (CRM)**: The primary responsibility of the CRM's is to manage the Community Response Team representatives in the division assigned to them during emergencies. Their duties and responsibilities are as follows:

- The CRM will confirm the municipal emergency management location assigned to the CRT member, as well as their personal cell phone numbers.
- The municipal locations to be manned by a CRT will be notified of the Company personnel assigned to their location.
- The CRM will coordinate with the CRT Liaison to schedule 2nd shift CRT's to all manned municipal locations.
- The CRM will establish a communications link with all CRT's to ensure that the CRT can provide personal assistance in prioritizing restoration of service to municipal facilities, ensure public safety and provide a constant flow of information about the Company's emergency recovery operation.

- The CRM will ensure that timely contact with appropriate officials and agencies will be maintained, as dictated by the severity of the emergency and the areas affected.
- As necessary the CRM will assist in expediting municipal priorities.

2.3 **Community Response Team Representative (CRT)**: Their primary responsibility is to provide personal on site assistance to the municipal officials and community leaders at the location they are assigned. Other responsibilities include:

- Report and prioritize municipal emergencies to the Company's communications Control Center.
- Access real time Company emergency status reports via the Outage Management System (OMS) and communicate this information to the municipality.
- Proactively monitor the municipality's critical facilities utilizing the restoration customer priority listing to assess the status of their electric service.
- Prioritize and report service interruptions to these facilities and monitor the restoration of service via the OMS and the voice response unit (VRU).
- Provide municipal officials with information on the Company's restoration plan, estimated restore times and completion of work requested by the municipality.
- For public safety issues such as wires down blocking the road or high pedestrian areas, notify the Priority Restoration Group.
- The CRT will be expected to periodically test and maintain their equipment and ensure that they can connect remotely to the O&R network.

2.4 **Community Response Team Liaison**: The primary responsibility of the CRT Liaison is to oversee the staffing of the CRT during an event.

- When notified of an emergency warning, the CRT Liaison will be responsible for pre-emergency availability polling of CRT members and staffing via e-mail or telephone.
- The CRT Liaison will contact the Telecommunications department, to verify that the required telephones, fax, cell phones and computer links at the CRT Command Center(s) within the Company's facilities are operable.
- The CRT Liaison will oversee the deployment of the Community Response Team (CRT) ensuring that an open line of communications is maintained throughout the emergency.
- The CRT Liaison will assist the CRC in providing municipal officials with the status of restoration efforts via blast e-mails throughout the emergency.

2.5 **Community Response Team Clerical Support**: The CRC will request clerical assistance from the Emergency Preparedness Manager as needed. The primary responsibility of the CRT Clerical Support personnel is to receive and input trouble orders into CIMS

- Assist CRT with specific municipal and critical customer restoration of service issues.
- Assist CRT in retrieving storm status information and reports utilizing the Company's Outage Management System.
- Research status of outages as requested by municipalities.
- The CRC with assistance from the CRT Clerical Support staff will be responsible for compiling a manpower roster by shift and forward the list to the Human Resources (Manpower) Coordinator.

3.0 Mobilization

3.1 In anticipation of severe weather, the CRC will issue an emergency alert that a potential storm emergency may occur. It will be the responsibility of the CRC to contact the municipalities affected by the emergency. A blast e-mail is sent to all municipal officials, police departments, Emergency Management Centers, the Community Response Team Liaison and Community Relations Managers. At this time the Community Response Team and support staff will be alerted to be on standby for full activation of the Emergency Response Plan.

3.2 The Liaison Officer will notify the CRC when the emergency response plan is activated. At that time, a second emergency activation e-mail is sent to the above-mentioned emergency management personnel. The Community Relations Coordinator will direct the Community Relations Team Liaison to deploy the Community Response Team Representatives to the emergency management centers as conditions warrant. The Community Relations Coordinator will thereby ensure that public officials and agencies have a direct point of contact to coordinate any requests for special assistance from the Company.

3.3 If a Class 3 event or higher is projected, pre-event municipal conference calls will be initiated and continued daily throughout the event for public officials. The information provided will be supplied by the Storm Director. Public officials will be notified of the time of the conference call by a blast e-mail. Municipal conference calls will be held daily and will be grouped in the following manner, (1) Rockland County, (2) Orange/Sullivan/Pike, (3)Bergen/Passaic/Sussex.

3.4 The Community Relations Coordinator or their designee will establish a communications links with the Control Center, Municipal Priorities Group and Crew Leaders to ensure a constant flow of information is exchanged regarding the prioritizing and reporting of municipal emergencies and the status of their restoration. The staffing of the emergency management centers with Community Response Team Representatives will be directed by the Community Response Team Liaison and managed by the Community Relations Managers.

3.5 The Spring Valley Operations Center will be utilized as the Community Response Team Command Center. The Community Relations Coordinator, the Community Response Team Liaison, Community Relations Managers, Community Response Team members and Clerical support will staff this location.

Community Relations Managers and/or Community Response Team Representatives may staff the following locations as necessary:

- Blooming Grove Operations Center, Rt. 208, Blooming Grove, NY
- Middletown Operations Center, Dolson Ave., Middletown, NY
- Mahwah Office, 1 Lethbridge Plaza, Mahwah, NJ
- Westfall Business Office, 105 Schneider Lane, Milford, PA

3.6 Depending on the Classification of the storm and the Restoration Model employed by the Company, the CRM may decentralize from the CRT Command Center to work from their respective business offices with a support team of CRT members.

3.7 **Exhibit I**: Community Response Team Flow Chart depicts the Community Response Team mobilization plan described above.

4.0 Demobilization

4.1 The Liaison Officer will notify the Community Relations Coordinator when and to what degree demobilization will occur.

4.2 The CRC will send a deactivation e-mail to all emergency management personnel, municipal officials, police departments and CRT members..

4.3 The Community Response Team Liaison and Community Relations Managers will finalize all emergency reports and documentation and forward to the CRC for review prior to delivery to the Liaison Officer if requested.

4.4 Update the roster by shift and forward the list to the Human Resources Coordinator.

5.0 Training Plan and Drill

5.1 The CRT will be trained to effectively communicate the Company's Electric System Emergency Plan to municipal officials and emergency management personnel. The following training plan has been developed to ensure that the CRT's are proficient using the Company's communications and outage reporting systems:

- Annual training will be given on the following Company systems and include e-Learning Courses, CRT Roles and Responsibilities ONL0195, NRG Mapping System ONL0165 and Outage Management System ONL0166.

  Electric System Emergency Plan
  OMS - Outage Management System/Municipal Portal
  NRG Mapping System
  Restoration Matrix
  Restoration Models
  Restoration Priorities - Municipal Critical Facilities
  Electric/Gas Distribution System
  Customer Communications
  CRT Functions and Responsibilities

5.2 The training for new employees will be completed in a timely manner. All training records will be maintained by the Function Coordinator and will be available upon request.

5.3 Refresher training for all assigned employees will be given annually.

5.4 The Community Response Team Liaison will provide the CRT members with four training exercises annually that they will be expected to complete successfully in a timely manner.

5.5 Conduct an annual drill where CRT members report to their primary assignment location to familiarize themselves with the location, municipal personnel/officials and geographic region. The CRT members will be expected to test and connect remotely to all O&R systems used by the CRT.

5.6 Participate in corporate and/or individual functional drills as required.

6.0 Responsibility

6.1 The Community Relations Coordinator (CRC) is responsible for the implementation of this guide and the corresponding section of the Electric System Emergency Plan.

6.2 The Community Response Team Liaison and Relations Managers (CRM) will be responsible for updating the Community Response Team (CRT) Members list and municipal CRT emergency management location assignments.

6.3 In December of every year, in conjunction with the annual submission of the Emergency Response Plan to the Public Service Commission, the Community Relations Coordinator will review this guide and update with appropriate changes to remain in conformance with the plan.

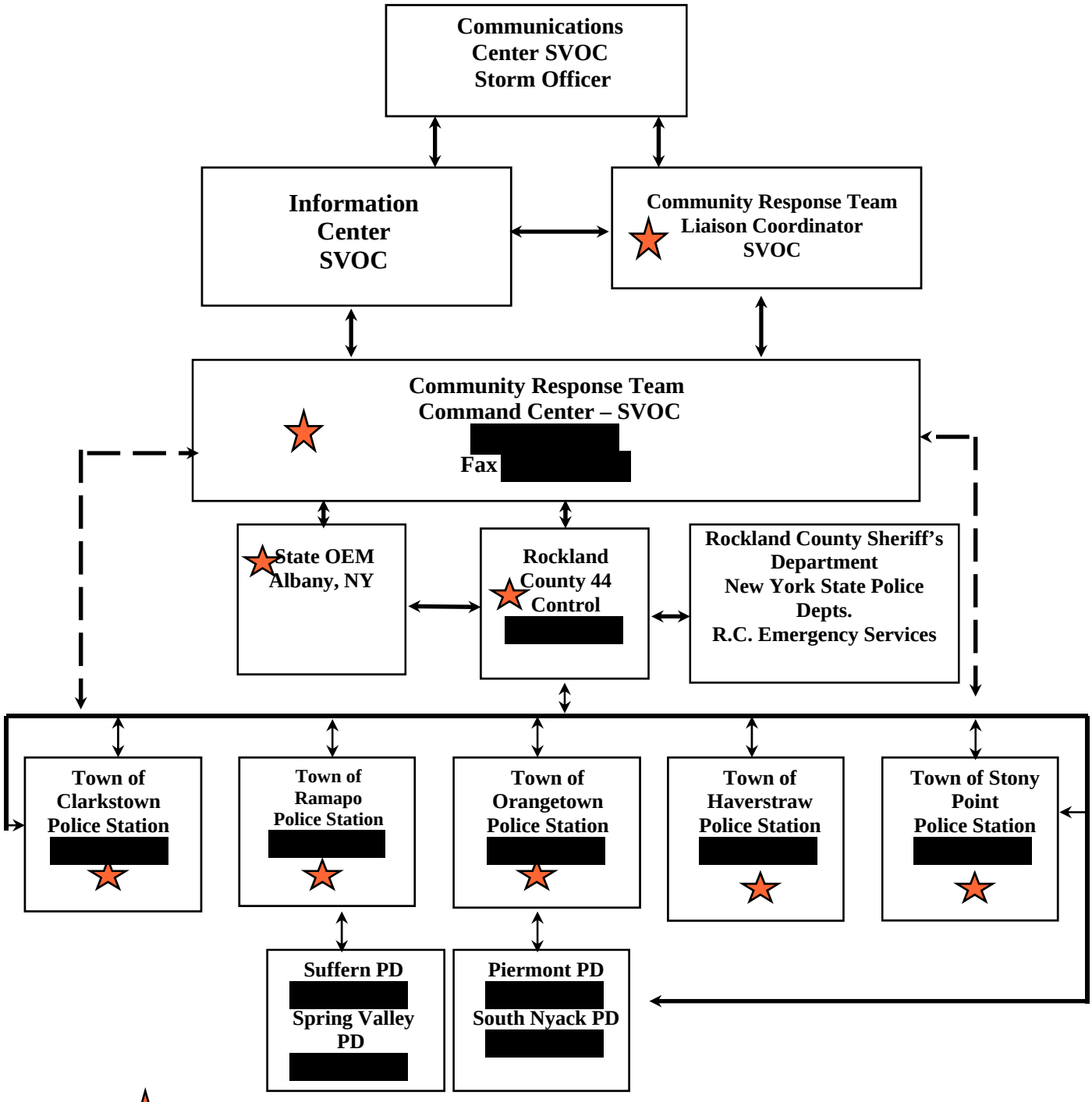
7.0 Exhibits

7.1 The following are the Community Response Team flow charts depicting the municipal emergency management CRT locations.

- Exhibit 1 - Community Response Team Flow Chart – Rockland County – Eastern*
- Exhibit 2 - Community Response Team Flow Chart – Bergen/Passaic County – Eastern/Central – Rockland Electric Co.*
- Exhibit 3 - Community Response Team Flow Chart – Orange County – Northern/Central*
- Exhibit 4 - Community Response Team Flow Chart – Orange County – Northern/Western*

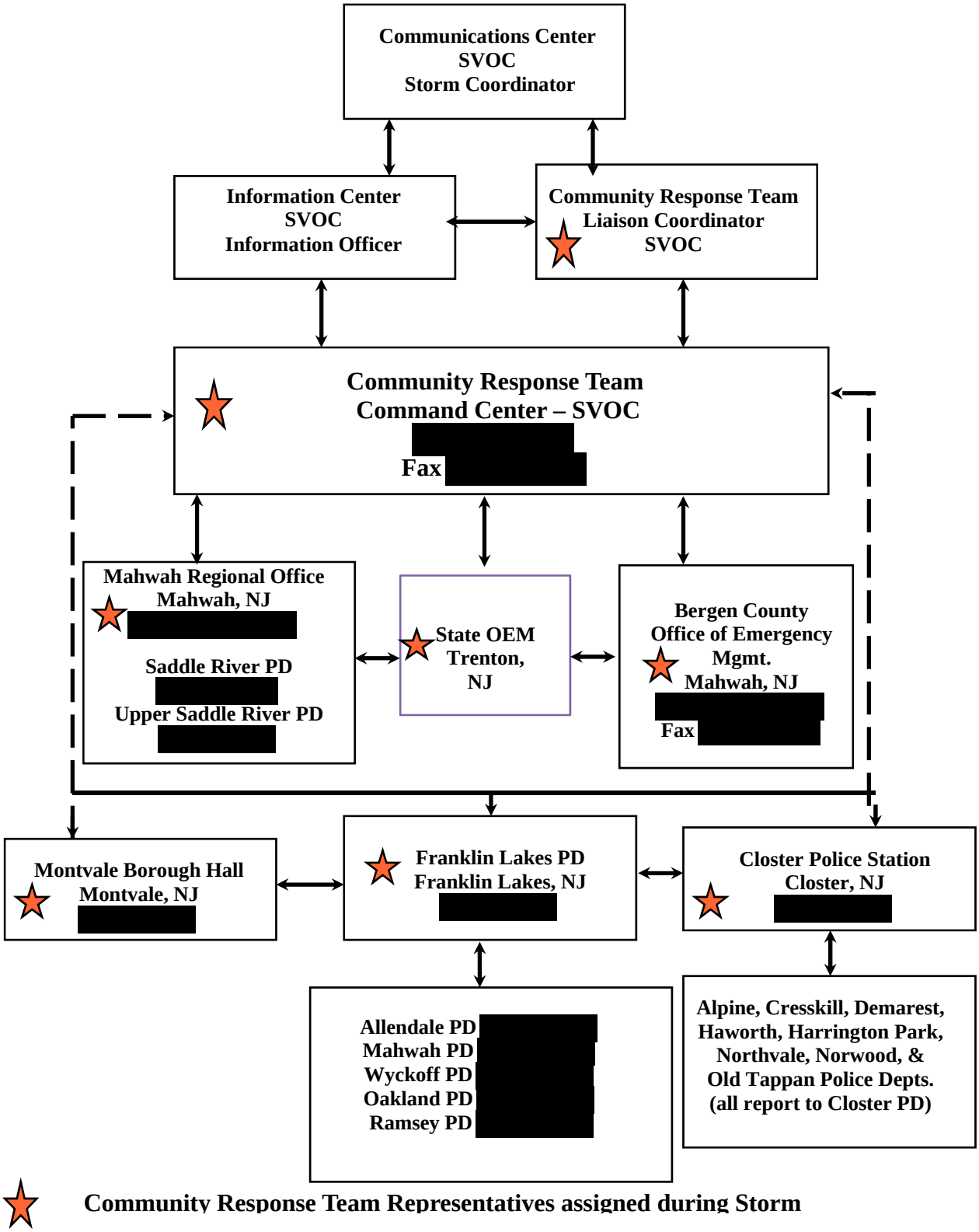
* These exhibits are provided as attachments of Power point documents.

Rockland County Storm Plan Communications Flowchart



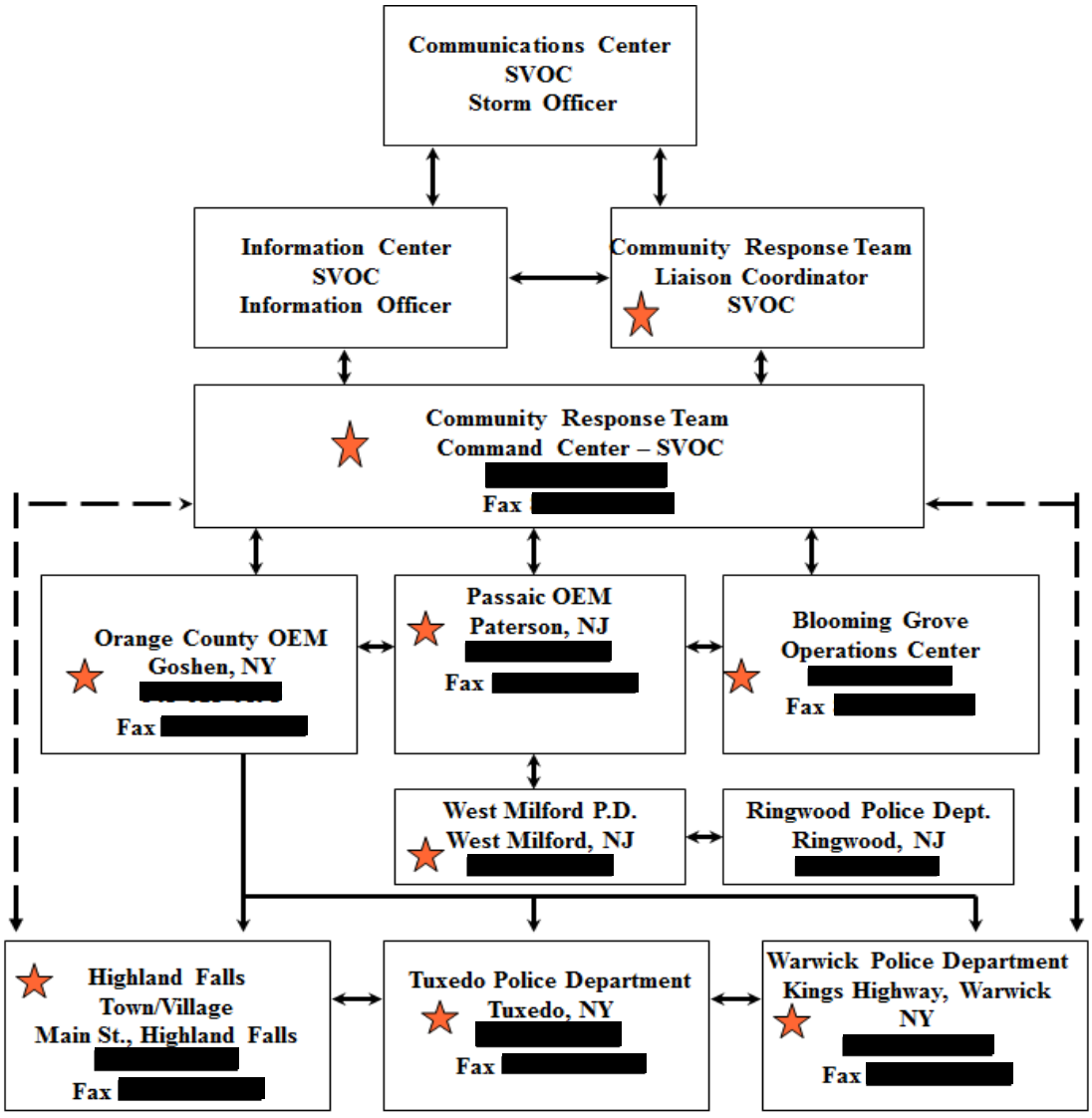
Community Response Team Representatives assigned during Storm

Rockland Electric Co. Storm Plan Communications Flowchart - Exhibit 2



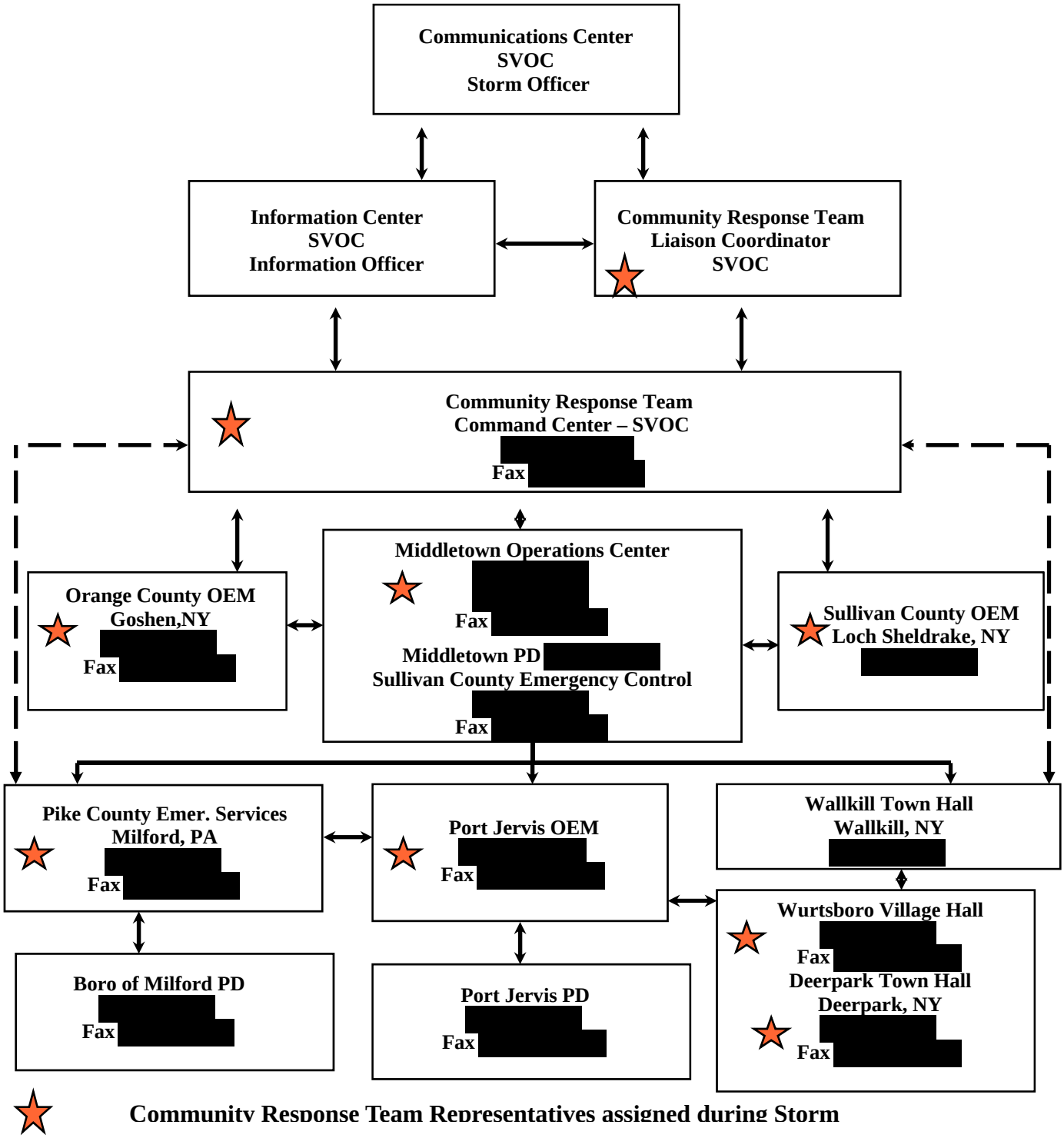
★ **Community Response Team Representatives assigned during Storm**

Northern/Central Storm Plan Communications Flowchart – Exhibit 3



Community Response Team Representatives assigned during Storm Emergencies.

Northern/Western Division Storm Plan Communications Flowchart - Exhibit 4



8.0 Appendices

8.1

Appendix 1 – Community Response Team Pre/Post Emergency Checklist

Appendix 2 – Community Response Team Important Communication/Contact Numbers

Appendix 3 – Community Response Team List*

Appendix 4 – Community Response Team Locations and Assignments*

* Maintained by Community Relations and contains personal information

Appendix 1

Orange and Rockland Utilities, Inc.
Community Response Team

Pre-Emergency Check List

I. Emergency Warning e-mail sent to OEM's, Muni's, PD's and CRT Managers.
Date: _____ Time: _____

II. Emergency Alert e-mail sent to Community Response Team Rep. (CRT Rep.)
Date: _____ Time: _____

III. Community Response Team Command Center Set-up (SVOC) Date: _____ Time: _____
_____ Confirmation of Telephones, Fax Machines & Computers.
_____ Assignment of CRT to OEM's, Municipal, Police locations, and Prioritization of Municipal emergencies, issues/concerns of high importance.
(Communications Standby Personnel,: [redacted]; M. Durling cell#: [redacted])

IV. Communications Equipment Requested – Telecommunications Date: _____ Time: _____
A. Cellular Phones Date: _____ Time: _____
B. Conference Call Line Date:_____ Time: _____

V. Emergency Response Plan Activation issued by Liaison Officer to CRC Date: _____ Time: _____

VI. Community Response Team Representatives Contacted and Assigned Date: _____ Time: _____
A. 24 Hrs Coverage Established *(2 - 12 hour shifts)* Date: _____ Time: _____
B. Deployed to Assigned Location Date: _____ Time: _____
C. E-mail CRT Reps. Communication/Information Sheet Date: _____ Time: _____
(i.e. Important Phone #'s, Dry Ice Locations & CRT Location Assignments)

VII. Community Emergency CRT Locations notified of CRT assignments w/ emergency update
(Locations responsible for Telephone, Fax and desk set-up for assigned CRT)
A. Test Communications Equipment; Phones, and Fax at CRT assigned location
Date: _____ Time: _____

Post-Emergency Checklist

I. E-mail Notification/Communication of Emergency Plan Deactivation to CRT Reps. at Assigned Locations.
Date: _____ Time: _____

II. E-mail Notification/Communication to Municipal Officials/ Police Departments of Emergency Plan De-activation. **Date: _____ Time_____**

III. Finalize all Storm reports and documentation: CRT Mgrs. & CRT Reps. **Date: _____ Time: _____**

Community Relations
Pre Emergency Checklist

Date: _____

- Type of Event: Heat _____ Weather _____ Other _____
- Time Declared: _____
- Weather Conditions: _____
  _____
  _____
- Emergency Classification:
  Minimum Staffing Level Required:_____
  ____ 1. ____ 2. ____ 3. ____4. ____ 5. ____ Disaster ____
- Expected # of customers to be interrupted_____
- Probable event window: From: (date & time) _____
  To: (date & time) _____

Pre-Event Actions:

- ❑ Establish required staffing levels
- ❑ Compile a roster by shift
- ❑ Ensure all phones and faxes are operational
- ❑ Check with IT to ascertain status of all electronic communications equipment such as computers, T1 lines, Microwave, etc.
- ❑ Inventory general supplies.

Community Relations
Transfer of Coordinators Emergency Checklist

Date & Time of Shift Transfer: _____

Coordinator being relieved_____ by _____

Shift Transfer Information

- ❑ Bring incoming Coordinator up-to-date on outstanding issues and status of each.
- ❑ Turn over all documents to incoming Coordinator.
- ❑ Advise of next scheduled Storm Coordinators' Meeting.
- ❑ Agree on next shift change and team members' attendance.
- ❑ Update incoming coordinator on current emergency status.
- ❑ Update incoming coordinator on any phone number changes, employee status or other information necessary to function.
- ❑ If possibility of demobilization during oncoming Coordinator's shift, discuss demobilization steps to assure they are carried out properly.
- ❑ Update the roster by shift and forward the list to the Human Resources (Manpower) Coordinator

Community Relations
Demobilization Checklist

Date & Time Demobilization activated: _____

Demobilization requested by: _____

Coordinator overseeing Demobilization: _____

Demobilization

- Notify Information Technology Coordinator that the function will stand down and computer/telecommunications needs will no longer be required.
- Provide to the Emergency Coordinator all documentation pertaining to the functions storm recovery effort.
- Release staff as required.
- Update the roster by shift and forward the list to the Human Resources (Manpower) Coordinator
- Report to the Liaison Officer that the Function has been de-mobilized.

Community Response Team Communications Center – SVOC

Telephone Numbers:

Emergency Numbers:

24 Hour Customer Service
Gas Emergency Hotline
Medical Emergency Hotline [redacted]

Community Relations

Neil Winter, Section Mgr. Public Affairs

Kate Wysokowski CRM, Rockland County

Trish Austin CRM, Rockland County

Michelle Damiani CRM, Bergen/Rockland County

Michael Grant CRM, Orange/Passaic County

Eric Fuentes CRM, Orange/Sullivan County

Aileen Sullivan CRM, Orange/Sussex/Pike County

IMPORTANT: THIS CONTACT INFORMATION IS FOR PUBLIC OFFICIALS AND EMERGENCY SERVICES ONLY. IT IS NOT INTENDED FOR DISTRIBUTION TO THE PUBLIC.

Appendix 3

Community Response Team List

Maintained by Community Relations contains personal information for employees and municipal officials.

Appendix 4

Community Response Team Locations and Assignments

Maintained by Community Relations contains personal information for employees and municipal officials.

Joint Use Storm Plan

Original Date of issue: December 11, 2013
Revised September 17, 2014 (Rev. 6)

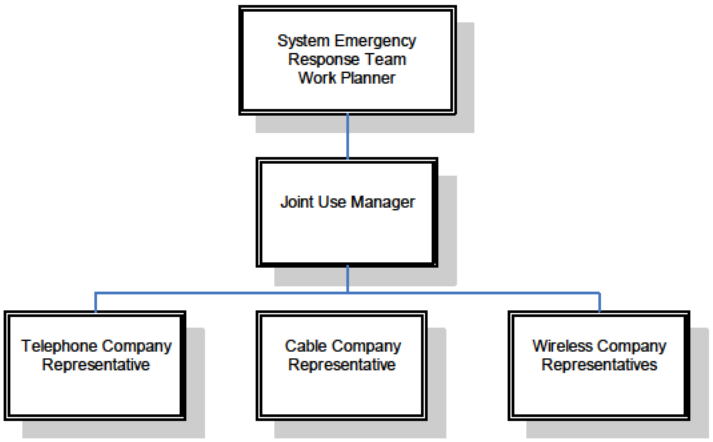
PURPOSE During an event, the Joint Use group will be performing several functions:

1. Share information and prioritize restoration efforts relative to utility critical infrastructure out of service.
2. Coordinate with the appropriate telephone company to set poles.
3. Notify the various telephone and cable companies of downed communication wires.

APPLICATION This guide will be implemented during any storm requiring coordination of response amongst multiple utilities serving the same customers.

PROCEDURE

1.0 Organization



2.0 Joint Use Process Elements

2.1 Pre-Event Planning

Based on notification by the Incident Commander and/or Operations Chief of an anticipated event, the System Emergency Response Team (SERT) Work Planner will begin pre-planning for Joint Use activation. This includes requesting that the Joint Use manager(s) identify the appropriate cable and telephone companies, including land line, fiber and wireless companies and verify contact names and numbers within the various companies that may mobilize and assist during the event. The O&R Joint Use manager and the Joint Use managers of the telephone companies will establish the communication process within their companies to coordinate setting poles with O&R (cable, fiber and wireless companies do not set poles). The O&R Joint Use manager and the Joint Use managers of the cable and telephone companies, including land line, fiber and wireless companies will establish the communication process within their companies for sharing information regarding downed wires, to assist each company with restoration efforts.

2.2 Event Declaration

Upon notification by the Incident Commander and/or Operations Chief that a contingency event is declared, the Joint Use managers will execute the plan as developed in the pre-planning stage.

The SERT Work Planner will make the necessary notifications to the Joint Use manager(s) for mobilization.

2.3 Pre-Deployment

2.3.1 Upon notification from the SERT Work Planner, the Joint Use manager(s) will begin the pre-deployment process by:

- 2.3.1.1 Contacting the appropriate telephone and cable companies and establishing the point of contact within each company.
- 2.3.1.2 Obtaining the name and contact information of the telephone and/or cable company representative(s) that will be reporting to an O&R location.
- 2.3.1.3 Establishing the logistical (space and equipment) readiness of the work area:
  - 2.3.1.3.1 Rockland County event – Office of Emergency Management
  - 2.3.1.3.2 Orange County event – Office of Emergency Management
  - 2.3.1.3.3 Sullivan County event – Office of Emergency Management

2.3.2 Prior to dispatching telephone company crews, the Joint Use group will receive confirmation from the SERT Work Planner that the area has been confirmed by a qualified individual as being safe for non-Company crews to perform work.

2.3.3 O&R will share information with the appropriate telephone, cable and wireless companies regarding downed wires, critical infrastructure locations, critical customer locations and estimated time of restoration for affected areas.

2.3.4 O&R Joint Use manager will update O&R's Outage Management System (OMS) to escalate and track information received from the telephone, cable and wireless companies regarding downed wires, critical infrastructure and critical customer locations.

2.4 Deployment – Setting Poles

2.4.1 Subsequent to a contingency event, the Joint Use and telephone company manager(s) will assign locations to set poles as follows:

2.4.1.1 In areas that have been made safe by Company crews.
2.4.1.2 Largest customer count areas within the vicinity of telephone company crews.

2.4.2 Each telephone company crew will be assigned an O&R Authorized Lead. Upon arrival at an assigned location the Authorized Lead will ensure telephone company crews will perform the following actions:

2.4.2.1 Re-confirm that the location has been made safe.
2.4.2.2 Check status of mark out:

2.4.2.2.1 For completed mark out – Crew can mechanically dig
2.4.2.2.2 For incomplete mark out – Crew must hand dig

2.4.3 Confirm size of the pole to install.

2.4.3.1 Crew shall set pole in same location (spot set).

2.4.4 Report to SERT contact that the pole is set.

2.4.5 Receives next work location.

2.4.6 Advises Joint Use that the pole is set and of next assigned location.

2.5 Deployment – Downed telecommunication and cable wire notification

2.5.1 The Joint Use manager shall utilize O&R's Outage Management System (OMS) to identify locations where the downed wires have been deemed telecommunication and cable wires.

2.5.2 The Joint Use manager shall communicate the information to the appropriate telephone and/or cable companies via e-mail or telephone.

2.5.3 The Joint use manager shall maintain a log of the information shared during the event.

2.5. Demobilization

2.5.1 The Storm Director and/or Operations Chief will notify the Joint Use manager(s) when and to what degree demobilization will occur.

2.5.2 The Joint Use manager(s) will commence the transition of staff to normal operations by informing the O&R, telephone and cable company representatives.

2.5.3 The Joint Use manager(s) will commence the transition to normal operations by:

2.5.3.1 Demobilizing of on duty personnel, as appropriate and advising personnel scheduled for subsequent shifts, that that will not be required, that they should not report for Joint Use duty.
2.5.3.2 Ensure that OMS is updated with all locations where poles have been set.
2.5.3.3 The Joint Use manager(s) will update the Resources on Demand program (if activated) or, if required, will compile a roster by shift and forward the roster to the Human Resources (Manpower) Coordinator.
2.5.3.4 The Joint Use manager(s) will provide a final summary report of the recovery activities and status including all documentation and checklists to the appropriate Company personnel as warranted.

3.0 Primary Joint Use Functional Roles

3.1 The Company Joint Use manager(s) has the following responsibilities:

3.1.1 Coordinate and establish point of contact with the appropriate telephone and cable companies.

3.1.2 Determine Joint Use Storm Plan staffing requirements utilizing the Storm Event Classification Matrix, other available information such as weather information and the volume of OMS (Outage Management System) incidents.
3.1.3 Establish the logistical (space and equipment) readiness of the work area.
3.1.4 Ensure open communication with the SERT Work Planner and/or Operations Chief.
3.1.5 Provide SERT Work Planner with all necessary reporting information.
3.1.6 Maintain a log of all information shared with the telecommunication and cable companies regarding downed wires.

4.0 Training

4.1 All Company personnel required to update OMS will receive training and refresher training as warranted.

4.3 All personnel, both Company and telephone company field personnel will receive a Job Briefing/Safety Talk prior to deploying for an event.

4.4 Company personnel will participate in corporate and/or individual function drills as required.

5.0 Responsibility

5.1 The Joint Use Coordinator is responsible for the implementation of this guide and its corresponding section of the Company's Emergency Plan.

5.2 Annually, the Joint Use manager(s) will review this section of the guide and update with any changes to accurately reflect the actual response to a storm and to remain in conformance with the Plan.

5.3 The Joint Use manager(s) will advise and provide the SERT Coordinator with any revisions made to the plan.

6.0 Appendices

Appendix 1 - Work Locations & Company Personnel Contact Information
Appendix 2 - Cable and Telephone Company Contact Information
Appendix 3 - Electric Distribution Standards - General Setting Depth of Poles

Appendix 1

Work Locations & Company Personnel Contact Information

Work Location: Spring Valley Operating Center
390 West Route 59 – 2nd Floor
Joint Use Manager Office, Conference Table
Spring Valley, NY 10977

Joint Use Managers:

Lead Coordinator: Ken Sullivan
Office: [redacted]
Cell: [redacted]
E-mail: [redacted]

Coordinator: Yanhia Attianese
Office: [redacted]
Cell: [redacted]
E-mail: [redacted]

Appendix 2

Telephone, Cable and Wireless Company Contact Information

New York

Cablevision/Optimum
Tom Chase
Office: [redacted]
Cell: [redacted]
E-mail: [redacted]
Call Center – [redacted]

Frontier/Citizens Communications
Gerry Jackson
Office: [redacted]
E-mail: [redacted]
24 Hour Dispatch - [redacted]

Alteva
Kevin Hagan
Office: [redacted]
Fax: [redacted]
Cell: [redacted]
Cell #2: [redacted]
E-mail: [redacted]
Business Hours Dispatch – [redacted]

Time Warner
Ronald Cole
Office: [redacted]
Cell: [redacted]

Verizon NY
James Evangelisti
Office: [redacted]
E-mail: [redacted]
Call Center – [redacted]

Appendix 2

Telephone, Cable and Wireless Company Contact Information (continued)

New York (continued)

Verizon NY
Albert Lee
Office: [redacted]
E-mail: [redacted]
Call Center – [redacted]

AT&T (Wireless)
Thomas Collins
Office: [redacted]
E-mail: [redacted]
Cell: [redacted]

AT&T (Wireless)
Joseph C. D'Alto
Cell: [redacted]
E-mail: [redacted]

Sprint (Wireless)
Network Command Center – [redacted]; option #5 (emergencies)
National Coordination and Dispatch Center – [redacted] option #2 to schedule a dispatch; option # 4 to speak with a dispatch coordinator (normal issues and scheduling)

T-Mobile (Wireless)
Jon Rogers
Office: [redacted]
Fax: [redacted]
E-mail: [redacted]

Appendix 2

Telephone, Cable and Wireless Company Contact Information (continued)

New Jersey

Cablevision
Daniel Gannon
Cablevision Systems Corp. - Manager
Office: [redacted]
Cell: [redacted]
E-mail: [redacted]
Call Center – calling from NY – [redacted]
Call Center – calling from NJ – [redacted]

Ponch Gordills
Cablevision Systems Corp. – Director
Office: [redacted]
Cell: [redacted]
E-mail: [redacted]

Peter Odell
Cablevision Systems Corp. – Vice President
Office: [redacted]
E-mail: [redacted]

Verizon NJ
Tameka Rollins
Office: [redacted]
E-mail: [redacted]
Call Center – calling from NY – [redacted]
Call Center – calling from NJ – [redacted]

Pennsylvania

Blue Ridge Communications
Dwight Hunsicker
Office: [redacted]
Cell: [redacted]
[redacted]
Dispatch – Business Hours and Saturday – [redacted]
After Hours – Answering Service – [redacted]

Verizon PA
Dan Blodnikar
Office: [redacted]
Office: [redacted]
E-mail: [redacted]
Care Center – [redacted]

Appendix 3

Electric Distribution Standards - General Setting Depth of Poles


C-01-002.pdf

conEdison

SUBJECT
EMERGENCY MANAGEMENT
ACQUISTION AND ALLOCATION OF MUTUAL ASSISTANCE AND EXTRNAL RESOURCES

ACQUISITION AND ALLOCATION OF MUTUAL ASSISTANCE AND EXTERNAL RESOURCES

PREPARED BY/APPROVED	REVISION DATE	SUPERSEDES	PAGE 1 OF
Electric Operations Emergency Management	10/5/2015	3/3/2014	9 PAGES

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TABLE OF CONTENTS

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1.0 PURPOSE

To provide guidance on the staffing assessment, resource acquisition and on-going re-allocation of mutual assistance and external contractor resources[1]. Mutual assistance and contractor resources may include overhead line, vegetation management, damage assessment, logistic support, site safety, substation maintenance, underground splicing, underground network, or other resources deemed necessary by the operating organizations. This guide outlines the required actions and responsibilities for situations where it is deemed necessary to request mutual assistance or external contractor resources for incidents on the electric transmission and distribution system.

2.0 APPLICATION

This guide applies to storm or storm-like emergencies on the electric transmission and distribution system. It applies to employees of both Consolidated Edison of New York (CECONY) and Orange and Rockland (O&R), collectively referred to as the "Companies", and to all departments involved in the acquisition, distribution and deployment of external resources during the preparation and response to incidents on the electric transmission and distribution system including Electric Operations, Facilities and Field Services, Construction, Energy Services, Emergency Management, etc.

3.0 PROCEDURE

3.1 Decision Process

3.1.1 Each day the internal meteorologists will review the weather forecast for the next eight days and alert the Vice President (VP) of Emergency Management if there is a potential for extreme weather to impact the Companies' service areas.

3.1.2 If the weather forecast indicates the potential for extreme weather within the next eight days, the VP of Emergency Management will convene a conference call or meeting with the CECONY VP of Engineering and Planning, O&R VP of Operations to review the weather forecast and determine if external resources are required.

3.1.3 Factors to consider in determining if external resources are required include:

- The likelihood of the event occurring

[1] The provision of mutual assistance is documented in Emergency Management Guide "Guidelines for Release of Company Personnel to Provide Mutual Assistance to Outside Utilities".

- The expected timeframe (if a weekend or holiday will impact the ability to obtain resources)
- If another event will require mutual assistance or contractor resources during the predicted timeframe (for example, a hurricane in the Gulf of Mexico and another storm or hurricane moving up the east coast at the same time)
- The potential for the event to cause widespread damage (for example, a weather event that impacts other utilities in the region)

3.1.4 A phased approach to obtaining external resources should be considered in those situations where the risk is low and/or the threat is not imminent. The daily conference calls with the VP of Emergency Management, CECONY VP of Engineering and Planning, and the O&R VP of Operations should continue until the threat of severe weather has passed or the Companies have mobilized for the event.

3.1.5 In the case of an unanticipated event, the Director of Electric Operations Emergency Management will convene a meeting or conference call with the operating organizations in the Companies to determine the number and type of resources needed.

3.1.6 In those instances in which the forecasted weather is anticipated to have a limited impact on a specific region, county or local area, the Director of Electric Operations Emergency Management will initiate a conference call with the VP of Emergency Management, CECONY regional VPs of Electric Operations, and the O&R VP of Operations. If it is predicted that the event may lead to a CERC or full-scale response, the Senior Vice President of Utility Shared Services will be notified.

3.1.7 Once it has been determined that external resources are required, the Director of Electric Operations Emergency Management, will be responsible for obtaining the external resources through the mutual assistance process or through direct contact with contractors. Operating organizations that acquire resources during the preparation and response to incidents will coordinate their efforts with Emergency Management to avoid duplication of effort and to leverage the relationships that the operating organizations have with contractors and vendors.

3.2 Allocation of Resources

3.2.1 Once a decision is made to secure additional resources (based on the respective emergency response plans and the predicted impact) the Director of Electric Operations Emergency Management, will be responsible for reviewing resource requests in lieu of anticipated impact and historical data. Limited impact events will involve CECONY regional VPs of Electric Operations and the O&R VP of Operations, whereas, for large-scale events (such as hurricanes), the decision to secure additional resources may be made by senior executives of the Companies. In either case the Director of Electric Operations Emergency Management, will be responsible for communicating the decision to acquire external resources; typically this is done on the inter company (CECONY and O&R) conference call.

3.2.2 Once it has been determined that external resources are required, Emergency Management will request a Regional Mutual Assistance Group (RMAG) call and communicate the resource needs to the member companies. If the resource needs cannot be met within the RMAG, the neighboring RMAGs will be requested to canvass their members for available resources. If the needs still cannot be met, a national RMAG call will be requested through the Edison Electric Institute (EEI). In the event a National Response Event[2] (NRE) is declared, Emergency Management will coordinate the acquisition of resources through the NRE process.

3.2.3 In parallel with the process for obtaining resources through the mutual assistance process, the operating organizations in both CECONY and O&R may seek to obtain additional crews from the Companies' existing contractors. Contractor crews are routinely on the property to support work activities on the overhead distribution system, e.g., overhead line crews and vegetation management crews. Given the existing contractual relationship, contractors may be able to provide additional crews in support of a storm response. Initially, for operational efficiency, the additional crews may be assigned within the same operating organization and will be counted as part of their total available resources. In addition, Emergency Management may seek to obtain resources that are not coordinated through the RMAG or NRE process (e.g. contractors not working for investor owned utilities).

[2] The National Response Event (NRE) process was developed in 2013 by a team of executives from EEI member utilities and is designed to augment the normal RMAG process for the allocation of resources during storms that cause widespread damage to the electric distribution system.

3.2.4 All resources obtained will be considered CEI resources and allocated in accordance with this guidance document.

3.2.5 If the combined contractor out-reach and mutual assistance process fails to meet the needs of the two companies, a meeting or conference call will be held between the O&R VP of Operations, CECONY VP of Engineering and Planning, and the VP of Emergency Management to distribute the available resources. During large-scale events (such as hurricanes), the distribution of additional resources may be made by senior executives of the Companies based on information provided to them by the O&R VP of Operations, CECONY VP of Engineering and Planning, and the VP of Emergency Management. The Director of Electric Operations Emergency Management will be responsible for maintaining a record of the pre- event distribution and on-going re-allocation of resources.

3.2.6 Prior to the arrival of a storm where the number of resources secured is not sufficient to meet the requirements of the two companies, and based on a forecast of equal impact to both companies' systems, the initial distribution will be split with approximately 60% assigned to CECONY and 40% assigned to O&R. Although O&R has approximately 25% of the total customer population supplied by the non-network system (CECONY / O&R overhead), consideration is given to the number of poles (46%) and transformers (51%) on the O&R system, as well as the geographical expanse of the O&R service territory for the initial distribution of resources.

3.2.7 Once the storm has passed, and the damage has been assessed, daily meetings or conference calls will be coordinated by the Director of Electric Operations Emergency Management with the O&R VP of Operations, CECONY VP of Engineering and Planning, and the VP of Emergency Management to determine if additional resources are needed and determine the distribution ratio for both the staged and the arriving resources. The post-event resource allocation is based upon the two most significant variables: the number of customers out of service and the number of cases of trouble. Furthermore, consideration should be given to the extent and type of damage, the number of downed wires, the type of available resources, estimated time of arrival for additional external resources, the predicted global and regional estimated restoration times, and the difficulty travelling in each service area. The

aforementioned parameters will be reviewed daily and resources re-allocated, as necessary.

3.2.8 Mutual assistance workers and contractors should be released as soon as possible to assist in the restoration efforts of other utilities or to return to their home utility or company.

North Atlantic Mutual Assistance Group

Statement of Understanding
And
Endorsement

The member companies of North Atlantic Mutual Assistance Group understand that they will have occasion to either provide or receive assistance in the form of personnel and equipment to aid in restoring electric service when it has been disrupted and cannot be restored in a safe and timely manner by the affected company or companies without assistance. For this reason, the Officers of the North Atlantic Mutual Assistance Group are authorized to develop and maintain operating procedures and guidelines to insure the most effective and efficient response by the entire membership when emergency assistance is requested by one or more member companies. Final acceptance of the *North Atlantic Mutual Assistance Group Guidelines*, as well as any future modifications, must be approved by ¾ of the member companies with each member company having one (1) vote.

Further, as an officer of the North Atlantic Mutual Assistance Group member company noted below, the undersigned hereby endorses the following principles and agreements on behalf of his / her member company:

1. Whether providing or receiving assistance, personnel safety will be the preeminent objective and responsibility of all participants.

2. Member companies agree to adhere to and operate in accordance with the procedures contained in the *North Atlantic Mutual Assistance Group Guidelines*.

3. Whether providing or receiving assistance, members will work together to minimize risk to all parties. In accordance with North Atlantic guidelines, responding companies will provide assistance (personnel and equipment) on a not-for-profit basis, and requesting companies will reimburse responding companies for all expenses incurred in providing the assistance. In keeping with this principle, North Atlantic members agree to abide by the liability provisions contained in the *North Atlantic Mutual Assistance Group Guidelines.*

The following page is the signature page.

Consolidated Edison Co. of New York, Inc.

Company Name

Officer Signature

John Miksad, Senior Vice President

Name of Company Officer

10/9/13

Date

Orange and Rockland Utilities, Inc.

Company Name

Officer Signature

Frank Peverly, Vice President

Name of Company Officer

10.1.13

Date

North Atlantic
Mutual Assistance Group Guidelines

1. Mission

1.1. The Mission of the North Atlantic Mutual Assistance Group is:

1.1.1. To provide a forum to ensure safe, effective and coordinated mutual assistance, regional response and service restoration for customers of member utilities.

1.1.2. To provide an enhanced line of communications between member companies to share best practices and plan for other significant events such as a work stoppage, civic unrest, or political events, and ensure that all members are communicating a unified message to both internal and external stakeholders.

1.1.3. To minimize risk to all parties by agreeing to provide assistance (personnel and equipment) on a not-for-profit basis, and agreeing that Requesting Companies will reimburse Responding Companies for all expenses incurred in providing the assistance.

1.1.4. To adhere to and operate in accordance with the procedures contained in this document (the North Atlantic Mutual Assistance Group Guidelines).

1.1.5. To interact with other Regional Mutual Assistance Groups and the Edison Electric Institute Mutual Assistance Committee

2. Company Information

2.1. Member Company Information

2.1.1. Each Holding Company listed below is entitled to one(1) vote

2.1.2. Individual Operating Companies may be listed separately on the Joint Mobilization Conference Call spreadsheet

North Atlantic Company Name	States	Electric Customers	Gas Customers	EEI Signatory
Central Hudson Gas & Electric	NY	300,000	75,000	Yes
Consolidated Edison	NY, NJ, PA	3,600,000	1,200,000	Yes
Duquesne Light *	PA	580,000		Yes
Emera – (Bangor Hydro, Nova Scotia Power)	ME, NS	680,000		No
Exelon – (BGE, PECO) **	MD, PA	2,986,500	1,136,000	Yes
First Energy *,**	OH, NJ, PA,MD,WV,NY	6,000,000		Yes
Green Mountain Power	VT	256,000		Yes
Hydro-One	ON	1,300,000		Yes
Hydro Quebec	QC	4,107,400		No
Iberdrola – (Central Maine Power, NYSEG)	ME NY	596,000 871,000	 256,000	Yes
National Grid (NY, NE, LIPA)	MA, NY, RI	4,515,000	3,500,000	Yes
New Brunswick Power (Energie NB Power)	NB	380,000		No
New Hampshire Electric Cooperative	NH	78,750		No
Northeast Utilities	CT, MA, NH	3,090,000	484,000	Yes
Pepco Holdings, Inc. (PHI) **	DC, DE, MD, NJ,	1,960,000	123,000	Yes
PPL Electric Utilities **	PA	1,400,000		Yes
Public Service Electric & Gas (PSE&G)	NJ	2,200,000	1,800,000	Yes
South Norwalk Electric & Water	CT	14,000		No
UGI Utilities, Inc	PA	62,000	568,000	Yes
United Illuminating	CT	325,000		Yes
Unitil Corp	MA, ME, NH	104,400	70,000	Yes
TOTAL – 21 Companies	**13 states, 4 provinces, 1 district**	**35,406,050**	**9,212,000**	

Footnote:

* indicates member of GLMA

** indicates member of SEE

3. General Guidelines

3.1. Personnel Safety

3.1.1. Whether providing or receiving assistance, personnel safety will be the preeminent objective and responsibility of all participants.

3.1.2. The Requesting Company agrees to make every effort to avoid moving Responding Company personnel into harms way during the initial, first-wave mobilization.

3.1.3. Responding Company will follow its own safety rules, except as noted in paragraphs 3.1.6 and 3.1.7 below.

3.1.4. Responding Company is responsible for following its own personal protective grounding practices.

3.1.5. Responding Company will immediately report any and all accidents to Requesting Company (both incidence and injury).

3.1.6. Switching procedures will be handled as the Requesting Company designates, provided that the procedures do not violate the safety rules of the Responding Company.

3.1.7. Requesting Company will provide information on their switching and tagging rules. Requesting Company switching/blocking tags will be used.

3.1.8. Security personnel requirements shall be discussed and mutually agreed upon by the Requesting and Responding Companies prior to deployment of armed security personnel.

3.1.9. Any deployment of “Security Personnel” – armed or otherwise – must comply with Federal, Provincial, State, Local and Tribal regulations.

3.2. Maintenance of Contact Roster

3.2.1. In order to facilitate efficient communication and response, North Atlantic member utilities will share the following information:

- The names, contact numbers (work phone, home phone, cellular phone, and pager), and e-mail addresses for three (3) individuals authorized to participate in Joint Mobilization Conference Calls.
- If available, the telephone number for the 24-hour operations / dispatch center for the member company.
- If available, a satellite telephone number for the 24-hour storm or operations / dispatch center.

- If available, a corporate storm / emergency center 24-hour telephone number, if different from the 24-hour operations / dispatch telephone number.

3.2.2. The North Atlantic Group Secretary will be responsible for maintaining and updating the Member Company Contact Roster at least every three months.

3.3. Code of Conduct

3.3.1. Whether providing or receiving assistance, all personnel will be expected to conduct themselves in a professional and responsible manner.

3.4. Confidentiality Statement

3.4.1. Members understand and agree that participation on Joint Mobilization Conference Calls is restricted to employees of member companies of the North Atlantic Mutual Assistance Group, unless otherwise agreed to by members of the North Atlantic Group.

3.4.2. Members understand that conversations between member utilities during Joint Mobilization Conference Calls are confidential and proprietary. Therefore, with the exception of general deployment data / information, members agree not to share or release any information shared between member utilities during Joint Mobilization Conference Calls unless mutually agreed.

3.5. Communication With Contractors

3.5.1. Members understand the need for clear communication with contractors working on their systems and are encouraged to explain the joint mobilization process discussed in this document.

3.5.2. Members agree to follow the Rules of Engagement to secure contractor resources and refrain from accepting contractors directly who are working for an Investor Owned Utility (IOU) or a member company of any Regional Mutual Assistance Group (RMAG).

3.6. Definition of Emergency Assistance Period

3.6.1. Members agree that the emergency assistance period shall commence when personnel and/or equipment expenses are initially incurred by the Responding Company in response to the Requesting Company's needs. This includes any request for the Responding Company to prepare its employees and/or equipment for travel to the Requesting Company's location but to await further instructions before departing. This preparation

time should begin when normal work activities for Responding Company stop and preparations dedicated to supporting the off system effort begin. Except as noted in paragraph 3.6.3, the emergency assistance period shall terminate when such employees and/or equipment have returned to their point of origin and after a reasonable time required preparing the equipment for return to normal activities (e.g. cleaning trucks, restocking minor materials, etc.).

3.6.2. The length of stay by Responding Company personnel will be mutually agreed to by both companies. Generally, this period should not exceed 14 consecutive days, including travel time to the work area and return to the point of origin. When mutual assistance assignments go beyond this time frame, North Atlantic members agree that Responding Company personnel will usually be changed out (rotated) rather than take extended reset periods (days off). Responding and Requesting companies may agree upon exceptions to this procedure.

3.6.3. It is understood and agreed that if Responding Company's or its Holding Company's system is threatened during any time after it has mobilized to provide mutual assistance, any part or all of the Responding Company's native and contract workforce may be recalled. In these instances:

- It is understood and agreed that the decision to terminate assistance and recall employees lies solely with the Responding Company.
- If recall of Responding Company's workforce becomes necessary, the Requesting Company will be responsible for all expenses incurred by Responding Company until the Responding Company returns home and vehicles are cleaned and stocked for normal work activities.
- If Responding Company's workforce is recalled to another of the Responding Company's locations other than their original point of origin, the Requesting Company will be responsible for travel costs to the alternate location not to exceed that which would have been incurred had the workforce returned to their original point of origin.

4. Rules of Engagement

4.1. Rules of Engagement Procedures

4.1.1. Members agree to adhere to the procedures contained in Section 4 to request, identify and mobilize emergency mutual assistance resources. These procedures are intended to enhance and in no way hamper the mobilization goals of member companies during emergencies

4.1.2. When any member company has a need for additional resources, that company will notify all members of the North Atlantic Mutual Assistance Group and schedule a Joint Mobilization Conference Call.

- Because response time is critical in emergency situations, the Joint Mobilization Conference Call provides a mechanism that allows members to quickly request assistance and identify the number and status of all available regional resources.

4.1.3. The Joint Mobilization Conference Call format should:

- Provide members with the opportunity to understand the entire scope of the emergency situation, including the number of companies expecting to be impacted and the potential damage to each.
- Allow members to discuss and evaluate weather forecasts from different sources.
- Result in the most efficient, effective and equitable allocation of available resources while mitigating the financial risk associated with early mobilization of resources.

4.1.4. The permitted exception for securing resources without scheduling a Joint Mobilization Conference Call is when an event impacts a single member utility and the impacted utility anticipates a short restoration time requiring assistance from only neighboring (adjacent) utilities.

- In this instance, the impacted member may contact neighboring utilities directly to arrange assistance.
- The impacted company agrees to notify all members of the North Atlantic Mutual Assistance Group via email when any resources are obtained without scheduling a Joint Mobilization Conference Call.
- However, because emergency events tend to expand and impact more than one utility over time, members are encouraged to use the Joint Mobilization Conference Call procedures described below for all mutual assistance requests.

4.1.5. Since some companies are members of multiple mutual assistance groups, whenever a North Atlantic member company secures resources from another RMAG, they will notify all members of the North Atlantic Mutual Assistance group via email.

4.2. Initiation of the Joint Mobilization Conference Call

4.2.1. Typically, the member that expects to be impacted first by an event will initiate the process.

4.2.2. Members agree to initiate a conference call anytime they experience or are threatened by an event so significant that they anticipate needing resources beyond the capabilities of their neighboring (adjacent) utilities to restore their system.

4.2.3. Procedure for initiating the Joint Mobilization Conference Call:

- The initiating member will notify the Chair (or other Leadership member) of the North Atlantic Mutual Assistance Group they wish to hold a conference call. The Chair is responsible to notify the company designated to set up the call with the necessary notifications to members including the date, time, and conference call number.
- In the event the North Atlantic Leadership is unavailable, the initiating company can contact the company designated to set up the call directly and assume the Chair responsibilities.
- Conference calls will typically be scheduled for 0730 and 1800 daily or as needed by the initiating member.

4.3. Responsibilities of Company Initiating Conference Call

4.3.1. The Chairman or designee will serve as moderator for the conference call or ask another member to moderate. The moderator will:

- Call the roll of member companies.
- Present the weather forecast for his / her company service territory. At their discretion, the initiating company may have a weather consultant present the current forecast.
- Ask other members for input regarding the weather forecast / predictions.
- Present an estimate of predicted impact / damages and when these are expected to occur. If the event is large enough to impact more than one member's service territory, the moderator will ask other members for their projected damage assessments.
- Present an estimate of resources needed. If the event is large enough to impact more than one member's service territory, the moderator will ask other members for their projected resource needs.
- By roll call, ask all non-impacted members to state the numbers of resources available to assist once their territories are no longer threatened.

- When appropriate, the moderator will lead discussion of staging areas to be used by assisting companies; transportation concerns, such as evacuation orders, fuel availability, DOT exemptions, etc.; and, the availability of non-member resources that may be available to assist impacted members.
- Keep the call moving and minimize the length of the call as much as possible.
- Set the date and time for future conference calls.

4.4. Responsibilities of Non-Initiating Members Participating In Conference Calls

4.4.1. Members agree not to release or dispatch ANY resources (contract or native) unless committed to and confirmed by a Requesting Company. It is understood that Responding Companies' territories must be free from significant threat before resources can be committed and dispatched.

4.4.2. On the first Joint Mobilization Conference Call, non-threatened / non-impacted members will be prepared to specify the numbers of their employee and contractor distribution line, transmission line, vegetation management, and damage assessment personnel available to assist impacted companies, including an estimate of when these resources can be dispatched. If Requesting Companies identify needs in other areas (such as IT, safety, etc.), assisting members will be given time (usually 24 hours) to identify available resources in these additional areas.

4.4.3. To enhance safety and flexibility, upon request non-threatened / non-impacted members will be prepared to identify staging areas available in their territories.

4.4.4. Upon request non-threatened / non-impacted members will assist with DOT exemptions for crews traveling through their service territories.

4.5. Resource Allocation and Mobilization

4.5.1. When more than one company has requested emergency assistance, all members understand and agree that it is the responsibility of the Requesting Companies to agree upon the allocation of available first wave and subsequent member company resources.

4.5.2. Members agree that, in general, resources will be allocated on the basis of severity of need, based on:

- Predicted impact – percentage / degree of system loss and estimated time customers will have been without power.
- Storm timing – which company will be first impacted.
- Travel time.

- Availability of other non-North Atlantic member controlled resources.
- The intent will be to allocate available resources to meet all member company needs in the most efficient and equitable manner possible.

4.5.3. Members agree that final dispatch of committed resources is to be coordinated directly between the Requesting Company and the Responding Company (or its contractor(s), where applicable).

4.6. Joint Mobilization Conference Call Documentation

4.6.1. The North Atlantic Emergency Call spreadsheet will be used to document each Joint Mobilization Conference Call.

4.6.2. The Secretary or a designee will take notes during the Joint Mobilization Conference Call, distribute the Emergency Call spreadsheet to all members after the call, and post the minutes to the Restore Power North Atlantic Workroom.

4.6.3. Members acknowledge that the Emergency Call spreadsheet contains confidential information and agree not to share the spreadsheet with any non-member company unless mutually agreed to on the Joint Mobilization Conference Call

5. Requesting Company Responsibilities

5.1. Requesting Company – Responsibilities Prior to Mobilization

5.1.1. To the extent possible, the Requesting Company is expected to clearly communicate the degree of devastation and working conditions Responding Company personnel should expect to encounter upon arrival at the emergency restoration work area.

5.1.2. The Requesting Company is expected to inform the Responding Company if their requirements for the maintenance of receipts differ from the procedures stated in paragraph 6.2.5.

5.1.3. To facilitate communications, the Requesting Company may opt to provide a single point of contact (Coordinator) to interact with the Responding Company.

5.1.4. The Requesting Company will provide the Responding Company with the name and contact information for their "company contact" as required on the RESPONDING COMPANY INITIAL INFORMATION SHEET before Responding Company personnel leave their point of origin.

5.1.5. Requesting Company will coordinate with their state DOT officials concerning emergency exemptions and any other transportation issues that will facilitate the Responding Company's trip to and from the Requesting Company.

5.1.6. The Requesting Company is encouraged to communicate general guidelines with Responding Companies. Items covered may include labor contractual issues, safety issues, contact personnel, vehicle fueling arrangements, typical standard construction, meal and lodging arrangements, and other items that will be of benefit to the responding personnel and their supervision.

5.2. Requesting Company – Responsibilities During Emergency Assistance Period

5.2.1. The Requesting Company will establish expectations for work, including start time and duration.

5.2.2. The Requesting Company will provide materials unless specifically noted otherwise.

5.2.3. When necessary, the Requesting Company will provide a guide with communications capability, portable radios or cellular telephones to assist responding team leaders.

5.2.4. The Requesting Company will authorize Responding Company to use cellular phones as a method of communication. Where cellular service is unavailable, it is understood that satellite phones may be used until such time that cellular service is restored in the Requesting Company's area.

5.2.5. The Requesting Company will provide vehicle security for parking areas unless specifically agreed otherwise.

5.2.6. With the exception of food and lodging during travel to and from the final work site, the Requesting Company will handle all food, lodging and incidental support needed by Responding Company unless both companies agree for Responding Company to handle these logistics.

5.2.7. Requesting and Responding companies should agree on the provision of laundry services.

5.2.8. Requesting Company will make and communicate provisions for Responding Company personnel to make personal long distance telephone calls during the emergency response period. For example, the Requesting Company may authorize the Responding Company to purchase pre-paid long distance calling cards for responding crew members or authorize the use of company or employee owned cellular phones for an agreed upon maximum number of minutes. As a general rule, Requesting Company agrees to allow and reimburse a maximum of 10-minutes personal long distance telephone charges per employee per day. Any personal cellular phone charges or pre-paid calling card expenses shall be included in the supporting documentation on the company's preliminary invoice, subject to paragraph 6.2.5.

5.2.9. Requesting Company shall reimburse the Responding Company for lodging and will not pay for additional hotel-related expenses unless agreed to by the Requesting Company prior to the occurrence. Some examples of additional hotel-related expenses include phone calls made from rooms, room service, in-room movies, mini bar usage, etc.

5.3. Requesting Company - Procedures for Releasing Responding Companies

5.3.1. During emergencies impacting more than one member company simultaneously, each Requesting Company will develop a proposed "Release Schedule" 48-hours before releasing any contract or utility (members & non-member) crews. This release schedule will include: Names of utilities and contractors to be released, the numbers and specialty (distribution line, transmission line, vegetation, etc.) of workers from each utility and / or contractor being released, the on-site contact or the coordinator of the crews being released, and the date and approximate time the crews expect to be released.

5.3.2. During emergencies when Responding Company contract and / or utility resources are already deployed and working to provide restoration help to one member company and another member company (or companies) is impacted by another emergency, or, in the case of hurricanes, a second landfall of the storm, the company that obtained help first agrees to:

- NOT retain personnel solely to perform maintenance, street lighting work, or clean up type work and will aggressively work to release personnel.
- Immediately prepare a release schedule which includes details listed in paragraph 5.3.1 above, including projected release dates.
- Provide realistic estimated restoration times and release dates to the second Requesting Company (or companies). Since this could mean the difference in going days away or waiting on resources closer that may become available, it is essential that release dates be as accurate as possible. *Note: Should the emergency situation described above develop before a Responding Company personnel arrive at the initial restoration area, these resources will be reallocated to Requesting Companies in accordance with the provisions of Section 4.6 and paragraph 5.4.3 of these procedures and guidelines.*

5.3.3. In the emergency situation described in paragraph 5.3.2 above, the initial and secondarily impacted companies agree to:

- Immediately hold an "impacted companies" conference call to negotiate reallocation of the resources on the release schedule developed by the first impacted company as well as any other resources not already committed.
- Regarding personnel released by the first impacted company, secondary Requesting Companies will contact the resources (companies) allocated to them to determine if those persons will agree to re-deploy or be changed out (rotated) in accordance with paragraph 3.6.2.

5.3.4. In all emergency situations, the Requesting Company will make every effort to notify each Responding Company's mutual assistance contact 24-hours in advance of the anticipated final release of their utility personnel.

5.4. Requesting Company – Responsibility for Reimbursement of Expenses

5.4.1. Members understand and agree that the provision of emergency mutual assistance is a not-for-profit endeavor for Responding Companies. Therefore, the Requesting Company will reimburse all costs and expenses incurred by the Responding Company in the provision of the emergency assistance for the entire emergency assistance period as defined in section 3.6 above.

5.4.2. If Responding Company resources are released after mobilization but before being utilized, the Requesting Company will reimburse Responding Company for all incurred preparation and travel expenses including reasonable time required to prepare the equipment for return to normal activities after returning to their point of origin.

5.4.3. During emergencies impacting more than one member, Responding Company resources may be re-assigned either: en route to the Requesting Company; at an initial staging area before reaching the Requesting Company; or at the Responding Company's final staging area. Additionally, resources may be assigned to assist a second Requesting Company after completing work for the initial Requesting Company. *Note: In any of these instances, unless otherwise mutually agreed, the utility that receives the re-assigned Responding Company resources will be responsible for all Responding Company costs from the time of re-assignment.*

5.4.4. Requesting Company will reimburse members for expenses incurred in the provision and management of interim staging areas (i.e. labor and miscellaneous expenses provided by the host utility to operate the staging area, but not including any Responding Company crew costs). In emergencies involving more than one Requesting Company, staging costs will be shared by Requesting Companies on a prorated basis based on the resources committed to each entering (logged into) the staging site.

5.4.5. Provided proper supporting documentation is included, the Requesting Company should pay all (preliminary and final) invoice(s) from Responding Company within 60 calendar days after receipt of invoice(s).

6. Responding Company Responsibilities

6.1. Responding Company – Responsibilities Prior to Mobilization

6.1.1. To the extent possible, the Responding Company is expected to clearly communicate the degree of devastation and working conditions that their responding employees should expect to encounter upon arrival at the emergency restoration work area.

6.1.2. To facilitate communications, the Responding Company may opt to provide a single point of contact (Coordinator) to interact with the Requesting Company.

6.1.3. Responding Company will complete and forward the RESPONDING COMPANY INITIAL INFORMATION SHEET before departing their home location.

6.1.4. If requested, Responding Company will provide a copy of completed PERSONNEL LISTING FORM as soon as the information becomes available.

6.1.5. Responding Company's telecommunications personnel shall contact Requesting Company's telecommunications personnel and local FCC authorities to make any temporary telecommunications arrangements.

6.1.6. Prior to traveling, Responding Company will reach agreement with the Requesting Company regarding the provisions for Responding Company personnel to make personal long distance telephone calls during the emergency response period as described in paragraph 5.2.8 above. This agreement should preclude any telephone charges from any lodging facility by the Responding Company personnel, except in case of emergency local 911 calls.

6.1.7. Responding Company agrees not to load extra emergency stock on trucks unless specifically requested by the Requesting Company.

6.1.8. When Responding Company's available contractor resources have been allocated to a Requesting Company through the Joint Mobilization Conference Call procedures, the Responding Company will:

- Provide Requesting Company with contact information for their on-site contractors.
- Alert their contractors that their assistance has been requested and that they will be contacted by the Requesting Company.
- Give their contractors the Requesting Company contact information.

- Encourage their contractors to respond to the North Atlantic member's request for help with all contract crews being released from the Responding Company's work site.

6.2. Responding Company – Responsibilities During Emergency Assistance Period

6.2.1. Responding Company will handle all communication needs within their teams. This could include acquiring additional communications equipment, such as portable repeaters, to ensure continuous communication capabilities.

6.2.2. The Responding Company will be responsible for performing normal maintenance on their vehicles and equipment during the emergency assistance period and this work will be covered in their standard hourly/daily rates.

6.2.3. Responding Company will maintain daily records of time and expenses for personnel and equipment. This documentation will be provided with their preliminary invoice.

6.2.4. When the Requesting Company has provided specific guidance in advance that differs from that in paragraph 6.2.5, the Responding Company will maintain and furnish the requested documentation of expenses with their preliminary invoice.

6.2.5. Unless otherwise agreed prior to mobilization, members agree that Responding companies will maintain and furnish upon request receipts for all individual expenses / purchases made during the emergency assistance period in accordance with the IRS requirements in effect at the time assistance is requested.

6.3. Responding Company – Responsibilities End Of Emergency Assistance Period

6.3.1. Responding Company should submit their "preliminary invoice" to Requesting Company within 60 calendar days from date released by the Requesting Company. Responding Company will provide supporting documentation at the time the preliminary invoice is mailed. Requesting Utility should receive final invoice within 90 calendar days from invoice date of preliminary invoice.

6.3.2. Responding Companies agree to maintain auditable records of billed expenses for emergency mutual assistance sufficient to satisfy the legal / statutory requirements and obligations incumbent upon the Requesting Company.

7. Liability

7.1. Due to the compressed time frames associated with the rendering of mutual assistance, Members should ensure that liability, among other issues, be addressed in a timely manner; otherwise, the ability of one Member to respond to another could be impacted adversely, up to and including an inability to render any non-contractor assistance.

7.2. When rendering mutual assistance to one another and with specific regard to all liability for loss, damage, cost or expense, Members agree to follow Sections 11 and 12 of the "Suggested Governing Principles Covering Emergency Assistance Arrangements between Edison Electric Institute Member Companies," or an equivalent agreement executed by both Members prior to the formal start of the rendering mutual assistance.

7.3. EEI Member Companies

7.3.1. If both the Requesting and Responding Companies have signed the Edison Electric Institute Mutual Assistance Agreement, the "Suggested Governing Principles Covering Emergency Assistance Arrangements between Edison Electric Institute Member Companies" shall govern liability.

7.4. Non-EEI Member Companies

7.4.1. If either the Requesting or Responding Company have not signed the EEI Mutual Assistance Agreement, then the Responding Company may submit to the Requesting Company for execution a copy of the "North Atlantic Mutual Assistance Agreement" (see Appendix A). The terms "Responding Company" and Requesting Company" are used in this agreement in the same manner as in the "Suggested Governing Principles Covering Emergency Assistance Arrangements Between Edison Electric Institute Member Companies)."

7.4.2. Return of an executed copy of the "North Atlantic Mutual Assistance Agreement' by the Requesting Company to the Responding Company shall be construed as the formal start of the rendering of mutual assistance by all non-contractor resources. Both Members shall retain copies of the executed agreement for reference.

7.4.3. Use of an agreement other than the "North Atlantic Mutual Assistance Agreement" shall include a discussion on liabilities, among other items, and shall be agreed to and executed by both Members prior to the formal start of the rendering mutual assistance by all non-contractor resources. Both Members shall retain copies of the executed agreement for reference.

8. U.S / Canada Border Crossing

8.1. Purpose

8.1.1. As part of the Electric Sector effort to improve response and reduce delays, a procedure for crossing the US/Canada border has been documented.

8.1.2. The purpose of this procedure is to make Bi-National assistance during an event as expeditious as possible by preparing utilities workers deployed across the U.S./Canada border. The sharing of resource does not stop at the U.S. boundaries. During major events, U.S. companies need to be able to cross our northern border as effectively while maintaining the security of both Canada and the United States

8.2. Procedure Summary

8.2.1. It's important to have all information needed to cross the border completed in advance such as vehicle manifest, master roster, information from requesting company (letter of invite), and declaration, if one is available. This is all documented in the procedure. Effective pass through requires advance notice to the specific crossing prior to resources arriving to allow both Canadian and US Border Crossing to prepare.

8.2.2. While the procedure does not specifically state an amount of time in advance, this should be a minimum of 8 hours if not more. A courtesy call to either the US Customs and Border Protection Agency or the Canadian Boarder Services Agency is recommended to give advance notice and confirm expectations.

8.2.3. To reference the procedure please go to one of the following;

- EEI Website *(https://eei-restorepower.groupsite.com/main/summary)* Select Restore Power under the Resources tab. The Roster and Border Guidance files are located in the Other Documents section.
- All Hazards Consortium website (*http://www.ahcusa.org/*)
- U.S. Customs (*future link)*

9. Governance

9.1. Membership

9.1.1. Membership in the North Atlantic Mutual Assistance Group is comprised of those companies listed in Section 2.1

9.1.2. Membership will be open to investor owned utilities (IOU's), electrical cooperatives, and electric municipals provided such participation does not contradict or violate any internal, local, state or federal statutes or regulations.

9.1.3. Membership in the North Atlantic Mutual Assistance Group is free and members are not required to pay any dues or fees. The only financial obligation a member has is to incur the costs of hosting the semi-annual (spring or fall) North Atlantic Group meetings and reimburse responding companies for all expenses incurred when providing mutual assistance.

9.1.4. Prospective members seeking to join the North Atlantic Mutual Assistance Group must request admittance by contacting an active officer of the North Atlantic group. The prospective member may be asked to supply additional information and give a formal presentation to the group.

9.1.5. Prospective members to the North Atlantic Mutual Assistance Group must be approved for membership by a majority vote of the group.

9.1.6. All members will be required to sign the North Atlantic Mutual Assistance Group Statement of Understanding and Endorsement letter.

9.2. Officers

9.2.1. Officers shall not incur debt or costs on behalf of the committee or the North Atlantic Mutual Assistance Group and are not liable for the actions of committee members or member companies.

9.2.2. Member companies are always responsible for requesting mutual assistance to meet their requirements

ELECTED OFFICERS

9.2.3. Chair – The Chair for the North Atlantic Group is responsible for:

- Primary representative for the North Atlantic Group with Edison Electric Institute [EEI], Regional Mutual Assistance Groups [RMAGs] and other groups. Serve as a single point of contact and keep members informed.
- Conduct semi-annual (spring and fall) or other meetings
- Designate special working groups and committees

- Provide guidance and direction on North Atlantic Group Guidelines
- Serve as a Mentor and Subject Matter Expert for the Group
- Serve for a term of one (1) year.
- Develop spring and fall meeting agendas with the Vice Chair, Secretary, and designated host company.

9.2.4. Vice Chair – The Vice Chair for North Atlantic Group is responsible for:

- Assisting the North Atlantic Group Chair
- Secondary representative for the North Atlantic Group with Edison Electric Institute [EEI], Regional Mutual Assistance Groups [RMAGs] and other groups
- Leading special working groups or committees
- Develop spring and fall meeting agendas with the Chair, Secretary, and designated host company
- Serve as Mentor and Subject Matter Expert for the Group
- Serve for a term of one (1) year
- Succeed the North Atlantic Group Chair at the end of term.

9.2.5. Secretary – The Secretary for North Atlantic Group is responsible for:

- Maintain North Atlantic Group rosters and directories
- Maintain and distribute semi-annual (spring and fall) meeting minutes
- Maintain and distribute the Emergency Call spreadsheet used during Joint Mobilization Conference calls
- Maintain all North Atlantic Group documents
- Maintain the North Atlantic Group website
- Develop Spring & Fall Meeting Agendas with the Chair, Vice Chair and designated Host Company
- Assist the Chair and Vice Chair as requested or needed
- Serve for a one (1) year term.
- Succeed the North Atlantic Group Vice Chair at the end of term.

9.3. Elections and Voting

9.3.1. The North Atlantic Mutual Assistance group will generally come to agreement by consensus. When consensus is not possible or there is to be an election of officers the following rules shall apply.

- Each member company shall have one (1) vote.
- A simple majority will be sufficient for most actions, with a quorum consisting of one representative from at least one-half of the member companies.
- Any modifications of the *North Atlantic Mutual Assistance Guidelines* must be approved by ¾ of the member companies.
- Nominations for Secretary will be accepted prior to and during the Spring Meeting each year.
- Election of Secretary will occur every year at the Spring Meeting.

- If an officer vacates his/her position before fulfilling their one year term, automatic succession will occur and an election will be conducted at the next scheduled meeting to fill the Secretary position.
- If 2 or more officers vacate their positions before fulfilling their one year term, automatic succession will occur and an election will be conducted at the next scheduled meeting to fill the vacancies.
- Voting will be by voice vote. Secret ballot may be used upon a motion, seconded by a member company.
- Voting by e-mail is permissible. One vote per Member Company shall apply.

9.4. Meetings

9.4.1. The North Atlantic Group shall meet semi-annually in the spring and fall of each year.

9.4.2. Each North Atlantic member will take their turn hosting the semi-annual (spring and fall) meetings and the Host Company will rotate alphabetically.

9.4.3. The Host Company will be responsible for:

- Assist in developing the meeting agenda with the Chair, Vice Chair and Secretary including coordination with speakers and presenters
- Scheduling the dates and time for the meeting
- Coordinate lodging arrangements (i.e. reserve a block of rooms for a set time period) for overnight members
- Provide the networking dinner the night before the meeting
- Provide the meeting room and meals
- Provide audio visual equipment (i.e. laptop, projector, and white boards or equivalent)

9.4.4. At all meetings of the North Atlantic Mutual Assistance Group, “Roberts Rules of Order Newly Revised” shall be considered the authority in deciding all points of order and parliamentary law not defined by this guideline.

10. Document Revision History

Version	Prepared By	Summary of Changes	Date
1.0	Merger Team	Initial Guidelines created for the merger of MAMA, NEMAG, NYMAG	08/22/2013

Edison Electric Institute
Mutual Assistance Agreement

Edison Electric Institute ("EEI") member companies have established and implemented an effective system whereby member companies may receive and provide assistance in the form of personnel and equipment to aid in restoring and/or maintaining electric utility service when such service has been disrupted by acts of the elements, equipment malfunctions, accidents, sabotage, or any other occurrence for which emergency assistance is deemed to be necessary or advisable ("Emergency Assistance"). This Mutual Assistance Agreement sets forth the terms and conditions to which the undersigned EEI member company ("Participating Company") agrees to be bound on all occasions that it requests and receives ("Requesting Company") or provides ("Responding Company") Emergency Assistance from or to another Participating Company who has also signed the EEI Mutual Assistance Agreement; provided, however, that if a Requesting Company and one or more Responding Companies are parties to another mutual assistance agreement at the time of the Emergency Assistance is requested, such other mutual assistance agreement shall govern the Emergency Assistance among those Participating Companies.

In consideration of the foregoing, the Participating Company hereby agrees as follows:

(1) When providing Emergency Assistance to or receiving Emergency Assistance from another Participating Company, the Participating Company will adhere to the written principles developed by EEI members to govern Emergency Assistance arrangements among member companies ("EEI Principles"), that are in effect as of the date of a specific request for Emergency Assistance, unless otherwise agreed to in writing by each Participating Company.

(2) With respect to each Emergency Assistance event, Requesting Companies agree that they will reimburse Responding Companies for all costs and expenses incurred by Responding Companies in providing Emergency Assistance as provided under the EEI Principles, unless otherwise agreed to in writing by each Participating Company; provided, however, that Responding Companies must maintain auditable records in a manner consistent with the EEI Principles.

(3) During each Emergency Assistance event, the conduct of the Requesting Companies and the Responding Companies shall be subject to the liability and indemnification provisions set forth in the EEI Principles.

(4) A Participating Company may withdraw from this Agreement at any time. In such an event, the company should provide written notice to EEI's Director of Security of Transmission and Distribution Operations.

(5) EEI's Director of Security of Transmission and Distribution Operations shall maintain a list of each Participating Company which shall be posted on the RestorePower web site at www.restorepower.com. However, a Participating Company may request a copy of the signed Mutual Assistance Agreement of another Participating Company prior to providing or receiving Emergency Assistance.

Consolidated Edison Company of New York
Company Name

Louis L. Rana
Signature

Officer Name: Louis L. Rana
Title: Senior Vice President - Electric Operations
Date: July 7, 2005

SUGGESTED GOVERNING PRINCIPLES COVERING EMERGENCY ASSISTANCE ARRANGEMENTS BETWEEN EDISON ELECTRIC INSTITUTE MEMBER COMPANIES

Electric companies have occasion to call upon other companies for emergency assistance in the form of personnel or equipment to aid in maintaining or restoring electric utility service when such service has been disrupted by acts of the elements, equipment malfunctions, accidents, sabotage or any other occurrences where the parties deem emergency assistance to be necessary or advisable. While it is acknowledged that a company is not under any obligation to furnish such emergency assistance, experience indicates that companies are willing to furnish such assistance when personnel or equipment are available.

In the absence of a continuing formal contract between a company requesting emergency assistance ("Requesting Company") and a company willing to furnish such assistance ("Responding Company"), the following principles are suggested as the basis for a contract governing emergency assistance to be established at the time such assistance is requested:

1. The emergency assistance period shall commence when personnel and/or equipment expenses are initially incurred by the Responding Company in response to the Requesting Company's needs. (This would include any request for the Responding Company to prepare its employees and/or equipment for transport to the Requesting Company's location but to await further instructions before departing). The emergency assistance period shall terminate when such employees and/or equipment have returned to the Responding Company, and shall include any mandated DOT rest time resulting from the assistance provided and reasonable time required to prepare the equipment for return to normal activities (e.g. cleaning off trucks, restocking minor materials, etc.).

2. To the extent possible, the companies should reach a mutual understanding and agreement in advance on the anticipated length – in general – of the emergency assistance period. For extended assistance periods, the companies should agree on the process for replacing or providing extra rest for the Responding Company's employees. It is understood and agreed that if; in the Responding Company's judgment such action becomes necessary the decision to terminate the assistance and recall employees, contractors, and equipment lies solely with the Responding Company. The Requesting Company will take the necessary action to return such employees, contractors, and equipment promptly.

3. Employees of Responding Company shall at all times during the emergency assistance period continue to be employees of Responding Company and shall not be deemed employees of Requesting Company for any purpose. Responding Company shall be an independent Contractor of Requesting Company and wages, hours and other terms and conditions of employment of Responding Company shall remain applicable to its employees during the emergency assistance period.

4. Responding Company shall make available at least one supervisor in addition to crew foremen. All instructions for work to be done by Responding Company's crews shall be given by Requesting Company to Responding Company's supervisor(s); or, when

Responding Company's crews are to work in widely separate areas, to such of Responding Company's foremen as may be designated for the purpose by Responding Company's supervisor(s).

5. Unless otherwise agreed by the companies, Requesting Company shall be responsible for supplying and/or coordinating support functions such as lodging, meals, materials, etc. As an exception to this, the Responding Company shall normally be responsible for arranging lodging and meals en route to the Receiving Company and for the return trip home. The cost for these in transit expenses will be covered by the requesting company.

6. Responding Company's safety rules shall apply to all work done by their employees. Unless mutually agreed otherwise, the Requesting Company's switching and tagging rules should be followed to ensure consistent and safe operation. Any questions or concerns arising about any safety rules and/or procedures should be brought to the proper level of management for prompt resolution between management of the Requesting and Responding Companies.

7. All time sheets and work records pertaining to Responding Company's employees furnishing emergency assistance shall be kept by Responding Company.

8. Requesting Company shall indicate to Responding Company the type and size of trucks and other equipment desired as well as the number of job function of employees requested but the extent to which Responding Company makes available such equipment and employees shall be at Responding Company's sole discretion.

9. Requesting Company shall reimburse Responding Company for all costs and expenses incurred by Responding Company as a result of furnishing emergency assistance. Responding Company shall furnish documentation of expenses to Requesting Company. Such costs and expenses shall include, but not be limited to, the following:

    a. Employees' wages and salaries for paid time spent in Requesting Company's service area and paid time during travel to and from such service area, plus Responding Company's standard payable additives to cover all employee benefits and allowances for vacation, sick leave and holiday pay and social and retirement benefits, all payroll taxes, workmen's compensation, employer's liability insurance and other contingencies and benefits imposed by applicable law or regulation.

    b. Employee travel and living expenses (meals, lodging and reasonable incidentals).

    c. Replacement cost of materials and supplies expended or furnished.

    d. Repair or replacement cost of equipment damaged or lost.

    e. Charges, at rates internally used by Responding Company, for the use of transportation equipment and other equipment requested.

f. Administrative and general costs, which are properly allocable to the emergency assistance to the extent such costs, are not chargeable pursuant to the foregoing subsections.

10. Requesting Company shall pay all costs and expenses of Responding Company within sixty days after receiving an invoice therefor.

11. Requesting Company shall indemnify, hold harmless and defend the Responding Company from and against any and all liability for loss, damage, cost or expense which Responding Company may incur by reason of bodily injury, including death, to any person or persons or by reason of damage to or destruction of any property, including the loss of use thereof, which result from furnishing emergency assistance and whether or not due in whole or in part to any act, omission, or negligence of Responding Company except to the extent that such death or injury to person, or damage to property, is caused by the willful or wanton misconduct and / or gross negligence of the Responding Company. Where payments are made by the Responding Company under a workmen's compensation or disability benefits law or any similar law for bodily injury or death resulting from furnishing emergency assistance, Requesting Company shall reimburse the Responding Company for such payments, except to the extent that such bodily injury or death is caused by the willful or wanton misconduct and / or gross negligence of the Responding Company..

12. In the event any claim or demand is made or suit or action is filed against Responding Company alleging liability for which Requesting Company shall indemnify and hold harmless Responding Company under paragraph (11) above, Responding Company shall promptly notify Requesting Company thereof, and Requesting Company, at its sole cost and expense, shall settle, compromise or defend the same in such manner as it in its sole discretion deems necessary or prudent. Responding Company shall cooperate with Requesting Company's reasonable efforts to investigate, defend and settle the claim or lawsuit.

13 Non-affected companies should consider the release of contractors during restoration activities. The non-affected company shall supply the requesting companies with contact information of the contactors (this may be simply supplying the contractors name). The contractors will negotiate directly with requesting companies.

Last update September 2005

- Section 11 and 12 updated

Orange & Rockland

Electric System Emergency Plan
Response and Recovery Guide

Priority Response Group

Original Date of issue: 03/06/2013
Revised 3/05/2014

Reports To: Operations Chief

Mobilization: Storm Category 1 or higher or when requested by Storm Officer

Staff: See Matrix

Shift: Shifts 6:00AM -6:00PM; 10:00 AM – 10:00 PM; and 6:00PM - 6:00AM

OVERVIEW:

The Priority Restoration Group (PRG) Functions:

PRG is responsible for 2 main functions:

1. Function 1: Handling Road Clearing Incidents
2. Function 2: Priority Restoration for critical facilities

PRG will operate in a centralized or decentralized environment. The PRG will utilize OMS to manage their incidents. ETRs for these incidents will be defined using the same process as any OMS incident.

Scheduling Crews:

Crews will be scheduled by PRG on a daily basis according to their shifts. All crews will call in directly to PRG at the commencement of their shift for dispatch instructions. Crews may be dispatched sequentially to incidents or assigned to work directly with a State, County or Municipal representative on incident lists provided by the governmental entity to PRG. Regardless of the manner of dispatch, each crew will call into PRG after closing out each incident in order to report on the nature of the work completed.

PRG Staff will handle all incoming and outgoing calls with the PRG Damage Assessors and the municipal crews ensuring timely completion of work assignments. Work assignments will be scheduled in advance and will be available at any time an inbound or outbound crew contact is made. The team leads will attend storm meetings, speak with

community officials as needed, resolve difficult/conflicting internal and external issues, review statistics, review reports and maintain ongoing coordination with interfacing departments.
As noted above, should conditions warrant, PRG Staff will assign Damage Assessors and municipal crews directly to State, County and Municipal representatives and crews will work directly with these representatives. PRG Staff will be responsible for rotating Damage Assessors, tree crews and municipal crews between State, County and Municipal governments depending on the scope and priority of reported road clearing incidents. Public safety will be the number one priority in making such assignments. Other criteria used to evaluate priorities include: (i) access to necessary facilities such as hospitals, fire stations, police stations and other emergency facilities impacted by the road closures; (ii) main roads and access ways versus side streets (iii) the number of customers impacted by the road closures; and (iv) alternative routes available to impacted customers.

Staffing:

PRG will be equipped with line crews, tree crews and damage assessors to effectively respond to municipal requests. The following staffing will be assigned to PRG based on the number of incoming trouble calls:

Crews	PRG Admin	Trouble Calls	Damage Assessment	Tree Crews
	1	10,000		
1	2	>10,000		
3	4	20,000	2	2
6	4	40,000	5	3
9	6	60,000	8	6
12	8	80,000	11	7
15	8	100,000	14	9
18	10	120,000	17	11
21	10	140,000	20	15
24	10	160,000	22	18

PRG Damage Assessors will be used to verify damage assessment, coordinate tree/overhead/municipal crew work, communicate with the administrative PRG Staff and coordinate work with the municipal crews to ensure crews are working on priority road clearing incidents. Damage Assessors will be assigned work by the administrative PRG

Staff and will call back with the results of each investigation. The results of the investigation will be posted on the pending work schedule. Work will be prioritized and assigned to the closest tree or line crew when crews become available. Work schedules will be visible to all team members throughout the event through the use of a white board, flip charts, smart boards, etc. The schedule will display a list of prioritized work for each crew based on the geographic work area. Incidents will be dispatched from OMS and reported back by the crew for accurate updating of OMS. OMS will be updated immediately upon closeout of an incident.

Communication: As information is entered into OMS as outlined above, the PRG Staff will continuously review the data by sorting information based on town and call type (downed wires, blocked roads, trees down with wires, etc.). Coordination with all areas reporting incidents will be ongoing throughout the event in order to validate that complete and accurate information is provided. Once work is completed in the field, the OMS will be updated to reflect the time of completion and the nature of the work completed. At a minimum, reporting data will be available by type of work, by municipality, time off/time on, and total workload by day. PRG Staff will be responsible for making follow-up phone calls and/or an email when work is completed, including notification to Community Affairs and State, County and Municipal contacts. Crews will be responsible for posting the appropriate signage at a site as well. Reporting to OEM's will be handled by the Public Affairs or the storm coordinator.

OMS Coordination: PRG Staff will be responsible for managing incidents in OMS. In addition, PRG Staff will maintain communications with an assigned contact in the Control Center to address unique or emergency situations. OMS will be updated with comments as needed and to close out incidents when completed.

FUNCTION 1: HANDLING ROAD CLEARING INCIDENTS

PURPOSE:

The primary objective is public safety and includes the removal of downed power lines and creating passable roads. The Priority Restoration Group (PRG) shall dispatch a predefined number of damage assessment personnel, as warranted by the scope of nature and scope of the storm, followed by overhead line crews and tree crews within a geographic area to remove downed power lines blocking roadways or otherwise creating

a public hazard. Crews shall: (i) de-energize lines in broken or fallen trees which are blocking roadways; (ii) de-energize lines which are blocking vehicular traffic or which are resting on vehicles or structures on or near roadways; (iii) de-energize and remove lines from roadways and areas of high pedestrian traffic.

Meetings with municipalities throughout the service area have been conducted to explain and discuss the PRG process. As a result of these meetings, the PRG has captured and compiled municipal contact information which will be used to exchange priority information requests and updates during a significant weather event. Training of internal PRG resources has been completed and will continue annually on an ongoing basis. PRG coordinators will continue to work with Operations to complete the training of PRG line crews and provide periodic training updates as needed.

Prioritization of Hazards:

- Removal of downed live wires in public thoroughfares accessible by pedestrians or traffic
- Allocate resources based on immediate municipal requirements and priority restoration matrix
- Clearing/de-energized wires in primary roadways with priority given to state and county highways followed by municipal roads and streets. Clearing/de-energizing wires in secondary roadways dictated by municipality or per the restoration priority matrix
- Facilitate emergency tree removal for the purpose of opening roads
- Facilitate make safe conditions to enable municipalities to remove trees and open roads.
- Clearly identifying, with the appropriate signage, roads that can be cleared by State, County and Municipal highway or public works departments

APPLICATION

Preparation:

The PRG function will be mobilized in preparation for a storm event, category 1 and 2. This function will be staffed with at least one team member acting in a standby capacity to support the Electric Operations System Emergency Response Team (SERT) leaders in eastern and northern divisions. PRG staff will actively monitor OMS and coordinate with SERT leaders to determine the extent municipal road clearing requests are received. In the event municipal road clearings can no longer be managed effectively, or as a result of

mounting electric emergencies, the SERT leaders will release crews to PRG to complete municipal road clearings. The number of crews released to PRG will be based on the extent of the pending road clearing requests. Additional PRG team members will be mobilized to assist with crew management, information tracking and municipal work coordination.

In preparation for a major storm event (category 3 or greater), the PRG will contact the representatives of State, County and Municipal highway or public works departments, via email to assure the availability of the representative for the duration of the storm and to review the Company's plan for public safety and road clearing during the event. All representatives will be provided the PRG reporting form for reporting road clearing incidents as well as a link to the automated form during the event, in addition to contact numbers. Electric Operations will notify PRG of the crews to be assigned to the PRG for the event, the schedules for the crews, and contact information for each crew. Any changes to the crew schedule will be discussed with PRG prior to the crew's next shift.

Reporting and Tracking:

Road Clearing incidents may be reported via calls directly from municipalities and highway departments to the PRG; calls from police and fire departments to the Emergency Police and Fire Group (including 911 calls); contact with the CRT Group and electronic, faxed or delivered lists and/or the PRG report forms from municipalities, highway departments, police departments or fire departments. Municipalities will be encouraged to use the electronic form. If a municipality does not have access to the electronic form, a CRT or PRG member will complete the electronic form. This will generate an OMS incident.

All lists will be prioritized by the reporting entity. Reporting may include use of Geographic Information Systems sponsored by governmental entities. Company resources that will have access to OMS include PRG, Public Affairs, Community Response Team, Control Center, and the Emergency PD/FD Group.

The required information for accurate tracking which shall include: (i) the reporting entity, including phone number and contact name; (ii) the location of the incident, including if available, the circuit, the pole number and the cross streets; (iii) the nature of the road clearing incident; (iv) the time the incident is reported, assigned and completed; and (v) the priority assigned to the incident.

All reported incidents will be entered into OMS and specifically identified as a road clearing incident. Road clearing incidents will not be combined in OMS with other incidents and outages. As PRG assigns work to the damage assessors and/or crews, OMS will be updated with the damage assessment, crew assigned and nature of work. As assignments are completed, OMS will be updated to include the nature of work completed. If work is not completed, a detailed explanation of the situation will be included in OMS. Information on road closures in Rockland County is available on the Rockland County OEM GIS, which may be used by PRG to assist in scheduling crews and tracking road clearing activities. Periodic emails will be provided to each municipality indicating roads that have been cleared throughout the event. In addition, signs will also be posted at the site to notify the appropriate municipal personnel that an area can be cleared.

Demobilization:

When all priority road clearing incidents have been addressed, the PRG will demobilize for road clearing purposes. However, the PRG will transition from road clearing to priority customer restoration as needed for the event. If priority restoration is not needed, the Operations Chief will be notified of the PRG demobilization plans, crews will be released back to operations and reports will be updated and closed out. If required, PRG resources will report to their secondary storm assignments, as applicable.

Appendices:

Function 1 Appendix 1
Pre-Event Checklist

- Determine if PRG will be activated
- Notify resources of mobilization
- Coordinate contractor staffing and administration needs with Human Resources
- Establish around the clock shifts
- Test share point application
- Identify crews assigned to PRG , shifts assigned and cell phone numbers
- Identify tree crews assigned
- Create work groups which include New Construction, tree crews and line crews
- Coordinate contact with Community Affairs, State, County and Municipal representatives to review storm plan, as needed
- Obtain appropriate signage

Function 1 Appendix 2
Post Event Checklist

- Provide Operations Chief with demobilization plan
- Complete final NYSPSC Critical Customer report
- Assign crews back to operations
- Complete all required storm documentation (all database records must be up to date)
- Identify any outstanding issues requiring follow-up
- Complete all required customer communications

Function 1 Appendix 3
Priority Response Group Team Roster

Don Kennedy- PRG Lead Primary- Flood Cut Secondary

Keith Scerbo - PRG Lead Primary- Large Sensitive Customers Secondary

Priority Response Group Team
Dan Rogers- Priority Customers Secondary
Karl Kolze- Priority Customers Secondary
Steve Simpson- Damage Assessment Secondary
Jackie Bubenko - Priority Customers Secondary
Kristen Barone- Flood Cut Secondary
Beechin Joseph
Adam Smith
James Vasquez
Steve Orman- Flood Cut Secondary
Jon Backhaus - Priority Customers Secondary
Jason Malizia – Damage Assessment Secondary
Joe Pascuzzi- Contractor Data Entry- 2 Employees to be assigned by Human Resources

New Business Employees- Primary PRG Damage Assessment, Secondary Damage Assessment unless otherwise identified for flood-cut process.
Phil Florie- Secondary Flood-Cut
Tracey Bembridge-Lai- Secondary Flood Cut
Ron Scrudato - Secondary Flood- Cut
Bob Scrudato – Secondary Flood-Cut
Paul Prezioso
Mike Popoloski- Secondary Flood- Cut
Chris Gooler – Secondary Flood-Cut
Lauren Schilds
Jennifer O'Keefe
Kevin Moore
Ed Martin

FUNCTION 2 - PRIORITY RESTORATION

PURPOSE:

The secondary objective of the PRG is to restore power to critical facilities. This includes maintaining the primary point of contact for critical/priority customers throughout the event to facilitate ongoing information exchange. As customers call in outages, PRG will review the OMS system, assign priority coding and contact priority customers as needed.

Prioritization of Restorations:

Critical facility customer restorations will be prioritized based on the priority restoration matrix:

- Critical Facility Level 1 is critical to public health and safety. Include:
  - Hospitals and Emergency Medical Facilities
  - Emergency Shelters and Cooling Centers
  - Fire, Police, Paramedics, and Rescue Facilities
  - Emergency Management Offices
  - Water and Wastewater
  - Critical Utility and Communications Facilities
  - Fuel Transfer and Fuel Loading Facilities (ports)
  - Mass Transit (tunnels, bridges, ferry terminals, major rail facilities)
  - Airports
  - Military Bases
  - Critical Flood Control Structures
- Critical Facility Level 2 may include some of the same types of facilities described for Level 1 depending on the event type. These facilities provide significant public services but are considered to some extent less critical by government agencies. Include:
  - Nursing Homes and Dialysis Centers
  - Facilities to support other critical government functions
  - Prisons and Correctional Facilities
  - Communications (radio, TV, etc.)
- Critical Facility Level 3 These facilities provide public services but are considered to some extent less critical than Level 2 by government agencies.
  - Event Specific Concerns
  - High-Rise Residential Buildings
  - Customers providing key products and services (food warehouse)
  - Managed Accounts, Large Employers, and Other Key Customers

- Other Government Buildings, Schools, and Colleges

APPLICATION

Preparation:

In preparation for a storm event, the PRG will contact its critical facility customers by one of the following means: (i) an automated phone call; (ii) a direct phone call; (iii) a text message; and/or (iv) an e mail message. During this contact, the PRG will provide information regarding the upcoming event, seek any updates to contact information; and provide information on how to report an outage or other service related incident. Electric Operations will notify PRG of the crews to be assigned to the PRG for the event, the schedules for the crews, and contact information for each crew. Any changes to the crew schedule will be discussed with PRG prior to the crew's next shift.

Reporting and Tracking:

Priority customer outages may be reported via calls to the Company's call center; electronically on the Company's website, via the Company's mobile app, through the Company's public affairs department or directly to the customer's Major Account Engineer or the PRG. Reporting may include use of Geographic Information Systems sponsored by governmental entities. All priority customer outages will be entered into the PRG database. Company resources that will have access to the database include PRG, Public Affairs, Community Response Team, Control Center, and the Emergency PD/FD Group.

The required information for accurate tracking which shall include: (i) the reporting entity, including phone number and contact name; (ii) the location of the incident, including if available, the circuit, the pole number and the cross streets; (iii) the nature of the incident; (iv) the time the incident is reported, assigned and completed; and (v) the priority assigned to the incident.

All reported incidents will be entered OMS and specifically identified as priority customer outage. As PRG assigns work to the damage assessors and/or crews, OMS will be updated with the damage assessment, crew assigned and nature of work. As assignments are completed, OMS will be updated to include the nature of work completed. If work is not completed, a detailed explanation of the situation will be included in OMS.

Demobilization:

When all priority restoration incidents have been addressed, the PRG will demobilize for PRG. If PRG is not needed, the Operations Chief will be notified of the PRG demobilization plans, crews will be released back to operations and reports will be updated and closed out. If required, PRG resources will report to their secondary storm assignments, as applicable.

Appendix 1- Pre-Event Checklist
Appendix 2- Post-Event Checklist
Appendix 3 - Roster

Function 2 Appendix 1
Pre-Event Checklist

- Determine if PRG will be activated
- Notify resources of mobilization
- Notify Municipal contacts of mobilization and provide worksheet
- Coordinate contractor staffing and administration needs with Human Resources
- Establish around the clock shifts
- Test share point application
- Identify crews assigned to PRG, shifts assigned and cell phone numbers
- Identify tree crews assigned, if applicable
- Create work groups which include New Construction, tree crews and line crews
- Contact priority customers VIA VRU call regarding preparation for storm event and obtain any changes to contact information as required

Function 2Appendix 2
Post Event Checklist

- Provide Operations Chief with demobilization plan
- Complete final NYSPSC Critical Customer report
- Assign crews back to operations
- Complete all required storm documentation (all database records must be up to date)
- Identify any outstanding issues requiring follow-up
- Complete all required customer communications

Function 2 Appendix 3

Report to: New York Department of Public Service

Critical Customer Outages

Date: 11/9/2012 Event: Sandy - Storm #4

Reporting Entity: Name 10:30 AM

County	Town	Name of Critical Customer Out of Service	Address	Category (Pick from drop-down box)	Backup Power Source (Yes/No)	Comments	ETR
Rockland	Monsey	United Water New York	Forshay Road	Water/Sewer Pumping Station	No	Spoke to Josh	Power Back on 11/5
Rockland	Nanuet	United Water New York	Townline Road	Water/Sewer Pumping Station	No	Spoke to Josh	Power Back on 11/1

ATTACHMENT 16 - NATIONAL REQUEST FOR RESOURCES OR ASSISTANCE FORM

Request For Resources or Assistance
OPS 6-1

1. Event Name

2. Local Tracking #

3. Date/Time Request Needed

4. Is this request:

- 1. Life Safety
- 2. Priority
- 3. Routine

5. Person submitting request: (name and number)

6. Requesting Individual (if different from above):

7. Requesting Entity Agency

8. Phone Number(s) they can be reached at

9. County Requesting Resource

10. BRIEF description of problem encountered:

11. Resource Requested

12. Quantity of Resource requested:

13. Current Resources committed to identified tasks / functions

14. Have all local capabilities associated with this resource been exhausted?

- 1. Yes
- 2. No

15. What sources/vendors has been contacted? Please list

16. Potential Substitute (if specific resource not available)

17. Personnel Required to Operate, Support, and Maintain: (Including Shift Rotations) (include quantity and kind)

18. Support Equipment needed (i.e. fuel, water, delivery schedules, etc.)

19. Approximate length of time resource is needed. (hours, days, weeks, etc) Including shift rotations

Delivery Information:

20. Delivery Point:

21. Delivery Contact Name:

22. Delivery Phone:

23. Delivery Notes: (Transportation required, loading / unloading notes, type of hitch):

1. Advise Requestor of receipt of this request and provide the DisasterLAN Ticket Number

2. This request must be submitted with each specific resource form

ATTACHMENT 17 – GENERAL DEFINITIONS

Branch - A branch is a fused single-phase, two-phase, or three-phase open wire circuit connected to the main run of the feeder.

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.

Critical Facilities - are defined as those "facilities" from which essential services, functions for continuation of public health and safety, and disaster recovery are performed or provided such as hospitals, water plants, and fire stations (Section 2.5 – Critical Facility Types). Critical facilities plan for continuous electric service to maintain business continuity or continuity of government. Electric service should be maintained through uninterrupted utility service or a momentary interruption followed by a transfer to backup generation. Critical facility owners are responsible for their own backup generation and appropriate fuel.

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.

Emergency Information Center (EIC) - The Emergency Information Center, serving as the single source of customer outage and internal and external crewing and full time equivalents (FTE's) information, will maintain a record of all restoration activities by state. This information will be provided to the applicable Branch Directors, as applicable, for further dissemination as required.

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.

Emergency Response Plan Scorecard – The Scorecard is a management process tool that measures the effectiveness of the company's response to a serious or category 3 events. 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 category 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.

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.

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.

Life Support Equipment (LSE) - 16 NYCRR 105.4(b) (9) defines life support equipment customers as those who require electrically operated machinery to sustain basic life functions.

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.

Mainline - The three-phase open wire portions of primary distribution feeders.

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.

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.

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.

Special Needs Customer - 16 NYCRR 105.4(b)(9) provides examples of special needs customers such as the elderly, the vision-impaired, the hearing and speech-impaired,

and the mobility impaired and human service agencies representing these customers, along with policies for handling inquiries and requests for assistance from them – think of this as the agencies assisting the utility. We are adding medical emergency to this definition.

Medical Emergency – 16 NYCRR 11.5(2) A medical emergency exists when a resident of a customer's residence suffers from a serious illness or a medical condition that severely affects their well-being. 16NYCRR 11.5(4)(i) a medical doctor or qualified official of the local board of health states in writing to the utility the expected duration of the medical emergency and explains either the nature of the medical emergency or the reason why the absence of utility service would aggravate the medical emergency.

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 made available based on need.

Storm Staffing Matrix - The storm staffing matrix provides a guideline for minimum resource levels for various categories of events (e.g., Upgraded, Serious). This matrix can be used for pre-mobilization or mobilization efforts.

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.

ATTACHMENT 18 - LIFE SUPPORT EQUIPMENT (LSE) / SPECIAL NEEDS CUSTOMERS AND CRITICAL FACILITIES AND OUTREACH PROGRAM

Life Support Equipment (LSE) / Special Needs Customers and Critical Facilities and Outreach Program

An annual outreach program, designed to raise the awareness of customers and other affected individuals about the LSE and Special Needs programs is conducted as described below. The Company also contacts Critical Facilities ahead of a major forecasted event.

A. LSE - Annually, O&R provides information via United States Postal Service (USPS) mail to customers enrolled in the Company's life support equipment (LSE) registry. This information includes a review of the steps that LSE customers should take to prepare for emergencies. In addition, LSE customers receive an emergency preparedness planner, which provides important telephone numbers such as O&R's LSE emergency line and allows customers to write in numbers for their physicians and other important numbers and information. O&R's annual rights and responsibility brochure has an enrollment form for this program.

   - LSE Annual Recertification – each year, a letter is sent to all LSE customers to request recertification of whether LSE is still in use and provide updated contact information (telephone number and email), as well as emergency contact information, to the Company, if applicable.

   Special Needs (i.e., Elderly, Blind and Disabled) – Annually, O&R includes with its bills an insert to solicit customers to update their status. This is sent to all residential customers. In addition, O&R provides via USPS an annual mailing to its Special Needs customers. This mailing will solicit the customer to contact the company if their contact information has changed. This includes an emergency planner which provides important phone numbers such as O&R's outage reporting phone line and allows customers to write in additional numbers for their physicians and other important numbers and information. O&R also employs bill messaging, print ads, radio spots and the Company website (www.oru.com), to solicit and inform our customers of the Special Needs program. O&R's annual rights and responsibility brochure has a form to enroll in the Special Needs program for this status as well.

C. Physician/Medical Supply – Annually, O&R provides information via USPS mail to all physicians and medical supply companies with offices in the Company's service territory. This mailing includes information pertinent to LSE customers, including the program enrollment process, safety and preparedness tips, a sample emergency planner and a reminder that LSE customers should contact O&R if any of their contact information has changed.

D. Critical Facilities – O&R's Major Account Engineers (MAE) are in regular contact with customers coded as Critical Facilities in its service territory. When these contacts occur, the MAE will confirm their emergency contact information. When a large event is forecasted, pre-storm impact calls are made to these customers advising of adverse weather conditions and to recommend that their emergency generators are available and operational.