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National Grid **New York** Electric Emergency Response Plan

December 2022



National Grid **New York**
Electric Emergency Response Plan

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Section 1. Introduction

National Grid (the Company) has established the New York Electric Emergency Response Plan (ERP) for the purpose of managing electric outages caused by storms and other natural disasters, civil unrest, major equipment failure, or other emergency events. It is intended to be simple, flexible, and easily adapted to specific emergencies. This ERP includes procedures that will be adhered to by the Company in New York whenever an Emergency Event occurs.

The ERP provides the framework for the orderly response of Company and Company managed resources during Emergency Events. These procedures provide instruction for actions taken during Emergency Events classified as Class I - III. The ERP utilizes the National Incident Management System (NIMS) as a guide to a comprehensive approach to incident management that is applicable at all levels of the Company's Emergency Response Organization (ERO) and across functional disciplines. The ERP is focused on public safety, workforce safety, and the safety of resources obtained through mutual assistance, outlines restoration priorities and procedures, and addresses the operation of Company Emergency Operation Centers (EOCs).

The ERP applies the principles of the Incident Command System (ICS) and the Company's Group Crisis Management Framework to the structure of the ERO. The ERO establishes a chain of command that sets an orderly line of authority and relationships in place within the ranks of the organization where lower levels are subordinate to and connected to higher levels. This chain of command shall be used to communicate direction and maintain management control of the Company response to the event. Orders must flow through the chain of command while members of the organization may directly communicate with each other to ask for or share information.

Throughout an emergency, the organization must remain flexible, scalable, and responsive to the needs of electric customers. Many of the procedures invoked to resolve the problem will be dictated by the size, scale, and complexity of the emergency, weather conditions, etc. The organization needs to efficiently and effectively utilize all available resources to minimize the impact on customers.

Members of the New York State Emergency Response Organization (ERO) are responsible for providing adequate support to the affected Branch or Divisions to assure that the emergency is resolved in the shortest possible time and that all efforts are utilized to minimize the impact on the affected customers. The New York State ERO is responsible for communicating with Senior Management to coordinate various reporting to the New York Department of Public Service (DPS) during such emergencies.

The Company conducts storm drills and training exercises on an annual basis to evaluate the effectiveness of this ERP, with all required drills and exercises completed by June 1 of each year. The ERP is reviewed and updated annually and Filed with the New York Department of Public Service (DPS) no later than December 15th of each calendar year.

The annual review and revision of the ERP will include improvements identified from lessons learned analysis following a qualifying event, Company exercise or drill, and / or regulatory recommendation. The ERP may be revised more frequently to incorporate any regulatory or legislative directives as applicable.

1.1. ERP Overview

Emergency Management – Vision

The Company will develop and maintain a comprehensive set of risk mitigation plans to; prepare for, respond to, recover from, and inform its customers regarding all types of business interruption incidents that might occur.

Emergency Management – Policy Statement

National Grid's Emergency Management Policy reinforces its commitment to our customers and the communities we serve; The Company strives to utilize effective emergency management principles and protocols that enhance its ability to provide safe and reliable energy services.
National Grid will deliver on its commitments to its customers by:

a). Developing appropriate prevention or risk mitigation strategies,
b). Implementing comprehensive emergency preparedness programs,
c). Responding with appropriate resources to address the emergency,
d). Communicating timely and accurate information to customers and other stakeholders,
e). Recovering from events expeditiously, and
f). Continuous improvement.

1.2. ERP Structure

Three organizational levels exist within the Emergency Response Organization (ERO): Strategic, Tactical, and Operational. The purpose of the Strategic Level is to identify clear and broad objectives to advance the overall organization through our response as well as coordinate resources as required from a corporate perspective. The purpose of the Tactical Level is to utilize specific resources to achieve sub-objectives in support of the defined strategy. The role of the Operational Level is to execute the defined objectives in support of the strategy.

The overall flow of the ERP is functional. Each chapter contains related processes that can potentially be undertaken during an emergency response along with the ERO roles involved in the processes and the activities they are responsible for as related to each process. Process overviews and workflow diagrams are included to provide context for Company personnel involved in the emergency response. Both the workflow diagrams and order of roles included with the processes provide a top-down approach, with the highest-level ICS roles (*i.e.* State, then Branch) and their direct reports shown in descending order.
The benefits of the functional flow include:

a). It is easier to modify the processes, roles, and activities included in the ERP based on changes due to lessons learned, regulatory requirements, technological advancements, organizational changes, etc.;
b). The provision for a complete overview of a process in one location for Emergency Response Organization personnel to easily reference.;
c). Better accounting of individual responsibilities with respect to specific processes; and
d). Better understanding of how various levels of the ERO interact to coordinate the execution of a process during an emergency.

1.3. ERP Implementation

National Grid has incorporated the principles of the National Incident Management System (NIMS) into the framework of its ERP.
In support of the NIMS framework applied in the ERP, the Incident Command System (ICS) is utilized to coordinate and manage the Emergency Response Organization. Overall, this approach will improve

National Grid's coordination and cooperation between public and private entities in a variety of domestic incident management activities.

National Grid has shaped its ERO around that of the ICS for the purpose of combining facilities, equipment, personnel, procedures, and communications to operate within a common organizational structure designed to manage incident activities.

The ERP is used for a broad range of emergencies, from small to complex incidents, both natural and manmade, including acts of catastrophic terrorism and major equipment failures.

National Grid's ERO and emergency response planning efforts follow the concept of what is recommended through the ICS protocol while fitting the model to the way the company is operated in order to maintain operational efficiencies.
Consistent with the ICS model, National Grid has structured its ERO around the following five major functional areas:

a). Command staff (Incident Commander, Safety, Public Information, and Liaison)
b). Operations,
c). Planning,
d). Logistics, and
e). Finance.

One of the features of the ERP is that of scalability. Many events begin at the local or Division (Branch) level and escalate to a State or multi-state level event. National Grid's ERP accommodates single Division (Branch), State, and Multi- State events by ensuring the key elements of an ICS organization exist at each level and are easily replicated using common roles and responsibilities.

Section 2. Table of Contents

SECTION 1. INTRODUCTION 2

1.1. ERP Overview 3
1.2. ERP Structure 3
1.3. ERP Implementation 3

SECTION 2. TABLE OF CONTENTS 5

SECTION 3. ORGANIZATION OVERVIEW 10

3.1. State Level ICS Positions Overview 23
3.2. Branch Level ICS Positions Overview 26

SECTION 4. EMERGENCY CLASSIFICATION AND RESPONSE PLAN ACTIVATION 32

4.1. Classification of Emergencies 33
4.2. Overview of Emergency Classification Levels 34
4.3. Weather Reporting 38
4.4. Classifying an Emergency 38
4.5. Activating the Emergency Response Organization 38
4.6. Emergency Operation Center Overview 40

SECTION 5. RESTORATION PRIORITIZATION 44

5.1. Restoration Prioritization Summary 44

SECTION 6. RESOURCE ACQUISITION 47

6.1. Acquisition of Internal Restoration Resources 48
6.2. Acquisition of Utility Mutual Assistance Resources 52
6.3. Acquisition of External Contractors 55
6.4. Acquisition of Services from Retirees 58
6.5. Providing Mutual Assistance 59
6.6. Acquisition of ICS Command and General Staff Resources 61
6.7. Acquisition of Support Resources 63
6.8. National Guard 65

SECTION 7. COORDINATE SUPPORT LOGISTICS 68

7.1. Materials Coordination and Management 69
7.2. Fleet Coordination and Management 72
7.3. Staging Site Coordination and Management 76
7.4. Facilities Coordination and Management 78
7.5. Communication Gear Coordination and Management 78

SECTION 8. COORDINATE PERSONNEL LOGISTICS 81

8.1. Meals Coordination and Management 82
8.2. Lodging Coordination and Management 83

SECTION 9. FINANCIAL ACCOUNTING GUIDELINES 87

9.1. Financial Accounting Guidelines Overview 88
9.2. Establishing Emergency Charge Accounts 88
9.3. Tracking Time and Materials Charging 89

9.4. Processing Claims 91
9.5. Assuring Cost Recovery 92

SECTION 10. EMPLOYEE WELFARE 95

10.1. Tracking and Addressing Labor Relations Issues 96
10.2. Providing Employee and Family Assistance 96
10.3. Communicating Company Policy and Expectations 97

SECTION 11. DAMAGE ASSESSMENT 99

11.1. General 100
11.2. Survey Organization Personnel 101
11.3. Damage Assessment Staffing – Grouping of Personnel 104
11.4. Damage Assessment Patrol Process 105
11.5. Participation in Storm Drill 111
11.6. Forms and Requirements 111

SECTION 12. PROACTIVE DE-ENERGIZATION AND LOAD SHEDDING 115

12.1. Proactive System De-Energization 116
12.2. Load Shedding 117

SECTION 13. MODES OF OPERATION 122

13.1. Centralized Operations 123
13.2. Branch Decentralized Operations 126
13.3. Substation Decentralized Operations 128

SECTION 14. COORDINATION OF RESTORATION ACTIVITIES 130

14.1. Coordination of Restoration Activities Overview 131
14.2. Wire Down and Emergencies 131
14.3. Emergency Operations Centers 138
14.4. Decentralized to the Substation 150
14.5. Staggered Crew Scheduling 154
14.6. Restoration Communications 155
14.7. Coordinating Restoration Activities on Transmission 158

SECTION 15. DEVELOPING AND REPORTING ETRS 161

15.1. Developing and Managing ETRs 162
15.2. NY PSC ETR Protocol 163
15.3. State Incident Commander / Branch Director 168

SECTION 16. INTERNAL COMMUNICATIONS 170

16.1. Conducting State Level Conference Calls and Briefings 171
16.2. State Incident Commander 171
16.3. Conducting Branch Level Conference Calls and Briefings 173
16.4. Conducting Broader Company Communications 176

SECTION 17. PUBLIC INFORMATION COMMUNICATIONS 178

17.1. Corporate Message Development and Dissemination Controls 179
17.2. Contact Center Lead or their designee 183
17.3. Critical Facility Customers 189

17.4. Life Support Equipment (LSE) Customers 193
17.5. Special Needs Customers 199
17.6. Managing Government Communications 202
17.7. Managing Media Communications and Relations 202
17.8. Visual Coverage 203
17.9. Managing Social Media, Web, Digital and Print Communications 204

SECTION 18. LIAISON INTERACTIONS 208

18.1. Liaison Interactions Overview 209
18.2. Government Authorities 210
18.3. Federal Agency Coordination 211
18.4. New York State Office of Emergency Management 211
18.5. County Emergency Operations Centers 212
18.6. Major Event Community Leader Conference Call 214
18.7. Advanced Planning 217
18.8. Managing Regulatory Affairs 219
18.9. Other Utilities – Electric, Gas, Telecom/Cable 219
18.10. Other Stakeholders – Public Works 222
18.11. Responding Agencies – Red Cross, Other 223
18.12. Dry Ice 223

SECTION 19. SAFETY, HEALTH AND ENVIRONMENTAL COORDINATION 228

19.1. Safety and Health Coordination 229
19.2. Environmental Impact Coordination 232

SECTION 20. SECURITY COORDINATION 237

20.1. Security Strategy Coordination and Implementation 238

SECTION 21. REPORTS AND DOCUMENTATION 240

21.1. Internal Reports and Documentation 241
21.2. Interruption Reporting 242
21.3. Documentation and Standard Reporting 244
21.4. Post Emergency / After Action Review Process 247
21.5. Post Storm Report 250

SECTION 22. DEMOBILIZATION 255

22.1. Demobilization Plan Development and Implementation 256

SECTION 23. PREPARATION, TRAINING, AND EXERCISES 258

23.1. Preparation / Pre-Emergency 259
23.2. Annual Training Courses 265
23.3. Restoration Exercises 266

SECTION 24. EMERGENCY PLAN MAINTENANCE 271

24.1. Timing of and Procedure for Updating the Plan 272

SECTION 25. LEGISLATIVE AND REGULATORY COMPLIANCE TRANSLATION TABLE 275

25.1. NY Public Service Law Part 105 Compliance 275

SECTION 26. SERVICE TERRITORY/FACILITY OVERVIEW 283

26.1. Service Territory Maps 283
26.2. New York State – Electric Utility Service Territories 283
26.3. North Atlantic Mutual Assistance Group - Territory 284
26.4. Counties in National Grid Upstate New York Service Territory 285
26.5. Facility Contact Information 286

SECTION 27. DEFINITIONS & ACRONYMS 290

27.1. Definitions 290
27.2. New York Utility Performance Metrics (Scorecard) – Common Definitions 292
27.3. Acronyms 293

SECTION 28. DOCUMENT REVISION HISTORY 295

28.1. NEW YORK ELECTRIC EMERGENCY PROCEDURE UPDATE 295

SECTION 29. ROLES VS. PROCESS/ACTIVITY MATRIX 301

SECTION 30. ERP ICS COMMAND AND GENERAL STAFF REFERENCES 351

30.1. State Level ICS Positions 352
30.2. Branch Level ICS Positions 382

SECTION 31. APPENDIX A: EXHIBITS TO CHAPTERS 418

31.1. Chapter 3 Exhibits 418
31.2. Chapter 4 Exhibits 419
31.3. Chapter 5 Exhibits 422
31.4. Chapter 6 Exhibits 423
31.5. Chapter 7 Exhibits 490
31.6. Chapter 9 Exhibits 492
31.7. Chapter 11 Exhibits 497
31.8. Chapter 12 Exhibits 501
31.9. Chapter 14 Exhibits 515
31.10. Chapter 15 Exhibits 518
31.11. Chapter 16 Exhibits 520
31.12. Chapter 17 Exhibits 526
31.13. Chapter 18 Exhibits 557
31.14. Chapter 21 Exhibits 570

SECTION 32. DIRECTORY 578

32.1. STATE LEVEL EMERGENCY RESPONSE ORGNIZATION 578
32.2. NEW YORK WEST – BRANCH OPERATIONS 579
32.3. NEW YORK CENTRAL – BRANCH OPERATIONS 580
32.4. NEW YORK EAST – BRANCH OPERATIONS 581
32.5. EMERGENCY PLANNING 582
32.6. NATIONAL GRID AVIATION DEPARTMENT 584
32.7. CONTACTS - EMERGENCY SPARE SUBSTATION EQUIPMENT 586
32.8. OIL HANDLING EQUIPMENT 587

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Chapter 3:
Organizational Overview







Section 3. Organization Overview

Introduction

Emergencies typically begin and end locally and are managed on a daily basis at the lowest possible geographical, organizational, and jurisdictional level. There are instances in which successful emergency management depends on the involvement of multiple jurisdictions, various levels of the Company, coordination with municipal and governmental agencies, and/or emergency responder disciplines. These instances require effective and efficient coordination across a broad spectrum of the respective organizations and their activities.

The Emergency Response Organization (ERO) is designed to enable effective and efficient emergency management and coordination that is both internal and external to the Company through a flexible and standardized management structure that is scalable, so it may be used for all emergencies (from day-to-day to large-scale)

The ERO required to implement the emergency procedures is set forth by the organization chart included on the following pages in this section. Immediately upon declaration of an emergency, the required Emergency Operation Centers (EOCs) shall be staffed accordingly. In some cases, it may be desirable to staff the EOCs and hold or call-out personnel prior to the actual emergency. The number of EOC personnel and mobilized resources will be dependent upon the size, scale, and complexity of the emergency.

The Company will implement the ERO by notifying employees of their activation using, but not limited to any one single method included in a host of options that consists of personal interaction and or the use of a communication system that has the ability to notify employees of mobilization by telephone, mobile phone, e-mail, and or text message.

National Grid Group Crisis Management Framework and the ICS Philosophy

National Grid has developed and implemented the Group Crisis Management Framework which establishes an all-hazard approach to crisis management and the mechanisms used to manage the most serious of incidents. A crisis may include all types of incidents and events including severe weather, loss of business continuity, loss of critical infrastructure, etc., or any combination of these.
The Group Crisis Management Framework also establishes, at a high level, guidelines for key leaders at the Tactical Level. These guidelines are the basis for establishing the National Grid Electric Emergency Response Plan.

One of the more common emergencies to which the Company is regularly subjected to is severe weather / storm events. The Group Crisis Management Framework provides a scalable approach to emergency response based upon the type, severity, and impact of the event.
The Framework consists of three levels that define management's roles and responsibilities: Strategic Level, Tactical Level and Operational Level.

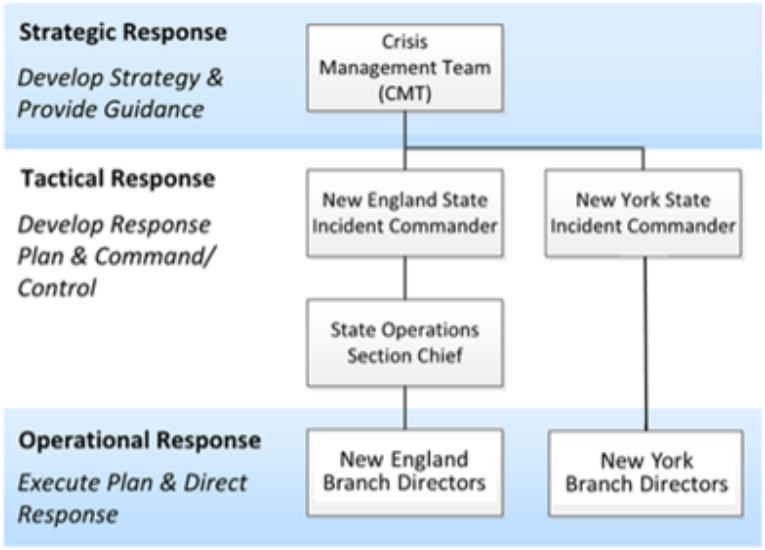

Figure 1. Crisis Management Framework

The Strategic Level is activated when an incident has escalated across multiple business areas or has met other crisis triggers.

The roles and activities of Company personnel at the Tactical and Operational Levels are covered in this ERP and are considered the touch points between activities carried out at the tactical / operational levels and the activities carried out by Strategic Level personnel when activated. In instances where the emergency does not trigger activation of the Strategic Level and, therefore, the CMT (Crisis Management Team) is not being used, the strategy for the emergency response will be developed as governed by this ERP.

The Group Crisis Management Framework incorporates the principles of the National Incident Management System (NIMS) which National Grid employs to manage Emergency Response.
NIMS represents a core set of doctrines, concepts, principles, terminology, and organizational processes that enables effective, efficient, and collaborative incident management. These principles provide a set of standardized organizational structures that improve integration and connectivity among jurisdictions (States) and disciplines, starting with a common foundation of preparedness and planning.
The three (3) major components of NIMS include:

a). Resource Management,
b). Command and Coordination, and
c). Communications and Information Management,

Incorporating the NIMS philosophy into our approach to Crisis Management allows the company to provide an appropriate, timely, and scalable level of response to an emergency as it develops.
Within the NIMS philosophy for Command and Management – the Incident Command System (ICS) is a standardized on-scene, all-hazards incident management approach that:

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

The ICS allows its users to adopt and match an integrated organizational structure to the complexities and demands of an emergency response. As such, the Company acknowledges that the response structure, including the roles and associated activities contained in this plan provides a description of all ICS Command and General Staff positions that may be called upon during a response to an emergency. Only those positions required for response to a particular emergency shall be activated.

General Overview of Emergency Response Organization

Within the Emergency Response Organization (ERO), there shall be an established chain of command that sets an orderly line of authority and relationships in place within the ranks of the organization where lower levels are subordinate to and connected to higher levels. This chain of command shall be used to communicate direction and maintain management control of the Company response to the emergency. Orders must flow through the chain of command while members of the entire ERO may directly communicate with each other to ask for or share information.

The individuals assigned to the leadership positions within the organization have responsibilities that are to be carried out prior to, during, and after an emergency so that procedures can be implemented in an effective and timely manner when an emergency occurs.

The functional responsibilities and duties described in the ERP are executed in response to the circumstances of an emergency and, in many cases, in parallel with other duties and responsibilities as assigned to the respective disciplines.

National Grid is compliant with NY Public Service Law §66(21) (i) the identification of management staff responsible for company operations during an emergency and Regulations of the State of New York (NYCRR) – Part 105.4 – 5 - (i) all utility personnel assigned service restoration responsibilities. National Grid maintains a listing of all management personnel appointed to an emergency response assignment. Emergency Response Assignments are maintained in the data base by individual and default office location.

When emergencies require a response that extends over several days, it is important that at least two (2) individuals be assigned to each key role so that continuous coverage can be maintained.

The Emergency Response Organization shall be led by the State Incident Commander and the Branch Director(s). An overview of the entire ERO is contained in the organization charts included in the following pages. As noted previously, the portions of the ERO determined necessary to address the emergency will be activated which means the activated ERO can constitute any part of the organization contained on the following pages.

The organization charts contained in the following pages show a top down view of the ERO. Positions that are shaded blue indicate those that have activities included in the Roles and Activities sections of the processes contained in this ERP, while positions not shaded do not have defined activities in this ERP. Detailed position descriptions can be found in Section 32.

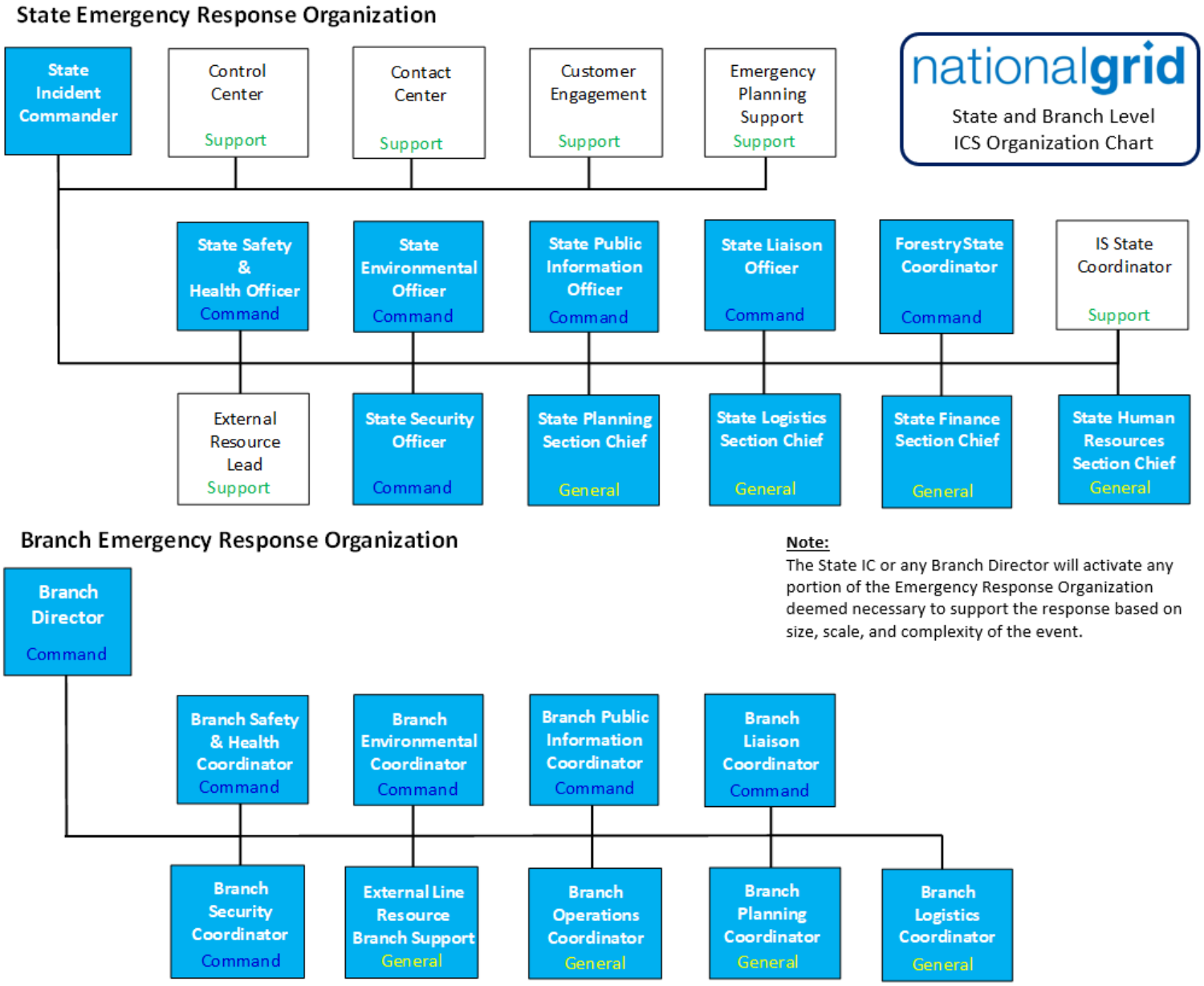

Figure 2. Emergency Response Organization

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State Level ICS Organization Chart

State Emergency Response Organization

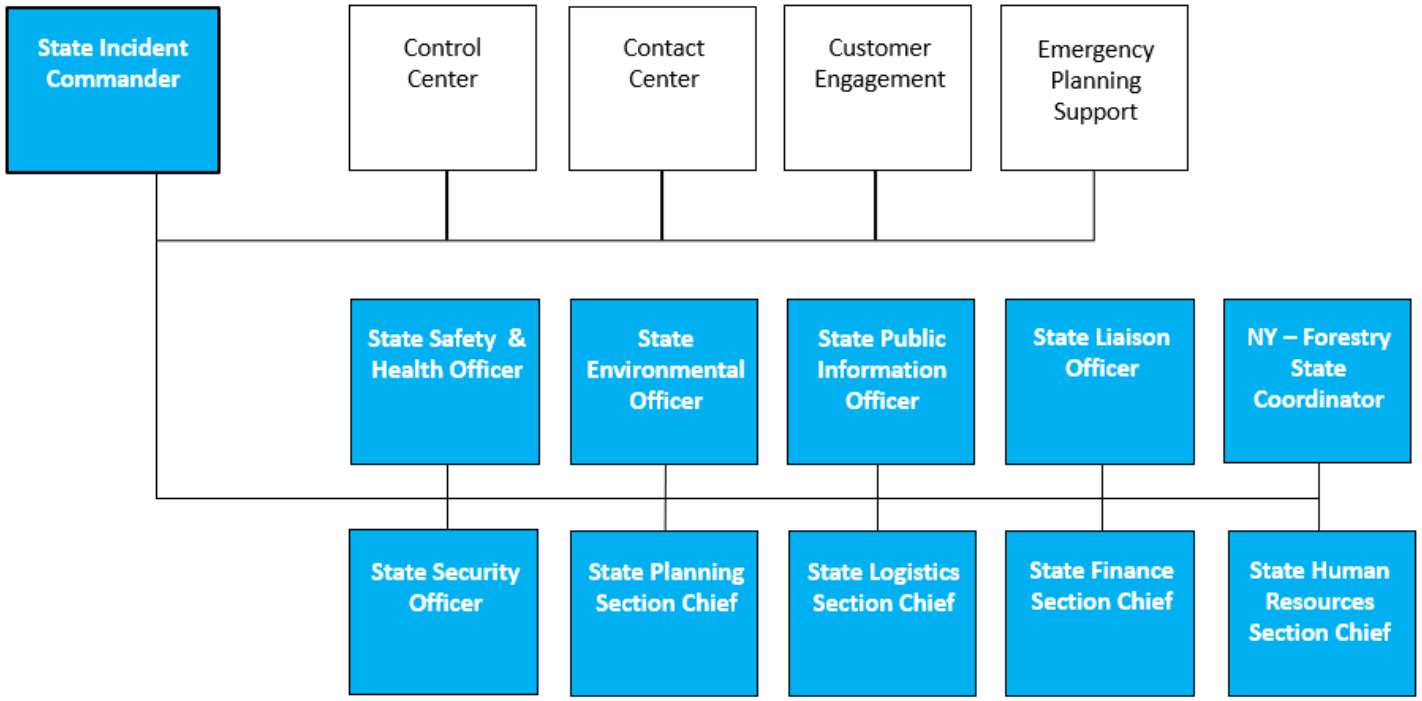

Figure 3. State Emergency Response Organization

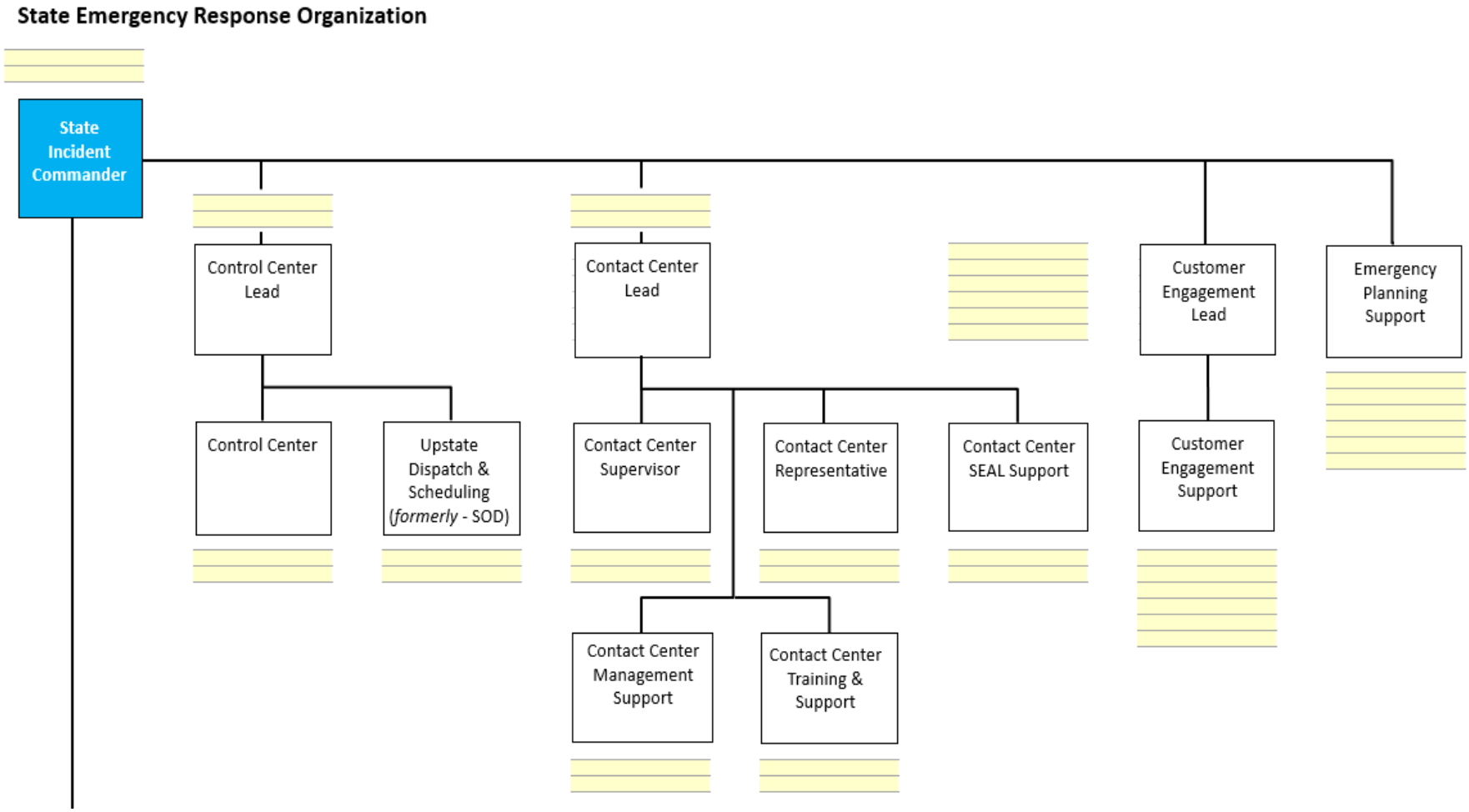

Figure 4. Control Center, Contact Center, Emergency Planning Support

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State Level ICS Organization Chart

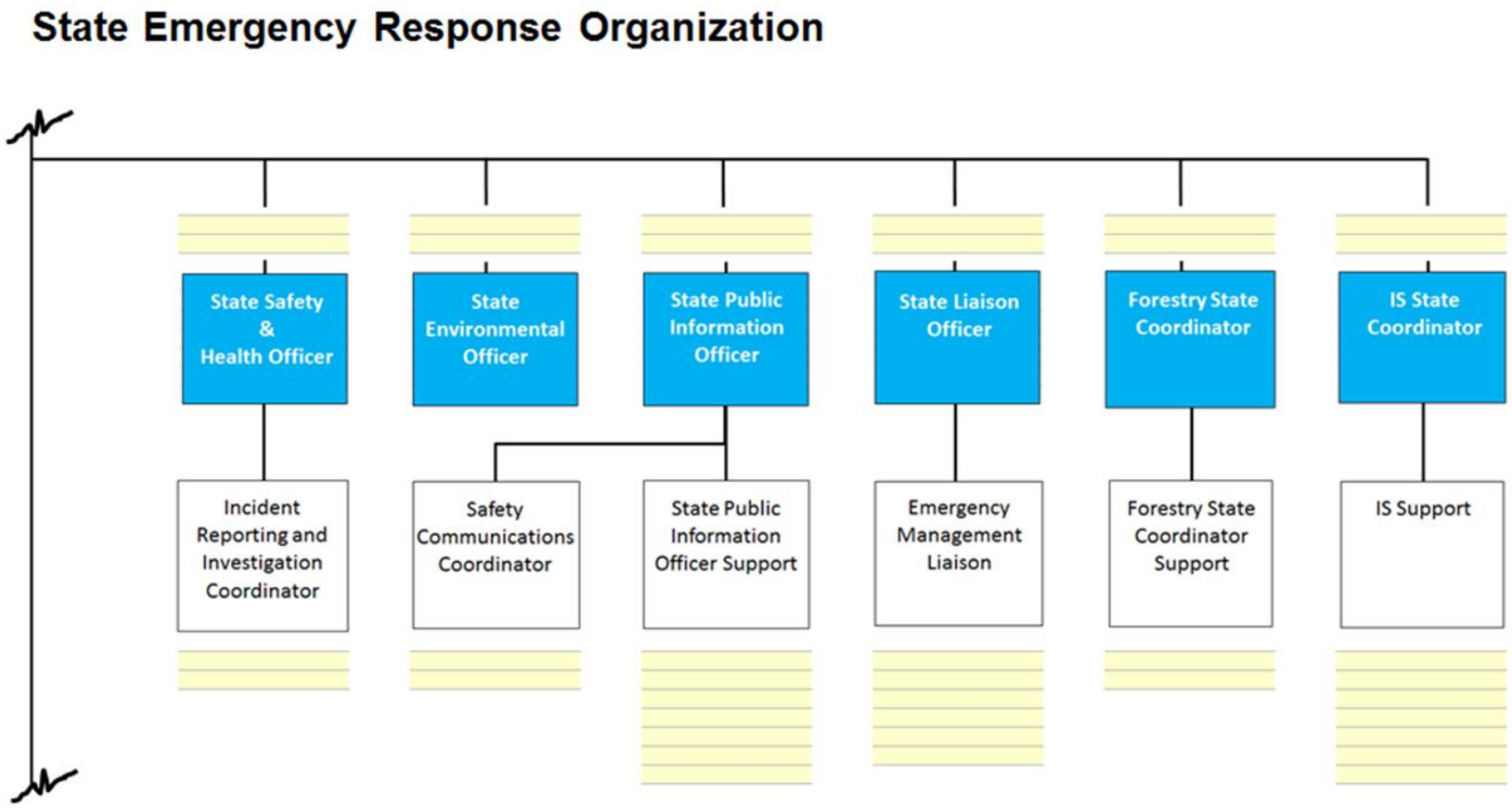

Figure 5. Safety & Health, Environmental, Public Information, Liaison, Forestry, and IS

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State Level ICS Organization Chart

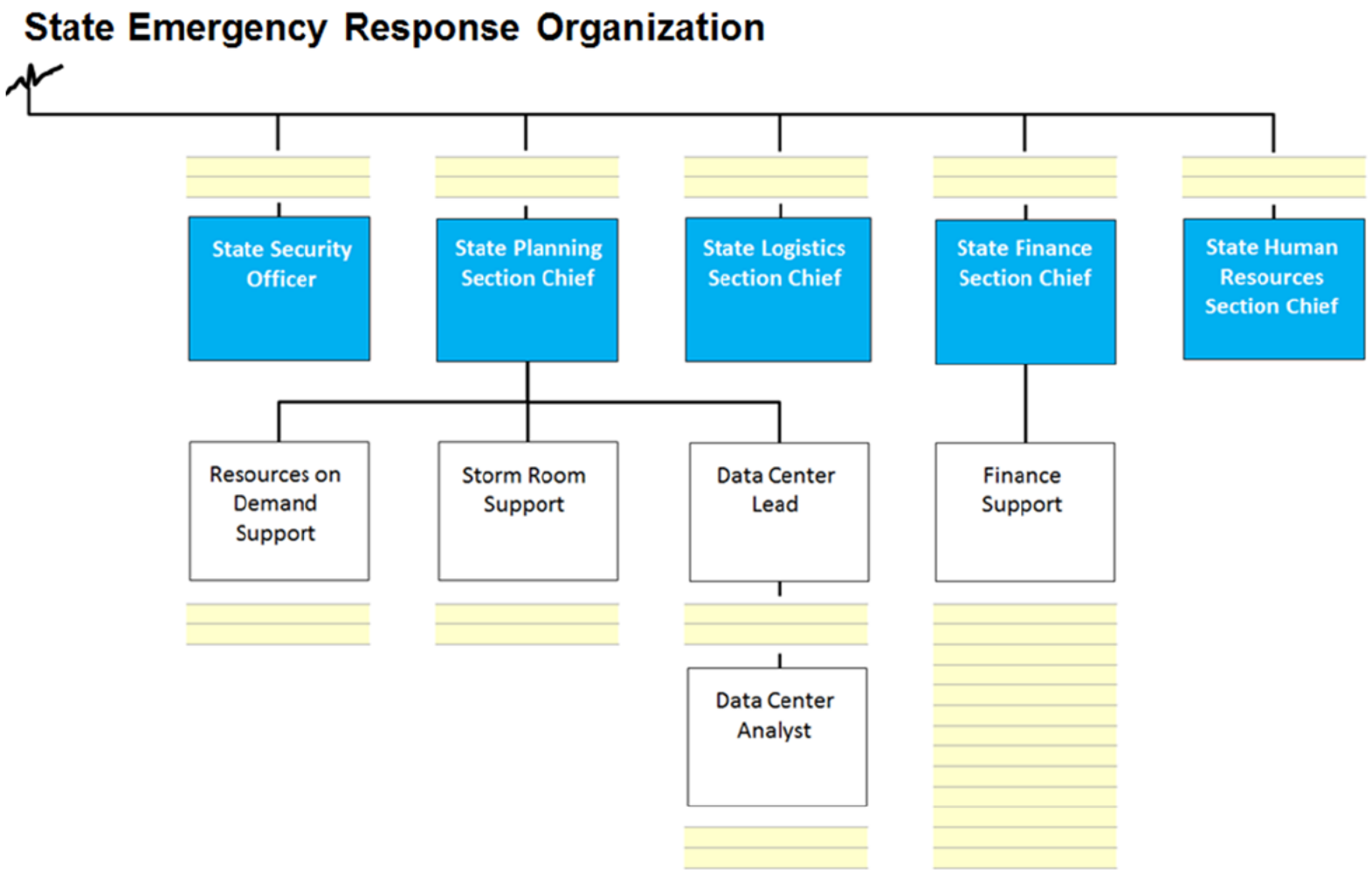

Figure 6. State Security, Planning, Logistics, Finance, Human Resources

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Branch Level ICS Organization Chart

Branch Emergency Response Organization

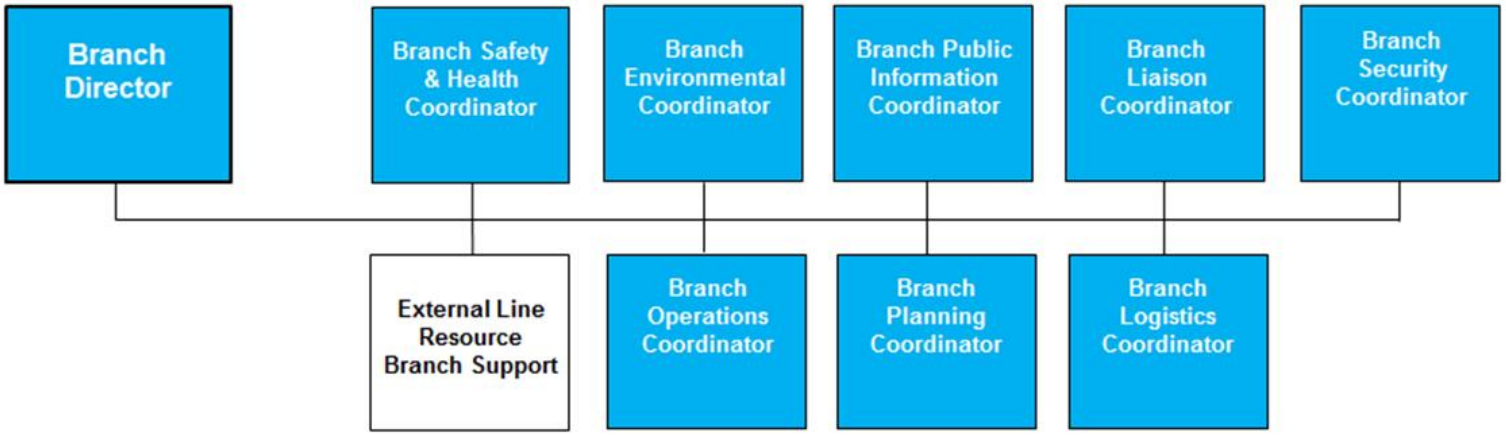

Figure 7. Branch Emergency Response Organization

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Branch Level ICS Organization Chart

Branch Emergency Response Organization

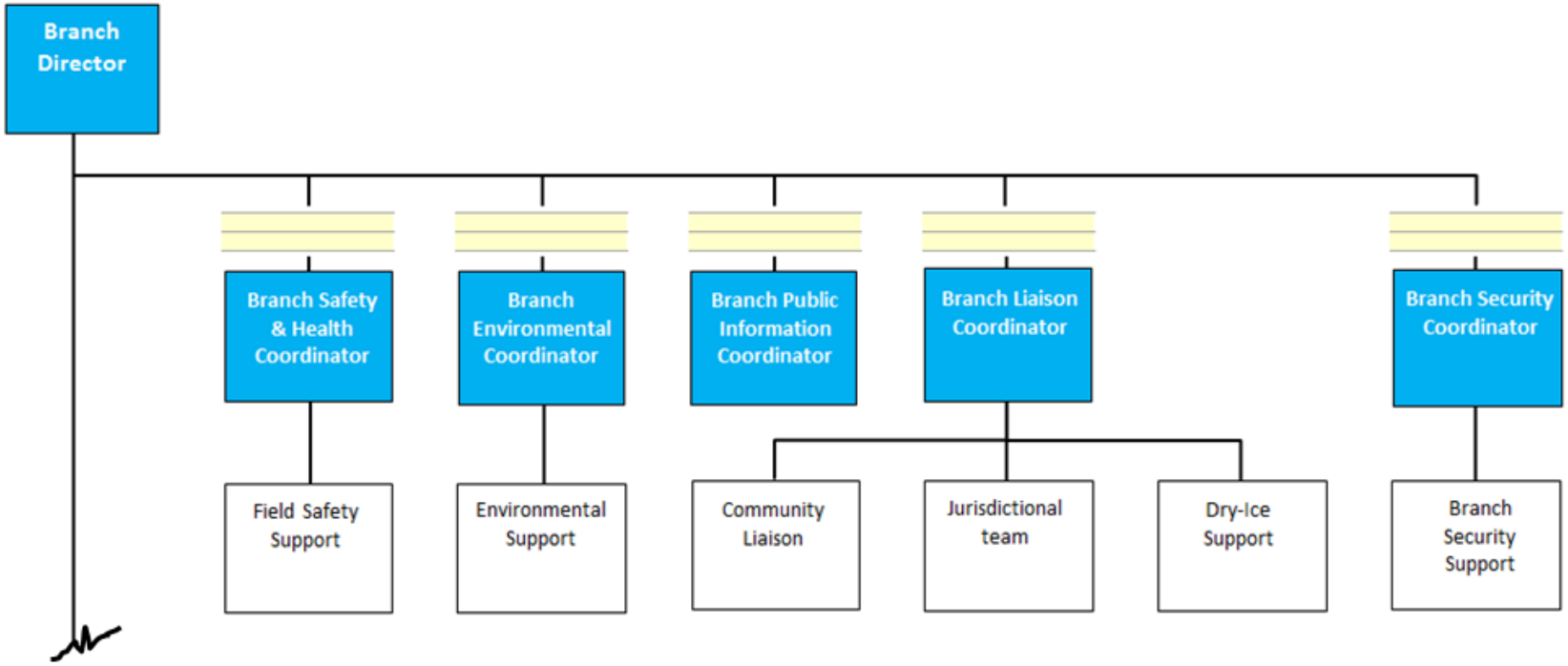

Figure 8. Branch Safety & Health, Environmental, Public Information, Liaison, and Security

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Branch Level ICS Organization Chart

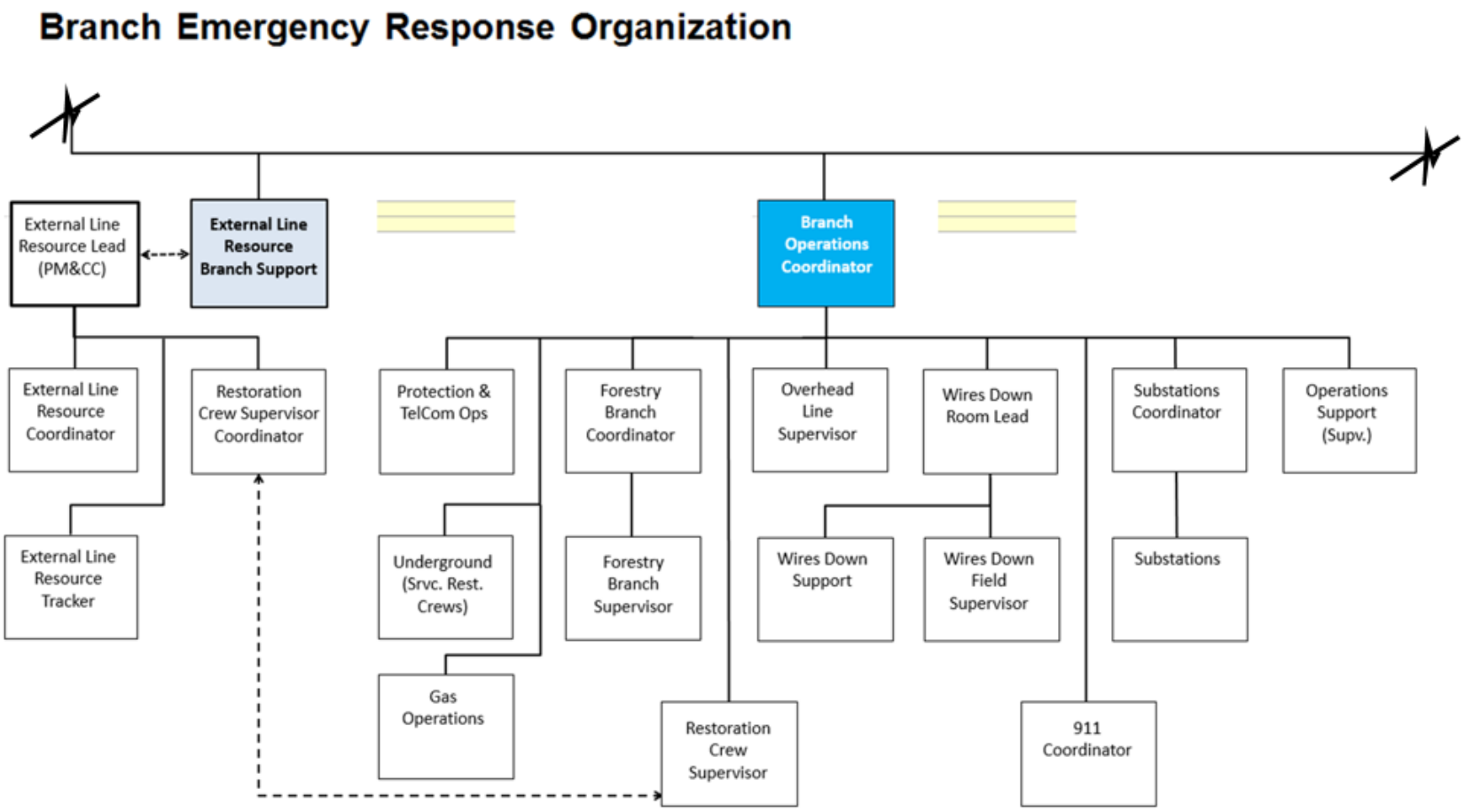

Figure 9. Branch External Line Support, Branch Operations Coordinator

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Branch Level ICS Organization Chart

Branch Emergency Response Organization

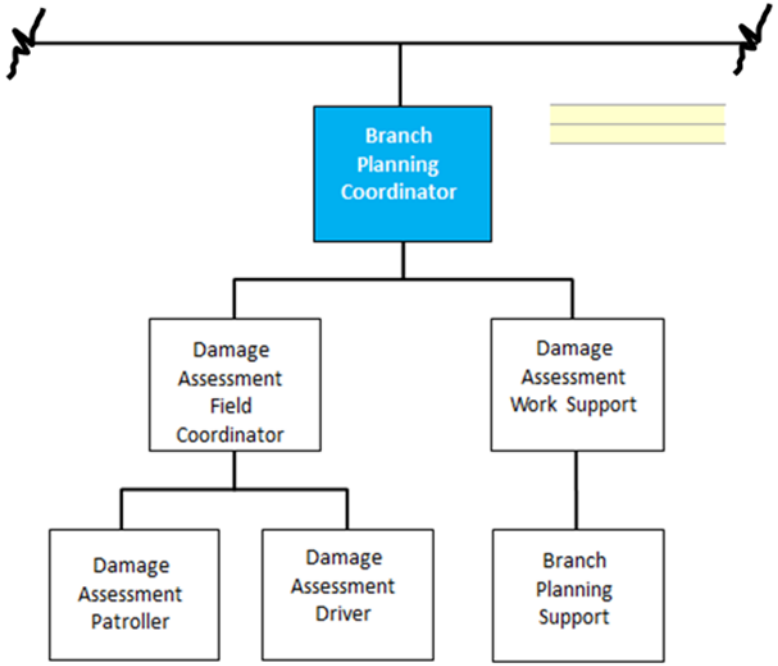

Figure 10. Branch Planning Coordinator

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Branch Level ICS Organization Chart

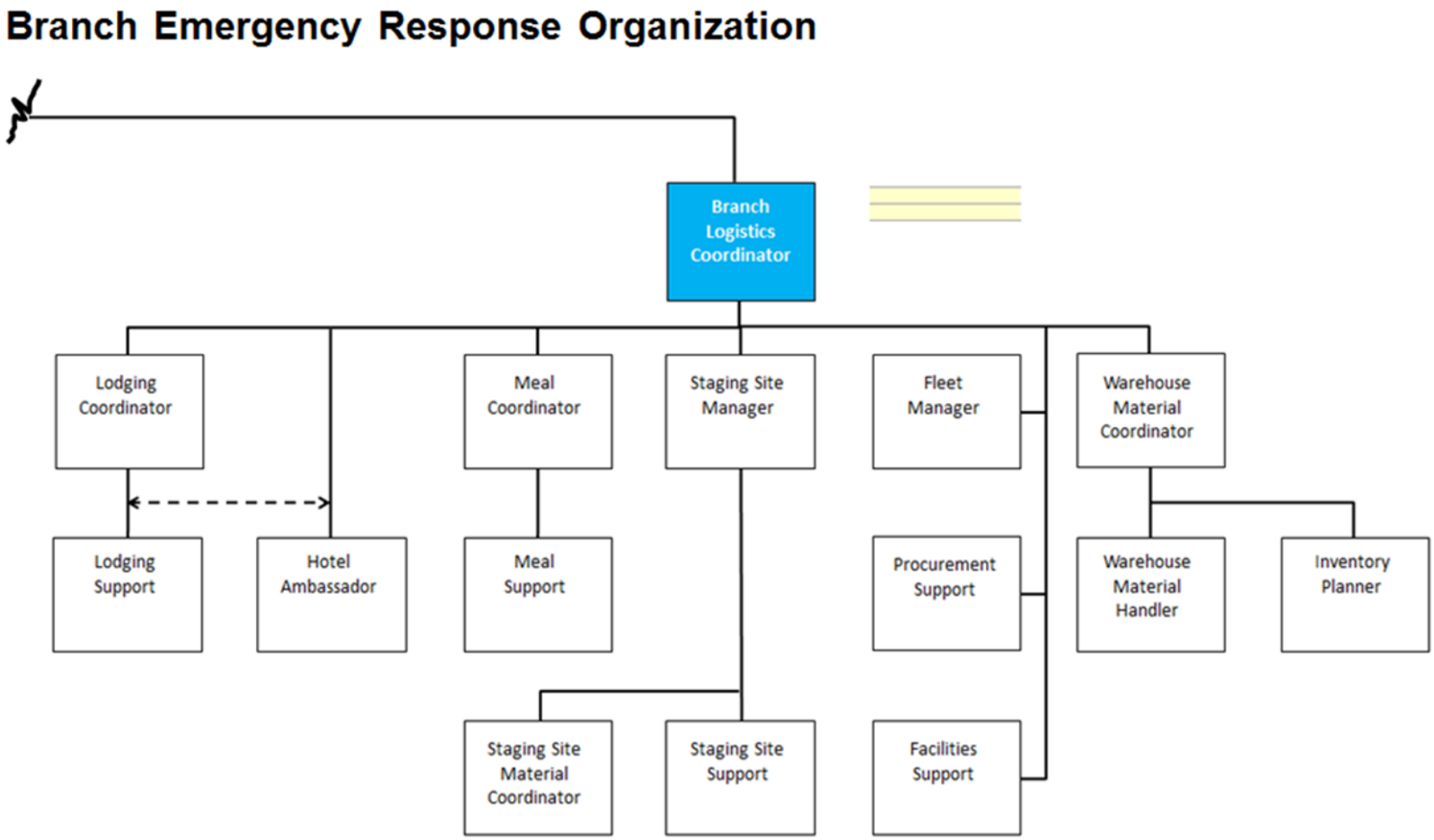

Figure 11. Branch Logistics Coordinator

3.1. State Level ICS Positions Overview

ICS Command and General Staff at the State Level are typically responsible for implementing the tactical response based on strategic objectives during an emergency. They:

a). Plan the Company's response to the emergency and oversee its implementation,
b). Includes the State Emergency Operations Center (EOC) and is often the highest level involved during an event that impacts a single state,
c). Plan ahead and support the operational team through the activation of facilities and personnel it requires in order to respond to the incident.
d). Implement emergency procedures, and
e). Communicate strategic objectives and provide tactical support to the operational teams.

The extent to which roles included at the State Level of the organization are activated will vary depending on the nature of the event. What follows is a description of all State Level ICS Command and General Staff positions that *could* be activated during an event – the activation of any combination of these roles will be determined on an event-by-event basis.

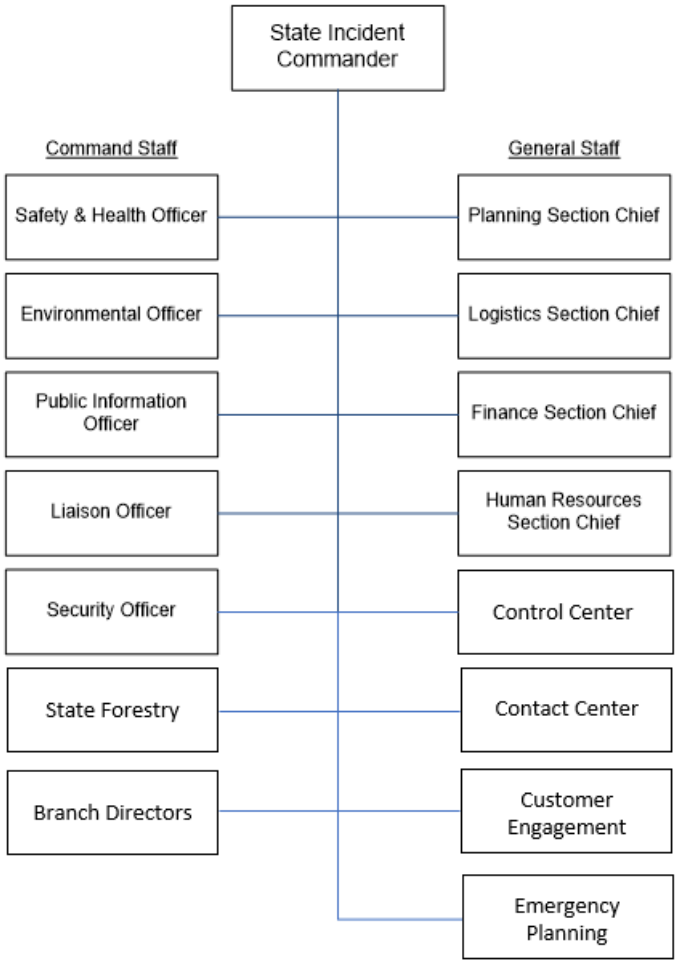

Figure 12. State Level Incident Command Structure

Note: In accordance with ICS, the activation of any of these positions is at the discretion of the State Incident Commander in consideration of the level of response required for each event.

3.1.1. Position: STATE INCIDENT COMMANDER

(Typically filled by the NY-VP Electric Operations Maintenance and Construction)
The State Incident Commander is responsible for all incident activities, including the development of strategies and in some cases tactics, along with the ordering and release of resources. The State Incident Commander has overall authority and responsibility for conducting incident operations and is responsible for the management of all incident operations in all upstate Branches.
JOB DESCRIPTION:

a). Responsible for the overall management of the emergency at the State Level, including:
- Safety and health,
- Environmental,
- Damage assessment,
- Transmission and distribution control centers,
- EOC operations,
- Logistics,
- Security,
- Resource coordination,
- Restoration,
- Contact Center,
- External communications,
- Employee communications,
- Media relations,
- Regulatory affairs,
- Documentation, time, and materials cost tracking, and
- Demobilization.

b). Provides tactical response guidance to the ICS Command and General Staff in New York and to the Branch Directors within the affected Divisions.

3.1.2. Position: STATE SAFETY & HEALTH OFFICER

(Typically filled by the Manager of Safety and Health)
REPORTS TO: State Incident Commander
JOB DESCRIPTION:

a). Develops and manages Safety and Health objectives for the emergency at the State Level.
b). Oversees that the Safety and Health response is aligned with strategic level guidance.
c). Provides operational safety response guidance for employees and restoration workers.
d). The Safety and Health Officer and Safety Specialists will have the authority to stop any job or task deemed by them to be immediately dangerous to life or property.
e). Serves as a resource on Safety-related matters for the State Incident Commander.

3.1.3. Position: STATE ENVIRONMENTAL OFFICER

(Typically filled by the Director or Manager of Environmental Services)
REPORTS TO: State Incident Commander
JOB DESCRIPTION:

a). Oversee Environmental matters associated with the response, including strategic assessment, modeling, surveillance, and environmental monitoring, and permitting.
b). Oversee that the Environmental response is aligned with strategic level guidance.
c). Serve as a resource on Environmental-related matters.
d). Serve as the primary point-of-contact for other responding agencies in the event of an environmental incident.

3.1.4. Position: STATE PUBLIC INFORMATION OFFICER

(Typically filled by the Director of Media Relations)
REPORTS TO: State Incident Commander
JOB DESCRIPTION:

a). Develop and / or approves all communications messages based on guidance from the State Incident Commander.
b). Coordinate the release of all emergency-related communications within the state.
c). Oversee additional responsibilities as assigned by the State Incident Commander.

3.1.5. Position: STATE LIAISON OFFICER

(Typically filled by the Director Level of Regulatory Relations or Regulation and Pricing)
REPORTS TO: State Incident Commander
JOB DESCRIPTION:

a). Direct the assignment of Company personnel to the New York Office of Emergency Management Bunker as requested.
b). Serve as the point of contact for Company liaison activities that report to State level officials.
c). Provide strategic level guidance to the Branch Liaison Coordinator(s).
d). Provide periodic updates to the State Incident Commander as appropriate.
e). Oversee additional responsibilities as assigned by the State Incident Commander.

3.1.6. Position: STATE PLANNING SECTION CHIEF

(Typically filled by a Director or Manager level position from Operations)
REPORTS TO: State Incident Commander
JOB DESCRIPTION:

a). Maintain situational awareness including the reporting on and progress of restoration activities (State Data Center and Regulatory Reporting).
b). Assist the State Incident Commander with evaluation of requests from the Branch Director(s) primarily as they relate to resources and Emergency Plan Compliance.
c). Oversee additional responsibilities as assigned by the State Incident Commander.

3.1.7. Position: STATE LOGISTICS SECTION CHIEF

(Typically filled by a Director or Manager level position from Operations)
REPORTS TO: State Incident Commander
JOB DESCRIPTION:

a). Manages the Logistics team (materials, staging sites, fleet services, facility, materials, communications, meals, and lodging) in support of restoration.
b). Oversees additional responsibilities as assigned by the State Incident Commander.

3.1.8. Position: STATE SECURITY OFFICER

(Typically filled by a Director or Manager level position from Security)
REPORTS TO: State Incident Commander
JOB DESCRIPTION:

a). Manages and supervises the Security organization's actions and response objectives for restoration at the State level.
b). Establishes appropriate utilization of Security services.
c). Serves as a resource on Security-related matters.

3.1.9. Position: STATE FINANCE SECTION CHIEF

(Typically filled by a Director or Manager level position from Finance)
REPORTS TO: State Incident Commander
JOB DESCRIPTION:

a). Establish emergency charge codes.
b). Serve as the primary point of contact for all financial and cost analysis information within the affected State.

3.1.10. Position: STATE HUMAN RESOURCES SECTION CHIEF

(Typically filled by the Human Resources VP or Director level position)
REPORTS TO: State Incident Commander
JOB DESCRIPTION:

a). Serves as the primary point of contact for all human resource requirements within the affected State.

3.2. Branch Level ICS Positions Overview

ICS Command and General Staff at the Branch Level are typically responsible for managing the operational response during an emergency. They implement the Company's response to the emergency and report to the Tactical level on progress. Front line staff shall make safe, re-secure networks and repair damage using standard operating procedures, or, for non-operational incidents, using local procedures. This level includes decentralized Storm Rooms.

To the extent roles are activated at the Branch Level, the organization will vary depending on the nature of the emergency and will be activated by the Branch Director or their designee. Activation of the Emergency Response Organization is performed by in-person notification, telephone, text, e-mail, or a combination thereof. Below is a description of all Branch Level positions that could be activated during an emergency. The activation of any combination of these positions will be determined on an emergency-by-emergency basis.

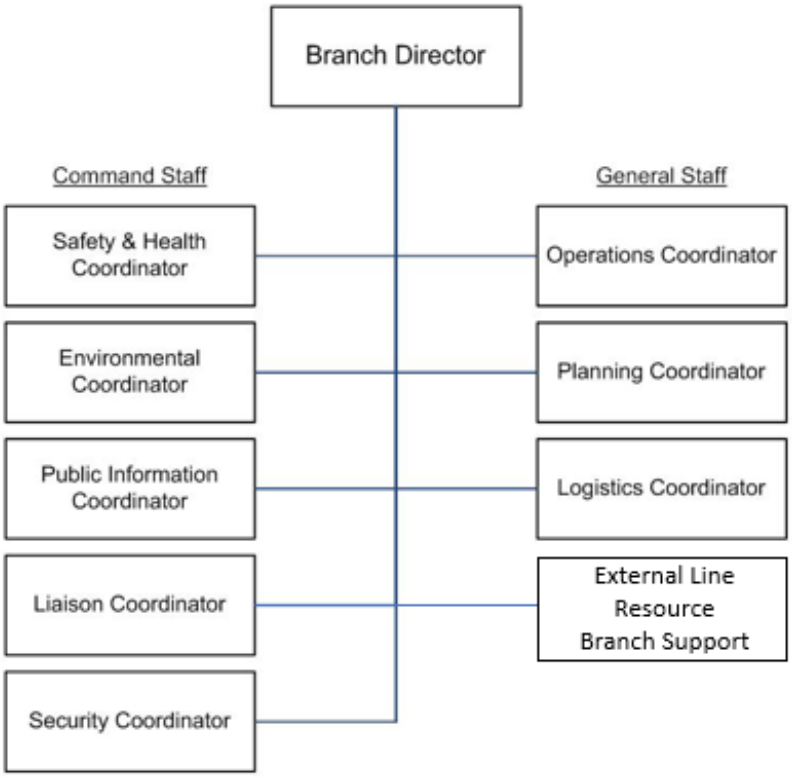

Figure 13. Branch Level Incident Command Structure

Note: In accordance with the principles of NIMS and ICS, the activation of any of these positions is at the discretion of the Branch Director in consideration of the level of response required for each event.

3.2.1. Position: BRANCH DIRECTOR

(Typically filled by the Division Director - Operations Maintenance and Construction)
REPORTS TO: State Incident Commander
The Branch Director is responsible for the emergency response operation in the Branch. The noted Branch ICS Command and General Staff under the Branch Director are accountable for the coordination and communication with noted and various company disciplines. They are accountable for identifying staffing and training requirements to ensure their organizations are prepared for activation during an incident or event. Coordination with Emergency Planning is required to update applicable storm assignments.
JOB DESCRIPTION:

a). Responsible for all aspects of the Branch Level Storm Response including but not limited to:
- Wires Down Response,
- Outage Management,
- Damage Assessment,
- Restoration Crew Management,
- Decentralized Operations,
- ETR Development,
- Logistics,
- Municipal Coordination,
- Municipal Communications,
- Media Relations,
- Internal Communications, Cost tracking, and

- Employee and Labor Relations.
- Provides tactical and operational response guidance to the ICS Command and General Staff and support staff for the affected branch.
- Provides periodic updates to the State Incident Commander to ensure that the operational level response is aligned with tactical level guidance.
- Approves Branch level ETRs.
- Additional responsibilities as assigned by the State Incident Commander.

3.2.2. Position: BRANCH SAFETY & HEALTH COORDINATOR

(Typically filled by a Lead Safety Specialist in the Safety and Health Organization)
REPORTS TO: Branch Director
The Branch Safety and Health Coordinator is accountable for the tactical implementation – the utilization of specific resources to achieve sub-objectives in support of the defined strategy and mission set by the Branch Director and State Incident Commander. This includes the assignment of resources to the work while reinforcing the objectives and restoration priorities for the applicable point in time during the event
JOB DESCRIPTION:

a). Responsible for the development and management of Safety and Health objectives for the incident at the Branch level.
b). Oversees that the Safety and Health response is aligned with strategic level guidance.
c). Provides operational Safety response guidance to the State Level Safety and Health organization(s).
d). Serves as a resource on Safety-related matters to the Branch Director.

3.2.3. Position: BRANCH ENVIRONMENTAL COORDINATOR (Typically filled by a Manager in the Environmental Organization)

(Typically filled by a Manager in the Environmental Organization)
REPORTS TO: Branch Director
The Branch Environmental Coordinator is accountable for the tactical implementation – the utilization of specific resources to achieve sub-objectives in support of the defined strategy and mission set by the Branch Director and State Incident Commander. This includes the assignment of resources to the work while reinforcing the objectives and restoration priorities for the applicable point in time period during the event.
JOB DESCRIPTION:

a). Responsible at the Branch Level for all Environmental matters associated with the response, including strategic assessment, modeling, surveillance, and environmental monitoring, and permitting.
b). Oversees that the Environmental response is aligned with strategic level guidance.
c). Serves as a resource on Environmental-related matters to the Branch Director.

3.2.4. Position: BRANCH PUBLIC INFORMATION COORDINATOR

(Typically filled by the Division Manager for Media Relations)
REPORTS TO: Branch Director
The Branch Public Information Coordinator is accountable for the tactical implementation – the utilization of specific resources to achieve sub-objectives in support of the defined strategy and mission set by the Branch Director and State Incident Commander. This includes the assignment of resources to the work while reinforcing the objectives and restoration priorities for the applicable point in time period during the event.

JOB DESCRIPTION:

a). Initiates outreach to impacted areas of the Company and establishes communications "points of contact" to receive periodic updates.
b). Disseminates messages developed by the State Public Information Officer to the media through a variety of communication channels and employees in coordination with the Branch Director.
c). Oversees additional responsibilities as assigned by the Branch Director.

3.2.5. Position: BRANCH LIAISON COORDINATOR

(Typically filled by the Division Director for Community and Customer management)
REPORTS TO: Branch Director
The Branch Liaison Coordinator is accountable for the tactical implementation – the utilization of specific resources to achieve sub-objectives in support of the defined strategy and mission set by the Branch Director and State Incident Commander. This includes the assignment of resources to the work while reinforcing the objectives and restoration priorities for the applicable point in time during the event.
JOB DESCRIPTION:

a). Serves as the primary point of contact for local government and municipal leaders
b). Directs the assignment of Community Liaisons to support County EOC as requested.
c). Accountable for the procurement and distribution of dry ice and bottled water as required
d). Provides periodic updates to the Branch Director as appropriate.
e). Oversees additional responsibilities as assigned by the Branch Director.

3.2.6. Position: BRANCH OPERATIONS COORDINATOR

(Typically filled by the Manager or Lead Supervisor - Overhead Line)
REPORTS TO: Branch Director
The Branch Operations Coordinator is accountable for the tactical implementation – the utilization of specific resources to achieve sub-objectives in support of the defined strategy and mission set by the Branch Director and State Incident Commander. This includes the assignment of resources to the work while reinforcing the objectives and restoration priorities for the applicable point in time during the event
JOB DESCRIPTION:

a). Coordinates all storm restoration efforts on the Overhead and Underground system in the assigned Branch to produce effective, timely, and uniform results.
b). Provides restoration status information to the Branch Director.
c). Assigns work based on established restoration priority procedures to all resources assigned to the event.

3.2.7. Position: BRANCH PLANNING COORDINATOR

(Typically filled by the Manager or Lead Engineer of Distribution Planning)
REPORTS TO: Branch Director
The Branch Planning Coordinator is accountable for the tactical implementation – the utilization of specific resources to achieve sub-objectives in support of the defined strategy and mission set by the Branch Director and State Incident Commander. This includes the assignment of resources to the work while reinforcing the objectives and restoration priorities for the applicable point in time during the event.

JOB DESCRIPTION:

a). Accountable for damage assessment, development of work packets, the facilitation of capital work tracking, and operations support

3.2.8. Position: BRANCH LOGISTICS COORDINATOR (Typically filled by the Lead Program Manager – Resource Management)

(Typically filled by the Lead Program Manager – Resource Management)

REPORTS TO: Branch Director

The Branch Logistics Coordinator is accountable for the tactical implementation – the utilization of specific resources to achieve sub-objectives in support of the defined strategy and mission set by the Branch Director and State Incident Commander. This includes the assignment of resources to the work while reinforcing the objectives and restoration priorities for the applicable point in time period during the event.

JOB DESCRIPTION:

a). Accountable for coordinating, organizing, and consolidating the Logistics needs of the branch to support branch operations with a primary focus on, but not limited to meals and lodging, equipment, fuel, and materials

b). Responsible to communicate the logistics needs and requirement to the State Logistics Section Chief as required.

3.2.9. Position: BRANCH SECURITY COORDINATOR

(Typically filled by the Lead Security Specialist in the Division)

REPORTS TO: Branch Director

The Branch Security Coordinator is accountable for the tactical implementation – the utilization of specific resources to achieve sub-objectives in support of the defined strategy and mission set by the Branch Director and State Incident Commander. This includes the assignment of resources to the work while reinforcing the objectives and restoration priorities for the applicable point in time period during the event.

JOB DESCRIPTION:

a). Manages and supervises the Security organization’s actions and response objectives for restoration at the Branch level.

b). Establishes appropriate utilization of Security services.

c). Serves as a resource on Security-related matters.

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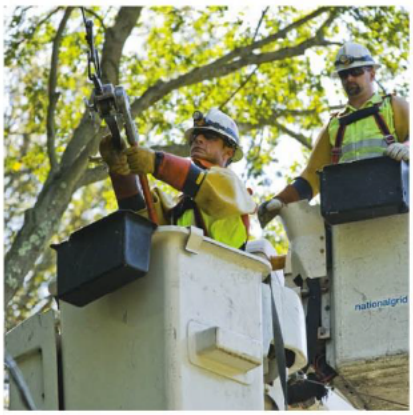
Chapter 4:
Event Classification







Section 4. Emergency Classification and Response Plan Activation

Introduction

The purpose of Emergency Classification and Response Plan Activation is to identify the processes by which the Company tracks and evaluates potential emergencies and mobilizes the Emergency Response Organization to respond. The processes and activities contained in this chapter precede all of the other response-related processes contained in the ERP and are typically initiated during the Pre-Event Stage of an emergency and continue through the Service Restoration Stage.

As conditions change, the structure of the Emergency Response Organization adapts and changes to meet the requirements of the response as warranted.

Processes
4.1 Classification of Emergencies
4.2 Activating the Emergency Response Organization
4.3 Emergency Operation Center Overview

Chapter 4 Summary: Emergency Classification and Response Plan Activation

4.1 Classification of Emergencies	4.2 Activating the Response Organization	4.3 Emergency Operations Center Overview
Key Roles	Key Roles	Key Roles
• State Incident Commander • Emergency Planning • Control Center • Branch Director	• State Incident Commander • Emergency Planning • State Planning Section Chief • Contact Center • Branch Director • Branch Operations Coordinator • Branch Planning Coordinator • HR	• None

4.1. Classification of Emergencies

It is the responsibility of State Incident Commander/Branch Director to closely monitor all emergencies and to evaluate their size, scale, and complexity. The importance of evaluation cannot be overstated and must be made at the earliest possible moment of occurrence.

The State Incident Commander/Branch Director has the responsibility to implement emergency procedures within the affected Branch commensurate with the size, scale, and complexity of the emergency. The VP - NY Electric Operations Maintenance and Construction and the Director of Emergency Planning shall be immediately notified by the Incident Commander/Branch Director of Class II and III emergencies.

An individual major emergency number will be issued by Emergency Planning for each Branch affected for every Class II or III emergency.

MAJOR EVENT

Justification documentation for PSC Reliability and Deferral Storm classifications are based on the restoration target of 24 hours. Emergency (Major Emergency) Evaluation for Class II or Greater Events - the Incident Commander/ Branch Director shall evaluate the event from its onset to determine if a major emergency classification may be applicable. This evaluation shall be based upon the following criteria:

1. The weather event has caused either ten percent (10%) of the customers in an *Operating Region (also known as operating area) to experience interrupted service at one point in time during the event; (Reliability and Deferral), or
2. Customers within an *Operating Region have experienced interrupted service for at least twenty-four (24) hours. (Reliability), or
3. At least 1% or more of customers within an *Operating Region have experienced interrupted service for at least twenty-four (24) hours. (Deferral).

*Note: The New York Operating Regions within the Branches are:

NY-West:	Frontier, Genesee, Southwest
NY-Central:	Central, Northern, Mohawk
NY-East:	Capital, and Northeast

To justify that an event has qualified as a major emergency for PSC reliability or PSC deferral, a designee from Electric Operations Construction and Maintenance will need to provide supporting information to Network Strategy for review and concurrence. A major emergency work order number shall be issued by Emergency Planning on a regional basis.

Once all supporting documentation has been reviewed and accepted, an event will be qualified as a major emergency for either reliability purposes and/or deferral treatment. Network Strategy shall notify Distribution Finance of the results of the review. Distribution Finance shall process the deferral requirements when it is determined the event is qualified. Network Strategy shall be responsible for obtaining and retention of all supporting documentation for the classification of major emergencies for PSC reliability and deferral:

A. When an event causes ten percent (10%) of the customers in an *Operating Region to experience interrupted service, the documented validation by the Control Center of facility lockouts comprising the ten percent of customers (at one point in time) shall be provided. The validation will include the date and time of the lockout, Operating Region involved, customers affected and restored date and time if restoration of the facility has occurred.
B. When an event causes an *Operating Region to experience interrupted customer service for more than twenty-four (24) hours, the associated IDS events will be used for both Reliability

and Deferral qualification. In order to process the deferral emergency successfully, IDS events for one percent (1%) of the Region's customers out of service greater than 24 hours are required. OMS based values are not acceptable for qualification, only IDS may be used to qualify an event. In order to eliminate reporting mistakes, durations and customers will be verified by Customer Reliability with input from Electric Operations and the Control Center.

Note:

OMS/Focal Point reporting sheets cannot be accepted at this time as a valid source for justifying the evaluation of events.

C. If an event necessitates that Mutual Assistance will be required by National Grid or other reasons as determined necessary by the Incident Commander / Branch Director, a Work Order Number will be issued by Emergency Planning for that event. However, documentation as noted above to qualify an event as a major emergency is still required.

For all major emergencies, the Branches shall retain the information regarding Assistance provided and Assistance obtained which is outlined in Exhibit 4.1. Emergency Planning will coordinate the availability of this information for review by Network Strategy, Operations Maintenance and Construction, and Project Management and Complex Construction prior to being forwarded to Finance.
For all emergencies classified as a Class III Emergency, the requirements of Chapter 21 are to be followed, unless directed otherwise by Emergency Planning.

4.2. Overview of Emergency Classification Levels

The classification of an emergency is dependent upon how geographically widespread the emergency is. It is not correlated to the activation level or staffing of the Emergency Response Organization.

The following are guidelines to determine the severity of emergencies and their classifications:

Class - I

The severity within a Region is such that complete restoration is expected to be accomplished within a twenty-four (24) hour period utilizing Company Resources.
Events in this classification typically possess any of the following characteristics: gusty winds, heat, rain, freezing rain, snow and/or lightning resulting in minor line problems, light system outages, and possible occasional damaged circuits that are relatively local in nature.

Class - II

The severity within one or more Regions is such that complete restoration is expected to be accomplished in less than a 72 hour period by Company Resources and depending on the event, with the support of Mutual Assistance and External Resources. Restoration may require assistance from other Company Resources from other Regions.
Events in this classification can possess any of the following characteristics high winds over a prolonged period, heavy rain, freezing rain, sleet, wet snow, ice, and/or heavy lightning resulting in moderate system outages with damaged circuits.

Class - III

The severity is such that complete restoration is expected to be accomplished in greater than a 72 hour period by Company Resources and depending on the event, with the support of Mutual Assistance and External Resources. Restoration may require assistance from other Company Resources from other Regions.
Events in this classification include: severe storms such as hurricanes, prolonged high wind events, heavy icing, accumulation of heavy or wet snow, severe lightning, flooding, straight-line wind events, or other conditions which produce widespread prolonged outages, high customer call volume, extensive damage,

and a large number of circuit lockouts.

For the purpose of defining Company Resources; the following shall apply:

a). Company Resources shall include National Grid Company Resources from New York, New England, and Rhode Island.

b). For the purposes of Classifying a Storm; Company Resources shall also include Company Contractor Crews (or contractors of choice – COC).

c). Contractor of Choice Crews are resources contracted with by the Company to perform daily or routine work that is normally planned and scheduled on a daily basis.

d). Contractor of Choice Crews are typically on Company property on a daily basis.

Overview of Emergency Classification Levels

Description	Class-I	Class-II	Class-III
Number of Customers Affected	> 5,000 Customers > 30 minutes in a Division* > 20,000 Customers > 30 minutes companywide*	> 5,000 Customers > 30 minutes in a Division* > 20,000 Customers > 30 minutes companywide*	> 5,000 Customers > 30 minutes in a Division* > 20,000 Customers > 30 minutes companywide*
	*Regulatory definition for event determination		
Number of Regions Affected	1 to 8	1 to 8	1 to 8
Mutual Assistance / External Resources	No	Event Dependent	Event Dependent
Assistance from other Company Region (2)	Event Dependent	Event dependent	Event Dependent
Restoration Duration	**Expected to Restore < 24 hours** The severity within a Region is such that complete restoration is expected to be accomplished within a twenty-four (24) hour period utilizing Company Resources from within the Region.	**> 72 hours** The severity within one or more Regions is such that complete restoration is expected to be accomplished in less than a 72 hour period by Company Resources and depending on the event, with the support of Mutual Assistance and External Resources. Restoration may require assistance from other Company Resources from other Regions.	**> 72 hours** The severity is such that complete restoration is expected to be accomplished in greater than a 72 hour period by Company Resources and depending on the event, with the support of Mutual Assistance and External Resources. Restoration may require assistance from other Company Resources from other Regions.
Type of Damage	Events in this classification typically possess any of the following characteristics: gusty winds, heat, rain, freezing rain, snow and/or lightning resulting in minor line problems, light system outages, and possible occasional damaged circuits that are relatively local in nature.	Events in this classification can possess any of the following characteristics high winds over a prolonged period, heavy rain, freezing rain, sleet, wet snow, ice, and/or heavy lightning resulting in moderate system outages with damaged circuits.	Events in this classification include: severe storms such as hurricanes, prolonged high wind events, heavy icing, accumulation of heavy or wet snow, severe lightning, flooding, straight-line wind events, or other conditions which produce widespread outages, high customer call volume, extensive damage, and a large number of circuit lockouts.

Minimum Staffing Levels (FTE) - Emergency Classification Levels			
Minimum Staffing	**Class-I**	**Class-II**	**Class-III**
Internal Overhead Line FTE	50 – 763 Subject to event impact	75 – 763 Subject to event impact	100 – 763 Subject to event impact
External Overhead Line FTE	0	Request for external resources will be determined as a function of the size, scope, and complexity of the event	Request for external resources will be determined as a function of the size, scope, and complexity of the event
Forestry FTE (Minimum is by Division)	95 - 423	95 – 423 Request for external resources will be determined as a function of the size, scope, and complexity of the event	Request for external resources will be determined as a function of the size, scope, and complexity of the event
Service Restoration FTE (Minimum is by Division)	0 (Service work typically performed by Line Crew)	2 - 10	2 - 20
Wire Guard FTE	3 - 5 qualified personnel per the affected district as a function of size, scope, and complexity of the event	3 - 5 qualified personnel per the affected district as a function of size, scope, and complexity of the event. Request for external resources will be determined as a function of the size, scope, and complexity of the event	10 qualified personnel per the affected district as a function of size, scope, and complexity of the event. Request for external resources will be determined as a function of the size, scope, and complexity of the event
Damage Assessors FTE (Minimum is by Division)	0	2 – 6 Request for external resources will be determined as a function of the size, scope, and complexity of the event	2 – 10 Request for external resources will be determined as a function of the size, scope, and complexity of the event

4.3. Weather Reporting

It is of great importance that the weather and other incidents and events both locally and around the country that might adversely impact the system be monitored closely, particularly during periods of impending adverse conditions. Electric Operations, The Control Center, Emergency Planning, and others throughout the company will monitor the weather and any incident or event that poses a potential significant risk will be immediately communicated to the Vice President of Electric Operations.

Weather forecasts are obtained three (3) times daily from the Company's 3rd party weather service provider, as well as the National Weather Service and other media based weather sources, and publicly available apps in an effort to fully understand the confidence and severity of potential weather effects. The Company will consider the more conservative forecast (i.e., the forecast indicating the greatest potential impacts to the electric system) when developing plans for response associated with predicted severe weather.

Roles and Activities

4.3.1. Emergency Planning

- 4.3.1.1. Arranges for weather forecast info through DTN.
- 4.3.1.2. Communicates potential risks to COO, VP Maintenance & Construction and/or State VP's of Operations.

4.3.2. Control Center

- 4.3.2.1. Monitors weather equipment and relays information.
- 4.3.2.2. Provides regular weather reports identifying potential problems.

4.4. Classifying an Emergency

Whenever failure of electric service does occur, the Emergency Response Organization shall be activated to the level required to manage the event efficiently and effectively.

Roles and Activities

4.4.1. State Incident Commander

- 4.4.1.1. Closely monitor all emergencies and to evaluate their size, scale, and complexity.
- 4.4.1.2. Responsibility to implement emergency procedures within the affected Branch commensurate with the size, scale, and complexity of the emergency.
- 4.4.1.3. Shall immediately notify The VP - NY Electric Operations Maintenance and Construction and the Director of Emergency Planning.
- 4.4.1.4. Determines the classification of the emergency in conjunction with the Branch Directors.

4.4.2. Branch Director

- 4.4.2.1. Participate in all required pre-emergency planning activities which include but shall not be limited to monitoring of weather forecasts, participation in Branch planning conference calls, and State planning conference calls.
- 4.4.2.2. Determines the classification of the emergency in conjunction with the State Incident Commander.

4.5. Activating the Emergency Response Organization

Upon the declaration of an emergency or in the pre-event planning stage of a forecast event, State Incident Commander, Branch Director, or their designee(s) will activate the Emergency Response Organization when deemed appropriate.

This will include the identification of which EOCs to open, what ICS Command and General Staff positions to activate, and what support personnel are required.

Organization Activation

The Emergency Response Organization is staffed at established EOCs as needed to maintain communications and coordinate field operations. The severity of the emergency determines which positions are activated and which EOC(s) are opened.

Due to the size and nature of the Emergency Response Organization, the activation process is intended to be a cascading activity using chain of command to maximize response efficiency and consistency.

Personnel Activation

The activation of ICS Command and General Staff positions will be done at the discretion of the State Incident Commander for State Level positions and Branch Director(s) for Branch Level positions. The State Incident Commander and Branch Director(s) will determine the ICS Command and General Staff positions that are required to respond to an emergency. The activation of support resources will be done by Emergency Response Process Leads based on the Emergency Response Organization structure desired by the State Incident Commander.

The activation and acquisition of ICS Command and General Staff positions and support personnel is covered in detail in Chapter 6 (sections 6.6 and 6.7, respectively).

Roles and Activities

4.5.1. State Incident Commander

- 4.5.1.1. Determines which EOCs, both State and Branch Level, to be staffed and activated based on the severity of the emergency.
- 4.5.1.2. Notifies the New England State Incident Commander that the NY State Emergency Operations Center is operational.
- 4.5.1.3. Determines which State Level ICS positions and support functions are required to respond to an emergency.
- 4.5.1.4. Oversees operation of the State EOC or appoints a designee to do so in their absence. Contacts unaffected Branches to determine status, availability to assist affected Branch(es).

4.5.2. Emergency Planning

- 4.5.2.1. Contacts Information Services storm support to setup computers and provide support for State Emergency Operations Center as warranted.

4.5.3. State Planning Section Chief

- 4.5.3.1. Activates the State Emergency Response Organization and EOC if directed to do so by State Incident Commander.
- 4.5.3.2. Notifies PSC of emergency conditions for Class III emergencies, or other emergency conditions as warranted - notification for loss of Electric Service as required by the state regulatory agency will follow instructions per NG-EOP G010.

4.5.4. Contact Center Lead or Designee

- 4.5.4.1. Notifies company disciplines / departments under their direction that an emergency exists.

4.5.5. Branch Director

- 4.5.5.1. Determines which Branch Level ICS positions that are required to oversee the functions desired by the State Incident Commander.
- 4.5.5.2. Oversees operation of the Branch EOC or appoints a designee to do so in their absence.

4.5.6. Branch Operations Coordinator

- 4.5.6.1. Notifies chain of command when emergency is other than a minor nature.

4.5.7. Branch Planning Coordinator

- 4.5.7.1. Activates the Branch Emergency Response Organization and EOC if directed to do so by State Incident Commander.

4.5.8. Human Resources Lead or Designee

4.5.8.1. Contacts, assesses, commits, and notifies opening of EOC to resources.

4.6. Emergency Operation Center Overview

EOCs can be established at two levels within the Emergency Response Organization based on the severity of an emergency: State EOC(s) and Branch (or Division) EOC(s).

The State EOC is located in the Henry Clay Boulevard Complex HCB-3, Rm 108C. In the event that the Henry Clay Boulevard Complex HCB-3, Room 108C location is unavailable, the offsite backup location is at Henry Clay Boulevard Building 2, Room 159. Contact telephone numbers for the State EOC and a list of guidelines for opening the EOC are included as Exhibits A and B to this chapter, respectively, which are included in Appendix A of this ERP.

During State Level emergencies, the State Emergency Response Organization:

a). Monitors customer interruptions,
b). Monitors the State Level operating status and overall system damage,
c). Assists Incident Commander in setting State Level priorities and objectives,
d). Provides information on customer interruptions, Estimated Time of Restoration (ETRs), issues periodic status updates on the on-going restoration activities to senior management, Media Relations, Internal Communications, and Regulatory Affairs), and applicable Regulatory Agencies, i.e. NY-PSC,
e). Facilitates communication and supports information exchange in support of the resources acquisition process that includes Company crews, tree crews, contract crews, and crews from foreign utilities, and
f). Provides status update reports every 4 hours (as described in Chapter 21 of this ERP), which includes reporting on resources for the restoration activities.

During emergencies where Branch Level Emergency Response Organizations are activated, the Branch Organization works to:

a). Coordinate with Distribution Control Center to maintain the OMS model,
b). Prioritize service restoration,
c). Oversee decentralized operations,
d). Dispatch resources to all trouble locations,
e). Maintain ETRs in the OMS system accuracy, and
f). Provide data as requested in support of required reporting.

The hours of operation and the Operational Period of the EOC will be based upon the circumstances associated with the severity of the emergency and the Operating Condition and Level.
All Regulatory coordination for contact or access to any National Grid EOC / Service Center shall be facilitated through Emergency Planning Support.

New York Branch EOC Locations

The primary Branch EOC locations are listed below; however, a Branch EOC may be established at any of the New York Service Center locations throughout upstate NY - **Division / Region**

Division	Region	Address
West	Frontier	[redacted]
	Genesee	[redacted]
	Southwest	[redacted]
Central	Central	[redacted]
	Mohawk Valley	[redacted]
	Northern	[redacted]
East	Capital East	[redacted]
	Capital West	[redacted]
	Northeast	[redacted]

Control Center Locations

DISTRIBUTION CONTROL CENTERS

General

Distribution Control Centers (DCCs) are located in each of the Divisions and will be staffed 24 hours each day during major emergencies. The DCCs are the controllers of distribution assets during non-emergency periods.

During emergencies, controllership for some portions of the electric distribution system may be delegated to the Regional Restoration Center as jointly determined necessary by the DCC manager (or designee) and Incident Commander and/or Branch Director.

Typically, the Regional Restoration Center will dispatch trouble and be delegated controllership of un-fused radial single phase or three phase laterals while the DCC will retain 3-phase main-line controllership and maintain the OMS model. However, other arrangements, such as delegation of controllership for an entire feeder to the Regional Restoration Center, are permissible depending on the size, scale, and complexity of the emergency.

The DCCs and the Transmission Control Center will retain responsibility for controllership and operation of the electric transmission/sub-transmission systems and stations within their respective Region(s). During a major emergency, the DCCs shall be responsible for the restoration of these systems in coordination with the Transmission Control Center and Emergency Restoration Centers. The Director of Distribution Control may serve as a member of the Branch Emergency Operations Center as conditions warrant.

See Exhibit 4.2 for Locations and Contact Information for Distribution Control Centers

TRANSMISSION CONTROL CENTER

General

The NY - Transmission Control Center is responsible for the real-time delivery of safe, secure, and reliable transmission systems involving National Grid's assets. Transmission Control Center – NY will be staffed 24 hours each day during major emergencies.

During Emergencies, this Center shall be responsible for communications and coordination of restoration of NMPC bulk power system interconnections with other utilities and the New York State Independent System Operator. The Transmission Control Center will retain responsibility for controllership and operation of the electric transmission system and stations. During a major emergency, the Transmission Control Center shall be responsible for the restoration of these systems in coordination with the Distribution Control Centers and Emergency Restoration Centers.

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Chapter 5:
Restoration Prioritization







Section 5. Restoration Prioritization

Introduction

To restore power after a major event, National Grid relies on a process that is recognized as an industry standard to restore power. The safety of the public and crews restoring power is the Company's first priority. Restoration plans following outages are designed to safely restore power to the most customers in the shortest time. This sometimes means that a storm must pass before National Grid crews are able to begin to assess and repair damage.

The order in which repairs are made follows the path that electricity takes from the power plants to the customer. Company crews begin with transmission and primary circuits that can affect a large number of customers. Then, crews restore lateral distribution lines that can affect many customers; secondary distribution lines that affect fewer customers; and finally service lines to individual customer homes. At the same time, the Company tries to restore service to Critical Facilities such as hospitals, police departments, firehouses, and other public health and safety facilities on a priority basis, as warranted. However, the designation of customers as Critical Facilities, LSE customers, or customers with special needs does not guarantee or provide for priority restoration after a major storm or event.

While the restoration process cannot guarantee or provide for priority restoration, National Grid provides specific outreach programs to Critical Facilities, LSE customers, and other customers with special needs to help them prepare for power outages and remain informed of the Company's response. These programs provide these customers with an expanded level of communication that includes pre-event notifications (for forecasted events) and daily outreach during the Company's response and restoration to help them with their continuity planning.

5.1. Restoration Prioritization Summary

In general, emergency work is carried out and service is restored in the order of priority listed below with some of the activities potentially taking place simultaneously.

Live Wires and Extreme Hazards

The elimination of hazards to the public takes precedence during emergencies. Available personnel are to be divided into the minimum size crews as required to repair or cut and clear the primary and secondary hazards. Wires are cleared so that service can be restored up to the break. When prioritizing response to emergency calls the dispatcher will recognize the severity of risk for areas such as schools, playgrounds, and high pedestrian areas, providing response as soon as possible.

Transmission

Transmission line restoration is prioritized by the Control Center. Transmission line repairs are directed by the designated Supervisor. Sufficient help is assigned to permit restoration of transmission service to substations by the time load can be served from the station. Bulk power circuits not directly affecting substations are assigned priority depending on the importance of the circuit and the effect of its loss on the bulk power system. The need for bulk power circuits is determined by the Syracuse Power Control Shift Supervisor in coordination with the applicable Control Center.

Substations

Substation repairs are directed by the Manager Power Delivery. He/she consults with the Control Center to determine the order of restoration.

Critical Facilities

Priority for restoration is given to those facilities from which essential services, functions for the continuation of public health and safety, and disaster recovery are performed or provided such as hospitals, water plants, and fire stations, as practicable. Specific requests for other priorities must be

made to the Incident Commander / Branch Director by way of the proper chain of command. Refer to NY-ERP 17.3 for Critical Facility Procedures.

Life Support Equipment Customers

Efforts shall be made to restore service to life support customers as quickly as conditions warrant. A current list of customers shall be available in the State and each Branch Emergency Operations Center. These shall be maintained in accordance with Chapter 17.4 - "Life Support Equipment Customer Procedure." In addition, special crews consisting of non-line personnel may be established to investigate requests for assistance from these customers and to render aid as required and as possible. It is important to note, that while electric utilities have programs that help Life Support Equipment (LSE) customers prepare for power outages, enrollment in such programs does not ensure priority restoration. With a number of protections in place for LSE customers that include daily outreach during storm events, LSE customers do not require priority restoration of service. That being understood, when conditions are equal with no extenuating circumstances and there is a situation where an equal number of customers can be restored and one or more of them are LSE customers, the Company will prioritize the LSE outage over a non-LSE outage. Typically, this scenario will occur toward the end of restoration for the event.

Primary Circuits

Main portions of primary circuits shall be restored by cutting faulted sections clear either by opening switches or cutting wires. Primary faults shall then be corrected to restore all primaries. When a crew restores primary in any block, they also restore series streetlight wires even though no effort is then made to restore the streetlight circuits.

Secondary Circuits

Secondary, multiple streetlights, and services shall be restored at the same time. A crew shall complete all the work on one visit to a block. It is the Chief Line Mechanic's duty to examine the block and repair any trouble. If the customer's equipment requires repair, he will notify the customer, using Form 628-5, and restore the service wires, leaving them disconnected at the house. Personnel other than Line Mechanics may be utilized for secondary and service restoration.

Street Lighting Circuits

Street lighting series circuits shall be assigned to crews by circuits for restoration. A map of the circuit is marked with known trouble. If necessary, a patrol shall be made, or standard procedure shall be used to locate open circuits.

Permanent Repairs

During restoration of service, permanent repairs are made whenever possible. After all service is restored, permanent repairs shall be made to any temporary repairs.

A log of temporary repairs shall be maintained by the Branch Planning Organization during the restoration process to facilitate the completion of permanent repairs. Permanent repairs are scheduled following restoration. Several variables affect the time required to complete permanent repairs such as the type and location of damage incurred, and the number of temporary repairs.

See Exhibit 5.1 for Warning Notice

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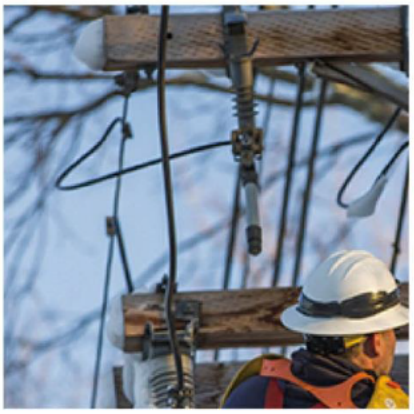
Chapter 6:
Resource Acquisition







Section 6. Resource Acquisition

Introduction

The purpose of Resource Acquisition is to establish a procedure that the Company can use to identify, acquire, and apportion both internal and external Restoration and Support Resources across affected areas of the service territory as necessary to support emergency restoration efforts.

The acquisition and allocation of resources can begin in the pre-event stage of an emergency and continue through the service restoration stage as required.

Chapter 6 Summary: Resource Acquisition

6.1 Acquisition of Internal Restoration Resources	6.2 Acquisition of Utility Mutual Assistance Resources	6.3 Acquisition of External Contractors	6.4 Acquisition of Services from Retirees	6.5 Providing Mutual Assistance	6.6 Acquisition of ICS Command and General Staff Resources
Key Roles	**Key Roles**	**Key Roles**	**Key Roles**	**Key Roles**	**Key Roles**
• Emergency Planning • State Incident Commander • Control Center • Branch Director • Branch Operations Coordinator	• State Incident Commander • Emergency Planning • Branch Director • Branch operations Coordinator	• State Incident Commander • Emergency Planning • Branch Director • Branch Operations Coordinator	•State Incident Commander •Emergency Planning •HR	• State Incident Commander • Emergency Planning • Branch Director	• State Incident Commander • Branch Director

6.7 National Guard	6.8 Acquisition of Support Resources
Key Roles	**Key Roles**
	• State Incident Commander • State Planning Section Chief

Processes

6.1 Acquisition of Internal Restoration Resources

6.2 Acquisition of Utility Mutual Assistance Resources

6.3 Acquisition of External Contractors

6.4 Acquisition of Services from Retirees

6.5 Providing Mutual Assistance

6.6 Acquisition of ICS Command and General Staff Resources

6.7 National Guard

6.8 Acquisition of Support Resources

Resource Acquisition Overview

For forecast events, the Emergency Response Organization Leadership and/or their designees utilize the Pre-Event reference found in Section 31 and a series of emergency conference calls to align, mobilize, and deploy the organization for response. This alignment includes the activation of ICS Command and General Staff personnel, support resources and restoration resources required to respond to an emergency and can include the pre-positioning of restoration resources which may come from an internal or external source so that they can be easily deployed to branch locations for the start of restoration.

Because every event or emergency is unique to itself, subjective analysis combined with knowledge of the Company's infrastructure, and the Company's experience is required to estimate resource requirements based on weather forecasts or other known hazard conditions.

To fulfill the restoration resource requests that are deemed necessary to ensure a responsive emergency restoration, the Company has a portfolio of resource options. The State Incident Commander can utilize Company Restoration and Support Resources and retirees or, when those resources are not sufficient, escalate resource requests to the State Incident Commander who will coordinate with the State Incident Commander from other National Grid Affiliate Companies in an effort to secure resources from other states.

Throughout the Service Restoration Stage of an emergency, as progress is made, field conditions change and information about field conditions evolves, restoration resources (internal, utility mutual assistance, and contractor) may be redeployed to Branch locations (work assignment areas) by the State Incident Commander based on input and coordination with the Branch Directors and when appropriate, with the State Incident Commander from other National Grid affiliate companies.

The processes included below highlight the activities carried out at the State and Branch levels to facilitate the acquisition of external resources at the State level.

The following are National Grid policies that must be adhered to by employees, hired contractors or foreign crews while on National Grid property for whatever reason:

a). On-Boarding of foreign crews / resources
b). Safety policies and protocols (i.e., lockout / tag-out, personal protective equipment, etc.) are expected to be adhered to throughout the restoration.
c). There shall be no consumption of alcoholic beverages during regular working hours, overtime, and emergency or at meals.
d). Meals shall be obtained at a reasonable price.
e). The unlawful use, possession, sale, or purchase of "controlled substances" is prohibited.
f). No person shall enter upon National Grid property while in possession of a firearm of any description, loaded or unloaded.
g). Room accommodations will be treated respectfully and in accordance with "House Rules."
h). National Grid will not pay for hotel charges for room service, movie charges, etc. One call to home number of a reasonable duration is allowed.
i). Personnel who are sick, injured or otherwise unable to report to work shall inform their immediate supervisor who, when applicable, will report to their assigned National Grid representative.

6.1. Acquisition of Internal Restoration Resources

The State Incident Commander can call upon crews located within unaffected parts of the state (i.e., overhead line resources, forestry resources, damage assessment resources, wire guard resources, service restoration crews) to provide supplemental emergency restoration services to affected areas

requiring support. Additionally, the State Incident Commander is able to leverage the size of the Company by calling upon other National Grid affiliated companies to move crews between states to provide supplemental emergency restoration services.

Response to an emergency may require the movement of personnel between Districts / Regions / Divisions in an expeditious method to complete restoration of service in a timely manner.

The Branch Operations Coordinator of the affected area will perform a situational assessment and make restoration resource requirement recommendations to the Branch Director. When the Branch Director and Branch Operations Coordinator determines that the restoration resource needs cannot be met with resources from within the District / Region, the Branch Director will coordinate with the Branch Operations Coordinators of the unaffected Regions to coordinate the movement of resources within the Division to support restoration in the affected areas. The Branch Director will inform and or coordinate with the State Incident Commander.

When resource requirements exceed those of a Division, the State Incident Commander shall work with the Branch Director of the affected Division(s) to arrange for the required assisting personnel from areas within the Division and from other Divisions that are not affected within New York State. If additional resources from outside the Divisions and/or New York State Division(s) are required, the State Incident Commander shall coordinate with the State Incident Commander(s) from other National Grid affiliated companies to move resources when able from unaffected affiliated companies to affected areas within New York.

Mutual Assistance-Utility and Mutual Assistance-Utility Contractor resources shall not be released from New York without the approval of the State Incident Commander who will coordinate with the State Incident Commander(s) of the other National Grid affiliated companies in the event support is required else ware throughout the National Grid U.S. Service Territory.

Crew Transfer Sheets, an example of which is found in Exhibit 6.1 to this chapter, which is included in Appendix A of this ERP, will be utilized when Company crews are transferred out of their home Branch and, if a significant number of crews are transferred, the crew supervisor will travel with the crews to the new Branch.

During major emergencies when there may be many service wires down, service restoration crews may be formed at the request of the State Incident Commander and/or Branch Director to supplement existing line resources to restore single phase secondary services.

Crews may originate from subway (underground), stations, service or any other job classification that is qualified to work on and near exposed energized electrical equipment and have been issued and trained in the proper use of Class-1 rubber gloves. When service restoration crews are formed, the normal compliment will be a two-person crew, but the crew compliment can vary. As service crews are formed, all efforts will be made to provide qualified supervision to oversee service restoration crew work in the field.

All service restoration activities will be limited to repairs on single phase secondary service drops only. All such repairs from the pole to customer meter channels should be treated as energized at all time. No “connects” will be allowed on the pole end if the pole is equipped with primary equipment such as transformers, regulators, capacitors, etc. Mid-span connections shall be limited to bucket truck applications only, provided adequate clearances can be maintained from the primary conductor.
A separate storm room may be established to handle all service restoration activities to allow the Divisional Storm Board to concentrate on transmission and feeder restoration. This separate storm room

for services shall report all activities to the Divisional Storm Board and shall be under the general direction of the Branch Operations Coordinator or Branch Director. After service restoration crews are dispatched, they will contact the Line Supervisor in charge of the feeder they are assigned to coordinate work activities.

A list of qualified employees trained in service restoration activities will be posted and maintained at each Branch Emergency Operation Center. All personnel involved with the repair / replacement of services during emergency restoration shall have completed Storm Restoration Training for Non-Line Personnel.

MOBILIZATION for CLASS II and CLASS III EMERGENCIES

All orders to mobilize personnel shall be communicated by the State Incident Commander to the Branch Director(s) of the Branch(es) that are to supply the personnel. When such orders are issued, the information included in Exhibit 6.1 found in Appendix A of this ERP, for field crews will be provided.

Whenever possible and practical, all required / requested field personnel shall be assembled and dispatched in appropriate size groups with appropriate supervision. If tree crews are required, the requested number of crews will be sent to work under the direction of requesting Branches' Forestry supervision. When warranted, additional Forestry supervision shall be requested for assistance in directing crews.

Field crews and support personnel crew transfer sheets shall - at a minimum - be provided in a timely manner to the Branch Director of the receiving Branch and Emergency Planning Support.

For major emergencies, the leadership of unaffected Branch(s) may be called upon to send Supervisors and select management personnel to assist the affected Branch(s).

Heavy wet snow or heavy icing events present some unique requirements for timely restoration. These types of past events have provided data from which a guideline has been established for the required line crew and tree crew necessary to provide timely restoration. This guideline indicates the following:

- 2.8 line crews for each distribution lockout
- 1.5 forestry crews for each distribution lockout

Note: This guideline is only an estimate and many variables must be considered such as amount of snow or ice, existing foliage on trees, customers affected, transmission/sub-transmission outages etc. This guideline may be used to provide assistance in determining the line crew and tree crew needs prior to the availability of damage surveys. Available information will be used to assist in determining the needed resources.

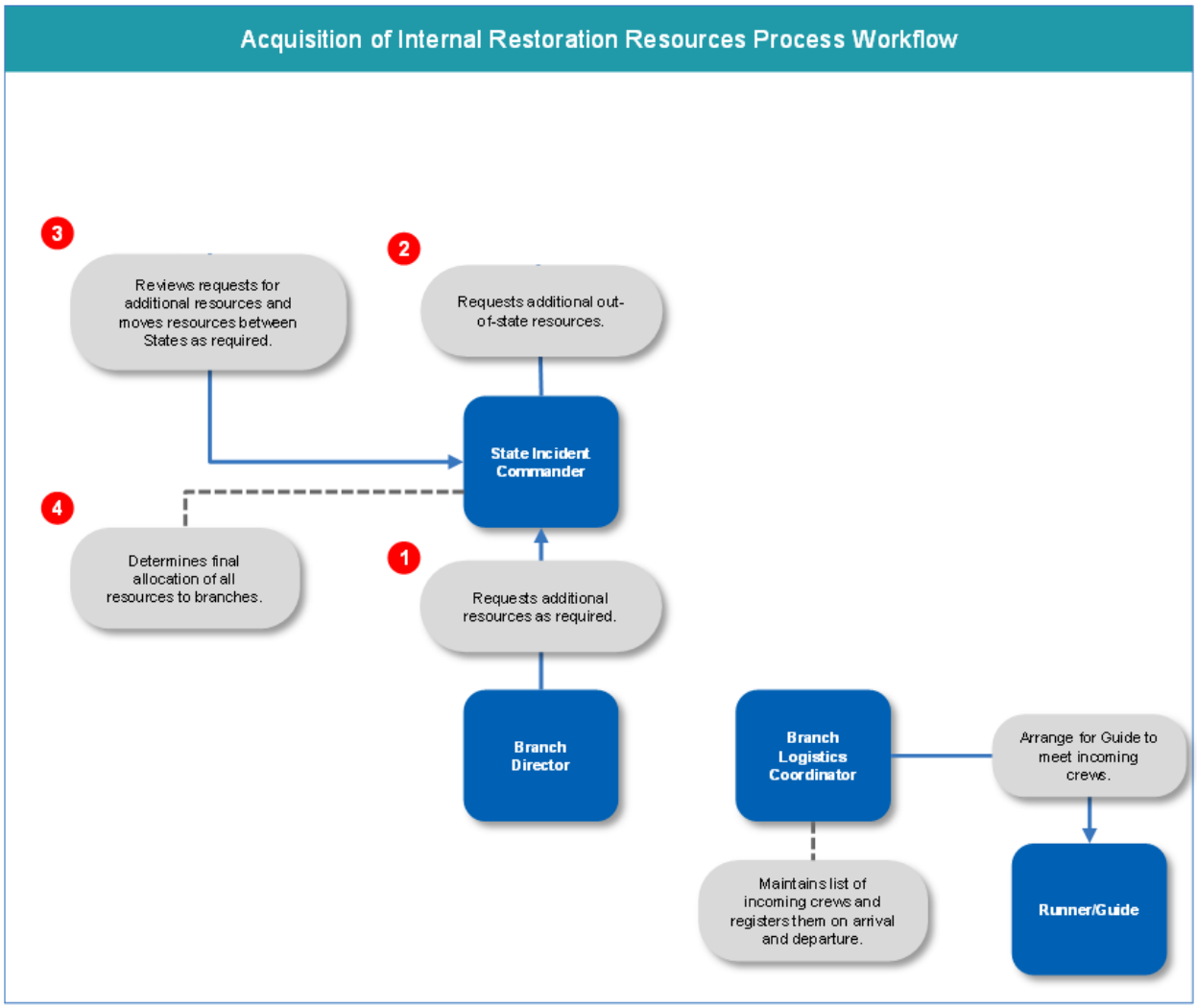


Figure 14. Acquisition of Internal Restoration Resources - Process Workflow

Roles and Activities

6.1.1. State Incident Commander

6.1.1.1. Receives requests for additional resources from the State Incident Commander from National Grid affiliate companies and works with the State Incident Commander of the affected areas to coordinate the movement of Company restoration resources from other states to New York to respond to emergencies.

6.1.2. Emergency Planning

6.1.2.1. Assist/coordinate as needed with the arrangements for obtaining assistance from other companies (NYS Utilities/National Grid NE, then the EEI Mutual Assistance Roster). Coordinate with the State Incident Commander or their designee to summarize the assistance obtained from each participating company and provide to requesting division(s) with the information as required.

6.1.3. State Incident Commander

6.1.3.1. Determines the number of additional distribution overhead line crews, vegetation management resources, and transmission resources needed to respond to an emergency and allocates resources from unaffected branches in the state to affected branches.

6.1.3.2. Makes request for additional assistance through the respective State Incident Commander(s) of the affiliated National Grid companies.

6.1.3.3. Notifies Human Resources of crew transfers for both Branch and Mutual Assistance activities.

6.1.4. Control Center Operator

6.1.4.1. Contacts Sub-Stations leadership to determine advisability of calling out switching personnel based on weather advisory.

6.1.4.2. Calls out personnel.

6.1.5. Control Center Security Operator

6.1.5.1. Determines the need to call out switching personnel based on weather advisory and if so direct the Control Center Operator to make the call outs.

6.1.5.2. Calls our personnel as required.

6.1.6. Wire Down Room Lead or their designee

6.1.6.1. Mobilizes Service Department personnel to provide emergency assistance to the Branch Operations Coordinator.

6.1.7. Branch Director

6.1.7.1. Determines need and makes requests for additional resources to the State Incident Commander.

6.1.7.2. Arranges for assignment of crews between Branch(es) and notifies Labor Relations and IBEW Local 97.

6.1.7.3. Oversees appropriate Storm Crew Assignment sheets are completed by assisting Branch(es) and forward to affected Branch(es).

6.1.8. Branch Operations Coordinator

6.1.8.1. Coordinates resource requests with Branch Director

a). Wire Down Organization.

b). Mobilizes Wire Down Organization personnel to provide emergency assistance to the Branch Operations Coordinator.

c). Gas Operations

d). Mobilizes Gas Department personnel to assist the Branch Operations Coordinator in any way possible.

e). Sub Station/Power Delivery.

f). Mobilizes Sub-Station personnel for emergency assistance to help in any way possible in the restoration of service.

6.1.9. Runner/ Guide

6.1.9.1. Escort foreign field forces to job sites.

6.1.9.2. Assist foreign field forces at job sites with all logistic matters (locating streets, fuel, restaurants, etc.).

6.1.9.3. Deliver information between the State Incident Commander/Branch Director/Branch Operations Coordinator and field supervision. Information delivered can include but not be limited to: job brief information, tags, general forms, maps, contact information, etc.

6.2. Acquisition of Utility Mutual Assistance Resources

The mutual assistance process is facilitated through an agreement and guiding principles developed by the Edison Electric Institute ("EEI") which provides a framework for the sharing of crews and resources between member utilities. As a member of EEI, the Company follows the EEI Mutual Assistance Agreement and Guiding Principles for both providing and requesting mutual assistance.

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 all types of incidents and events including severe weather, loss of business continuity, loss of critical infrastructure, etc., or any combination of these.

This system is managed within seven (7) Regional Mutual Assistance Groups ("RMAGs") throughout the country. When a member determines that it needs assistance, it initiates a request through their RMAG leadership. RMAG leadership facilitates the process of identifying available restoration workers and helps companies coordinate the logistics and personnel involved in restoration efforts. For example, RMAGs can help companies locate specialized skill sets, equipment, or materials, and can assist in identifying other types of resources that may be needed, including line-workers, tree trimmers, damage assessors, and other resources.

RMAGs are organized geographically to effectively meet the needs of electric companies during emergency situations. Although participation is voluntary, each company in an RMAG has committed, when possible, to send its restoration workers, contractors, and specialized equipment to help other companies in the network when called upon to do so. If needed, companies in one RMAG will assist those in another RMAG. By sharing resources among companies, the RMAGs help to mitigate the risks and costs related to restoring power following major outages. Together, the RMAGs enable a consistent, unified response to emergency events that result in a significant loss of power. The Company is a member of the North Atlantic Mutual Assistance Group ("NAMAG") RMAG.
A listing of NAMAG member utilities can be found in Exhibit 6.15 to this chapter, which is included in Appendix A of this ERP.

In addition to the EEI framework for the sharing of crews and resources between member utilities, the New York Public/Private Utility Mutual Assistance Protocol provides an outline of general principles and practices for the NYS utilities to follow, enabling them to leverage a public/private partnership among the utilities within NYS. This provides access to critical resources to facilitate and expedite utility restoration following an emergency impacting the customers and visitors of NYS.

The foundation of this protocol draws upon the concepts, which have been utilized by members of, but not limited to, the NAMAG, Municipal Electric Utilities Association of New York State ("MEUA"), and New England Public Power Association ("NEPPA") mutual assistance programs. This protocol is intended to be flexible in every respect since it is not possible to predict exactly what the nature or scope of an emergency will be. It is flexible in allowing individuals in command to call upon further reserves of personnel, supplies, equipment, and space as required, but in an organized, documented, and logical manner.

In instances where the Company requests support through the established mutual assistance process, a formal notification will be made to the member organizations (NYAPP and MEUA of New York) that the mutual assistance process has been enacted and that resources may be requested from the municipalities and electric cooperatives. This protocol is not intended to usurp any organization's primary means of securing additional assistance, rather to provide a supplemental source of additional and potential resources within New York State.

The External Line Resource Lead or their designee will make contact with utilities offering support through the EEI mutual assistance process as coordinated and agreed to in follow-up to the Mutual Assistance Conference Calls. Exhibit 6.2 to this chapter, which is included in Appendix A of this ERP, contains an overview of the information that should be supplied to responding utilities when the request for mutual assistance is made.

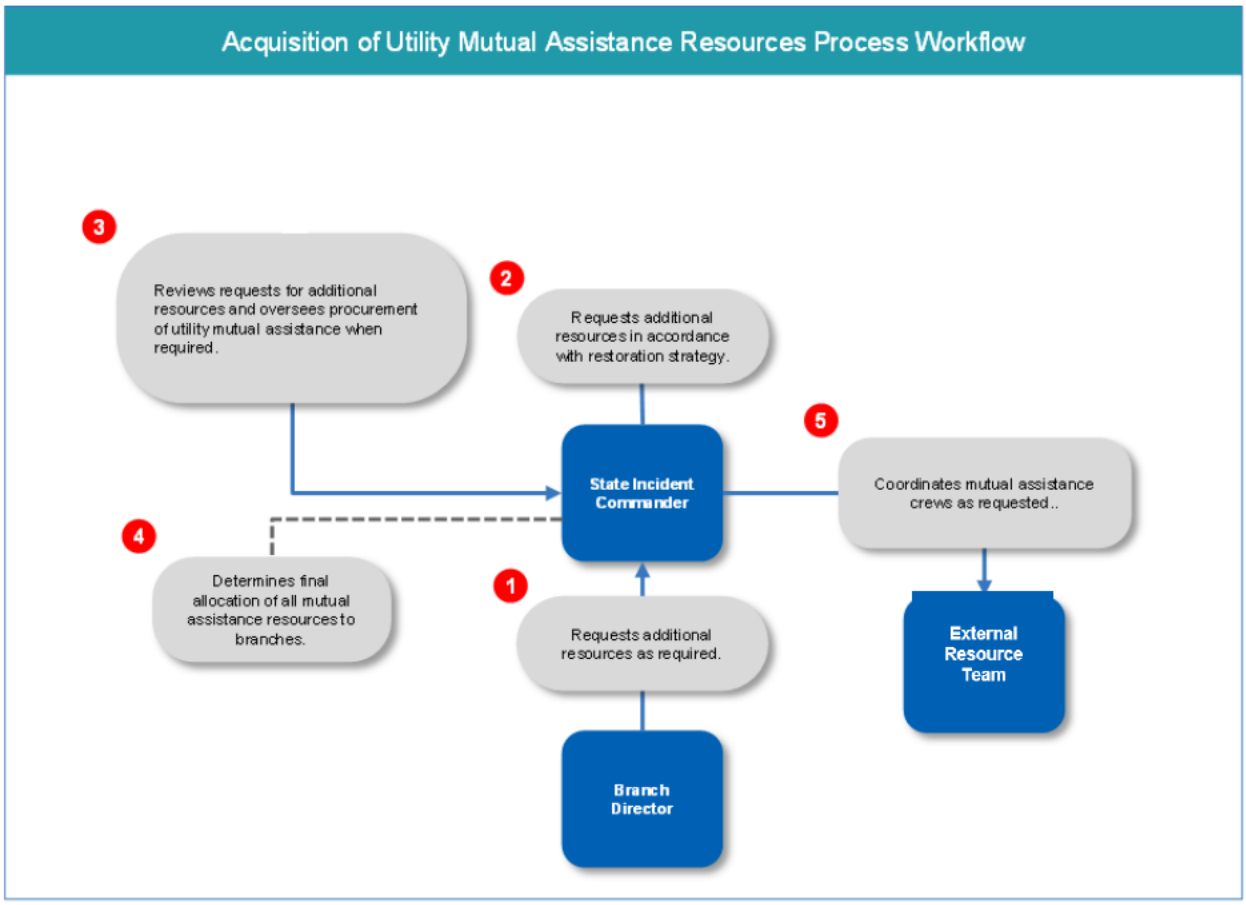


Figure 15. Acquisition of Utility Mutual Assistance Resources Process Workflow

Upon assignment, Utility Mutual Assistance Resources will be provided on-boarding training that will include a job briefing, review of our electric system, safety policies, and protocols (i.e., lockout / tag-out, personal protective equipment, etc.) that are expected to be adhered to throughout the restoration.

Receiving Mutual Assistance from Canadian Utilities

To facilitate the acquisition of Mutual Assistance and contractor crews from Canada, a procedure for crossing the US/Canada border has been developed by the New York State Office of Emergency Management. This procedure must be followed, or assistance will not be allowed to cross the border.

Effective pass through the border requires coordination with the Port of Entry (POE), the New York State Office of Emergency Management, and New York Department of Public Service as described in the border crossing procedure included in Exhibit 6.5. It is the responsibility of the host utility collaborating with the Canadian resources to implement this procedure.

It is important to have all information needed to cross the border completed in advance such as vehicle manifest, rosters, information from requesting company (letter of invite), and any declarations of emergency, if available. Effective pass through requires advance notice to the specific Border Crossing location prior to resources arriving to allow both Canadian and US Border Crossing Agencies to adequately prepare. Refer to Exhibits C and D to this chapter, which are included in Appendix A of this ERP, for a list of border crossing locations and Customs and Border Protection Services contact information, respectively.

The complete border crossing procedure and an example of the letter of invite are included in Exhibits 6.5 and 6.6, respectively, to this chapter, which are included in Appendix A of this ERP.

Roles and Activities

6.2.1. State Incident Commander

6.2.1.1. Coordinates request for Mutual Assistance from other Utility Companies by way of the EEI Mutual Assistance Roster / Mutual Assistance Groups through Emergency Planning.

6.2.2. Emergency Planning

6.2.2.1. Acts as liaison to utilities and other mutual assistance providers as required. In anticipation of, and in response to a storm, even if the Company is not expected to be impacted by the event, at least one Company representative will participate in all mutual assistance (North Atlantic Mutual Assistance Group – NAMAG) conference calls to which we are invited.

6.2.2.2. Support External Line Resource Lead as needed to obtain contact information for Mutual Assistance or External Resources.

6.2.2.3. For mutual assistance requests to other utilities not in NY State, notify all NYS utilities prior to release of crews.

6.2.3. Branch Director

6.2.3.1. Notifies the State Incident Commander of the size, scale, and complexity of the emergency and of any need for outside mutual assistance.

6.2.4. Branch Operations Coordinator

6.2.4.1. Requests additional resources from the Branch Director if resource needs can't be met by resources allocated to the branch.

6.3. Acquisition of External Contractors

The Company maintains contact information in a portfolio of contractors that is updated semi-annually. Contractor support will be requested at the direction of the State Incident Commander in response to incremental resource requests from the Branch Director that cannot be fulfilled by unaffected areas or from across the company.

As a member of NAMAG, the Company will work to abide by the NAMAG Contractor Rules of Engagement and refrain from accepting contractors directly who are working for an Investor Owned Utility (IOU) or a member company of any RMAG. In response to the Commission's "Order to Commence Proceeding and Show Cause" issued November 19, 2020 in Case 20-E-0586 following Hurricane Isaias, National Grid has established several right of first refusal agreements with contractors that are not affiliated with an investor owned utility in New York State. The agreements provide the Company with the opportunity to secure such resources before they would commit to a third party.

The External Line Resource Lead will report back to the State Incident Commander with contractor responses and provide the appropriate crew rosters upon notification. The State Incident Commander or designee will provide the External Line Resource Lead with assignment locations, contact names and phone numbers which will be used to direct the contract personnel. The External Line Resource Lead team will provide the appropriate information to the responding contractor company. Upon arrival, contractor resources are on-boarded and directed by the appropriate Branch leadership until demobilized.

Contractor crew transfer between New England and New York will be completed through the External Line Resource Lead at the direction of the respective State Incident Commander(s). There will be no contract crew exchanges directly between the New England and New York Branches; this must be completed through the External Line Resource Lead and the respective State Emergency Response Organizations in the EOCs. Contract crews in New York will not be released without the consent of the State Incident Commander or their designee.

Upon assignment, External Contractors Resources will be provided on-boarding training that will include a job briefing, review of our electric system, safety policies, and protocols (i.e., lockout / tag-out, personal protective equipment, etc.) that are expected to be adhered to throughout the restoration

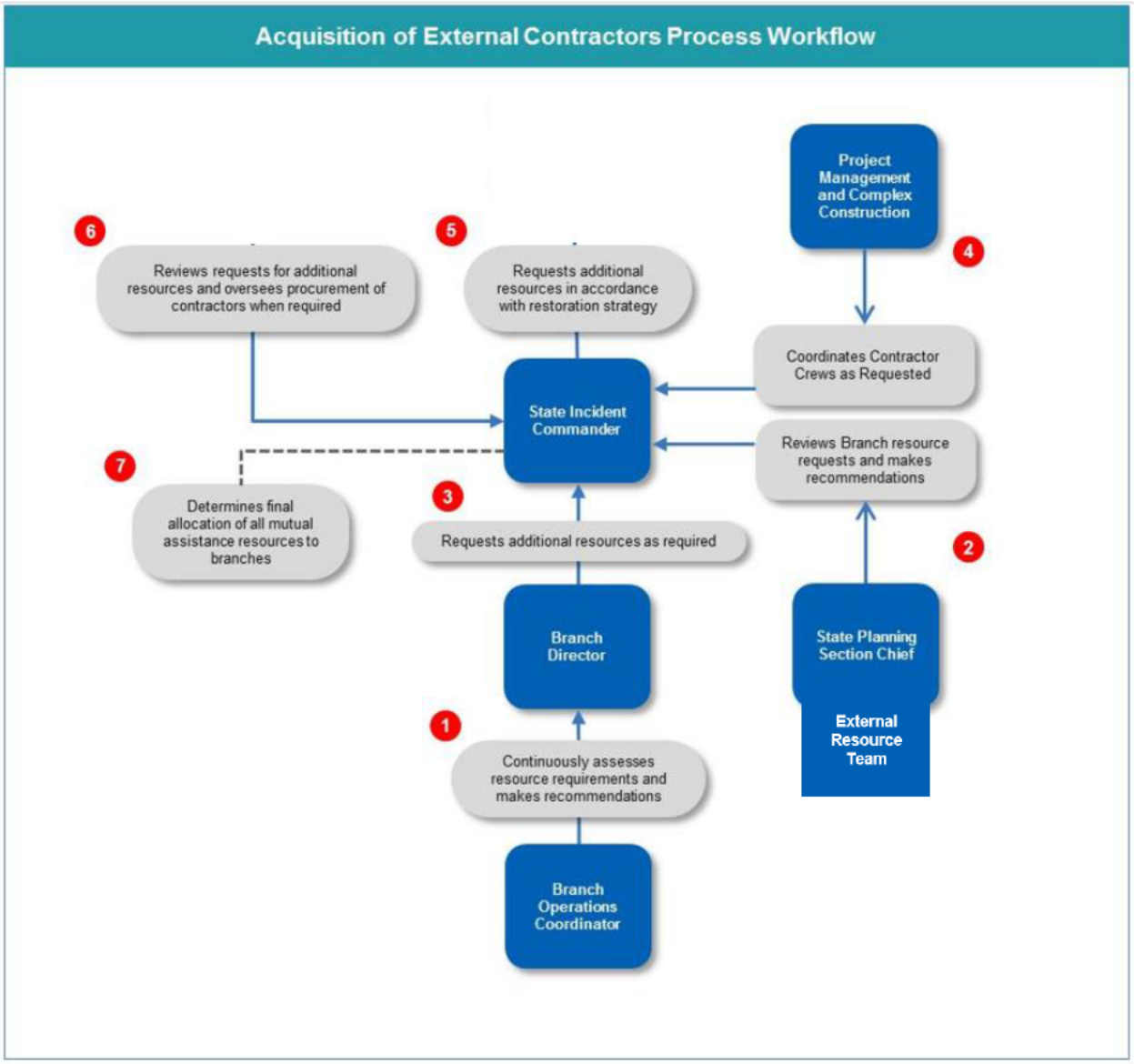


Figure 16. Acquisition of External Contractors Process Workflow

Roles and Activities

6.3.1. External Line Resource Lead

6.3.1.1. Coordinates with State Incident Commanders to review the status of their requests for additional distribution crews, vegetation management resources, and transmission resources as needed.

6.3.1.2. Oversees procurement of external contractors.

6.3.1.3. Reports back to the State Incident Commander and/or Branch Director with contractor company response and provide the State Incident Commander and/or Branch Director with the appropriate crew rosters upon notification.

6.3.1.4. Maintains list (updated semi-annually) and contractual agreements for T&D and vegetation contractors that could provide assistance in an emergency.

6.3.1.5. Contacts listed T&D and vegetation contractors prior to an anticipated emergency to verify communication channels and to give alert for potential emergency work.

6.3.1.6. At the direction of the State Incident Commander or Branch Director - puts contractors on standby and or coordinates pre-staging activities

6.3.1.7. Arranges for Restoration Crew Supervisor (RCS) support to cover contractor crew requests.

6.3.1.8. Coordinate / mobilize Mutual Assistance Contractor and Utility Crews as requested by the Incident Commander.

6.3.1.9. Maintains contact with Branch Director in affected Region(s) / Division(s) to identify problems and provide assistance when requested.

6.3.2. State Incident Commander

6.3.2.1. Elevates requests for resources to External Line Resource Lead who will then work to procure contractors as needed.

6.3.2.2. Confirms that External Line Resource Lead will handle US Customers & Border protection requirements if Canadian contractors are contracted.

6.3.2.3. Assists/coordinates as needed with the arrangements for obtaining tree crew requirements.

6.3.2.4. Will provide External Line Resource Lead with assignment location and contact name and phone number to direct the contract personnel who will provide the appropriate information to the responding contract company.

6.3.3. Emergency Planning

6.3.3.1. Issue pre-assigned Mutual Aid accounting to Customer Operations Supervision.

a). Obtain on a periodic basis pre-assigned Mutual Aid account numbers from the Finance Dept.

6.3.3.2. Assist/coordinate as needed with the arrangements for obtaining assistance from other companies (NYS Utilities/National Grid NE, then the EEI Mutual Assistance Roster). Coordinate with the External Line Resource Lead or their designee to summarize the assistance obtained from each participating company and provide to requesting division(s) with the information as required.

6.3.3.3. For mutual assistance requests to other utilities not in NY State, notify all NYS utilities prior to release of crews.

6.3.3.4. Prior to release of resources - coordinate communication / notification to other NYS utilities that have open resource requests through Project Management and Complex Construction / Emergency Planning Prior to committing resources to mutual assistance requests to other utilities residing beyond New York State borders,

6.3.4. External Resource Team Lead or Designee

6.3.4.1. Coordinates / mobilizes Contractor Crews as requested by the State Incident Commander.

6.3.5. Branch Director

6.3.5.1. Requests additional resources from the State Incident Commander If resource needs can't be met by resources allocated to the branch.

6.3.6. Branch Operations Coordinator

6.3.6.1. Performs a situational assessment of the resource needs of the Branch and makes resource recommendations to the Branch Director.

6.4. Acquisition of Services from Retirees

In instances when the knowledge and skills of retirees are necessary to provide restoration support, they will be hired as contractors via a third party.

When the State Incident Commander determines a need for retiree assistance, they will contact Emergency Planning in advance of retaining retirees to discuss their specific requirements. Emergency Planning will utilize the Human Resources Department for assistance in contacting retirees and handling the administrative details of their employment arrangements.

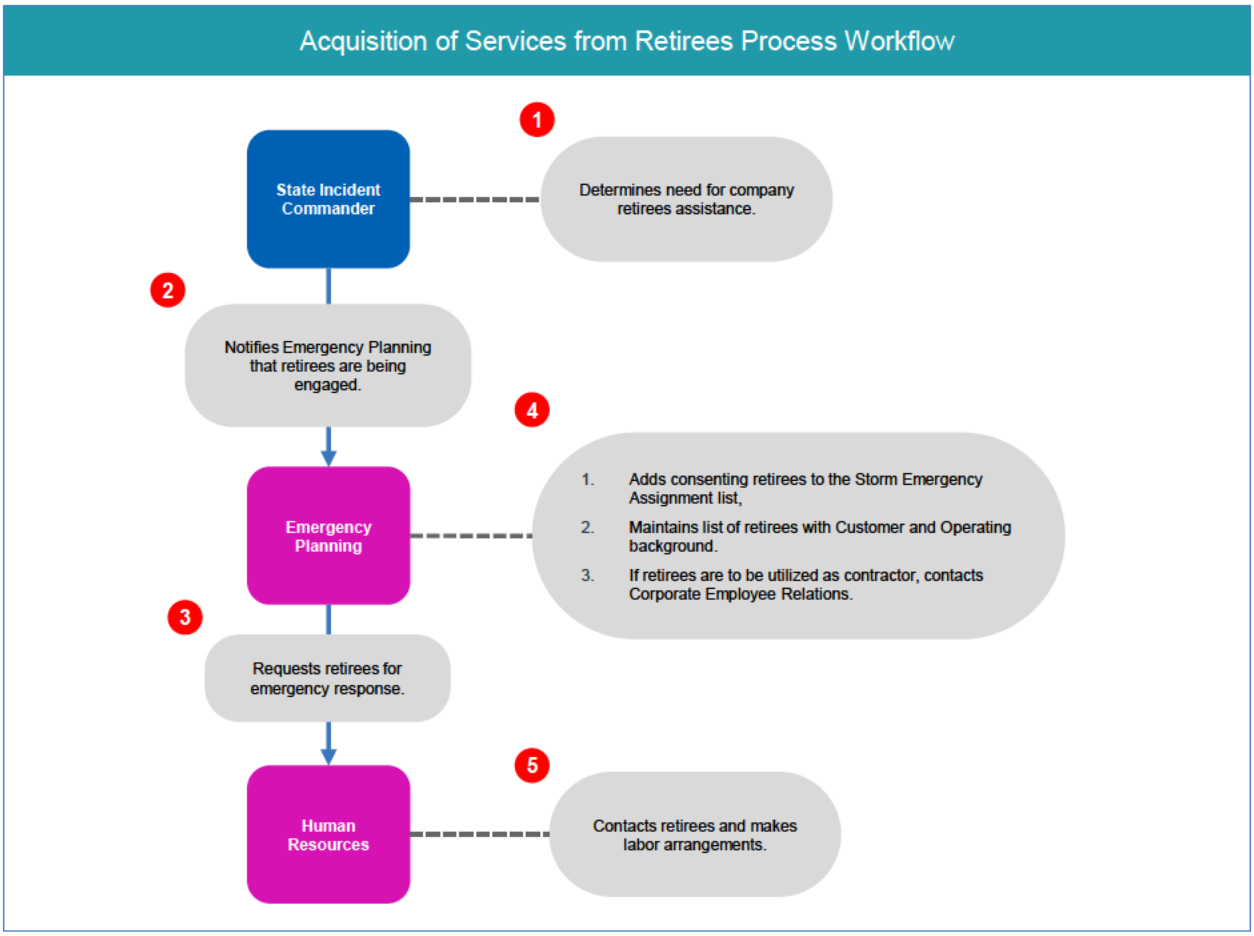


Figure 17. Acquisition of Services from Retirees Process Workflow

Roles and Activities

6.4.1. State Incident Commander

6.4.1.1. Determines need for company retiree's assistance.

6.4.1.2. Notifies Emergency Planning that retirees are requested to be engaged.

6.4.2. Emergency Planning

6.4.2.1. Utilizes the Human Resources Department for assistance in contacting retirees and handling the administrative details of their employment arrangements.

6.4.2.2. If retirees are to be utilized as contractor, contacts Corporate Employee Relations.

6.4.3. State Human Resources Section Chief

6.4.3.1. Upon request, contacts retirees and makes appropriate labor arrangements for provision of emergency restoration services.

6.5. Providing Mutual Assistance

The providing of Mutual Assistance to others occurs when the Emergency Response Organization is not activated. This overview is included for informative purposes. Because this process is undertaken when the Company is not responding to an Emergency, it is not carried out by the Command or General Staff – it is facilitated by Emergency Planning with coordination between the State VP of Maintenance & Construction for NY-Electric Operations.

Once the decision has been made to offer, and if selected by the requesting company - provide mutual assistance resources to another utility:

a). If sending internal Company resources, Emergency Planning will obtain the contact information for the requesting party, location of where we are to report, and communicate any specifics of the event that prompted the request along with mutual assistance accounting to the respective Division Director(s) from where the resources are coming from

b). If sending company contractor resources, provide support as needed to the External Line Resource Team to obtain the contact information for the requesting party, location where we are to report, and communicate any specifics of the event that prompted the request

When the crews return from their restoration assignment, Emergency Planning will forward an e-mail to Finance with the following information:

a). Contact information for the Utility we provided assistance to

b). Number of crews and support personnel sent to each utility

c). Provide crew transfer sheets to Finance

d). Time crews departed and returned

After all charges related to the emergency are allocated to the project/work order (approximately 90 days), Miscellaneous Billing will send the invoice to the utility receiving the assistance.
Exhibits 6.3 and 6.4 to this chapter, which are included in Appendix A of this ERP, contain an overview of the procedure for dispatching forces to US utilities seeking assistance, an example of a Crew Transfer Sheet, and the procedure for supervisors assisting other parties.

<u>Sending US Crews to Canada</u>

The Canadian utility first request mutual assistance from National Grid. National Grid will seek assurance from the host utility that the Canadian Border Service Agency (CSBA) has been / will be notified of the impending cross border movement of National Grid crews at a designated port of entry (*i.e.,* the Peace Bridge).

Generally, as a result of a state of emergency, any request for assistance to have personnel/equipment entering Canada would be made by the local/regional/provincial/federal government to the Canada Border Services Agency (CBSA). Any such request by Canadian utility companies for cross border assistance would be made by government on behalf of the utility to the CBSA. A state of emergency would necessarily be required to enact regulations. CSBA will advise what advance information will be required, based on the specifics of the emergency.

National Grid will provide the host utility with standard crew sheets and will also provide pre-arrival information or even potential pre-clearance/screening in the United States. For each person crossing the border the following information will be available in advance for potential faxing to Canadian authorities:

a). Last name, first name and initials
b). Date of birth (YYYY/MM/DD format)
c). Country of citizenship
d). Home Address (number, street, town/city, state, country, zip code).
e). Potential length of stay
f). Location of border crossing
g). A manifest identifying number and type of vehicles should be prepared and include:
h). Number of vehicles
i). Types of vehicles
j). Equipment to be imported

The required information may vary depending on the emergency, but the foregoing represents baseline data that National Grid should be prepared to provide.

Mutual Assistance - Aircraft Flight Booking

Options for transporting National Grid crews by aircraft include:

1. Utilization of the National Grid owned company fixed wing airplane.
   a). Cabin capacity of 18 persons and;
   b). Cargo Capacity of 930 lbs. (limitations apply)
   c). Internal cabin area can be converted to accommodate added cargo as necessary (some limitations apply).
2. Utilize the National Grid owned helicopter.
   a). Cabin capacity available for crew transport is 4 persons and;
   b). Cargo capacity of 200 lbs. (limitations apply)
   c). Internal cabin area can be converted to accommodate added cargo as necessary (some limitations apply).
3. Coordinate with a contractor Aircraft Charter Service to accommodate transportation.
4. Coordinate with commercial aircraft air carriers.

For assistance with all air transportation please contact the National Grid Aviation Department.

Flight Schedule Coordinator
[redacted] (main)
[redacted] (direct)
[redacted] (cell)
[redacted]
Aviation Department Manager
[redacted] (main)
[redacted] (direct)
[redacted] (cell)
[redacted]

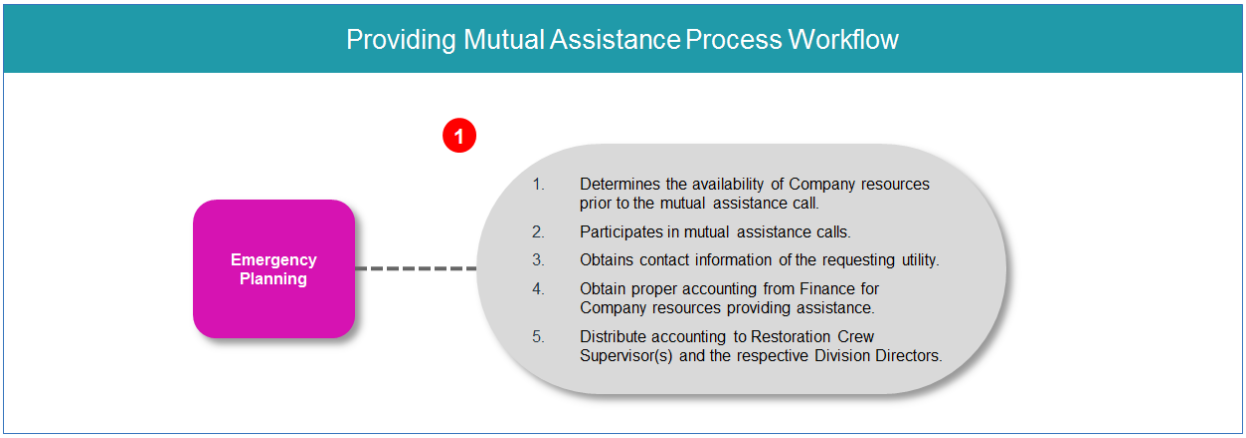


Figure 18. Providing Mutual Assistance Process Workflow

Roles and Activities

6.5.1. State Incident Commander

6.5.1.1. Provides direction on Mutual Assistance decisions from National Grid to other utilities for the resources under his or her authority

6.5.1.2. Communicates decisions on Mutual Assistance that is being provided to other utilities to Branch Directors, Branch Safety Coordinator, and Emergency Planning

6.5.2. Emergency Planning

6.5.2.1. Prior to participating in the mutual assistance call, determines the availability of Company resources based on guidance and approval from appropriate Company leadership.

6.5.2.2. Participates in mutual assistance calls as requested by utilities in need and specifies the type and number of Company resources available.

6.5.2.3. Gathers the contact information of the requesting utility and provides it to the responding resources so they can coordinate their arrival.

6.5.2.4. Ensures that appropriate job order is written and transmitted to Company parties providing assistance to foreign utility.

6.5.2.5. Issues mutual assistance accounting to Restoration Crew Supervisors and other support services as a billable project.

6.5.2.6. For Class III, ensure that appropriate storm order is written and transmitted to Region(s) providing assistance to foreign utility.

6.5.3. Branch Director

6.5.3.1. Coordinate with Branch Operations Coordinators when identifying company resources for Mutual Assistance deployment to other areas within National Grid or to other Companies.

6.5.3.2. Notifies Safety, health and environment for Class III and Mutual Assistance provided to other utilities.

6.6. Acquisition of ICS Command and General Staff Resources

The Branch Director and State Incident Commander will discuss/coordinate activation of Command and General Staff to implement what they determine to be the most appropriate resources for response to the event.

The State Incident Commander determines which State Level Emergency Response Organization positions are required for activation to respond to an event.

The Branch Director determines which Branch Level Emergency Response Organization positions are required for activation to respond to an event.

The Emergency Response Organization positions activated can vary emergency to emergency and can change over the duration of an emergency based on system conditions and response needs. It is the responsibility of the State Incident Commander and Branch Director to make the Emergency Response Organization aware that they are directing restoration efforts at the State and Branch Levels.

The Company uses a storm emergency assignment listing in a data base to manage the acquisition of personnel to fill Emergency Response Organization positions in the emergency response storm organization. This database, which is administered by Emergency Planning, facilitates the activation and tracking of positions within the Command and General Staff during an emergency.

Once personnel are activated to fill Emergency Response Organization roles and they have reported for duty, they will check in with the State Incident Commander or Branch Director, as appropriate, to inform them that they have assumed the position.
When it is necessary to transfer responsibilities from an outgoing to an incoming Emergency Response Organization Command or General Staff position, such as during a shift change, the outgoing resource will provide a situational awareness briefing to the incoming resource.

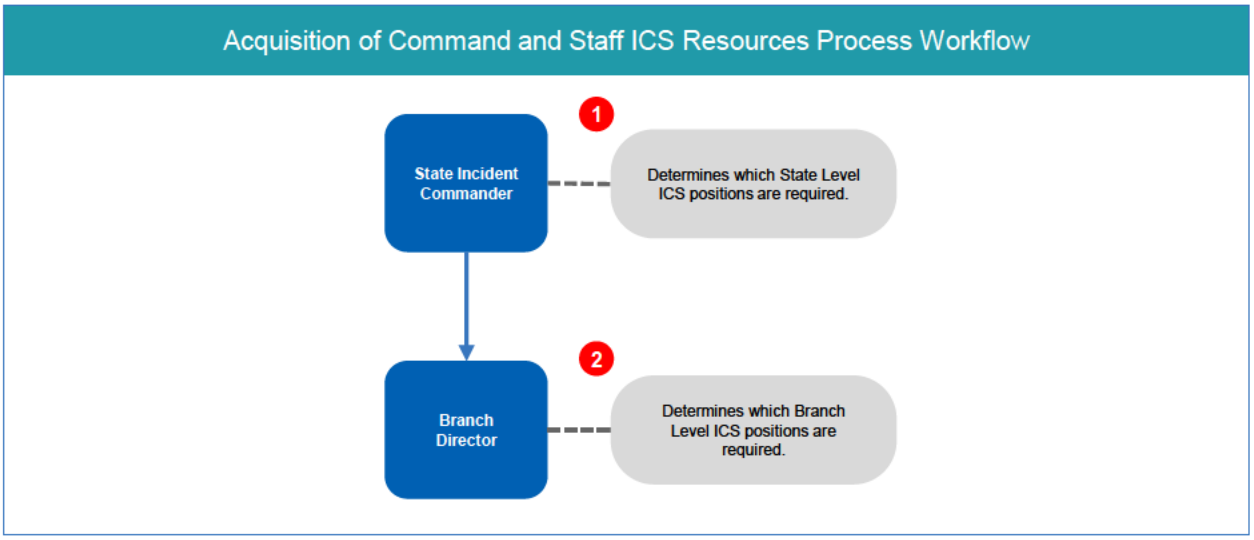


Figure 19. Acquisition of ICS Command and General Staff Resources Process Workflow

Roles and Activities

6.6.1. State Incident Commander

6.6.1.1. Determines and activates the State Level ICS positions are required to respond to an emergency.

6.6.2. Branch Director

6.6.2.1. Determines and activates the Branch Level ICS positions are required to oversee the functions desired by the State Incident Commander.

6.6.2.2. Activates Command and General Staff to the appropriate level while briefing them on needs, maps, special circumstances, estimated restoration time, and any other information which might be of importance to customers in Class III emergency.

6.6.2.3. Coordinates and assigns staffing of the Command and General Staff within the Division.

6.7. Acquisition of Support Resources

Once the State and Branch Level Command and General Staff has been confirmed and activated to establish the Emergency Response Organization (which is covered in Chapter 4.2), Emergency Response Organization leadership within the Command and General Staff functions will determine and activate the appropriate staffing level required for their respective discipline within the Emergency Response Organization.

The Emergency Response Organization Leadership will use the Storm Emergency Assignment Listing application to identify personnel available to fill roles within the Emergency Response Organization and reach out to confirm their availability.

Any Company personnel could serve in support roles during an emergency response based on their qualifications.

If additional resources are required to staff the Emergency Response Organization beyond those identified in the Storm Emergency Assignment Listing for New York, the Emergency Response Organization leadership will work with Emergency Planning and the State Planning Section Chief to identify additional Company personnel in National Grid affiliate companies to fill the role.

In the event additional support resources are required after considering Company personnel in other states, the State Planning Section Chief or designee will work with the Company's procurement and mutual assistance groups to fill these roles.

Support Personnel

Support personnel may be in the form of Engineering or Distribution Design Planners, Damage Assessors, Communication Testers, Operating Clerks, Servicemen, Garage Mechanics, Materials Management, and Emergency Response Contractor(s) for spill cleanups, etc.

All orders to mobilize these personnel shall be communicated to the appropriate discipline Manager by the Branch Operations Coordinator. When such orders are issued, the applicable information included in Exhibit 6.10 of this Section shall be provided.

When assembled, the applicable information included in Exhibit 6.1 of this Section shall, at a minimum, be provided to the Branch Director of the receiving Division and the NY-EOC. This information will be provided promptly.

A list of retired employees is available from the Human Resources Department and maintained in the Storm Emergency Assignment List.

A list of third-party resources that can be utilized for Damage Assessment and Wire Guarding can be found in Exhibit 6.10.

Support personnel may be utilized as a runner or guides to assist foreign field forces in navigating to job sites and other logistic matters such as locating fuel and restaurants. Individuals utilized as runners or guides will have a local knowledge of streets, restaurants, supply points and fueling locations whenever possible.

National Grid presently has a third-party contract in place to access additional crew guides to supplement in-house resources as required to provide adequate oversight during an emergency response.

Mode of Transportation

The mode of transportation for personnel and vehicles depends primarily on circumstance. As a consideration, based on conditions when significant distance is involved to provide Mutual Assistance, vehicles can be dispatched separately from the personnel. Drivers would be provided for the vehicles and the personnel transported by bus, train, or plane as the conditions dictate at the time.

Use of National Grid Resources from National Grid Affiliated Companies

In the event mutual assistance is requested from a National Grid affiliated company, the State Incident Commanders from the respective companies will coordinate the response which can include the sharing of materials, equipment, and employees when able for restoration activities

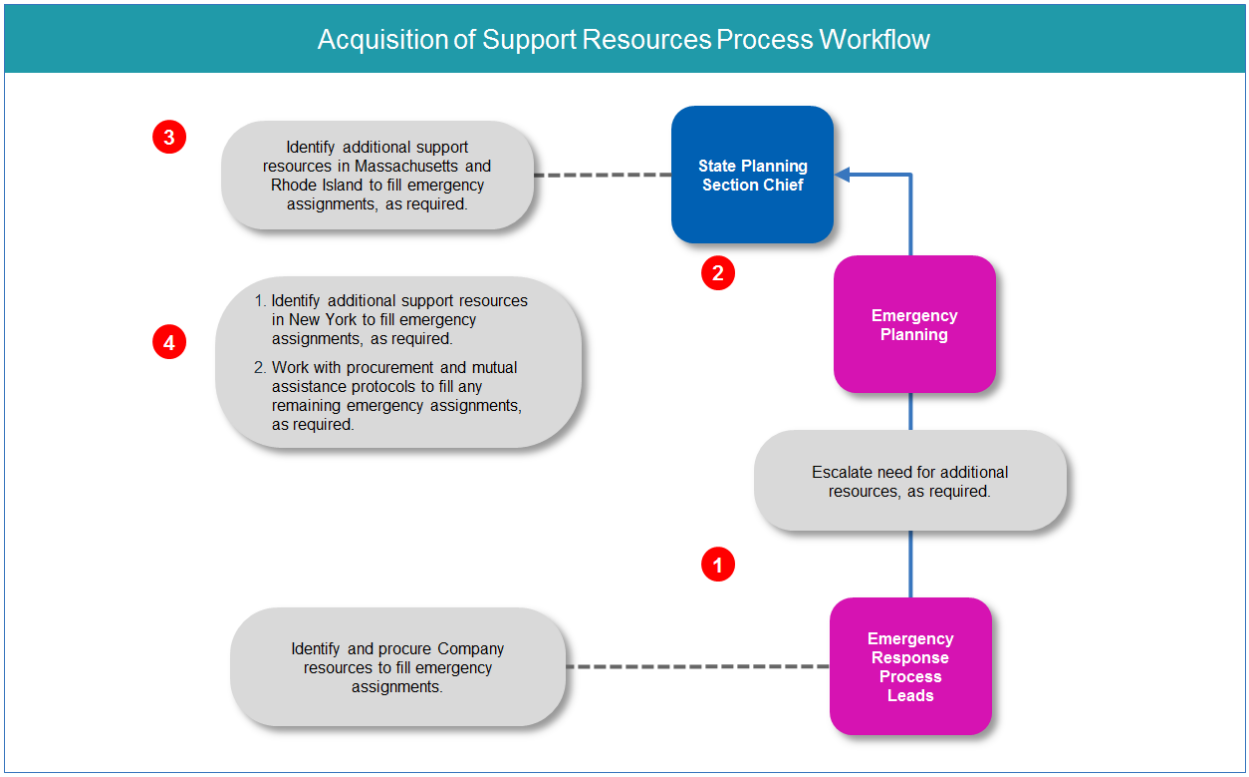


Figure 20. Acquisition of Support Resources Process Workflow

Role and Activity

6.7.1. State Incident Commander or State Planning Section Chief of Non- New York State locations

6.7.1.1. Identifies additional support resources in Non – New York State locations to fill emergency assignments not filled with available Company resources in New York, as required.

6.7.1.2. Coordinates with the appropriate parties to fill any remaining emergency assignments, as required.

6.7.2. State Planning Section Chief

6.7.2.1. Coordinates with appropriate parties to identify additional support resources based on secondary and tertiary emergency response assignments in New York to fill emergency assignments, as required.

6.7.2.2. Determines the need to activate the State Data Center and regulatory reporting team.

6.7.3. Emergency Response Process Leads

6.7.3.1. Identify and activate Company resources to fill the emergency support assignments within the Emergency Response Organization activated by the State Incident Commander and or Branch Director.

6.7.3.2. Works with Emergency Planning and the State Planning Section Chief to identify additional resources in New York to fill support roles note filled after consulting the storm emergency assignment listing.

6.7.3.3. Works with Emergency Planning and the State Incident Commander of other non-New York State locations to identify resources to fill support roles not filled after consulting the storm emergency assignment listing and the State Planning Section Chief.

6.8. National Guard

National Guard Capabilities and Power Restoration Roles

New York State National Guard forces can provide assistance with logistics, transportation, communication, and general-purpose capabilities to areas identified by the New York State Office of Emergency Management to supplement the Company emergency response to expedite power restoration during our response to an incident. The National Guard is not qualified to perform electrical work associated with utility power restoration.

If National Guard resources are deemed necessary and secured, the following are the roles acceptable for them to support:

a). Public Safety
- Wire guarding for down wires
- Flagging for traffic control

b). 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
- Lighting – delivery and operation of portable light towers to support restoration crews

c). Emergency Transportation

d). Short-haul transport of cargo or materials from staging areas to point-of-repair locations

e). High-axle transport of damage assessment teams or restoration crews

f). Aerial assessments (only as “lift of opportunity” when combined with an existing National Guard mission). Note: If the National Guard is to be used for aerial patrols, National Guard pilots will be required to attend Company training to ensure compliance with internal Company safety requirements. Transmission Line Services should be contacted for training, if necessary.

g). Communications Support - Provide assistance with temporary communications in critical areas

h). Tree and debris clearance, while a high priority towards power restoration operations, is an activity that crosses multiple response efforts and is not work that National Guard personnel will perform.

i). The National Guard has only a limited number of portable light towers that they can bring with them, but they can operate, transport, and refuel any light towers provided to them by the Company, mutual assistance crews, contractors, or equipment rental companies.

j). New York State National Guard personnel are self-sufficient with regard to food, water, and lodging.

Requesting National Guard Support

a). The State Incident Commander will determine whether to request National Guard support. If National Grid determines that National Guard support is necessary, the request shall be submitted by Emergency Planning through the Director of the Office of Resiliency and Emergency Planning at the NYS Department of Public Service.

b). Aerial observation requests should be submitted by Emergency Planning to the Deputy Director of the Office of Resiliency and Emergency Planning at the NYS Department of Public Service.

c). Requests for National Guard support will incorporate the use of the National Guard Request Form in Exhibit I to ensure that all required information associated with the request has been considered and provided. When available, pre-scripted mission sets should be attached and referenced in box 8 and 9.

The Office of Resiliency and Emergency Planning at the NYS Department of Public Service will facilitate the final decision to seek National Guard support from other states if it is determined that requests for NYS National Guard support exceeds available resources.

Deployment and On-Boarding

a). All New York State National Guard personnel are deployed with general rules of engagement for civilian population.

b). The Company will provide National Guard personnel with any PPE required to perform a particular job that is not part of their standard-issue PPE.

c). Upon assignment, National Guard personnel will be given on-boarding training that will include a job briefing, and on-the-job training, if necessary.

d). The Company will provide just-in-time training to perform all required mission sets once the National Guard arrives on Company 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.

e). The Company will work with National Guard 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, job instructions, etc.

nationalgrid

Chapter 7: Coordinate Support Logistics







Section 7. Coordinate Support Logistics

Introduction

The purpose of Coordinate Support Logistics is to document how best to provide the means to support crews working in the field during an emergency.

The processes and activities in this chapter can be initiated in the pre-event stage and continue through the restoration stage when the response plan has been activated (as covered in Chapter 4 of this ERP) to support the type and number of resources required to address the emergency as estimated or determined to be required (as covered in Chapter 6 of this ERP)

As the Emergency evolves, the processes described in the chapter are revisited to plan for the logistical needs of the organization in an effort to promote a more efficient emergency response.

Processes
7.1 Materials Coordination and Management
7.2 Fleet Coordination and Management
7.3 Staging Site Coordination and Management
7.4 Facilities Coordination and Management
7.5 Communication Gear Coordination and Management

Chapter 6 Summary: Resource Acquisition

7.1 Materials Coordination and Management	7.2 Fleet Coordination and Management	7.3 Staging Site Coordination and Management	7.4 Facilities Coordination and Management	7.5 Communication Device Coordination and Management
Key Roles	Key Roles	Key Roles	Key Roles	Key Roles
• Branch Operations Coordinator • Warehouse Operations / Inventory Management • Damage Assessment Field Coordinator	• State Incident Commander • Fleet Services Department	• Branch Director • Branch Operations Coordinator • Branch Logistics Coordinator • Warehouse Operations / Inventory Management • Branch Security Coordinator	• Branch Logistics Coordinator • Facilities	• State Logistics Section Chief • Branch Logistics Coordinator

7.1. Materials Coordination and Management

The Branch Director and/or Branch Operations Coordinator shall discuss material needs with Logistics/Warehouse Operations.

Whenever additional quantities of materials are required for restoration efforts, Inventory Management personnel will be called in to operate storerooms. Emergencies of long duration may require 24-hour operation. Branch Warehouse Management can be dispatched to assist, when necessary, at crew locations.

Tractor trailers, stake trucks or pickup trucks can be used to transport quantities of materials from local and other storerooms to affected Branches. Traveling stores trucks can also be set up at any location as an emergency storeroom.

When material is in short supply, Inventory Management personnel will provide Corporate Purchasing with additional requirements. Supplier emergency phone numbers are maintained by Corporate Purchasing and emergency purchase orders will be issued to suppliers and other utilities. Inventory Management will maintain an emergency electric equipment listing for business stakeholders. The list will be distributed to key business partners for review and/or revisions, to be finalized by June 1 of each year by Inventory Management.

When a Class III emergency is declared, a Material Coordinator shall be appointed under the direction of the Branch Logistics Coordinator. The Material Coordinator shall be the central point of contact, on site, to coordinate material supply requirements between Inventory Management and Operations.

Materials Management plays a crucial role in emergency response through proper preparedness and plan execution. As detailed in Section 3 Organization Overview, Supply Chain Management reports to the Branch Logistics Coordinator in the Emergency Response Organization.

Prior to an emergency, consistent with Company preparation, Warehouse/Inventory Management will complete the following actions:

a). Determines items which would be required in an emergency situation.
b). Maintains stock of specified items for emergency situations.
c). Participates in annual tests of emergency procedures.
d). Notifies Operations, Maintenance and Construction Manager of problems which occurred during tests and changes being made to prevent recurrence.
e). Maintain the list of vendors; reconfirm availability.

The organization shall assemble proper materials in base storm and yard kits as requested by Operations in preparation for events. Each material distribution Center shall have storm and yard kits assembled in order to commence restoration events with distributing materials to foreign crews.

Provided are current storm and yard kit materials and quantities. Each upstate New York Branch holds 12 pre-made storm kits with an additional 4-yard kits (each yard kit being approximately 10 storm kits worth of material) held in Clifton Park.

Yard kits are to be utilized in large staging site areas; storm kits are to be utilized for smaller crew compliments. Warehousing will communicate/coordinate with Operations to determine staffing/crewing counts and plan for delivery of proper quantities to requested sites. Communications between Operations and Warehousing will determine material needs, delivery time, and the necessary locations.

Service kits consist of material necessary to perform repairs to customer services in an event. Storm kits are comprised of base kit and service kit materials. Exhibit 7.1 contains an inventory for a storm kit. Prior to a pending storm event, Warehousing shall take steps to ensure National Grid crew location storerooms are stocked appropriately. Crews shall also stock trucks prior to an event to maximize productivity prior to commencing restoration.

Warehouse Operations may be directed to establish staging areas for foreign crews. These areas are generally predetermined. Materials Management will set up, deliver, distribute, and break down each site upon conclusion of the event. Marshalling yards/staging sites are established as necessary at the direction of Operations.

Also, in preparation of emergencies, based on the severity anticipated, Warehousing will contact Purchasing to work with vendors/suppliers to determine the availability of replenishment for high volume storm restoration materials. Confirming additional quantities are available prior to known emergencies has been a successful practice at National Grid. Supplier emergency phone numbers are to be maintained by Corporate Purchasing and emergency purchase orders will be issued to suppliers and other utilities as required. Staffing and hours of operation at the Warehouse and staging sites shall be determined by Warehouse Management to support proper delivery and service to meet the needs of restoration crews. It is probable that 24-hour staffing may be required.

Inventory Management will maintain a listing of emergency materials for business stakeholders. This list will be distributed to key business partners for review and/or revisions, to be finalized by June 1 of each year by Inventory Management.

During an event, the Warehouse Operations/Inventory Management organization is responsible for the following activities:

a). Opens and staff's storerooms as required.
b). Obtains additional supplies as needed.
c). Assists in the operation of the Emergency Operations Center.
d). Informs Branch Logistics Coordinator of status of work and problems encountered.

Whenever additional quantities of materials are required for restoration efforts Warehouse Operations personnel will be activated by the Branch Director or designee to operate storerooms and the distribution process.

Warehouse personnel are responsible to replenish supply at staging areas and crew location sites during events to ensure efficient restoration. Tractor trailers, stake trucks or pickup trucks can be used to transport quantities of materials from local and other storerooms to affected Branches. Box trailers can also be set up at any location as an emergency storeroom.

Depending on use of storm/yard kits, additional kits may be required to be assembled for distribution to field sites.

Common communications to the warehouse for materials during an event includes:

a). Operation supervision requests
b). Replenishment request from area storekeepers
c). Custom orders from the field i.e. 3 phase pad-mount transformer

Typical delivery teams for materials are assembled by Warehouse Operations managers. During severe events it is common for Distribution Centers to be staffed on shifts to support delivery 24 hours a day.

Poles, Transformers, Cable, and Wire - depending on the expected or actual severity of the event, additional orders for transformers and cable/wire will be placed as early as practicable through the Procurement department. These orders will be expedited to the extent practical either from manufacturers or by sourcing already made product.

Depending on the expected or actual severity of the event, additional orders for distribution poles will be placed as early as practicable directly with the distribution pole vendor. These orders will have expedited delivery to the staging sites or crew locations as requested by Inventory Management/Operations. Distribution poles are held by the supplier within the service territory. The supplier can also begin moving more poles of the sizes typically needed during major restorations into the service territory before an event if possible or immediately after an unexpected event.

In the state storm room, it may be required for Inventory Management and Electric Standards personnel to be staffed in support of material acquisition. Discussions with vendors or other utilities may be required in wide area events where equipment shortages may exist. Review of alternative manufacturers or materials could be required to determine compatibility. The Procurement department may also utilize vendor support on property to assist in material acquisition

New York Utility Material Sharing

The New York Utilities Material Sharing Group or NYMSG has been established in accordance with the New York Public Service Commission's November 19, 2013 *Order Instituting a Process for the Sharing of Critical Equipment* (Case 13-M-0047) (the November 19, 2013 Order") to provide a system whereby Participating Companies may receive and provide assistance in the form of materials and equipment to aid in restoring and/or maintaining gas and 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").

The NYMSG Participating Companies (any public and/or privately-owned organizations that are members of NYMSG) seek to enhance the sharing of materials and equipment during emergency events. Participating Companies have agreed to utilize a warehouse network, comprised of Participating Company existing warehouses and vendor facilities, in order to stockpile key materials and equipment to share as outlined by the group's governing principals/procedures which were filed December 15, 2013.

Any future changes to the governing principals/procedures will be agreed to by the designated representative (or alternate) of each Participating Company. Detailed procedures for utility sharing will be included in future ERP revisions upon approval by the Public Service Commission. In case of an event, the company is prepared to assist or request in line with the draft process developed by the utilities if necessary. For assistance contact Emergency Planning.

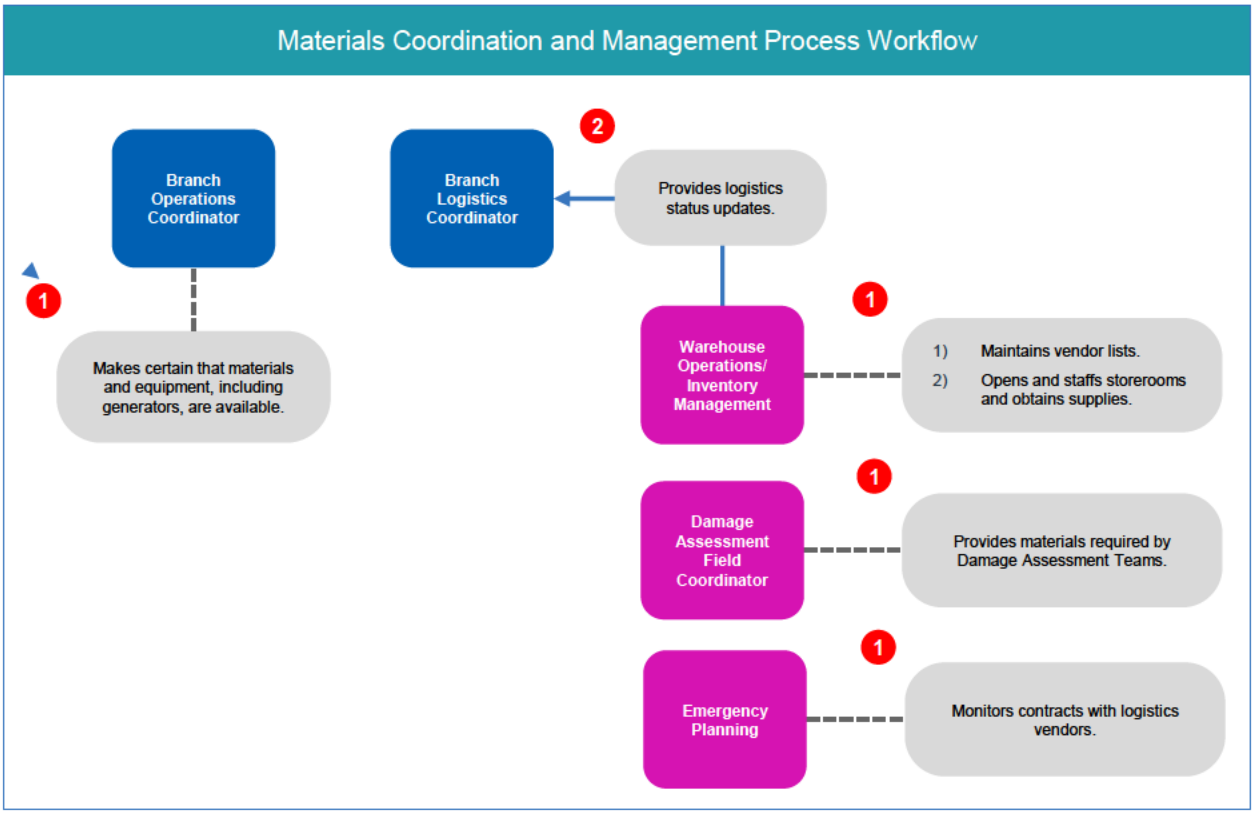


Figure 21. Materials Coordination and Management Process Workflow

Roles and Activities

7.1.1. Branch Operations Coordinator

7.1.1.1. If generators are required, make arrangements with Purchasing / Procurement to implement blanket contract. Generators are for National Grid use only. The Company does not maintain a supply of generators for customer use.

7.1.2. Warehouse Operations/Inventory Management

7.1.2.1. Opens and staff's storerooms as required.

7.1.2.2. Obtains additional supplies as needed.

7.1.2.3. Informs Branch Logistics Coordinator of status of work and problems encountered with logistics.

7.1.2.4. Assists in the operation of the Emergency Operations Center.

7.1.2.5. Checks availability of supply and arranges for delivery of deficient levels of items.

7.1.3. Damage Assessment Field Coordinator

7.1.3.1. Provides materials required by Damage Assessment teams.

7.2. Fleet Coordination and Management

The designated Fleet Services Manager or designee, who reports to the Branch Logistics Coordinator, shall oversee, and coordinate all Fleet Services activities.

The selection of crew vehicles and special/heavy equipment to be dispatched shall be made by the Operating Supervisor in charge and subsequently reviewed with the Fleet Services Department. The Operating Supervisor in charge will be responsible for ensuring that crew vehicles are pre-operational (DOT - Title 49 Pre-Trip) checked including oil and water levels. Branches are to notify local Fleet Services supervision before sending vehicles.

Fleet Services will provide consultation to Operations to ensure that the age, type and condition of vehicles and equipment being sent is appropriate for the length and duration of the trip.
Local Technicians may accompany vehicle convoys whenever they are sent to other Branches and/or foreign utilities. This will be initiated and coordinated through the Fleet Services Manager or their designee. Upon arrival at the destination, Technicians shall report to the local Fleet Services Supervisor for further assignment, either at garages or in the field as required by the Operation Supervisor in charge.

When three or more Technicians are dispatched to the trouble area, a Fleet Services Supervisor may accompany them to coordinate their activities, if needed.

It is recommended that:

1. Radio talk should be kept to a minimum.
2. Personnel involved with the convoying of vehicles take a minimum of three (3) days clothing with them. This includes cold and/or wet weather gear and personal protective equipment.

Depending on the severity of the emergency, repair garages may have to be operated on a 24-hour basis in Branches involved in restoration. It may also become necessary to import Technicians from other Branches to assist in this effort. Repairs will be made while crews are on rest time, whenever possible. Special repair trucks shall be dispatched to distressed vehicles in the field in order to shorten down time.

7.2.1. Rental of Equipment

When supplemental equipment is needed, Electricity Operations will contact Fleet Services. They will then seek available equipment using the following order of precedence

a). Availability from the Company's New York and Long Island fleets
b). Availability from the Company's New England fleets
c). Obtaining equipment from other sources

The goal of Fleet Services/Procurement is to obtain the necessary equipment when it is needed at the lowest cost.

Fleet Services will then manage the equipment and replace more expensive equipment with lower cost equipment as it may become available.

Field forces are discouraged from obtaining equipment from suppliers and contracts directly, versus going to Fleet Services. If this situation should present itself, then the responsible field forces will notify Purchasing within eight hours. Purchasing will then notify Fleet Services and contact the respective supplier/contractor to establish terms and rates.

For Class III emergencies, Fleet Services will establish a Storm Fleet Services Equipment Coordinator. Local Fleet Services personnel will coordinate their activities through the local chain of command that ultimately leads up to a corporate department for support.
Refer to Exhibit 7.2 for the Storm Equipment requirements Process Flow Diagram

7.2.2. Fuel Tax Permit

For those Vehicles in excess of 18,000 lbs. traveling outside of New York State for either emergency storm damage or the delivery of material, a fuel tax permit must be obtained.
The Fleet Services Department, working in conjunction with Com-data Transceiver (fax# [redacted] has established a fuel tax permit form to be used when applying for a fuel and trip permit for those vehicles. The procedure to follow is available on the National Grid internal internet site for Fleet.

A listing of the Equipment IDs for all vehicles over 18,000 lbs. must be maintained and include the following:

a). The states for which the trip and fuel permits are required
b). The effective date of the permit(s)
c). The estimated return date
d). The National Grid Operating Company requesting the permit(s)
e). The address of the location to which the paper copy of the permit should be sent
f). The fax number to which the permit should be faxed
g). The name, E-mail address, phone number, and fax number of the contact person in Operations to whom the permits should be sent.

The Fleet Services representative obtaining the permit will enter the information on the Fleet Services National Grid internal internet site which automatically faxes the information to the appropriate permitting agencies.

In most states these permits are only good for 72 hours. If the permit should expire before the vehicle leaves the state, another permit must be applied for.
Upon receipt of the fuel tax permit, the Operations Contact distributes the permits to the appropriate vehicles. These permits must be kept with the unit.

7.2.3. Specialty Equipment

Fleet Services will acquire specialty equipment, including heavy lift capabilities and helicopters, as required during an Emergency. They will be directed to acquire these resources by the State Logistics Section Chief when they are activated. In those instances, requests for this equipment will be elevated to the State Incident Commander or their designee for their review. Fleet Services will direct resource requests through Branch Chain of Command or through the State Logistics Section Chief when directed to do so.

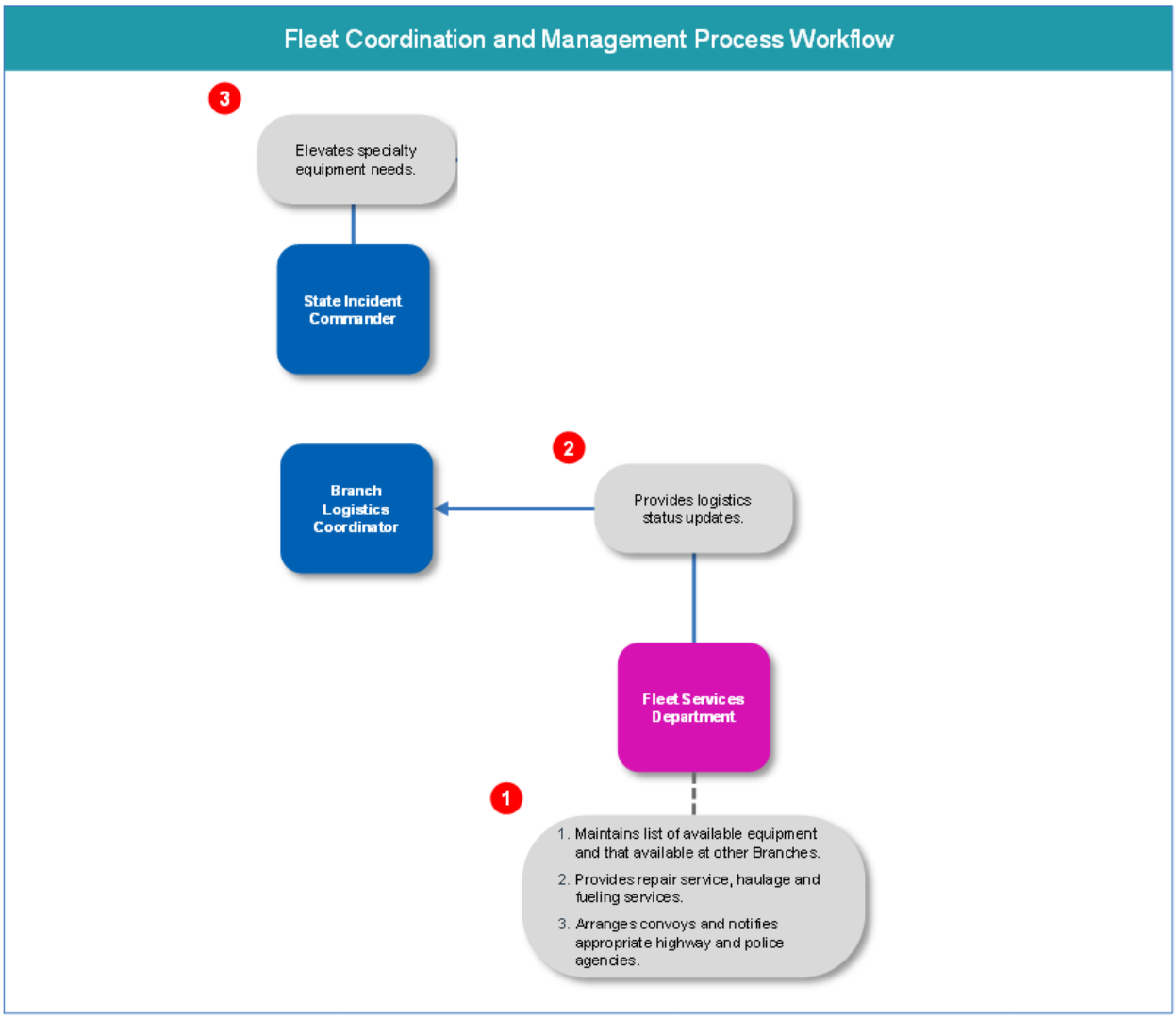


Figure 22. Fleet Coordination and Management Process Workflow

Roles and Activities

7.2.4. State Incident Commander

7.2.4.1. Elevates specialty equipment needs (including the need for helicopters)

7.2.5. Fleet Manager or their designee

7.2.5.1. Furnishes additional motor vehicle equipment as required.
7.2.5.2. Supplies repair service as required.
7.2.5.3. Supplies haulage service as require.
7.2.5.4. Provides additional transportation as required.
7.2.5.5. Provides for refueling of vehicles.
7.2.5.6. Provides notification to Thruway Authority, Federal Highway Administration, and appropriate Police Agencies to be completed by the Fleet Services Department (Maintenance Manager).
7.2.5.7. Informs Branch Logistics Coordinator of status of work and problems encountered.
7.2.5.8. Notifies people to bring vehicles with them when they go to other districts as crew guides, supervisors, or engineers.
7.2.5.9. Supplies additional motor vehicle equipment as required.
7.2.5.10. Supplies appropriate gasoline credit cards, if available, for use by Supervisor on the Thruway; or making arrangements for fuel.

7.2.5.11. Designates a Fleet Services Supervisor who will have overall responsibility for coordinating all transportation activities of the convoy and providing this supervisor with a vehicle that is radio equipped with appropriate frequencies and channels for two-way communication with vehicles.
7.2.5.12. Convoy's trucks according to size of vehicle fuel tanks and types of fuel required.
7.2.5.13. Arranges convoy into groups of a supervisor and five (5) crews, or six (6) if a tree crew is involved, for departure as soon as possible.
7.2.5.14. Makes arrangements for the mode of transportation of personnel as requested by Incident Commander/Branch Director.
7.2.5.15. Requests one supervisor, with radio equipped vehicle furnished by the Operating Department, to travel and be responsible for the activities of each five (5) or six (6) crew segment of a convoy. These supervisors will be provided with appropriate road maps to destination.
7.2.5.16. Makes advance arrangements for fuel at National Grid facilities along the way if convenient.
7.2.5.17. Obtains funds for tolls, meals, etc. along the way. Provides for the utilization of EZ-Pass whenever possible.
7.2.5.18. Assists in the operation of the Emergency Operations Center.

7.3. Staging Site Coordination and Management

A staging site is strategically located near or just outside an area that has been impacted or incurred damage caused by natural or manmade event. Its purpose is to provide a work platform where resources required to restore service can be marshaled and re-supplied.

The Branch Logistics Coordinator is responsible for facilitating the setting up of material staging sites as directed by the Branch Director. This may include stake rack trucks, storm kits, scrap bins, dumpsters, material handling equipment, lighting, portable toilets, etc. Additional marshaling yards and staging sites can be established as necessary.

If it becomes necessary to establish staging sites with additional functions, such as feeding and housing crews, laundry, command posts, base camp, etc. the Branch Logistics Coordinator would work with the Centralized Staging Site Support Group to establish these capabilities. The Company maintains relationships with logistics vendors in the event base camp staging sites are required.
Vehicles will be restocked and fueled whenever possible while the crews are on rest time at their rest locations.

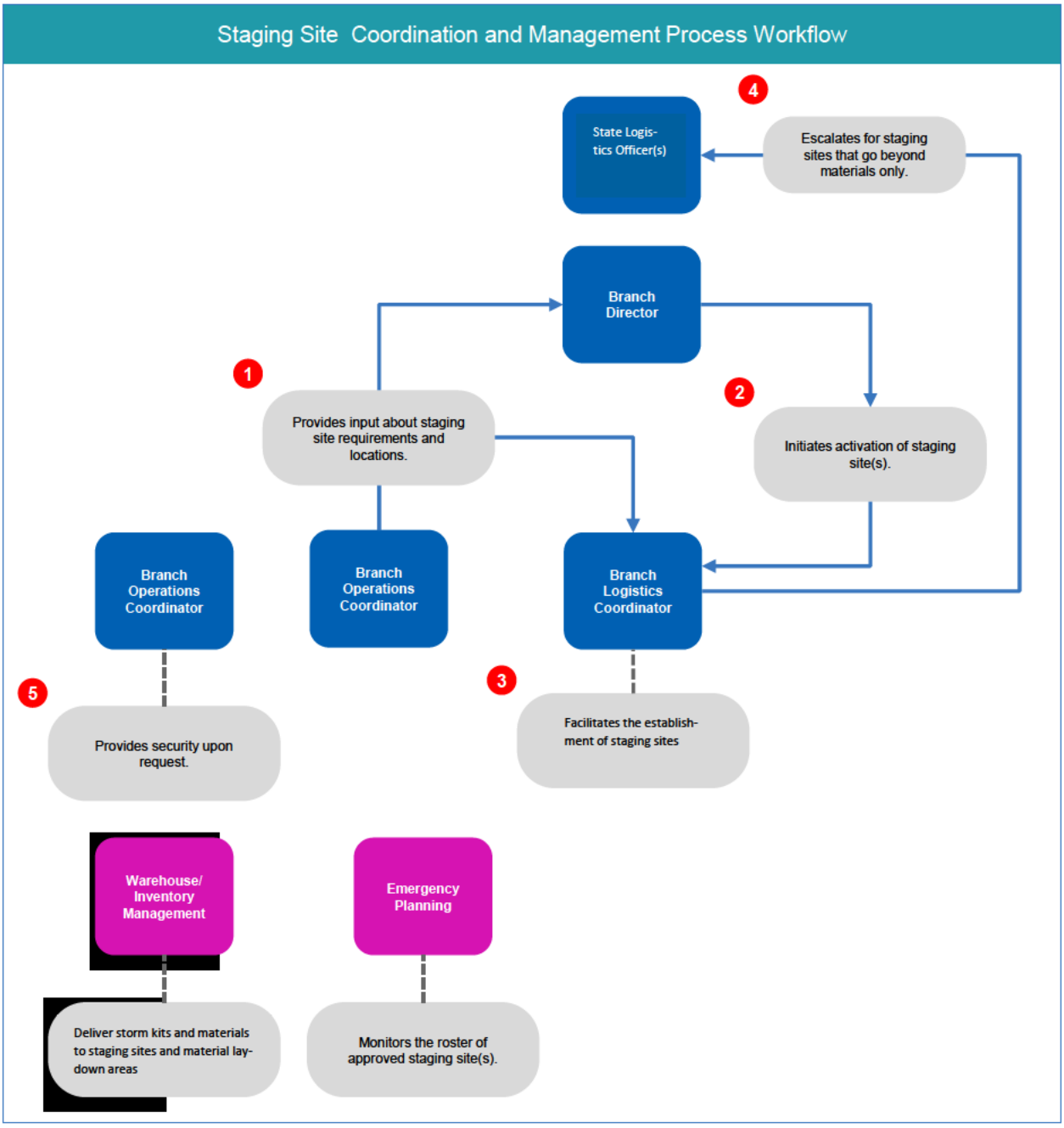


Figure 23. Staging Site Coordination and Management Process Workflow

Roles and Activities

7.3.1. Branch Director

7.3.1.1. Directs the Branch Logistics Coordinator to establish staging sites as required.

7.3.2. Branch Operations Coordinator

7.3.2.1. Provides input to the Branch Director and Branch Logistics Coordinator about staging site requirements and locations.

7.3.3. Branch Logistics Coordinator

7.3.3.1. Establishes staging sites as directed by the Branch Director.

7.3.3.2. Communicates needs beyond a materials only staging site, such as a feeding and housing crews, laundry, command posts, base camp, need for logistics vendors, etc., to the staging site support group.

7.3.4. Warehouse Material Coordinator or their designee

7.3.4.1. Delivers materials to selected staging sites.

7.3.5. Branch Security Coordinator

7.3.5.1. Upon request, provides additional security at designated staging sites, hotels or other locations as advised.

7.4. Facilities Coordination and Management

A facilities employee is typically on site at all major office locations and can be dispatched to other sites as needed. Their first priority is to maintain that the facility is in safe working condition. They will respond to and arrange repair for any damage to a company facility. Additionally, this employee will support restoration as needed by setting up conference rooms, arranging for cleaning service or other logistical type needs as required or at the direction of the Branch Logistics Coordinator.

Roles and Activities

7.4.1. Branch Logistics Coordinator

7.4.1.1. Coordinates with Facilities Leadership to maintain safe working conditions at Company facilities.

7.4.2. Facilities Support or their designee

7.4.2.1. Coordinate custodial support, as requested, for facilities utilized for emergency restoration, particularly those staffed 24/7 both on and off site, i.e. staging areas.

7.5. Communication Gear Coordination and Management

The Company maintains an inventory of communications gear, such as iPads, cell phones, and satellite phones used during an emergency response.

If, during the emergency, Emergency Response Process Leads require additional equipment not available from the Company's existing inventory, either because all units are currently in use or they require specialty equipment not maintained by the Company, the process leads will work with logistics personnel at the Branch or State Level to procure the equipment.

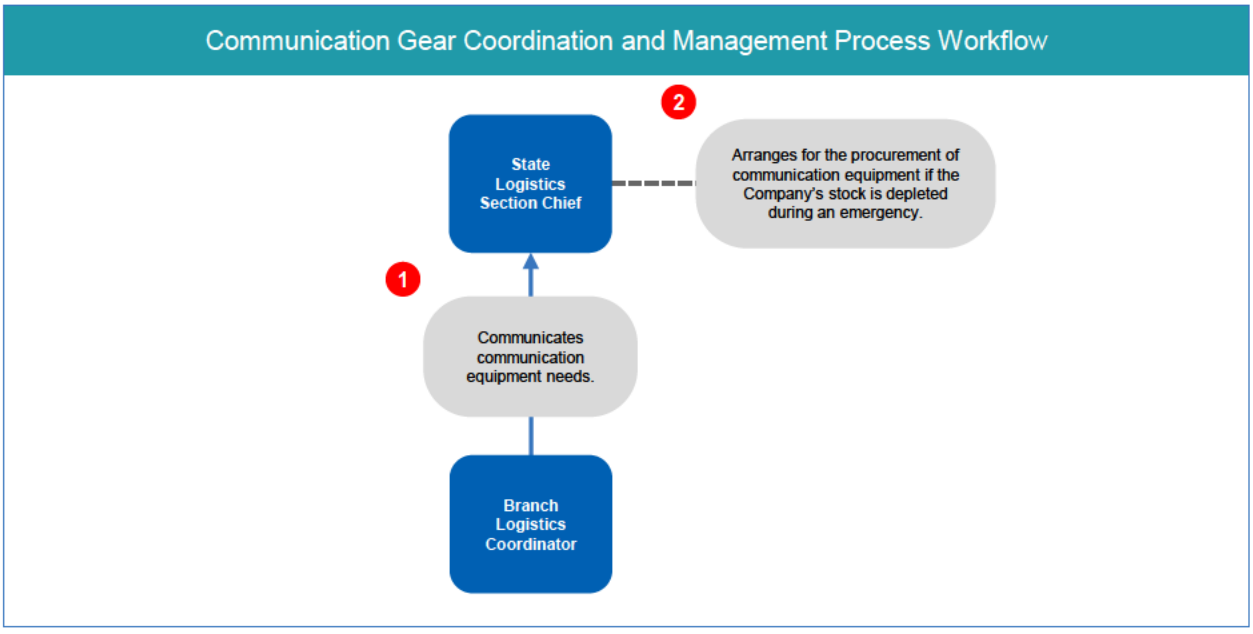


Figure 24. Communication Gear Coordination and Management Process Workflow

Roles and Activities

7.5.1. State Logistics Section Chief

7.5.1.1. Arranges for the procurement of communication equipment for the Emergency Response Organization at the State and Branch Levels if the Company's stock is depleted during an emergency.

7.5.1.2. Branch Logistics Coordinator

7.5.1.3. Communicates the communication equipment needs to the State Logistics Section Chief if the Company's stock is depleted during an emergency.

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Chapter 8: Coordinate Personnel Logistics







Section 8. Coordinate Personnel Logistics

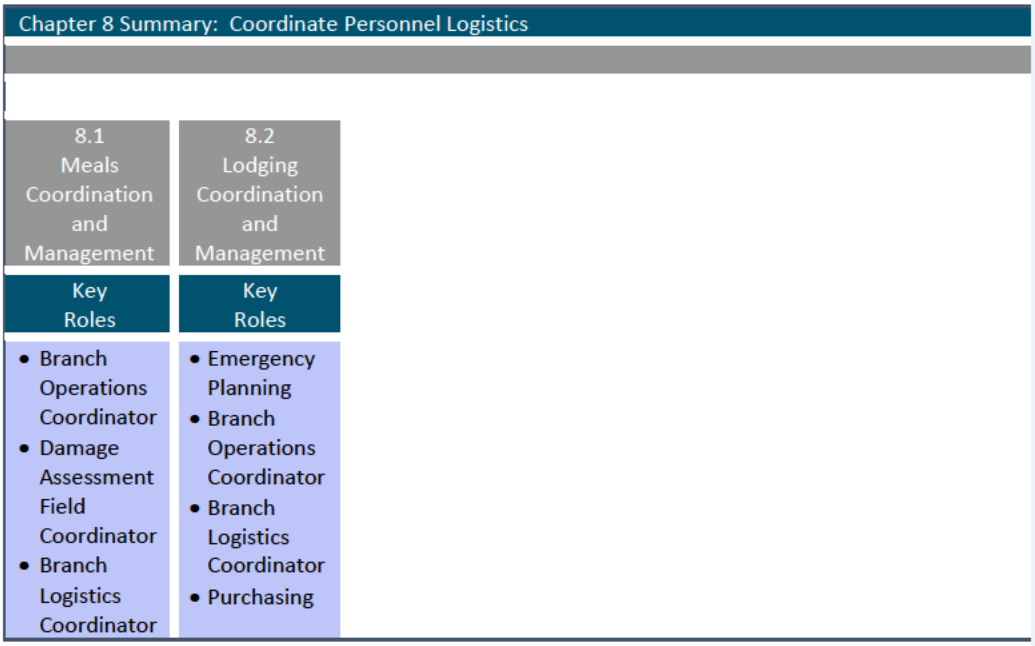
Introduction

The purpose of Coordinate Personnel Logistics is to provide a guideline for how to best provide the means to feed and house resources working in response to an emergency.

The processes and activities in this chapter can be initiated in the pre-event stage and continue through the restoration stage when the response plan has been activated (as covered in Chapter 4 of this ERP) to support the type and number of resources required to address the emergency as estimated or determined to be required (as covered in Chapter 6 of this ERP).

As the Emergency evolves, the processes described in this chapter are revisited to provide the necessary logistical needs of the organization are met to promote an efficient response.

The processes and associated roles covered in this chapter are illustrated in the following Figure.



Processes

8.1 Meals Coordination and Management

8.2 Lodging Coordination and Management

8.1. Meals Coordination and Management

The meals function will be activated during emergencies when large numbers of crews are required in the State or Branch and will be remaining there for an extended period of time. This group, under the direction of the Branch Logistics Coordinator, shall consist of a minimum of two (2) people, none of which will have any additional duties in the emergency organization. This group shall have the ability to expand the contract in numbers of personnel as the need develops. Each Branch shall designate the Meals Coordinator within its Emergency Response Organization.

In the event of a major catastrophic event Class III emergency, additional staffing will be provided as required. Meals Support from unaffected Branches will be called upon if required to provide additional staffing to the affected Branch(es).

Every effort must be made to provide good quality lodging and meals. At least two good meals must be provided daily. It may be desirable to house groups of workers away from the work area and transport them by bus if proper facilities are not available locally.

Crews traveling to another Region/District or another utility for an undetermined time, shall be instructed to have a minimum of seven (7) days' supply of clothing and personal items.
Crews traveling to another Branch or State should eat, if necessary, prior to arrival at the emergency area.

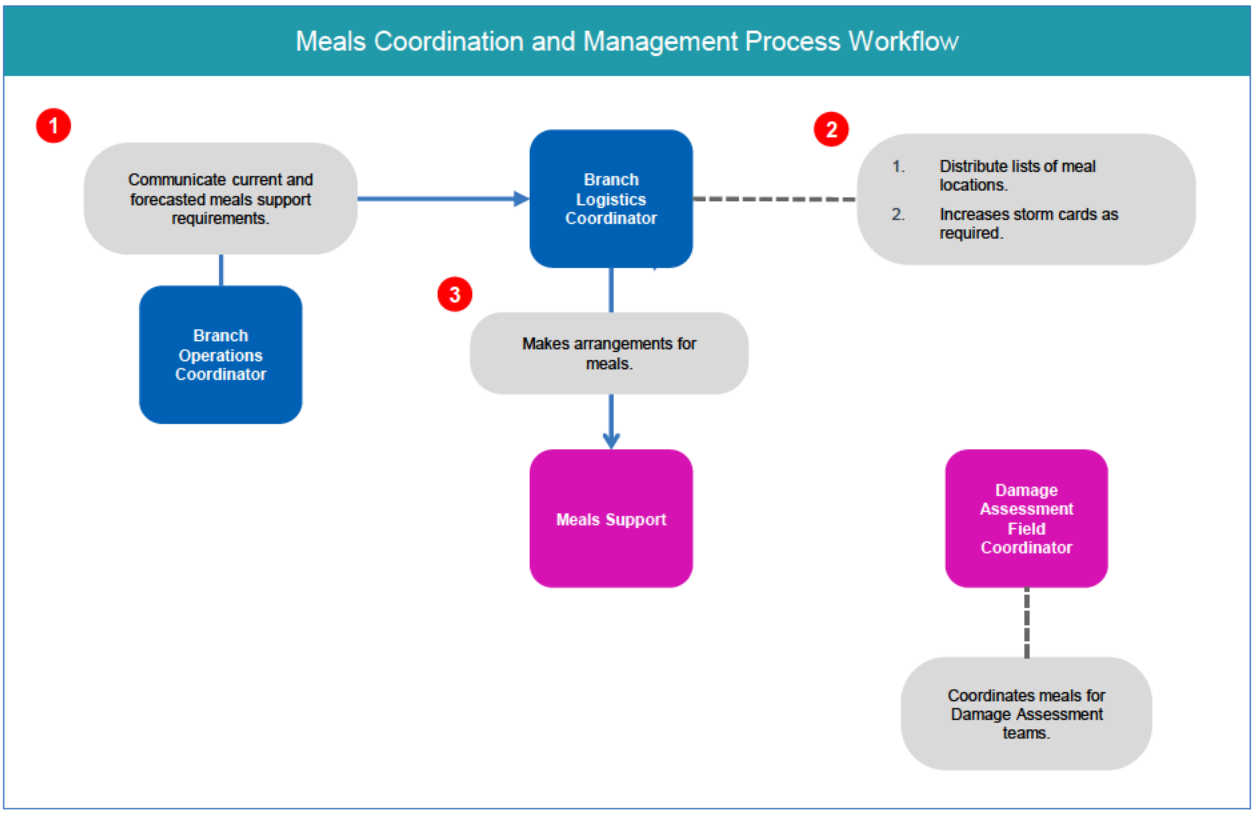


Figure 25. Meals Coordination & Management Process Workflow

8.1.1. Branch Operations Coordinator

8.1.1.1. Meets with the Branch Logistics Coordinator periodically to communicate and confirm the number of forecasted and actual resources that require meals logistical support. Arrival time of additional restoration resources procured for the emergency response is also reviewed as required.

8.1.2. Damage Assessment Field Coordinator

8.1.2.1. Coordinates meals for Damage Assessment teams.

8.1.3. Branch Logistics Coordinator

8.1.3.1. Ensure that the appropriate crew accommodation control is functional in affected Region(s)/ Division(s) and in Region(s) / Division(s) where crews will stay prior to arrival in affected Region(s) / Division(s). (See appropriate Regional Electric Emergency Procedure Manual for contact.)

8.1.3.2. Arranges for meals

8.1.3.3. Conducts preliminary discussion with meals support and caterers, making arrangements for meals.

8.1.3.4. Where available, distributes lists of meal locations, preferably those which have prearranged credit available. In the event of a large-scale emergency, it may be necessary to send crews to prearranged locations, such as banquet halls, fire halls, etc., where catering services are available.

8.2. Lodging Coordination and Management

The lodging functions will be activated during emergencies when large numbers of crews and or support resources are required in the State or Branch and will be remaining there for an extended period of time. This group, under the direction of the Branch Logistics Coordinator shall have the ability to expand the contract in numbers of personnel as the need develops. Each Branch shall designate the Branch Lodging Coordinator within its Emergency Response Organization.

In the event of a major catastrophic event Class III emergency, additional staffing will be provided as required. Lodging Support from unaffected Branches will be called upon if required to provide support to the affected Branch(es).

Crews traveling to another Branch, State, or another utility for an undetermined time, shall be instructed to have a minimum of seven (7) days' supply of clothing and personal items.

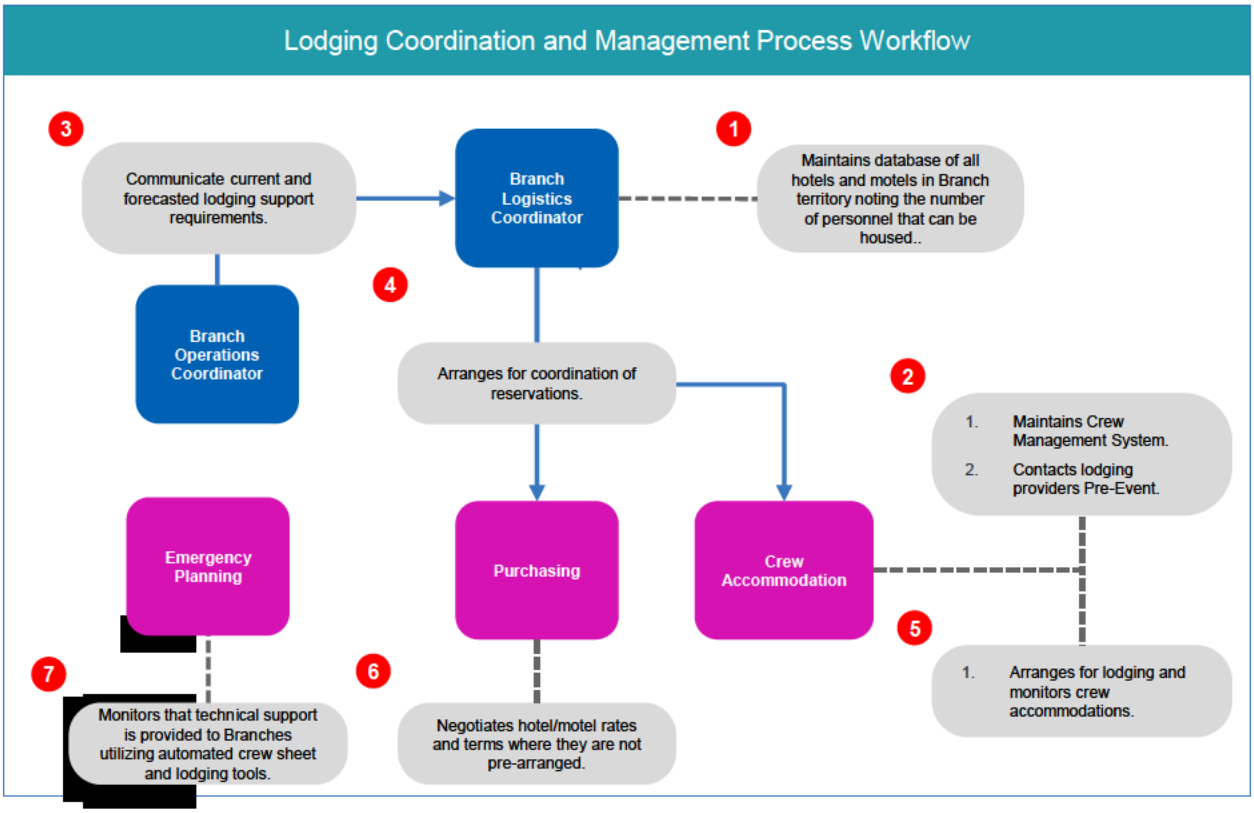


Figure 26. Lodging Coordination and Management Process Workflow

Roles and Activities

8.2.1. Emergency Planning

8.2.1.1. Monitors that technical support is available to Branches utilizing automated crew sheet and lodging tools.

8.2.2. Branch Operations Coordinator

8.2.2.1. Meets with the Branch Logistics Coordinator periodically to communicate and confirm the number of forecasted and actual resources that require lodging logistical support. Arrival time of additional restoration resources procured for the emergency response is also reviewed as required. Branch Logistics Coordinator

8.2.2.2. Confirm that the appropriate crew accommodation control (i.e. – Logistics Support) is functional in affected Region(s)/ Division(s) and in Region(s) / Division(s) where crews will stay prior to arrival in affected Region(s) / Division(s). (See appropriate Regional Electric Emergency Procedure Manual for contact.)

8.2.2.3. Register, on arrival and departure, all incoming and Out-going crews. It is extremely important that all foreign utility and contractor employees are tracked.

8.2.3. Branch Logistics Coordinator

8.2.3.1. Coordinate hotel/motel reservations with Purchasing. Motels having pre-established rates and terms will be selected whenever possible. Where rates and terms are not prearranged, Purchasing will negotiate to establish same. Individuals assigned to accommodations should become familiar with pre-established terms developed by Purchasing to help avoid over-committing the company.

8.2.3.2. Arranges for lodging accommodations as close to the Crews' work location as possible. Generally, two (2) men will be assigned to a room. Makes arrangements to stock and service vehicles at the location where the vehicles are stored during periods of rest.

8.2.3.3. When a Class III emergency occurs, considers advance booking of a block of hotel/motel rooms on a contingency basis as soon as requests for outside crews are made from the Emergency Operations Center of any given Branch or Branch during an emergency.

8.2.3.4. Notes number of people who can be housed or served; times when facility is closed for season or other special conditions; and complete contact information including - name of contact person; telephone number; fax number; etc.

8.2.3.5. Maintains Crew Management system or coordinates for the centralized management of the resource information in the Crew Management System.

8.2.3.6. Arranges for lodging.

8.2.3.7. Registers, on arrival and departure, all incoming and out-going crews. It is extremely important that all foreign utility and contractor employees are tracked.

8.2.3.8. Coordinates hotel/motel reservations with Purchasing. Motels having pre-established rates and terms will be selected whenever possible.

8.2.3.9. Monitors crew accommodations and assists in the operation of the Branch EOC, as required.

8.2.4. Procurement Support or their designee

8.2.4.1. Negotiates to establish rates and terms with hotels/motels where they are not prearranged to avoid over-commitment by the Company.

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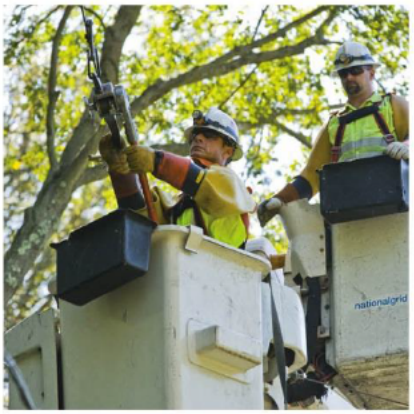
Chapter 9:
Financial Accounting Guidelines







Section 9. Financial Accounting Guidelines

Introduction

The purpose of Financial Accounting Guidelines is to establish a procedure to account for costs incurred during an emergency response.

The processes and activities in this chapter can begin in the pre-event stage of an emergency and continue through the service restoration stage as required upon activation of the emergency response organization (as covered in Chapter 4 of this ERP).

Processes

9.1 Establishing Emergency Charge Accounts

9.2 Tracking and Analyzing Costs

9.3 Tracking Time and Materials Charging

9.4 Processing Claims

9.5 Assuring Cost Recovery

Chapter 9 Summary: Financial Accounting Guidelines

9.1 Establishing Emergency Charge Accounts	9.2 Tracking and Analyzing Costs	9.3 Tracking Time and Materials Charging	9.4 Processing Claims	9.5 Assuring Cost Recovery
Key Roles	Key Roles	Key Roles	Key Roles	Key Roles
• State Finance Section Chief	• State Finance Section Chief • Branch Finance Coordinator	• Emergency Planning	• None	• None

9.1. Financial Accounting Guidelines Overview

The Company is allowed to recover the incremental cost of storm restoration not already included in base rates. Cost recovery is managed through a deferral mechanism. In order to justify cost recovery, the Company needs to be able to adequately support (through documentation) the incremental costs that were incurred in order to restore service to customers.

This section of the ERP details the storm costs that meet the major storm criteria that are deferrable, the required documentation, method for determining/identifying incremental costs, and the groups responsible for supporting the effort to identify and capture incremental storm restoration costs.

9.2. Establishing Emergency Charge Accounts

The State Finance Section Chief shall communicate to Emergency Planning the proper regional storm numbers to which time should be charged. Time will be reported to the storm number for the Operating Region (also known as the operating area) where the storm restoration work is being done, not the Operating Region that the employee normally works in, if different. Reinforce time reporting requirements to all who charge time to storms. Include appropriate regional storm work order numbers for each Operating Region affected. Overtime policies will be reinforced for both management and represented employees and time reporting should be done in accordance with established policies.

Support functions (e.g., Customer Service, Procurement, Supply Chain, Fleet, etc.) shall be instructed to charge time to the Operating Region that they are supporting. If a support functions' storm support is for multiple Branches (e.g., Customer Service or Procurement), the support function shall charge the first regional storm number issued by the State Finance Section Chief. Prior to finalizing the deferral balance, Distribution Finance shall determine the appropriate allocation to the Operating Region(s) based on customer outage information.

Refer to Exhibit 9.1 - NY Procedure for Capturing / Recording Capital Confirming Field Information during Storms.
Refer to Exhibit 9.2 – for flow diagram of process
Refer to Exhibit 9.3 – for Emergency Storm Capital Replacement Form
Refer to Exhibit 9.4 – for Services Replaced Form

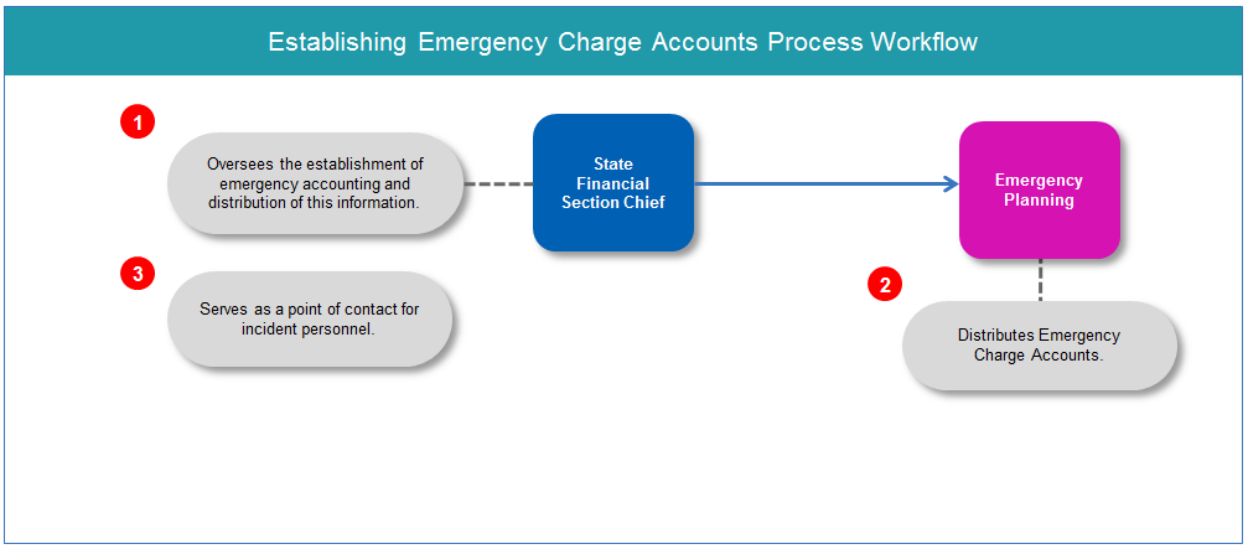


Figure 27 Establishing Emergency Charge Accounts Process Workflow

9.2.1. State Finance Section Chief

9.2.1.1. Issues and communicates to Emergency Planning the proper Storm Numbers to which time should be charged. Time should be reported to the storm number for the Operating Region (also known as the operating area) where the emergency restoration work is being done, not the Operating Region that the employee normally works in, if different.

9.2.1.2. Attaches the correct accounting string prior to forwarding to Accounts Payable for payment. Work with Finance for the correct accounting string if necessary.

9.2.2. Tracking and Analyzing Costs

A thorough review of contractor and mutual assistance invoices will be done prior to payment to provide assurance that billing for external labor is accurate and in accordance with contracts.
The review for contractor invoices shall be documented and include the following:

a). Verify that the labor and equipment included in invoices agrees to timesheets provided by the contractor.

b). Verify that labor rates agree with rates established in the vendor contract.

c). Review charges for miscellaneous items (e.g., food, fuel, hotels, etc.) for reasonableness and adherence to the contract.

d). Contact the contractor to resolve charges that appear to be incorrect or questionable.

e). Attach the correct accounting string prior to forwarding to Accounts Payable for payment. Work with Finance for the correct accounting string if necessary.

f). The approval signature and dates on the invoice/invoice cover sheet will serve as documentation that the review took place as set forth above.

g). The review for other invoice charges shall be documented and include the following:

h). Verify costs relate to the restoration effort.

Roles and Activities

9.2.3. Project Management and Complex Construction

9.2.3.1. Reviews external contracted Line Crew and Mutual Assistance contracted Line Crew invoices.

9.2.4. State Finance Section Chief

9.2.4.1. Verifies that labor rates agree with rates established in the vendor contract.

9.2.4.2. Reviews charges for miscellaneous items (e.g., food, fuel, hotels, etc.) for reasonableness and adherence to the contract.

9.2.4.3. Documents the review for contractor invoices.

9.2.4.4. Verifies that the labor and equipment included in invoices agrees to timesheets provided by the contractor.

9.2.4.5. Reviews invoice/ invoice cover sheets. The approval signature and dates on the invoice/invoice cover sheet will serve as documentation that the review took place as set forth above.

9.2.4.6. Contacts the contractor to resolve charges that appear to be incorrect or questionable.

9.3. Tracking Time and Materials Charging

Documentation

During Storm emergencies, the Branch Electric Operating groups manage the restoration effort through the use of internal and external crews. In addition to in-house divisional crews, other internal company crews are often transferred from divisions not affected by the storm. External assistance is often requested from contractors and other mutual assistance utilities. Management and tracking of crews from multiple sources and locations is done via crew transfer sheets and crew status spreadsheets (if necessary). This information is used during the restoration effort to manage the work effort.

Document/maintain daily crew headcount for each operating division where storm restoration work is required. This includes both internal and external crews. Daily headcount documentation maintained in each division for the duration of the storm will be forwarded to the State Finance Section Chief during restoration

The NY-EOC and or Emergency Planning shall document assigned internal crews using the daily crew status worksheets (a copy of which can be found in Exhibit A to this chapter, which is found in Appendix A of this ERP). Use this worksheet to document the daily decision process for determining which or how many Line/Forestry crews are assigned to work on storm restoration vs. crews held back in-home divisions and to provide headcount documentation for:

a). Contractor crews,
b). Mutual Aid crews,
c). Associated Company crews,
d). Other types of contractors brought in due to exceptional circumstances (e.g., survey/inspectors, security, etc.)

An example of the emergency storm capital replacement tracking form used by field personnel to identify equipment replaced during an emergency is included as Exhibit 9.3 to this chapter, which is found in Appendix A of this ERP.

Time Reporting

Accurate time reporting for time worked on a storm restoration effort is essential for recording and capturing labor costs attributable to storm work. In particular, regular straight time is not considered an incremental cost while overtime is incremental. In order to correctly determine the cost of labor that is incremental (and recoverable), time reporting should accurately reflect the hours worked (regular and overtime) and the level of overtime (base overtime, premium overtime). In addition, overtime should be recorded in accordance with established policies for Management (Go to: National Grid internal internet site: Shared Services, Transactions Delivery Center SDC, Employee Services, HR Policies, Pay Policies, Premium Pay and Overtime Policies for Management Employees.)

Accurate time reporting is essential for determining and supporting labor costs associated with storm restoration. As time is reviewed and approved in the time entry system (SAP), ensure that:

For Management Time Reporting:

a). Overtime charged shall be in accordance with the management overtime policy.
b). The correct overtime coding shall be used per SAP.
c). Time is entered within the current pay period (or the following pay period if circumstances preclude time reporting during storm restoration) and approved by the Supervisor or Manager in SAP.

For Represented Time Reporting:

a). Regular time and overtime are charged in accordance with the labor contract.
b). Overtime is properly charged using the correct coding in SAP.
c). Time charged to storms beyond the storm restoration period is supported and approved.
d). Time is entered within the current pay period (or the following pay period if circumstances preclude time reporting during storm restoration) and approved by the Supervisor or Manager in SAP.

Note: For overtime work that continues beyond the storm period (e.g., tree trimming, confirming work orders, clean-up etc.) supporting documentation shall be maintained detailing the type of work being done, the need for the work to continue beyond the storm restoration period, and the reason the work was completed on overtime. The work should be approved by local leadership having jurisdiction over the work being performed.

Invoice Review

A thorough review of contractor and mutual assistance invoices will be done prior to payment to provide assurance that billing for external labor is accurate and in accordance with contracts.
The review for contractor invoices shall be documented and include the following:

a). Verify that the labor and equipment included in invoices agrees to timesheets provided by the contractor.
b). Verify that labor rates agree with rates established in the vendor contract.
c). Review charges for miscellaneous items (e.g., food, fuel, hotels, etc.) for reasonableness and adherence to the contract.
d). Contact the contractor to resolve charges that appear to be incorrect or questionable.
e). Attach the correct regional accounting string prior to forwarding to Accounts Payable for payment. Work with Finance for the correct accounting string if necessary.
f). The approval signature and dates on the invoice/invoice cover sheet will serve as documentation that the review took place as set forth above.
g). The review for other invoice charges shall be documented and include the following:
- Verify costs relate to the restoration effort.

Roles and Activities

9.3.1. Emergency Planning

9.3.1.1. Documents assigned internal crews using the daily crew status worksheets.
9.3.1.2. Provides headcount documentation for (Contractor crews, Mutual Assistance crews, Associated Company crews, Other types of contractors brought in due to exceptional circumstances (e.g., survey/inspectors, security, etc.)).

9.3.2. State Finance Section Chief

9.3.2.1. Reinforces time reporting requirements to all who charge time to emergencies. Include appropriate regional storm work order numbers for each Operating Region affected. Overtime policies will be reinforced for both management and represented employees and time reporting should be done in accordance with established policies.

9.3.3. Branch Director

9.3.3.1. Documents/maintains daily crew headcount for each operating division where emergency restoration work is required. This includes both internal and external crews.
9.3.3.2. Maintains daily headcount documentation in each division for the duration of the emergency will be forwarded to the State Finance Section Chief during restoration.

9.3.4. State Human Resource Section Chief or their designee

9.3.4.1. Reinforces time reporting requirements to all who charge time to emergencies. Include appropriate regional storm work order numbers for each Operating Region affected. Overtime policies will be reinforced for both management and represented employees and time reporting should be done in accordance with established policies.
9.3.4.2. Obtains and documents Senior Management approval for deviations from the Overtime policy.
9.3.4.3. Instructs support functions to charge time to the Operating Region that they are supporting.

9.4. Processing Claims

Items such as damage and injury claims and employee expenses reimbursements will be subject to the corporate policies in place.

Property and Injury Claims
Both the processing of public and employee property damage and public injury claims are received and processed by the claims department as part of their day-to-day activities typically following an emergency. Cards containing a contact number that the public can use to contact the Company are carried in each Company truck and will be provided as required to facilitate the submission of claims. In New York, the telephone number for the public to process claims is [redacted]

Employee Expenses Reimbursement
The guideline for the reimbursement of costs incurred by the employee as a result of Company business is detailed in the policies for US Business Travel & Expense Policy go to:
[redacted]

"US Travel and Business Expense Policy" - The "US Business Travel and Expenses" guidelines detail the normal types of expenses and the scenarios when employees shall be reimbursed for costs incurred as a result of Company business. During a major emergency, instances may arise that require the employee participating in restoring power as a result of the emergency to incur costs that are not detailed in the "US Business Travel & Expense Policy" and/or could be considered "unusual". These types of "unusual" costs are usually associated with employees participating in emergency restoration required to be out of town for periods of time greater than first anticipated. Examples of "unusual" costs are but not limited to articles of clothing, shoes, coats, gloves, hats.

All expenses incurred as a result of the emergency should be charged to the Emergency Charge Accounts (refer to Chapter 9.1).

Supervisors shall review and approve employee expense reimbursements related to emergency restoration per Human Resources US Business Travel & Expenses Policy, Section 4, Subject 4.2. As stated in the guideline, supporting documentation (e.g. receipts, paid bills, or invoices) is required for an expenditure of $25 or more. For reimbursement of expenses that could be considered "unusual", the supervisor shall document on the expense account prior to submitting the paper copy to Accounts Payable the reason why these costs are reimbursable. By approving the expense reimbursement, the supervisor is verifying the expenditure was necessary and reasonable.

Roles and Activities
There are no Emergency Response Organization roles associated with this process. Rather this process is carried out during blue sky conditions and the information contained in this section of the ERP is included for informative purposes.

9.5. Assuring Cost Recovery

Subject to conditions established in the Commission's order setting rates, the Company can recover incremental storm costs, which consist of internal and external labor, materials, transportation costs, payroll taxes, etc. The costs will be identified and accumulated by the Finance department with the assistance of other departments involved in the storm restoration process. Actual costs (as they become known) and estimated costs will be submitted by Finance and booked to the deferral account by Accounting Services until all storm's costs have been identified and booked.
Storm costs will be charged to each Operating Region based on the work performed in that region. Finance shall, per the Commission's order setting rates, prepare deferral storm costs entry based on the Operation Region(s) determined eligible for deferral.
A deferral calculation estimate will be made as soon as possible after the storm occurs and provided to Accounting Services for accrual to the deferral account. The calculation will be updated on as needed basis to reflect actual costs incurred until all storm costs are captured and a final deferral amount can be calculated.

The New York procedure for capturing and recording capital cost confirming field information during storms can be found in Exhibit 9.1 to this chapter, which can be found in Appendix A of this ERP.

Roles and Activities

There are no Emergency Response Organization roles associated with this process. Rather this process is carried out during blue sky conditions and the information contained in this section of the ERP is included for informative purposes.

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Chapter 10: Employee Welfare







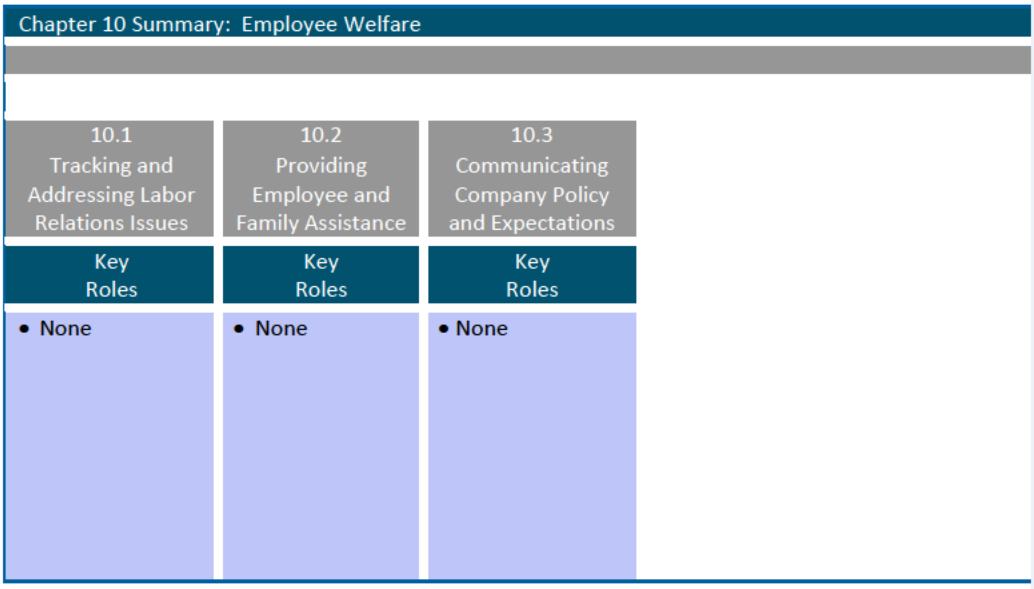
Section 10. Employee Welfare

Introduction

The purpose of this chapter is to describe how issues that might distract employees and foreign restoration crews from concentrating on restoration activities are addressed.

The processes and activities in this chapter can begin in the pre-event stage of an emergency and continue through the service restoration stage as required upon activation of the emergency response organization (as covered in Chapter 4 of this ERP). The processes and associated roles covered in this chapter are illustrated in the following Figure.

All of the processes included in this chapter are overseen by State Level ICS Officers.



Processes

10.1 Tracking and Addressing Labor Relations Issues

10.2 Providing Employee and Family Assistance

10.3 Communicating Company Policy and Expectations

10.1. Tracking and Addressing Labor Relations Issues

The State Human Resources Officer works with the State Incident Commander to address labor relations issues. This includes maintaining communications with labor unions to proactively address issues such as the movement of personnel during the emergency and addressing issues with labor unions and individual employees as they arise.

10.2. Providing Employee and Family Assistance

The Company offers an Employee Assistance Program (EAP). The EAP includes a free and confidential counseling service that provides professional help and assistance to employees, dependents, and household members with any type of life issue or personal problem. The EAP will also be utilized to provide support and assistance to employees that have a disaster in their personal lives during a major event. This service will be utilized to ensure that an employee that is to be utilized for a major event is available to perform their emergency assignment duties as required.

The Employee Services team will be activated at the discretion of the State Human Resource Officer, and the extent of the assistance provided will be determined based on the incident to the employee.
At the time of the event, it will be determined whether the Employee Services Unit shall provide:

a). Information and suggestions to all employees on how to prepare themselves, their family and/or homes in advance of a storm. This may include supplying reading materials from the Red Cross Ready program, (how to make an emergency kit for your family, how to make a plan, how to get information during an incident). Responsibility: Employee Communications.
b). Liaise with the EAP to assist with employee issues regarding the emergency event.
c). Refer the affected employee(s) to the appropriate resources, both internal and external (EAP) for guidance with their specific situation.

Prior to a Class-III event, information about assistance programs will be made available to employees and their families and the process for obtaining assistance information.

The Employee Services team may consider setting up an Employee/Family Assistance Center to serve as a centralized point to provide service to employee families impacted by disaster. The Center may provide computer access, telephones, information, and assistance in accessing other services. It would also serve as a volunteer coordination Center

Employee Services Unit

The Employee Services Unit is made up of Human Resources and TDC employees. The Company will scale up and down depending on the event.

Detailed Section Found on the Company National Grid internal internet site:

Employee → Supervisor → HR Business Relationship Manager → HR / LOGISTICS TEAM → Employee Services Unit

EAP CONTACT INFORMATION:

[redacted] (24/7)
[redacted]
[redacted]

[redacted]

National Grid HR Hotline Number
In addition to EAP, the Company has established an HR Hotline to assist employees who have encountered major impacts (*e.g.,* shelter, access to food, medicine, etc.). HR Representatives can assist employees with any questions they may have and advise them about the resources available to them.

The Company has put in place an additional number to promptly address employee calls. Employees can access the HR Hotline at either number listed below between the hours of 7:00 am and 7:00 pm.

HR Hotline [redacted] and [redacted]

10.3. Communicating Company Policy and Expectations

The communication of Company policies and expectations during an emergency is the responsibility of the State Human Resources Officer, State Public Information Officer and State Planning Officer. The State Human Resources Officer will determine whether any of the recommended emergency protocols should not be followed (e.g. mandatory employee attendance) and work with the State Public Information Officer to ensure any applicable policies are communicated to Company employees through regular employee communication channels.

If an emergency is of short duration, conditions may warrant that the employees be worked up to 36 hours or the second sunset provided the work can be completed in that time. Otherwise, all employees should get at least 8 hours off in every 24-hour period. It is desirable to work in daylight to maximize efficiency and safety. It is also important to provide ample staffing at night that will typically include One Person Crew coverage to respond to 911 and large outage calls, pole setting in preparation of crews coming off rest, and large outages where the work area damage is known and can be worked efficiently and safely while meeting crew rest concerns.

nationalgrid

Chapter 11:
Damage Assessment







Section 11. Damage Assessment

Introduction

The purpose of Damage Assessment is to identify how the Company assesses physical damage on overhead Transmission, Sub-transmission, and Distribution lines during an emergency.

The processes and activities in this chapter can begin in the pre-event stage of an emergency and continue through the service restoration stage as required:

a). Upon activation of the emergency response organization (as covered in Chapter 4 of this ERP).

b). Once the type and number of resources required to address the emergency have been estimated and the resources have been acquired (as covered in Chapter 6 of this ERP).

The data that is collected as part of Damage Assessment is used in conjunction with other information to support the prediction of Estimated Time of Restoration (as covered in Chapter 15) and reassess response resource requirements (as covered in Chapter 6).

The data is also used as a source of information used in reports provided to the Company's regulator regarding the extent of the damage sustained during an emergency (as covered in Chapter 18.4).
The processes and associated roles covered in this chapter are illustrated in the following Figure.

Processes
11.1 General
11.2. Survey Organization Personnel
11.3. Damage Assessment Staffing – Grouping of Personnel
11.4. Damage Assessment Patrol Process
11.5. Participation in Storm Drill
11.6. Forms and Requirements

Chapter 11 Summary: Damage Assessment

11.1 General	11.2 Survey Organization Personnel	11.3 Damage Assessment Staffing – Grouping of Personnel	11.4 Damage Assessment Patrol Process	11.5 Participation in Storm Drill	11.6 Forms and Requirements
Key Roles	Key Roles	Key Roles	Key Roles	Key Roles	Key Roles
• None	• None	• None	• State Incident Commander • State Planning Section Chief • Emergency Planning • Branch Director • Branch Operations Coordinator • Branch Planning Coordinator • Manager-Transmission Engineering & Design	• None	• None

11.1. General

The determination of damage sustained will be made as soon as possible during an emergency and, if required, the need for additional help will be identified. A Damage Assessment Survey is performed to assess the physical damage such as primary wires down, poles broken, etc., on overhead distribution feeders or transmission lines.

Damage Assessment Surveys must be conducted by experienced personnel and may be done by vehicle or helicopter as conditions dictate. National Grid Management, Operations, and service restoration crews will use the information from Damage Assessments to assist with the formulation of plans for appropriate corrective action.

The Damage Assessment Patrol has three phases. For severe emergencies where field damage assessments are needed, Phase-I surveys will be completed as soon as practicable in the first 24 hours where access to facilities in the area impacted is available. Additionally, the Outage Management System ("OMS") provides key data in analysis of restoration such as customers interrupted, areas impacted, number of outage cases, wire down calls, 911 calls, feeder lockouts, etc. that can assist in determining the extent of the damage and in establishing a preliminary restoration plan.

Phase-II surveys, when used, shall be implemented to support decision making in resource acquisition. Generally, Phase II surveys will be implemented, depending on the severity of the damage, upon completion of Phase-I surveys but at least by the second day of restoration to ensure damage seen on side taps is included in the restoration plan decision making.

The final Damage Assessment element is the Feeder sweep which is a patrol of the feeder to check to see if all services are restored and that all temporary repairs are noted and/ or completed. Feeder sweeps are typically performed by traditional survey personnel so line crews may continue with the restoration activities.

Phase I and Phase II surveys as well as additional feeder surveys are to be used in the creation of work packages for field crews. These work packages will be assembled as quickly as possible upon survey completion in preparation of crew assignments. Phase-I and Phase-II surveys provide detailed information of system damage that can quickly be extrapolated to determine overall damage.

The Damage Assessment Patrol and work packet activity combines a paper-driven and electronic data collection process. Paper forms require minimal training, minimal equipment, and are the most reliable information transfer method during a major event. A work packet is created using Damage Assessment Patrol Forms and the Damage Assessment Patrol Envelope combined with the corresponding feeder map or circuit print. In the event where the electronic data collection process is not available, Damage Assessment can be performed using a 100% paper process.

At each work site, the Damage Assessment Patroller enters the repair details on Damage Assessment Patrol Forms. The Patrol Forms are summarized on the face of the Damage Assessment Patrol Envelope. Tablets or mobile device may also be used by patrollers to record the repair details.

Damage assessment information shall be recorded and entered into the database used by the Division. The first choice or tool the company uses to collect damage information is an electronic data collection method that incorporates the use of a mobile device to collect data using a sequence of drop-down menus and data collection points that are then downloaded into a company database. The information in the database can be used to track patrol assignments, patrol status, used to develop work packets, and monitor work packet completion status.
While the company is prepared to perform damage assessment using an electronic mobile damage

assessment tool; as a backup and or supplement – damage assessment information can also be collected using paper maps and a manual process.

Damage Assessment Surveys should be completed utilizing daylight whenever possible.
It is also important that traveling operators and other qualified switching personnel be dispatched in the Districts/Regions to determine conditions, feeder lockouts, and be available for sectionalizing efforts.
If damage to the overhead transmission system and/or the distribution system is extensive as indicated by a large number of locations, helicopter surveys will be initiated as soon as practicable. If distribution circuits are out due to a transmission outage, but it is highly likely that the distribution feeder(s) incurred damage from the event, distribution surveys will commence prior to the transmission system being energized if possible, to reduce distribution restoration time.

Patrollers will determine if the trouble presents a hazard to the public, such as arcing or sparking wires, down wires, broken poles, etc. If the condition is deemed to have the potential to present a hazard to the public, they will attempt to make the area safe within the capabilities that their training and qualifications will allow. The experience and training of the individuals will vary upon those responding. If electrically qualified, properly equipped, and able to make the field condition safe, the patroller will do so. If the time element to do so will detrimentally impact the survey completion time, the patroller shall notify survey supervision and request direction. If a hazardous condition still exists, then an individual will be dispatched to standby and guard hazardous conditions until repairs can be made.

Damage Assessors are not intended to guard wires down while performing preliminary assessment. Dispatch of personnel to stand by will be performed in a timely manner to relieve damage assessors within eight (8) hours of notification to the Damage Assessment Supervision, to minimize the adverse impacts on the damage assessment function. Conditions reported by patrollers will be compiled and forwarded to the Regional EOC (Storm Board).

Personnel working with energized conductors in making the area safe or completing service restoration shall have received proper electrical training prior to the event. Those not trained and qualified SHALL NOT work with energized equipment or attempt to do any work outside of their qualifications and training.

Non-Energy Management System (EMS) Substation - A survey of all non-EMS substations will be performed as directed by the Branch Operations Coordinator or their designee in the affected areas to check for lockout and/or station condition/damage in the early stages of an event.

11.2. Survey Organization Personnel

The following personnel comprise the organization responsible for completing storm damage assessment and describes the working relationship with other functions within the Emergency Response Organization:

Personnel Roles

Damage Assessment Field Coordinator

1. Damage Assessment Field Coordinator works with the Branch Operations Coordinator and the Branch Planning Coordinator to prioritize the patrol sequence with an emphasis on Feeder Restoration Priorities, Critical Facilities, and total customer outage counts. Damage Assessment patrols, restoration assignments, and restoration recordkeeping shall be by Circuit Number. The Damage Assessment Field Coordinator reports to the Branch Planning Coordinator, supervises the Damage Assessment process, and acts as the single point of contact for Damage Assessment Patrollers.

Damage Assessment Patroller

a). A Damage Assessment Patroller is qualified to perform Phase 1 and Phase 2 Damage Assessment Surveys and to recognize electrical hazards. Employees with the Emergency Response Assignment of Damage Assessment Patrollers can be local division personnel, personnel from unaffected divisions, or outside vendors. The Damage Assessment Patroller reports to the Damage Assessment Field Coordinator, performs Damage Assessment Patrols as assigned, and completes Patrol paperwork or data collection.

b). A one or two-person Damage Assessment Team shall record storm damage using the Damage Assessment Patrol Form and Damage Assessment Patrol Envelope process, tablets, or mobile device. Damage Assessment Patrol field conditions will dictate the patrol team complement. A two-person Damage Assessment Team can be a combination of two Damage Assessment Patrollers or a Damage Assessment Patroller and a Damage Assessment Driver.

Damage Assessment Driver

a). The Damage Assessment Driver will be responsible for driving a vehicle to allow the Damage Assessment Patroller to focus on recording damage to the infrastructure and recognizing electrical hazards.

Damage Assessment Work Support

a). Reports to Division Branch Planning Coordinator and supervises the Work Packet Support process. Enters, updates, work packet close-out or otherwise maintains the database with the most up-to-date storm damage assessment data.

Branch Planning Support

a). Reports to the Damage Assessment Work Support and provides data entry support, work packet assembly, work packet close-out, etc. Provides general support to the Damage Assessment operation.

Incident Commander/Branch Director

a). Individual in charge of storm restoration in the division.

NY – Emergency Operations Center (NY-EOC)

b). In the NY-EOC, a staff of individuals provides support to the State and Branch Operations. The NY-EOC will assist and coordinate as needed to support the acquisition and deployment of Damage Assessment Patrollers.

CALL-OUT

Damage Assessment personnel will be notified, usually by phone, of when and where to report for survey work. They should be dressed for survey work when they report. Headquarters will normally be a location near the Line Department of the District where the survey is to be performed. Patrollers should refrain from entering the Line Office to keep noise and confusion to a minimum.

ASSIGNMENT

Upon reporting to headquarters, Damage Assessment personnel will be assigned a feeder or feeders to survey and be provided with a Damage Survey Kit.

The Damage Survey Kit will contain the following:

a). County Road Maps indicating Service Center (Crew) locations.

b). Appropriate Operating District Maps. There are normally up-to-date feeder maps (index maps plus detail sheets) and a substation location map – Exhibit 3.

c). Line Failure Reports.

d). Doorknob Restoration Notices (3) yellow.

e). Regional Service Center Location Maps.

f). Overhead Damage Survey Forms.

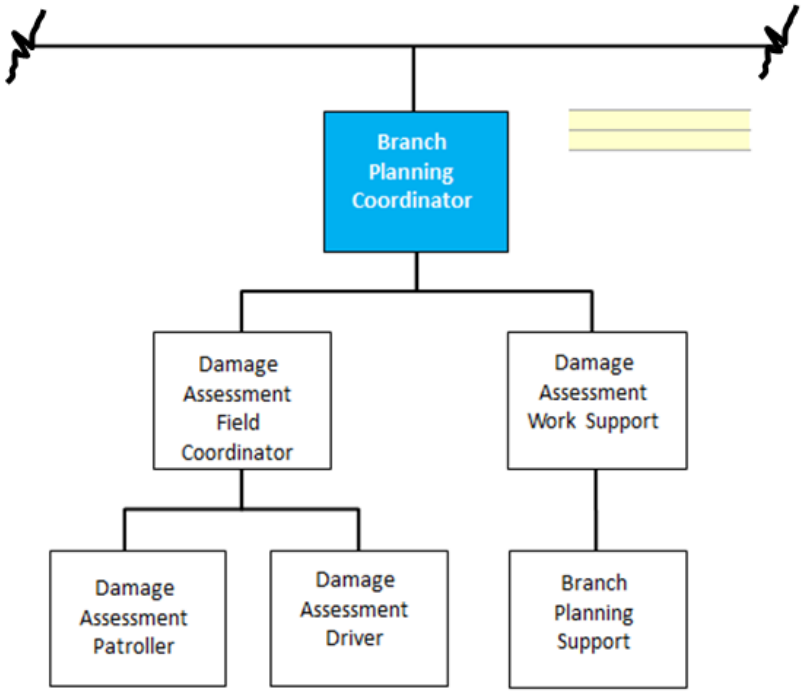
g). Copy of Section 11 of the NY-ERP.

h). Special instructions, as appropriate, to include the following:

- Station Call Letters, Radio Vehicles, and Instructions for Mobile Radio Use.
- Outdoor Telephone Locations.
- Company Call-In Telephone Numbers.

i). Pencils.
j). Note Paper Pad(s).
k). List of Accommodations and Restaurants.

NOTE:
Prepared kits shall always be available for use by survey crews.
Call in the location of the first damage found on the three-phase main line, if any. Call in findings upon completion of main three phase line.



Branch (Division) Damage Assessment Organization Chart

Qualifications & Training
Damage Assessment Patrollers are familiar with electric distribution construction and operations and require minimal instruction on the use of the Damage Assessment Patrol paper process.
The Damage Assessment Patroller must be qualified to perform Phase-I and Phase-II Damage Assessment Patrols, recognize an electrical hazard, and protect the public from that hazard.
Annual training will be attended by Damage Assessment Patrollers to ensure knowledge of assessment, personal and public safety procedures.

Training on the surveying process is required annually for employees who support restoration efforts. For contractors supporting day-to-day operations, training on the surveying process will be kept current with an annual refresher while mutual assistance and foreign contractors attained at the time of an event will be provided with training prior to being given a field assignment.

Damage Assessment Equipment	
Damage Assessment Field Coordinators	**Damage Assessment Patroller**
Circuit Maps	Personal Protective Equipment • Hardhat • Safety Glasses • Safety Shoes, ANSI Z41 • Hi-Visibility Traffic Vest*
Road Maps	Identification
Emergency Phone Numbers	Cellular Telephone (may not work during the storm)
Damage Assessment Patrol Envelopes and Detail Sheets	Flashlight/Portable Light Source
Crew Transfer Sheet	Pencils and Paper
	Traffic Cones*

11.3. Damage Assessment Staffing – Grouping of Personnel

Group A

Employees with special qualifications and training for Damage Assessment Survey and crew guide work. Training will take place each year to establish a baseline of trained damage assessors that are available for the Company to utilize in large events. The minimum number of trained and available internal, company damage assessors is NY-West: 36, NY-Central: 34, and NY-East: 35.
These employees are familiar with overhead line construction and have knowledge of the general region. They have received training for Damage Assessment Survey work. They are first called in an emergency.

Group B

Employees who are able to assist in Damage Assessment Survey work. They may or may not be familiar with overhead line construction and have a general knowledge of the region. They are the second group called in an emergency.

Group C

Employees who are able to assist in a Damage Assessment Survey. They may or may not be familiar with overhead line construction or a general knowledge of the region. They are the last group called in an emergency.

Damage Assessment Driver

The Damage Assessment Driver is an individual assigned to drive a vehicle to allow for the Damage Assessment Patroller to focus on the survey of Company infrastructure.

TABLE - 1		
	LEVEL – I	LEVEL – II
	Inside Region	Outside Region
GROUP A	Regional Elec. Planners/ Regional Maintenance Inspection and Assessment Personnel	Engineering / Elec. Planners from Neighboring Regions
GROUP B		Engineering – Electric Planners from Distant Regions
GROUP C		Engineering from other Divisions
Damage Assessment Driver	Can be from the pool of Regional Electric Planners or from the resource pool of local or neighboring regions.	Can be from the pool of Regional Electric Planners or from the resource pool of local or neighboring regions.

11.4. Damage Assessment Patrol Process

When it is determined that a Damage Assessment Survey is needed, the following procedures will be followed:

Phase-I - Damage Assessment Patrol

Phase-I Damage Assessment Patrols will begin as soon as practicable following the storm and when field personnel are able to be dispatched without unacceptable safety risks from severe weather conditions and 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.

To initiate the Phase-I Survey, the Branch Operations Coordinator or Overhead Line Supervisor will contact the Branch Planning Coordinator who will work in coordination with the Damage Assessment Field Coordinator to arrange for the deployment of the requested number of Group A type resources to conduct the survey. During low impact events, he/she may be able to perform a survey using only Line Department Personnel, thus eliminating the need for damage assessment patrollers.

The Phase-I Survey is a quick, one-person team survey utilizing T&D personnel and/or members from Group A, Level-I and or the use of a Damage Assessment Driver. This type of survey is intended to cover a sizeable portion of an affected area in a rapid manner since an individual mainline feeder is usually completed within one to three hours. This survey will concentrate on main 3-Phase lines, the fuses for taps, and highly populated areas.

The Phase-I Damage Assessment Patrol will identify physical damage such as primary wires down, poles broken and transformers down on three-phase Circuit Mainlines or Transmission Lines as assigned by the Branch Planning Coordinator working in coordination with the Damage Assessment Field Coordinator.

Damage Assessment Patrollers will note the position of protective devices such as line re-closers and fuses for validation of OMS predictions, if requested by the Damage Assessment Field Coordinator (working in coordination with the Branch Operations Coordinator and Over Head Line Supervisor).

All physical damage, including tree damage identified from this Damage Assessment Patrol are entered in the mobile damage assessment application (or paper supplement / back-up) referenced in 11.1 (See examples in Exhibit 11.2).

Conclusions on damage from this survey as well as OMS data, customer calls, and 911information, will

allow management to quickly formulate appropriate action, such as calling for additional crews and / or ordering a Phase II Survey of the appropriate magnitude.

Upon completion of Phase I damage assessment work, Damage Assessment Patrollers shall resume their normal storm duties until otherwise directed.

Phase-II - Damage Assessment Patrol

Phase 2 Damage Assessment Patrols will begin following completion of the Phase 1 Damage Assessment Patrol process when warranted.

This is a complete survey of individual distribution feeders, recording damage and problems requiring correction. Results typically will take two to six hours per feeder after a two-person team has been dispatched. Long feeders will require more time.

The extent of this survey, and the size of the survey work force, will be dictated by known damage conditions and any further damage anticipated by continued storm activity.

The Phase-II Damage Assessment Patrol will identify physical damage on three-phase mainline as well as on fused taps, single phase primary, secondary and services. Phase-II details are entered in a tablet, comparable mobile device, or on the Damage Assessment Patrol Form (See examples in Exhibit 11.2). When the Phase II Survey is completed, the patrollers shall resume their normal storm duties, or provide other assistance such as work package surveys, acting as a runner, doing delivery work, or feeder sweeps. The Branch Director working in coordination with the Branch Operations Coordinator, with the help of the Branch Planning Coordinator will determine what additional assistance may be required. Localized Damage Assessment Patrols - Upon completion of Phase I and Phase II surveys (if required), additional localized patrols will be completed in severe events to efficiently mobilize and assign restoration crews. These patrols are used specifically to support the proper crew compliment and equipment assignment. Phase-I and Phase-II surveys will also be utilized in this format for efficient use, as well as in quickly determining the extent of damage and resource needs.

Feeder Sweeps

It is common practice in areas severely affected by storm damage to complete feeder sweeps or final damage assessments at the completion of the restoration event prior to the release of line crews. This sweep is to ensure that all services are restored and that all temporary repairs are noted and/ or completed. There are applications where line crews will be required for restoration, but some or many feeders may have already been fully restored. In this application it may be appropriate to begin feeder sweeps with traditional survey personnel so line crews may continue with the restoration process, while reducing the overall restoration time to National Grid customers.

Damage Assessment

Unless otherwise instructed, Damage Assessment Patrollers will proceed to the assigned circuits and survey as follows:

a). If the crew consists of members of different groups, the person from Group A will serve as observer/recorder and those from other groups will drive.

b). Start at the substation and follow the circuit outward, main line first. Survey pole lines in this order.
   - Three phase main line.
   - Three phase branches.
   - Single phase branches.

c). Make note of damage by number at location on index map and encircle area. Indicate number and description on overhead damage survey form. Indicate tax district number,

pole line inventory number, and pole number. (If not available on pole, estimate or give nearby house number.)

d). Report the survey findings in a tablet, comparable mobile device, or on the Damage Assessment Patrol Form as appropriate:

e). Company Call-In - Call at least once every two hours or when hazardous conditions or exceptional damage warrants more frequent calls.

f). For instance, call in if you have special situations such as hazardous conditions, substation damage, and or exceptional tree conditions. One Damage Assessment Patroller will stand by while the other calls in hazardous condition to the appropriate number.

g). Maps will be up-to-date. Make note of exceptional problems such as large fallen trees, flooding, or snow conditions.

h). Good judgment shall be used about what to report and how long to take. A Phase I Damage Assessment is a quick survey reporting only general conditions and extent. Phase II Damage Assessments will normally take one to three hours per circuit and detail the significant damage. Damage Assessment Patrollers will work as fast as reasonably and safely as they can; taking breaks only after the data is returned.

i). Include the following general information if applicable:

- Roads blocked that may mean detours to reach job site (example: blocked by fallen trees, flood water, etc.). Condition at job site (example: pole line is in swampy area or is flooded. If a conductor problem only, a boat may be needed).
- Work SAFELY - generally stay in the vehicle - DO NOT TOUCH ANY WIRES, METAL FENCES, OR ELECTRICAL EQUIPMENT. Employees completing damage assessment that are trained and qualified in making down secondary safe, shall wear all appropriate PPE, including rubber gloves, as required by the National Grid Employee Safety Handbook.

PRE-STORM DAMAGE ASSESSMENT PREPARATION

72 Hours in Advance

a). Using Weather forecasts, Division Storm Teams will make arrangements for deployment of Damage Assessment Patrollers to the potentially affected areas in advance of the arrival of the storm.

Division Storm Teams

a). Agree on advance placement of Damage Assessment Patrollers.

b). Arrange for employees with the proper Emergency Response Assignment and other personnel to report as Damage Assessment Patrollers.

Division Damage Assessment Teams

a). Ensure all Damage Assessment Patroller material requirements are met, including personnel protective equipment, foul weather devices warning tape, cones, damage assessment materials, portable lighting, and vehicle with two-way radio or cell phone.

b). Assign circuits to local personnel for Damage Assessment Patrol on return to work.

START OF RESTORATION / IMMEDIATELY AFTER THE STORM

a). The Branch Planning Coordinator and Damage Assessment Field Coordinator will work with the Branch Operations Coordinator and other members of the Emergency Response Organization as required to determine feeders for patrols.

b). The Damage Assessment Field Coordinator working in coordination with the Branch Planning Coordinator will assign feeders to Damage Assessment Patrollers for patrol.

c). The Damage Assessment Field Coordinator working in coordination with the Branch Planning Coordinator conducts pre-job briefing with Damage Assessment Patrollers.

d). The Damage Assessment Field Coordinator working in coordination with the Branch Planning Coordinator assembles assessment materials and delivers to Patrollers.

e). The Damage Assessment Field Coordinator working in coordination with the Branch Planning Coordinator records assignments in database.
f). The Damage Assessment Field Coordinator working in coordination with the Branch Planning Coordinator tracks progress of Damage Assessment Patrollers.
g). The Damage Assessment Field Coordinator working in coordination with the Branch Planning Coordinator assigns runners as necessary for pickup or delivery of forms and work packets.
h). Upon completion of patrols, the Damage Assessment Field Coordinator working in coordination with the Branch Planning Coordinator reviews returned Damage Assessment Patrol forms and informs Damage Assessment Work Support Coordinator.
i). The Damage Assessment Field Coordinator working in coordination with the Branch Planning Coordinator receives Wires Down or unsafe condition reports from Damage Assessment Patrollers and coordinates appropriate response to the condition; ensures unsafe and hazardous conditions are corrected.
j). The Damage Assessment Field Coordinator working in coordination with the Branch Planning Coordinator coordinates lodging and meal needs of the Damage Assessment Teams with Company Logistics personnel.

Damage Assessment Work Support

a). Coordinator for Work Packet Support personnel and provides materials for the Work Packet Support process.
b). Records the return of Patrol package. Analyzes damage assessment sheets, creates and prioritizes work packets.
c). Enters damage assessment into database.
d). Records work packet number.
e). Makes copies and files.
f). Collects work packets and delivers them to the Branch Operations Coordinator.
g). Upon completion of work packets, update work packet status in database.
h). Coordinates materials, lodging and meals for Work Packet Support personnel
i). Working with the Branch Logistics Coordinator or their designee - coordinates lodging and meals for members of Damage Assessment team.

Damage Assessment Patroller

a). Upon receipt of feeder patrol, assignment and materials, complete feeder patrol, forward Damage Assessment Patrol forms and envelopes.
b). Receive Damage Assessment Patrol assignment and materials. Attend pre-job briefing.
c). Perform Phase-I, Phase-II and Final Sweep Damage Assessment Patrols as directed by Damage Assessment Field Coordinator working in coordination with the Branch Planning Coordinator.
d). Determine if the trouble presents a hazard to the public. The experience and training of the individuals will vary upon those responding. If unsafe conditions are found make the area safe within the capabilities that their training and qualifications will allow, notify the Damage Assessment Field Coordinator working in coordination with the Branch Planning Coordinator, and standby until relieved. Patrollers must abide by all National Grid Safety Guidelines when working to correct or guard unsafe and hazardous conditions. If electrically qualified, properly equipped, and able to make the field condition safe, the patroller will do so. If the time element to do so will detrimentally impact the survey completion time, the responder shall notify survey supervision and request direction. If a hazardous condition still exists, then an individual will be dispatched to standby and guard hazardous conditions until repairs can be made. Conditions reported by damage assessment patrollers will be compiled and forwarded to the Regional EOC (Storm Board).
e). Document the damage and repairs necessary electronically in a tablet, comparable mobile device, or the Damage Assessment Patrol Forms.

f). Tally material and repair requirements in a tablet, comparable mobile device, or on the Damage Assessment Patrol Envelope.
g). Place all forms from a single location into the Damage Assessment Patrol Envelope. In most cases Damage Assessment forms for an entire circuit will be placed into the Damage Assessment patrol Envelope. If extensive damage is found on a circuit, Damage Assessment forms will be organized by sectionalizing device locations and placed in separate envelopes.
h). Forward completed materials as instructed and obtain new patrol assignment.

Damage Assessment Work Support

a). Create the Estimate Crew Hour Requirement from the tally.
b). Create a Work Packet using the Estimate Crew Hour Requirement and the number of restoration crews available. Assign Work Packets to restoration crews.
c). Track the work using the Division Damage Spreadsheet.
d). Upload the Division Damage Assessment Spreadsheet to data management coordinators.

Overhead Line Supervisor (in coordination with the Branch Operations Coordinator)

a). Receives work packets.
b). Reviews requirements.
c). Assign work to Restoration Crew Supervisor.
d). Upon completion of work packets, review completed work packets, note any related follow up work and record status and forward to Damage Assessment Work Packet Support Coordinator.
e). Track and document materials and labor used to complete restoration on the
f). Confirming Work Documentation Form.
g). Report restoration by work packet number.

NOTE:

a). The Overhead Line Supervisor reports to the Branch Operations Coordinator in the Emergency Response Organization. Branch Operations works very closely with Branch Planning to determine Damage Assessment needs in an Emergency
b). Refer to confirming work documentation procedure

POST STORM

Damage Assessment Work Support Coordinator

a). Transfer the completed Work Packets to Distribution Design Engineering at the conclusion of the storm in the event the information is needed to reconcile confirming work documentation.

Branch Planning Coordinator / Damage Assessment Field Coordinator

a). Assure a supply of materials needed for the Damage Assessment Patrollers is available.
b). Assure a supply of materials for division support of the Damage Assessment process is available.
c). Incorporate the Damage Assessment Procedure into the annual drill requirements to maintain familiarity with the process of utilizing the assigned database as primary information source.
d). Review the division resource requirement for personnel and equipment to support the process.

Roles and Activities

11.4.1. State Incident Commander

11.4.1.1. Individual in charge of storm restoration in the State / division

11.4.2. State Planning Section Chief

11.4.2.1. In the NY-EOC, a staff of individuals provides support to the State and Branch Operations. he NY-EOC will assist and coordinate as needed to support the acquisition and deployment of Damage Assessment Patrollers.

11.4.3. Emergency Planning

11.4.3.1. Provides support to the State and Branch Operations. The NY-EOC will assist and coordinate as needed to support the acquisition and deployment of Damage Assessment Patrollers.

11.4.4. Branch Director

11.4.4.1. Individual in charge of storm restoration in the division

11.4.4.2. Coordinates with Branch Operations and Branch Planning to make arrangements for the appropriate / adequate storm surveys to be performed in affected Region(s) / Division (s) and that survey organization is appropriately staffed by the Branch Planning Coordinator.

11.4.4.3. Assigns feeders to Damage Assessment – Branch Planning Coordinator

11.4.4.4. Assembles assessment materials and delivers to Patrollers.

11.4.4.5. Records assignments in database.

11.4.4.6. Tracks progress of Damage Assessment Patrollers.

11.4.4.7. Receives Wires Down or unsafe condition reports from Damage Assessment Patrollers and coordinates appropriate response to the condition; ensures unsafe and hazardous conditions are corrected.

11.4.4.8. Receives work packets from Branch Planning for review and assignment to Restoration Crew Supervisor.

11.4.4.9. Upon completion of work packets, review completed work packets, note any related follow up work and record status and forward to Damage Assessment Work Packet Support Coordinator.

11.4.4.10. Track and document materials and labor used to complete restoration on the Confirming Order Form.

11.4.5. Branch Planning Coordinator

11.4.5.1. Identifies individuals who are to be part of damage appraisal organization.

11.4.5.2. Notifies assigned persons of their responsibilities during an emergency and the specific areas to which they are to be assigned.

11.4.5.3. Ensure that appropriate/adequate storm surveys are arranged for in affected Region(s) and that survey organization is appropriately staffed.

11.4.5.4. Review the division resource requirement for personnel and equipment to support the process.

11.4.5.5. Reports to the Branch Director and oversees the Damage Appraisal and Work Packet Support process. In conjunction with the Damage Assessment Field Coordinator, the Branch Planning Coordinator works with the Branch Operations Coordinator to prioritize the patrol sequence with an emphasis on Feeder Restoration Priorities, Critical Facilities, and total customer outage counts. Damage Assessment patrols, restoration assignments, and restoration recordkeeping shall be by Circuit Number. The Damage Assessment Field Coordinator reports to the Branch Planning Coordinator, supervises the Damage Assessment process, and acts as the single point of contact for Damage Assessment Patrollers.

11.4.5.6. Provides copies of maps as required. Ensure that appropriate maps are available through GIS.

11.4.5.7. Assists in the operation of the Emergency Operation Center.

11.4.5.8. Provides additional OMS support as requested by OH-Line Supervision and Emergency Response Organization Leadership.

11.4.5.9. Supplies instructions and materials to damage surveyors.

11.4.5.10. Determine feeders for patrols through coordination with the Branch Operations Coordinator and the Branch Director and makes feeder assignments for patrol.
11.4.5.11. Directs all damage surveys as requested by the District/Regional/Divisional Emergency Operation Center.
11.4.5.12. Informs Branch Operations Coordinator of status of work.
11.4.5.13. Summarizes survey results for reporting purposes and information.
11.4.5.14. Records assignments in database.
11.4.5.15. Assemble appraisal materials and deliver to appraisers.
11.4.5.16. Conduct pre-job brief with Damage Assessment Patrollers.
11.4.5.17. Upon completion of patrols, review returned Damage Assessment Patrol forms and assign additional feeders for patrol.
11.4.5.18. Records damages upon return of storm packages.
11.4.5.19. Analyses damage sheets, makes copies, and files.
11.4.5.20. Collects storm package damage information for delivery to Restoration Coordinators.
11.4.5.21. Responsible for the coordination and supervision of the Work Packet Support process which includes data entry, updates, close outs or otherwise necessary to maintain the database with the most up-to-date storm damage assessment data.
11.4.5.22. Assigns runners as necessary for pickup or delivery of forms and work packets.
11.4.5.23. Upon completion of patrols, reviews returned Damage Assessment Patrol forms and informs Damage Assessment Work Support Coordinator.
11.4.5.24. Responsible for the following Coordination:
a). Coordination of for Work Packet Support personnel and provides materials for the Work Packet Support process.
b). Recording the return of the Patrol package and analysis of the damage assessment sheets and creates and prioritizes work packets.
c). Entering damage assessment into database.
d). Recording of work packet number.
e). Making copies and files.
f). Collecting work packets for delivery to Branch Operations Coordinators.
g). Updating work packet status in database.
h). Working with the Branch Logistics Coordinator or their designee - coordinates lodging and meals for members of Damage Assessment team.
11.4.5.25. Transfer the completed Work Packets to Distribution Design Engineering at the conclusion of the storm in the event the information is needed to reconcile confirming work documentation.

11.4.6. Manager Transmission Engineering and Design

11.4.6.1. Assigns Engineering personnel to assist with damage survey in Class III emergencies.
11.4.6.2. Monitors that appropriate / adequate storm surveys are arranged in affected Branch(es) and that survey organization is appropriately staffed by the Branch Planning Coordinator.

11.5. Participation in Storm Drill

When a Branch Storm Drill is performed, Divisions will include the Damage Assessment Team in their preparations and exercises.

11.6. Forms and Requirements

Damage Assessment Patrol Forms – Exhibit 11.2

Damage Assessment Patrollers will be issued multiple pads of Damage Assessment Patrol Forms to record the details of their surveys and check off the box that represent the appropriate Phase of patrol they are performing.

A Damage Assessment Patrol Form is prepared for each local trouble spot. The sheet should include all required repairs and equipment replacements.

NOTE:

a). In most cases Line work and Tree work will be detailed on the same sheets. Tree Crew Work Packets and Line Crew Work Packets will not be combined.
b). Damage Assessment Patrol Form examples are shown in the Examples section in the Appendix.

Damage Assessment Patrol Envelope – Exhibit 11.3

The Damage Assessment Patroller prepares a Damage Assessment Patrol Envelope for each location. It is likely that many Damage Assessment Patrol Envelopes will be prepared for each circuit. The Damage Assessment Patrol Forms are summarized on the envelope cover and the sheets are placed inside.
The Damage Assessment Field Coordinator receives the Damage Assessment Patrol Envelopes from the Patrollers.

The Damage Assessment Field Coordinator reviews the material for completeness.
The Damage Assessment Work Packet Support Coordinator assigns the Work Packet based on outages.
Sample Operating District Map – Exhibit 11.4

Crew Hour Requirement

The Crew Hour Requirement for any Work Packet is quickly estimated by the Division Damage Assessment Team using the table on the Damage Assessment Patrol Envelope.
Crew Hour Requirement totals from each envelope will be entered into a Division Damage Spreadsheet.
The spreadsheet will record:

a). Division
b). Work Packet Number
c). Patrol Phase of this envelope
d). Town
e). Circuit Number
f). Line Hours
g). Tree Hours

Repair-hour estimates should be liberal, adequately taking into consideration the storm conditions that include but are not limited to access issues, road closures, weather, specialty equipment, etc. Thus, estimates for additional manpower will be more realistic.

Analyzing Resource Requirements

The Branch Planning Coordinator, in conjunction with the Branch Operations Coordinator and the Branch Director will total the Division Damage Spreadsheets to estimate the Crew Hour Requirements.
Using the Division Damage Spreadsheets and Crew Hour Requirement, the Branch Directors will arrange for deployment of additional resources.

The need for additional crews will be determined from the repair time estimates and crew availability within the affected region. It is important that transmission requirements also be incorporated into repair hour estimates.

It is National Grid's goal to restore customers as quickly as possible. Storm classifications have been established that provide guidelines for determining when a region should request assistance from outside the region and/or from another utility (see ERP 4 for storm classifications and ERP 6 for acquisition of resources). The storm classifications are based on restoration goal of 24 hours.

To determine specific crew requirements the estimated repair hours will be divided by hours to be worked each day, (normally 16 or 18 hours) by each lineman to yield repair days of labor required. This figure will be divided by two to yield crew days. If this number is greater than the number of crews available within the region, then outside assistance will be considered.

See sample calculation below.

3000 repair hours	= from survey results (repair hours can vary)
3000/16	= 188 man days
188/2	= 94 crew days

Assuming that the region has 40 crews available, then 54 additional crews would be necessary for complete restoration in a 24-hour period, not accounting for travel time of the outside crews.

Once the restoration estimate is calculated, the Branch Operations Coordinator and the Branch Director will consult with the Incident Commander. If the storm classification is established as Class II or III, the Incident Commander will request / arrange for additional crews to support the restoration.
When warranted, additional Forestry Supervision shall be requested for assistance in directing contract crews.

REPORT

The report completed will be used by the Emergency Response Organization to plan work and restore service. It must, therefore, be timely, accurate, and easily understandable. Completed damage assessment reports that summarize the extent of overall damage obtained from a collection of Damage Assessment Patrols shall be returned to the Damage Assessment Field Coordinator who will check it over and deliver it to the Branch Operations Coordinator.

PUBLIC RELATIONS

Remember that you are representatives of National Grid. Be courteous and explain briefly what you are doing when asked. Explain that power will be restored as soon as required work can be completed. Avoid giving overly optimistic or pessimistic statements.

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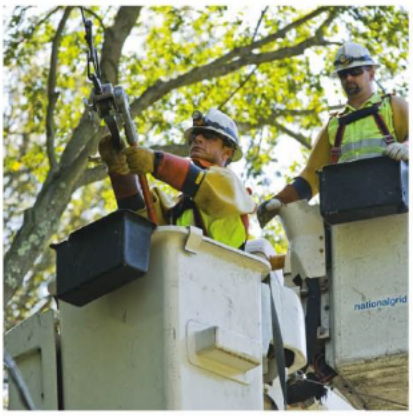
Chapter 12: Pro-Active De-Energization and Load Shedding







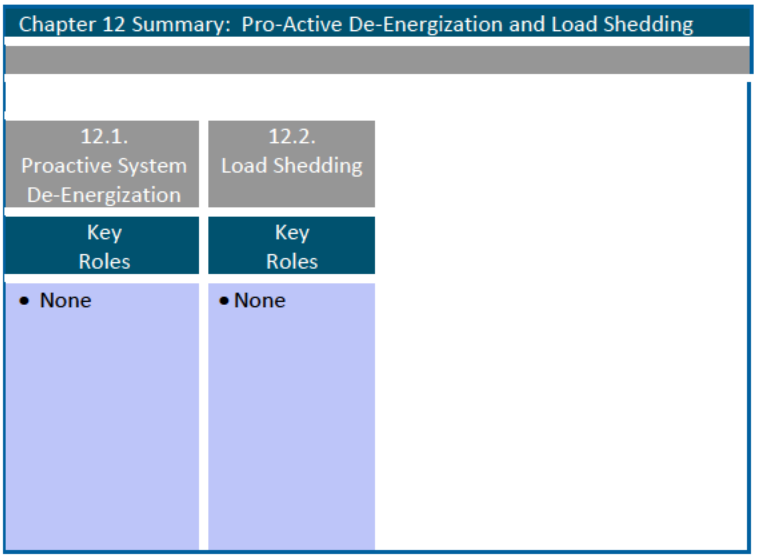
Section 12. Proactive De-Energization and Load Shedding

Introduction

The purpose of Load Shedding is to document the system and environmental conditions that could precipitate the need for de-energization on the Company transmission and distribution systems.

The processes and activities in this chapter can be initiated at any point during an emergency and do not necessarily require another process included in this ERP be carried out first.

The processes and associated roles covered in this chapter are illustrated in the following Figure.



Processes
12.1 Proactive System De-Energization
12.2 Load Shedding

12.1. Proactive System De-Energization

The scope of this procedure is intended to cover the preemptive de-energization of Company or customer electric facilities to protect the electric system during emergencies that include, but are not limited to floods, fires, industrial emergencies, etc. This is not intended to cover load shed emergencies. Load shed emergencies are managed as directed by the appropriate Control Center and more information around load shedding is contained in Chapter 12.2.

In the event of flooding, fire, or damage to a customer's premise, at the request of the customer or municipality, the Company will de-energize an individual premise or facility.

In these instances, reconnection of the facility cannot occur until the customer has made arrangements for an approved electrical inspection which will be submitted to the Company as noted in Electric and Gas Service Bulletin 350. National Grid Electric Service Bulletin (ESB) – 350 is the guidance document used to ensure that the customers' electric receiving equipment and facilities meet applicable codes and Company requirements prior to energization by National Grid. National Grid ESB-350 is maintained by the company and is available on the company's internal internet system and available on request.

Exhibit 12.1 to this chapter, which is included in Appendix A of this ERP, contains information that pertains to Instructions for obtaining a municipal electric inspection (if required) for the re-establishment of Electric Service. This includes safety information, instructions for customers who require an electrical inspection to re-establish service, and instructions to the inspectors, among other information.

Once the Inspection is obtained, appropriate personnel will be assigned to energize the service. There are limited and isolated situations where a temporary electric service connection is allowed under this bulletin (Electric and Gas Service Bulletin 350) if the customer is unable to obtain services of an electrical inspection agency.

The Company may preemptively de-energize Company facilities if the Company determines the facilities are at risk due to the pending or occurring emergency.

Large scale emergencies, such as wide area flooding, can impact a portion of the distribution system or substation. In these situations, it may be necessary to de-energize the electric facilities prior to being submerged depending upon the existing water level or potential water level. In instances where a wide area of the distribution system is affected by flooding, it is not un-common for the local fire agency (Chief) to request de-energization. Instances impacting a Company substation most likely will be determined by the Branch Leadership Team.

The Branch Leadership Team must maintain situational awareness of the weather and flood concerns while monitoring river and creek levels where the known and potential impact exists to affect customers and or Company facilities. Mitigation of flooding concerns may be achieved by creating a barrier (i.e., sand bags) or performing switching thereby eliminating the need for de-energization to customers.

In response to an internal storm review recommendation, the Company completed a substation flood mitigation review. The Company determined existing stations at risk of flooding and potential mitigation work to be completed in future capital plans. The following stations will be monitored when forecasts predict the potential of flood impacts to these facilities.

a). Andover substation 9
b). Hammond substation 370
c). Homer station 129
d). Saint Johnsville 335

e). Miller street station 117
f). Union Falls substation
g). Whitesboro station 632
h). Front street station
i). Inghams station

Notification of de-energization to municipal authorities is required when the Company determines facilities at risk which impact customers in the municipality. Typically, this contact is made by the Liaison Coordinator or designee but may be made in the field depending on local support (police, fire) and as circumstances warrant.

If the situation requires de-energization of transmission or primary distribution circuits, the responding personnel must contact the appropriate Regional Control Center and follow EOP-G014 - Clearance and Control for proper authorization, switching and tagging procedures. For record keeping purposes, the Company will maintain a log to record the decision making, facts, and observations regarding the decision to de-energize.

The Company will provide ETRs to customers affected by the de-energization and will communicate through outgoing calls, text messaging, and or a listing on the Company webpage.
Notification and ETRs will depend on the size, scale, and magnitude of the customer impact.

In most cases, customers affected by outages due to de-energization and who incur damage to their electrical service where flooding occurs will require an electrical inspection prior to re-energization. Refer to Electric and Gas Service Bulletin 350 for requirements and exceptions.

In situations where severe damage and/or wide-reaching impacts to customers exists, the Company may implement “Emergency Procedure to Implement Expedited Customer Facility Restoration after Flooding or Other Wide Scale Emergency” located here in to assist customers with receiving proactive electrical inspections.

This process provides for a direct call number for inspectors to the Company as well as prioritized management of service re-connects. The cost of the electrical inspection shall be paid for by the customer unless the Company makes arrangements to waive or otherwise provide reimbursement for the cost of the electrical inspection. Any waiver or reimbursement of cost shall be determined by the Branch Liaison Coordinator. Customer locations not repaired or without an approved electrical inspection must be disconnected from the point of service prior to the company energizing distribution or station facilities.

Refer to Exhibit 12.1 for the Customer Instructions for Storm Restoration and the Re-Establishment of Electric Service

Field repairs to underground pad mount equipment impacted by flood water can be found in Electric Operating Procedure UG 021 – “Operations and Maintenance of Pad-mounted Underground Equipment After a Flood has occurred.”

Roles and Activities
There are no Emergency Response Organization roles associated with this process. Rather the information contained in this section of the ERP is included for informative purposes.

12.2. Load Shedding

National Grid maintains a Load Shed Procedure separate from the ERP. This document is a compilation of procedures and actions to follow during times when distribution system conditions are such that load

shedding is required to protect the security of the system. Specifically, the Load Shed Procedure covers Manual Load Shed Requirements.

The Load Shed Procedure is maintained by the Control Center outside the NY-ERP and serves as a useful reference when system conditions warrant load shedding.

Summary of Emergency Operating Limits

A. General Notes on Emergency Operating Limits – TCC CONTROLS ALL CENTRAL, EASTERN, AND WESTERN DIVISION TRANSMISSION SWITCHING 345 kV, 230 kV & 115 kV.
   - A.1 If a violation occurs after a specific control Center action, the control Center will immediately reverse the action.
   - A.2 The RCC will take unilateral action (for example shed load) if sub-transmission or distribution voltage ratings are violated AND is deteriorating rapidly.
   - A.3 The TCC will take unilateral action (for example shed load) if transmission voltage or frequency ratings are violated AND transmission voltage or frequency is deteriorating rapidly.

B. Transmission Voltage Operating Limits:
   See PCO 2-2 Table A-2

C. Frequency

   C.1 Normal Frequency Limits

High Limit	Low Limit
60.05 Hz	59.95 Hz

   C2 Allowable Frequency Ranges During Major Power Failure Restoration

High Limit	Low Limit
60.5 Hz.	59.5 Hz.

D. Equipment Thermal Ratings: Utilize thermal ratings for the appropriate season.

E. Load/Generation Islands:
   Islands of load and generation isolated from the remainder of the power grid are only acceptable if voltage and frequency can be maintained within allowable emergency limits, and the frequency can be continuously monitored by Company personnel. Due to the limited number of locations where frequency can be monitored by EMS, this may require manning a foreign generation facility with Company personnel.

Load Shedding Voltage Criteria

Load Shedding is the appropriate action to take when:

1. The sub transmission voltage is 85% of nominal **AND** dropping (usually accompanied by a significant increase in the "Var" loading on the line):

Nominal Voltage	85% of Nominal Voltage
69 kV	58.7 kV
46 kV	39.1 kV
34.5 kV	29.3 kV
23 kV	19.6 kV

   NOTE: *At 90% nominal voltage, unregulated commercial and industrial customers will trip off or will have to be shed.*

OR

2. Substation regulators or LTCs are at full boost and the voltage read at the substation is 112 volts (120 base) **AND** dropping.

OR

3. Voltage read at customer's meter channel is less than 110 volts. In this case de-energize as little load as possible to correct the problem, so the remaining customers are above 110 volts. Various indicators must be evaluated to determine if load shedding is appropriate. Examples are:

a). Low distribution bus voltage and customer low voltage complaints on the circuits supplied by that distribution bus.
b). Low sub transmission voltage at a substation and area substations also indicate low voltage. (If only one station is 28 kV and the other area substations are 34.5 kV, then the problem is with the EMS reading).

Load Shedding Thermal Criteria

Load Shedding is the appropriate action to take when:

1. The sub transmission LTE (Long Term Emergency Rating) at the limiting component is exceeded for more than 4 hours and no switching is possible to alleviate the overloading.
2. The sub transmission STE (Short Term Emergency Rating) at the limiting component is exceeded for more than 15 minutes and no switching is possible to alleviate the overloading.

Notifications

The Control Center will make the following manual notifications immediately after load shedding actions are implemented:

Note: If a situation exists where advance notification of load shedding can be made, communications as noted in the matrix above will be made accordingly. Additionally, organizations with requirements for internal and external communications shall make those contacts in accordance with Chapter 17 and 18 for all load shed events.

Department	Name	Mobile #
[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]
	[redacted]	[redacted]
	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]

Additionally, the Shift Supervisor must initiate the text message load shedding scenario per the NY Emergency Notification Matrix.

An emergency restoration drill will be conducted annually. The specifics of this drill are described in Chapter 23.2 Restoration Exercises.

FREQUENCY OF DRILLS

The NYISO Emergency Operations Manual section 9.1.1 requires that emergency restoration drills be conducted once a year at the start of the Summer Capability Period. These drills will be initiated by the NYISO. The Control Centers will participate in these and any other periodic restoration drills initiated by the NYISO.

Transmission Control Center (TCC) drill for load shed is initiated once a year by the TCC. The Control Centers participate in this drill annually.

CONTROL CENTER DRILL PROCEDURE

The Control Centers will expand the TCC Drill to include, to the extent possible, all of the emergency organization and associated support groups involved in the emergency restoration plan. Each organization's responsible party will be contacted by the Control Center using the guidelines established

by the “Control Center, NY Emergency Notification Matrix” and asked to review their respective responsibilities and duties during a major system power failure and subsequent restoration. It shall be emphasized that as many of the on-duty control Center personnel participate in such a drill as to familiarize themselves with the appropriate notification procedure.

Upon completion of the drill, the Control Center Manager shall submit written notification to the Control Center Lead that the drill was completed.

Roles and Activities
There are no Emergency Response Organization roles associated with this process. Rather the information contained in this section of the ERP is included for informative purposes.

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Chapter 13:
Modes of Operation







Section 13. Modes of Operation

Introduction

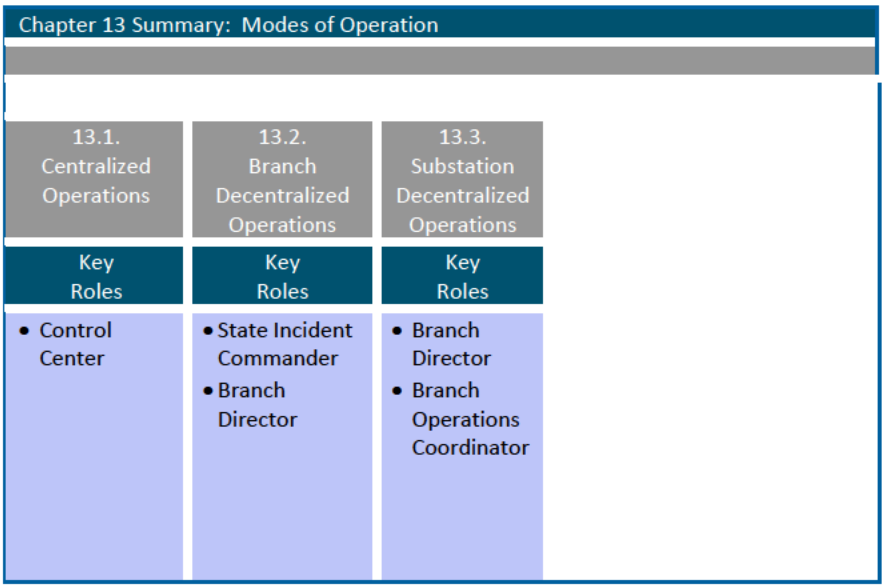
The purpose of the Modes of Operation Section is to describe where the responsibility for certain activities lie within the organization under centralized and decentralized operations during an emergency.

This is limited to identifying where control lies for activities, either at the centralized Control Centers, Branch, or substation.

Chapter 14 describes in detail how restoration activities are conducted during decentralized operations and, as such, the roles and activities conducted under decentralized operations are included in Chapter 14.

The processes and activities in this chapter are a consideration in the establishment of the Emergency Response Organization (as covered in Chapter 4 of this ERP) and will direct the acquisition of the appropriate restoration personnel (as covered in Chapter 6 of this ERP).

Roles and activities for centralized operations are illustrated in the following Figure.



Processes

13.1 Centralized Operations

13.2 Branch Decentralized Operations

13.3 Substation Decentralized Operations

13.1. Centralized Operations

Under normal operating conditions, such as Blue Sky, high volume days and minor emergencies, the Control Centers are primarily responsible for acting as the Control Authority for the transmission and distribution systems. As such, the Control Center Operator is required to issue all switching orders necessary to isolate cases of trouble and restore customers via all available main line sources. The Control Center Operator will issue switching orders to the field and record execution and completion times. These times will then be used to model outages in OMS in a timely manner by the Control Center Operator or by designated support staff.

Under normal operating conditions, such as Blue Sky, high volume days, and minor emergencies the Control Center also has responsibility for:

a). Maintaining the OMS model (described in more detail below),
b). Prioritizing service restoration (refer to Chapter 5),
c). Dispatching resources to all trouble locations, including outages and in-service (wire down) calls, regardless of whether they are reported by a municipality or the general public (refer to Chapter 14),
d). Monitoring ETR accuracy (refer to Chapter 15), and
e). Generating required reports (refer to Chapter 21).

Maintaining Outage Management System Model

During Blue Sky operations and minor storms all outages and/or electrical emergencies are managed by the Control Center, which prioritizes restoration activities as indicated by OMS, SCADA, customer count, feeder priority and damage assessment reports. The Control Center will manage restoration for Blue Sky days, High Volume days and minor storms.

Prioritization of trouble is the responsibility of the System Operator. The following is a guideline for prioritization of restoration activities.

1. 911 emergency calls are addressed and made safe.
2. Transmission and Sub-Transmission lines if distribution substations are affected.
3. Distribution feeder lockouts. Feeder priority, critical facilities, customer counts and field assessments shall be used to manage the order of restoration.
4. Service to critical facilities that were not restored during feeder lockouts.
5. Isolated trouble by customer count.
6. Individual outages are restored.

The Control Center Lead or Designee will design, plan, and conduct an annual test of the Outage Management System (OMS), which will occur in a test environment, prior to June 1, ahead of hurricane season. If a significant or major system change is made to the OMS after June 1, a second test of the OMS will be required within 90 calendar days of implementation of the major system change.

The OMS test will simulate the peak outage activity that would occur during a hypothetical storm that affects 90% of customers over a 24-hour period for an overhead distribution system.

Within 20 business days of the OMS test, Emergency Planning, or designee will submit a report to the DPS Director of the Office of Resilience and Emergency Preparedness, or designee, that contains the detailed results that support the successful completion of the test or indicate a failing of the test.

In the event of a failed test, the Control Center Lead or Designee will develop a remediation plan that may require the support of an outside 3rd party. Emergency Planning will submit the remediation plan to the DPS Director of the Office of Resilience and Emergency Preparedness, or designee, within 30 calendar days after the date of when the results of the failed test was submitted to the DPS Director of

the Office of Resilience and Emergency Preparedness, or designee.

A re-test will take place within 90 calendar days of the date when the remediation plan was submitted to the DPS Director of the Office of Resilience and Emergency Preparedness, or designee. If the test cannot be completed in 90 calendar days from the date when the remediation plan was submitted, Emergency Planning or designee will notify DPS Director of Resilience and Emergency Preparedness when the test will occur.

System Operator Tasks

The System Operator is responsible for managing all trouble orders in OMS accurately and in a timely manner. The System Operator will use all available information to analyze each outage. This information can include SCADA alarms, field reports and outage/informational orders from OMS. The System Operator shall also use the GIS mapping interface and control room feeder index maps to determine the location and extent of an outage. The System Operator will assign a trouble crew to respond to the outage and the crew will report back its findings when the field conditions have been assessed (if not already known).

OMS will predict outages that point to specific interrupting devices (fuse, recloser, etc.). Since field conditions do not always match OMS predictions, it is the responsibility of the System Operator to manage the data, and model the outage in GIS, in order to maintain accuracy. The System Operator will then update the ETR based upon the ETR reported from the trouble crew or field supervision.

After the trouble crew makes repairs in the field and the outage is complete, the System Operator will complete the trouble order and restore the customers in OMS. (After an outage is restored in OMS, the outage will automatically be removed from the "Outage Central" Website). Depending on the time of day, automatic call backs to those customers who reported an outage will take place advising them that power has been restored in the area. If a customer is still without power, the automatic call back message will instruct that customer how to report that power has not yet been restored and a new trouble order will be created.

It is the joint responsibility of Trouble Crews and System Operators to maintain continuous communication during outages. Trouble Crews are required to keep the Control Center updated on restoration progress and the System Operator is required to maintain an accurate model of field conditions.

If an ETR expires during an outage, the System Operator will contact the assigned Trouble Crew for an update. The System Operator will then manage the ETR accordingly. If the Trouble Crew cannot be reached via telephone or radio, the System Operator will note the trouble order and move the ETR out one-half hour. The System Operator will then continue efforts to contact the Trouble Crew for an update.

Moving / Modeling Outages in OMS:

The System Operator will manage outages that OMS inaccurately predicts.
(A field crew may identify the correct open device but, during storms especially, single no light calls from downed service wires upstream of the faulted device will cause OMS to inaccurately predict an upstream device.

The System Operator must model the large outage correctly by "moving down" the prediction and then properly model the upstream single no light calls an individual outages).

The System Operator can either "Move Up" or "Move Down" a predicted outage to the next closest predictable device. If the System Operator chooses a "Move Up" function, the next predictable device upstream will now be the predicted device. The outage location and the customer count associated with that device will now be shown in the trouble ticket. Outage Central will now illustrate the new outage customer count in place of the previous customer count. All trouble orders associated with the new predictable device will be grouped into one trouble ticket.

When the System Operator uses a "Move Down" function, the OMS system will group outages into the closest predictable device downstream that is associated with the trouble calls. This option will create as many trouble tickets as necessary to group the existing trouble calls together behind the closest predictable devices. This new customer count will also be reflected on the Outage Central Website.

The System Operator will also use the GIS mapping window to show various devices open to model existing field conditions. The OMS system will automatically group trouble calls associated with the model. The cases of trouble will then be managed individually with available resources.

(If known multiple cases of trouble exist, this option is the preferred method of modeling the different cases of trouble. If it is not confirmed via modeling, the outage can "Roll-Up" and create an inaccurate prediction based upon other customers calling in separate cases of trouble).

A primary role of the System Operator is to act as National Grid's "Control Authority." As such, the System Operator is required to issue all switching orders necessary to isolate cases of trouble and restore customers via all available main line sources. The System Operator will issue switching orders to the field and record execution and completion times. These times will then be used to model outages in OMS in a timely manner by the System Operator or by designated support staff.

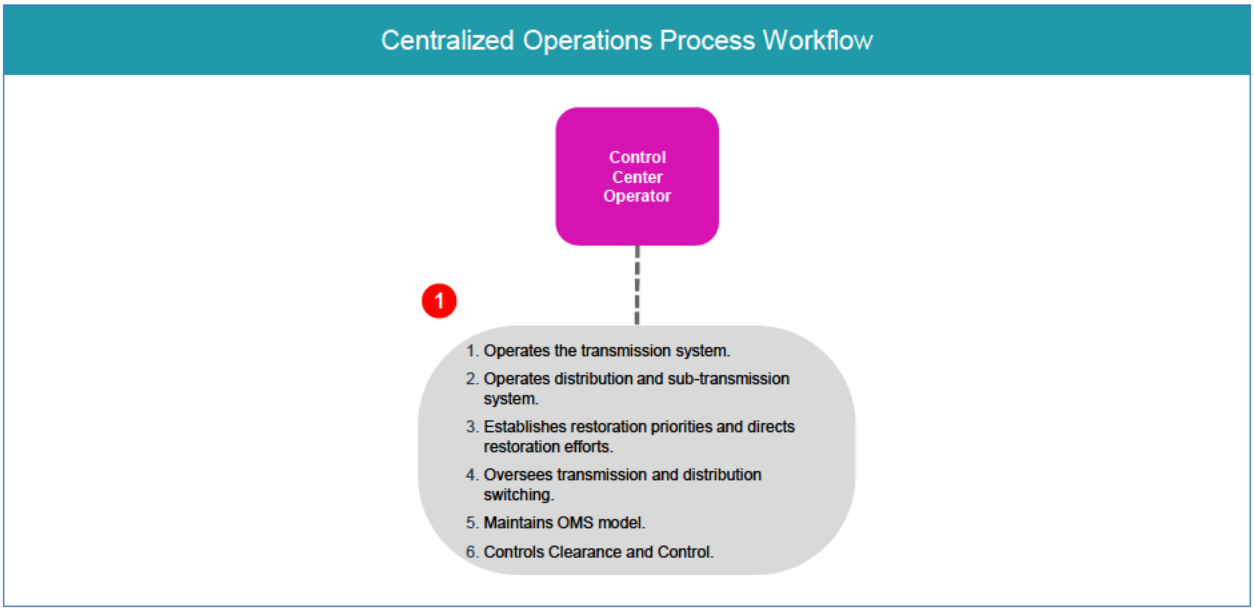


Figure 28. Centralized Operations Process Workflow

Roles and Activities

13.1.1. Control Center Operator - Blue Sky, high volume days, and minor emergencies

13.1.1.1. Establishes transmission and distribution restoration priorities.

13.1.1.2. Operates the transmission and distribution systems under the direction of the Transmission Control Security Operator and Director of Distribution Control Centers.
13.1.1.3. Oversees transmission and distribution switching and monitors station alarms.
13.1.1.4. Controls protective Clearance and Control.
13.1.1.5. Operates the sub-transmission systems, including stations and network.
13.1.1.6. Dispatches distribution trouble calls to Trouble Crews and Operations, Maintenance and Construction crews during blue-sky conditions and or high-volume days and minor emergencies.
13.1.1.7. Coordinates switching requirements.
13.1.1.8. Maintains interruption-reporting data.
13.1.1.9. Notifies Director and or Manager of Operations, Maintenance and Construction of severe or extensive emergency situations.
13.1.1.10. Utilizes OMS and updates/maintains the model accordingly.
13.1.1.11. Establishes distribution circuit and station repair/restoration priorities.
13.1.1.12. Directs restoration efforts of the distribution circuit and station repair.

13.2. Branch Decentralized Operations

Decentralized operations are a key element of the Company's emergency response procedures when conducting restoration activities. Decentralization to the Branch typically occurs during Emergency conditions that require a significant increase in restoration and support personnel.
Decentralization is implemented to better maintain operational control over field resources.
When the Emergency Response Organization is decentralized to the Branch Level, it is possible to incorporate an organization that is capable of a more robust command and control support staff who are able to provide an appropriate span of control to oversee and coordinate the applicable emergency response activities while drawing on their knowledge and experience of the local service territory and working relationship with local government and municipal officials.

The Incident Commander / Branch Director have responsibility for all incident activities, including the development of strategies, and in some cases tactics, along with the ordering and release of resources. The Incident Commander / Branch Director have overall authority, responsibility, and oversight of all incident operations including the Upstate NY State Emergency Operations Center as applicable.

When operations are decentralized to the Branch level, the Emergency Response Organization will scale up accordingly to include the following support functions when appropriate as a function of size, scale, and complexity:

a). Wire Down organization under the direction of the Branch Operations Coordinator (see Chapter 14.1) to support the Storm Room by dispatching field resources to wires down locations,
b). Community Liaisons may be activated under the supervision of the Branch Liaison Coordinator (see Chapter 18.1) to interact with County Emergency Managers and local government and municipal officials, and
c). Damage Assessment organization may be activated under the direction of the Branch Planning Coordinator (see Chapter 11) to assist with the assessment of damage to the electrical system.

The Incident Commander / Branch Director will conduct briefings and conference calls to coordinate restoration activities when operations are decentralized (see Chapter 16.2).

Typically, the Branch Level Storm Room will dispatch trouble and be delegated controllership of un-fused radial single phase or three phase laterals while the Distribution Control Center will retain 3-phase main-line controllership and maintain the OMS model. However, other arrangement, such as delegation

of controllership for an entire feeder to the Branch Level Storm Room is permissible depending on the size, scale, and complexity of the emergency.

The Distribution Control Center and the Transmission Control Center will retain responsibility for controllership and operation of the electric transmission/sub-transmission systems and stations within their respective Region(s).

During emergency restoration, field crews will be dispatched to their assigned work location, optimizing the use of time to effectively manage the necessary pre-deployment activities each day that include but are not limited to job briefings, safety messaging, material loading, and travel time.

To minimize delays in getting work packages to crews, the Branch Operations Coordinator or their designee may incorporate the use of field support resources to deliver work packages to external crew foremen at hotels, the actual work locations, or distribute work-packets to crew foreman or supervision at the Storm Room.

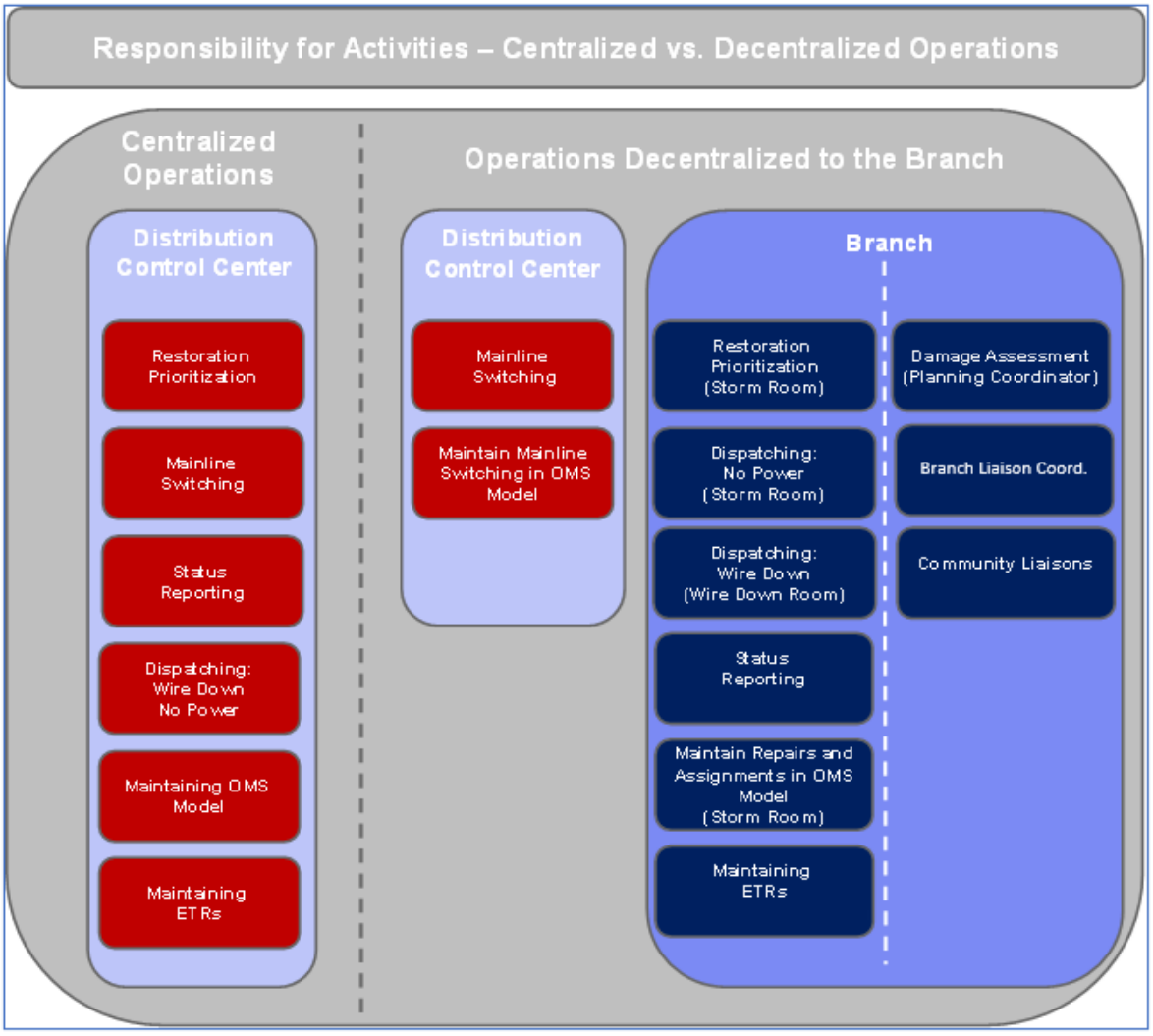


Figure 29. Overview of Restoration Responsibilities Under Centralized and Decentralized Operations

Roles and Activities

This process is limited to identifying where control lies for activities when decentralization is conducted to the Branch. Chapter 14 describes in detail how restoration activities are conducted during decentralized operations and, as such, the roles and activities conducted under decentralized operations are included there.

13.3. Substation Decentralized Operations

If the extent of damage is such that decentralization beyond the Branch Level Storm Room is determined prudent, the Branch Director has the option to decentralize to the Substation Level in order to further assign the restoration activities into more localized units. Working at the Substation Level - service restoration can be worked by assigning entire feeders or substation areas to Substation Groups under the direction of a Station Commander who shall report back to the Branch Director / Branch Operations Coordinator. The group will typically consist of necessary supervision, overhead line and tree crews, and operations support personnel to work without outside direction and to restore service according to established restoration priorities.

When operations are decentralized to the substation level, responsibility for the following activities moves from the Branch Storm Room to the field and is overseen by the Station Commander who will:

a). Prioritize the damage and work locations for the most rapid and effective restoration,
b). Dispatch resources to all trouble locations, including Damage Assessment, Restoration Resources and Wire Down resources, and
c). Shall update the District/Regional Emergency Restoration Center on a timely basis and submit a report to the District/Regional Emergency Restoration Center every four hours or at other predetermined time intervals.

Roles and Activities

This process is limited to identifying where control lies for activities when decentralization is conducted to the Branch. Chapter 14 describes in detail how restoration activities are conducted during decentralized operations and, as such, the roles and activities conducted under decentralized operations are included there.

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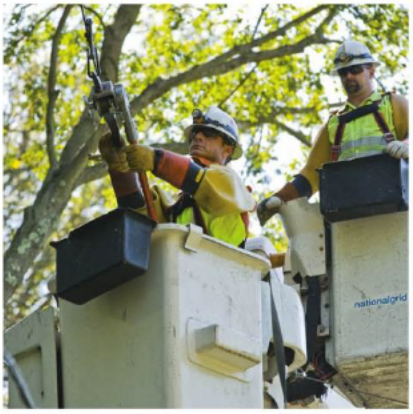
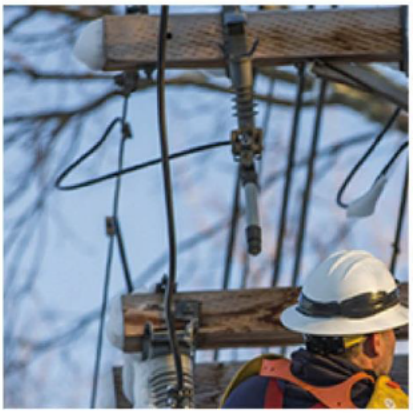
Chapter 14: Coordination of Restoration Activities







Section 14. Coordination of Restoration Activities

Introduction

The purpose of Coordination of Restoration Activities is to identify how the Company carries out electric service restoration activities to address outages stemming from an emergency.

The processes and activities in this chapter will be initiated in the pre-event stage and continue through the restoration stage when the response plan has been activated (as covered in Chapter 4 of this ERP) to support the type and number of resources required to address the emergency as estimated or determined to be required (as covered in Chapter 6 of this ERP) and Damage Assessment has been conducted (as covered in Chapter 11 of this ERP).

The processes and associated roles covered in this chapter are illustrated in the following Figure.

Chapter 14 Summary: Coordination of Restoration Activities

14.2 Wire Down Emergencies	14.3. Emergency Operations Centers	14.4. Decentralized to the Substation	14.5. Staggered Crew Scheduling	14.6. Restoration Comm's	14.7. Coordinating Restoration Activities on Transmission
Key Roles	Key Roles	Key Roles	Key Roles	Key Roles	Key Roles
• Branch Director • Branch Operations Coordinator	• State Incident Commander • Emergency Planning • Branch Director • Branch Operations Coordinator • Branch Public Information Coordinator • Branch Liaison Coordinator • Branch Planning Coordinator • Branch Logistics Coordinator	• State Incident Commander • Branch Director • Branch Operations Coordinator • Station Commander	• None	• Branch Director • Branch Operations Coordinator • Branch Protection and Telecom • IS – Telecom and Cell	• Transmission Control Center • Transmission Control Center Security Operator

Processes

14.1 Wires Down and Emergencies

14.2 Emergency Operations Centers

14.3 Decentralized to the Substation

14.4 Staggered Crew Scheduling

14.5. Restoration Communications

14.6. Coordinating Restoration Activities on Transmission

14.1. Coordination of Restoration Activities Overview

As discussed in Chapter 4 of this ERP, decentralization may occur to the Branch or substation level depending on the nature of the damage to the system and Emergency Response Organization activated by the State Incident Commander.

Together, the State Incident Commander and the Branch Director determine the response strategy and consider additional actions or alternative methods required to reach the objectives of the Company during an emergency response which includes consideration of the adequacy of the current organization to meet our response needs. As covered in Chapter 6, the location and progress of resources are closely monitored to determine the need for resources in addition to that on-scene or requested.

During an emergency, it is necessary to send qualified individuals to reported cases of trouble to verify if the trouble is in fact related to Company equipment. Once on scene, there are no situations were a down wire can be left unguarded until it is fixed or made safe.

When decentralized to the Branch Level, the Storm Room dispatches resources to trouble locations. During major emergencies, the Branch Director may determine, due to the size, scale, and complexity of the emergency to activate the Wire Down organization to support the Branch Storm Room. The Wire Down organization assists the Storm Room by managing the additional support resources engaged in Wire Down appraisal and standby functions. In these situations, the Wires Down organization under the direction of the Branch Operations Coordinator will assume responsibility for prioritizing and dispatching trouble orders with a wire down condition and assessing or rectifying conditions found in the field.

14.2. Wire Down and Emergencies

Public Safety during an emergency or storm related event is the Company's primary concern. The elimination of hazards to the public takes precedence during emergencies which includes plans to promptly secure downed wires within thirty-six hours of notification of the location of such downed wires from a municipal emergency official. Response to wires down involves the dispatch of trained and qualified employees or contractors to investigate reports of downed wires, fix, make safe, and/or arrange for standby personnel if needed to protect the public.

Trained and qualified resources dispatched to downed wires to fix or make safe would include overhead line resources, customer meter services (CMS) resources, or trained and qualified contractor resources. Overhead Line resources (company and contractor) are dispatched from the EOC (storm Room). CMS resources are trained and qualified to work up to a certain voltage. CMS resources are dispatched from Upstate Dispatch and Scheduling (UDS). Collectively, these resources will be referred to as “Wire Responders” when dispatched to a down wire condition.

Resources dispatched to a down wire condition for the purpose of guarding the public from encroaching upon the hazard and remaining on site until a qualified resource arrives to fix or make safe will be referred to as “Wire Guards”.

If a Wire Responder is not qualified to perform the corrective action (i.e., CMS Rep qualified to work up to a certain voltage), the Wire Responder will become a Wire Guard and will continue in this role until relieved by a qualified Wire Responder.

Wire Guards can include, but shall not be limited to CMS Reps, Meter Readers, Collectors, Gas Mechanics, and contractors. Wire Guard personnel must be trained to provide wire guard protection for the public.
During an emergency or storm related event it will be necessary to send qualified individuals to reported line trouble locations and verify if the trouble involves National Grid equipment. If a location is found by

a trained and qualified Company employee who is capable of making a permanent or temporary repair to a down conductor that may be energized, the employee(s) will clear the hazard. If not qualified to perform the corrective action, the employee will call the respective Regional Control Centers (RCC), storm room, or dispatch for assignment of qualified individuals to correct or make safe. If prioritization delays qualified employee(s) from responding, the employee who discovered the down conductor will guard the public from encroaching upon the hazard by coning off the immediate area, applying warning tape, and by remaining on site and guarding the area if needed to protect the public.

During Blue-Sky conditions, or in less significant storm events when an EOC (Storm Room) is not activated, the dispatching of resources in response to a wire down call is handled as follows:

a). 911 calls come into Upstate Dispatch and Scheduling (UDS)[1] which are then routed to the appropriate RCC (West, Central, East). UDS and the Regional Control Center (RCC) dispatch resources in parallel to 911 calls. Dispatching in parallel refers to the practice of dispatching both overhead line resources and CMS resources to an order. Overhead line and CMS resources are dispatched to all 911 calls.

b). Non-911 calls come into the Contact Center which are then routed to the appropriate RCC (West, Central, East). The RCC will dispatch resources to the call.

When an EOC (Storm Room) is activated, response to downed wires becomes a coordinated effort under the direction of the Branch Operations Coordinator who oversees the corresponding effort between Overhead Line, Upstate Dispatch and Scheduling, and the Wire-Down group (that resides within the EOC)

a). The overhead line supervisor in the EOC (Storm Room) maintains the oversight, dispatch, and scheduling of the overhead line crews.

b). UDS maintains the oversight, dispatch, and scheduling of the Wire Guards.

c). The Wire Down group (that resides within the EOC or Storm Room) maintains the oversight, dispatch and scheduling of the resources that perform the Wire-Guard function.

When an EOC (Storm Room) is activated, 911 calls come into UDS which are then routed to the appropriate RCC (West, Central, East). In similar manner to the Blue-Sky operation, UDS and the RCC dispatch resources in parallel to the 911 call.

Non-911 Wire Down orders come to the overhead line supervisor at the area desk within the EOC (Storm Room). The Overhead Line Supervisor will coordinate the response as a function of priority and direct the type of resource (Wire Responder) to be dispatched to the order. The order will be dispatched to an overhead line crew or transferred to UDS for dispatch to a Customer Meter Service Rep.

The wire down order that is dispatched to an overhead line crew is fixed or made safe. Communication is made back with the EOC to provide information necessary to close the order. The overhead line crew will then continue to the next assignment.

If the order is sent to UDS, a Wire Responder (CMS Rep) who is trained and qualified to perform work up to a specified voltage is dispatched. If the wire down condition exceeds the training and qualification of the Wire Responder, the Wire Responder will notify the UDS Dispatch of the need for an overhead line crew and transition to a Wire Guard. The Wire Guard (CMS Rep) will contact Dispatch and request a Wire Guard to relieve them so they can continue on to their next assignment.
UDS will coordinate with the overhead line supervisor in the EOC (Storm Room) for the dispatch of an overhead line crew that will respond to the wire down call and coordinate with the Wire Down Group

1 UDS is a centralized dispatch function in upstate NY for the Customer Meter Service Reps.

(that resides within the EOC) for the dispatch of a trained and qualified Wire Guard. The Wire Responder that is not qualified to perform the corrective action will stand guard until relieved by a qualified resource (overhead line crew or qualified Wire-Guard).

Once the Wire Guard arrives, the trained and qualified Wire Responder (CMS Rep) will continue to their next assignment. The Wire Guard will remain on scene until the overhead line crew arrives to fix or make safe the wire down condition. The Wires Down Group will coordinate with UDS to dispatch line crews, when available, to locations being guarded.

Reporting and Tracking

National Grid is currently able to report on wire down status electronically using two systems; one used by UDS (M-Work) and one used by the RCC (OMS / Focal Point). The reporting system used is a function of the resource type assigned to the Wire Down ticket; Customer Meter Service reports are derived from M-Work and RCC / the Storm Room would report out of OMS / Focal Point.

<u>The Wire Down Procedure followed when an EOC or Storm Room has been activated is as follows:</u>

1. Reports of wires down are received by the Company from customers, police / fire dispatchers, 911 Centers, or field personnel.
2. An Outage Ticket with a wire condition is created with one of the wire conditions marked:
    a). 911
    b). Wire Down – No Service
    c). Wire Down – In Service

    The overhead line supervisor in the EOC (Storm Room) determines the type of trained and qualified resources (employees or contractors) to be dispatched to the order to investigate reports of downed wires, fix, make safe, and/or arrange for standby personnel if needed to protect the public.
3. The overhead line supervisor in the EOC (Storm Room) will prioritize and sort orders into manageable volumes for assignment. Orders with the highest risk to public safety, based on order comments, will be assigned first. (See Priority below.)
4. When activated by the Branch Director, the 911 Coordinator will monitor all 911 orders in M-Work and OMS via Focal Point. The 911 Coordinator does not assign the work. Responsibilities of the 911 Coordinator will include:
    a). Monitor the aging of 911 orders so as to provide information to the OH-Line Supervisor that will assist with managing the Company's response requirement associated with the Utility Emergency Performance Metrics (Scorecard).
    b). The law associated with wire down response requires a 36-hr response
        - The NY-Utility Performance Metrics (i.e., Scorecard) – for a storm with a restoration between 3-5 days specifies an 18-hr response
        - The Scorecard – for a storm with a restoration greater than 5 days specifies a 36-hr response
    c). Monitor Resource Deployment of Wire Responders between OH-Line and CMS to mitigate the sending of CMS and OH-Line to the same order unless it falls under the category of Fire / People Trapped.
    d). Monitor Resource Deployment to provide for adequate staffing as a function of size, scale, and complexity of the event
    e). Coordinate with the Branch Director when additional resources are required
    f). Provide oversight, maintain, and manage all paperwork and reports associated with 911 response
        - Resource requirements
        - 911 Order Backlogs
        - 911 Order Aging

- Data monitoring and M-Work Reporting
- Data monitoring and Focal Point Reporting for 911 orders that go through OMS
- Regular reporting requirements during an event

g). Coordinate additional Clerical Support as required

h). End of Storm Reporting – 911 Coordinator provides Focal Point Report / CMS provides M-Work Report to Emergency Planning

i). Activation of the 911 Coordinator is determined by the Branch Director as a function of the size, scale, and complexity of the event which would drive the need to activate the function. In the absence of the 911 Coordinator being activated, the data monitoring, resource monitoring, and coordination duties will be performed by the OH-Line Supervisor on the area desk in the EOC (Storm Room).

5. Notification of a wire down by a 911 agency that involves a hazard such as a fire or where people are trapped by a downed wire will typically result in the dispatch of a CMS Rep. and Overhead Line Resources to the order. Other reported wires down are assigned according to the down wire **PRIORITY**** as referenced below (highest to lowest):

Priority 1 – (HIGHEST) Wire down reports where it is indicated that the wire is burning, arcing/sparking, or immediate hazard. Includes wire down reports of blocked roads that restrict ingress and egress into neighborhoods.

Priority 2 – Relief of fire departments, police departments, or other municipal agencies that are standing-by downed wires.

Priority 3 – Report of electric wire down from Emergency Organization. *see note top of next page

a). Reported to be affecting traffic flow on a major public highway

b). Reported to be blocking/near a pedestrian walkway or driveway

c). Reported to be primary conductor

d). Reported to be secondary conductor

Priority 4 – Report of electric wire down from other sources:

a). Primary conductor is indicated

b). Secondary conductor is indicated

Priority 5 – (LOWEST) Report of wire down where type of wire is not indicated and it appears the wire is not likely an electric conductor

* Priority 3 includes reports from members of the 911 call Center, police, fire, Office of Emergency Management (including Emergency Operations Center personnel), and municipal emergency managers.

**Priority is determined from the description of the order as derived from comments in OMS.

Responders that are specifically dispatched to safeguard downed wire situations will drive to the location of the wire down report. After physically assessing the situation, the severity of the situation will be determined.

Severity will be categorized based on the following guidelines:

Severity 1 – (HIGHEST) – Wire down 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 Wire Responder/Guard 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 Wire Responder/Guard will barricade the area and then can move on to their next location.

Severity 3 – Wire down is a secondary conductor. Wire Responder will attempt to notify nearby customers and will barricade/tape off the area. If wire is either open wire secondary (three conductors with 120/240 volts that run pole to pole below the primary conductors. It is called "open wire" because the three wires are clearly visible as opposed to a design in which the three conductors are bundled together.), or triplex service cable that has an exposed end (wire is broken), Wire Responder/Wire Guard 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, Wire Responder will inform the Wire Down Coordinator of this, and move on to the next order. The Wire Down Coordinator will provide this information to the appropriate company or National Grid Liaison for communication to the appropriate Company.

a). Severity 1 orders will be communicated IMMEDIATELY to the overhead line supervisor at the area desk within the EOC who will provide direction for response and dispatch of appropriate resources.

b). Response to Severity 2 and 3 cases will be determined by the overhead line supervisor at the area desk in the EOC through coordination with UDS to determine the best repair crew to be dispatched (*e.g.*, OH-Line, OPC, or CMS Rep.).

c). The Wire Down Group (that resides within the EOC) will assign Wire Guards to replace Wire Responders when appropriate so that the Wire Responders can move on to their next assignment.

d). The Wire Down Group (that resides within the EOC) will keep track of where personnel are standing by, inclusive of Damage Assessors performing the wire guard function, and will provide relief as needed. Wire Down Coordinators will be identified in the Emergency Response Storm Organization Staffing Plan. Coordinators for each event will be assigned during pre-storm planning sessions.

In all cases where the assigned Wire Down Responder is working from the UDS system, data will be available as it would pertain to dispatch, in-route, and arrival times on the order. If the responder is a contractor or employee without M-Works Mobile, the assignments will need to be done on paper and tracked manually.

Recommended Staffing for Wire Down Personnel:

a). Class-I - II Storm - Operating Supervisors of the affected district(s) will use the wires down report to determine the number of Wire Responders that are needed. In small storms, many wires down reports will be assigned to overhead line crews. Wire Responders and/or Wire Guards will be assigned to locations that are not already assigned.
   - The minimum number of available qualified personnel required for a Class-I - II event would range from 3 - 5 per the affected district as a function of size, scope, and complexity of the event.
   - Operating Supervisors of the affected district(s) will use the wires down report and determine if a separate Wires Down organization is required. If required, then he/she will contact the Wire Down Supervisor and request a Wire Down Coordinator. It will then become the responsibility of the Wire Down Coordinator to determine the number of Wire Responders and Wire Guards that are necessary, based on the number of unassigned wires down in the individual district.
   - The minimum number of available qualified personnel required for a Class-III event would be 10 per the affected district

b). Class-III Storm - Wire Down Coordinators will be assigned in each of the activated EOC's, either locally or regionally. Whenever possible, the number of personnel available to become Wire Responders and Wire Guards will be determined during pre-storm planning sessions, and a preliminary assignment plan will be developed. Once the number of wire down reports is known for each area, available wire down personnel will be assigned by the Wires Down Supervisor based on the distribution of the number of wire down locations. The Wire Down Supervisor may also request a list of available personnel from contractors. These resources will be assigned and scheduled to each location by means of coordination with the contract companies and Wire Down Coordinators.
   - In a Class– II event, divisional service would be necessary to support the wire down response. Minimum staffing would require 3-5 qualified personnel per the affected division.
   - In a Class–III event, divisional service would be necessary to support the wire down response. Minimum staffing would require 10 qualified personnel per the affected division.

NOTE: It should be understood that minimum staffing levels could be greatly exceeded by a severe ice storm, heavy wet snowstorm, hurricane/tropical storm, or a prolonged high wind event. In these scenarios, the Company will review resources requirements to determine if incremental wire down/wire guard personnel would be needed as a function of anticipated impact of the storm.

Training

All personnel called upon as Wire Guards shall have completed training in the "Down Wire Policy for Emergency Conditions." National Grid maintains a minimum of 190 Company employees who are qualified to guard down wires.

Personnel working with energized conductors in making the area safe or completing service restoration shall have received proper electrical training prior to the event. Those not trained and qualified SHALL NOT work with energized equipment or attempt to do any work outside of their qualifications and training. It is recognized that during major storms, the number of resources that are trained and readily available (both internal and external) is limited; therefore, it is critical to utilize Wire Responders and Wire Guards to address the reporting of wires down in the priority listed in this procedure.

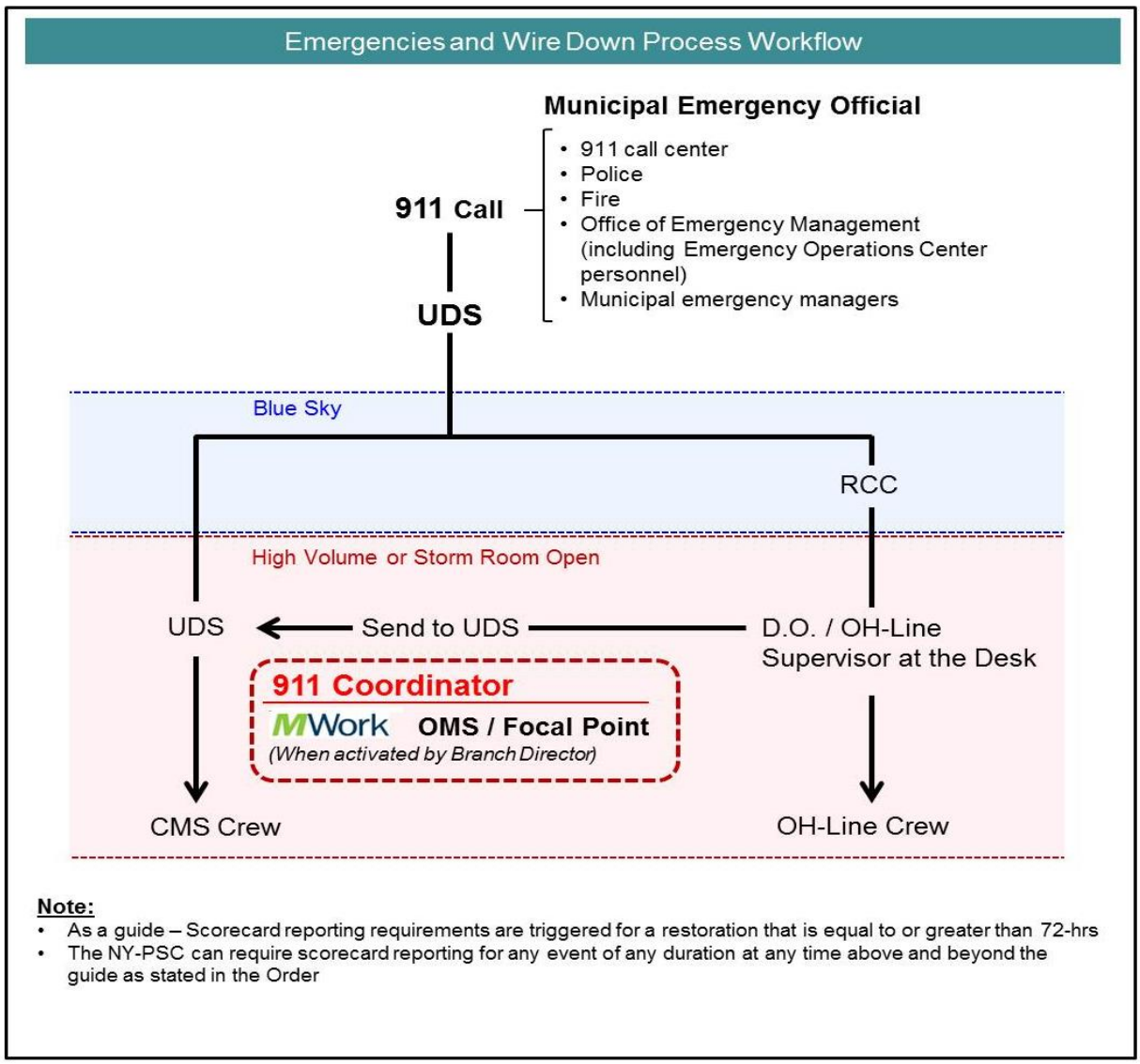


Figure 30. Emergencies and Wire Down Process Workflow

Roles and Activities

14.2.1. Branch Director

14.2.1.1. Determines the need to activate the Wire Down Organization and the 911 Coordinator to the appropriate level while providing a regular briefing on the needs, maps, special circumstances, estimated restoration time, and any other information which might be of importance to customers.

14.2.2. Branch Operations Coordinator

14.2.2.1. Directs activation of Branch Storm Rooms and Wire Down Organization

14.2.2.2. Oversees the corresponding effort between Overhead Line, Upstate Dispatch and Scheduling, and the Wire-Down group (that resides within the EOC)

14.2.3. Wire Guard Personnel

14.2.3.1. Guards the public from encroaching upon the hazard by coning off the immediate area, applying warning tape, and by remaining on site and guarding the area if needed to protect the public.

14.2.4. Damage Assessment Patroller

14.2.4.1. Patrollers will determine if the trouble presents a hazard to the public. If it is, they will attempt to make the area safe. The experience and training of the individuals will vary upon those responding.

14.2.4.2. If electrically qualified and properly equipped to make the field condition safe, will do so. If the time element to do so will detrimentally impact the survey completion, notifies survey supervision and request direction.

14.2.4.3. If a hazardous condition still exists, request the dispatch of an individual to standby and guard hazardous conditions until repairs can be made.

14.2.4.4. Reports conditions that will be compiled and forwarded to the Branch Storm Board.

14.2.4.5. Communicates wire down locations where standby is required to the wire down group when activated.

14.2.5. Service Representative

14.2.5.1. Responds to down wire call to, fix, make safe, and/or arrange for standby personnel if needed to protect the public. Completes Service Order documentation properly.

14.3. Emergency Operations Centers

Emergency Operations Centers are established in each Branch or Divisional Headquarters, Region, District, and the NY State Headquarters. The functions of the Emergency Operations Centers are to establish and maintain communications and coordinate field operations. The size, scale, and complexity of the emergency determine which Emergency Operations Centers will be activated. Occasions may arise where all Emergency Operations Centers may be activated for a State-wide emergency or a District Emergency Operations Center may be activated for a local emergency.

When activated, the Branch Emergency Operations Centers, if required, shall be staffed 24 hours a day on 12-hour shifts. Each Emergency Operations Center shall report (as outlined in ERP 21- Reports), every four (4) hours or at other pre-designated intervals as directed.

All news media requests for information shall be handled in accordance with ERP 17 Emergency Public Information.

Staffing assignments made for the Emergency Operations are made in accordance with ERP Chapter 4.0 - Organization.

DISTRICT EMERGENCY OPERATIONS CENTERS

General

The decision to activate a District Emergency Operations Center is vested in the State Incident Commander and/or the Branch Director but must be activated when an emergency is judged to be of such severity that the majority of District workforces must be committed. The District Supervisor is responsible for the operation of the District Emergency Operations Center.

The District Emergency Operations Center is responsible for keeping the Regional Emergency Operations Center informed at all times and for implementing policies and directives received. A report will be made by the District Emergency Operations Center to the Regional Emergency Operations Center every four (4) hours or at other pre-designated intervals as directed, in most situations OMS data will be adequate, unless otherwise directed. Should the Regional Emergency Operations Center not be activated, as the case would be if the emergency was not widespread, the Branch Operations Coordinator or Overhead Line Supervisor as assigned will perform the functions of the Regional Emergency Operations Center. EOC Locations can be found in Exhibit 14.1.

REGIONAL EMERGENCY OPERATIONS CENTERS

General

Emergency Operations Centers are established in each of the established Regions. The decision to activate a Regional Emergency Operations Center is vested in the State Incident Commander and/or the Branch Director.

Once a Regional Emergency Operations Center is activated, its operation becomes the responsibility of the Incident Commander and/or the Branch Director. The VP, New York Electric Operations Maintenance and Construction, and the Regional Planning Section Chief must be notified when the Regional Emergency Operations Center is activated for a Class II or III Event.

State Leadership from the State Emergency Operations Center is responsible for keeping the State Incident Commander and or the Branch Director informed at all times and for implementing policies and directions received from them. A report shall be made to the VP, New York Electric Operations Maintenance and Construction every four (4) hours or at other pre-designated intervals as directed, unless OMS is being utilized, which will suffice, unless otherwise directed. If the emergency is confined to one Region, the Branch Operations Coordinator will give guidance and counsel to the local supervision and will determine if additional manpower is required from outside the Region.

The Branch Operations Coordinator will keep the VP, New York Electric Operations Maintenance and Construction and the Regional Planning Section Chief informed at all times and, if needed, will request outside assistance from the VP, New York Electric Operations Maintenance and Construction and the Regional Planning Section Chief.

Emergency Operations Centers are Located within the established Regions

a). Frontier - Kensington Avenue EMS Center, Buffalo
b). Genesee - Batavia Service Center, Batavia
c). Southwest - Fredonia Service Center, Fredonia
d). Central - Beacon North, Syracuse
e). Mohawk Valley - Campion Road Service Center, Utica
f). Northern - Watertown Service Center, Watertown
g). Capital East - North Albany Service Center, Albany
h). Capital West – Broadway Service Center, Schenectady
i). Northeast - Quaker Road Service Center, Glens Falls

STATE EMERGENCY OPERATIONS CENTER

General

A State Emergency Operations Center (EOC) is established in the Henry Clay Boulevard office complex, HCB3, Rm 108C. The decision to activate the State EOC is determined by the State Incident Commander (typically the VP, NY Electric Operations Maintenance and Construction).

Additionally, when a major substation event occurs, the State EOC will be opened and staffed in accordance with ERP Chapter 4.

The functions performed at the State EOC include the coordination and monitoring of activities during emergencies. These events may be caused by storms or other events causing extensive customer outages.

During system emergencies and the subsequent electric service restorations, the State EOC will:

a). Monitor customer outages
b). Monitor / Assess system operating status and assess damage to the system;
c). Provide information on customer outages, system status and the ongoing restoration activities to management and Corporate Communications;
d). Monitor and report on resources for the restoration activities including Company crews, tree crews, contract crews, and crews from other utilities;
e). Provide reports every four (4) hours or at other pre-designated intervals.

The activation and operation of the State EOC is the responsibility of the State Incident Commander (typically the VP, NY Electric Operations Maintenance and Construction).

This responsibility may be transferred at any time after the State EOC has been activated and the person assuming the responsibility has reported to the Center.

Hours of operation of the State EOC will be based on the circumstances associated with the size, scale, and complexity of the event and the stage of the event. (See attached Organization Chart.)

The State EOC is located in the Henry Clay Boulevard Complex (HCB Building-3), Rm 108C.

Contact numbers, if staffed, are as follows:

State Planning Section Chief	[redacted]	
Emergency planning	[redacted]	
Mutual Assistance	[redacted]	
Contractor Coordination	[redacted]	
Forestry	[redacted]	

In the event that the Henry Clay Boulevard Complex (HCB Building-3), Room 108C location is unavailable, the offsite backup location is at Henry Clay Boulevard Complex (Building-2), Rm 159.

Contact numbers, when staffed, are as follows:

State Planning Section Chief	[redacted]	[redacted]
Emergency Planning	[redacted]	[redacted]
Mutual Assistance	[redacted]	[redacted]
Contractor Coordination	[redacted]	[redacted]
Forestry	[redacted]	[redacted]
Transmission Engineering	[redacted]	[redacted]

Roles and Activities
The following are the responsibilities assigned to leadership positions who typically occupy the Emergency Operating Center during an emergency.

The involvement of the individuals and the activation of the various leadership positions within the Emergency Response Organization and EOC will vary depending on the size, scale, and complexity of the emergency.

14.3.1. State Incident Commander

14.3.1.1. The State Incident Commander is responsible for all incident activities, including the development of strategies, and in some cases tactics, along with the ordering and release of resources. The Incident Commander has overall authority, responsibility, and oversight of all incident operations including the Upstate NY State Emergency Operations Center.

14.3.1.2. The Incident Commander oversees the following company disciplines during an emergency response:

a). State Health and Safety Officer
b). State Public Information Officer
c). State Liaison Officer
d). State Planning Section Chief
e). State Logistics Section Chief
f). State Finance Chief
g). Contact Center
h). Control Centers
i). Branch Directors

14.3.1.3. Executes pre-incident activities. Works with State Public Information Officer and Branch Director to develop and review the script that will be provided for use during the storm update on the Community Leader Conference Call (see ERP 18)

14.3.1.4. Make appropriate notifications.

14.3.1.5. Notify Safety for Class II & III Storms

14.3.1.6. Ensure Emergency Planning provides proper notification to the NY-Office of Emergency Management (NY-OEM) for all Class II & III storms

14.3.1.7. Receives notification of a storm or emergency from the affected Region(s) / Division(s).

14.3.1.8. Contact unaffected Region(s) / Division(s) to determine status and availability to assist those Region(s) / Division(s) affected by the storm or emergency.

14.3.1.9. Activate State Emergency Operations Center to the appropriate degree, when more than one Division is affected or the size, scale, and complexity of the emergency in a single Division warrants.

14.3.1.10. Make arrangements for assignment of crews between unaffected and affected Regions(s) / Division(s).

14.3.1.11. Makes request for additional assistance – National Grid contractor, Foreign Contractor, National Grid NE, and National Grid LI through the Capital Delivery Organization

14.3.1.12. Coordinates request for Mutual Assistance from other Utility Companies by way of the EEI Mutual Assistance Roster / Mutual Assistance Groups through Project Management and Complex Construction and Emergency Planning.

14.3.2. Transmission Control Center Security Operator

14.3.2.1. See 14.6 For Details

14.3.3. Transmission Control Center

14.3.3.1. See 14.6 For Details

14.3.4. Contact Center Lead or their Designee

14.3.4.1. Contact Center lead or their designee executes pre-incident activities.

14.3.4.2. Make certain that Life Support Equipment customers have been contacted and contact is maintained daily throughout the emergency. (See Electric Emergency Procedure ERP 17.4 Life Support Equipment Customers for further details.)

14.3.4.3. Provides status reports to Customer Service leadership.

14.3.4.4. Coordinates the need for additional Consumer Advocates in affected Region(s) / Division(s) with the Public Information / Liaison Coordinator.

14.3.4.5. Analyzes reports of status of restoration work provided by Branch Director.

14.3.4.6. Provides data on restoration work to persons answering telephone calls from customers.

14.3.4.7. Notifies the Contact Center Consumer Advocate when assistance with energy vulnerable customers is needed.

14.3.4.8. Maintains liaison with outsourced telephone support providers, Collection Services and Account Processing and Quality to increase or decrease support required from other telephone Centers.

14.3.4.9. Maintains copies of all information provided to Contact Center personnel during the emergency.

14.3.4.10. Informs Public Information / Liaison Coordinator and or Branch Director of progress and status of work and problems encountered.

14.3.5. Branch Director

14.3.5.1. The Branch Director is accountable for the implementation and management of the tactical operations in support of established strategies. The Branch Director is also responsible for the Emergency Response Organization in the Division. The following ICS positions and noted company disciplines report to and are accountable to the Branch Director:

a). Command Staff
b). Branch Liaison Coordinator
c). Branch Public Information Coordinator
d). Branch Safety Coordinator

14.3.5.2. General Staff

a). Branch Operations Coordinator
b). Branch Planning Coordinator
c). Branch Logistics Coordinator

14.3.5.3. The noted Branch Leadership positions under the Branch Director are responsible for the coordination and communication with noted and various company disciplines. They are responsible for identifying staffing and training requirements to ensure their organizations are prepared for activation during an incident or event. Coordination with Emergency Planning is required to update applicable storm assignments.

14.3.5.4. Executes pre-incident activities.

14.3.5.5. Coordinates the activities of Command and General Staff

14.3.5.6. Keeps the Incident Commander, the State Emergency Operations Center, the Command Staff, and the General Staff informed as to the Division(s) / Region(s) progress / status

14.3.5.7. Ensures consistent understanding of restoration status and updates between the Incident Commander, Control Centers, Branch Operations, and the State – EOC

14.3.5.8. Reviews all news media requests for information and release to Corporate Affairs as they would pertain to the Division.

14.3.5.9. Notifies Operations Coordinators to instruct field personnel to coordinate with local fire, police or other authorities when responding to emergencies.

14.3.5.10. Provides regular updates on the status of the emergency to:

14.3.5.11. Command Staff
14.3.5.12. General Staff
14.3.5.13. Emergency Planning
14.3.5.14. State -EOC for dissemination to the Department of Public Service (DPS) on storm and restoration status per NG-USA EOP G009 as necessary / required.
14.3.5.15. Declares the termination of the emergency.
14.3.5.16. Provides for the welfare of the persons assigned to the Emergency Operation Center.
14.3.5.17. Coordinates conference calls to determine status in the Region(s) / Division(s) when only an upstate NY event. The National Grid Emergency Call Agenda, found in Appendix A, Exhibit 16.2, will be utilized for consistent information gathering from the Central, East, and West Divisions.
14.3.5.18. Notifies Safety, health and environment for Class II, Class III, and Mutual Assistance provided to other utilities.
14.3.5.19. Ensure that appropriate / adequate storm surveys are arranged in affected Region(s) / Division (s) and that survey organization is appropriately staffed by the Branch Planning Coordinator.

14.3.6. Control Center lead or their designee

14.3.6.1. Executes pre-incident activities found in the reference in Section 31.
14.3.6.2. Operates the transmission and sub-transmission systems, including stations and network.
14.3.6.3. Controls protective Clearance and Control
14.3.6.4. Monitors weather equipment and relays information.
14.3.6.5. Dispatches switching orders to Traveling Operators and other qualified switching personnel.
14.3.6.6. Maintains interruption-reporting data.
14.3.6.7. Provides Contact Center with regular updates on feeder status, which will in turn be broadcast or linked to CIS System.
14.3.6.8. Dispatches distribution trouble calls to Trouble and Operations, Maintenance and Construction crews.
14.3.6.9. Notifies Manager Operations, Maintenance and Construction of severe, extensive emergency situation.
14.3.6.10. Utilizes OMS and updates/maintains the model accordingly
14.3.6.11. Establishes sub-transmission circuit and station repair/restoration priorities.
14.3.6.12. Directs restoration efforts of the sub-transmission circuit and station repair.
14.3.6.13. Coordinates switching requirements with Power Delivery and Operations, Maintenance and Construction.
14.3.6.14. Provides periodic reports on restoration progress to Division Operations, Network Strategy, Jurisdiction – Community and Customer Management, Corporate Affairs, Customer Care Center, and System Power Control Center.
14.3.6.15. Notifies, initially, the Department of Public Service (DPS) when more than 5000 customers are out of service for more than 30 minutes. Also provides this information to Division Operations and Distribution Engineering Services.
14.3.6.16. Provide required reporting according to the PSC notification matrix.

14.3.7. Restoration Crew Supervisor Coordinator

14.3.7.1. Executes pre-incident activities found in the references in Section 31.
14.3.7.2. Arrange for RCS Support to cover contractor crews requested.

14.3.8. Branch Public Information Coordinator

14.3.8.1. The Branch Public Information Coordinator is accountable for the tactical implementation of strategy set by the Branch Director and Incident commander. The

Branch Public Information Coordinator oversees the following company disciplines during an emergency response:

a). Corporate Affairs
b). Media Relations
c). Internal Communications
d). Brand / Web Strategy

14.3.9. State Public Information Officer or their designee

14.3.9.1. Executes pre-incident activities.
14.3.9.2. Coordinates with Public Information / Liaison Coordinator in affected Region(s) / Divisions to determine need for Corporate Communications assistance during emergency.
14.3.9.3. Provides copies of all news releases to Contact Center for transmittal to Department of Public Service Office of Consumer Services.
14.3.9.4. Attends emergency briefing sessions.
14.3.9.5. Assists in preparation of talking points for the Community Leader Call (see ERP 18.5) and participates in the call.
14.3.9.6. Prepares official statements and advertising related to emergencies as directed by the Branch Director and Public Information / Liaison Coordinator
14.3.9.7. Assists in the operation of the Emergency Operation Center.
14.3.9.8. Informs Public Information / Liaison coordinator of progress and status of work and problems encountered.

14.3.10. State Public Information Officer or their designee

14.3.10.1. Executes pre-incident activities.
14.3.10.2. Provides communications internally to employees on a regular basis including progress and status of the emergency. Updates can be via e-mail or National Grid internal internet.

14.3.11. Branch Liaison Coordinator or their designee

14.3.11.1. The Branch Liaison Coordinator is accountable for the tactical implementation of strategy set by the Branch Director and Incident commander. The Branch Liaison Coordinator oversees the following activities and company disciplines during an emergency response:

a). Jurisdictional Issues
b). Local Govt. – Muni Calls
c). Municipal Emergency Response
d). County EOC Liaison
e). Dry-Ice

14.3.12. Branch Liaison Coordinator or their designee

14.3.12.1. Executes pre-incident activities found in the reference material located in Section 31.
14.3.12.2. Makes certain local, state, and federal governmental contacts are made throughout the emergency.
14.3.12.3. Attends meetings with local governmental leaders throughout the emergency.
14.3.12.4. Provides listing of Critical Facilities interrupted for Regulatory Reporting requirements
14.3.12.5. Assigns persons to District/Regional Emergency Operation Center as required.
14.3.12.6. Assists in the operation of the District/Regional Emergency Operation Center as needed.
14.3.12.7. Informs Branch Public Information and Liaison Support Staff and Branch Director of progress and status of work and problems encountered.
14.3.12.8. Acts as or assigns Branch Public Information / Liaison representatives to the NYS-OEM Emergency Operating Center headquarters in Albany as required. Provides a representative to serve as National Grid liaison in a County Emergency Operation

Center(s) (EOC) when requested. See Section 18.4 for more details pertaining to Liaison duties.

14.3.12.9. Maintains contact with Emergency Planning at State Emergency Operation Center when staffing the NY-OEM EOC during emergency.

14.3.12.10. Organizes and facilitates the Community Leader Conference call during major events. (ERP 18.5).

14.3.12.11. Initiates or delegates the activation of the Dry Ice Distribution Program, as described in the Dry-Ice procedures held outside the NY-ERP, after receiving notification from the Branch Director that restoration is expected to exceed 48 hours to begin distributing dry ice within 24 hours of the start of restoration using the following guidelines:

a). Using information provided from the Outage Reports to determine the number of customers in each of the affected areas.
- Identify Distribution Centers
- Calculates amount of Dry Ice to be available at each distribution Center
- Coordinate logistics with Purchasing and the vendor managing the delivery and distribution of Dry Ice
- Ensures that handling instructions are distributed to customers with the Dry Ice (see Exhibit D)

b). Notifies the following organizations of the locations of the designated distribution Centers as well as days and times of distribution to facilitate communication to the public.
- Media Relations
- Contact Center
- Web Strategy

c). Notifies Safety Representative that the Dry Ice Distribution Program has activated.

d). Monitor the status of the outages to estimate Dry Ice procurement and distribution requirements throughout the event

14.3.13. Consumer Advocate

14.3.13.1. Executes pre-incident activities found in the reference material located in Section 31.

14.3.13.2. Responsible for contacts with local human services agencies and for assisting other employees to handle difficult situations as needed.

14.3.13.3. Contacts and maintains contact with local human services agencies to inform them of the situation and to determine efforts the Company can undertake to assist them to best serve their clientele.

14.3.13.4. If required, assists with contacting Life Support Equipment customers during outages and emergency response (ERP 14.4).

14.3.13.5. Maintains contact with local human services organizations to Identify potential problems of special needs customers.

14.3.13.6. Notifies Public Information / Liaison Coordinator and or Branch Director of significant problems which require special attention.

14.3.13.7. Maintains log of significant contacts with human services agencies, local emergency management organizations, and customers throughout the emergency.

14.3.13.8. Requests assistance from chain of command within the Consumer Advocacy organization or Emergency Response Organization when necessary

14.3.13.9. Informs Manager Operations, Maintenance and Construction of status of work and problems encountered.

14.3.14. Branch Safety Coordinator

14.3.14.1. The Branch Operations Coordinator is accountable for the tactical implementation of strategy set by the Branch Director and Incident commander. The Branch Safety

Coordinator oversees the following activities and company disciplines during an emergency response:

a). Safety
b). Health
c). Environmental

14.3.14.2. Execute pre-incident activities found in the reference material located in Section 31.

14.3.14.3. Coordinate assignment of Safety and Health personnel to support crews responding to mutual assistance requests.

14.3.14.4. Assists Operating Department / field resources as required.

14.3.14.5. Assists in the operation of the Company Emergency Operation Center as required.

14.3.14.6. Informs Branch Director of status of work and safety problems encountered.

14.3.15. Branch Operations Coordinator

14.3.15.1. The Branch Operations Coordinator is accountable for the tactical implementation of strategy set by the Branch Director and Incident commander. The Branch Operations Coordinator oversees the following activities and company disciplines during an emergency response:

a). Distribution Restoration
b). Resource Management (ALL)
c). Develop Work-Packets
d). Wires Down
e). Sub-Stations
f). Forestry
g). Clerical Support
h). ETR / Outage Central / Focal Point

14.3.15.2. Executes pre-incident activities found in the reference material located in Section 31

14.3.15.3. Directs the restoration activities of local crews, contractors, and support resources in the District/Region/Division involved.

14.3.15.4. Manages restoration efforts in Class I through Class III emergencies. Notifies chain of command when emergency is other than of a minor nature.

14.3.15.5. Notify Wire Down Lead/activate Wire Down organization as required to ensure that the downed wire organization, if required, is set up per procedures in affected Region(s)/Division(s).

14.3.15.6. Coordinate with the Branch Director and Public Information/Liaison Coordinator to ensure proper initiation of LSE and critical facility contacts. Also provide information on damage conditions, estimated restoration time, and any other information which might be of importance to customers to these individuals at this time.

14.3.15.7. Ensures that during the event that appropriate personnel are assigned to utilize and update OMS.

14.3.15.8. Coordinate with the Branch Director and Public Information / Liaison Coordinator to ensure Media Representatives have the proper information regarding damage conditions, estimated restoration time and any other information that might be of importance to customers.

14.3.15.9. Notify Branch Planning Coordinator / activate the Damage Appraisal organization as required.

14.3.15.10. Works in conjunction with the Branch Planning Coordinator and Damage Assessment Field Coordinator to determine feeders to be patrolled

14.3.15.11. Notify the Gas organization if the emergency affects gas operations.

14.3.15.12. Coordinate with the Branch Director and Public information / Liaison Coordinator to ensure Consumer Advocate is informed as needed of situation so that contacts can be made with local human services agencies.

14.3.15.13. Notifies Safety, Health and Environment for Class - II and Class-III emergencies.