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FOREWORD

The purpose of this document is to ensure the effective implementation and coordination of the corporate emergency response actions under adverse conditions causing electrical interruption. This plan is designed to be a guide for the activation of the Emergency Response Organization (ERO) and aligns with local, state, and federal emergency plans.

Any questions or inquiries regarding information provided in this document should be referred to the Director, Emergency Management & Compliance

_____
Thomas Meissner
Senior Vice President, Operations

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Director, Operations

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Richard L. Francazio
Director, Emergency Management & Compliance

RECORD OF CHANGES		
DATE OF REVIEW: 5/15/10		
REVISION	DATE	DESCRIPTION
0	8/31/09	Initial Issue
1	10/30/09	1ST Revision
2	5/15/10	Annual Revision
3	10/15/10	Revision (Section IV)

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List of Acronyms

CEO	Chief Executive Officer
CFO	Chief Financial Officer
COO	Chief Operating Officer
CRP	Crisis Response Plan
CSR	Customer Service Representative
DAC	Damage Assessment Coordinator
DAU	Damage Assessment Unit
DAUL	Damage Assessment Unit Lead
DCC	Documentation/Communication Coordinator
DOC	Division Operating Center
EH&SO	Environmental Health & Safety Officer
EOC	Emergency Operations Center
EP	Emergency Planning
ERO	Emergency Response Organization
ERP	Emergency Response Plan
ETR	Estimated Time of Restoration
F/FUL	Fleet/Facilities Unit Lead
FUL	Finance Unit Lead
GIS	Geographical Information System
HR	Human Resources
HRUL	Human Resources Unit Lead
IAP	Incident Action Plan
IAP/CUL	IAP Analyst/Communications Unit Lead
IC	Incident Commander
ICS	Incident Command System
IMA	Incident Management Assistant
IMA	Incident Management Assistant
IRUL	Internal Resources Unit Lead
IT	Information Technology
ITUL	IT Unit Lead
JIC	Joint Information Center
L/MUL	Lodging/Meals Unit Lead
LNO	Liaison Officer
LSEP	Logistics Section Emergency Plan
LSM	Logistics Site Manager
LSO	Logistic Section Organization
NIMS	National Incident Management System
OP	Operational Period
OPS	Operations
ORT	Operational Response Team
OSSC	Operations Staging Site Coordinator
CIO	Chief Information Officer
PUL	Procurement Unit Lead
R-AC	Regional Administrative Chief
R-EOC	Regional Emergency Operations Center
R-LC	Regional Logistics Chief
R-LSO	Regional Logistics Section Organization

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List of Acronyms (continued)

R-OAC	Regional Operations Area Chief
R-OC	Regional Operations Chief
R-PC	Regional Planning Chief
R-SC	Regional Safety Coordinator
RUL	Resource Unit Lead
S/TSC	Switching/Transmission & Substation Coordinator
S-A/FSC	System Administration/Finance Section Chief
SAL	Storm Assignment List
S-EOC	System Emergency Operations Center
SLO	System Logistics Organization
S-LSC	System Logistics Section Chief
S-PSC	System Planning Section Chief
SRC	Strategic Response Committee
SRT	Strategic Response Team
SRU	Storm Response Unit
SSA	Staging Site Assistant
SSC	Staging Site Coordinator
SSUL	Staging Site Unit Lead
T&D	Transmission & Distribution
T/SUL	Transmission/Substation Unit Lead
TAC	Trouble Analysis Coordinator
TAU	Trouble Analysis Unit
TAUL	Trouble Analysis Unit Lead
TRT	Tactical Response Team

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I. INTRODUCTION

The core business of Unitil is the distribution of electricity and natural gas. The Company, based in Hampton, New Hampshire, serves approximately 173,000 electric and gas customers through its subsidiaries in Maine, Massachusetts, and New Hampshire.

The Emergency Response Plan (ERP or Plan) is designed to be a guide for the activation of the Emergency Response Organization (ERO). Its purpose is to ensure the effective implementation and coordination of the corporate emergency response actions under adverse conditions. The ERP addresses such requirements as; Command and Management; Preparedness; Resource Management; Communications and Information Management; Supporting Technology; Continuous Management and maintenance of the plan.

The ERP also addresses the operation of the System Emergency Operations Center (S-EOC) and the Regional Emergency Operations Centers (R-EOCs). The plan also remains focused on public safety, workforce safety and safety of outside aid.

This Plan addresses electric emergency response to customer outages caused by weather, including thunderstorms, hurricanes, extreme heat and storm surge and river flooding, or other disasters causing significant customer interruptions and is predicated on knowing and understanding the magnitude of the event.

The plan meets the requirements for preparing and filing annually and incorporates regulatory orders into its development. The ERP is in accordance with all applicable regulations and is designed under the Incident Command System and Unitil's "Corporate Response Plan" (CRP).

The Director of, Emergency Management and Compliance is responsible for managing and evaluating the effectiveness of this plan. This evaluation will include conducting a system-wide storm drill and multiple training exercises annually during the spring/summer months and will completed by August 1 of each year. Also, the ERP will be reviewed and revised annually for submittal to the MA DPU no later than May 15th of each calendar year with identified revisions. This review and revision will include improvements resulting from the critique or after action report for the storm drill. However, the Plan may be revised more frequently if a storm critique or after action report recommends changes.

A. Emergency Management - Vision

The Company will develop and maintain a comprehensive set of risk mitigation plans to; prepare for, respond to, and recover from, and inform its constituents regarding all types of business interruption incidents that might occur within Unitil service territories. Our ambition is to be a Premier emergency response organization and an industry leader in emergency management.

Mitigation: those activities which eliminate or reduce the probability of disaster

Preparedness: those activities which Unitil, agencies, and individuals develop to save lives and minimize damage;

Response: those activities which follow a disaster and are designed to prevent loss of lives and property and provide emergency assistance; and

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Recovery: short- and long-term activities which return all systems to normal or improved standards.

B. Emergency Management - Policy Statement

Unitil'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. Unitil will deliver on its commitments to its constituents by:

- Conducting effective risk assessments for operating and business functions;

- Developing appropriate prevention or risk mitigation strategies;

- Implementing comprehensive emergency preparedness programs;

- Responding with appropriate resources to address the emergency;

- Communicating with customers and other stakeholders timely and accurate information;

- Recovering from events expeditiously; and

- Continuous improvement.

C. Declaration of an Emergency

An emergency shall be declared by the Chief Operating Officer (COO), Director of Operations, Director of Emergency Management, Manager of Electric Operations or his/her designee when weather or other natural or man-made causes (e.g., major equipment failure, civil unrest, terrorism, wildfire, etc…) threaten to cause conditions that result in substantial loss of electric service, which may not be handled effectively through normal operating procedures.

Activation levels and specific response actions are identified in Section IV, Item F of this Plan.

When possible, advance warning advisories will be issued by Operations prior to the declaration of an emergency and Operations shall not be curtailed or suspended until the emergency condition is terminate

D. Plan Implementation

Unitil will utilize the National Incident Management System (NIMS) to guide its ERP. The NIMS is a comprehensive national approach to incident management, applicable at all jurisdictional levels and across functional disciplines. Furthermore it improves the effectiveness of emergency response providers and incident management organizations across a full spectrum of potential incidents and hazard scenarios. NIMS relies on the Incident Command System (ICS) to coordinate and manage the response of an organization. Overall, this approach will improve Unitil's coordination and cooperation

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between public and private entities in a variety of domestic incident management activities

Unitil has shaped its response organization 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. Unitil's Plan is used for a broad spectrum of emergencies, from small to complex incidents, both natural and manmade, including acts of catastrophic terrorism and major equipment failures. ICS is used by all levels of government - Federal, State, local, as well as by many private-sector and nongovernmental organizations. Unitil's planning follows that of the recommended ICS protocol and is organized around five major functional areas: command staff, operations, planning, logistics, and administration/ finance.

One of the features of the Plan is that of scalability. Many events begin as a regional operations emergency and escalate to a System level event. Unitil's ERP accommodates single region, multiregional and system level events by ensuring the key elements of an ICS organization exist at each level and is easily replicated using common roles and responsibilities.

E.   **Emergency Response Organization (Typical under ICS)**

Strategic Level: Plans the Company strategy for responding to the emergency and present the public image to customers and regulators. This level is composed of senior executives that meet as the Strategic Response Committee (SRC), during a severe storm event.

Tactical Level: Plans the Company's response to the emergency and oversee the implementation. This level includes the System and Region Emergency Operations Centers (EOCs) and is often the highest level involved during a slight to moderate storm event.

Operational Level: Implements the Company's response to the emergency and reports to the Tactical Level on progress. This level includes the Distribution Operating Centers (Docks), Municipal Rooms, and Customer Call Center.

At the strategic level within Unitil, The Crisis Response Plan (CRP) will be executed by the activation of a Strategic Response Committee (SRC). The SRC is compromised of the most senior level executives and is chaired by the CEO. The SRC will be activated during events deemed to be of corporate significance. The SRC will develop and implement the corporate response to the event at hand, thus freeing the tactical and operational levels of response from dealing with those issues and allowing them to "get the job done." The SRC will coordinate with the tactical levels of a response either through the Regional Operations Area Chief if it is a single area event or through a System-Level Incident Commander if it is a multi-regional event if one has been assigned due to the nature of the event. The vast majority of crisis events will be managed through the normal operational chain-of-command. *The SRC does not direct the emergency response or Tactical Response Team.*

Figure I-E-1 on the following page depicts the emergency response organization.

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Strategic Level

Strategic Response
Committee (SRC)
(CEO-Chair
Sr. Executives)

Tactical Level

Incident Mgmt
Assistant
(Emergency Mgmt
Rep)

Incident Commander
(Dir. Emergency Mgmt.
VP Operations)

Command Staff

General Staff

Planning Section Chief
(Dir. Operations /
Engineering

Liaison Officer
(Dir. Regulatory Svcs
VP Distributed Energy)

Chief Information Officer
(VP, Communications
VP External Affairs)

Logistics Section Chief
(Dir. Energy Measure &
Control/Energy
Contracts)

Admin/Finance Section
Chief
(VP, Administration)

Customer Operations
Officer
(Dir. Cust Service/Mgr.
Customer Relations)

Environmental Health &
Safety Officer
(Mgr/Sup Safety/
Environmental)

Regional Operations
Area Commander
Fitchburg
(Mgr. Electric Ops)

Regional Operations
Area Commander
Seacoast
(Mgr. Electric Ops)

Regional Operations
Area Commander
Capital
(Mgr. Electric Ops)

Operational
Level

Regional Operations Chief	Regional Operations Chief	Regional Logistics Chief
Regional Planning Chief	Regional Planning Chief	Regional Operations Chief
Regional Logistics Chief	Regional Logistics Chief	Regional Planning Chief
Regional Admin Chief	Regional Admin Chief	Regional Admin Chief

Figure I-E-1
Emergency Response Organization

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II.   SYSTEM-LEVEL INCIDENT COMMAND SYSTEM

Unitil has established the Electric Emergency Response Plan (ERP) for the purpose of managing outages caused by storms and other natural disasters, major equipment failure, and/or other emergencies that would have a direct effect on its customers. This ERP includes procedures that will be adhered to throughout the Massachusetts and New Hampshire subsidiaries of Unitil whenever a failure of electrical service occurs.

Whenever possible, emergency response procedures will parallel normal operations procedures to minimize the need for specialized training or work practices. This ERP provides the framework for the orderly response of System resources when these events arise. The ERP defines a set of processes and protocols for determining the appropriate level of response the procedures during major emergencies for:

- The restoration of electric service;

- The notification of applicable government agencies, customers, public, and employees of the emergency response progress; and

- The response to official requests for specific incidents, events, or actions.

The ERP aligns with the principals of the National Incident Management System (NIMS) and parallels the Incident Command System (ICS), which Unitil employs to manage its incidents or events. The ERP employs the ICS organizational structure, including the role of the Incident Commander (IC).

Note: The Company will consistently emphasize public and employee safety during as paramount during any incident or event.

ICS is built around five major organizational functions that are applied to any incident whether large or small in scale. Also, ICS is a scalable process that provides the flexibility to fill only those parts of the organization which are required to respond appropriately to the incident. Additionally, ICS establishes lines of supervisory authority and formal reporting relationships that define clear lines of communications between different functional groups. This approach results in a reasonable span of control within each group of the operation.

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A.   System-Level Incident Command Structure

Figure II-A-1 details the functional elements of the Incident Command Staff directly reporting to the Incident Commander and the typical job title(s) for personnel within the Company filling each role.
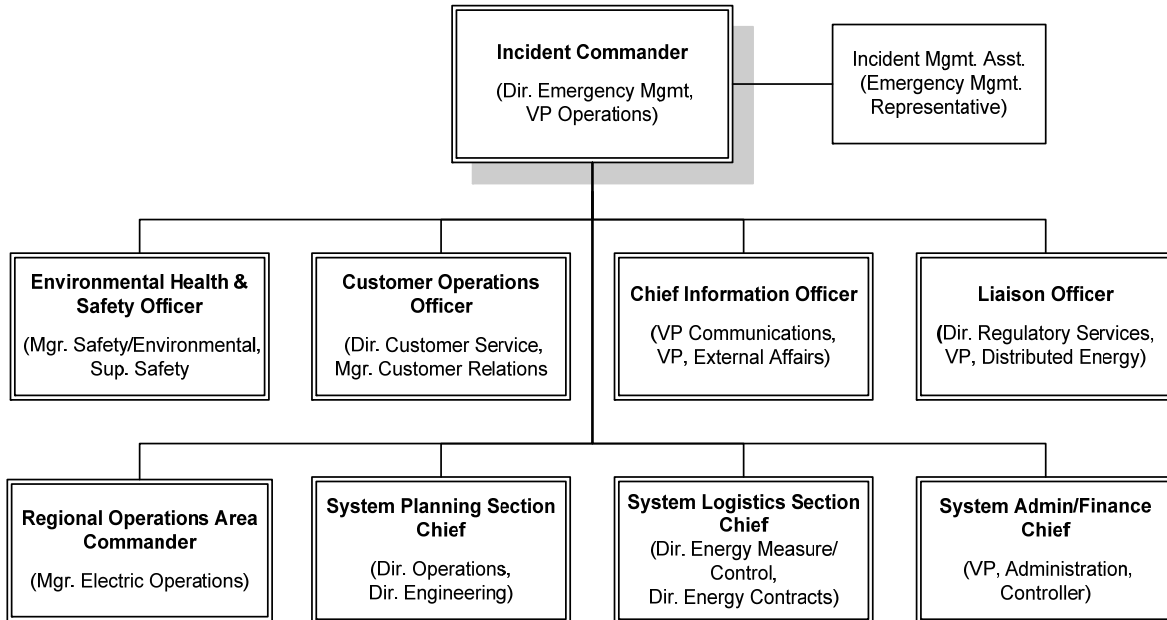
Figure II-A-1
System-Level Incident Command Structure

Each functional element of the Incident Command Staff is discussed further in detail with subordinate functional roles and responsibilities in the following section.

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1.   Incident Commander

This role's priorities are determined by the extent, size, duration, and complexity of the incident, as well as the availability of resources. The Incident Commander (IC) may determine that an emergency condition exists for the system or a region and invoke scaled response and recovery actions, as needed. This determination allows expeditious resource procurement and efficient allocation of existing Company assets.

The primary responsibilities of the IC consist of, but are not limited to:

- Estimate the outage event level associated with the incident and level of staffing needed in the System - Emergency Operations Center (S-EOC);

- Provide restoration response status information to the SRC, as needed or requested;

- Assess the incident utilizing initial damage assessment information and establish an overall restoration strategy;

- Execute the restoration response utilizing data from detailed damage assessment and continually reassess the response to ensure incident escalation;

- Determine the amount of resources required to respond to an event including internal, external, contract etc; and direct efforts to obtain the required amount of resources and allocate available resources on a system-wide basis;

- Coordinate activities for acquiring additional resources, release of resources, and the demobilization of the incident;

- Establish a communication process and protocol, which when implemented will transfer restoration knowledge to customers, regulators, and employees in a timely manner;

- Oversee S-EOC activities, including the hosting of routine conference calls with the lead positions and Regional - Operations Area Chiefs (R-OACs);

- Maintain constant communications with and coordinating restoration efforts with the R-OAC's of each region impacted;

- Coordinate staging area efforts with the R-OACs, when established;

- Identify and mitigate adverse customer, regulatory, or other constituent sentiment and communicate resolution plans to the Strategic Response Committee (SRC);

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- Provide restoration response status information, as warranted to senior management and the SRC;

- Implement the ERP demobilization process;

- Determine the level and components of the ERP to be implemented for an event, based upon the identified event level given to the event;

- Implement all post-event review processes including the creation of After Action Reports and lessons learned.

(a)   Concept of Operation

The Incident Commander is responsible for directing and coordinating all aspects of the emergency response effort. Where applicable, the Incident Commander receives a briefing from the Director of Electric Operations, Emergency Management, or from the Incident Management Assistant (or prior shift's Incident Commander), summarizing all pre-event preparations, and implementing the appropriate and anticipated response level. The Incident Commander ensures the ICS organization is established in a timely manner and defines an Incident Command Area (ICA). The Incident Commander will provide routine updates and remain the primary contact to the SRC, as defined in the Company's Crisis Response Plan (CRP).

The Incident Command Staff, which supports the Incident Commander, consists of: Environmental, Health, and Safety Officer (EH&SO), Chief Information Officer (CIO), Regulatory/Elected Official Liaison Officer (LNO), and Customer Operations Officer (CO).

Roles and responsibilities for the Incident Command Staff may change slightly, depending on whether or not the incident is system-or region-focused. Typically, for regional events the Regional Operations Area Chief (R-OAC) will act as the IC for the region when the system level is not activated. For multi-regional or System-wide events, the IC will act as the Incident Commander for multiple regions with an R-OAC in each affected region.

Also reporting to the IC are: System- Planning Section Chief (S-PSC), The System- Logistics Section Chief (S-LSC), and the System-Administration/Finance Section Chief (S-A/FSC). The primary function of these roles is to provide support services to each of the R-OACs. The Regional Operations Area Chiefs report to the IC; however; they have a coordinated reporting obligation to the System- Planning Section Chief in the S-EOC. The R-OACs are also responsible for establishing the regional emergency response team, as defined in the affected Regional Emergency Response Plan and is the sole point of accountability for coordinating the regional emergency response.

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(b)   Organization

Reporting to the Incident Commander as part of the Incident Command Staff are the Incident Management Assistant, Environmental Health & Safety Officer, Liaison Officer, Chief Information Officer and Customer Operations Officer, as needed, based upon the Incident Commander's requirements.

Figure II-A-2 on the following page depicts the Incident Command Staff organization.
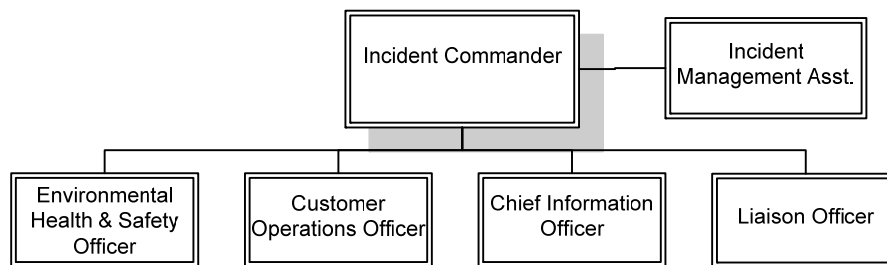
Figure II-A-2
Incident Command Staff

(c)   Workflow

The Incident Commander obtains a briefing from the Director, Electric Operations, Emergency Management, or from the Incident Management Assistant (or prior shift's Incident Commander), and members of the SRC, as needed. The IC reviews and approves Incident Action Plans (IAPs), Safety Plans, and Press Releases by authorizing the release of internal and external information that details the response effort through regular update and status meetings. The IC will remain in control of the event until the conclusion of restoration efforts or transitioned to a regional event.

2.   Incident Management Assistant

(a)   Concept of Operation

The Incident Management Assistance (IMA) member ensures that ICS and ERP is used consistently as management's approach to response efforts and that communication both internal and external to the Company is clear, concise, effective, and timely in its release. The IMA reports to the Incident Commander as part of the Incident Command Staff and may be assigned, as needed, based upon the Incident Commander's requirements. The IMA is typically a representative of the Emergency Management department, with responsibilities reflective of the IC's and will assist the IC in all aspects of restoration activities.

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3.   Environmental Health & Safety Officer

(a)   Concept of Operation

Environmental, health, and safety excellence is an integral part of the Company's business practices. Injuries, illnesses, and releases to the environment will be addressed in accordance with the Company's applicable safety and environmental procedures and reported to the EH&SO in the System - EOC. The regional Safety Coordinators (R-SC) will report to the EH&S Officer, as well as the R-OACs, and are responsible for assisting the Regional - Emergency Operation Centers (R-EOCs).

Safety must always remain the primary focus throughout any restoration activities following service interruptions. Despite pressures for an expedited restoration of electric service, adverse working conditions and potentially extended work hours, dictate that safety must continue to be the highest priority.

Several factors contribute to the need for constantly reinforced safe work practices. For instance, damage following severe storms may take unpredictable and peculiar forms, and the best protection against unforeseeable potential hazards is to follow the Company's prescribed safety rules.

Personnel from other job functions, and companies assisting with the restoration effort, may not be as familiar with the transmission and distribution (T&D) system, construction standards, geography, or Company safety practices when compared to local crews. A pre-job briefing must occur prior to commencing each differing job or new task.

It is the policy of Unitil for all outside crews assisting with Company restoration efforts to follow their own safety rules and work practices, insofar as these work practices do not conflict with Company safety rules and operating practices, as well as existing regulatory standards. It is the responsibility of Company employees to provide whatever information is needed for outside crews to become familiar with relevant Company safety and operating practices.

Supervisors of restoration crews must accept responsibility for the safety of any personnel reporting to them. All required safety equipment and protective devices must be made available to the crews via their employer. Prompt corrective action must be taken whenever unsafe conditions or acts are observed, including possible disciplinary action.

Personnel associated with emergency restoration must be able to treat and properly report accidents and injuries. Training must be provided to all individuals unfamiliar with established Company procedures, especially those employees that may supervise outside crews.

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(b)   Organization

Figure II-A-3 depicts a typical EH&S organization within the S-EOC.
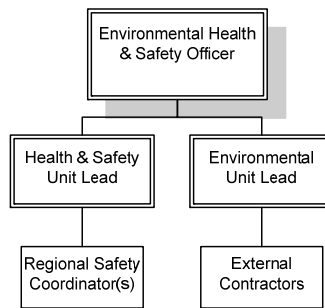
Figure II-A-3
EH&S Organization

(c)   Workflow

Safety and environmental information is routed from the Regional Safety Coordinator at each of the R-EOCs. The safety and environmental specialist, if assigned, will make all the appropriate notifications and direct incident response, if outside the scope of local resources. The specialist will keep the EH&SO informed of all safety and environmental incidents occurring in the region.

Figure II-A-4 on the following page depicts the typical workflow for the Environmental Health & Safety Organization (EH&SO).
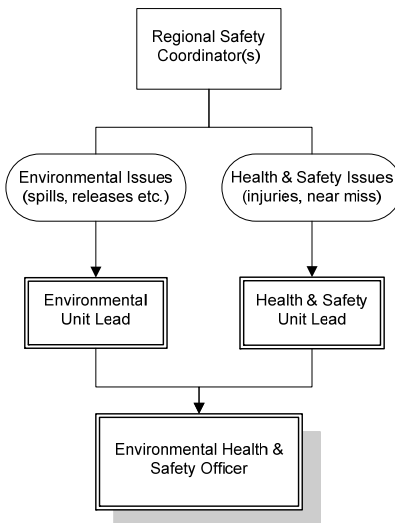
Figure II-A-4
EH&S Organization Workflow

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4.   Environmental Unit Lead

(a)   Concept of Operation

The Environmental Unit Lead is responsible for coordinating the appropriate environmental response to an incident. This includes assessing the incident to determine the level of response required to address site specific issues at a particular location. The Environmental Unit Lead will communicate the assessment to the EH&SO who, in turn, will work with the R-EOC to determine what resources are appropriate and available to facilitate the response.

Once deployed, the Environmental Unit Lead may meet the response team in the field and coordinate an appropriate response to any environmental incident resulting from a storm, as required by state and federal regulations. The Environmental Unit Leader is responsible for obtaining all necessary information and providing that information to the Manager, Environmental Compliance for post-incident tracking and accountability.

After an environmental response is completed the Environmental Unit Lead is responsible for ensuring all follow up activities are completed, collection of any containers left on site, scheduling shoulder repairs or lawn restoration, checking the accuracy of any incident reports, closing out spill reports, and participating in a lessons learned review or critique.

The EH&SO will make the proper notifications, as detailed in the environmental procedures.   The Environmental Unit Leads primary functions include:

- Reporting conditions to Incident Commander, as requested by the EH&SO;

- Identifying hazardous situations associated with the incident;

- Participating in S-EOC meetings when requested;

- Establishing contact with R-EOCs Safety Coordinator(s), if assigned, for the event;

- Establishing and maintaining communication with spill response personnel and external contractors;

- Evaluating spill response resource needs and securing necessary resources to facilitate spill response;

- Ensuring proper handling and tracking procedures of spills and releases to the environment during an event;

- Evaluating site conditions for access and safety concerns; and

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- Reviewing damage assessments to identify access concerns to help prioritize and schedule an efficient response.

5. Health & Safety Unit Lead

(a) Concept of Operation

The Health & Safety Unit Lead is responsible for coordinating the appropriate response needed to address work-related health and safety issues for all personnel responding to an emergency including external contractors. All industrial-related injuries and illnesses must be reported in accordance with the Company's safety procedures, which contain instructions for completing documentation associated with injuries and illnesses arising during work-related activities.

During a restoration effort, the EH&SO will make the proper notifications, as detailed in the safety procedures. The Health and Safety Unit Lead's primary functions include:

- Assisting in developing safety messages to be used system-wide during restoration;

- Assigning safety coordinators to locations requiring Company presence;

- Conducting site inspections of emergency work practices and the equipment assigned;

- Reporting conditions to Incident Commander, as reported;

- Identifying hazardous situations associated with the incident;

- Exercising emergency authority to stop and prevent unsafe acts or correct unsafe conditions;

- Investigating accidents that have occurred within the incident area;

- Ensuring safety briefings are conducted when outside crews report to a DOC;

- Distributing copies of "Tailboard Messages" and any other safety material for safety sessions held by crew supervisors;

- Coordinating safety related training to employees in non-traditional storm assignments;

- Participating in R-EOC meetings, when requested; and

- Establishing contact with Regional Safety Coordinators, if assigned, for the event.

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6. Chief Information Officer

    (a) Concept of Operation

    In an emergency situation, responding to the Company's customers through multiple channels of communication in an effective and informative manner is a priority. To address the concerns of customers, government agencies, local authorities, employees, and others, Unitil has established the role of Chief Information Officer (CIO). Information relative to customer interruptions, resource acquisitions, damage in the incident area, and restoration progress will be managed by the communication protocols established under ICS and fashioned by the CIO team headed by the CIO.

    The CIO is typically a representative of communications or external affairs. Detailed in Section IV are the Corporate Communications protocols, which outline the procedure for preparing and distributing appropriate press releases and/or public service announcements (PSAs) for radio, television, print, and Internet media, and also for the Company's employees.

    The CIO will coordinate all messaging with the IC. The CIO's direct staff has overall responsibility for crafting restoration information to be disseminated to external and internal stakeholders upon approval by the IC including:

    - Media (radio, television, print, and Internet);

    - Employees;

    - Customer Services;

    - Business Services;

    - R-OACs, as required;

    - Regulatory (MA DPU and NH PUC) and elected officials (Governors' Offices and mayors or boards of selectmen); and

    - State emergency management agencies (MEMA and NH OEM)

    (b) Organization

    The CIO organization is overseen by the CIO and includes: Media/Internal Relations, Employee Communications, and Web Communications. Figure II-A-5 on the following page depicts the information organization under the Chief Information Officer.

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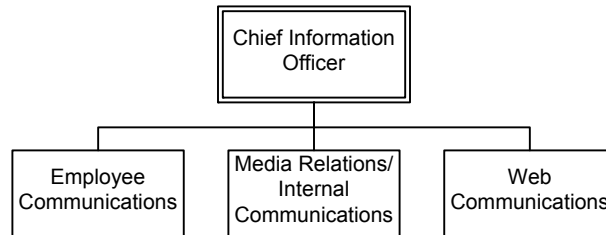
**Figure II-A-5
Chief Information Officer Organization**

(c)   Workflow

When mobilized for significant incidents (Operating Level 3 or greater), press releases that provide information on the Company's preparations and PSAs (e.g., weathering a storm or generator use) will be issued. During the restoration effort, press releases will be issued to coincide with local news cycles or (at a minimum) twice per day (early morning and late afternoon). Information prepared and disseminated via the press releases may include: number of customers interrupted, number of customers remaining out of service, municipalities and districts affected, number of crews assigned, global ETR, claims information, and locations for "on-site" media opportunities.

Media communications will include some or all of the following:

- A series of storm-related advertisements;

- Live broadcasts on radio and television, if possible;

- Periodic press releases;

- Information regarding municipal shelters or other alternate lodging arrangements;

- Global and more defined ETRs; and

- Press conferences/Media visits at the S-EOC, R-EOCs or other appropriate field locations

Figure II-A-6 on the following page details the typical workflow associated with the CIO activities.

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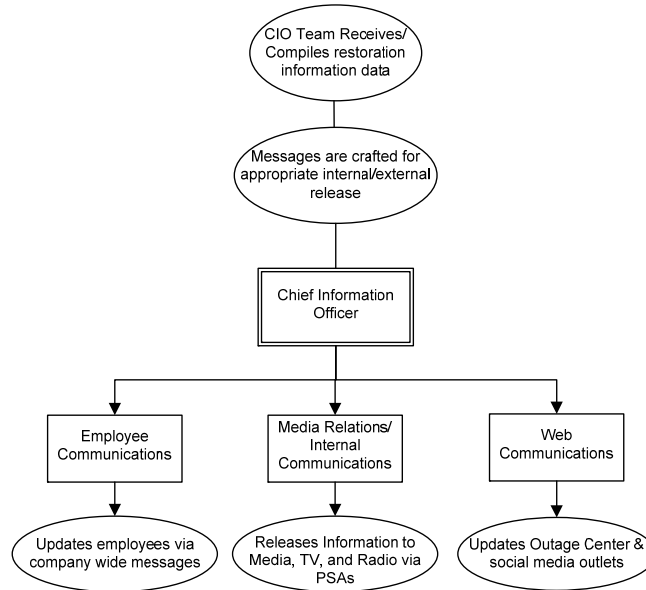
Figure II-A-6
Chief Information Officer Workflow

Figure II-A-7 describes further the specific communication channels during the restoration effort.
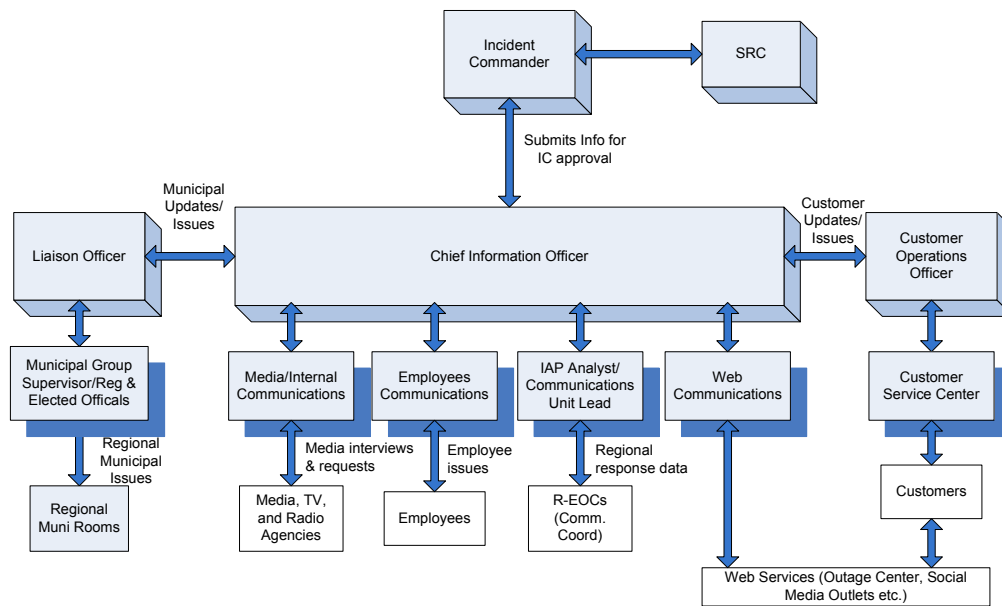
Figure II-A-7
Communication Channels during Restoration

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When the storm pre-preparation efforts commence, a proactive communications approach is initiated and targeted to specific groups to provide them with information on the status of the overall restoration efforts. These groups include life support and other special needs customers, the media, local government officials, regulatory agencies, and the public.

The Company's "Outage Center" public web page includes information for customers on important storm preparations. It contains extensive information regarding the storm restoration effort such as restoration priorities, hazards of downed power lines, importance of customers reporting outages, how to report an outage or dangerous condition, and suggested safe use of portable generators. Many of these topics are also distribution to customers in the form of monthly bill inserts.

During the restoration effort, an outage information section will be available on the Company's public web site. A link to this section will be prominently highlighted on the home page and will include the location(s) of shelters (if applicable) and customer outreach personnel, global ETR, and claims information - filing, reimbursement and eligibility criteria. Customers can also report electric service problems and check service problem status via the web site. Print and radio advertisements will also include references to the information's availability of information on the Company's web site.

The CIO initiates and structures the notifications to local government officials and community organizations and provides them with updates on a regular basis (i.e., every four hours between 6:00 a.m. and 8:00 p.m.). It is important that although the responsibility of the CIO to develop and craft the information, the Liaison Officer is responsible for communicating restoration information to regulatory, elected, and municipal officials. The CIO team will provide the information and solicit general concerns from the municipal personnel through the Liaison Officer and Regional Municipal units. At the strategic level daily conference calls or phone contacts will be held with elected officials in the incident area.

7.   Media Relations/Internal Communications

(a)   Concept of Operation

The Media Relations/Internal Communications position is part of the CIO organization and reports directly to the CIO. Typically a representative of Corporate Communications or the Media, this role is primarily responsible for communicating restoration information to external media outlets and agencies and receiving media requests. The Media Relations/Internal Communications position aids the CIO in the creation of restoration messages and PSA's for release and coincide the release times with local news cycles or at least twice per day. Detailed Corporate

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Communications procedures are found in Section IV – Corporate Communications.

8.   Employee Communications

(a)   Concept of Operation

The Employee Communications position is part of the CIO organization reporting directly to the CIO. Typically a representative of Communications, this role primarily focuses on internal and employee messaging related to the event. Employee updates are issues daily and will include restoration information relative to employee issues and concerns. The Employee Communications position will aid the CIO in crafting employee messages and distributing at the appropriate times. Detailed Corporate Communications procedures are found in Section IV – Corporate Communications.

9.   Web Communications

(a)   Concept of Operation

The Web Communications position is part of the CIO organization reporting directly to the CIO. Typically a representative of Communications, this role primarily focuses on web communications (Outage Center) and other social media outlets available. These provide multiple means of receiving restoration information for employees, customers, and outside agencies to ensure a pro-active outreach of information. Detailed Corporate Communications procedures are found in Section IV – Corporate Communications.

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10. Liaison Officer (Regulatory & Government Officials)

    (a)   Concept of Operation

Upon notification of an impending event expected to reach Operating Level 3 or greater, the Liaison Officer will instruct the Municipal Group Supervisor to mobilize the Municipal Group in each affected region and begin outreach to municipal officials in the region. This proactive process gives advance notice to the served communities and establishes a line of communication to the Regional Municipal Rooms via dedicated telephone numbers for their use only. These lines of communication are established upon opening an EOC and continue until restoration efforts are complete. The Liaison Officer is responsible to initiate and provide outreach activities with municipal contacts, state emergency management agencies, state regulatory agencies, and critical facilities, as warranted. The Liaison Officer will coordinate all messaging with the CIO on information provided to the officials to ensure unity of messaging.

The Liaison Officer's responsibilities include, but are not limited to the following:

- Ensuring advanced notices to regulatory agencies, state and local elected officials, and state and local public safety officials are made for establishing dedicated lines of communication and providing restoration information;

- Ensuring calls from regulatory agencies, state and local elected officials, and state and local public safety officials are received and processed and provided frequent and timely feedback; and

- Ensuring the unity of messaging;

Business Services has primary responsibility to mobilize the Municipal Group and fill the role of regional municipal liaisons to ensure contact with hospitals, life-sustaining nursing homes, and large commercial and/or industrial customers in the event of an incident. The Municipal Group interfaces with major customers, either in-person, email or by telephone, and may request load shedding or shifting, as needed. They may also refer these customers to Operations to aid with the deployment and connection of mobile generators.

The Municipal Group is the primary contact for municipal officials and works closely with the R-OAC, CIO, and Liaison Officer. Although not typically mobilized for an Operating Level 2 incident, the R-OAC may instruct the Liaison Officer to activate the group and receive municipal calls depending on the event impact in the region.

The Regional Municipal Rooms receive and process calls from municipal officials, police, and fire departments related to damage, wires down,

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road closures, and other information. Frequent and timely feedback on the status of the restoration effort will be provided to these groups.

As indicated, the Municipal Group is established to develop relationships between the Company and municipal officials to better respond to the community needs during a restoration effort. Some or all municipalities may be assigned a Municipal Group Liaison, who is responsible to provide direct assistance during more severe storms and extended restoration efforts. When directed, Municipal Group Liaisons will report to their assigned area and will provide personal assistance in the prioritization of work to ensure public safety and to facilitate the restoration of electric service to the assigned community. When appropriate, a supervisor and line crew may be assigned to work directly with the Municipal Unit to resolve public health and safety matters.

In some instance it may be necessary for the Liaison Officer to assign municipal liaisons to state and town emergency operation centers as requested.

(b)   Organization

Figure II-A-8 below depicts a typical Liaison Officer's organization.
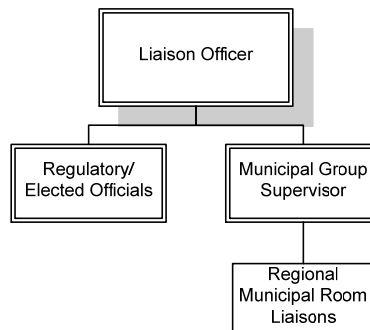
Figure II-A-8
Liaison Officer Organization

(c)   Workflow

The Liaison Officer notifies the Municipal Group Supervisor and CIO that the organization has been established to provide services throughout the restoration effort. The Liaison Officer will suggest to the IC the dispatch priority of the Company's resources (based on received municipal information) to incident sites and communicate with those internal and external groups directly affected.

The Municipal Group Supervisor helps prioritizes municipal-generated issues by criteria that address public health and safety, need to relieve municipal resources, and traffic flow. These issues are shared with the

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Regional Planning Chief to determine whether or not to dispatch Company resources in response.

Figure II-A-9 details the Liaison Group's workflow.
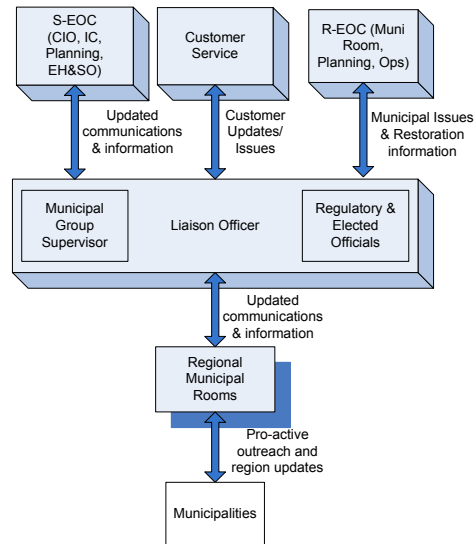
Figure II-A-9
Liaison Officer Workflow

11.   Municipal Group Supervisor

    (a)   Concept of Operation

        The Municipal Group Supervisor reports directly to the Liaison Officer and is responsible for overseeing regional municipal room operations. Upon notification of an EOC opening, the Municipal Group Supervisor will ensure that proper notifications to the affected municipal officials are made and that Regional Municipal Rooms are setup and staffed for 24 hour response. Municipal issues may be raised to the System level is deemed necessary by the Municipal Group Supervisor and will communicate such issues to the Liaison Officer.

12.   Regulatory/Elected Officials

    (a)   Concept of Operation

        The Regulatory/Elected Officials position reports directly to the Liaison Officer and is responsible for ensuring lines of communications with Regulatory and elected officials are developed and maintained throughout the entire event. The Regulatory/Elected Official representative will ensure active communications with the NH PUC, MA DPU, and elected officials (Governors, Mayors, Selectmen, etc.) are accurate and timely and will raise issues to the Liaison Officer as appropriate.

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13. Customer Operations Officer

    (a)   Concept of Operation

The Customer Operations Office (CO) has overall responsibility of managing the Customer Service Center (CSC) during an emergency event. The CSC receives and responds to customers calls during an incident and provides available information on the restoration effort to customers. The group will also alert life-sustaining equipment (LSE) and critical care customers, hospitals, and nursing homes prior to a serious incident, if known.

Note: An annual outreach program designed to raise the awareness of customers and other affected individuals about the LSE program is conducted.

In addition to discussion with live customer service representatives CSRs), customers can utilize Interactive Voice Recognition (IVR) self-service technology that can:

- Facilitate the handling of extraordinarily high volume of customer calls;

- Provide callers with the option of registering a trouble condition or speaking with a customer service representative (CSR); and

- Broadcast restoration status messages, which are updated as conditions change

CSRs in the Customer Service Center will use an enhanced Customer Information System (CIS) trouble display applications that will automatically generate trouble tickets in the region for outages. CSRs will use a standardized script when handling emergency related customer calls to ensure needed information is obtained consistently and raise any customer issues their immediate supervision, if necessary.

    (b)   Organization

Figure II-A-10 on the following page depicts a typical Customer Operations organization.

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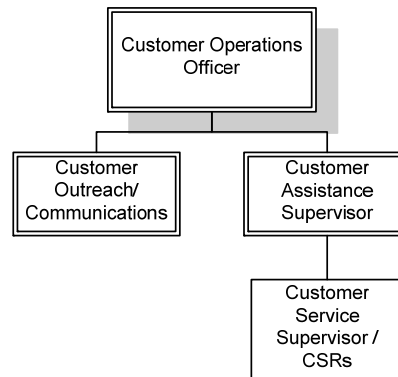
Figure II-A-10
Customer Operations Organization

(c)   Workflow

The Customer Service Center receives customer calls related to outages. CSRs supported by self-service technology manage these calls and input the customer's information into the CIS trouble screen which creates a trouble ticket. Outage-related information, when known, is made available to the CSRs for communication with customers. If informed of an impending event, the CSC will initiate pro-active outreach to the identified LSE and Critical care customers to notify of a possible service interruption.

After a trouble ticket is completed, customers who called in to report a service interruption will be called back automatically to confirm the restoration of electrical service. The message will inform the customer that service has been restored but also presents the option to speak with a CSR should a problem continue to exist.

Figure II-A-11 on the following page details the typical Customer Service Center workflow.

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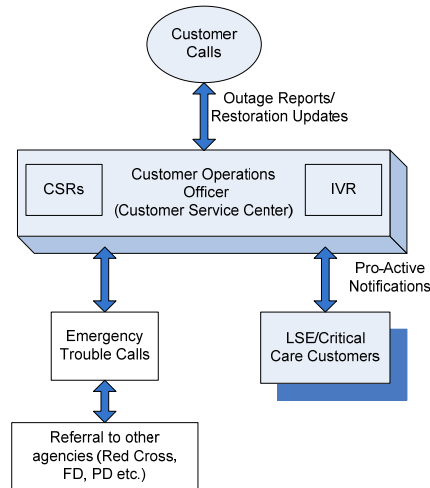
Figure II-A-11
Customer Operations Workflow

14. Customer Outreach/Communications

 (a) Concept of Operation

  The Customer Outreach/ Communications position is responsible to ensure pro-active notifications are made to LSE and critical care customers prior to a known event to inform the customer of probable service interruptions and provide them with useful resource information. Standard and emergency customer service procedures will be adhered to unless other wise notified by the CO. To ensure the unity of messaging to customers, all communications regarding the event will be approved and filtered by the Customer Operations Officer.

15. Customer Assistance Supervisor

 (a) Concept of Operation

  The Customer Assistance Supervisor is responsible to ensure customer calls are responded to appropriately and restoration information provided to the CSRs is accurate and timely. Standard and emergency customer service procedures will be adhered to unless other wise notified by the CO. To ensure the unity of messaging to customers, all communications regarding the event will be approved and filtered by the Customer Operations Officer.

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B.   Planning Section

The Planning section is responsible for managing and administering the overall effort of collecting, processing, and reporting emergency restoration information. Lead by the Planning Section Chief, this group analyzes event impacts to determine restoration priorities, estimated times of restoration, required resources and equipment for restoration, and also monitoring the weather to provide the "next" worse case scenarios.

Planning Section responsibilities include, but are not limited to:

- Manage and administer the overall effort of collecting, processing, and reporting emergency service restoration information via RSRs and IAPs;

- Estimate all crew (line/service/trimming/transmission/off road etc.), material, special equipment, and other resource needs and request additional resources through the Logistic Section Chief to support tactical operations, as needed;

- Provide restoration priority recommendations to the R-OAC by analyzing damage assessment and all other trouble data to develop an accurate view of trouble;

- Request any general support personnel needs including damage assessors, wires down personnel and clerical and technical support for each R-OACs;

- Working with the R-OACs, establish an accurate and timely reporting communication process;

- Working with the R-OAC, ensure restoration times are being provided by the regions;

- Work with each of the R-OAC to present a comprehensive assessment of the extent of trouble and the estimated restoration completion times for specific trouble areas;

- Monitor the weather forecast and provide updates;

- Determine the time frame for convening a pre-event meeting and initializing demobilization;

- Collecting, evaluating, and referring jobs related to public safety

- Documentation, maintaining, and providing internal information about the status of the restoration effort to the IC and CIO;

- Ensuring global ETRs are developed for large scale events and communicated to the appropriate personnel; and

- Develop and document the Incident Action Plan (IAP) for each operational period and upon approval of the IC distribute to the Incident Command Staff and others as necessary.

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1.   Planning Section Chief

(a)   Concept of Operation

The Planning Section Chief reports directly to the IC. Reporting to the Planning Section Chief are: the Damage Assessment Unit, Switching/Transmission & Substation Unit, Trouble Analysis Unit and Incident Action Plan/Communications Unit. The Planning Section Chief is responsible for monitoring and reporting on major weather alerts as provided by weather services. When a region identifies a potential incident they will notify Planning Section Chief who will initiate an inter-regional conference call and notify the IC of the situation. The Planning Section Chief works closely with the IC to establish restoration priorities and strategies and maintain accurate restoration information.

(b)   Organization

Figure II-B-1 below depicts the positions reporting to the Planning Section Chief.
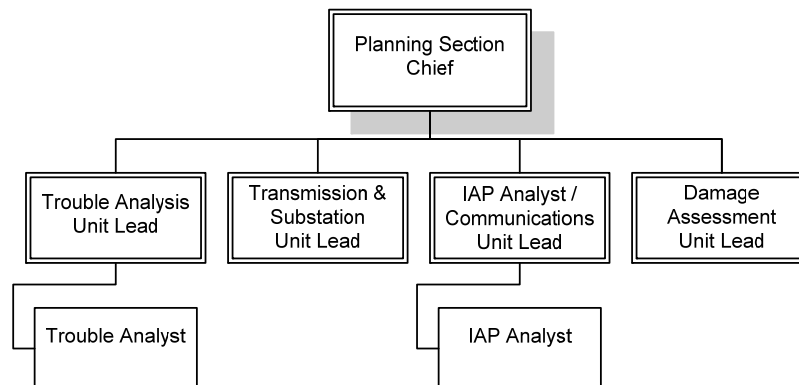
Figure II-B-1
System- Level Planning Section Organization

2.   Trouble Analysis Unit Lead

(a)   Concept of Operation

The Trouble Analysis Unit Lead is responsible for coordinating and overseeing the Trouble Analysis Unit. Typically mobilized for level 3 events and above, the Trouble Analysis Unit (TAU) will assist in determining the impact of the incident on the entire distribution system by compiling regional data. The TAU provides the PSC with information from affected region that may produce "next, worst case" scenario reports for the IC and Incident Commander Staff. The TAU interfaces with other restoration functions to monitor job status and enhance timely electrical repairs.

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The Trouble Analysis Unit responsibilities include, but are not limited to:

- Prepares and disseminates "next, worst case" analysis reports;

- Keeps accurate and timely information by region on the number and types of crews and/or resources deployed;

- Issues a request for and receives back information from the Damage Assessment Unit such as global ETRs;

- Produces RSR every 4 hours that compile information from the regions and highlights progress on a daily basis;

- Provides up-to-date restoration information on progress throughout the event as requested by the PSC or IC;

- Communicates with the R-EOC's for any special needs and identify major equipment failures summarized by region; and

- Provides consolidated plan to logistics for any special equipment needed as identified by the PSC;

The TAU will work closely with Damage Assessment Unit in establishing an Estimated Time of Restoration (ETR). The severity of the storm damage and the amount of trouble encountered in each region will guide this group to take action in support of Regional needs.

The main means of communicating the compiled restoration information is the Restoration Status Report (RSR) which includes restoration information for each region and the system such as: general assessments, customers interrupted by town, town ETRs (if known), resource numbers, peak customers out, trouble data, and services to repair. These reports are also used to provide information to regulators and external agencies and are submitted for approval to the Planning Chief or IC every 4 hours.

Information is gathered to compile from a variety of sources including:

- Customer information via PORCHE;

- Damage Assessors;

- Regional Communications and Logistics Groups;

- Municipal/Liaison Group; and

- Other field Operations groups

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The Trouble Analysis Unit is responsible for the compiling the following System information on the System RSR:

- Resource information including all resting/working crews;

- Customer count;

- ETRs by town and region;

- System trouble data; and

- Regional assessment

A copy of the RSR form can be found in Section VI of this ERP.

(b)   Organization

Figure II-B-2 depicts a typical Trouble Analysis Unit Organization.
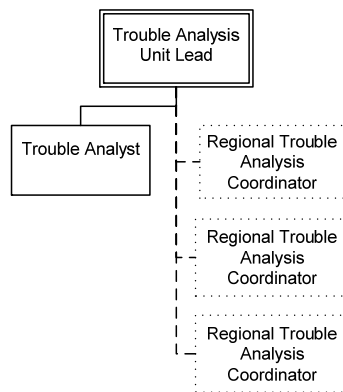
Figure II-B-2
Trouble Analysis Organization

(c)   Workflow

Trouble tickets, damage assessment information, and distribution system "SCADA" information is collected by Regional TAU on the regional RSR and submitted to the System TAU. These are then compiled into a system view and submitted for approval by the PSC or IC every 4 hours and released to the organization and outside agencies as appropriate upon approval.

Figure II-B-3 on the following page details the workflow of the Trouble Analysis Unit.

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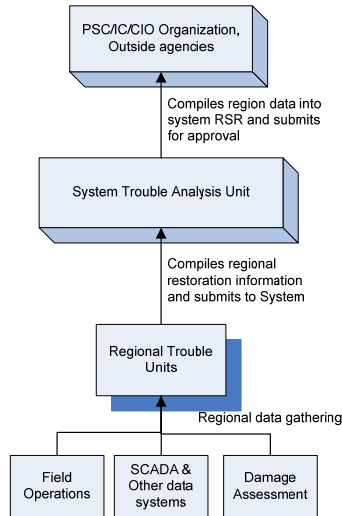
Figure II-B-3
Trouble Analysis Workflow

3.   Transmission/Substation Unit Lead

(a)   Concept of Operation

This Unit is typically established for Operating Level 3 or greater incidents, system-wide impacts, or other serious events as determined by the IC. For operating Levels 1 and 2, The Switching/Trans & Sub Coordinator in the regional EOCs will manage the switching/transmission & substation responsibilities.

The Transmission and Substation Unit (S/T&SU) is responsible for directing and coordinating switching operations (Transmission, Sub-transmission, Substation, Main Line Feeders, and Relinquishing Control Authority) and coordination of repairs to the transmission lines and substation infrastructure.

The T&SU will determine the amount damage and repairs needed to make on the high-voltage system using damage assessment and other trouble data to ensure that the restoration of the transmission circuits compliments the work performed on the distribution feeders. The T&SU has operating jurisdiction for the electrical system and is responsible for the safe operation of the electrical distribution system during the restoration effort on a daily basis.

The T&SU Lead will coordinate with the Regional Planners when relinquishing control authority for distribution feeder breakers at substations to Field Control as outlined in Relinquishing of Control Authority Procedure.

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Specific responsibilities include, but are not limited to:

- Ensure safe operation of the electrical distribution system during restoration;

- Directing and coordinating switching operations;

- Pre-planning and pre-staging of resources;

- Ensuring appropriate materials are available (through Logistics);

- Defining damage assessment patrols for the high voltage system (as defined in the Damage Assessment Procedure);

- Coordinating and providing helicopter assessment information;

- Ensuring Logistics Unit understands the resource requirements needed and special equipment needs; and

- Providing global and more detailed ETRs, as required or requested

The T&SU Lead will receive information of abnormal system conditions from a number of sources including:

- Net Reports;

- Distribution system telemetry (SCADA);

- Troubleshooters in the field;

- Trouble Analysis Unit; and

- Customer information via PORCHE trouble ticket system.

(b)   Organization

Figure II-B-4 on the following page depicts the Transmission/Substation Unit Organization.

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              │  Transmission &  │
              │   Substation     │
              │   Unit Lead      │
              └──────────────────┘
                       ╎
                       ╎    ┌··················┐
                       ╎    ┊    Regional      ┊
                       ├ ─ ┊ Switching Trans & ┊
                       ╎    ┊  Sub Coordinator  ┊
                       ╎    └··················┘
                       ╎    ┌··················┐
                       ╎    ┊Regional Switching ┊
                       ├ ─ ┊   Trans & Sub     ┊
                       ╎    ┊   Coordinator     ┊
                       ╎    └··················┘
                       ╎    ┌··················┐
                       ╎    ┊Regional Switching ┊
                       └ ─ ┊   Trans & Sub     ┊
                            ┊   Coordinator     ┊
                            └··················┘
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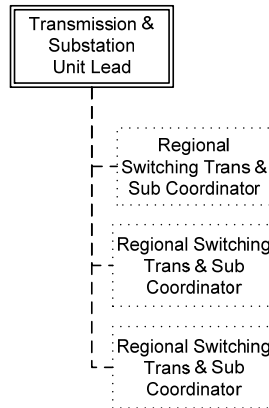
Figure II-B-4
Transmission/Substation Unit Organization

(c)   Workflow

Once mobilized, the T/SUL will direct and coordinate efforts with the regions as detailed in the Transmission/Substation Procedure (EM-E-P01) appended to Section V of this ERP.

4.   IAP Analyst/Communications Unit Lead

(a)   Concept of Operation

This section is generally established for storm levels 3 and above for system level and other serious events. The Regional EOC's (Regional Documentation/Communication Coordinators) typically handle the duties of this function during operating levels 1 and 2 but may have oversight of Corporate Communications when feasible.

The main responsibility for this unit is to develop the Incident Action Plan for each operational period by summarizing system data and restoration strategies. The main purpose of the IAP is to describe and document the overall restoration plan with summarized information as necessary to meet the requirements of the Incident Commander, Planning Section Chief, Information Officer, Company executives, and all other recovery organizations as needed. The Regions are responsible for submitting regional IAPs with storm recovery information to compile on a system basis. Information not submitted in the IAPs, such as environmental issues and staffing, will be obtained by phone or e-mail from the other parts of the emergency response organizations.

The IAP will be updated consistently throughout the event to reflect a major change in the tactical approach within each region and on the system level. The IAP Analyst/Communications Unit Lead will provide routine updates every four hours to the organization and regulatory staff and will work closely with the Chief Information Officer, Planning Section

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Chief and Regional-Documentation/Communication Coordinator (DCC's) to ensure that messaging is consistent.

The following information is captured on the System IAP:

- Operational period;

- Storm/event assigned number;

- Customer interruption, restored, and remaining information;

- Operating Condition Level;

- Incident objectives;

- Operational period objectives;

- Current weather forecast;

- Safety Massages; and

- Other restoration information as requested by the PSC/IC

A copy of the IAP can be found in Section VI of this ERP.

(b) Organization

Figure II-B-5 on the following page depicts a typical IAP/Communications organization and communication links to the regions:
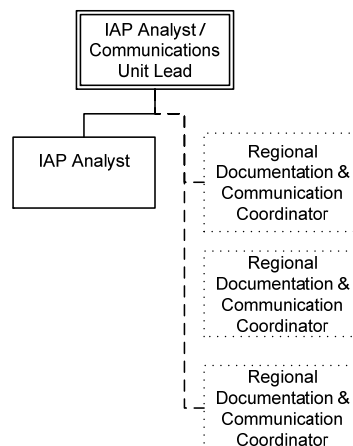
Figure II-B-5
IAP Analyst/Communications Organization

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(c)   Workflow

When mobilized, the IAP Analyst compiles regional information when submitted and information from other functions needed and disseminates to the PSC/IC for approval and release. The IAP section staff may also expedite and investigate inquiries from the Chief Information Officer, Muni/Liaison Group, and Customer Operations for the purpose of compiling routine update information to regulatory staff and related functions.

Figure II-B-6 on the following page depicts the information flow needed to compile restoration data for the IAP:
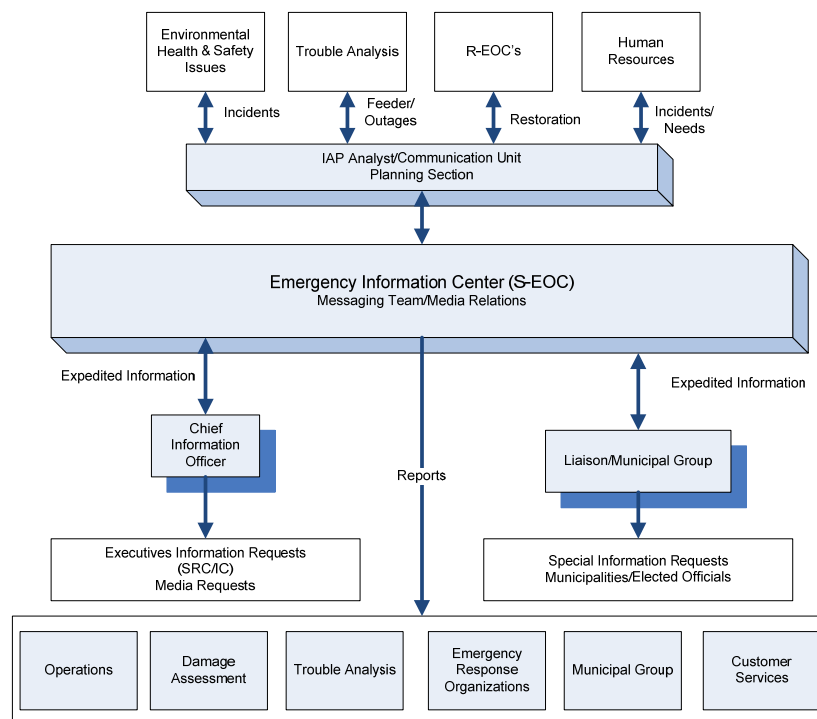
Figure II-B-6
Restoration Information Flow

5.   Damage Assessment Unit Lead

(a)   Concept of Operation

The Damage Assessment Unit (DAU) is mobilized for Level 3 and greater incidents or when system damage exceeds the amount that can be handled regionally. The DAU analyzes information compiled by the Regional Damage Assessment Teams for the purpose of determining the Global Estimated Time of Restoration (ETR).The DAU Lead interfaces

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with other storm management organizations to monitor job status and ensure timely repairs.

For large scale events, level 3 or greater global ETR projection using the "Damage Assessment Summary" spreadsheet and other operating tools within twenty-four to forty eight hours after the trigger of such events.

The primary purpose of Damage Assessment is to identify and provide detailed visual reports of damages to the distribution system to expedite repairs and establish restoration priorities.

(b)   Organization

Figure II-B-7 depicts the typical Damage Assessment Unit organization:
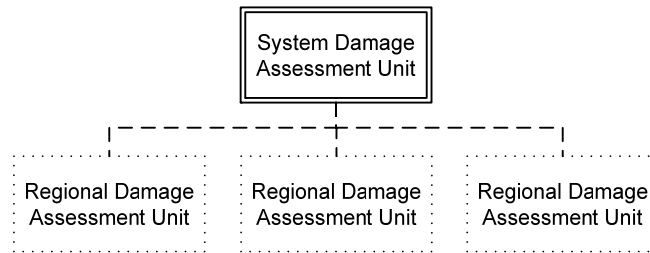
Figure II-B-7
Damage Assessment Organization

(c)   Workflow

Figure II-B-8 depicts a typical Damage Assessment Unit workflow:
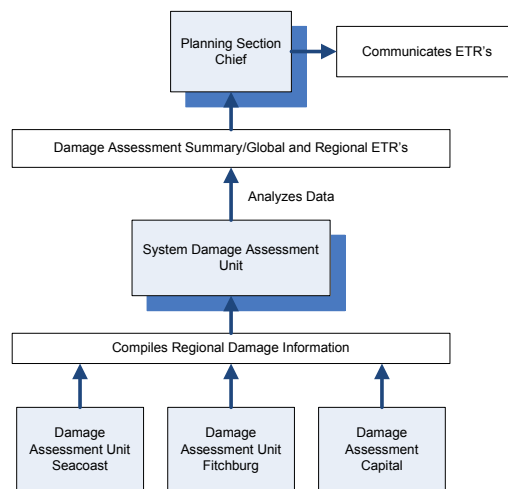
Figure II-B-8
Damage Assessment Workflow

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For a more detailed description of the Damage Assessment process, refer to the Damage Assessment Procedure (EM-E-P02) appended to Section V of this ERP.

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C.   Logistics Section

The Logistics Section provides the logistical and field support required in each affected region to enable Operations personnel concentrate on restoration of service and not support activities. The Logistics Section is responsible for the coordination of logistical planning and logistical response activities and is comprised of four major functional units; Staging Site Unit, Resource Unit (Internal, External, and Mutual Aid), Procurement Unit, and Lodging & Meals Unit.

The main responsibilities for the Logistics Section include but are not limited to:

- Acquiring, as soon as feasible, any outside resources including line, tree, damage assessment, support, transmission, and other crews as requested by the S-PSC;

- Ensuring all acquired resources have adequate lodging, meals, materials, and transportation as requested;

- Establishing and operating assembly and staging areas as determined by the IC and ensure site has proper capabilities;

- Ensuring regional stockrooms and garages are staffed with Regional logistics personnel

- Acquiring all materials as requested and monitoring the Materials Management System (MMS) to order or re-stock materials;

- Establishing the administration and mobilization of vendor contracts related to supplies and services (i.e. on-site fuel and stock delivery, janitorial/sanitary facility service);

- Developing and managing transportation requirements including acquiring additional vehicles as needed;

- Coordinating, acquiring, and deploying mobile generators and other specialized equipment, as requested; and

- Ensuring the advance planning and securing of critical resources and vendors, including storm kits

For detailed procedures regarding specific activities of the Logistics Unit refer to the Logistics Procedure (EM-E-P04) and Staging Site Operation Procedure (EM-E-P05) appended to Section V of this ERP.

1.   Logistics Section Chief

   (a)   Concept of Operation

          The Logistics Section Chief is responsible for overseeing the Logistics team at the S-EOC. The system logistics organization will be established to augment local/regional organizations for Serious and Full Scale

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incidents/events to effectively support the restoration efforts or in certain other events when logistical needs exceed what can be handled in the region. When the system level Logistics team is activated each unit will work closely with regional logistics functions and operations to ensure efficiency of logistical activities.

Reporting to the Logistics Section Chief are: Resource Unit Lead; Staging Site Unit Lead; Procurement Unit Lead; and Lodging & Meals Unit Lead.

The following are activities and functions are overseen by the LSC:

- Advance acquisition of resources, as requested by the PSC/IC

- Pre-loading, staging, and staffing Mobile Supply Units (MSU) at designated sites - units will contain required material for use by repair crews

- Coordination and deployment of mobile generators and other specialized equipment if needed

- Oversee the establishment and operation of assembly and staging areas.

- Procure crew lodging and meals, crew transportation, and vendor services for maintenance of dormitory style lodging facility that may be utilized

- Updating logistics key contacts information

(b)   Organization

Figure II-C-1 on the following page depicts a typical Logistics Section in ICS.

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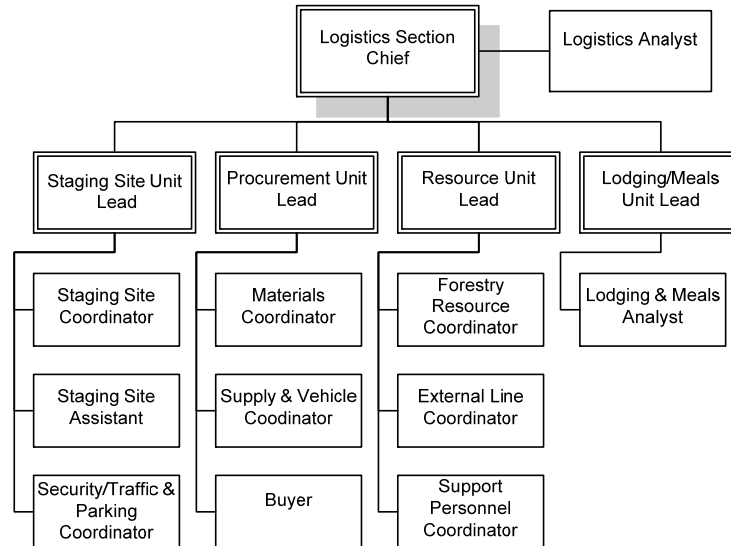
Figure II-C-1
System-Level Logistics Section

(c)   Workflow

Upon notification that an emergency response has been declared, the Logistics Section will mobilize to the level based upon the declaring area's stated requirements. All logistical support, material supply, and transportation-related needs will be coordinated through the Logistics Section Chief. Additional logistical personnel will be assigned staffing positions based upon the declared incident level by both the regional organization and the corporate logistics organization. All facility-related needs will be coordinate through the regional materials/facilities coordinator; during serious and full-scale events all facility-related needs will be coordinated through the Fleet & Facilities Unit Lead at the S-EOC.

For detailed procedures regarding specific activities of the Logistics Unit refer to the Logistics Procedure (EM-E-P04) and Staging Site Operation Procedure (EM-E-P05) appended to Section V of this ERP.

De-escalation/de-mobilization of logistical activities will begin once notified by the IC. Activities related to the de-mobilization are:

- De-escalation will begin as soon as possible

- Return equipment/material that is no longer required to support the restoration effort

- All resources are accounted for and returned to their original location/organization (company or vendor),

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- All logistics personnel are returned to their normal job assignments,

- Logistics has documented and submitted lessons learned, as required per incident.

2.   Staging Site Unit Lead

(a)   Concept of Operation

The Staging Site Unit Lead oversees the Staging Site team and is mobilized in certain significant events when the amount of resources required to respond to the emergency exceeds what can be handled out of one or more of the R-EOCs. The IC will notify the LSC when the decision has been made to open a staging area via pre-established non-Unitil owned locations. The pre-determined staging site team in coordination with external vendors and regional operations will be dispatched to the location prior to the arrival of crews and establish the base for operations. Working with the Regional and System Logistics Units, the SSUL will ensure logistical activities are coordinated at the site including transportation, meals, lodging, security and traffic control, vehicle fueling, and materials delivery.

For detailed procedures regarding establishment and operations of the Staging Site specific activities' refer to the Staging Site Operations Procedure (EM-E-P05) appended to Section V of this ERP.

(b)   Organization

Figure II-C-2 on the following page depicts the Staging Site organization.

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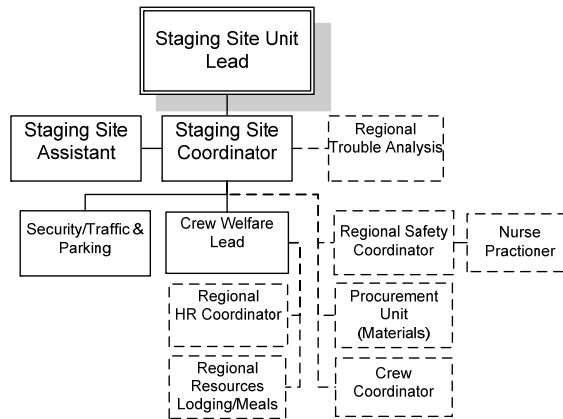
Figure II-C-2
Staging Site Unit Organization

(c)   Workflow

Upon notification that a staging site need be established, the Staging Site Unit Lead will initiate contacts with outside vendors and other functions in the Company's emergency response organization to initiate the establishment of the site(s).

For detailed procedures regarding establishment and operations of the Staging Site specific activities' refer to the Staging Site Operations Procedure (EM-E-P05) appended to Section V of this ERP.

3.   Procurement Unit Lead

(a)   Concept of Operation

The Procurement Unit Lead heads the Procurement team and is responsible for monitoring the material needs of the company including the assembly and distribution of storm kits. Additionally this function will also acquire, based on pre-established vendor arrangements, vehicles and special equipment as requested by the field. This team will monitor the inventory system and direct the stores operation. The procurement lead will ensure the field staffing is appropriate and support operation is working effectively and field deliveries are timely.

- Verify system stock levels for inventory and pre-defined storm kits, cable coils, poles and transformers and the distribution of materials and storm kits;

- Establish administration and mobilization of vendor contracts for recovery related supplies and services (examples include on site fueling for diesel trucks, bus rental, portable sanitary facilities, and janitorial services)

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- Ensure staffing of Regional Stockrooms, garages, and staging areas (if established) as appropriate for the level of response;

- Review/Monitor Materials Management System (MMS) inventory every 4 hours to schedule re-stock of materials and coordinate field deliveries;

(b)   Organization

Figure II-C-3 depicts a typical Procurement Unit organization.
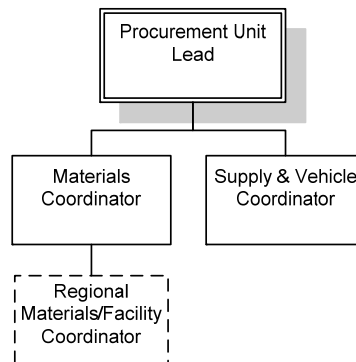
Figure II-C-3
Procurement Unit Organization

(c)   Workflow

Upon notification of an event the PUL will initiate stock room/inventory activities and begin monitoring stock materials for re-supply. Additionally this group will coordinate the distribution of storm kits to the regions and ensure proper staffing levels in each stock room or site.

For detailed procedures regarding Procurement activities and procedures, refer to the Logistics Procedure (EM-E-P04) appended to Section V of this ERP.

4.   Resource Unit Lead

(a)   Concept of Operation

The Resource Unit Lead heads the Resource team and will acquire restoration resources prior to and during any emergency event as instructed by the LSC and IC. Resources will include but are not limited to:

- Mutual Aid;

- Line Contractors (transmission & distribution);

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- Forestry Crews;

- Damage Assessment Personnel;

- Support personnel.

The Resource Unit Lead will immediately notify the Logistic Section Chief of any mismatches or unavailability between requested and actual resources. The RUL will provide documentation to the LSC and others as to the estimated time of arrival for all resources and all resource related information on a crew summary sheet. The Resource Unit works closely with Lodging and Meals Unit and Regional Resource Coordinator to ensure accommodations are made that reflect the number of additional resources acquired.

(b) Organization

The Figure II-C-4 depicts a typical Resource Unit Organization.
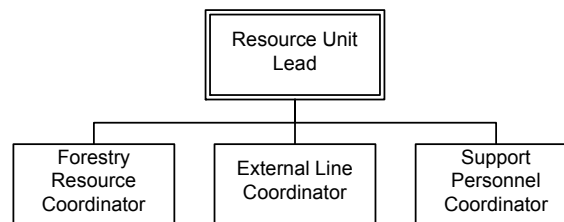
Figure II-C-4
Resource Unit Organization

(c) Workflow

Upon notification to mobilize, the Resource Unit will commence resource acquisition to the level defined by the IC and LSC. Prior to a known event the Resource Unit will begin acquiring resources as instructed to ensure resource availability during the event and will maintain accurate rosters of all crews retained using crew transfer sheets and crew summaries. Copies of these forms can be found in Section VI of this ERP.

For detailed procedures regarding Resource activities' refer to the Logistics Procedure (EM-E-P04) appended to Section V of this ERP.

5. Lodging/Meals Unit Lead

(a) Concept of Operation

The Lodging/Meals Unit Lead heads the Lodging/Meals Unit and is responsible for identifying the appropriate accommodations for all acquired resources within the company based on the situation. Depending on time of year and lodging availability this unit will retain the necessary beds, whether hotels, shelters, tents or other means to lodge

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and feed all resources. The number and location will be directly related to the resources anticipated to be working in each region. The information will be disseminated to the local regional logistic coordinators who will in turn identify the specific resources that will be assigned to each lodging location.

Feeding all resources is also a priority and must be coordinated with the acquisition of accommodations. The Lodging/Meals Unit will work closely with the Resource Unit to ensure all resources have been accommodated for and also the Regional Logistics Unit to ensure accommodations are assigned to all resources in the region. Often breakfast and dinner will be associated with lodging accommodations and when feasible box lunches to take the job site will also be issued form the same lodging location.

When a staging site is established for receiving crews, the L/MUL will work closely with the Staging Site Unit and Regional Operations to ensure accommodations for meals are made at the site(s) and accommodations are as close as possible to the site for efficiency of crew reporting.

(b)   Organization

Figure II-C-6 depicts a typical Lodging & Meals Unit.
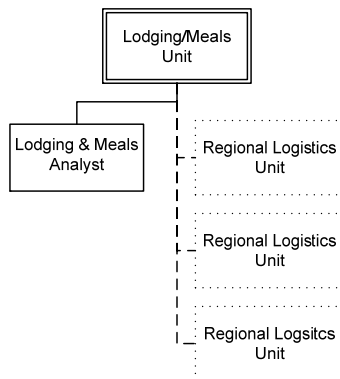
Figure II-C-6
Lodging/Meals Unit Organization

(c)   Workflow

Figure II-C-7 on the following page depicts the Lodging/Meals Unit workflow:

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Assigns rooms and meal
information to crews via
Regional Operations

Regional Logistics Unit
(Regional Resource/
Lodging & Meals
Coordinator)

Procures rooms and meal
accommodations for all resources
on system and submits
information to region(s)

System Lodging/Meals Unit

Submits crew summaries
and transfer sheets of all
resources

System
Resource Unit
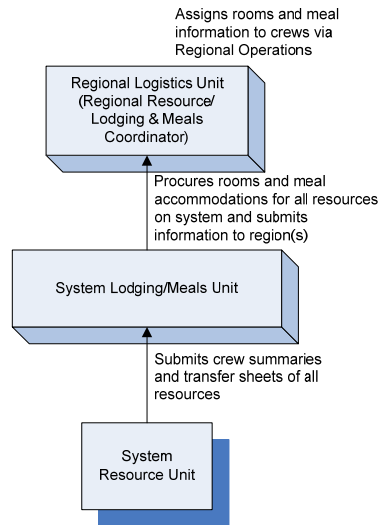
Figure II-C-7
Lodging/Meals Unit Workflow

For detailed procedures regarding Lodging/Meals activities' refer to the
Logistics Procedure (EM-E-P04) appended to Section V of this ERP.

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D.   Administration/Finance Section

The Administration/Finance Section has overall responsibility for managing the financial and administrative functions associated with a defined incident. This Section is typically activated for Operating Levels 4 and 5 restoration efforts with the functions being handled by the regional Admin Chief for Levels 1 – 3. The Admin/Finance Unit includes: Finance Unit; HR Unit; IT Unit; and Fleet/Facility Unit.

The primary functions of the Admin/Finance Unit include but are not limited to:

- Tracking all costs related to the event and ensuring cost tracking and financing protocols are in place;

- Mobilizing internal personnel assigned to an emergency organization to assume emergency roles;

- Maintain accurate rosters and shift schedules of all responding internal personnel located in the S-EOC and R-EOC's

- Issuing petty cash, procurement storm cards, and increasing limits on these as requested by the IC;

- Providing HR support and assistance programs to all employees and acquired resources;

- Ensure IT support is efficient and respond to any IT needs as requested; and

- Provide fleet and facility accommodations as requested including mobile generators, and vehicle repair and re-fuel services;

1.   Admin/Finance Section Chief

    (a)   Concept of Operation

The Admin/Finance Chief (A/FSC) oversees all functions of the Admin/Finance Unit. The positions reporting to the A/FSC are: Finance Unit Lead, HR Unit Lead, Facility/Fleet Unit Lead, and IT Unit Lead. The Administration/Finance Section Chief oversees the following activities, but is not limited to:

- Processing financial, compensation, and claims-related matters associated with the Company's restoration effort, including any retained resources;

- Identifying and coordinating IT support at all R-EOCs and for affected critical applications;

- Providing Facility support at affected locations and ensuring critical infrastructure remains operational during the restoration effort;

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- Assigning all available Storm Assignment List personnel to their storm roles and locations, as requested by the IC or R-OAC; and

- Providing human resource support to impacted employees and their families, as determined by the SRC and/or IC.

(b)   Organization

Figure II-D-1 depicts the typical Admin/Finance Section organization.
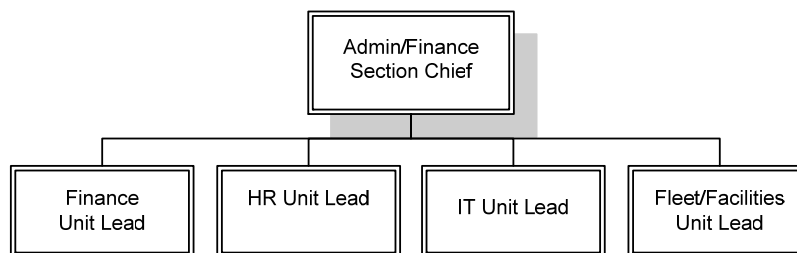
Figure II-D-1
Admin/Finance Section Organization

(c)   Workflow

Once notified of an emergency event requiring activation the Administration/Finance Section will provide administrative support for the overall restoration effort. They will compile restoration costs and provide support to other sections and company personnel as needed during the restoration effort. They will work closely with the Regions to ensure IT needs, HR support, Finance support and fleet/facility needs are identified and met.

2.   Finance Unit Lead

(a)   Concept of Operation

The Finance Unit Lead will track the costs associated with the restoration effort and provide the appropriate accounting numbers and information to each of the companies/regions based on existing regulatory accounting requirements. This Finance Unit will ensure all processes and procedures that account for resources and materials are established prior to the event and maintained throughout (e.g., capital vs. Operations & Maintenance or incremental costs).

The Finance Unit is also responsible to ensure adequate petty cash funds and/or storm procurement cards are available, activated, and distributed, as requested by the IC or R-OACs. The Finance Unit is responsible for but not limited to:

- Issuing petty cash and adjusting upwards procurement card limits for applicable personnel, as instructed by the IC or SRC;

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- Tracking and estimating the cost of the restoration event; and

- Ensuring cost controls are in place for subsequent payment of vendors and external resources (e.g., contractor lone crews).

The Regional Materials/Facility Coordinators and System Procurement Unit will maintain regular communications with the Finance Unit to ensure that requests for the purchase of materials, equipment, and services are expedited. The Procurement Unit will ensure that existing Blanket Purchase Agreements have sufficient funds available to cover the costs of emergency related materials, expedite purchase and delivery of materials, increase amount agreed, and maintain supplier contacts.

After all the charges related to the storm are charged to the project/work order (approximately 90 days) Operations will notify Accounting to send the bill to the utility receiving the assistance.

(b)   Workflow

Upon activation, the Finance Unit will ensure the following guidelines are communicated and followed by the purchasing units in the Region and System Level. The System and Regional EOC's should use the following guidelines to accumulate costs associated with storms/emergencies:

Engineering will establish a specific yearly capital project for use during storms. The project should be created in with a spending plan value equal to the prior year storm project total spending. A work order will be created for each storm during the year. This activity will be used for all work including both capital work, (e.g., replacing poles, cross arms, conductors, etc.) and expense items. Reconciliation of capital vs. expense items will occur at the conclusion of the event.

When there is capital damage to Distribution substations during a storm, a separate work order must be taken out under the yearly project for each substation that sustains the capital damage. It is the responsibility of the substation departments to supply the as built units to accounting prior to unitization.

- All Distribution line crew labor and transportation should be charged to the work order number. When line crews are moved between regions they must charge the corresponding project/work and work unit on the order.

- All Service Company labor and transportation should be charged to the appropriate project/work order of the Region in which they are doing the work. For system events Service Company personnel will charge the system project and work order.

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- All other labor, transportation, personal expense and outside vendor invoices should be charged to the storm project/work order. When other department personnel are working for Electric Operations they should charge the appropriate storm project/work order.

- All stock from the storm should be issued to the project/work order with the appropriate activity related to the work being performed. All units of plant issued to the storm project should use the project/work order and activity. All non units of plant issued to the project should be charged to expense.

- All invoices from external contractors providing line crews will be manually processed by the Logistics Section Chief with the appropriate Regional project/work request number, charge department and allocated based on how the outside companies were dispersed during the storm.

- All invoices from external contractors providing tree trimming will be manually processed by Logistics Section Chief with the appropriate Regional project/work order number, charge department and activity.

- All invoices from foreign utilities providing line and other resources will be manually processed by Logistics Section Chief with the appropriate request number, charge department and activity.

- At the conclusion of the storm, all information related to work orders will be sent to Engineering so an engineer can create a confirming work packet for each town that had units of plant installed/removed. Approved copies of the work should be forwarded to Accounting Services in Hampton. Engineering will assign an engineer at the end of the year to revise the project in the event that it exceeds the approved amount.

- Distribution Operations the actual capital costs for the storm based on actual material issued and the confirming work requests received from the field.

- If the storm requires the S-EOC to be activated, all personnel working either in the EOC or other support services will charge the appropriate expense project/work order and activity as well as their own charge department. Finance will consolidate these charges once the total storm costs have been determined.

- Warehouse Personnel – During a storm, warehouse personnel will charge the same project/work order as other operating departments depending on the region they are working in.

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- Storm Restoration Services to Other Utilities – Engineering will create a billable project as needed, for crews and support personnel that are sent to aid other utilities during a storm. Each utility that receives assistance will require a separate work order under the project. The work order should have the date of the storm and the name of the utility that received the assistance. If a purchase order is received for the services, a copy of the purchase order should be sent to Accounting with the correct project and work order numbers clearly listed. When the crews return from their restoration assignment the Operations will forward an e-mail to, supervisor of Accounting with the following:

    - Project and work order for each utility

    - "Attention to" name of contact person in the utility

    - Number of crews and support personnel sent to each utility

    - Time crews departed and returned

    - "Internal contact Name" of Unitil personnel involved with the Billing.

3.   HR Unit Lead

    (a)   Concept of Operation

    The Human Resources (HR) Unit Lead is responsible for providing support services to all responding resources, including direction regarding: payroll, family benefit issues, day care services, shelters, home improvement contacts, and an employee assistance program for stress-related concerns. The HR Unit is also responsible for ensuring the medical needs of employees and external resources assigned to a restoration effort.

    The HR Unit Lead is responsible for, but not limited to:

    - Ensuring assigned SAL personnel are directed to appropriate areas and information provided to receiving R-EOCs is accurate;

    - Contacting retirees using pre-established lists and develop a list of retirees who can respond;

    - Creating and distributing internal employee rosters and shift schedule information to Logistics and others, as requested;

    - Issuing instructions on pay policy in a timely manner;

    - Ensure Unitil Company rules and policies are communicated to external resources (as listed below);

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- Providing resource information regarding home improvements, medical assistance, and other HR-related issues; and

- Working with media relations/internal communications to issue information regarding employee support services.

For mobilizing SAL employees refer to the SAL mobilization information found in Section IV – Mobilization.

In the event of a major catastrophic event Level 5 storm, additional staffing should be provided to accommodate HR needs. HR support from the System may be called upon to provide additional staffing and support to the affected Region.

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

- There shall be no consumption of alcoholic beverages during regular working hours, overtime, emergency or at meals;

- Meals shall be obtained at a reasonable price;

- The unlawful use, possession, sale or purchase of "controlled substances" is prohibited;

- No person shall enter upon Unitil property while in possession of a firearm of any description, loaded or unloaded;

- Room accommodations will be treated respectfully and in accordance with "House Rules" ;

- Unitil will not pay for hotel charges for room service, movie charges, etc. One call to home number of a reasonable duration is allowed; and

- 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 Unitil representative.

This information should be submitted to the Regional Operations Chief to ensure it is communicated to the crews upon arrival with other preliminary information including safety briefings.

(b)   Workflow

Upon notification to mobilize, the HR Unit will release information related to HR programs and assistance and work directly with the Regional Admin Unit to identify and meet any HR requests or needs.

<u>Retirees for Contractors</u>

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In instances when the knowledge and skills of retirees are Necessary to provide supervisory support in such areas as Inventory Management, Design, Substation O&M, Transportation, etc., or to function as "runners" or "crew guides", they will be hired as contractors via a third party. Their compensation will be a flat hourly rate for all hours worked. Retiree contractors will also be reimbursed for reasonable out-of-pocket expenses associated with meals, tools, mileage and other incidentals.

When the IC determines a need for retiree assistance, Emergency Management should be contacted in advance of retaining retirees to discuss their specific requirements.

Activation details regarding the SAL and retirees can be found in Section IV – Mobilization of this ERP

4. Facility/Fleet Unit Lead

(a) Concept of Operation

The Facility/Fleet Unit Lead will ensure that all R-EOCs and/or staging sites have adequate fuel re-supply and standby generation working properly. The Facility/Fleet Unit will ensure adequate housekeeping and facility repairs are made at the DOCs and staging sites to ensure safety. The Facility/Fleet Unit will also aid, if time permits, both the Stores and Staging Site functions during Operating Levels 3 through 5.

Throughout the restoration effort, a Facility employee will be assigned to each of the impacted R-EOCs and coordinate needs with the System Fleet/Facilities Unit. The Fleet/Facility Unit will work closely with Procurement to acquire facility and fleet needs in accordance with the purchasing agreements and procedures as detailed in the Logistics Procedure (EM-E-P04) appended to Section V of this ERP.

(b) Workflow

Upon notification of the activation of the S-EOC the R-F/FC will initiate notifications and call-outs as necessary. Depending upon the maintenance requirements during the emergency, arrangements will be made to ensure fleet operations and maintenance services are available on a twenty-four hour basis by assigning local personnel or employing contracted services on 24 hour basis. Fleet operations and maintenance functions can be requested by regional personnel by contacting the S-F/FC. These services include: repair of company vehicles, support of external contractors fleets, 24hr repair services, assigning tire repair vendors, towing services, hydraulic repairs and issue resolution with supporting fleet vendors.

Refer to the purchasing procedures detailed in the Logistics Procedure (EM-E-P04) appended to Section V of this ERP

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5. IT Unit Lead

    (a) Concept of Operation

    Upon being notified by the System Admin/Finance Section Chief (S-A/FSC) an emergency that requires the activation of the S-EOC, the VP of Information Systems, will assume the role of System IT Unit Lead (ITUL) and will initiate notifications to personnel to acquire the appropriate staffing levels for the IT Unit team.

    The role of the ITUL is to continuously assess the event for Voice and Data related logistical needs and obtain and allocate resources as required to meet the demands of the event. The ITUL will report all issues of significance to the (S-A/FSC) and use the information gained at the S-EOC to direct the efforts of the Information Systems Coordinators.

    The functions of the IT Unit are to:

    - Ensure that all equipment within the center is operational. If repairs or maintenance is required, notify the IC

    - Notify of any abnormal conditions in the system;

    - Ensure all cell phones for distribution are available;

    - Ensure faxes and printers are available for use;

    - Maintain all voice and data communications throughout the event

    - Determine if designated incident command centers systems are available and in good working order;

    - Contact critical communications vendors to put them on notice of an impending action; and

    - Check on company provided equipment; and

    - Dispatch IT Reps to locations to respond to IT issues.

    Depending upon the emergency, the ITUL will make arrangements to ensure availability of a Regional Support on a twenty-four hour basis. . The ITUL will then notify Information Systems' staff and inform them of the emergency event and status and be released to their predefined locations as needed for emergency duty and notify the S-A/FSC of mobilization.

    (b) Organization

    The following Figure II-D-2 depicts the IT Unit and assigned support staff.

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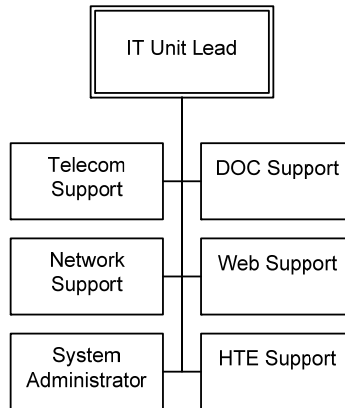
Figure II-D-2
IT Unit Organization

(c)   Workflow

Upon being notified of activation, the ITUL will notify the IS department of the emergency and what response will be required. The ITUL will direct the efforts of the IS Dept in support of the event in accordance with these procedures and normal departmental emergency procedures; if these procedures conflict, the IC will govern the actions during the emergency event.

This Regional Admin Unit will identify emergency voice and data communications requirements and other IT needs and belay to the IT Unit. If staging areas are employed, the IT Unit will coordinate with the Logistics at both levels to ensure smooth coordinated voice and data communications service for all and ensure communication capabilities between site(s) and EOC's are maintained throughout the duration of the event.

While logistical support is generally a reactive process (fulfilling the needs as identified by the Planning or Operations Sections) best performance comes from proactively anticipating the needs based on experience, so as to be better positioned to respond.

The R-AC maintains contact with the ITUL and will stay apprised of all special equipment requests. He/she will establish priorities based on the emergency, and the availability of supplies, and/or personnel, and coordinate the appropriate action with the S-EOC.

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E.   System EOC Layout

The Unitil Emergency Operations Center provides the direction and support necessary to effectively manage overall company operations during significant emergency response efforts. The Unitil Emergency Operations Center is responsible for providing direction to the Regional Emergency Response Organizations in several key areas which includes overall restoration planning, coordination of both internal and external resources, and coordination of company-wide communications. Because there are many factors that have a direct impact on the entire emergency response effort, the Emergency Operations Center works to serve as a central point for the flow and analysis of restoration information among the many departments involved.

The Emergency Operations Center provides regular updates on the overall emergency response progress and performs weather tracking and forecasting services for the benefit of the entire restoration organization.

The Emergency Operations Center also provides the primary contact with governmental agencies such as the NH Public Utilities Commission and the NH Office of Emergency Management, and serves as a focal point for developing restoration information for dissemination to other external audiences.

Figure II-E-1 on the following page depicts the System-EOC located at the Hampton, NH Unitil Facility.

1.   Alternate System EOC Layout

In the event of a catastrophe such as fire or flooding that may damage the Hampton facility rendering it unusable, an alternate location must be established for the System-EOC. The alternate System-EOC is located at the Portsmouth, NH facility as depicted in Figure II-E-2 on the following pages.

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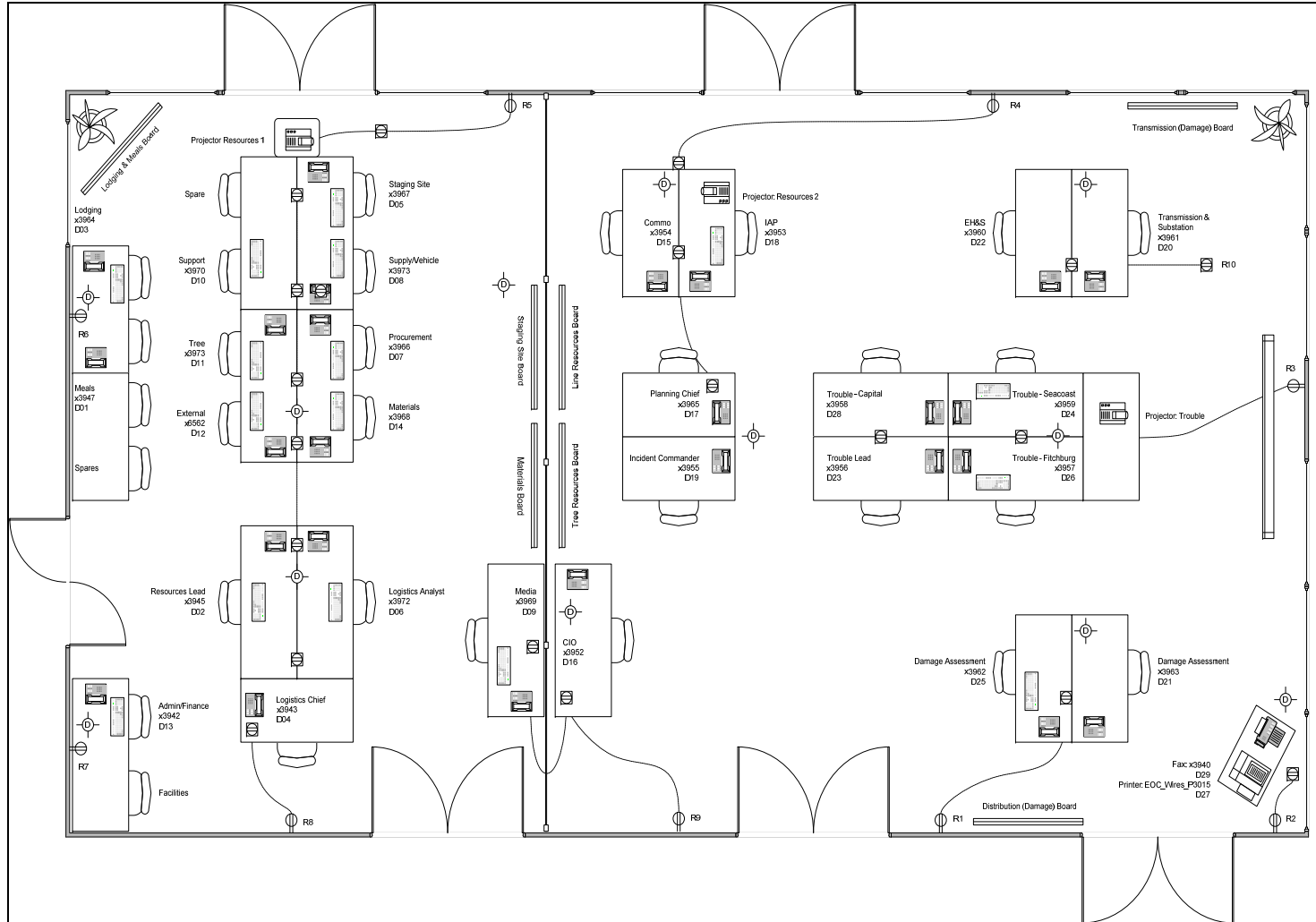
Figure II-E-1
System-EOC Layout

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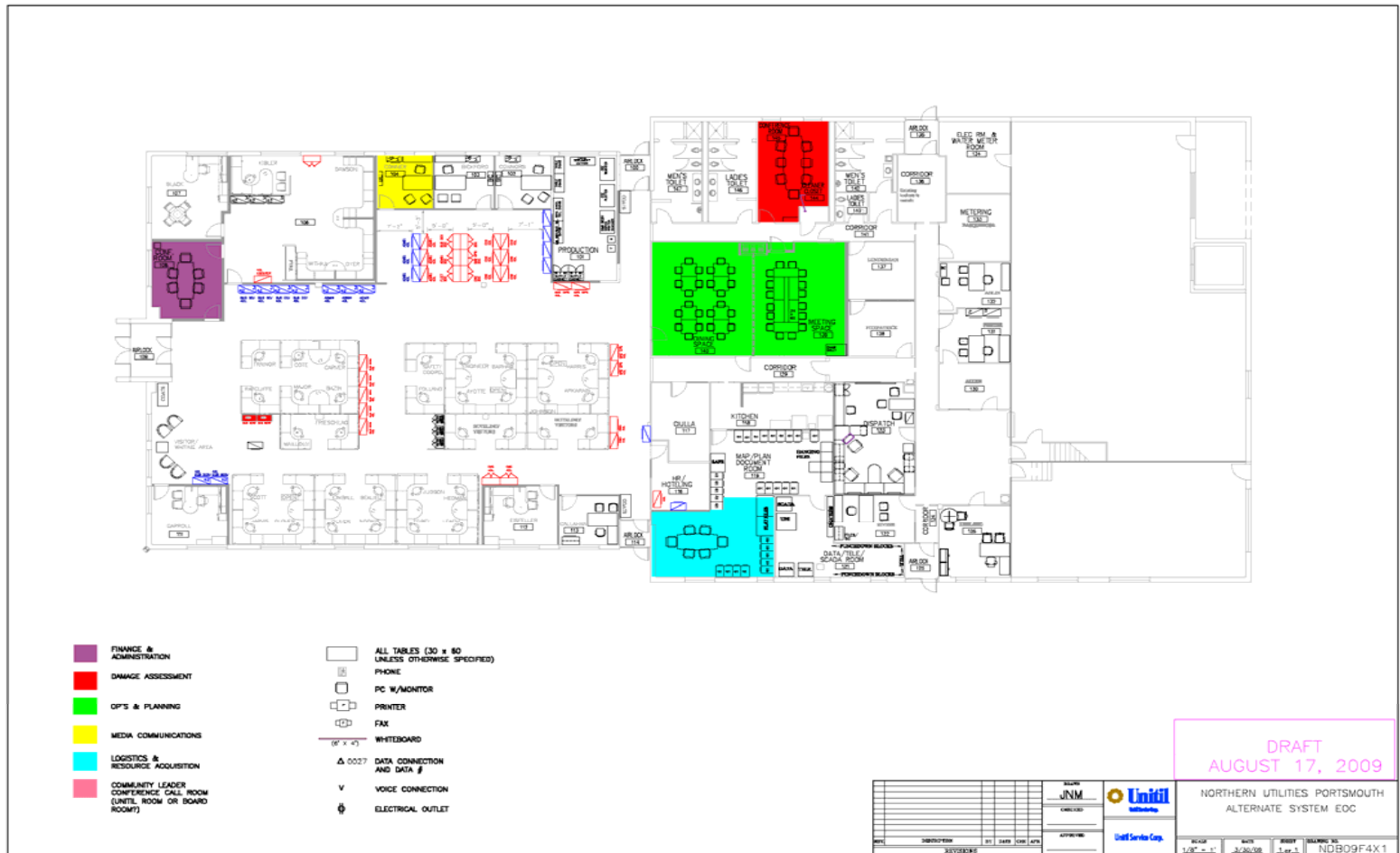
Figure II-E-2
Alternate System EOC Layout

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ATTACHMENT 1

System-Level Position Specific Checklists

Position Title: Reports To:

Incident Commander (IC)   **Strategic Response Committee (SRC)**

The Incident Commander (IC) is responsible for directing and coordinating all aspects of the emergency response effort. The IC will establish the overall response objectives for his/her team with priorities as determined by the extent, size, duration, and complexity of the outage or emergency. The Incident Commander may determine that an emergency condition exists for the system or a region and invoke scaled response and recovery actions, as needed. The IC is directed by the Strategic Response Committee (SRC) and is supported by the Incident Command Staff as described in the ERP.

Position duties and responsibilities include, but are not limited to:

- Ensure public safety maintains highest priority at all time during restoration efforts
- Estimate the magnitude of the incident and staff the System-Emergency Operations Center (S-EOC), as needed
- Assess the incident using outage information provided via SCADA and other applications to establish an overall restoration objectives and strategies
- Establish immediate priorities and align them to corporate restoration objectives
- Continually reassess restoration response and objectives to ensure it addresses event escalation issues
- Establish a communication process and protocol, which when implemented will transfer restoration information to customers, regulators, and employees in a timely manner
- Approve Public Service Announcements (PSA's), the Incident Action Plan (IAP) and Estimated Time of Restoration (ETR) for release
- Oversee restoration activities at the S-EOC including resource acquirement and release, and demobilization
- Maintain communications with the Regional Operations Area Chief(s) (R-OAC), including the hosting of routine conference calls with lead functions and R-OAC's
- Identify and mitigate adverse customer, regulatory, or other constituent sentiment and communicate resolution plans to the SRC

Pre-Emergency Responsibilities:

Monitor forecasts for adverse weather affecting the service territory.

Post-Emergency Responsibilities and Reports:

Ensure proper demobilization of all restoration activities and develop After Action Reports (AARs) as needed.

Equipment Required:

Refer to the S-EOC Operations Manual for room layout, equipment requirements, and check off lists.

Work Location:

S-EOC: Hampton, NH, or Alternate S-EOC at Portsmouth, NH, if necessary.

Work Period:

12 hours on duty, 12 hours off duty with "as required" overlap with relief (IC).

Activation Notification:

As notified by the VP, Operations, Director, Electric Operations, Emergency Management, or SRC.

Additional Staff Requirements:

As required (Through SAL program)

Incident Commander (IC) Checklist

STEP	ACTION	✔
	Initial actions to take by the person assuming the responsibilities of the IC	
	Note: If you are coming in as a newly assigned or relief IC, skip directly to Step 5	
1	Assess the situation and/or obtain briefing from the individual currently in command of the situation. If being directed to activate an IC organization due to an ongoing or imminent event, obtain your briefing from the SRC Chair or designees. Focus on the following: - What has happened and how bad is the situation? - What response actions are currently being taken? - Is the event stable or is the situation worsening? - What security issues exist? - What are the implications to the operations of the Company?	
2	At the end of the briefing, decide on the need to activate a full or partial IC organization. Consider the following: Can the responding resources handle the incident? ☐ Yes ☐ No Will the duration of the incident exceed resource endurance? ☐ Yes ☐ No Are there potentially significant human resources, political, economic and/or environmental implications? ☐ Yes ☐ No If the answer is "Yes" to any or all of the above, consider activating appropriate IC functions (Step 3). If the answer is "No" to **all** of the above, simply ensure proper completion of the incident.	
3	Discuss staffing needs with the SRC Chair or designee and determine appropriate staffing needs. **Note**: The size and type of the incident will dictate how many people will be needed to effectively respond. Check off as applicable: Position Yes No Incident Management Assistant ___ ___ Environmental Health & Safety Officer ___ ___ Chief Information Officer ___ ___ Customer Operations Officer ___ ___ Liaison Officer ___ ___ Planning Section Chief ___ ___ Logistics Section Chief ___ ___ Admin/Finance Section Chief ___ ___ Other: ___ ___ _____ ___ ___ _____ ___ ___ _____ ___ ___	

4	Ensure the proper setup and establishment of the S-EOC at the Hampton, NH facility or Portsmouth, NH if unable to setup at the Hampton location.	
5	Report to the location of the S-EOC	
6	Complete the transfer of command and control to yourself once you have properly assessed the situation. Focus on the following: - What has happened and how bad is the situation? - What response actions are currently being taken? - Is the event stable or is the situation worsening? - What security issues exist? - What are the implications to the operations of the Company? - What do on-site personnel need from us and vice-versa? Once transfer of command and control has occurred, ensure that all response personnel are aware that you are now the IC	
7	Establish your strategies and immediate priorities. Focus on the following: - Impact of the event on Company personnel and on the public - Impact of the event on the business - Impact of the event on the Company's reputation - Impact of the event on the Company's finances	
8	Establish contact with the SRC Obtain: - Strategic plan and objectives for response - Establish contact information and schedule of telephone conferences between the SRC and IC Share and provide: - System incident status - List of agency representatives who have reported to the EOC - Governmental Agency concerns - Information on which R-EOC's are open and the names of Unitil representatives at those locations - Information on logistical support for agency resources	
9	If the situation warrants, determine the need for establishment of a Unified Command with appropriate stakeholders. Discuss the need to do this with the SRC Chair or designee, if appropriate. **Note**: The Incident Management Assistant can help you in this determination.	
10	Set up and conduct a briefing with your incident command staff personnel. At a minimum, discuss the following as an initial agenda: - Size and complexity of the incident - Incident objectives and expectations - Policy on outside information dissemination (media & outside agencies) - Agencies/organizations/stakeholders/business community - Special concerns - Determine the length of Operational Periods - Do we have the necessary people for our response? - Daily activities/Shifts/Reporting Times	

11	Consider posting a Company-wide or area-wide message to all employees regarding the facts of the incident. Work with the Chief Information Officer (CIO) and/or employee communications representative to develop and disseminate this message. Provide periodic updates. **Note**: This responsibility will fall to the System Level if it is activated.	
12	Ensure that the Liaison Officer (LNO) establishes communications with those agency representatives who have reported to the IC and with agencies which have not sent a representative.	

The following will assist in the ongoing response to and assessment of the situation		
STEP	**ACTION**	✔
1	Determine critical information needed from staff (section chiefs)	
2	If possible, personally observe the incident site(s)	
3	Review and approve the System Incident Action Plan (IAP) for the next Operational Period (OP).	
4	Identify additional stakeholders-those individuals and groups that are potentially adversely affected by the incident.	
5	Assess personnel needs, funding, legal, and best response implications: Personnel Issues: - Operational work periods for workers - Use of volunteers and auxiliary personnel - Human resources issues (stress management, family assistance) Funding Issues: - Consider source(s) and access to funds - Consider limits/ceilings Legal Issues - Documentation of response activities - Investigation interaction Best response drivers - Human health and safety, for both our employees and members of the public - Protection of company assets - The economy within our service territory - Reputation/brand image of the company - The environment - Public communication - Stakeholder support	
6	Ensure your response objectives adequately address all items in No. 5	
7	Identify operational situation changes that require augmenting/demobilizing resources.	

Flow of timely, accurate information to the press and to Company personnel is key to controlling the perception of the public/external stakeholders		
STEP	**ACTION**	✔
1	Prepare for holding press conferences by working with the CIO to compile the necessary briefing materials.	
2	Approve all PSA's and internal communications messages with the communications team and CIO.	
3	If this is a single regional IC organization, authorize the release of information to the news media and to Company personnel. If this is a multiregional event and/or if the SRC is activated, ensure that the CIO obtains approval from the corporate IC	

Below is an input/output matrix to assist you with obtaining/providing information to/from the other organizational functions		
STEP	**ACTION**	✔
1	If a unified command has been established, periodically meet with the other UC representatives. Obtain: - Consensus on decisions Share/provide - Leadership	
2	Periodically meet with Stakeholders. Obtain: - Commitments for support - Special concerns Share/provide: - Briefing on current situation - Response strategies/priorities	
3	Meet periodically with the Chief Information Officer (CIO) Obtain: - Media considerations regarding the response/mitigation plan - Special media requests - Level of public interest - News releases, fact sheets, videos, photos, and news clips - Interview, news briefing and town meeting schedules Share/provide: - Your policy on outside information dissemination - Response objectives - Command messages - Authorization of press releases to the press and to Company personnel	

	Below is an input/output matrix to assist you with obtaining/providing information to/from the other organizational functions	
STEP	**ACTION**	✔
4	Meet periodically with the Liaison Officer (LNO) Obtain: - Information on agencies and stakeholders - Assisting agency capabilities - Available municipal resources - Status of cooperating activities in support of the incident - Stakeholders' concerns/issues Share/provide - Current incident objectives/priorities - Your expectations and concerns	
5	Meet periodically with the Environmental Health & Safety Officer (EH&SO). Obtain: - Safety concerns regarding the current response/mitigation plan - Update on safety issues at the incident site, including injuries, accidents, etc. - Possible constraints on incident objectives due to safety issues Share/provide: - Incident situation status, especially in the initial stages of the event - Response objectives/priorities - Your expectations and concerns	
6	Meet periodically with the Customer Operations Officer Obtain: - Call center problems, issues, and activity - Staffing plan and needs Share/Provide: - Communication protocol for obtaining information - Response objectives/priorities - Your expectations and concerns	
7	Meet periodically with the Regional Operations Area Chief (R-OAC) from each region Obtain: - Briefings on primary strategies, tactics, and limitations - Updates on the progress of current response objectives - Resources needed - The location of operational facilities Share/provide: - Response objectives/priorities - SRC strategic plans - Your expectations and concerns	

STEP	ACTION	✔
	Below is an input/output matrix to assist you with obtaining/providing information to/from the other organizational functions	
8	Meet periodically with the System Planning Section Chief (S-PSC) Obtain: - Briefings on overall current situation - Update on incident, including current/future projections on the impact of the incident - Briefings on resources available, including staffing, equipment and facilities Share/provide - Objectives for response/mitigation plan - Your approval of the response/IAP plan for next operational period - New objectives - Alternate strategies	
9	Meet periodically with the System Logistics Section Chief (S-LSC) Obtain: - Briefings on logistical issues relating to communications, transportation, medical needs, facilities, and resources Share/provide: - Response objectives/priorities - Your expectations and concerns	
10	Meet periodically with the System Admin/Finance Section Chief (S-A/FSC) Obtain: - Briefings on administration issues relating to employee welfare, HR needs, medical needs, facility/IT needs, and financing issues Share/provide: - Response objectives/priorities - Your expectations and concerns	
11	Using the information obtained from the different functions, determine if you will need to alter response objectives/priorities and communicate any changes to the IC organization and also update the IAP for the OP.	

Position Title: Reports To:

Incident Management Assistant (IMA)   **Incident Commander (IC)**

The Incident Management Assistant (IMA) provides direct support to the Incident Commander during an emergency event. Upon notification by the IC, the IMA will determine those needed to staff the S-EOC and notify personnel to fill the IC organization. The IMA will also assist the IC and other members of the IC organization by ensuring that the ERP and the federal/state and local regulations are being implemented.

Position duties and responsibilities include, but are not limited to:

- Ensure public safety maintains highest priority at all time during restoration efforts
- Estimate the magnitude of the incident and staff the System-Emergency Operations Center (S-EOC), as needed
- Assess the incident using outage information provided via SCADA and other applications and assist in establishing overall restoration objectives and strategies
- Establish immediate priorities and align them to corporate restoration objectives
- Continually reassess restoration response and objectives to ensure it addresses event escalation issues
- Establish a communication process and protocol, which when implemented will transfer restoration information to customers, regulators, and employees in a timely manner
- Oversee restoration activities at the S-EOC including resource acquirement and release, and demobilization
- Host routine conference calls with lead functions and R-OAC's as instructed by the IC
- Identify and mitigate adverse customer, regulatory, or other constituent sentiment and communicate resolution plans to the SRC

Pre-Emergency Responsibilities:

Monitor forecasts for adverse weather affecting the service territory.

Post-Emergency Responsibilities and Reports:

Ensure proper demobilization of all restoration activities and assist in developing After Action Reports (AARs) as needed.

Equipment Required:

Refer to the S-EOC Operations Manual for room layout, equipment requirements, and check off lists.

Work Location:

S-EOC: Hampton, NH, or Alternate S-EOC at Portsmouth, NH, if necessary.

Work Period:

12 hours on duty, 12 hours off duty with "as required" overlap with relief Incident Management Asst (IMA)

Activation Notification:

As notified by the IC, Director, Electric Operations, or Emergency Management

Additional Staff Requirements:

As required (Through SAL program)

Incident Management Assistant (IMA) Checklist

INITIAL ACTIONS AND CALLOUT TRACKING SHEET			
STEP	**ACTION**		✔

1	Upon notification of an event by the IC or designee, obtain the following information:
	Name/Contact of IC or designee: _____
	    - Brief synopsis of the event and current status
	    - List of positions that need to be filled in the S-EOC (use tracking sheet)
	    - Location of the S-EOC _____
	    - Reporting time/date _____		

2	Which positions need to be manned in the IC organization? Notification date/time: _____/_____		
	Position Title:	YES? (Name of assigned contact)	NO
	Chief Information Officer		☐
	Liaison Officer		☐
	Environmental Health & Safety Officer		☐
	Customer Operations Officer		☐
	Planning Section Chief		☐
	Logistics Section Chief		☐
	Admin/Finance Section Chief		☐

3	Which regions have been affected?		
	Region	YES? (Name of R-OAC)	NO
	Seacoast		☐
	Capital		☐
	Fitchburg		☐

4	Once the appropriate people have been contacted and informed to report, contact the IC to confirm and notify the IC of any issues/problems encountered in filling a position		

ACTION DURING AN EVENT		
STEP	**ACTION**	✔
1	Upon notification by the IC, receive assignment as the IMA and report to the S-EOC location.	

2	Receive briefing from the IC
	    - Size and complexity of the incident
	    - Expectations of the SRC/IC
	    - Incident objectives
	    - Agencies/organizations/stakeholders involved
	    - Political ramifications
	    - Incident activities and current situation
	    - Special Concerns	

ACTION DURING AN EVENT		
STEP	**ACTION**	✔

3	Begin maintaining a detailed IMA activity log and establish a work location. This location should be:
	    - Accessible
	    - Have adequate space
	    - Be close to the Incident Commander
	    - Have proper communication capabilities	

4	Ensure all positions needing to be manned at the S-EOC are filled. Discuss alternate names with the IC to fill any positions that have not reported.	
5	Track incident expansion/contraction due to changes in conditions and the meeting of objectives	
6	Assist the IC in ensuring the proper demobilization of the S-EOC and complete all forms and reports required and maintain for documentation purposes. The IAP/CU will be responsible for the documentation of the event.	

Position Title: Reports To:

Environmental Health & Safety Officer (EH&SO)   Incident Commander (IC)

The EH&SO has overall responsibility for health and safety issues during an event and the restoration effort.   Corporate safety and environmental procedures will be enforced by the EH&SO to ensure environmental health and safety excellence is an integral part of restoration practices. Each affected region will have a designated Regional Safety Coordinator who will address regional environmental health and safety issues to the EH&SO.

Position duties and responsibilities include, but are not limited to:

- Support the R-OAC in developing safe restoration objectives and plan implementation
- Act as a liaison between supervisors and external resources for safety-related issues
- Train employees, as needed, in their respective storm assignments from a health and safety perspective
- Provide direction and interpretation for implementing existing safety guidelines
- Provide safety briefs to employees and external resources before working
- Prepare incident reports as needed
- Inspect field restoration resources for health and safety compliance
- Issue daily safety updates to the R-OAC and the System EH&S Officer, regarding observed trends (if any)
- Accommodate OSHA during incidents or observation tours

Pre-Emergency Responsibilities:

Ensure all safety materials and equipment requirements are met.

Post-Emergency Responsibilities and Reports:

Ensure proper demobilization of the EH & S unit and complete all forms/documents needed

Equipment Required:

Refer to the S-EOC Operations Manual for room layout, equipment requirements, and check off lists.

Work Location:

S-EOC, Hampton, NH or Alternate S-EOC, Portsmouth, NH or various field locations

Work Period:

12 hours on duty, 12 hours off duty with "as required" overlap with relief System Level EH&SO

Activation Notification:

As notified by the IC, Director, Electric Operations, or Emergency Management

Additional Staff Requirements:

As required (Through SAL program)

Environmental Health & Safety Officer (EH&SO) Checklist

STEP	ACTION	✔
1	Upon notification by the IC receive assignment as the EH&SO.	
2	Communicate with the Regional Safety Coordinators to obtain the following information: - Status of the situation - Actions taken or being taken to mitigate the incident - Number of injuries and seriousness (personnel & public) - Extent of any additional personnel or public exposure or impact as a result of the incident - Any other information necessary for the IC to be fully informed of safety impacts and concerns during the incident management - Outside emergency response agencies responding to the incident and any additional resources required or requested - Support needed from internal organizations to protect the safety of employees, the public, or our facilities - Instructions or additional information that may need to be communicated with employees or the public relating to safety	
3	Report to the designated S-EOC. Check-in as required and report to the IC.	
4	Being maintaining a detailed EH&SO activity log documenting all safety related activities and communications.	
5	Receive a briefing from the IC to obtain: - Size and complexity of the incident - Expectation of the SRC/IC - Incident objectives - Number of employees, contractors, and outside agencies involved - Special concerns - Employee or public injuries/safety concerns - Present status of the incident	
6	Establish contact with the Regional Level- Safety Coordinators (R-SC) Obtain: - Strategic plan for safety - Determine identity of other regional SCs - Establish contact information and schedule of telephone conferences between the EH&SO and the Regional Safety Coordinators - Daily activities/Shifts/Reporting Times Share/provide: - Regional incident status	
7	Coordinate with the Regional Safety Coordinators to establish a line of communication and assure a consistent approach to safety of the public, our employees and facilities.	
8	Obtain copies of any relevant exposure data such as MSDS's and safety procedural guidelines. Ensure Regional Safety Coordinators get this information.	
9	In coordination with the S-PSC, develop a Safety Plan portion of the System IAP	

STEP	ACTION	✔
11	Assess the need for the outside safety and industrial hygiene resources, and make appropriate arrangements after obtaining approval from the R-IC. Make your request through the R-PC/R-LC.	
12	Assess the need for safety and fire protections supplies, and make arrangements to acquire needed supplies if so approved by the R-OAC. Make your request through the R-Logistics unit.	
13	Assess the need for outside safety training services to support training and for qualifying additional personnel or outside resources to perform required tasks and briefings.	
14	If not already done, assign Safety personnel to the incident location. These individuals will be responsible for ensuring that the Safety Plan for the current OP is being implemented.	
15	Ensure that accountability for personnel has been completed prior to the release of personnel from affected locations.	
16	Review for approval any regional safety-related communications to employees of the public to assure that the communications conform to the strategic safety plan.	
17	Assign responsibilities for incident/accident/fire investigation if required.	
18	Assure Safety Incident Reports are filed post-event.	
19	Upon notification by the IC, ensure a smooth demobilization of the safety team and safety-related functions.	
20	Complete all paperwork and forward appropriately to the IAP/CUL for documentation.	

Position Title: Reports To:

Chief Information Officer (CIO)   **Incident Commander (IC)**

The Chief Information Officer (CIO) will coordinate all messaging with the IC and the CIO's team has overall responsibility for crafting relevant restoration information to be disseminated to external and internal stakeholders. The CIO will submit all informational messages related to the customer interruptions, resource acquisitions, damage to incident areas, and restoration progress to the IC for final approval all messages to customers, government agencies, local authorities, employees, and others. Detailed in Section II – Chief Information Officer are the Corporate Communications protocols, which outline the procedure for preparing and distributing appropriate press releases and/or public service announcements (PSA's) for radio, television, print, internet media, and also for the Companies employees.

Position duties and responsibilities include, but are not limited to:

- Ensuring all Corporate Communications protocols are adhered to by the CIO team and ensuring only accurate, and consistent messages are disseminated
- Preparing information for external and internal stakeholders including: media, employees, business services, customer services, regulatory, and state emergency agencies;
- Preparing press releases and public service announcements (PSA's)
- Accommodating media/external requests for information/interviews
- Initiating and structuring the notifications to local government officials and community organizations and provides them with updates on a regular basis

Pre-Emergency Responsibilities:

Ensure preparatory PSA's are sent out on in timely manner preceding a known upcoming event

Post-Emergency Responsibilities and Reports:

Ensure proper demobilization of CIO team and communication activities

Equipment Required:

Refer to the S-EOC Operations Manual for room layout, equipment requirements, and check off lists.

Work Location:

S-EOC, Hampton, NH or Alternate S-EOC, Portsmouth, NH

Work Period:

12 hours on duty, 12 hours off duty with "as required" overlap with relief Chief Information Officer (CIO)

Activation Notification:

As notified by the IC, Director, Electric Operations, VP, Operations, or Emergency Management

Additional Staff Requirements:

As required (Through SAL program)

Chief Information Officer (CIO) Checklist

STEP	ACTION	✔
1	Receive assignment as the CIO	
2	Report to the S-EOC location and check-in.	
3	Receive a briefing from the IC - Size and complexity of the incident - Expectations of the R-IC - Incident objectives - Agencies/organizations/stakeholders involved - Political ramifications - Incident activities and current situation - Special concerns **NOTE: Ensure that you understand the policy on outside information dissemination (media and outside agencies)**	
4	Begin/maintain a CIO activity log.	
5	Ensure the setup of an adequate workspace for your function, and obtain needed work materials and equipment including contact and notification numbers	
6	Calculate the staffing requirements for your team and submit request for the number of personnel – number of days/ is this 24/7?	
7	Organize, assign and brief your CIO team. - Provide an overview of the incident - Provide an overview of operational responsibilities in accordance to the expectations of the R-PC - Daily activities/Shifts/Reporting Times - Requirements from the IAP	
8	Establish contacts with the R-Documentation/Communication Coordinators (R-DCC) Obtain: - Regional plan for media response and internal/external communications - Establish contact information and schedule of regularly held conference calls between the CIO team and R-DCC's. Share/provide: - System incident status - CIO expectations/objectives - Strategic and system-level policy on media response and employee communications	
9	Ensure accommodations are made for 24 hour media coverage and establish a dedicated phone line for press inquiries	
10	Begin to gather basic facts regarding the event and develop an overall plan for gathering documentation from the various organizational elements and review documentation collected to identify defects and correct deficiencies.	
11	In coordination with the IC, develop corporate level messages to be disseminated to media, government, and community leaders, and employees.	

STEP	ACTION	✔
12	Obtain IC approval on all information to be released.	
13	Maintain current information summaries and/or displays on the incident and provide this information to assigned personnel (CIO team).	
14	Periodically meet with the IC Obtain: - Command messages - News release authority - Changes in Corporate media strategy Share/provide: - Level of public interest - Public information strategy - Speaker preparation - News releases, fact sheets, videos, photos, and news clips - Interview times, news briefings and town meeting schedules	
15	Periodically meet with the R-OAC's Obtain: - Regional incident status Share/provide: - News releases, fact sheets, videos, photos, and news clips - Regional Interview time, schedules press visits to R-EOC's	
16	Periodically meet with the Customer Operations Officer (CO) Obtain: - Customers main concerns - Call volume, level of interest Share/provide: - - News releases, fact sheets, videos, photos, and news clips	
17	Periodically meet with the Liaison Officer (LNO) Obtain: - Names and numbers of additional agencies, organizations, and stakeholders, to be added to the dissemination list - Interest level Share/provide: - News releases, fact sheets, videos, photos, and news clips - Assistance with distinguished visitor escorts - Names of additional organizations and stakeholders for incorporations into incident response	

STEP	ACTION	✔
18	Periodically meet with the S-PSC Obtain: - Incident situation data - Daily meeting schedule - Copies of the S-IAP and S-RSR's as needed Share/provide: - News releases, fact sheets, videos, photos, and news clips	
19	Periodically meet with the S-LSC Obtain: - Workspace, equipment, and supplies - Contract assistance for newspaper, television, and radio clipping service Share/provide" - News releases, fact sheets, videos, photos, and news clips	
20	Periodically meet with the S-A/FSC Obtain: - Accounting data - Any IT related information or requests Share/provide: - News releases, fact sheets, videos, photos, and news clips	
21	Provide information to the SRC/Senior Executives through SRC meeting/executive briefings as requested and also to Customer Services.	
22	Throughout the entire event, ensure that only accurate, consistent information is released	
23	Upon notification by the IC, ensure the proper demobilization of the CIO team and all information related- activities and submit all documentation to the IAP/CUL for documentation.	

Position Title: Reports To:

Liaison Officer (LNO)   **Incident Commander (IC)**

The Liaison Officer (LNO) is responsible to initiate and provide outreach activities such as community leader conference calls with municipal contacts, state emergency management agencies, state regulatory agencies, and critical facilities, as warranted. The LNO oversee t he municipal group and will coordinate with the CIO on information provided to the officials to ensure the consistency of messaging. The LNO will also coordinate and suggest to the IC the dispatch priority of the Company's resources to incident sites as received by municipal contacts and is responsible to communicate with those external and internal groups affected directly.

Position duties and responsibilities include, but are not limited to:

- − Mobilize the Municipal Group team (typically business services) and instruct the opening of municipal rooms, if not already opened
- − Coordinate with the CIO messaging to municipal contacts and receive inquiries from municipal contacts throughout the restoration effort
- − Suggesting to the IC the dispatch of Company resources to incident sites and communicating with affected groups directly

Pre-Emergency Responsibilities:

Ensure proactive outreach communications to municipal contacts are in place

Post-Emergency Responsibilities and Reports:

Ensure proper demobilization of the Municipal Group and related activities and complete all required documents.

Equipment Required:

Refer to the S-EOC Operations Manual for room layout, equipment requirements, and check off lists.

Work Location:

S-EOC, Hampton, NH or Alternate S-EOC, Portsmouth, NH

Work Period:

12 hours on duty, 12 hours off duty with "as required" overlap with relief Liaison Officer (CIO)

Activation Notification:

As notified by the IC, Director, Electric Operations, VP, Operations, or Emergency Management

Additional Staff Requirements:

As required (Through SAL program)

Liaison Officer (LNO) Checklist

STEP	ACTION	✓
1	Receive assignment as the LNO	
2	Report to the S-EOC location and check-in.	
3	Receive a briefing from the IC 　　　- Size and complexity of the incident 　　　- Expectations of the R-IC 　　　- Incident objectives 　　　- Agencies/organizations/stakeholders involved 　　　- Political ramifications 　　　- Incident activities and current situation 　　　- Special concerns	
4	Begin/maintain a LNO activity log.	
5	Calculate the staffing requirements for your team and submit request for the number of personnel determined.	
6	Ensure that you understand policies on outside information dissemination (media and outside agencies)	
7	Review the current Incident Action Plan (IAP)	
8	Establish contact with the Regional Municipal Room Coordinators Obtain: 　　　- Regional incident status 　　　- List of agency representatives who have reported to the R-EOC 　　　- Regional governmental agency concerns 　　　- Information on logistical support for agency resources 　　　- Establish contact information and schedule of telephone conferences Share/provide: 　　　- Strategic plan for governmental response	
9	Discuss functions and responsibilities with the CIO. Ensure that: 　　　- There is no duplication of efforts 　　　- Responsibilities are clear. In most instances: CIO – responsible for public and town meetings (as spokesperson), stakeholder group meetings/forums, and for providing escort services for VIPs as directed by the IC. LNO – responsible for city, town, county, and state agencies engage in the management and mitigation of the incident. Also contributing agencies and stakeholders who are contributing equipment, people, and funds, to the response efforts or can assist in contributing influence to obtain best response **Note: Always ensure consistent messaging to municipal contacts using incident information developed by the CIO team and approved by the IC.**	

STEP	ACTION	✔

10	Keep agencies supporting the incident aware of the incidents' status. Prior to meeting with Agency representatives and stakeholders:
	- Review current IAP for objectives and ETR (if available)
	- Obtain IC expectations for the meeting
	- Prepare he agenda for discussion which should include:
	  - Discussion of the IAP
	  - S-IC expectations
	  - Support services available
	  - Discussion of agencies responding and services
	  - Compile a list of attendees
	- Establish meeting time(s) and location(s) for community calls/conferences and advise all appropriate agencies
	- Facilitate the meeting	

11	Periodically meet with the IC Obtain: - Current incident objectives/expectations Share/provide: - Information on agencies and stakeholders - Updates on the strategic governmental response - Assisting agencies capabilities - Status of cooperating agency activities in support of the incident - Stakeholders' concerns/issues	
12	Periodically make contact agency representatives and stakeholders; Obtain: - Information on available resources - Information on agency needs or requirements - Information on cooperating agency activities in support of the incident response Share/provide - Incident status updates - Continuing need for representation at EOCs - Information on logistical support for agency resources - Information on assignment of agency resources - Information on demobilization procedures - Facilitate at the stakeholder/agency representative meetings.	
13	Periodically make contact with the Regional Municipal Rooms Obtain: - Regional incident status - Municipal concerns or raised/outstanding issues Share/provide: - IC objectives/expectations - Strategic response updates	

STEP	ACTION	✔
14	Periodically meet with the CIO: Obtain: - Copies of news releases, fact sheets, videos, photos, and news clips - Names of additional agencies of organizations that should be incorporated into the response effort Share/provide: - Information on agency/organization participation and scheduled stakeholder meetings - Need for "town" hall meetings - Information/analysis on stakeholder sentiment - Escort of dignitaries under CIO responsibilities for protocol	
15	Periodically meet with the S-PSC Obtain: - Incident situation data - Daily meeting schedule - Copies of the IAP/RSR's - Projections on the incident Share/provide: - Assisting agency capabilities - Available resources - Status of cooperating agencies activities in support of the incident - Stakeholders' issues/concerns	
16	Periodically meet with the R-OAC's Obtain: - Incident situation status, especially in the initial stages of the event Share/provide: - Special concerns of agency resources for response and for demobilization	
17	Upon notification by the IC, ensure a proper demobilization of the Municipal Group unit and all municipal related activities. Complete all paperwork and ensure it is submitted to the IAP/CUL for documentation.	

Position Title: Reports To:

Customer Operations Officer (CO)   **Incident Commander (IC)**

The Customer Operations Officer (CO) has overall responsibility for the Customer Service Center during an event and restoration efforts. The CO will ensure that the customer service representatives (CSRs) are provided with accurate, consistent and up-to-date information to communicate to customers. The customer service center will proactively alert life-sustaining equipment (LSE) and critical care customers if an impending event is known to will provide them with resource information to aid during an electrical interruption

Position duties and responsibilities include, but are not limited to:

- Obtaining information from the CIO and CIO team on restoration efforts and information;
- Disseminating accurate information to CSRs and customer service staff
- Alerting LSE and critical care customers including hospitals before a serious event may occur to ensure the use of generators and alternate power sources
- Implement the strategic plan relative to providing accurate, timely information to customer and to employees and their families

Pre-Emergency Responsibilities:

Ensure proactive outreach communications to all LSE and critical care customers are implemented

Post-Emergency Responsibilities and Reports:

Ensure proper demobilization of the Customer Service Center and related activities including the assurance of following up on individual house service needs for customers.

Equipment Required:

Refer to the S-EOC Operations Manual for room layout, equipment requirements, and check off lists.

Work Location:

Customer Service Center (CSC), Concord, NH

Work Period:

12 hours on duty, 12 hours off duty with "as required" overlap with relief Customer Operations Officer (COO)

Activation Notification:

As notified by the IC, Director, Electric Operations, VP, Operations, or Emergency Management

Additional Staff Requirements:

As required (Through SAL program)

Customer Operations Officer (COO) Checklist

STEP	ACTION	✔
1	Receive assignment as the CO	
2	Report to the CSC location and check-in via email/phone with IC.	
3	Receive a briefing from the IC - Size and complexity of the incident - Expectations of the R-IC - Incident objectives - Agencies/organizations/stakeholders involved - Political ramifications - Incident activities and current situation - Special concerns **NOTE: Ensure that you understand the policy on outside information dissemination (media and outside agencies)**	
4	Begin/maintain a CO activity log.	
5	Ensure the setup of an adequate workspace for customer service functions with the proper communication capabilities, and obtain needed work materials and equipment including contact and notification numbers	
6	Ensure proper levels of staffing are assigned and regularly scheduled during the entirety of the event. If additional staffing is required, request through the System Admin unit (HR unit). For multi-day events 24 hr/day call center staffing is required.	
7	Establish contact with the Regional Documentation/Communications Coordinators Obtain: - Regional specifics for customer response - Regional incident status relative to response to the customer Share/provide: - Areas of high customer call volume - Customer issues/concerns - Strategic and system-level policy on customer relations	
8	Organize, assign and brief your Customer Service team. - Provide an overview of the incident - Provide an overview of operational responsibilities in accordance to the expectations of the R-PC - Daily activities/Shifts/Reporting Times - Requirements from the IAP	
9	Periodically meet with the IC, CIO, and S-A/FSC to assist in the development of core messages to be used when communicating with customers, and employees and their families and brief them on the impact of the incident on the customer.	
10	Participate in all scheduled system-wide conference calls held during the event to discuss customer issues/concerns and obtain restoration information/status.	
20	Upon notification by the IC, ensure the proper demobilization of the Customer Service team and all related- activities and submit all paperwork to the IAP/CUL for documentation.	

Unitil
Emergency Response Plan
System Planning Section Chief (S-PSC) Checklist

Position Title:

System Planning Section Chief (S-PSC)

Reports To:

Incident Commander (IC)

The System Planning Chief (S-PSC) is responsible for managing and administering the overall effort of collecting, processing and reporting emergency restoration information. The Planning Chief is also responsible for monitoring and reporting major weather alerts and reporting when a region identifies a potential incident. The Planning unit will suggest restoration priorities to the IC based on restoration data and also develop a system Estimated Time of Restoration (ETR) and the system Incident Action Plan (IAP). Position reporting to the S-PSC include: Trouble Analysis Unit Lead, IAP Analyst/Communications Unit Lead, Damage Assessment Unit Lead, and Transmission & Substation Unit Lead.

Position duties and responsibilities include, but are not limited to:

- Review the forecast and provide weather updates, as needed;
- Determine the time frame for scheduling a pre-storm conference call;
- Manage and administer the overall effort of collecting, processing, and reporting emergency service restoration information;
- Compile, analyze and evaluate damage assessment and all other available trouble data to project an estimated number of resources, skills, and equipment required;
- Request all estimated crew (line/tree/support etc) material, and other resources needed through the Logistics unit to support tactical operations, as needed;
- Provide restoration priorities to the IC based on restoration information and resources;
- Develop, implement, and maintain the IAP for each operational period (OP);
- Establish an accurate and timely communication process, in conjunction with the IC;
- Ensure accurate ETRs based upon valid data and coordination with the R-OACs;
- Develop an accurate view of trouble and estimated restoration times for the high voltage system in conjunction with the Trans & Sub Unit; and
- Ensure that the System Restoration Status Reports (RSR's) are developed from the regional RSR's and distributed in a timely manner (every 4 hrs) to applicable internal and external personnel;

Pre-Emergency Responsibilities:

Monitor forecasts for impending adverse weather

Post-Emergency Responsibilities and Reports:

Ensure proper demobilization of the Planning unit and related activities and complete all necessary paperwork and submit to the documentation unit.

Equipment Required:

Refer to the S-EOC Operations Manual for room layout, equipment requirements, and check off lists.

Work Location:

S-EOC, Hampton, NH or Alternate S-EOC, Portsmouth, NH

Work Period:

12 hours on duty, 12 hours off duty with "as required" overlap with relief S-PSC

Activation Notification:

As notified by the IC, Director, Electric Operations, or Emergency Management

Additional Staff Requirements:

As required (Through SAL program)

System Planning Section Chief (S-PSC) Checklist

STEP	ACTION	✔
1	Receive assignment as S-PSC.	
2	Upon arrival at the S-EOC, check in as appropriate.	
3	Receive a briefing from the IC - Size and complexity of the incident - Expectations of the SRC/IC - Incident objectives - Agencies/organizations/stakeholders involved - Political ramifications - Incident activities and current situation - Special concerns	
4	Begin/maintain an S-PSC Activity Log and acquire work materials and workspace.	
5	Collect and process critical information about the incident. Determine: - Geographical scope of the incident and layout of the organization - Resource locations and operational facilities/EOC's Then consider: - The need for changes to the geographical layout of the organization Determine: - Actions taken to date Then consider: - Any additional actions needed Determine: - Current organization Then consider: - Adequacy of current organization to meet incident needs Determine: - Resources on-scene and requested - Resource location/status Then consider: - Need for resources in addition to those on-scene or ordered	
6	Using the S-IAP form template, supervise the preparation of the S-IAP for the next OP. Provide input to the IC on the preparations of the S-IAP. - Instruct those responsible for completion of portions of the response or mitigation plan(s) to provide advance notice if the deadlines will not be met (i.e. Safety Portion must be completed by Safety Officer) - Ensure duplication services are available and adequate - Assemble and proofread the S-IAP, ensuring completion and submit to the IC Duplicate and disseminate, as needed applicable personnel	
7	Keep the IC and Incident Command Staff informed about the incident status and ensure that incident status is prominently displayed in the S-EOC.	

STEP	ACTION	✔

8	Periodically meet with the IC
	Obtain:
	   - Current incident status briefing
	   - Operational periods
	   - Deadlines for IAPs/RSRs
	   - Changes to SRC/IC objectives and expectations
	   - IAP approval
	Share/provide
	   - Feedback on initial response activities/organizations
	   - Feedback on operational period decision and response objectives
	   - Proposed IAP for OP
	   - Updates on situation, resource status, weather, ect	

9	Determine/develop alternate strategies for each primary strategy proposed by the IC:
	   - Determine if alternate plans are precluded by any policy, regulation, or other incident specific constraint
	   - For each alternative strategy, determine resources needed, resource availability, and cost
	   - Be prepared to discuss the pros and cons of the alternative strategies at planning meetings	

10	Be alert for excess resources that can be reassigned or demobilized and notify the Logistics Section Chief of actions to reassign/release excess resources	

11	Periodically meet with the LNO.
	Obtain:
	   - Concern regarding Liaison issues
	Share/provide
	   - Proposed response/mitigation plan(s)
	   - Briefing on situation, critical/sensitive areas, resources status/availability	

12	Periodically meet with the CIO.
	Obtain:
	   - Estimated times for news briefing(s)
	   - Media concerns and considerations
	   - CIO's needs for informational material
	Share/provide
	   - Proposed response/mitigation plan(s)
	   - Briefing on situation, critical/sensitive areas, resources status/availability	

13	Periodically meet with the EH&SO.
	Obtain:
	   - Concern regarding Safety issues
	   - Safety Messages
	Share/provide
	   - Proposed response/mitigation plan(s)	

STEP	ACTION	✔
	- Briefing on situation, critical/sensitive areas, resources status/availability	
14	Periodically meet with the CO. Obtain: - Concern regarding customer issues Share/provide - Proposed response/mitigation plan(s) - Briefing on situation, critical/sensitive areas, resources status/availability	
15	Periodically meet with the R-OACs Obtain: - Current regional status, resources and response strategies and tactics - Resource/facility needs - Regional IAP Share/provide - Input on alternate strategies - SRC/IC objectives and expectations - Feedback on operational period decision and response objectives - Proposed IAP for OP (if applicable) - Updates on situation, resource status, weather, ect	
16	Periodically meet with the S-LSC Obtain: - Confirmation of staffing orders and requests - Feedback on resource availability, material supply, and resource accommodations - Facility details - Support plan input Share/provide: - Resource requests - Proposed response plan(s)	
17	Periodically meet with the S-A/FSC Obtain: - Update on finance concerns - Financial reports or summaries - IT status and requests Share/provide: - SRC/IC objectives and expectations - Proposed response plan(s)	
18	Upon notification by the IC, ensure the proper demobilization of the Planning Section and related functions including communication- and documentation-related activities. The IAP Analyst/Communications Unit is responsible for documentation of the event.	

Position Title: Reports To:

System Logistics Section Chief (S-LSC)   **Incident Commander (IC)**

The System Logistics Chief (S-LSC) is responsible for overseeing all logistical response functions and activities at the system level to ensure operations main objective is the restoration of service and not logistical activities. The Logistics unit is responsible for: securing internal and external resources required, establishing any staging areas or sites as needed, providing accommodations (meals/lodging) for the acquired resources, and procuring all requested materials and managing stores operations. Positions reporting to the S-LSC are: Logistics Analyst, Staging Site Unit Lead, Procurement Unit Lead, Lodging/Meals Unit Lead, and Resource Unit Lead.

Position duties and responsibilities include, but are not limited to:

- Acquire, as soon as feasible, any outside resources including line, tree, damage assessment, support, transmission, and other crews as requested by the S-PSC;
- Ensure all acquired resources have adequate lodging, meals, materials, and transportation as requested;
- Oversee the establishment and operation of assembly and staging areas as determined by the IC and ensure site has all proper capabilities;
- Ensure regional stockrooms and garages are staffed with Regional logistics personnel
- Acquire all materials as requested and monitor the Materials Management System (MMS) to order or re-stock materials;
- Establish administration and mobilization of vendor contracts related to supplies and services (i.e. on-site fuel and stock delivery, janitorial/sanitary facility service);
- Develop and manage transportation requirements including acquiring additional vehicles as needed;
- Coordination, acquisition, and deployment of mobile generators and other specialized equipment, as requested; and
- Advance planning and securing of critical resources and vendors, including storm kits

Pre-Emergency Responsibilities:

Secure resources as instructed by the IC prior to the event and ensure setup and delivery of storm kits.

Post-Emergency Responsibilities and Reports:

Ensure proper demobilization of the Logistics Unit and all logistical-related activities and ensure all paperwork is completed and submitted for documentation

Equipment Required:

Refer to the S-EOC Operations Manual for room layout, equipment requirements, and check off lists.

Work Location:

S-EOC, Hampton, NH or Alternate S-EOC, Portsmouth, NH

Work Period:

12 hours on duty, 12 hours off duty with "as required" overlap with relief S-LSC

Activation Notification:

As notified by the IC, Director, Electric Operations, or Emergency Management

Additional Staff Requirements:

As required (Through SAL program)

System Logistics Section Chief (S-LSC) Checklist

STEP	ACTION	✔
1	Receive assignment as S-LSC.	
2	Upon arrival at the S-EOC, check in as appropriate.	
3	Receive a briefing from the IC - Size and complexity of the incident - Expectations of the SRC/IC - Incident objectives - Agencies/organizations/stakeholders involved - Political ramifications - Incident activities and current situation - Special concerns	
4	Begin/maintain an S-LSC Activity Log and acquire work materials and workspace.	
5	Establish contact with the Regional Logistics Chief (unit) Obtain: - Regional logistics status and requests Share/provide: - Overview of the incident from the corporate/strategic perspective - Overview of SRC/IC objectives and expectations - Overview of System vs. Regional logistics responsibilities, hand offs, and communications. - Time(s) for conference calls between System and Regional Logistics teams to obtain current status and eliminate any duplicate of efforts - Ordering and request process	
6	Review current IAP for proposed tactics and track incident expansion/contraction due to restoration progress and changes in conditions.	
7	Periodically meet with the Resource Unit Lead (RUL) to discuss the status of resources and requested resources.	
8	Periodically meet with the IC Obtain: - Current incident status briefing - Operational periods - Changes to SRC/IC objectives and expectations Share/provide - Any logistical issues regarding materials, resources, staging site, and accommodations (lodging/meals)	
9	Periodically meet with all group leaders: - Determine additional resources needed by these groups to support the System and Regional response - Update them on progress made to obtain resources ordered/needed by the group	
10	Be alert for excess resources that can be reassigned or demobilized.	

STEP	ACTION	✔
11	Conduct frequent staff meetings with Logistical personnel to keep informed of proposed response plans and identify any changes that may need to be made based on resource availability. Discuss long range plans/projections for the incident and identify potential or future requirements.	
12	Ensure that all personnel and equipment time records are complete and submitted to the Finance unit under the Administration Section at the end of each OP.	
13	Upon notification by the IC ensure a proper demobilization of the Logistics unit and all logistical-related activities. - Consider demobilization early enough during the incident that an adequate demobilization plan is in place prior to the need to release resources (review resource list to ensure accuracy and timely release)	
14	Logistical activities that must be completed before the release of the Logistics include: - Returning all equipment/material that is no longer required to stores or stock rooms - Ensuring all resources are accounted for an returned to their original location/ organization or released - Staging site locations or assembly areas are properly returned to their owner	
15	Hold brief lessons learned meeting with the logistical team to identify areas for improvements and develop and submit a "lessons learned" document, as required.	
16	Complete all paperwork and submit to the IAP/CUL for documentation.	

**Unitil
Emergency Response Plan
System Admin/Finance Section Chief Checklist**

Position Title: Reports To:

System Admin/Finance Section Chief (S-A/FSC)   Incident Commander (IC)

The System Admin/Finance Section Chief (S-A/FSC) has overall responsibility for managing financial and administrative functions associated with a defined event. This section is typically activated for Level 4 or 5 events or when the magnitude of administrative and finance functions cannot be handled regionally. Responsibilities of the Admin/Finance unit include tracking restoration costs, managing IT needs, maintaining facility needs, HR support, and mobilizing internal employees for storm response. Positions reporting to the Admin/Finance Section Chief are: Finance Unit Lead; HR Unit Lead; IT Unit Lead; and Fleet and Facilities Unit.

Position duties and responsibilities include, but are not limited to:

- Processing financial, compensation, and claims-related matters associated with the restoration effort, including retained resources;
- Identifying and coordinating IT support for the S-EOC, R-EOCs and other established facilities (including Staging Sites)
- Proving facility support at affected locations and ensuring critical infrastructure remains operational during restoration efforts;
- Mobilizing the Storm Assignment List (SAL) of internal employees to their secondary storm roles and locations, as instructed by the IC or R-OAC; and
- Providing HR support to all affected employees and their families and implementing Employee Assistance Programs (EAPs) as necessary.

Pre-Emergency Responsibilities:

Make pre-preparation notifications to SAL employees to notify of an impending event.

Post-Emergency Responsibilities and Reports:

Ensure proper demobilization of the Admin/Finance unit and related activities and complete all necessary paperwork and submit to the documentation unit.

Equipment Required:

Refer to the S-EOC Operations Manual for room layout, equipment requirements, and check off lists.

Work Location:

S-EOC, Hampton, NH or Alternate S-EOC, Portsmouth, NH

Work Period:

12 hours on duty, 12 hours off duty with "as required" overlap with relief S-A/FSC

Activation Notification:

As notified by the IC, Director, Electric Operations, or Emergency Management

Additional Staff Requirements:

As required (Through SAL program)

System Level Admin/Finance Chief (S-A/FSC)

STEP	ACTION	✓
1	Receive assignment as the S-A/FSC	
	NOTE: If the human impact is of such proportion that the Unitil HR team could be overwhelmed, and if not already done at the regional level(s) reference the local EAP which is located on all local bulletin boards.	
2	Upon arrival at the S-EOC, check-in as appropriate.	
3	Receive a briefing from the IC - Size and complexity of the incident - Expectations of the SRC/IC - Incident objectives - Agencies/organizations/stakeholders involved - Political ramifications - Incident activities and current situation - Special concerns **Most importantly, gain a complete understanding of the facts, especially as they relate to any victims of the incident.**	
4	Begin/maintain an S-A/FSC Activity Log and ensure the setup of workspace. This location should be: - Accessible - Provide adequate space - Be in close contact with Logistics - Have adequate communications capability	
5	Establish contact with the R-AC's in the affected regions: Obtain: - Continuing damage potential - Affected employees/families requesting HR needs - Any known victims of injury or work-related illness - Known family issues Share/provide: - System level incident status - SRC/IC objectives and expectations - Overview of System vs. Regional responsibilities related to HR, Finance, IT, and Facilities - Establish a schedule for meeting to share information/keep informed of the incident status.	
6	Work with the CIO team to assure that prompt and accurate communications are sent to all employees, emphasizing the assistance programs available for employees and their families. Ensure that the regions are made aware of these corporate messages.	
7	Assure that the regions have briefed local union's leadership on the incident and provide a point of contact for incident personnel to discuss human resource/financial issues.	

STEP	ACTION	✓
8	Determine funding sources for the incident response and set up a system that will track and report all costs incurred during the incident response. - Set up an automated system for the tracking of costs - Collect cost data from the R-ACs - Develop an OP cost summary report and ensure its timely distribution to the IC, all System-Level Section Chiefs, and the Documentation Unit - Ensure that all time personnel and equipment time records are accurately completed	
9	Ensure that the regions are implementing the following points of emphasis during restoration: - Accounting for all employees - Ensuring death and injury notifications have been given to families of victims - Identifying "at risk" individuals- people who might need near-term emotional or psychological assistance - Determine whether any of the recommendation protocols should not be followed (e.g. mandatory attendance). If so, assure that this is contained in the message to supervisors	
10	Periodically meet with the IC. Obtain: - Current incident objectives Share/provide: - Information on any death/injury reporting - Current financial projections on HR programs - Submit cost saving recommendations as appropriate	
11	Ensure that all IT needs/requests are met for all facilities including the S-EOC, R-EOCs, staging sites, and other facilities.	
12	Ensure that all facilities needs/requests are met for al functional facilities.	
13	When appropriate, ensure an orderly demobilization of the Admin/Finance Section and related activities and provide information such as lead times, high cost resources, equipment release considerations.	
14	Conduct a de-briefing session and compile "lessons learned"	
15	Ensure that all paperwork is completed and submit all completed document to the IAP/CUL for documentation.	

Position Title: Reports To:

Transmission & Substation Unit Lead (TSUL)   System Planning Section Chief (S-PSC)

The Transmission and Substation (TSUL) is responsible for directing and coordinating switching operations (Transmission, Sub-Transmission, Substation, Main Line Feeders and Relinquishing Control Authority) and coordination of repairs to the transmission lines and substation infrastructure. The TSUL will determine the amount and type of resources required based on a damage assessment and trouble ticket analysis to ensure that the restoration of the transmission circuits compliments the work performed on the distribution feeders. The TSUL will coordinate with the Regional Switching/Trans & Sub Coordinators and dispatch function to ensure the safe operation of the grid during restoration.

Position duties and responsibilities include, but are not limited to:

- Ensure safe operation of the electrical distribution system during restoration;
- Directing and coordinating switching operations;
- Pre-planning and pre-staging of resources;
- Ensuring appropriate materials are available (through Logistics);
- Defining damage assessment process for the high voltage system (as defined in the Damage Assessment Procedure);
- Providing helicopter assessment information;
- Ensuring Logistics Unit understands the resource requirements needed and special equipment needs; and
- Providing global and more detailed ETRs, as required or requested

Pre-Emergency Responsibilities:

Maintain the integrity of the system and report any potential problems

Post-Emergency Responsibilities and Reports:

Ensure all documentation developed during restoration is submitted to the Planning Unit.

Equipment Required:

Refer to the S-EOC Operations Manual for room layout, equipment requirements, and check off lists.

Work Location:

S-EOC location, Hampton, NH, or alternate S-EOC, Portsmouth, NH

Work Period:

12 hours on duty, 12 hours off duty with "as required" overlap with relief (TSUL)

Activation Notification:

As notified by the S-PSC, Director, Electric Operations, or Emergency Management

Additional Staff Requirements:

As required (Through SAL program)

Transmission & Substation Unit Lead (TSUL)

STEP	ACTION	✔
1	Receive assignment as the Transmission & Substation Unit Lead Report to the S-EOC and check-in with the S-PSC	
2	Receive a briefing from the S-PSC - Size and complexity of the incident - Expectations of the SRC/IC - Incident objectives - Agencies/organizations/stakeholders involved - Political ramifications - Incident activities and current situation - Special concerns	
3	Discuss with the Planning Section Chief: - Damage assessment - Projected ETR's - Projected number of restoration crew members/tree trimmers/contractors/resources required based on damage assessment	
4	Begin/maintain a Transmission & Substation Activity Log.	
5	Obtain information about abnormal system conditions from: - Damage Assessment Coordinator - Net Reports - SCADA - Trouble Analysis - Customer information (PORCHE) - Troubleshooters in the field	
6	Identify and assign resources to specific functions.	
7	Establish communications with the regional coordinators and set up a schedule for communications. Organize, assign, and brief your subordinates: - Provide an overview of the incident - Provide an overview of operational responsibilities in accordance to the expectations of the IC - Daily activities/Shifts/Reporting Times - Resources assigned and resource needs - Weather conditions at the site	
9	Periodically meet with the S-PSC and provide status reports	
10	Under decision of the S-PSC, ensure an orderly demobilization of the incident and submit all required paperwork to the IAP/CUL in the Planning Unit for documentation.	

Position Title: Reports To:

Trouble Analysis Unit Lead (TAUL)   **System Planning Section Chief (S-PSC)**

The TAUL is responsible for coordinating and overseeing the Regional Trouble Analysis Unit and compiles regional data to a system view. The Trouble Analysis Unit (TAU) determines the impact of the incident on the distribution system by analyzing trouble tickets in the region and compiling trouble tickets based on location and feeders. By compiling the Regional Restoration Status Reports (RSRs) the TAUL will create a System RSR including customer outage information by town and resource information. The Trouble Analysis Unit will work closely with Damage Assessment to identify restoration priorities for the creation of work packages.

Position duties and responsibilities include, but are not limited to:

- Compiling regional data from RSR into a System RSR for corporate updates every 4 hrs (must be approved by the S-PSC/IC);
- Prepare and disseminate "next, worst case" analysis reports and scenarios;
- Frequently update the System RSR
- Monitor continuously incoming trouble tickets via PORCHE;
- Communicate with the Regional Trouble Analysis on any special needs or major equipment failures;
- Monitors feeders, networks, and load areas;
- Provide RSR information to the Planning Section Chief, CIO team and Media Relations, as requested;
- Provide continuous outage status updates to the S-PSC; and

Pre-Emergency Responsibilities:

Ensure RSR forms are easily accessible and prepare release schedule for RSRs.

Post-Emergency Responsibilities and Reports:

Ensure proper demobilization of the Trouble Analysis Unit and complete all RSRs and submit to the IAP/CUL in Planning Unit for documentation.

Equipment Required:

Refer to the S-EOC Operations Manual for room layout, equipment requirements, and check off lists.

Work Location:

S-EOC location, Hampton, NH or alternate S-EOC, Portsmouth, NH

Work Period:

12 hours on duty, 12 hours off duty with "as required" overlap with relief System Trouble Analysis Unit Lead (TAUL)

Activation Notification:

As notified by the S-PSC, Director, Electrical Operations, or Emergency Management

Additional Staff Requirements:

As required (Through SAL program)

Trouble Analysis Unit Lead (TAUL) Checklist

STEP	ACTION	✔
1	Receive assignment as Trouble Analysis Unit Lead Report to the S-EOC and check-in with the S-PSC	
2	Receive a briefing from the S-PSC - Size and complexity of the incident - Expectations of the SRC/IC - Incident objectives - Agencies/organizations/stakeholders involved - Political ramifications - Incident activities and current situation - Special concerns	
3	Begin/maintain a Trouble Analysis Activity Log.	
4	Identify and assign resources to specific functions.	
5	Gather information from a variety of sources including: - Damage Assessors - Customer Information via PORCHE - Municipal/Liaison group - Distribution System Telemetry (SCADA)	
6	Issue requests for and receive information back from the Regional Trouble Analysis Units	
7	Using the RSR, enter regional data including customer counts by towns, resource numbers, and region ETR (if known) and submit to Planning Chief for approval.	
8	Continuously monitor all trouble tickets and identify outage and non-outages, making note of medical emergencies, downed wires, environmental issues, and other potential high priority conditions.	
9	Issue a request for and receive back information from Damage Assessment.	
10	Analyze feeder overloads and potential customer impacts.	
11	Prepare and disseminate "next worst case" analysis reports	
12	Periodically meet with the S-PSC to provide outage status information updates	
13	Upon demobilization, complete all necessary paperwork and submit to the IAP/CUL	

Position Title: Reports To:

IAP Analyst/Communications Unit Lead (IAP/CUL)   System Planning Section Chief (S-PSC)

The IAP Analyst/Communication Unit Lead (IAP/CUL) is responsible for establishing a comprehensive documentation process for the event primary of which is the Incident Action Plan. The IAP/CUL will work closely with the CIO to provide accurate routine updates every four hours to the organization and regulatory staff and also to ensure operational updates are accurate and timely. The IAP/CUL is responsible for development and release of the IAP which includes information such as customer impacted, status of recovery effort, the global ETR (if established), resource and staffing levels, and environmental/safety activities.

Position duties and responsibilities include, but are not limited to:

- In coordination with the System Planning Section Chief, develop the incident Action Plan;
- Document all activities related to:
  - customer interruptions;
  - Resource counts;
  - Estimated Times of restoration;
- Summarize the restoration effort's progress and include key internal and external communications;
- Develop and issue corporate update every four hours;
- Provide regulatory staff updates via e-mail every four hours;
- Work closely with Media to ensure information flow is consistent and accurate;
- Accommodate media needs for photo opportunities;
- Establish a notification process when R-EOC's are established; and
- Gather and retain all documentation related to the event and restoration activities.

Pre-Emergency Responsibilities:

Ensure all documentation/communication materials and equipment requirements are met.

Post-Emergency Responsibilities and Reports:

Gather all documentation related to the event and restoration activities and retain for use in the creation of AARs as needed.

Equipment Required:

Refer to the S-EOC Operations Manual for room layout, equipment requirements, and check off lists.

Work Location:

S-EOC location Hampton, NH or alternate S-EOC, Portsmouth, NH

Work Period:

12 hours on duty, 12 hours off duty with "as required" overlap with relief IAP/CUL.

Activation Notification:

As notified by the S-PSC, Director, Electrical Operations, or Emergency Management

Additional Staff Requirements:

As required (Through SAL program)

IAP/ Communications Unit Lead Checklist

STEP	ACTION	✔
1	Upon notification from the Planning Chief receive assignment as the IAP/CUL. Upon arrival check-in with the S-PSC	
2	Receive a briefing from the S-PSC - Size and complexity of the incident - Expectations of the SRC/IC - Incident objectives - Agencies/organizations/stakeholders involved - Political ramifications - Incident activities and current situation - Special concerns	
3	Begin/maintain an IAP Analyst/Communications Activity Log.	
4	Ensure the setup of an adequate workspace for your function, and obtain needed work materials and equipment including contact and notification numbers	
5	Calculate the staffing requirements for your team and submit request for the number of personnel needed to Planning Section Chief – number of days/shifts	
6	Organize, assign and brief your subordinates. - Provide an overview of the incident - Provide an overview of operational responsibilities in accordance to the expectations of the S-PSC - Daily activities/Shifts/Reporting Times - Requirements of the IAP	
7	Obtain a complete understanding of the incident scope. - Tour the EOC and establish contact with the various leads. Ensure that they are aware of the documentation data needed. - Develop a list of ongoing policy meetings	
8	Work with the Municipal Liaison team to determine any regulatory requirements (what is mandated by PUC/DPU) relative to the submittal of information/documents. And establish a timeline for meeting statutory deadlines.	
9	Develop an overall plan for gathering documentation from various organizational elements and review documentation collected to identify defects and correct deficiencies.	
10	Accommodate media needs and work closely with corporate communications to ensure information flow is consistent and accurate.	
11	Work with the Planning Chief to develop an IAP. Also work with the EH&SO to develop the safety portion of the IAP.	
12	Throughout the restoration effort consistently update the IAP to reflect major changes in tactical approaches, customer information, and staffing levels.	
13	Develop corporate updates every 4 hours and periodically meet with the S-PSC.	
14	Upon notification by the IC or S-PSC, ensure a proper demobilization of the IAP/Communications Unit. Receive and gather all documentation related to the event and restoration efforts from the various functions and retain for post-event purposes.	

Unitil
Emergency Response Plan
Damage Assessment Unit Lead Checklist

Position Title: Reports To:

Damage Assessment Unit Lead (DAUL)   **System Planning Section Chief (S-PSC)**

The Damage Assessment Unit Lead (DAUL) is responsible for ensuring the detailed damage assessment from the regions is compiled to determine the extent of damage to the distribution system and to expedite the restoration of service to customers. The DAUL also uses damage assessment information to estimate the Global ETR, and the amount of resources, materials, and equipment needed to repair the system. The DAUL works closely with the Damage Assessment Coordinators (DAC) in the region and the System Planning Section Chief to develop and distribute damage assessment summaries and the Global ETR.

Position duties and responsibilities include, but are not limited to:

- Assess and determine the extent of damage to the system across the impacted regions;
- Determine the appropriate number of resources needed to conduct detailed damage assessment to the system,
- Using initial damage assessment information, determine and communicate a global ETR time between 24 but no later than 48 hours after the storms passage
- Conduct a broader assessment of the regions between 24 but no later than 48 hours after the storms passage to determine and communicate a refined Global ETR for specific feeders and/or geographic areas
- Using damage assessment information estimate the amount and type of resources required and the type of equipment needed for restoration activities and submit to the S-PSC and S-LSC;
- Summarize the damage to the distribution system for distribution as requested by the S-PSC or IC;
- Track work completion status information from the region;
- Expedite the restoration of electric service to customers

Pre-Emergency Responsibilities:

Ensure all damage assessment materials and equipment requirements are met.

Post-Emergency Responsibilities and Reports:

Compile and retain all damage assessment information and retain for documentation purposes

Equipment Required:

Refer to the SEOC Operations Manual for room layout, equipment requirements, and check off lists.

Work Location:

S-EOC location Hampton, NH, or alternate S-EOC, Portsmouth, NH

Work Period:

12 hours on duty, 12 hours off duty with "as required" overlap with relief DAUL

Activation Notification

As notified by the S-PSC, Director, Electrical Operations, or Emergency Management

Additional Staff Requirements:

As required (Through SAL program)

Damage Assessment Unit Lead Checklist

STEP	ACTION	✔
1	Upon notification from the S-PSC of an emergency, receive assignment as the DAUL. Upon arrival check-in with the S-PSC. Refer to the Damage Assessment Procedure	
2	Receive a briefing from the S-PSC - Size and complexity of the incident - Expectations of the SRC/IC - Incident objectives - Agencies/organizations/stakeholders involved - Political ramifications - Incident activities and current situation - Special concerns	
3	Begin/maintain a Damage Assessment Activity Log.	
4	Calculate the staffing requirements for your team based on repair-hour estimate assessment and submit request to the S-LSC for the number of personnel determined.	
5	Organize, assign and brief your subordinates. - Provide an overview of the incident - Provide an overview of operational responsibilities in accordance to the expectations of the S-PSC - Damage Assessment procedure - Daily activities/Shifts/Reporting Times	
6	Prioritize circuits for initial damage patrol based on critical customers and trouble tickets and estimate the amount of resources need to conduct the assessment.	
7	Document the damage and repairs from damage assessment packages in a system damage spreadsheet including: - Location (Street and Town names) - Address (house number and pole number) - Facility problem (pole, wire, tree problems)	
8	Estimate the amount of materials, equipment, and resources required for repairs and submit to the S-PSC.	
9	Develop a Global Estimated Time of Restoration (ETR) based on damage assessment, resources, and number of crews available and submit to the S-PSC for use in the IAP.	
10	Periodically communicate with the Regional DACs for regional status updates and damage information.	
11	Track completed work packets on the damage spreadsheet to refine ETR.	
12	Work with the Municipal Communications to determine any regulatory requirements relative to the submittal of information/documents. And establish a timeline for meeting statutory deadlines.	
13	Upon notification by the IC or S-PSC ensure a proper demobilization of the Damage Assessment Unit and ensure all paperwork and required documentation are submitted to the Engineering dept.	

Position Title: Reports To:

Resource Unit Lead (RUL)   **System Logistics Section Chief (S-LSC)**

The Resource Unit Lead is responsible for acquiring restoration resources prior to and during an event with respect to the storm's estimated impact. Resources will include, but are not limited to: internal personnel, mutual aid from foreign utilities, damage assessment personnel, line contractors, and support personnel. The RUL will immediately notify the S-LSC of any mismatches between requested and reporting resources and provide resource summaries to the S-LSC and others as requested. The RUL works closely with lodging/meals to ensure appropriate accommodations are made for all retained resources and will also provide accurate resource information to Damage Assessment for estimating the Global ETR.

Position duties and responsibilities include, but are not limited to:

- Requesting resources as requested by the S-LSC including: Mutual Aid, Line Contractors (transmission and distribution), forestry crews, damage assessment crews, and support personnel;

- Maintain the originals of all crew transfer sheets (CTSs) and outside resources' information including times for arrival, home locations, and contact information;

- Ensure that CTSs are properly completed and received for all requested resources;

- Ensure CTSs are sent to the Regional Resource Coordinator for all resources assigned to the region and instructed by the S-LSC;

- Submit resource summary information to the S-LSC, S-PSC, DA Unit, and Lodging/Meals Unit as requested;

- Ensure the coordination of meals for all requested internal and external resources by the Lodging/Meals Unit;

- Track and monitor all resources to ensure utilization and inform the S-LSC of mismatched information or extra crews that can be released;

- Ensure the proper release of crews and complete all CTSs.

Pre-Emergency Responsibilities:

Ensure all outside resource contacts are accurate and crew transfer sheets are accessible.

Post-Emergency Responsibilities and Reports:

Complete all CTSs for the release of crews and retain all resource summaries

Equipment Required:

Refer to the S-EOC Operations Manual for room layout, equipment requirements, and check off lists.

Work Location:

S-EOC location, Hampton, NH or alternate S-EOC, Portsmouth, NH

Work Period:

12 hours on duty, 12 hours off duty with "as required" overlap with relief RUL

Activation Notification:

As notified by the S-LSC, Director, Electrical Operations, or Emergency Management

Additional Staff Requirements:

As required (Through SAL program)

Resource Unit Lead Checklist

STEP	ACTION	✓
1	Upon notification from the S-LSC receive assignment as the RUL. Upon arrival check-in with the S-LSC	
2	Receive a briefing from the S-LSC - Size and complexity of the incident - Expectations of the SRC/IC - Incident objectives - Agencies/organizations/stakeholders involved - Political ramifications - Incident activities and current situation - Special concerns	
3	Begin/maintain a Resource Activity Log.	
4	Ensure the setup of an adequate workspace for your group, and obtain needed work materials and equipment.	
5	Calculate the staffing requirements for your team and submit request for the number of personnel determined to the S-LSC.	
6	Organize, assign and brief your subordinates. - Provide an overview of the incident - Provide an overview of operational responsibilities in accordance to the expectations of the S-LSC - Daily activities/Shifts/Reporting Times	
7	Establish contact with the S-LSC Obtain: - Resource requests from all functions/regions - Regional resource status - Establish contact information and schedule future telephone conferences Provide - Strategic resource plan - Proper resource tracking procedures - Brief on how to best communicate resource status changes	
8	Establish contact with external resources and request the required amount of resources ensuring they have the proper CTS. Notify the S-LSC of any problems/issues in requesting the resources.	

STEP	ACTION	✔
9	Periodically meet with the S-LSC Obtain: - Supplies, communications equipment, and work space - Status of transportation and support vehicles - Cross check of orders to verify what was checked-in Share/Provide: - Resource orders - Check-in information	
10	Verify that all resources check-in were ordered for the incident response and maintain a master list of: - Checked-in resources - Completed CTSs - Copies of resource orders	
11	Periodically meet with the S-PSC Obtain: - Shifts in tactics that will affect resources - Approved list of resources to be ordered - Special instructions - Daily meeting schedule Share/Provide: - Current state of resources on scene and available	
12	Determine the quantity and assignment of resources needed for the next operational period. - Confer with the R-OC and R-PC - Attend planning meetings - Lead a discussion on resources, and determine what is needed - Get approval for resources from the R-OAC - Prepare and submit resource orders	
13	As requested throughout the restoration, provide resource summaries and information to the S-PSC, S-LSC, Lodging/Meals Unit, Regional Resource Units and other functions as appropriate.	
14	Track all resources on the system and maintain an accurate Crew Summary Sheet	
15	Upon notification by the IC or S-LSC ensure a proper demobilization of the Resource Unit and ensure all paperwork and required documentation are retained and copies are given to the IAP/CUL in the Planning Unit for documentation purposes.	

Position Title: Reports To:

Staging Site Unit Lead (SSUL)   **System Logistics Section Chief (S-LSC)**

The Staging Site Unit Lead is responsible for the coordination of establishing, managing, and demobilizing a staging site, if necessary. Typically a staging site is necessary when the number of crews required to respond to an event exceeds the amount that can be handled from an R-DOC. The various types of staging sites and specific for managing the site are described in the Staging Site Procedure in Section V. The SSUL will work closely with all other functions of the Logistics team to ensure proper material deliveries, resource reporting, and accommodations are coordinated at the established site.

Position duties and responsibilities include, but are not limited to:

- Coordinating efforts to establish staging site(s) in area(s) identified by the IC and S-LSC;
- Maintain constant communications with staging site representative at the site;
- Establish contact with Base Logistics for coordinated efforts of the staging site;
- Ensure all parties are informed of the opening of a staging site and proper communications are setup at the site with direct ties to the S-EOC and R-EOCs;
- Work closely with the Resource Unit to estimate the amount of reroutes requests and size/type of the staging site(s) needed;
- Work closely with the Lodging/Meals Unit to ensure proper accommodations are coordinated between the staging site and local DOC;
- Work closely with the Procurement Unit to ensure adequate supply of materials to the staging site(s);
- Ensure communications between operational personnel at the local DOC and the staging site(s) are maintained throughout the event.

Pre-Emergency Responsibilities:

Ensure contact information is up to date and establish pro-active outreach to Base Logistics if a staging site is imminent due to the amount of damage expected

Post-Emergency Responsibilities and Reports:

Ensure proper demobilization of the staging site and maintain documentation for AARs and lessons learned

Equipment Required:

Refer to the S-EOC Operations Manual for room layout, equipment requirements, and check off lists.

Work Location:

S-EOC location, Hampton, NH or alternate S-EOC, Portsmouth, NH

Work Period:

12 hours on duty, 12 hours off duty with "as required" overlap with relief SSUL

Activation Notification:

As notified by the S-LSC, Director, Electrical Operations, or Emergency Management

Additional Staff Requirements:

As required (Through SAL program)

Staging Site Unit Lead Checklist

STEP	ACTION	✔
1	Upon notification from the S-LSC receive assignment as the SSUL. Upon arrival check-in with the S-LSC	
2	Receive a briefing from the S-LSC - Size and complexity of the incident - Expectations of the SRC/IC - Incident objectives - Agencies/organizations/stakeholders involved - Political ramifications - Incident activities and current situation - Special concerns	
3	Begin/maintain a Staging Site Activity Log.	
4	Ensure the setup of an adequate workspace for your group, and obtain needed work materials and equipment.	
5	Calculate the staffing requirements for your team and submit request for the number of personnel determined to the S-LSC.	
6	Organize, assign and brief your subordinates. - Provide an overview of the incident - Provide an overview of operational responsibilities in accordance to the expectations of the S-LSC - Daily activities/Shifts/Reporting Times	
7	Establish contact with the S-LSC Obtain: - Decision to establish a staging site or site(s) - Region to coordinate establishing the site location - Establish contact information and schedule future telephone conferences Share/provide - Strategic resource plan - Proper staging site procedures - Brief on how to best communicate with the site(s)	
8	Periodically meet with all other functions of the Logistics Unit including: Resource Unit, Procurement Unit, and Lodging/Meals Unit: Obtain: - Estimated amount of resources to stage at the site and reporting times - Material delivery information - Current Lodging/Meals information - Establish contact information and schedule future telephone conferences Share/provide: - Location and operational times of site(s), if known - Contact information for personnel at the site - Communication processes to the staging site	

STEP	ACTION	✔
9	Periodically meet with the S-LSC Obtain: - Changes in tactical response related to the staging site - Information related to the demobilization of the site(s) Share/Provide: - Site(s) status/issues - Communication channels to the site(s)	
10	As requested throughout the restoration, provide staging site information to the S-PSC, S-LSC, IC, and other Logistics functions as appropriate.	
11	Ensure the proper management of the staging site throughout the restoration efforts in accordance with the Staging Site Procedure.	
12	Upon notification by the IC or S-LSC ensure a proper demobilization of the Staging Site Unit and all established staging site(s). Ensure all paperwork and required documentation are retained and copies are given to the IAP/CUL in the Planning Unit for documentation purposes.	

Position Title: Reports To:

Procurement Unit Lead (PUL)   **System Logistics Section Chief (S-LSC)**

The Procurement Unit Lead is responsible for monitoring the material needs of the Company, including the assembly and distribution of storm kits to the regions. Additionally this function will acquire, based on pre-established vendor arrangements, vehicles, and special equipment as requested by the Operations Unit to the S-LSC. This team will monitor the inventory system (MMS) and direct stores operations. If a staging site is established in the region the PUL will be responsible for ensuring the site(s) material and facility needs are met. The PUL will work closely with the Regional Materials/Facility Coordinator to ensure all regional needs are met and also with the Finance Unit in the Admin Section to ensure proper vendor PO's and contracts are established for the acquired materials.

Position duties and responsibilities include, but are not limited to:

- Review availability of storm kits and ensure System-wide inventory can support the anticipated influx of resources at each region;
- Oversee the mobilizing and operating of material issues at material laydowns and staging areas;
- Receive and process all material requests;
- Adjust inventory levels based on staffing levels and consumption rates;
- Supply and control the inventory situated at a staging site;
- Adjust fleet volumes in support of the restoration effort;
- Ensure refueling options are available for all resources and vehicles; and
- Manage the facility aspects of the S-EOC, and R-EOCs including generation refueling and operation

Pre-Emergency Responsibilities:

Ensure vendor network is in place and notify for standby services for an impending event

Post-Emergency Responsibilities and Reports:

Ensure proper demobilization of the Procurement Unit and complete all required paperwork

Equipment Required:

Refer to the S-EOC Operations Manual for room layout, equipment requirements, and check off lists.

Work Location:

S-EOC location, Hampton, NH or alternate S-EOC location, Portsmouth, NH

Work Period:

12 hours on duty, 12 hours off duty with "as required" overlap with relief PUL

Activation Notification:

As notified by the S-LSC, Director, Electrical Operations, or Emergency Management

Additional Staff Requirements:

As required (Through SAL program)

Procurement Unit Lead Checklist

STEP	ACTION	✔
1	Upon notification from the S-SLC receive assignment as the PUL. Upon arrival check-in with the S-LSC	
2	Receive a briefing from the S-LSC - Size and complexity of the incident - Expectations of the SRC/IC - Incident objectives - Agencies/organizations/stakeholders involved - Political ramifications - Incident activities and current situation - Special concerns	
3	Begin/maintain a Procurement Activity Log.	
4	Ensure the setup of an adequate workspace for your group, and obtain needed work materials and equipment.	
5	Calculate the staffing requirements for your team and submit request for the number of personnel determined.	
6	Organize, assign and brief your subordinates. - Provide an overview of the incident - Provide an overview of operational responsibilities in accordance to the expectations of the S-LSC/IC - Daily activities/Shift schedules/Reporting times	
7	Establish contact with the S-PSC Obtain: - Foreseen equipment and special equipment needed for restoration - Establish contact information and schedule future telephone conferences Provide - Strategic material plan - Proper materials tracking/delivery procedures - Brief on how to best communicate material status changes	
8	Establish contact with the R-M/FC Obtain: - Regional equipment needs, requests - Establish contact information and schedule future telephone conferences Provide - Strategic material plan - Proper materials tracking/delivery procedures - Brief on how to best communicate material status changes	
9	Maintain and monitor the MMS and make proper material acquisition as required	
10	Determine the quantity and assignment of resources needed to manage the regional stock rooms and make appropriate requests to the Resource Unit.	

STEP	ACTION	✔
11	Establish contact with the Finance Unit Lead Obtain: - Process for coordinating payments for materials and delivery services - Contact information and schedule of regular communications Share/Provide: - Current state of materials on scene and available - Anticipated material amounts	
12	Periodically meet with the S-LSC Obtain: - Supplies, communications equipment, and work space requests - Status of transportation and support vehicles available - Cross check of orders to verify what was received Share/Provide: - Status of available and requested materials and special equipment - Material issues/problems	
13	Upon notification by the IC or S-LSC ensure the proper demobilization of the Procurement Unit and Regional Material stock rooms. Ensure all remaining materials are returned to the system and tracked.	
14	Ensure all paperwork and required documents are completed and retained with copies of summaries submitted to the IAP/CUL for documentation purposes.	

Position Title: Reports To:

Lodging/ Meals Coordinator (L/MUL)   **System Logistics Section Chief (S-LSC)**

The Lodging/Meals Unit Lead is responsible for identifying and acquiring the proper accommodations for the amount of resources responding including internal and external personnel. These resources will include, but are not limited to: internal personnel, mutual aid from foreign utilities, contractors, and other support personnel. The number and location of accommodations will be dependant on anticipated resource amounts, work locations, established staging site(s), and availability of hotel and meals services. Processes related to Lodging and Meals activities are described in detail in the Logistics Procedure in Section V or the ERP.

Position duties and responsibilities include, but are not limited to:

- Acquire pro-actively large amounts of rooms for the estimated amount of resources;
- Maintain contact with the Resource/Lodging & Meals Coordinators in the Regions to distribute and receive lodging and meals information for the regions resources and ensure all are accounted for;
- Establish contact with the staging site unit (if established) to coordinate the delivery of meals and transportation at the established site(s);
- Work with the Resource Unit to ensure all requested resource are accommodated;
- Establish and maintain resource lodging, meals, and transportation (with Resource Unit), via established or required vendor arrangements;
- Coordinate payment of services with the Finance Unit;
- Maintain current summaries of Lodging/Meals information and submit to the S-LSC and others, as requested;
- Provide coordination of meals for all internal and external resources on the system, as directed;

Pre-Emergency Responsibilities:

Ensure hotel and meal vendor contacts are accurate and establish pro-active outreach pending an event

Post-Emergency Responsibilities and Reports:

Ensure proper demobilization of the lodging and meals unit. Complete all paperwork regarding resource accommodations.

Equipment Required:

Refer to the S-EOC Operations Manual for room layout, equipment requirements, and check off lists.

Work Location:

S-EOC location, Hampton, NH or alternate S-EOC, Portsmouth, NH

Work Period:

12 hours on duty, 12 hours off duty with "as required" overlap with relief L/MUL

Activation Notification:

As notified by the S-LSC, Emergency Management, or Dir. Electric Operations

Additional Staff Requirements:

As required (Through SAL program)

STEP	ACTION	✔
	Lodging/Meals Unit Lead Checklist	
1	Upon notification from the S-LSC receive assignment as the L/MUL Upon arrival check-in with the S-LSC	
2	Receive a briefing from the S-LSC - Size and complexity of the incident - Expectations of the SRC/IC - Incident objectives - Agencies/organizations/stakeholders involved - Political ramifications - Incident activities and current situation - Special concerns	
3	Begin/maintain a Lodging/Meals Activity Log.	
4	Ensure the setup of an adequate workspace for your group, and obtain needed work materials and equipment.	
5	Calculate the staffing requirements for your team and submit request for the number of personnel determined.	
6	Organize, assign and brief your subordinates. - Provide an overview of the incident - Provide an overview of operational responsibilities in accordance to the expectations of the R-LC - Daily activities/Shift schedules/Reporting times	
7	Establish contact with the S-PSC Obtain: - Anticipated required resources - Establish contact information and schedule future telephone conferences Provide - Strategic plan for accommodations - Proper accommodation tracking procedures - Brief on how to best communicate resource status changes	
8	Acquire proper accommodations at determined by: - Number of requested resources - Resource work locations - Established staging site(s) - Pre-established vendor contracts - Availability of accommodations	
9	Verify (with the Resource Unit) that all resources acquired for the incident response are accommodated and coordinate efforts with the Staging Site Unit (if established)	
10	Determine the quantity of resources' accommodations needed for the next operational period. - Confer with the Resource Unit and S-LSC	

STEP	ACTION	✔
11	Periodically meet with the S-PSC Obtain: - Shifts in tactics that will affect resources - Approved list of resources to be ordered - Special instructions - Daily meeting schedule Share/Provide: - Current state of resources on scene and available	
12	Ensure proper channels of communication are established with the Finance Unit to ensure the process of payment for accommodations	
13	Periodically update the S-LSC and Regions with current accommodation information for all resources.	
14	Monitor the acquired accommodations and compare to current resource status to move or reduce the amount of hotel and meals accommodations, as appropriate as re-distribute the new information.	
15	Upon notification by the IC or S-LSC ensure the proper demobilization of the Lodging/Meals Unit. Ensure all remaining information is transferred to the regional coordinator.	
16	Ensure all paperwork and required documents are completed and retained with copies of summaries submitted to the IAP/CUL for documentation purposes.	

Unitil
Emergency Response Plan
IT Unit Lead Checklist

Position Title: Reports To:

IT Unit Lead (ITUL)   **System Admin/Finance Section Chief (S-A/FSC)**

The IT Unit Lead is responsible for overseeing the IT Unit and ensuring all IT needs at each affected region DOC or site location. Depending on the emergency, the ITUL will ensure the availability of IT support in each region on a 24-hour basis and direct the efforts of the IS dept in support of IT needs/requests in accordance with normal dept. emergency procedures and procedures in this ERP. The IT Unit will work closely with the Regional Materials/Facility Coordinator to identify IT problems and address accordingly.

Position duties and responsibilities include, but are not limited to:

- Notifying the S-A/FSC or IC of any IT systems that are not in normal conditions or are foreseen to have problems before a pending event;
- Ensuring all R-EOCs, S-EOC, CSC, and established staging site(s) have designated IT support personnel to assist and have proper systems in place;
- Check system inventory for equipment and requests additional equipment/materials as needed or requested through System Logistics;
- Contact critical communication vendors to notify of an impending event and standby services (if available);
- Maintain and distribute cell phones to regions, as requested;
- Receive IT requests and dispatch personnel from the IT Unit at the S-EOC to impacted areas for service.

Pre-Emergency Responsibilities:

Ensure all IT systems are in normal working conditions and notify the S-A/FSC of any abnormalities

Post-Emergency Responsibilities and Reports:

Ensure proper demobilization of the IT unit. Complete all paperwork regarding IT issues.

Equipment Required:

Refer to the S-EOC Operations Manual for room layout, equipment requirements, and check off lists.

Work Location:

S-EOC location, Hampton, NH or alternate S-EOC, Portsmouth, NH

Work Period:

12 hours on duty, 12 hours off duty with "as required" overlap with relief ITUL

Activation Notification:

As notified by the S-LSC, Emergency Management, Dir. Electric Operations, or VP of IS

Additional Staff Requirements:

As required (Through SAL program)

IT Unit Lead Checklist

STEP	ACTION	✔
1	Upon notification from the S-A/FSC receive assignment as the ITUL Upon arrival check-in with the S-A/FSC	

2	Receive a briefing from the S-A/FSC
	    - Size and complexity of the incident
	    - Expectations of the SRC/IC
	    - Incident objectives
	    - Agencies/organizations/stakeholders involved
	    - Political ramifications
	    - Incident activities and current situation
	    - Special concerns	

3	Begin/maintain an IT Activity Log.	
4	Ensure the setup of an adequate workspace for your group, and obtain needed work materials and equipment.	
5	Calculate the staffing requirements for your team and submit request for the number of personnel determined.	

6	Organize, assign and brief your subordinates.
	    - Provide an overview of the incident
	    - Provide an overview of operational responsibilities in accordance to the expectations of the S-A/FSC/IC
	    - Daily activities/Shift schedules/Reporting times	

7	Establish contact with the S-A/FSC
	Obtain:
	    - Anticipated IS problems
	    - Establish contact information and schedule future telephone conferences
	Provide
	    - Strategic plan for IT accommodations
	    - Proper It request tracking procedures
	    - Contact information and schedules for IT Support team	

8	Establish contact with the R-M/FC in the Logistics Unit
	Obtain:
	    - Anticipated IS problems/IT requests
	    - Establish contact information and schedule future telephone conferences
	Provide
	    - Strategic plan for IT accommodations
	    - Proper It request tracking procedures
	    - Contact information for the assigned IT representative	

9	Inform the S-A/FSC of any IT-related issues and requests and ensure proper actions are taken to address these issues	
10	Ensure proper channels of communication are established with the Regions to ensure expedited IT services.	

STEP	ACTION	✔
11	Periodically update the Company and Regions with current IT information related to problems and completion of IT requests	
12	Continuously monitor IT systems for any abnormalities or potential problems	
13	Upon notification by the IC or S-A/FSC ensure the proper demobilization of the IT Unit.	
16	Ensure all IT requests, paperwork and required documents are completed and retained with copies of summaries submitted to the IAP/CUL for documentation purposes.	

Unitil
Emergency Response Plan
Fleet/Facilities Unit Lead Checklist

Position Title: Reports To:

Fleet/Facilities Unit Lead (F/FUL)   System Admin/Finance Section Chief (S-A/FSC)

The Fleet/Facilities Unit Lead is responsible for ensuring each EOC or site(s) have adequate facility equipment including emergency generation and re-fueling capabilities. The F/FUL will aid and work closely with the Regional Materials/Facility Coordinator and Staging Site personnel (if established) to ensure maintenance services, transportation needs, and facility needs are met at each location. Facilities needs coordinated by the F/FUL include: ensuring delivery of facility equipment and emergency generation, coordinating re-fueling options at the EOCs or site(s), snow removal or grounds keeping or the facility, ensuring the fleet is adequate and arranging maintenance and repair services, and ensuring site security.

Position duties and responsibilities include, but are not limited to:

– Ensuring an adequate fleet of vehicles as requested by the S-A/FSC/IC

– Maintaining constant communications with the Regional Coordinators to identify any facility or fleet requests;

– Ensure proper vendors are available for fleet maintenance and repairs;

– Ensure mobile generators are accessible and distributed, as requested;

– Ensure each site has adequate security and grounds management;

– Coordinate with Logistics re-fueling vendor services at each affected EOC or site;

– Ensuring all sites have adequate office furniture and equipment;

Pre-Emergency Responsibilities:

Ensure vendor contacts for fuel and fleet maintenance and repair are accurate and establish pro-active outreach pending an event for standby services

Post-Emergency Responsibilities and Reports:

Ensure proper demobilization of the Fleet/Facilities unit. Complete all required paperwork

Equipment Required:

Refer to the S-EOC Operations Manual for room layout, equipment requirements, and check off lists.

Work Location:

S-EOC location, Hampton, NH or alternate S-EOC, Portsmouth, NH

Work Period:

12 hours on duty, 12 hours off duty with "as required" overlap with relief F/FUL

Activation Notification:

As notified by the S-LSC, Emergency Management, or Dir. Electric Operations

Additional Staff Requirements:

As required (Through SAL program)

Fleet/Facilities Unit Lead Checklist

STEP	ACTION	✔
1	Upon notification from the S-A/FSC receive assignment as the F/FUL Upon arrival check-in with the S-A/FSC	
2	Receive a briefing from the S-A/FSC - Size and complexity of the incident - Expectations of the SRC/IC - Incident objectives - Agencies/organizations/stakeholders involved - Political ramifications - Incident activities and current situation - Special concerns	
3	Begin/maintain a Fleet/Facilities Activity Log.	
4	Ensure the setup of an adequate workspace for your group, and obtain needed work materials and equipment.	
5	Calculate the staffing requirements for your team and submit request for the number of personnel determined.	
6	Organize, assign and brief your subordinates. - Provide an overview of the incident - Provide an overview of operational responsibilities in accordance to the expectations of the S-A/FSC - Daily activities/Shift schedules/Reporting times	
7	Establish contact with the Regional M/FC Obtain: - Facility and fleet requests or issues - Establish contact information and schedule future telephone conferences Provide - Strategic plan for maintaining proper fleet/facility needs - Proper request procedures - Contact information and regularly scheduled communication times	
8	Work closely with the Procurement Unit to ensure ordering of requested facility and fleet needs and ensure timely deliveries to receiving site(s)	
9	If a staging site is established, ensure proper communication channels are in place to request needs for the site(s).	
10	Ensure proper channels of communication are established with the Finance Unit to ensure the process of payment for requested needs	
11	Upon notification by the IC or S-A/FSC ensure the proper demobilization of the Fleet/Facilities Unit and ensure all regional needs are met	
12	Ensure all paperwork and required documents are completed and retained with copies of summaries submitted to the IAP/CUL for documentation purposes.	

Position Title: Reports To:

Finance Unit Lead (FUL)   **System Admin/Finance Section Chief (S-A/FSC)**

The Finance Unit Lead is responsible for ensuring a cost tracking process is in place for the event, issuing petty cash and procurement cards, and ensuring cost controls are in place for subsequent payment of vendors and external resources. The FUL will issue the appropriate accounting information prior to an impending event for resources and materials to each of the regions based on existing regulatory accounting requirements and procedures.

Position duties and responsibilities include, but are not limited to:

- Prior to an emergency, issue appropriate work order numbers and accounting information to each region;
- Issue petty cash and procurement cards to authorized personnel as instructed by the S-A/FSC or IC;
- Adjust procurement card and petty cash limits upwards as instructed by the S-A/FSC or IC;
- Track the cost of restoration efforts and estimated total costs for the event;
- Release the storm pay policy to internal personnel as directed by the S-A/FSC or IC;
- Ensure cost controls are in place for subsequent payments of vendors and external resources;
- Receive and coordinate all claims-related issues regarding the event.

Pre-Emergency Responsibilities:

Ensure appropriate accounting information is released prior to the storm and ensure cost controls and tracking processes are in place.

Post-Emergency Responsibilities and Reports:

Ensure proper demobilization of the Finance unit. Complete all finance and cost-related paperwork.

Equipment Required:

Refer to the S-EOC Operations Manual for room layout, equipment requirements, and check off lists.

Work Location:

S-EOC location, Hampton, NH or alternate S-EOC, Portsmouth, NH

Work Period:

12 hours on duty, 12 hours off duty with "as required" overlap with relief FUL

Activation Notification:

As notified by the S-A/FSC, Emergency Management, or Dir. Electric Operations

Additional Staff Requirements:

As required (Through SAL program)

Finance Unit Lead Checklist

STEP	ACTION	✓
1	Upon notification from the S-A/FSC receive assignment as the FUL Upon arrival check-in with the S-A/FSC	
2	Receive a briefing from the S-A/FSC - Size and complexity of the incident - Expectations of the SRC/IC - Incident objectives - Agencies/organizations/stakeholders involved - Political ramifications - Incident activities and current situation - Special concerns	
3	Begin/maintain a Finance Activity Log.	
4	Ensure the setup of an adequate workspace for your group, and obtain needed work materials and equipment.	
5	Calculate the staffing requirements for your team and submit request for the number of personnel determined.	
6	Organize, assign and brief your subordinates. - Provide an overview of the incident - Provide an overview of operational responsibilities in accordance to the expectations of the S-A/FSC - Daily activities/Shift schedules/Reporting times	
7	Establish contact with the S-LSC Obtain: - Anticipated cost amounts for the event - Establish contact information and schedule future telephone conferences Provide - Strategic plan for accommodations - Proper cost tracking and accounting procedures - Contact information and channels to/from Logistics	
8	Ensure cost accounting information and work order numbers are released to each region prior to an event and procedures regarding payment for vendors are understood.	
9	Working with the Logistics Unit, track storm costs and estimate the total cost of the event prior to completion of restoration efforts.	
10	Ensure the Company's storm pay policy is disseminated to all employees with applicable information	
15	Upon notification by the IC or S-A/FSC ensure the proper demobilization of the Finance Unit.	
16	Ensure all paperwork, forms and required documents are completed and retained with copies of summaries submitted to the IAP/CUL for documentation purposes.	

Position Title: Reports To:

HR Unit Lead (HRUL)   **System Admin/Finance Section Chief (S-A/FSC)**

The HR Unit Lead is responsible for providing support services to employees, including direction regarding: payroll, family benefit issues, day care services, shelters, home improvement contacts, and employee assistance programs for storm-related concerns. The HRUL is also responsible for ensuring the medical needs of employees and external resources assigned to a restoration effort and ensuring a roster of all internal personnel and shifts in the EOC is developed and maintained throughout the event.

Position duties and responsibilities include, but are not limited to:

- Notify SAL personnel prior to a storms impact;
- Ensuring assigned SAL personnel are directed to the appropriate areas and reporting information provided regarding an R-EOC or the S-EOC opening;
- Develop and maintain an EOC roster of all employees at the S-EOC and compile regional EOC rosters for time tracking and shift purposes;
- Distributing updated internal employee rosters and information to logistics and operations, as requested;
- Ensure Unitil policies for external resources is distributed;
- Coordinate with employees and their families regarding personal issues;
- Work with the CIO team to issue information regarding employee support services;
- Contact retirees, as instructed, to report for storm response efforts;

Pre-Emergency Responsibilities:

Ensure employee assistance programs and SAL is accurate and available.

Post-Emergency Responsibilities and Reports:

Ensure proper demobilization on the HR Unit and complete all employee-related paperwork

Equipment Required:

Refer to the S-EOC Operations Manual for room layout, equipment requirements, and check off lists.

Work Location:

S-EOC location, Hampton, NH or alternate S-EOC, Portsmouth, NH

Work Period:

12 hours on duty, 12 hours off duty with "as required" overlap with relief HRUL.

Activation Notification:

As notified by the S-A/FSC, Emergency Management, or Dir. Electric Operations

Additional Staff Requirements:

As required (Through SAL program)

HR Unit Lead Checklist

STEP	ACTION	✔
1	Upon notification from the S-A/FSC receive assignment as the HRUL Upon arrival check-in with the S-A/FSC	

2	Receive a briefing from the S-A/FSC
	     - Size and complexity of the incident
	     - Expectations of the SRC/IC
	     - Incident objectives
	     - Agencies/organizations/stakeholders involved
	     - Political ramifications
	     - Incident activities and current situation
	     - Special concerns
	
	 Most importantly, gain a complete understanding of the facts, especially as they relate to any victims of the incident.	

3	Begin/maintain an HR Activity Log.	
4	Ensure the setup of an adequate workspace for your group, and obtain needed work materials and equipment.	
5	Calculate the staffing requirements for your team and submit request for the number of personnel determined.	

6	Establish contact with the S-A/FSC:
	 Obtain:
	     - Any know HR and employee related issues
	     - Direction on notifying SAL personnel and retirees
	     - Expectations of the IC/S-A/FSC
	     - Contact information and schedule for regular communications
	 Share/provide:
	     - Strategic HR response
	     - Contact information and communication channels	

7	Notify SAL personnel to report to their storm assignment and outreach to retirees for available personnel, as instructed	

8	Establish and maintain contacts with the regional HR Coordinators:
	 Obtain:
	     - Any employee-related issues and concerns
	     - Any known injuries or accidents involving personnel
	 Share/provide:
	     - Strategic HR response
	     - Contact information and communication channels	

9	Work with the CIO team to ensure adequate information is released to employees regarding employee welfare and assistance programs.	

STEP	ACTION	✔
10	Establish contact with the S-LSC Obtain: - Resource status - Establish contact information and schedule future telephone conferences Provide - Strategic resource plan - Proper HR procedures and Unitil rules - Brief on how to best HR-related status changes/issues	
11	Upon notification by the IC or S-A/FSC ensure the proper demobilization of the HR Unit.	
12	Ensure all paperwork, forms and required documents are completed and retained with copies of summaries submitted to the IAP/CUL for documentation purposes.	

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III.   REGIONAL LEVEL INCIDENT COMMAND SYSTEM

This section is intended to provide and overview of the framework that the Distribution Operations Centers (DOCs) will activate when preparing for an emergency response in their respective region. The Company's emergency procedures are scalable and deployed under the Incident Command System (ICS) process. For storm/emergency events from Level 1 through 3, the regional electric emergency procedures alone may be activated without implementing the full system plan detailed in Section II. In such cases, the Operations Manager will become the Regional - Operations Area Commander (R-OAC).

A Regional – Emergency Operation Center (R-EOC) is established at each DOC, depending upon a forecasted or realized storm event or emergency incident. The severity of the incident will determine the number and location of R-EOCs that will open. When activated, each R-EOC will be staffed 24 hours a day using 12-hour shifts. Each R-EOC will issue incident updates every four (4) hours between 7:00 a.m. and 7:00 p.m. for each full day of restoration activities. All media- or information-related requests will be managed in accordance with Section II – Chief Information Officer and Liaison Officer.

The regional emergency response begins with an evaluation of conditions that will trigger an alert. Criteria may include weather forecasts, number of customers projected to be out of service, number of anticipated work tickets or jobs, estimated time of recovery subsequent to a storm's end, or other established triggers. The Storm Classification Matrix is used to determine the level of the emergency response, extent of mobilization for the R-EOCs, and associated human resource needs to include requests for mutual assistance.

The R-EOCs have two modes of operation; the first is under the direction of the System – Emergency Operations Center (S-EOC) and the second is as a stand-alone organization. Storm/emergency events that are classified as Level 1 and 2 will be managed by the R-EOC as a stand-alone organization. Some Level 3 events may also be managed similarly or under certain functional oversight of the S-EOC, depending upon the extent or severity of the incident. Level 4 and 5 events mandate oversight by the S-EOC.

Each region will retain its own regional electric emergency procedures using the ICS structure and ensure their conformance to the information outlined in this section. As mentioned previously, ICS provides the scalability, as well as the consistency of functions and processes, to ensure uniformity (and subsequently efficiency and effectiveness) of the restoration effort.

The decision to open an R-EOC rests either with the R-OAC or the System - Incident Commander. The R-OAC is responsible for all restoration activities within their respective service territory.

The Company has three DOCs that also serve as R-EOC's. Table III-1 on the following page provides the points of contact for the R-EOCs.

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Table III-1				
R-EOC	**Address**	**Primary Phone**	**Alternate Phone**	**Fax**
Capital	1 McGuire Street Concord, NH 03301	(603) 224-2311	(603) 772-0775	(603) 430-5473
Fitchburg	285 John Fitch Highway Fitchburg, MA 01420	(978) 343-7950	(603) 772-0775	(978) 353-3264
Seacoast	6 Liberty Lane West Hampton, NH 03842	(603) 929-2890	(603) 772-0775	(603) 773-6605

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III – REGIONAL LEVEL - Incident Command System		Date:	6/14/10
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A.   **Regional-Level Command Structure**

Figure III-A-1 depicts the Regional Level Command Structure supporting the R-OAC.
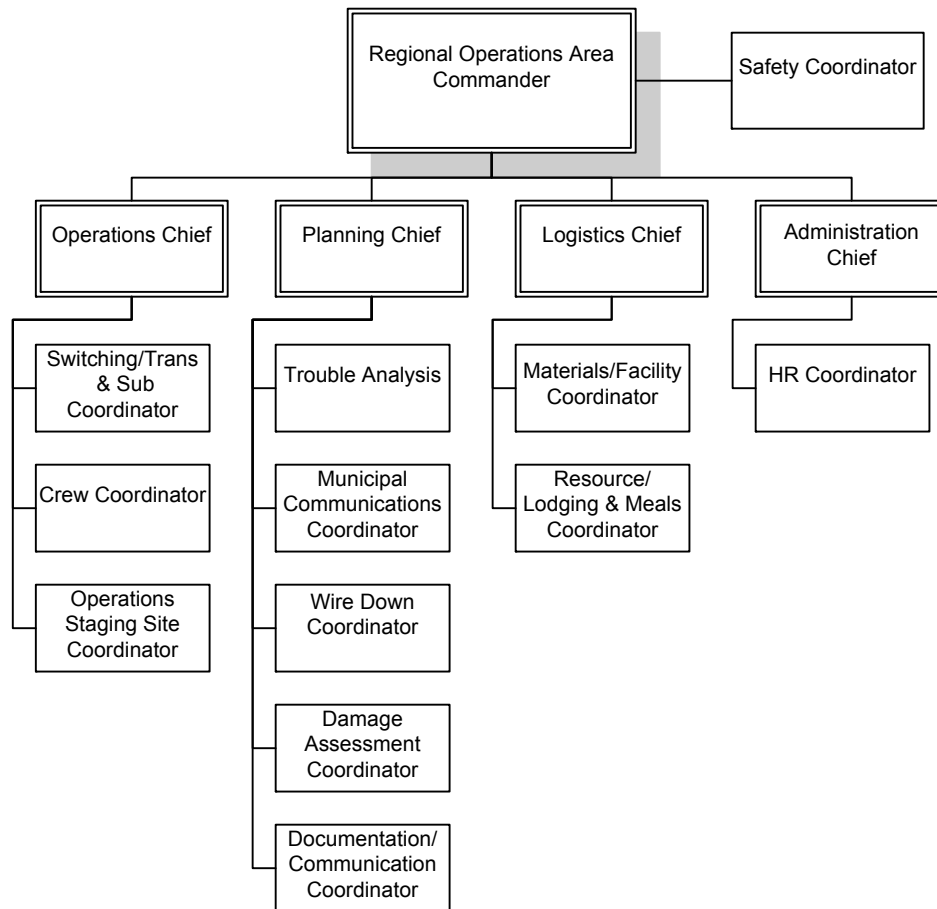
Figure III-A-1
Regional Level Command Structure

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III – REGIONAL LEVEL - Operations Area Commander		Date:	6/14/10
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1.   Regional Operations Area Commander

(a)   Concept of Operation

The R-OAC is responsible for the management and implementation of the regional electric emergency procedures within their respective service territory. They also establish the overall restoration objectives for their command team. Priorities are determined by the extent, size, duration, and complexity of the outage or emergency and the availability of resources. The R-OAC will report directly to the Incident Commander and assist in executing the Incident Commanders' responsibilities.

The command team will acquire and coordinate resources and implement the appropriate response and recovery actions as outlined within the regional electric emergency procedures.

The R-OAC has overall responsibility for restoration response efforts in the region and will report to the IC, providing frequent updates regarding the status of the restoration. The R-OAC responsibilities include, but are not limited to:

- Estimate the outage event level associated with the incident and level of staffing needed in the Regional - Emergency Operations Center (S-EOC);

- Provide restoration response status information to the IC, as needed or requested;

- Assess the incident utilizing initial damage assessment information and establish an overall restoration strategy for the region;

- Execute the restoration response utilizing data from detailed damage assessment and continually reassess the response to ensure incident escalation;

- Determine the amount of resources required to respond to an event including internal, external, contract etc; and direct efforts to obtain the required amount of resources and allocate available resources across the region;

- Coordinate activities for acquiring additional resources, release of resources, and the demobilization of the incident;

- Establish a communication process and protocol, which when implemented will transfer restoration knowledge to the S-EOC, customers, regulators, and employees in a timely manner;

- Oversee R-EOC activities, including the participation of routine conference calls held by the IC at the S-EOC;

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- Maintain constant communications with and coordinating restoration efforts with the IC;

- Coordinate staging area efforts (if established) with the local assigned personnel form the region;

- Identify and mitigate adverse customer, regulatory, or other constituent sentiment and communicate resolution plans to the Incident Commander (IC);

- Implement the ERP demobilization process in the region;

- Determine the level and components of the ERP to be implemented for an event, based upon the identified event level given to the event;

- Implement all post-event review processes including assisting in the creation of After Action Reports and lessons learned.

(b)   Organization

Figure III-A-2 depicts the Command Staff reporting to the R-OAC.
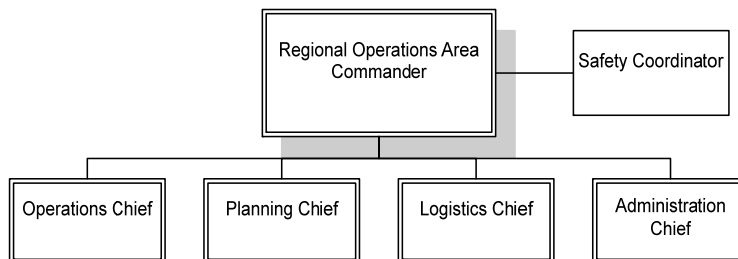
Figure III-A-2
Regional Operations Area Commander Organization

2.   Regional Safety Coordinator

(a)   Concept of Operation

The Regional Safety Coordinator is responsible for managing the public safety response and overseeing the safety and health of employees and contractors throughout any restoration effort.

The Regional Safety Coordinator will typically be deployed by the System Environmental, Health & Safety (EH&S) Officer for system-wide incidents or by the R-OAC for regional incidents. When feasible, the Manager, Safety will be assigned to the coordinator's position. For all other incidents, the Regional Safety Coordinator will be assign to a qualified employee by the R-OAC.

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The System Environmental Health & Safety Unit will support all personnel assigned as coordinators. The Regional Safety Coordinator is responsible for overseeing field health and safety throughout an incident, monitoring the health and safety of employees and external resources, evaluating safety issues related to emergency work, and acting as the liaison with OSHA and other health- and safety-related agencies when necessary.

The Regional Safety Coordinator will assess hazards throughout the incident and provide updates on the same to the System EH&S Officer. Proper documentation of health- and safety-related activities (including OSHA logs, incident reports related to public, or supporting company actions) will be maintained by the Regional Safety Coordinator.

The Regional Safety Coordinator responsibilities include, but are not limited to:

- Supporting the R-OAC in developing safe restoration objectives and plan implementation;

- Acting as a liaison between supervisors and external resources for safety-related issues;

- Training employees, as needed, in their respective storm assignments from a health and safety perspective;

- Providing direction and interpretation for implementing existing safety guidelines;

- Providing safety briefs to employees and external resources;

- Preparing incident reports, as needed;

- Inspecting field restoration resources for health and safety compliance;

- Issuing daily safety updates to the R-OAC and System EH&S Officer, regarding observed trends (if any); and

- Accommodating OSHA during incidents or observation tours.

(b) Organization

Figure III-A-3 details the positions to which the Regional Safety Coordinator reports to during a large-scale storm restoration.

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              ┌─────────────────────────┐
              │  Environmental Health &  │
              │      Safety Officer      │
              └─────────────────────────┘
                 │                │
        ┌────────────────┐  ┌────────────────┐
        │ Health & Safety │  │Environmental Unit│
        │   Unit Lead     │  │      Lead        │
        └────────────────┘  └────────────────┘
                 │                │
┌────────────────┐      ┌────────────────┐
│    Regional     │      │ Regional Safety │
│ Operations Area │──────│ Coordinator(s)  │
│   Commander     │      │                 │
└────────────────┘      └────────────────┘
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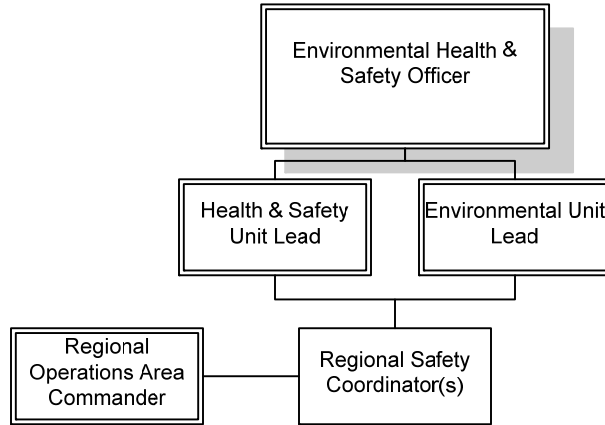
Figure III-A-3
Regional Safety Organization

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B.   Operations Unit

The Operations Unit is responsible for the repair to the impacted overhead/underground distribution system and (for regional events) the repair to the impacted transmission and substation system.   Restoration field crews are deployed from the R-EOCs and, if established, staging sites.   Dependent upon a storm's impact and assigned storm/emergency level, Company resources may be deployed to assist other DOCs with appropriate field supervision, general support, and engineers.

The Operation Unit will assemble, coordinate, and manage the movement of resources including: mutual assistance from foreign utilities, tree crews, and/or contractor crews. The Operations Unit will also assign internal Crew Guides (as needed) to ensure an efficient and effective restoration effort.

The Operations Unit will communicate to the Planning Unit any observations that would necessitate a revision of the global estimated time or restoration (ETR) based results of the different phases of damage assessment.

1.   Regional Operations Chief

(a)   Concept of Operations

The Regional Operations Chief (R-OC) is responsible for developing and implementing the appropriate response plan to leverage effectively existing and potential resources, considering restoration objectives established by the R-OAC.

The following functions and/or personnel report to the R-OC:

- Radio dispatcher;

- Tree crews;

- Contract line crews;

- Crew guides;

- Service restoration crews;

- Staging Site Work Coordinator; and

- Transmission and substation crews.

The R-OC will also release tree and line crews to the Wire Down Coordinator (as needed) to support public safety activities.

The R-OC will work closely with the Regional Planning Chief (R-PC) to ensure resources are assigned to the next highest priority job. The R-OC utilizes all necessary resources to restore reliable services as necessary.   The R-OC manages field operations required to rectify problems arising from a storm impact or emergency incident.

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This includes, but is not limited to:

- Dispatching work to crews;

- Distributing tools and equipment;

- Coordinating of pole sets;

- Developing daily safety briefs, in conjunction with the Regional Safety Coordinator;

- Clearing obstructions;

- Overseeing switching operations;

- Overseeing primary, secondary, and service splices;

- Overseeing the installation/removal of protective grounds;

- Coordinating work distribution at staging sites, if opened;

- Directing and managing tree crews;

- Directing and managing wire down activities;

- Creating achievable restoration objectives;

- Ensuring outages are restored within the projected global ETR and communicated, as required;

- Assisting in developing an Incident Action Plan;

- Coordinating with the Regional Planning Chief for adequate resource monitoring;

- Tracking trouble crew assignments and locations;

- Ensuring Planning and Logistics Chiefs are aware of meals; and lodging needs.

(b)   Organization

Figure III-B-1 depicts the organization of the Regional Operations Unit.

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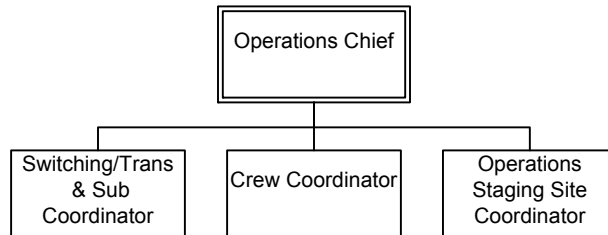
Figure III-B-1
Regional Operations Unit

(c)   Workflow

Figure III-B-2 below depicts the workflow of the Regional Operations Unit.
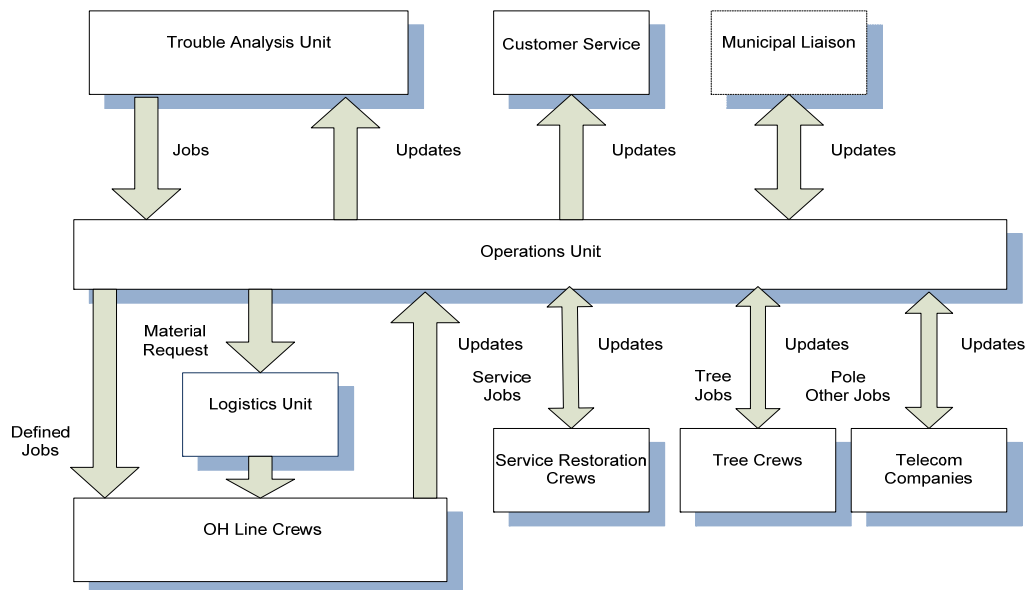
Figure III-B-2
Regional Operations Unit Workflow

2.   Switching/Transmission and Substation Coordinator

(a)   Concept of Operation

The Switching/Transmission and Substation Coordinator (S/T&SC) is activated for regional events and is responsible for the coordination of repairs to the transmission circuits and substation infrastructure. The S/T&SC will determine the type and number of resources required based on a damage assessment that ensures that restoration of the high voltage network, which complements the distribution restoration effort.

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S/T&SC will work closely with the dispatch function to ensure the safe operation of the network. Specific responsibilities include, but are not limited to:

- Pre-planning and pre-staging of resources;

- Ensuring sufficient material staging and re-supply;

- Defining damage assessment for the high voltage system;

- Documenting restoration activities;

- Providing helicopter assessment information;

- Managing field crews; and

- Providing global and specific ETRs, as required or requested.

For a detailed description of the Transmission and Substation emergency procedures refer to the Transmission and Substation Procedure (EM-E-P01) appended to Section V of this ERP.

3. Crew Coordinator

(a) Concept of Operation

The Crew Coordinator supports the R-OC in the deployment and management of resources for large-scale storm restoration efforts. The positions reports directly to the R-OC and is established for restoration events that result in the assigned resources exceeds 25 crews regardless of their type (tree and/or line crews).

The roles and responsibilities of the Crew Coordinator are similar to the R-OC and adjusted at the direction of the R-OC. The crew coordinator will ensure all resources are tracked on the system including work locations and shifts. The Crew Coordinator is also responsible for disseminating work packets to crews received in the DOC and at the regions staging site (if established).

4. Operations Staging Site Coordinator

(a) Concept of Operation

Following a large-scale storm impact (Storm/Emergency Levels 4 and 5), it may be necessary to establish staging sites for the assembly of significant numbers of external resources (50 or more tree and line crews) in locations not owned or operated by the Company. To accomplish this need, the Company has identified locations throughout its service territory that may be used as assembly, material, or resource staging sites.

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The Operations Staging Site Coordinator (OSSC) is responsible for managing the resources assigned to a staging site in accordance with Section V – Staging Site Operations Procedure (Procedure No. EM-E-P05). The OSSC will work closely with the R-OC in prioritizing the work.

The Operations Stating Site Coordinator responsibilities include, but are not limited to:

- Identifying the number of resources at the staging site;

- Recording pertinent information on personnel and resources assigned to the staging site;

- Ensuring efficient and productive daily resource deployment;

- Daily tracking of resources assigned for compensation;

- Providing work to the crews in a timely manner;

- Tracking the progress of work and identifying outstanding work for re-assignment, if needed;

- Managing the expectations of customers and public officials within the staging sites assigned territory;

- Supporting media-related activities at the staging site; and

- Overseeing health- and safety-related issues associated with the assigned resources.

Typically a member of the Storm Response Unit (SRU) the OSSC is assigned and mobilized only when resources exceed the amount able to be handled from a DOC location, as instructed by the R-OC.

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C. **Planning Unit**

The Planning Unit includes the following positions:

- Trouble Analysis Coordinator;

- Documentation and Communication Coordinator;

- Municipal Communications Coordinator;

- Wire Down Coordinator; and

- Damage Assessment Coordinator.

The Planning Unit is responsible for the assessment, evaluation, and packaging of work, response to public safety, and providing restoration status updates to the R-OAC and Chief Information Officer (CIO), if applicable.

The Planning Unit is responsible for ensuring a global ETR, as well as more refined ETRs as the restoration effort progresses. ETRs are developed using an integrated approach to damage assessment, especially for large-scale storm impacts.

The Planning Unit meets to formulate and document an Incident Action Plan (IAP). The IAP will be distributed to the R-OAC and Command Staff. The IAP will be updated and distributed as the restoration effort progresses.

The Planning Unit is responsible for the following activities:

- Analyzing problems and coordinates solutions with the R-OAC, which are communicated to other units and the System, as warranted;

- Requesting Damage Assessment to obtain visual inspection of specified and impacted areas;

- Coordinating with Regional Operators to restore distribution feeders ;

- Providing predictive analysis of contingencies and solutions to the Operations Unit if a contingency occurs;

- Providing status updates of customer interruptions and distribution feeder restorations;

- Providing documented visual assessments of impacted areas;

- Working with Regional Planning Chief to establish restoration targets and priorities;

- Coordinating transmission circuit and substation restoration with the S/T&SC; and

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- Planning the transition to normal operations at the completion of the restoration effort.

1. Regional Planning Chief

    (a) Concept of Operation

    The Regional Planning Chief (R-PC) reports to the R-OAC. The R-PC is responsible for managing the effort of collecting, processing, and reporting restoration-related information. The Damage Assessment Coordinator, Trouble Analysis Coordinator, Municipal Communications Coordinator, Documentation/Communication Coordinator, and the Wire Down Coordinator report directly to the Planning Chief. Although the Municipal Room in the R-EOC has a direct link to the Liaison group at the System level, coordination and oversight with the Municipal Room is managed by the R-PC.

    The R-PC is responsible for monitoring and reporting weather alerts prior to and during the storm's impact. When the Regional Operations Chief and/or Logistics Chief identify a potential impact, the R-PC is notified and will initiate an System-wide conference call, as well as notify the R-OAC of the pending event.

    The R-PC responsibilities include, but are not limited to:

    - Assessing, evaluating, and packaging work, along with other available trouble data, to anticipate resource and material needs for distribution, transmission, and substation restoration activities;

    - Requesting additional resources and/or materials, as determined, through the Logistics Chief;

    - Requesting storm support personnel, as needed, to include damage assessors, wire down appraisers and standby personnel, and clerical/technical support for the R-OAC;

    - Providing restoration priorities to the R-OC;

    - Developing, implementing, and maintaining the IAP;

    - Establishing the communication process, in conjunction with the R-OAC;

    - Ensuring accurate ETRs based upon valid data and coordination with the OC;

    - Reviewing the forecast and providing weather updates, as needed;

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- Determining the time frame for scheduling a pre-storm conference call; and

- Coordinating with the Wire Down Coordinator and Municipal Communications Room in prioritizing restoration targets and responding to municipal needs.

(b)   Organization

Figure III-C-1 details the reporting structure to the Planning Chief.
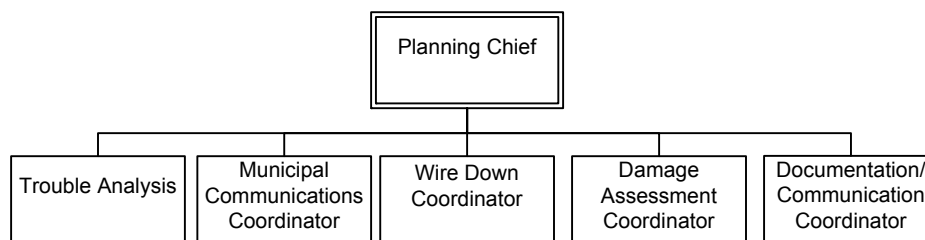
Figure III-C-1
Regional Planning Chief Organization

2.   Trouble Analysis Coordinator

(a)   Concept of Operation

Customer-generated trouble calls are received in Customer Service (CS) via the Integrated Voice Recognition (IVR) system and tickets are generated through the CS application - PORCHE. The tickets are collected and separated by total customer interruptions and trouble type. These are then evaluated by the OC and Wire Down Coordinator. The Trouble Analysis (TA) function will compile trouble tickets by feeder and location to determine the highest probable device interruption.

The resulting conclusions will be reviewed by the PC to ensure adequate resourcing of the known issues and establishing ETRs. As the TA function analyzes trouble tickets, the identified outage troubles will be logged, assigned a number, and forwarded to OC and PC, as the situation dictates.

A result of the TA function is the production of the "next, worst case" scenario, which is reported to the R-OAC and Command Staff for strategizing the response plan. The TA function interfaces with other response organizations to monitor work status and ensure timely repairs. The TA function works closely with Damage Assessment once it is established. The severity of the storm damage and the amount of trouble reported will prompt the TA function to act in support of Regional needs.

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Trouble Analysis may request Damage Assessment of portions of feeders and groups trouble tickets to develop jobs for tree and line crews. The OC will dispatch trouble tickets to the appropriate restoration crews. Downed and/or burning wires will be identified and prioritized for cutting and/or clearing, when required for public safety. The rapid yet safe restoration of service will be accomplished via temporary measures, where possible.

The scope of restoration effort is determined by several factors, among these are: the number of damaged poles, downed primary and secondary wire sections, tripped reclosers, and damaged transformers. The Trouble Analysis function will identify and document conditions while trouble tickets continue to be dispatched to Operations for restoration crews.

- Monitor trouble tickets, filtering outages from and non-outages, and prioritizing medical emergencies, downed wires, environmental issues, and other high priority conditions;

- Assign outage numbers and create work packages;

- Close trouble tickets as the respective trouble is cleared in PORCHE;

- Monitor continuously incoming trouble tickets;

- Provide continuous outage status updates to the PC; and

- Gather information from a variety of sources including:

    - Customer information via PORCHE;

    - Damage Assessors;

    - Municipal/Liaison Group;

    - Distribution System Telemetry (SCADA); and

    - Other field Operations groups.

(b)   Organization

Figure III-C-2 on the following page depicts the Trouble Analysis Unit structure.

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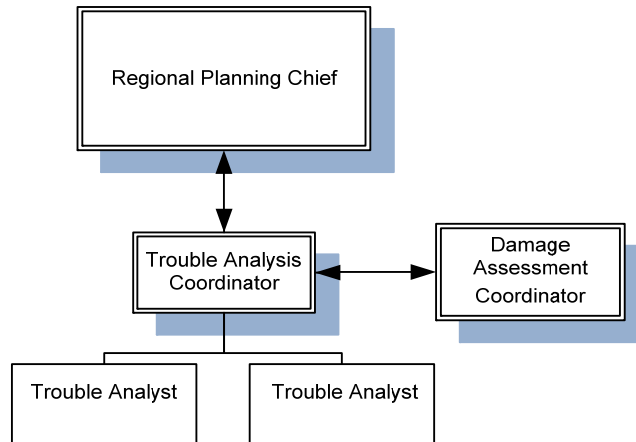
Figure III-C-2
Regional Trouble Analysis Unit Organization

(c)   Workflow

Trouble tickets, damage assessment information, and monitored distribution system (SCADA) information is collected by the Trouble Analysis function. PORCHE automatically assigns a feeder number to a large percentage of these incoming trouble tickets.

The Trouble Analysis function will provide the following services:

- Associates related tickets into work packages (or jobs) or un-associates un-related tickets that have been auto-grouped by PORCHE;

- Verifies the probable cause of each outage;

- Issues a request for and receives back information from Damage Assessment;

- Issues an appropriate work package to the field restoration organizations - a "cut or clear" job (public safety) or a permanent restoration job;

- Monitors distribution feeders, transmission networks, and load areas (via substations);

- Analyzes feeder overloads and potential customer impacts;

- Prepares and disseminates "next, worst case" analysis reports; and

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- Determines accurate customer impacts due to secondary and non-network outages.

Figure III-C-3 details the process flows mapped to the Trouble Analysis Unit.
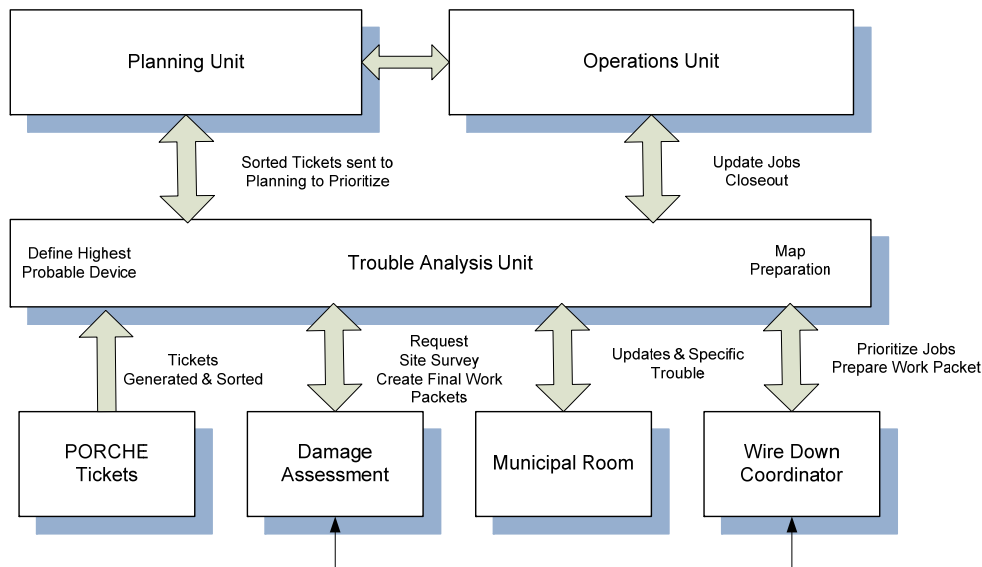
Figure III-C-3
Trouble Analysis Process Flow

3. Municipal Communications Coordinator

(a) Concept of Operation

Business Services and/or a Government Liaison representative will be responsible for maintaining contact with appropriate local and state officials. Contacts should be initiated at the earliest time feasible, even while damage assessments are still ongoing. Any Company explanations acknowledging that the emergency response procedures are being implemented will provide a measure of assurance to their elected officials and their constituents.

Group briefings can be an effective means of reaching large numbers of elected officials within an impacted area. Individual telephone contacts are also useful on a case by case basis. The R-EOC's will appoint individuals to serve as liaisons to local governments as the restoration event dictates. These individuals shall be noted in the respective Regional – Emergency Response Plans (ERPs).

Where applicable and if resources permit, Business Services should visit with local emergency planning committees/centers in an effort to ease

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communications between the Company and the municipality during the restoration effort. The Company has experienced that supporting municipalities severely affected by emergency events not only directly benefits the local area affected, but also aides in prioritizing the restoration of electric service and may improve access to Company facilities by obtaining municipal support services.

The responsibilities associated with this position include, but are not limited to:

- Establish Municipal Room in each R-EOC's;

- Establish communication protocol with local emergency planning committees and agencies;

- Establish communication protocol with Regional Communications Coordinator;

- Establish communication protocol with the Regional ERPs;

- Establish Community Leader Conference Call for restorations lasting 48 hours or more;

- Visit and/or staff local, county, or state emergency operations centers as required or requested;

- Raise issues to the appropriate levels of storm management;

- Work with the Communication Coordinator and Media to ensure consistency of messages;

- Inform Customer Service when customer issues are raised by local emergency response officials; and

- Communicate locations and timing of established shelters or the need for special considerations related to critical infrastructure and/or life support customers.

(b)   Workflow

The Municipal Communication Coordinator will receive and respond to municipal inquires and requests in a timely and frequent manner. Municipal conference calls may be held when restoration efforts are expected to last beyond 24 hours. For detailed regarding the structure and format for the calls is explained further in Section IV- Corporate Communications of this plan.

A dedicated telephone number has been reserved for each DOC for responding to municipal inquiries. The monitoring of these numbers is the responsibility of the representatives charged with activating the R-

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EOC. The telephone numbers are detailed in the Regional – ERPs and given out to elected officials for their official use only.

The R-EOC shall prepare and maintain a list of counties, cities, towns, key political centers including office numbers, cellular phones, and fax numbers. Whether and when a news release is to be distributed to the external media, it will be at the discretion of the appropriate Regional Business Services lead and Media representative.

Figure III-C-5 on the following page depicts the typical flow of work for the Municipal Room. For instructions
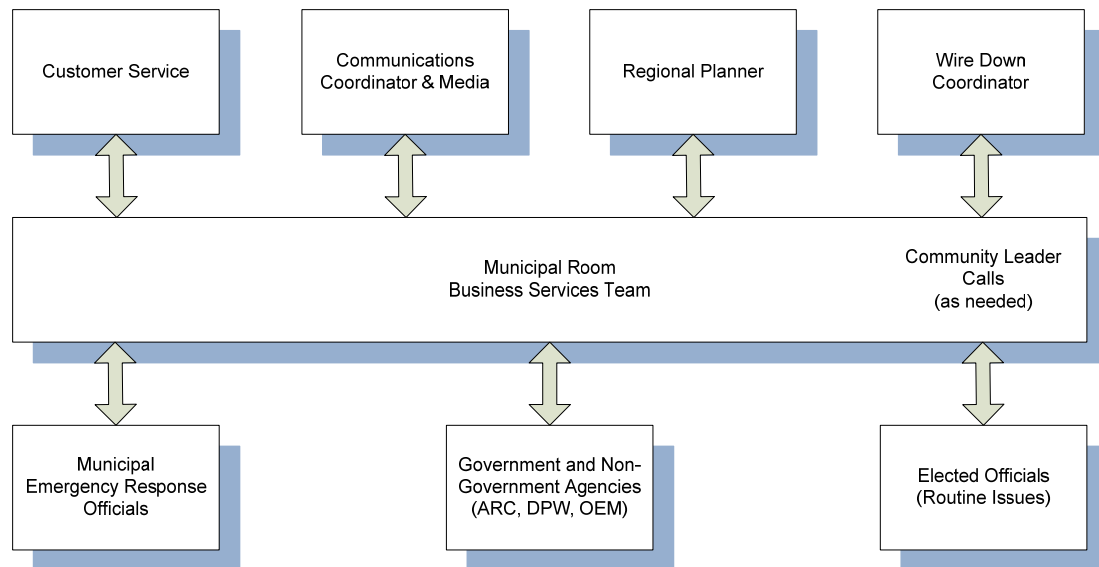
Figure III-C-5
Municipal Room Workflow

4.   Wire Down Coordinator

(a)   Concept of Operation

The Wire Down Coordinator will be responsible for deployment of internal resources to reported locations of downed wires for the purpose of identification and standby as a means of ensuring public safety. The position will work closely with the Planning Unit, Operations Unit, and the Municipal Room which collect data from customers and public safety officials.

The wire down function and coordination will be performed for all storm/emergency levels on a regional basis. The tickets or jobs generated by Porsche will be sorted and prioritized by the Trouble Analysis Unit and delivered to the Wire Down Coordinator. Wire down personnel will work closely with the Operations Unit during the public

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safety phase (immediately post-storm) of the restoration to ensure energized conductors are made safe in a timely manner.

Wire down personnel will not leave the reported location until the wire has been classified as electric (i.e., as opposed to telecommunications, cable television, fire, or security) and made safe. Wire down personnel will be trained annually, if not routinely during storm restorations. As mentioned previously, public and employee safety is paramount during the time period immediately after the storm's impact.

The Wire Down Coordinator responsibilities include, but are not limited to:

- Prepare for events based on the anticipated storm level;

- Evaluate the situation and adjust resources, as needed;

- Prioritize downed wire locations based on public safety concerns;

- Work with the Municipal Room and public safety officials to ensure a coordinated response that is reactive to local needs;

- Assign resources to perform feeder sweeps, as needed, to provide assurance to public safety and government officials of the public safety concerns; and

- Document and close completed tickets.

5. Damage Assessment Coordinator

    (a) Concept of Operation

    The Damage Assessment Coordinator (DAC) and their team shall be established for Operating Condition Levels 4 and 5, while they may be established for an Operating Condition Level 3 when significant yet localized damage necessitates a detailed damage assessment of the infrastructure; this would include elevated wind gusts, micro bursts, tornadoes, localized ice accretions or heavy snow accumulations. The damage assessment activity for Operating Condition Levels 1 and 2 will be managed by the R-OAC using existing operating procedures.

    The Damage Assessment Team may also be established when the R-OAC and/or the Regional Planner deem it necessary. The information compiled by the Damage Assessment Team (see Section V of this plan for a copy of the Storm Damage Assessment Procedure – Procedure No. EP-E-P02) is analyzed by the DAC to determine an initial or "global" ETR. For system-wide restoration, this information will also be shared with the Planning Chief to assist in resource acquisition. The DAC

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interfaces with other storm management functions to monitor job completion status and ensure timely repairs

The DAC is responsible for determining the appropriate resource numbers to conduct a detailed damage assessment to determine the type and extent of damage to the infrastructure, as well as expedite the restoration of electric service to customers. Initially, the Damage Assessment Team will consist of local employees knowledgeable in electric distribution systems and the damage assessment process. If additional resources are needed, the DAC will secure additional resources through the Storm Response Unit (SRU), as detailed in the Storm Response Unit Procedure (EM-E-P03) appended to Section V of this plan.

Immediately post-storm impact, the Damage Assessment Team will focus initially on assessing the damage to the system mainlines. The intent of this focus is determine and communicate a global ETR between 12 but no later than 24 hours after the storm's passage. The global ETR shall be communicated with both internal and external stakeholders.

Between 24 but no later than 48 hours after the storm's passage, a more broad assessment of the laterals and side taps will be made by the Damage Assessment Team to determine and communicate refined ETRs for specific feeders and/or geographic areas. Concurrently and as the restoration effort progresses, a look-ahead process will be employed to issue more specific ETRs for remaining and unassigned jobs. These ETRs will be communicated to customers by direct communication via Customer Services, Interactive Voice Recognition units, and/or field contacts.

The Communication Coordinator provides ETRs and their associated updates to the different regulatory agencies, while the Municipal Liaison communicates ETRs to the local government officials.

(b)   Organization

Figure III-C-7 depicts the Damage Assessment organization

Figure III-C-7

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Damage Assessment Organization

(c)   Workflow

The Damage Assessment Team responds to jobs requested by the Trouble Analysis Unit to assess reported damage locations; the team then reports on the assessment via ticket updates. Throughout this process, the Damage Assessment Coordinator maintains communications with the damage assessors dispatched to the reported locations and/or assigned feeders. This communications includes the assignment of other damage locations; collect, report, and compile field-verified information; and capture this information in Porsche.

Once damage assessment for Trouble Analysis is complete, the Damage Assessment Coordinator may work with the Operations Unit to assess the extent of remaining tree jobs, verify remaining service wires down or to further assess jobs already referred to Operations.

Figure III-C-8 is a depiction of a typical Damage Assessment Situation Unit workflow.
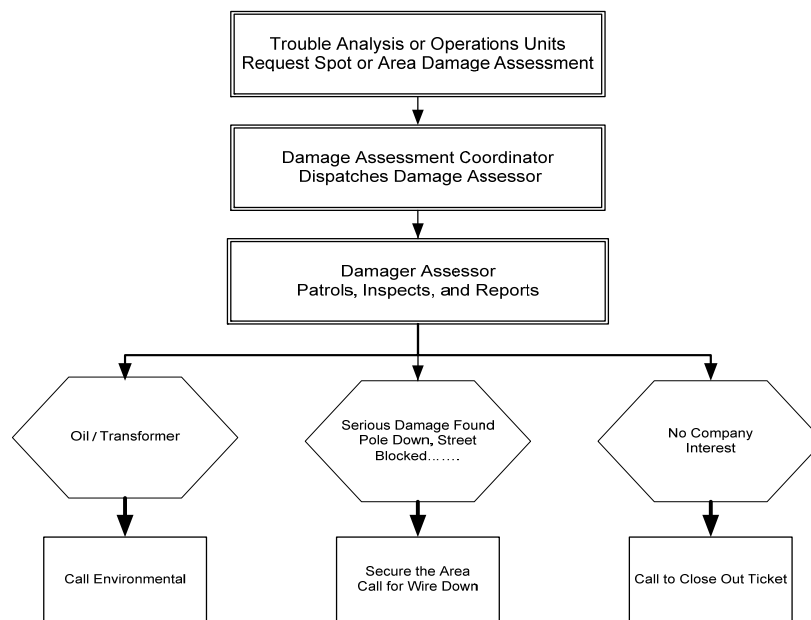
Figure III-C-8
Damage Assessment Unit Workflow

For a detailed description of the damage assessment process refer to the Damage Assessment Procedure (EM-E-P02) appended to Section V of this ERP.

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(d)   Distribution Map Access and Support Services

During significant storm events, Customer Operations is often dependent on assistance from outside crews that may be unfamiliar with the Unitil service territory. When additional circuit maps are needed for storm restoration job packages, the following procedure should be followed.

Distribution Circuit Maps

Copies of the most recent complete issue of distribution circuit maps (will be available on the \\file_uni server in PDF format.

Any changes made to the Unitil GIS that affect circuits since the last issue date (in other words, the date on which the PDFs were created) will not be reflected in the PDF files. The Unitil GIS group will also make available the map series "master file" from which the PDF maps are exported.   This master file is an ArcGIS map document (.mxd file extension) that contains separate map pages corresponding to each circuit. While "PDF" maps are static, the .mxd file points to the most recent updates in the GIS. Unitil GIS users who have access to ArcGIS can access these .mxds to print current maps "on demand" if necessary.

PDF files and .mxds for each DOC can be accessed at the following location:

\\file_uni\data\Common\Departments   Shared\Operations\Emergency Planning\GIS Maps\

If these electronic maps are not sufficient and/or further assistance is required, please contact GIS personnel. Under normal circumstances these staff report to Hampton, but in an emergency scenario they will be assigned to new roles and relocated to a DOC as noted in the Storm Assignment List (SAL).

When high volumes of circuit maps are required, Infinite Imaging may be contacted for printing services. The System-EOC may also be contacted for courier service.

6.   Documentation/Communication Coordinator

(a)   Concept of Operation

The Documentation/Communication Coordinator (DCC) position is established for storm events and other serious incidents when the Regional EOC is established. The role of this position is to document the event in the form of the Incident Action Plan (IAP) and to develop status updates for the organization and internal regulatory personnel (for Regional events only).

Under ICS, emergency response organizations are responsible for updating the IAP with storm restoration-related information.   This

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information is submitted to the S-EOC, which is the primary source of restoration-related information. Information not contained with the IAP, such as environmental issues or staffing, will be obtained by phone or e-mail from other parts of the emergency response organizations.

For Regional events, the DCC compiles information and disseminates it to the Planning Unit, the Municipal Room Team, and Trouble Analysis Unit, as needed. When the S-EOC is established, the DCC will also compile and disseminate the information to the System Information Analyst Team. The DCC may also expedite and investigate inquiries from the Information Officer, Municipal/Liaison Group, and the Operations Unit for the purpose of gathering routine, update information to internal regulatory staff and related functions.

Information will be summarized by the DCC (as necessary) to meet the requirements of the R-OAC, Planning Chief, and occasionally the Chief Information Officer or other emergency recovery organizations. Reports will detail the status of feeder repairs, numbers and locations of predicated customer interruptions, status of the restoration effort, resource and staffing levels, and environmental and safety activities. The information is compiled into the IAP, which will document the overall restoration objectives.

The IAP will be updated consistently throughout the restoration effort to reflect any significant changes in the tactical approach within a region and/or system levels. The communication aspects of the position include issuing routine updates every four hours to the organization and regulatory staff.   The DCC will work closely with Media, Customer Service, and regional Municipal Room personnel to ensure the Company's storm messaging is consistent and accurate.

The role of Documentation/Communication Coordinator includes, but is not limited to:

- Working with the Regional Planning Chief to develop the incident Action Plan;

- Documenting activities related to:

- customer interruptions

- Resource counts;

- Estimated Times of restoration;

- Summarizing the restoration effort's progress and include key internal and external communications;

- Developing and issuing corporate update every four hours;

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- Updating the internal hot line on restoration progress every four hours ;

- Providing regulatory staff updates via e-mail every four hours ;

- Working closely with Media to ensure information flow is consistent and accurate;

- Accommodating media needs for photo opportunities; and

- Establishing a notification process when R-EOC's are established.

(b)   Organization

Figure III-C-9 details the temporary organization reporting to the Documentation/Communication Coordinator.
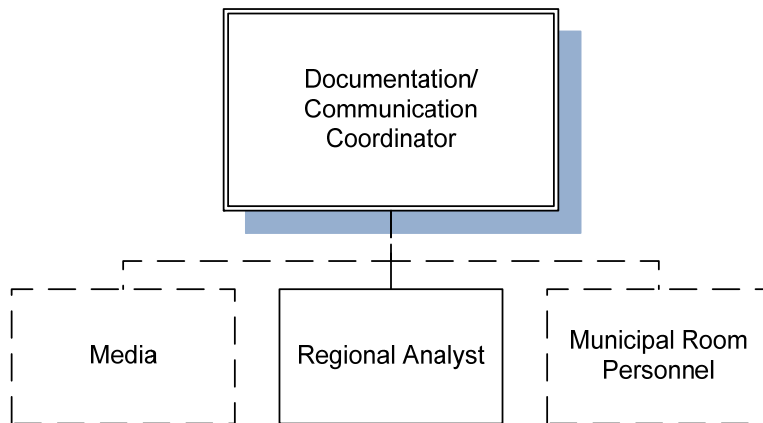
Figure III-C-9
Documentation/Communication Organization

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(c)   Workflow

Figure III-C-10 depicts the typical flow of restoration information Documentation/Communication Coordinator.
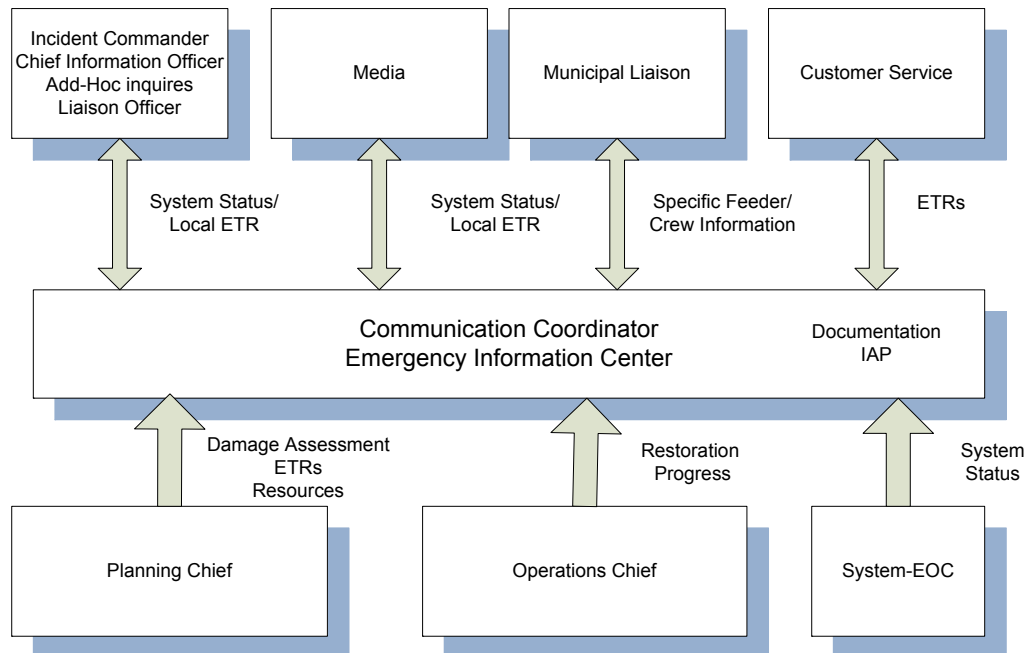
Figure III-C-10
Emergency Information Center Workflow

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D.   **Logistics Unit**

Under the ICS structure, a Logistics section is established at both the System and Regional Levels to support field operations, as identified in Section II of the ERP.

The Regional Logistics Unit is established under the direction of the R-OAC and is predicated on the Storm/Emergency Level associated with the storm event. The primary responsibility assigned to this unit includes the acquisition and coordination of resources, the re-supply of material, and establishment and management of staging sites (if needed).

Logistical response activities permit Operations personnel to focus solely on restoration instead of support activities. Under the ICS structure, the Logistics Unit is comprised of three major functional units; Staging Site Coordination, Materials/Facilities Coordination, Resources (External, and Mutual Aid) and Lodging and Meals. The System - Logistics Unit will be established either partially or fully (depending upon the Storm/Emergency level) to augment the Regional Operations Unit. When the System – Logistics Unit is activated, it will work closely with Regional Logistics Units logistics to ensure efficiency of operation.

1.   Regional Logistics Chief

(a)   Concept of Operation

All levels of storm restoration are managed by the affected R-OAC by coordinating with the two components of the System - Logistics Unit - Material Coordinator and Resource Coordinator. A third component may be included - the Staging Site Coordinator may - if conditions warrant, as determined by the System IC.

The Logistics Chief is responsible for the coordination of logistical planning and response activities. These include securing internal and external resource requirements throughout the restoration effort (e.g., Line Crews, Crew Guides, Wire Down personnel, and Damage Assessors), lodging and meals, and re-supply of needed materials. Additionally and at the direction of the System – Incident Commander, the Logistic Chief will establish a Staging Site, as identified under Section IV of the System - ERP.

Once notified by the R-OAC of the request to establish the Regional Logistics Unit, the Logistics Chief will mobilize the Logistics Team, as needed. All logistical support, material re-supply, resource acquisitions, and transportation-related needs will be coordinated through the Logistics Chief. Additional logistics personnel will be assigned positions within the Logistics Unit based upon the assigned Storm/Emergency Response Level and needs of the Regional Operations Unit.

Facility-related issues will be coordinated through the Regional Logistics Units for Storm/Emergency Response Levels 1 through 2 and possibly 3. For Storm/Emergency Response Levels 4 through 5 and possibly 3,

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facility-related concerns will be coordinated through the System - Logistics Chief.

The following are activities and functions managed and/or coordinated by the Logistics Chief:

- Train assigned personnel in logistical response requirements and expectations;

- Plan and prepare critical resources and vendors for an event;

- Update Regional logistics personnel contact information;

- Active participation in reviews, drills, and pre-event meetings;

- Verify and maintain inventory of pre-defined storm kits, cable coils, poles and transformers;

- Establish and maintain crew requirements for lodging, meals, vehicle management, and material re-supply;

- Maintain company facilities during a regional event;

- Coordinate the operation of Company cafeterias (or equivalents) during a restoration effort;

- Provide security of Company facilities and assets with barriers, fences, guards, check points, etc...

- Staff System and Regional storerooms and garages as referenced by the appropriate Storm/Emergency Response Level;

- Assign Regional Material Coordinators for Storm/Emergency Response Level 2 and above events;

- Review inventory every eight (8) hours to schedule additional vendor and/or field deliveries;

- Monitor Materials Management System (MMS) to order or re-order supply, as needed;

- Establish administration and mobilization of vendor contracts for recovery-related supplies and services (e.g., staging site overnight refueling, bus rental and operation, portable sanitary and hygiene units, and janitorial services);

- Define layout, resources, and equipment requirements for mobilizing and operating a staging site;

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- Oversee the mobilizing and operating of assembly or material laydown areas;

- Establish and maintain resource lodging, meals, and transportation, via established or required vendor arrangements;

- Provide coordination of meals for internal and external resources, as directed;

- Obtain personal comfort items or services (e.g., toiletries, clothing, laundry services, etc…) for restoration resources.

De-mobilization will begin typically at the time when customer interruptions are restored and storm-related trouble tickets have been addressed. De-mobilization is overseen by the Logistics Chief at the direction of the System – IC.

Logistics-related activities and locations may be de-mobilized when:

- All resources are accounted for and released from local operations or have returned to their home location;

- All assigned logistics personnel have returned to their normal job assignments; and

- The Logistics Chief has reported their lessons learned after a restoration to the System - IC, as required by the same.

(b)   Organization

Figure III-D-1 on the following page details the positions reporting to the Logistics Chief.
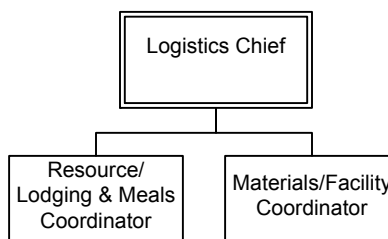
Figure III-D-1
Regional Logistics Chief Organization

(c)   Workflow

Figure III-D-2 below depicts the differing inputs and outputs associated with the Logistics Unit workflow.

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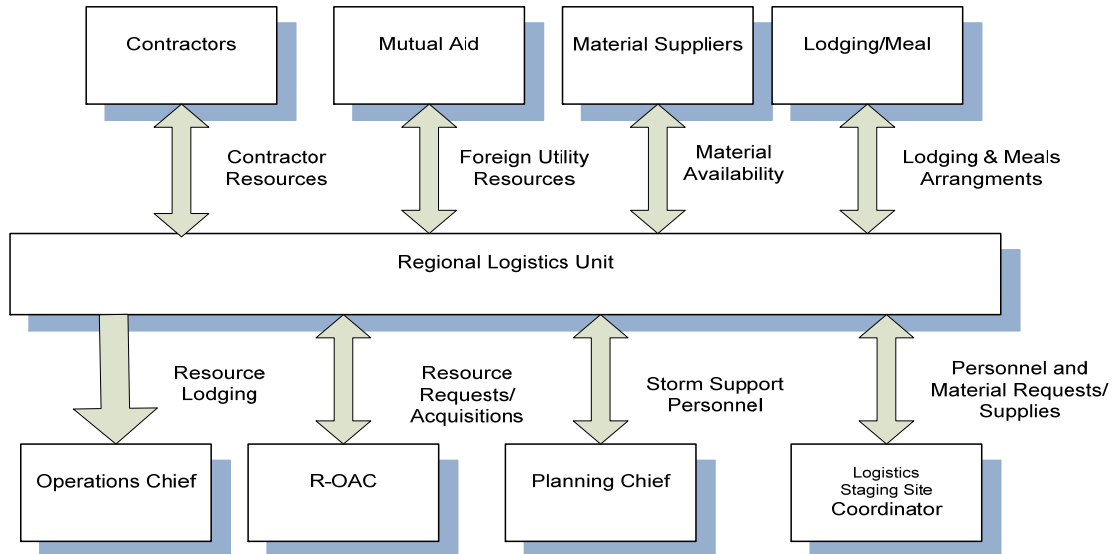
Figure III-D-2
Regional Logistics Unit Workflow

2.   Materials/Facility Coordinator

(a)   Concept of Operation

The Materials/Facility Coordinator is responsible for monitoring the material needs of the R-EOC, including the assembly and distribution of storm kits.   Additionally this function will acquire, based on pre-established vendor arrangements, vehicles, and special equipment as requested by the Operations Unit. This team will monitor the inventory system and direct stores operation.

When a staging site is mobilized, the Material/Facility Coordinator will assign personnel to the staging site to ensure a timely re-supply of material. The concept includes the fielding of a pre-determined team will be dispatched to a location prior to the arrival of crews and establish a staging site for the support of resources assigned to the Operations Unit. The Staging Site Coordinator may also retain vendor support in establishing the staging in site.

Typically, a staging site is established for 50 or more line, tree, or other types of crews and/or resources. The Materials/Facility Coordinator is responsible for the continued operation and support of the R-EOC and will take the necessary steps to ensure it 24/7 schedule, including any standby or emergency generation requirements. The Materials/Facility Coordinator will check with the Planning Chief to ensure vehicle availability aligns with the resources commitment and establish refueling operations for both internal and external resources.

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The responsibilities of the Materials/Facility Coordinator include, but are not limited to:

- Review availability of storm kits and ensure Regional inventory can support the anticipated influx of resources;

- Oversee the mobilizing and operating of material issues at material laydowns and staging areas;

- Adjust inventory levels based on staffing levels and consumption rates;

- Supply and control the inventory situated at a staging site;

- Adjust fleet volumes in support of the restoration effort;

- Ensure refueling options are available for all resources and vehicles; and

- Manage the facility aspects of the R-EOC, including generation refueling and operation.

For a detailed description of Logistical related activities for this function, refer to the Logistics Procedure (EM-E-P04) appended to Section V of this ERP.

3.   Resources Lodging/Meals Coordinator

(a)   Concept of Operation

The Resources and Lodging/Meals Coordinator will acquire restoration resources proactively and reactively with respect to the storm's impact. Resources will include, but are not limited to: internal personnel, mutual aid from foreign utilities, contractors, and other support personnel. The Resources and Lodging/Meals Coordinator will immediately notify the Logistic Chief of any mismatches between requested and reporting resources. The Resources and Lodging/Meals Coordinator will provide documentation to the Logistic Chief as to the estimated time of arrival for all retained resources.

The Resources Unit works with personnel assigned to lodging and meals to identify the appropriate accommodations for all assigned resources. For system–wide events, the team will work closely with their counterparts at the System-EOC to ensure alignment of resources at the retaining lodging and meals locations. Depending on time of year and lodging availability, the Resources Unit will retain the necessary beds, whether hotels, shelters, tents, or other means to lodge and feed all resources. Alternative housing (e.g., gymnasiums and armories) may be utilized to accomplish these activities.

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The Regional Logistic Chiefs will identify the specific resources that will be assigned to each lodging location. Feeding all resources will be coordinated with the acquisition of accommodations. Often, breakfast and dinner will be provided at lodging accommodations and (when feasible) box lunches from the same lodging location will be issued at breakfast to the resources.

The responsibilities for the Resources and Lodging/Meals Coordinator include, but are not limited to:

- Sustain and support resources requirements for lodging, meals, vehicle management, and material resupply;

- Provide support personnel such as wire down, damage assessment, and other regional support, as directed;

- Establish and maintain resource lodging, meals, and transportation, via established or required vendor arrangements;

- Provide coordination of meals for internal and external resources, as directed;

- Obtain personal comfort items or services (e.g., toiletries, clothing, laundry services, etc…) for restoration resources;

- Provide security of Company facilities and assets with barriers, fences, guards, check points, etc…; and

- Resource lodging, transportation, and vendor services for maintenance of dormitory-style lodging facility that may be utilized.

For a detailed description of Logistical related activities for this function, refer to the Logistics Procedure (EM-E-P04) appended to Section V of this ERP.

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E.   Administration Unit

For operating Levels 1-3 the Regional Administration section is established at the Region to provide administration support at the R-EOC.

1.   Regional Administration Chief

(a)   Concept of Operation

The Administration Chief (AC) will manage all administrative functions associated with the restoration effort. Typically, this position is established for Storm/Emergency Response Level 4 and 5 and aligns closely with the System – Administration/Finance Chief. The AC will ensure all internal personnel are deployed to their storm assignments, as assigned or as needed.

The AC will also accommodate the Human Resources needs of employees and contractors (e.g., contracts with home repair companies, medical emergencies, and stress management support). The AC will work closely with the Logistics Chief to ensure each R-EOC has the appropriate level of administrative support to complete its assigned activities. This Administration Unit will ensure also that each facility has the appropriate level of Information Technology (IT) support during events.

The Administration Chief is responsible for compiling and reporting all costs related to a storm/emergency event. The AC also provides assistance to other organizations in such areas as mutual aid and petty cash disbursements.

The AC responsibilities include, but are not limited to:

- Tracks costs associated with an incident;

- Distributes procurement cards and petty cash if necessary;

- Arranges for the procurement of non-stock material and outside services as needed;

- Investigates and processes claims associated with an incident;

- Coordinates and supports Mutual Assistance Crews HR needs;

- Coordinate HR support activities including employee family assistance;

- Coordinates and manages company facility cafeterias as required to support the incident;

- Provide security of company facilities and assets with barriers, fences, guards, check points, etc…;

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- Coordination and deployment of mobile generators and other specialized equipment;

- Coordinates with IT to ensure resources are available to support primary systems and EOCs; and

- Develops and distributes updated roster information to Logistics.

(b)   Organization

Figure III-E-1 depicts the positions reporting to the Regional Administrative Chief.

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┌─────────────────────┐
│ ┌─────────────────┐ │
│ │  Administration │ │
│ │     Chief       │ │
│ └─────────────────┘ │
└─────────────────────┘
          │
   ┌─────────────┐
   │     HR      │
   │ Coordinator │
   └─────────────┘
```
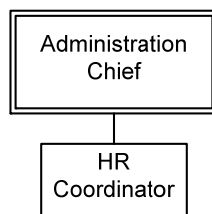
Figure III-E-1
Regional Administration Chief Organization

2.   HR Coordinator

(a)   Concept of Operation

The HR Coordinator will assist the Administrative Chief with all administrative functions during the restoration efforts HR Coordinator responsibilities include but are not limited to:

- Ensuring assigned SAL personnel are directed to appropriate areas and information provided to receiving R-EOCs is accurate;

- Developing and distributing employee updated information to Logistics including the EOC roster and shift schedule;

- Issuing petty cash and adjusts upwards procurement card limits for applicable personnel, as instructed by the IC or SRC;

- Issuing instructions on pay policy in a timely manner;

- Tracking and estimating the cost of the restoration event;

- Ensuring cost controls are in place for subsequent payment of vendors and external resources (e.g., contractor line crews);

- Providing Facility support at each R-EOC;

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- Working with Media (internal communications) to issue information regarding employee support services (home repairs, family assistance, stress management, spiritual support); and

- Ensuring IT protocols are proactive and incorporate critical applications and processes.

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F.   Regional Emergency Operations Center

The Unitil Regional Emergency Operations Center (R-EOC) provides the direction and support necessary to effectively manage overall regional operations during significant emergency response efforts. The Unitil R-EOC is responsible for providing direction to the Emergency Response Organization in several key areas which includes overall restoration planning, coordination of both internal and external resources, and coordination of company-wide communications. Because there are many factors that have a direct impact on the entire emergency response effort, the Emergency Operations Center works to serve as a central point for the flow and analysis of restoration information among the many departments involved.

The Regional Emergency Operations Center provides regular updates on the overall emergency response progress in the region and performs weather tracking and forecasting services for the benefit of the entire restoration organization.

The Regional Emergency Operations Center also provides contact with town agencies, and serves as a focal point for developing restoration information for dissemination to other external audiences.

The following Figures depict the Regional-EOC layouts located at the Concord, NH (Capital Region) facility, Kensington, NH (Seacoast Region) facility, and Fitchburg, MA (Fitchburg Region) facility.

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Figure III-F-1
Seacoast R-EOC Layout

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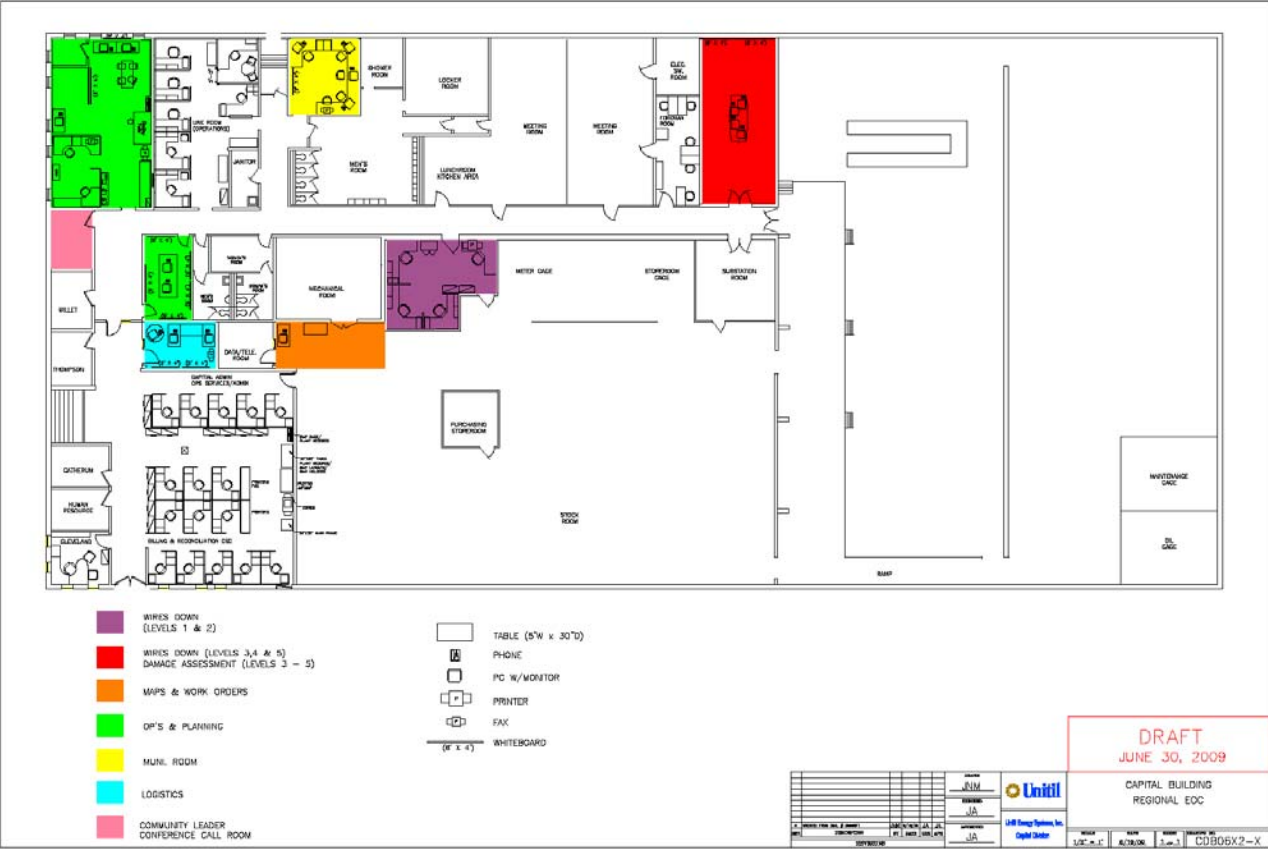
Figure III-F-2
Capital R-EOC Layout

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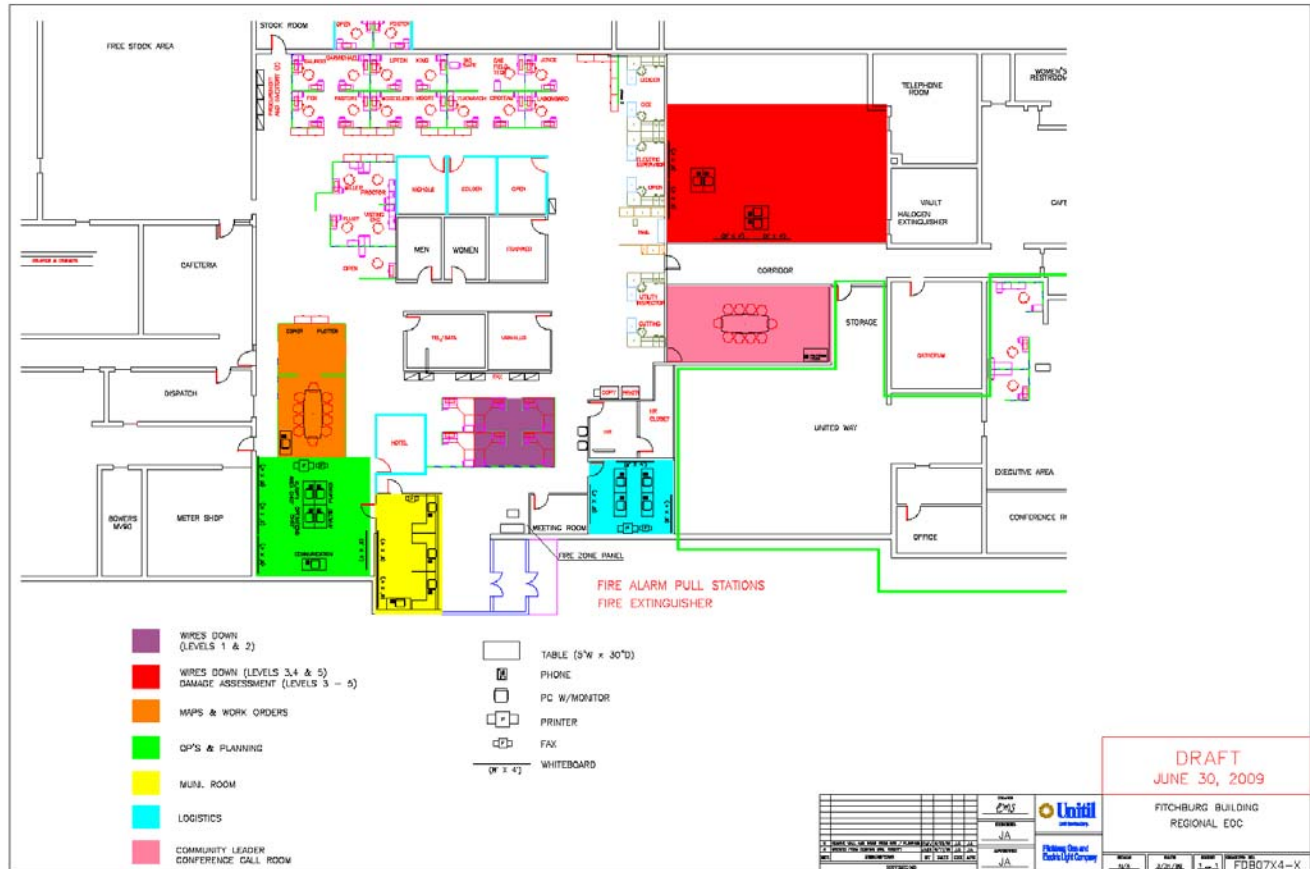
Figure III-F-3
Fitchburg R-EOC Layout

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ATTACHMENT 2

Regional Level - Position Specific Checklists

Position Title: | Reports To:

Regional Operations Area Commander (R-OAC)   **Incident Commander (IC)** (if system level event)

The Regional Operations Area Commander (R-OAC) is responsible for the management and implementation of the Regional-Emergency Response Plan (R-ERP) within the boundaries of the Division's service territory. The R-OAC will establish the overall response objectives for his/her team with priorities as determined by the extent, size, duration, and complexity of the outage or emergency. For regional events the R-OAC will act as the IC for the incident and work with the Logistics, Planning, Operation, and Administration Chiefs in the region and the Safety Coordinator to strategize response plan for repairs. When the system-level is activated, the R-OAC will serve as a liaison to the S-EOC and will provide frequent regional updates to the IC.

Position duties and responsibilities include, but are not limited to:

- Plan and prepare for anticipated adverse conditions
- Manage the Regional restoration effort
- Establish immediate priorities and align them to corporate restoration objectives
- Staff and Supervise the R-EOC for the incident as needed
- Assess the situation to determine restoration objectives and develop response strategies
- Determine the extent of trouble and estimate personnel, material, and transportation requirements
- Validate ETRs based on damage assessment prior to dissemination
- Approve the Incident Action Plan (IAP)
- Consistently reassess the plan to ensure it addresses event escalation issues
- Coordinate any staging area efforts (if any) within the Region
- Ensure communication protocols are established and maintained
- Plan for and implement demobilization efforts

Pre-Emergency Preparations:

Monitor forecasts for adverse weather affecting the region.

Port-Emergency Responsibilities and Reports:

Ensure proper demobilization process is in place and complete any AAR, as needed.

Equipment Required:

Refer to the R-EOC Operations Manual for room layout, equipment requirements, and check off lists.

Work Location:

R-EOC: Concord, NH; Kensington, NH; Fitchburg, MA

Work Period:

12 hours on duty, 12 hours off duty with "as required" overlap with relief Regional Operations Area Chief (R-OAC).

Activation Notification:

As notified by the Director, Electric Operations, Emergency Management, or prior R-OAC.

Additional Staff Requirements:

As required (Through SAL program)

Regional Operations Area Commander (R-OAC) Checklist

Initial actions to take by the person assuming the responsibilities of the R-OAC

STEP	ACTION	✔
	Note: If you are coming in as a newly assigned or relief R-OAC, skip directly to Step 5	
1	Assess the situation and/or obtain briefing from the individual currently in command of the situation. If being directed to activate an IC organization due to an ongoing or imminent event, obtain your briefing from the SRC Chair or designees. Focus on the following: - What has happened and how bad is the situation? - What response actions are currently being taken? - Is the event stable or is the situation worsening? - What security issues exist? - What are the implications to the operations of the Company?	
2	At the end of the briefing, decide on the need to activate a full or partial IC organization. Consider the following: Can the responding resources handle the incident? ☐ Yes ☐ No Will the duration of the incident exceed resource endurance? ☐ Yes ☐ No Are there potentially significant human resources, political, economic and/or environmental implications? ☐ Yes ☐ No If the answer is "Yes" to any or all of the above, consider activating appropriate IC functions (Step 3). If the answer is "No" to **all** of the above, simply ensure proper completion of the incident.	
3	Discuss staffing needs with the SRC Chair or designee and determine appropriate staffing needs. **Note**: The size and type of the incident will dictate how many people will be needed to effectively respond. Check off as applicable: Position Yes No **Safety Coordinator** ___ ___ **Operations Chief** ___ ___ -Trans Line/Substation & Switching ___ ___ -Crew Coordinator ___ ___ **Planning Chief** ___ ___ -Trouble analysis ___ ___ -Documentation/Communications ___ ___ -Municipal Room Team ___ ___ -Wires Down Coordinator ___ ___ -Damage Assessment Coordinator ___ ___ **Logistics Chief** ___ ___ -Materials Coordinator ___ ___ -Resources/Lodging & Meals/Support Team ___ ___ **Admin Chief** ___ ___ -HR Coordinator ___ ___	

4	If immediate guidance is needed in an ongoing situations (e.g., hostage crisis), help is available 24/7 from crisis response at xxx-xxx-xxxx	
5	Report to the location of the R-EOC	
6	Complete the transfer of command and control to yourself once you have properly assessed the situation. Focus on the following: - What has happened and how bad is the situation? - What response actions are currently being taken? - Is the event stable or is the situation worsening? - What security issues exist? - What are the implications to the operations of the Company? - What do on-site personnel need from us and vice-versa? Once transfer of command and control has occurred, ensure that all response personnel are aware that you are now the R-OAC.	
7	Establish your strategies and immediate priorities. Focus on the following: - Impact of the event on Company personnel and on the public - Impact of the event on our business - Impact of the event on the Company's reputation - Impact of the event on the Company's finances	
8	Establish contact with the SL-IC (if system level event) Obtain: - Strategic plan for response - Establish contact information and schedule of telephone conferences between the regional IC's and others Share and provide: - Regional incident status - List of agency representatives who have reported to the EOC - Governmental Agency concerns - Provide information on which regional EOC's are open and the names of Unitil representatives at those locations - Information on logistical support for agency resources	
9	If the situation warrants, determine the need for establishment of a Unified Command with appropriate stakeholders. Discuss the need to do this with the SRC Chair or designee, if appropriate. **Note**: The Emergency Preparedness Representative can help you in this determination.	
10	Set up and conduct a briefing of your own command general staff personnel. At a minimum, discuss the following as an initial agenda: - Size and complexity of the incident - Incident objectives - Your expectations - Policy on outside information dissemination (media & outside agencies) - Agencies/organizations/stakeholders/business community - Incident activities/situation - Special concerns - Determine the length of Operational Periods - Do we have the necessary people for our response?	
11	Consider posting a Company-wide or area-wide message to all employees regarding the facts of the incident. Work with the Chief Information Officer (CIO) and/or employee communications representative to develop and disseminate this message. Provide periodic updates. **Note**: This responsibility will fall to the System Level if it is activated.	

12	Ensure that the Liaison Officer (LNO) establishes communications with those agency representatives who have reported to the IC and with agencies which have not sent a representative.	

The following will assist in the ongoing response to and assessment of the situation		
STEP	**ACTION**	✔
1	Determine critical information needed from staff (section chiefs)	
2	If possible, personally observe the incident site(s)	
3	Review and approve the Regional Incident Action Plan (IAP) for the next Operational Period (OP).	
4	Identify additional stakeholders-those individuals and groups that are potentially adversely affected by the incident.	
5	Assess personnel needs, funding, legal, and best response implications: Personnel Issues: - Operational work periods for workers - Use of volunteers and auxiliary personnel - Human resources issues - Stress management concerns - Family assistance needs Funding Issues: - Consider source(s) and access to funds - Consider limits/ceilings Legal Issues - Documentation of response activities - Investigation interaction Best response drivers - Human health and safety, for both our employees and members of the public - Protection of company assets - The economy within our service territory - Reputation/brand image of the company - The environment - Public communication - Stakeholder support - Organization	
6	Ensure your response objectives adequately address all items in No. 5	
7	Identify operational situation changes that require augmenting/demobilizing resources.	

	Flow of timely, accurate information to the press and to Company personnel is key to controlling the perception of the public/external stakeholders	
STEP	**ACTION**	✔
1	Prepare for holding press conferences by working with the CIO to compile the necessary briefing materials.	
2	Approve all PSA's and internal communications messages with the communications team and CIO.	
3	If this is a single regional IC organization, authorize the release of information to the news media and to Company personnel. If this is a multiregional event and/or if the SRC is activated, ensure that the CIO obtains approval from the corporate IC	

	Below is an input/output matrix to assist you with obtaining/providing information to/from the other organizational functions	
STEP	**ACTION**	✔
1	If appropriate, periodically meet with the other UC representatives. (SL-IC) Obtain: - Consensus on decisions Share/provide - Leadership	
2	Periodically meet with Stakeholders. Obtain: - Commitments for support - Special concerns Share/provide: - Briefing on current situation - Response strategies/priorities	
3	Meet periodically with the R-Documentation/Communication Coordinator Obtain: - Media considerations regarding the response/mitigation plan - Special media requests - Level of public interest - News releases, fact sheets, videos, photos, and news clips - Interview, news briefing and town meeting schedules Share/provide: - Your policy on outside information dissemination - Response objectives - Command messages - Authorization of press releases to the press and to Company personnel	

STEP	ACTION	✔
	Below is an input/output matrix to assist you with obtaining/providing information to/from the other organizational functions	
4	Meet periodically with the R-Municipal Communications Coordinator Obtain: - Information on agencies and stakeholders - Assisting agency capabilities - Available municipal resources - Status of cooperating activities in support of the incident - Stakeholders' concerns/issues Share/provide - Current incident objectives/priorities	
5	Meet periodically with the Regional Safety Coordinator (R-SC). Obtain: - Safety concerns regarding the current response/mitigation plan - Update on safety issues at the incident site, including injuries, accidents, etc. - Possible constraints on incident objectives due to safety issues Share/provide: - Incident situation status, especially in the initial stages of the event - Response objectives/priorities - Your expectations and concerns	
6	Meet periodically with the Regional Operations Chief (R-OC) Obtain: - Briefings on primary strategies, tactics, and limitations - Updates on the progress of current response objectives - Resources needed - The location of operational facilities Share/provide: - Response objectives	
7	Meet periodically with the Regional Planning Chief (R-PC) Obtain: - Briefings on overall current situation - Update on incident, including current/future projections on the impact of the incident - Briefings on resources available, including staffing, equipment and facilities Share/provide - Objectives for response/mitigation plan - Your approval of the response/mitigation plan for next operational period - New objectives - Alternate strategies	

STEP	ACTION	✔
	Below is an input/output matrix to assist you with obtaining/providing information to/from the other organizational functions	
8	Meet periodically with the Regional Logistics Chief (R-LC) Obtain: - Briefings on logistical issues relating to communications, transportation, medical needs, facilities, and resources Share/provide: - Response objectives/priorities	
9	Meet periodically with the Regional Admin Chief (R-AC) Obtain: - Briefings on administration issues relating to employee welfare, HR needs, medical needs, facility/IT needs, and financing issues Share/provide: - Response objectives/priorities	

Unitil
Emergency Response Plan
Regional Safety Coordinator Checklist

Position Title:	Reports To:
Regional Safety Coordinator (R-SC)	**EH&SO** (system event) or **R-OAC** (regional event)

The Regional Safety Coordinator's (R-SC) primary concern is to ensure the safety of the public, employees and supporting personnel after a storm has damaged the distribution system. The Safety coordinator will act as the primary safety contact for the region and is responsible for proper documentation of all safety activities and reporting. The Coordinator will maintain a safety presence in the field throughout the event to monitor conditions and work practices and to maximize the safety of all personnel. The R-SC will report to the Environmental Health and Safety Officer (EH&SO) to comply and maintain Corporate Safety and Environmental Procedures.

Position Duties and responsibilities include, but are not limited to:

- Support the R-OAC in developing safe restoration objectives and plan implementation
- Act as a liaison between supervisors and external resources for safety-related issues
- Train employees, as needed, in their respective storm assignments from a health and safety perspective
- Provide direction and interpretation for implementing existing safety guidelines
- Provide safety briefs to employees and external resources before working
- Prepare incident reports as needed
- Inspect field restoration resources for health and safety compliance
- Issue daily safety updates to the R-OAC and the System EH&S Officer, regarding observed trends (if any)
- Accommodate OSHA during incidents or observation tours

Pre-Emergency Preparations:

Ensure all safety materials and equipment requirements are met.

Post-Emergency Event Responsibilities and Reports:

Follow up on any safety issues/claims and file the appropriate safety reports (if applicable)

Equipment Required:

Refer to the R-EOC Operations Manual for room layout, equipment requirements, and check off lists.

Work Location:

R-EOC location (Concord, NH; Kensington, NH; Fitchburg, MA) and various field locations/staging sites.

Work Period:

12 hours on duty, 12 hours off duty with "as required" overlap with relief Regional Safety Coordinator (R-SC)

Activation Notification:

As notified by the EH&SO, Emergency Management, or Director, Electric Operations,

Additional Staff Requirements:

As required (Through SAL program)

STEP	ACTION	✔
	Regional Safety Coordinator Checklist	
1	Receive assignment as the R-SC.	
2	Communicate with operating personnel at the incident location to obtain the following information: - Status of the situation - Actions taken or being taken to mitigate the incident - Number of injuries (personnel & public) - Seriousness of injuries - Extent of any additional personnel or public exposure or impact as a result of the incident - Any other information necessary for the R-OAC to be fully informed of safety impacts and concerns during the incident management - Outside emergency response agencies responding to the incident and any additional resources required or requested - Support needed from internal organizations to protect the safety of employees, the public, or our facilities - Instructions or additional information that may need to be communicated with employees or the public relating to safety	
3	Report to the designated R-EOC. Check-in as required and report to the R-OAC.	
4	Being maintaining a detailed R-SC activity log documenting all safety related activities and communications.	
5	Receive a briefing from the R-OAC to obtain: - Size and complexity of the incident - Expectation of the R-OAC - Incident objectives - Number of employees, contractors, and outside agencies involved - Special concerns - Employee or public injuries/safety concerns - Present status of the incident	
6	Communicate with the R-OAC's expectations, incident objectives and policy on information dissemination as well as any other pertinent information to Safety field personnel involved.	
7	Establish contact with the System Level-EH&S Officer (if applicable) Obtain: - Strategic plan for safety - Determine identity of other regional SCs - Establish contact information and schedule of telephone conferences between the System-Level Safety officers and the Regional Safety officers Share/provide: - Regional incident status	
8	Coordinate with the Risk Management Services and security to establish a line of communication and assure a consistent approach to safety of the public, our employees and facilities.	

STEP	ACTION	✔
9	Obtain copies of any relevant exposure data such as MSDS's and safety procedural guidelines. Ensure field safety personnel get this information.	
10	In coordination with the R-PC, develop a Safety Plan portion of the R-IAP	
11	Assess the need for the outside safety and industrial hygiene resources, and make appropriate arrangements after obtaining approval from the R-IC. Make your request through the R-PC/R-LC.	
12	Assess the need for safety and fire protections supplies, and make arrangements to acquire needed supplies if so approved by the R-OAC. Make your request through the R-Logistics unit.	
13	Assess the need for outside safety training services to support training and for qualifying additional personnel or outside resources to perform required tasks and briefings.	
14	If not already done, assign Safety personnel to the incident location. These individuals will be responsible for ensuring that the Safety Plan for the current OP is being implemented.	
15	Ensure that accountability for personnel has been completed prior to the release of personnel from affected locations.	
16	Review for approval any regional safety-related communications to employees of the public to assure that the communications conform to the strategic safety plan.	
17	Coordinate with security to secure any hazardous areas following the incident and to protect the integrity of any evidence.	
18	Assure Safety Incident Reports are filed post-event.	
19	Assure a smooth demobilization of safety functions as event warrants.	
20	Complete all paperwork and turn it into the R-DCC at the termination of the incident.	

Position Title:

Regional Operations Chief (R-OC)

Reports To:

Regional Operations Area Chief (R-OAC)

The Regional Operations Chief (R-OC) is responsible for developing and implementing the appropriate response plan to leverage effectively existing and potential resources, considering restoration objectives established by the R-OAC. The R-OC manages field operations required to repair damage to the system and will also direct forestry crews to the appropriate locations to support line crews or public safety requirements as needed. The R-EOC positions reporting to the R-OC are; Switching/Transmission and Substation crews. Radio Dispatcher, Tree Trimming Crews, Contract Line Crews, Crew Coordinator, Service Crews, and Operations Staging Site Coordinator. The R-OC works closely with the R- Planning Chief and Safety Coordinator and reports directly to the R-OAC.

Position duties and responsibilities include, but are not limited to:

- Dispatch work to crews
- Distribute tools and equipment
- Coordinate of pole sets
- Develop daily safety briefs with the Regional Safety Coordinator
- Oversee switching operations
- Oversee primary, secondary, and service splices
- Oversee the installation/removal of protective grounds
- Coordinate work distribution at staging sites (if open)
- Direct and manage tree crews
- Direct and manage wires down activities
- Create achievable restoration objectives
- Ensure outages are restored within the projected global ETR and communicated
- Assist the R-PC in developing an IAP
- Coordinate with Planning Chief for adequate resource monitoring
- Track trouble crew assignments and locations
- Ensure Planning and Logistics Chiefs are aware of meals and lodging needs

Pre-Emergency Responsibilities:

Monitor forecasts for impending adverse weather

Post-Emergency Event Responsibilities and Reports:

Ensure proper demobilization of operations unit.

Equipment Required:

Refer to the R-EOC Operations Manual for room layout, equipment requirements, and check off lists.

Work Location:

R-EOC location (Concord, NH; Kensington, NH; Fitchburg, MA) and various field locations.

Work Period:

12 hours on duty, 12 hours off duty with "as required" overlap with relief Regional Operations Chief (R-OC)

Activation Notification:

As notified by Regional Operations Area Chief (R-OAC), Mgr. Electric Operations, or Emergency Management

Additional Staff Requirements:

As required (Through SAL program)

STEP	ACTION	✔
	REGIONAL OPERATIONS CHIEF (R-OC) CHECKLIST	
1	Receive assignment as the R-OC.	
2	Upon arrival at the R-EOC, check in as appropriate.	
3	Receive a briefing from the R-OAC to obtain: - Size and complexity of the incident - Expectation of the R-OAC - Incident objectives - Agencies/organizations/stakeholders involved - Political ramifications - Incident activities and current situation - Special concerns	
4	Begin/maintain an R-OC Activity Log to document restoration activities	
5	Acquire work materials and set up a workstation.	
6	Indentify resources - Consult with the R-LC - Consult with your manager at the site(s)	
7	Identify any technical specialists that are needed to meet objectives. Direct the R-PC of the need to obtain the services of these individuals.	
8	Identify and assign resources to specific functions.	
9	Establish communications with the field. Set up a schedule for communications. Information needed includes: - Daily activities - Resources assigned - Resource needs - Weather conditions at the site - Safety constraints - Accomplishments for inclusion into the R-OC briefing - Revisions to tactics - Assignment recommendations	
10	Working with the R-SC, ensure that the establishment of security and accountability for operational resources.	
12	Develop the Operational portions of the ICP for the next operational period. Develop strategies, tactics, and assignments based on the incident type and IC's priorities/objectives.	
13	Establish tactics for the next operational period.	
14	Address personnel safety issues. Coordinate this work with the R-SC.	

STEP	ACTION	✔
15	Periodically meet with the R-OAC. Obtain: - IC's expectations - Response objectives (prioritized list) Share/provide: - Feedback on status of objectives - Recommend strategy and tactics to meet objectives	
16	Periodically meet with the R-PC. Obtain: - Alternative strategies and tactics - Proposed ICP - Briefing on situation, critical/sensitive areas, resources status and availability, and weather Share/provide: - Proposed strategies and tactics for the next operational period - Input into the demobilization plans - Future resource needs - Functions of various operational groups	
17	Periodically meet with the R-LC. Obtain: - Transportation updates - Prognosis for resource availability Share/provide: - Transportation needs - Resource needs	
18	Ensure proper demobilization and complete any paperwork necessary and return to the R-DCC	

Unitil
Emergency Response Plan
Regional Planning Chief Checklist

Position Title:	Reports To:
Regional Planning Chief (R-PC)	**Regional Operations Area Chief (R-OAC)**

The Regional Planning Chief (R-PC) is responsible for managing and administering the overall effort of collecting, processing and reporting emergency restoration information. The Trouble Analysis, Municipal Communications Team, Documentation & Communication, Wires Down, and Damage Assessment Coordinator all report to the Planning Chief. The Planning Chief is also responsible for monitoring and reporting major weather alerts and mobilizing and demobilizing the R-EOC and reports directly to the R-OAC.

Position duties and responsibilities include, but are not limited to:

- Assess, evaluate, and package work, along with other available trouble data, to anticipate resource and material needs for distribution, transmission, and substation restoration activities;
- Request additional resources and/or materials, as determined, through the Logistics Chief;
- Request storm support personnel, as needed, to include damage assessors, wire down appraisers and standby personnel, and clerical/technical support for the R-OAC;
- Provide restoration priorities to the OC;
- Develop, implement, and maintain the IAP;
- Establish the communication process, in conjunction with the R-OAC;
- Ensure accurate ETRs based upon valid data and coordination with the OC;
- Review the forecast and provide weather updates, as needed;
- Determine the time frame for scheduling a pre-storm conference call; and
- Coordinate with the Wire Down Coordinator and Municipal Room in prioritizing restoration targets and responding to municipal needs.

Pre-Emergency Responsibilities:

Monitor forecasts for impending adverse weather

Post-Emergency Responsibilities and Reports:

Ensure proper demobilization of Planning unit and finalize/approve all final RSR's and IAPs

Equipment Required:

Refer to the R-EOC Operations Manual for room layout, equipment requirements, and check off lists.

Work Location:

R-EOC location as assigned (Concord, NH; Kensington, NH; Fitchburg, MA)

Work Period:

12 hours on duty, 12 hours off duty with "as required" overlap with relief Regional Planning Chief (R-PC)

Activation Notification:

As notified by the R-OAC, Emergency Management, or Mgr. Electric Operations

Additional Staff Requirements:

As required (Through SAL program)

	REGIONAL PLANNING CHIEF (R-PC) CHECKLIST	
STEP	**ACTION**	✔
1	Receive assignment as R-PC.	
2	Upon arrival at the R-EOC, check in as appropriate.	
3	Receive a briefing from the R-OAC - Size and complexity of the incident - Expectations of the R-IC - Incident objectives - Agencies/organizations/stakeholders involved - Political ramifications - Incident activities and current situation - Special concerns	
4	Collect and process critical information about the incident. Determine: - Geographical scope of the incident and layout of the organization - Resource locations - Facilities Then consider: - The need for changes to the geographical layout of the organization Determine: - Actions taken to date Then consider: - Any additional actions needed Determine: - Current organization Then consider: - Adequacy of current organization to meet incident needs Determine: - Resources on-scene and ordered in - Resource location/status Then consider: - Need for resources in addition to those on-scene or ordered	
5	Begin/maintain an R-PC Activity Log and acquire work materials.	
6	Ensure the setup of an adequate workspace for your group. If necessary, have logistics obtain/setup this workspace.	
7	Provide input to the R-OAC and the R-OC in the preparations of the R-IAP.	

STEP	ACTION	✔
8	Supervise the preparation of the R-IAP for the next operational period. - At the conclusion of the Storm Call, ensure assignments and expectations are clear - Instruct those responsible for completion of portions of the response or mitigation plan(s) to provide advance notice if the deadlines will not be met - Ensure duplication services are available and adequate - Assemble and proofread the R-IAP, ensuring completion and submit to the R-OAC - Duplicate and route, as needed	
9	Determine/develop alternate strategies for each primary strategy proposed by the R-OC: - Determine if alternate plans are precluded by any policy, regulation, or other incident specific constraint - For each alternative strategy, determine resources needed, resource availability, and cost - Be prepared to discuss the pros and cons of the alternative strategies at planning meetings	
10	Keep the R-OC and command staff informed about incident status changes.	
11	Provide incident specific information to requestors.	
12	Be alert for excess resources that can be reassigned or demobilized.	
13	Ensure that incident status information is prominently displayed.	
14	When appropriate, oversee the preparation and implementation of the demobilization plan.	
15	Periodically meet with the R-OAC. Obtain: - Initial briefing on incident status - Operational periods - Deadline for response or mitigation plan(s) submission - R-IC objectives - R-IAP(s) approval Share/provide - Feedback on initial response activity/organization - Feedback on operational period decision and response or mitigation plan(s) deadline - Feedback on objectives - Proposed R-IAP(s) - Updates on situation, resource status, weather, etc. - Response or mitigation plan(s) for approval	

STEP	ACTION	✔
16	Periodically meet with the R-SC. Obtain: - Concerns regarding safety issues in the response or mitigation plan(s) - Safety messages Share/provide: - Proposed response or mitigation plan(s) - Briefing on situation, critical/sensitive areas, resource status/availability, weather	
17	Periodically meet with the R-OC. Obtain: - Primary and alternate strategies/tactics - Resource needs - Resource/facility needs Share/provide: - Input on alternative strategies - Proposed response or mitigation plan(s) - Briefing on situation, critical/sensitive areas, resource status/availability, weather - Feedback on response or mitigation plan submissions	
18	Periodically meet with the R-LC Obtain: - Transportation updates - Prognosis for resource availability Share/provide: - Transportation needs - Resource needs	

Position Title:

Reports To:

Regional Logistics Chief (R-LC)   **Regional Operations Area Chief (R-OAC)**

The Regional Logistics Chief (R-LC) is responsible for the coordination of logistical planning and response activities in support of operations requirements. These would include securing internal and external resources before and during the restoration, procuring lodging and meal accommodations for crews, and re-supply of material as needed. Positions reporting to the R-LC are; Material/Facility Coordinator and the Resources Lodging/Meals Coordinator. When a staging site has been established the Logistics Chief will work closely with the system logistics team to ensure efficiency of the staging site.

Position duties and responsibilities include, but are not limited to:

- Train assigned personnel in logistical response requirements and expectations;
- Plan and prepare critical resources and vendors for an event;
- Update Regional logistics personnel contact information;
- Active participation in reviews, drills, and pre-event meetings;
- Verify and maintain inventory of pre-defined storm kits, cable coils, poles and transformers;
- Establish and maintain crew requirements for lodging, meals, vehicle management, and material re-supply via established or required vendor arrangements;
- Maintain company facilities and provide security of Company facilities and assets with barriers, fences, guards, check points, etc...
- Staff System and Regional storerooms and garages as referenced by the appropriate Storm/Emergency Response Level;
- Review inventory every eight (8) hours to schedule additional vendor and/or field deliveries;
- Monitor Materials Management System (MMS) to order or re-order supply, as needed;
- Establish administration and mobilization of vendor contracts for recovery-related supplies and services (e.g., staging site overnight refueling, bus rental and operation, portable sanitary and hygiene units, and janitorial services);
- Define layout, resources, and equipment requirements for mobilizing and operating a staging site, assembly area, or material laydown area;

Pre-Emergency Responsibilities:

Review contact lists for all logistical needs (i.e., contract crews, lodging, meals, supplies, etc.)

Post-Emergency Responsibilities and Reports:

Ensure the proper demobilization of the logistics unit and complete any documentation needed.

Equipment Required:

Refer to the R-EOC Operations Manual for room layout, equipment requirements, and check off lists.

Work Location:

R-EOC location as assigned (Concord, NH; Kensington, NH; Fitchburg, MA)

Work Period:

12 hours on duty, 12 hours off duty with "as required" overlap with relief Regional Logistics Chief (R-LC)

Activation Notification:

As notified by the R-OAC, Emergency Management, or Mgr. Electric Operations

Additional Staff Requirements:

As required (Through SAL program)

STEP	ACTION	✔
	Regional Logistics Chief (R-LC) Checklist	
1	Receive assignment as the R-LC. Consider activating Logistics Support Center personnel immediately, if appropriate.	
2	Upon arrival at the R-EOC, check in as appropriate.	
3	Receive a briefing from the R-OAC - Size and complexity of the incident - Expectations of the R-IC - Incident objectives - Agencies/organizations/stakeholders involved - Political ramifications - Incident activities and current situation - Special concerns	
4	Begin/maintain a R-LC Activity Log.	
5	Acquire work materials.	
6	Activate the Logistics Support Center for the functions required of the response organization. Alternatively, set up an adequate workspace for your group within or near the R-EOC.	
7	Organize, assign, and brief your subordinates. - Provide an overview of the incident - Provide an overview of Logistics responsibilities: ex Materials Coordinator Team- Order incident supplies…. Resources Lodging/Meals Support Team- Arrange and provide for food services….. - Emphasize the accuracy of required information **Note: The listed personnel may or may not be activated based on the emergency. Others may by added, if needed. Also consider shift requirements to meet ongoing needs.**	
8	Establish an incident ordering process, and ensure that all groups are aware of the process.	
9	Track incident expansion/contraction due to changes in conditions.	
10	Complete any forms and reports required and send materials to Documentation.	
11	Review proposed tactics for the next operational period or periods at planning meetings.	
12	Periodically meet with the Resources Lead to determine status of resources.	
13	Periodically meet with all group leaders. - Determine additional resources needed by these groups to support the R-IAP - Update them on the progress made to obtain resources ordered/needed by the groups	
14	Periodically meet with the Planning unit and others to discuss long range plans/projections for the incident and identify potential or future requirements.	
15	Prepare and review applicable portions of the response or mitigation plan(s).	

STEP	ACTION	✔
16	Conduct frequent staff meetings to keep personnel aware of proposed response or mitigation plan(s), and identify any changes that mat be necessary based on resource availability.	
17	Update the IC on current logistics problems and/or accomplishments.	
18	Ensure that personnel and equipment time records are complete and submitted to the R-DCC at the end of each operational period.	
19	When appropriate, ensure an orderly, fiscally responsible demobilization of the incident. - Consider demobilization early enough during the incident so that an adequate plan is in place prior to the actual need to release resources - Work with sections to identify excess resources - Review list of resources proposed for demobilization daily to ensure accuracy and timely release from incident - Assist in the development of the demobilization plan	

Position Title:	Reports To:
Regional Administrative Chief (R-AC)	**Regional Operations Area Chief (R-OAC)**

The Regional Administration Chief (R-AC) will manage all administrative functions associated with the restoration effort. Typically, this position is established for Storm/Emergency Response Level 4 and 5 and aligns closely with the System Administration/Finance Chief.   The AC will ensure all internal personnel are deployed to their storm assignments, as assigned or as needed, and will accommodate the Human Resources needs of employees and contractors (e.g., contracts with home repair companies, medical emergencies, and stress management support). The Administration Unit will ensure also that each facility has the appropriate level of Information Technology (IT) support during events. The Administration Chief is responsible for compiling and reporting all costs related to a storm/emergency event and provides assistance to other organizations in such areas as mutual aid and petty cash disbursements.

Position duties responsibilities include, but are not limited to:

- Tracks costs associated with an incident
- Distributes procurement cards and petty cash if necessary
- Arranges for the procurement of non-stock material and outside services as needed
- Investigates and processes claims associated with an incident
- Coordinates and supports Mutual Assistance Crews HR needs
- Coordinate HR support activities including employee family assistance
- Coordinates and manages company facility cafeterias as required to support the incident
- Provide security of company facilities and assets with barriers, fences, guards, check points, etc.
- Coordination and deployment of mobile generators and other specialized equipment
- Coordinates with IT to ensure resources are available to support primary systems and EOC's
- Distributes updated roster information to Logistics

Pre-Emergency Preparations:

Post-Emergency Preparations:

Ensure proper demobilization of admin unit and complete all paperwork including storm accounting

Equipment Required:

Refer to the R-EOC Operations Manual for room layout, equipment requirements, and check off lists.

Work Location:

R-EOC location as assigned (Concord, NH; Kensington, NH; Fitchburg, MA)

Work Period:

12 hours on duty, 12 hours off duty with "as required" overlap with relief Regional Administration Chief (R-AC)

Activation Notification:

As notified by the R-OAC, Emergency Management, or Mgr. Electric Operations

Additional Staff Requirements:

As required (Through SAL program)

STEP	ACTION	✓
	Regional Administration Chief (R-AC)	
1	Receive assignment as the R-AC	
	NOTE: If the human impact is of such proportion that the Unitil HR team could be overwhelmed, and if not already done at the regional level(s) contact the local EAP which is located on all local bulletin board.	
2	Upon arrival at the R-EOC, check-in as appropriate.	
3	Receive a briefing from the R-OAC - Size and complexity of the incident - Expectations of the SRC/SL-IC - Incident objectives - Agencies/organizations/stakeholders involved - Political ramifications - Incident activities and current situation - Special concerns **Most importantly, gain a complete understanding of the facts, especially as they relate to any victims of the incident.**	
4	Begin/maintain a R-AC Activity Log.	
5	If an ad hoc space is required, ensure the setup of an adequate workspace for your group. This workplace should, if possible, be: - Accessible - Provide adequate space - Be in close contact with Logistics - Have adequate communications capability	
6	Determine the resources needed for your group. Submit requests for resources to the R-LC	
7	Establish contact with the Regional Administrative Chiefs (R-AC) Determine the following from each region: - Continuing damage potential - Victims transported in ambulances of other vehicles - Known victim family issues Provide an overview of Human Resources responsibilities and the strategic plan for the HR response to the incident Establish a schedule for further telephone conferences over the course of the operational period (OP)	
8	Determine funding sources for the incident response and set up a system that will track and report all costs incurred during the incident response. - Set up an automated system for the tracking of costs - Collect cost data from the R-ACs - Develop an OP cost summary report and ensure its timely distribution to the S-IC, all System-Level Section Chiefs, and the Documentation Unit - Ensure that all time personnel and equipment time records are accurately completed	
9	Work with the DCC to assure that prompt and accurate communications is sent to all	

STEP	ACTION	✓
	employees. Emphasize the assistance programs (stress management, home repair etc.) that will be made available to employees and their families. Ensure that the regions are made aware of these corporate level messages.	
10	Ensure that the regions are implementing the following points of emphasis during restoration: - Accounting for all employees - Ensuring death and injury notifications have been given to families of victims - Identifying "at risk" individuals- people who might need near-term emotional or psychological assistance - Determine whether any of the recommendation protocols should not be followed (e.g. mandatory attendance). If so, assure that this is contained in the message to supervisors	
11	Assure that the regions have briefed local union's leadership on the incident and provide a point of contact for incident personnel to discuss human resource/financial issues.	
12	Complete all forms and reports as required and send material to the R-DCC	
13	Periodically meet with the R-OAC. Obtain: - Current incident objectives Share/provide: - Information on any death/injury reporting - Current financial projections on HR programs - Submit cost saving recommendations as appropriate	
14	When appropriate, ensure an orderly demobilization of the Administration Section and provide information such as lead times, high cost resources, equipment release considerations.	
15	Conduct a de-briefing session and compile "lessons learned"	
16	Ensure that all obligation documents initiated at the incident are properly prepared and complete and submit all completed document to the Documentation Unit.	

Position Title: Reports To:

Switching/Trans & Sub Coordinator (S/T&SC)   Regional Operations Chief (R-OC)

The Regional Switching/Transmission and Substation Coordinator (R-S/TSC) is typically activated for regional events and is responsible for the coordination of repairs to the transmission lines and substation infrastructure. The S/T&SC will determine the amount and type of resources required based on a damage assessment and ensure that restoration of the high voltage grid compliments the work performed at the distribution level. Reporting to the S/T&SC is the Switching/Transmission & Substation unit leads and the TS&C will also work closely with the dispatch function to ensure the safe operation of the grid.

Position duties and responsibilities include, but are not limited to:

- Pre-planning and pre-staging of resources;
- Ensuring sufficient material staging and re-supply;
- Defining damage assessment for the high voltage system;
- Documenting restoration activities;
- Providing helicopter assessment information;
- Managing field crews; and
- Assist in providing global and specific ETRs, as required or requested

Pre-Emergency Responsibilities:

Maintain the integrity of the system and report any potential problems

Post-Emergency Responsibilities and Reports:

Equipment Required:

Refer to the R-EOC Operations Manual for room layout, equipment requirements, and check off lists.

Work Location:

R-EOC location as assigned (Concord, NH; Kensington, NH; Fitchburg, MA)

Work Period:

12 hours on duty, 12 hours off duty with "as required" overlap with relief Regional Switching/Transmission & Substation Coordinator (R-S/TSC)

Notification Activation:

As notified by the R-OC, Emergency Management, or Mgr. Electric Operations

Additional Staff Requirements:

As required (Through SAL program)

STEP	ACTION	✔
	Switching/Trans & Sub Coordinator (S/T&SC)	
1	Upon notification from the Operations Chief of an emergency receive assignment as the Switching/Transmission & Substation Coordinator. Upon arrival check-in with the R-PC	
2	Receive a briefing from the R-OC - Size and complexity of the incident - Expectations of the R-IC - Incident objectives - Agencies/organizations/stakeholders involved - Political ramifications - Incident activities and current situation - Special concerns	
3	Discuss with the Operations Chief: - Damage assessment - Projected ETR's - Projected number of restoration crew members/tree trimmers/contractors/resources required based on damage assessment	
4	Begin/maintain a Switching/Trans & Sub Activity Log.	
5	Obtain information about abnormal system conditions from: - Damage Assessment Coordinator - Trouble Analysis - Customer information - Troubleshooters in the field	
6	Identify and assign resources to specific functions.	
7	Establish communications with the field and set up a schedule for communications. Organize, assign, and brief your subordinates - Provide an overview of the incident - Provide an overview of operational responsibilities in accordance to the expectations of the R-OC - Daily activities - Resources assigned and resource needs - Weather conditions at the site	
9	Periodically meet with the R-OC and provide status reports	
10	Under decision of the R-OC, ensure an orderly demobilization of the incident	

Position Title: Reports To:

Crew Coordinator (CC)   **Regional Operations Chief (R-OC)**

The Crew Coordinator supports the R-OC in the deployment and management of resources for large-scale storm restoration efforts. The positions reports directly to the OC and is established for restoration events that result in the assigned resources exceeds 25 crews regardless of their type (tree and/or line crews). The Crew Coordinator will work closely with the damage assessment group when receiving work packets and is responsible for distributing work to the crews, tracking crew locations,

Specific responsibilities include, but are not limited to:

- Dispatch work to crews
- Distribute tools and equipment
- Coordinate of pole sets
- Clear obstructions
- Oversee primary, secondary, and service splices
- Oversee the installation/removal of protective grounds
- Coordinate work distribution at staging sites (if open)
- Direct and manage tree crews
- Direct and manage wires down activities as received from Wires Down Coordinator
- Ensure outages are restored within the projected global ETR and communicated
- Track trouble crew assignments and locations
- Ensure Planning and Logistics Chiefs are aware of meals and lodging needs

Pre-Emergency Responsibilities:

Ensure all response materials and equipment requirements are met

Post-Emergency Responsibilities and Reports:

Equipment Required:

Refer to the R-EOC Operations Manual for room layout, equipment requirements, and check off lists.

Work Location:

R-EOC location as assigned (Concord, NH; Kensington, NH; Fitchburg, MA)

Work Period:

12 hours on duty, 12 hours off duty with "as required" overlap with relief Regional Crew Coordinator.

Activation Notification:

As notified by the R-OC, Emergency Management, or Mgr. Electric Operations

Additional Staff Requirements:

As required (Through SAL program)

STEP	ACTION	✔
	Crew Coordinator Checklist	
1	Upon notification from the Operations Chief of an emergency, receive assignment as the Crew Coordinator.	
2	Receive a briefing from the R-OC - Size and complexity of the incident - Expectations of the R-IC - Incident objectives - Agencies/organizations/stakeholders involved - Political ramifications - Incident activities and current situation - Special concerns	
3	Discuss with the Operations Chief: - The location for crews (internal/external) - Reporting time at the DOC or reporting location - Projected number of restoration crew members/tree trimmers/contractors to be assigned to the region	
4	Begin/maintain a Crew Coordinator Activity Log to document crew activities	
5	Identify and maintain all personnel assigned to the DOC or reporting location.	
6	Identify and assign resources to specific functions/jobs.	
7	Establish communications with the field and set up a schedule for communications. Organize, assign, and brief your subordinates - Provide an overview of the incident - Provide an overview of operational responsibilities in accordance to the expectations of the R-OC - Daily activities - Resources assigned and resource needs - Weather conditions at the site	
8	Working with the security, ensure that all perimeters and site security plans are in place.	
9	Periodically meet with the R-OC and provide status reports	
10	Under decision of the R-OC, ensure an orderly demobilization of the incident	

Unitil
Emergency Response Plan
Regional Trouble Analysis Checklist

Position Title: Reports To:

Trouble Analysis Coordinator   **Regional Operations Chief (R-OC)**

The Trouble Analysis Unit analyzes trouble tickets generated by PORCHE and compiles by feeder and location to determine the highest probable device interruption. The resulting conclusions are reviewed by the Planning Chief to determine resource needs and a regional ETR. The TAU also and may produce "next worst case" scenario reports for the Incident Commander and Staff for strategizing response plans and objectives. The TAU interfaces with all other storm recovery organizations to monitor job status and to enhance timely repairs. The TA will work closely with Damage Assessment and is responsible for gathering trouble information on the regional level for the System Trouble Analysis Unit to analyze on a System level.

Position duties and responsibilities include, but are not limited to:

- Monitor trouble tickets, filtering outages from and non-outages, and prioritizing medical emergencies, downed wires, environmental issues, and other high priority conditions;
- Close trouble tickets as the respective trouble is cleared in PORCHE;
- Create a regional Restoration Status Report (RSR) and submit to Planning Chief for approval
- Frequently update the RSR and submit to SL-Trouble Analysis (if activated)
- Monitor continuously incoming trouble tickets;
- Provide continuous outage status updates to the PC; and
- Gather information from a variety of sources including:
  - Customer information via PORCHE
  - Damage Assessors
  - Municipal/Liaison Group
  - Distribution System Telemetry (SCADA)

Pre-Emergency Responsibilities:

Post-Emergency Responsibilities and Reports:

Equipment Required:

Refer to the R-EOC Operations Manual for room layout, equipment requirements, and check off lists.

Work Location:

R-EOC location as assigned (Concord, NH; Kensington, NH; Fitchburg, MA)

Work Period:

12 hours on duty, 12 hours off duty with "as required" overlap with relief Regional Trouble Analysis Coordinator (TAC)

Activation Notification:

As notified by the R-OC, Emergency Management, or Mgr. Electric Operations

Additional Staff Requirements:

As required (Through SAL program)

STEP	ACTION	✔
	Trouble Analysis Checklist	
1	Upon notification from the Planning Chief, receive assignment as Trouble Analysis. Upon arrival check-in with the R-PC	
2	Receive a briefing from the R-PC - Size and complexity of the incident - Expectations of the R-IC - Incident objectives - Agencies/organizations/stakeholders involved - Political ramifications - Incident activities and current situation - Special concerns	
3	Begin/maintain a Trouble Analysis Activity Log.	
4	Identify and assign resources to specific functions.	
5	Gather information from a variety of sources including: - Damage Assessors - Customer Information via Porche - Municipal/Liaison group - Distribution System Telemetry (SCADA)	
6	Compile trouble tickets by feeder and location to determine the highest probable device of interruption. Periodically meet with the R-OC and provide status reports	
7	Using the RSR, enter regional data including customer counts by towns, resource numbers, and region ETR (if known) and submit to Planning Chief for approval.	
8	Continuously monitor all trouble tickets and identify outage and non-outages, making note of medical emergencies, downed wires, environmental issues, and other potential high priority conditions.	
9	Issue a request for and receive back information from Damage Assessment.	
10	Analyze feeder overloads and potential customer impacts.	
11	Prepare and disseminate "next worst case" analysis reports	
12	Periodically meet with the R-PC to provide outage status information updates	
13	Upon demobilization, complete all necessary paperwork and submit to the R-DCC	

Unitil
Emergency Response Plan
Regional Municipal Communications Checklist

Position Title: Reports To:

Municipal Communications Coordinator   **Regional Planning Chief (R-PC)**

The Municipal Communications Unit is the primary contact for the municipal officials and agencies in the region during emergency events. In each R-EOC is a designated municipal room in which municipal staff will receive and process calls from municipal officials, police and fire departments and provide regular feedback on the status of the recovery effort. The Municipal Room Team is established to develop relationships between Unitil and local municipal officials to better respond to the needs of municipalities during incidents and coordinate joint efforts with municipal emergency responders.

Position duties and responsibilities include, but are not limited to:

- Establish and setup Municipal Room in the R-EOC
- Establish communication protocol with local emergency planning committees and agencies;
- Establish communication protocol with Regional Communications Coordinator
- Establish Community Leader Conference Call for restorations lasting 48 hours or more;
- Act as a liaison for local, county, or state emergency operations centers as required or requested;
- Raise issues from municipals to the appropriate level/function within the IC structure;
- Work with the R-DCC and Media to ensure consistency of messages;
- Inform Customer Service when customer issues are raised by local emergency response officials; and
- Communicate locations and timing of established shelters or the need for special considerations related to critical infrastructure and/or life support customers.

Pre-Emergency Responsibilities:

Ensure all municipal contacts are notified and contact list is accurate.

Post-Emergency Responsibilities and Reports:

Ensure proper demobilization of the municipal room and activities

Equipment Required:

Refer to the R-EOC Operations Manual for room layout, equipment requirements, and check off lists.

Work Location:

R-EOC location as assigned (Concord, NH; Kensington, NH; Fitchburg, MA)

Work Period:

12 hours on duty, 12 hours off duty with "as required" overlap with relief Municipal Communications Coordinator

Activation Notification:

As notified by the R-PC, Municipal Group Supervisor, Emergency Management, or Mgr. Electric Ops.

Additional Staff Requirements:

As required (Through SAL program)

STEP	ACTION	✔
	Municipal Communications Checklist	
1	Upon notification from the Planning Chief of an emergency receive assignment as the Municipal Communications Unit. Upon arrival to the R-EOC, check-in with the R-PC	
2	Receive a briefing from the R-PC - Size and complexity of the incident - Expectations of the R-IC - Incident objectives - Agencies/organizations/stakeholders involved - Political ramifications - Incident activities and current situation - Special concerns	
3	Begin/maintain a Municipal Communications Activity Log.	
4	Ensure the setup of the municipal room for your group, and obtain needed work materials and equipment. This location should be: - Accessible - Have adequate space - Be close to Planning - Have proper communications capabilities Be sure to set up phones and municipal email boxes for the region.	
5	Calculate the staffing requirements for your team and submit request for the number of personnel determined.	
6	Ensure that you understand policies on outside information dissemination (media and outside agencies)	
7	Review the current Incident Action Plan (IAP)	
8	Frequently establish contact with the R-PC. Obtain: - Regional incident status - List of agency representatives who have reported to the EOC - Regional governmental agency concerns - Information on logistical support for agency resources - Establish contact information and schedule of telephone conferences Share/provide: - Strategic plan for governmental response	
9	Stay aware of incident expansion/contraction due to changes in conditions and the meeting of objectives.	
10	Keep agencies supporting the incident aware of the incidents' status. Prior to meeting with Agency representatives and stakeholders: - Obtain IC expectations for the meeting - Prepare discussion of the IAP and support service available - Compile a list of attendees	
11	Periodically meet with the R-PC.	

STEP	ACTION	✔
	Obtain: - Incident situation data - Daily meeting schedule - Copies of IAP - Projections on incident - Names of additional agencies or organizations that should be incorporated into the response effort	
12	Periodically contact of meet with agency representatives and stakeholders; Obtain: - Information on available resources - Information on agency needs or requirements - Information on cooperating agency activities in support of the incident response Share/provide - Incident status updates - Continuing need for representation at EOCs - Information on logistical support for agency resources - Information on assignment of agency resources - Information on demobilization procedures - Facilitate at the stakeholder/agency representative meetings.	
13	Upon demobilization, ensure that all paperwork is forwarded to the Documentation & Communication Coordinator.	

Unitil
Emergency Response Plan
Regional Wires Down Coordinator Checklist

Position Title:

Wires Down Coordinator

Reports To:

Regional Planning Chief (R-PC)

The Wires Down Coordinator will be responsible for making assessments of the need to provide protection to the public from the hazards of downed wires and deployment of resources to reported sites of wires down for guarding public safety. Reporting to the Wires Down Coordinator are Meter and gas Personnel and Support SRU Contractors. This individual will also work closely with the Planning function and the Municipal room to collect the data from customers and public safety officials.

Position duties and responsibilities include, but are not limited to:

- Prepare for events based on the anticipated storm level;
- Evaluate the situation and adjust resources, as needed;
- Receive wire down reports from the trouble analysis unit;
- Prioritize downed wire locations based on public safety concerns;
- Work with the Municipal Room and public safety officials to ensure a coordinated response that is reactive to local needs;
- Assign resources to perform feeder sweeps, as needed, to provide assurance to public safety and government officials of the public safety concerns; and
- Document and close completed wire down tickets.

Pre-Emergency Responsibilities:

Ensure all wire down materials and equipment requirements are met.

Post-Emergency Responsibilities and Reports:

Ensure proper demobilization of wire down personnel and activities

Equipment Required:

Refer to the R-EOC Operations Manual for room layout, equipment requirements, and check off lists.

Work Location:

R-EOC location as assigned (Concord, NH; Kensington, NH; Fitchburg, MA)

Work Period:

12 hours on duty, 12 hours off duty with "as required" overlap with relief Wires Down Coordinator

Additional Responsibilities During Major Disasters:

As requested by the Regional Planning Chief

Activation Notification:

As notified by the R-PC, Emergency Management, or Mgr. Electric Operations

Additional Staff Requirements:

As required (Through SAL program)

STEP	ACTION	✔
	Wires Down Coordinator Checklist	
1	Upon notification from the Planning Chief of an emergency receive assignment as the Wires Down Coordinator. Upon arrival check-in with the R-PC	
2	Receive a briefing from the R-PC - Size and complexity of the incident - Expectations of the R-IC - Incident objectives - Agencies/organizations/stakeholders involved - Political ramifications - Incident activities and current situation - Special concerns	
3	Begin/maintain a Wires Down Activity Log.	
4	Ensure the setup of the wires down area for your group, and obtain needed work materials and equipment. This location should be: - Accessible - Have adequate space - Be close to Planning and Muni Room - Have proper communications capabilities	
5	Ensure wire down standby personnel setup physical barriers a safe distance from downed wires and direct public a safe distance away.	
6	Organize, assign and brief your subordinates. - Provide an overview of the incident - Provide an overview of operational responsibilities in accordance to the expectations of the R-PC - Daily activities - Requirements from the IAP	
7	Determine whether wire is electrical conductor or telecommunications wire	
8	Determine whether conductor is primary or secondary conductor.	
9	Periodically meet with R-PC to report status of downed wires	
10	Under order from the R-PC, ensure orderly demobilization. Ensure all paperwork is completed and submitted to the R-DCC	

Unitil
Emergency Response Plan
Regional Damage Assessment Checklist

Position Title:

Damage Assessment Coordinator (DAC)

Reports To:

Regional Planning Chief (R-PC)

The Damage Assessment Coordinator is responsible for ensuring detailed damage assessment circuit patrols are conducted during heavy storm events to determine the extent of damage to the distribution system and to expedite the restoration of service to customers. Damage assessment information is used to estimate the amount of resources, materials, and equipment needed to repair the system. Reporting to the Damage Assessment Coordinator are local substation personnel and external damage assessment crews. The Damage Assessment Coordinator (DAC) will be established when the ratio of three or more trouble tickets to one available service crew exist or severe damage to the system is imminent.

Position duties and responsibilities include, but are not limited to:

- Assess and determine the extent of damage to the system mainlines
- Using initial damage assessment information, determine and communicate a global ETR time between 12 but no later than 24 hours after the storms passage (for regional events)
- Conduct a broader assessment between 24 but no later than 48 hours after the storms passage to determine and communicate a refined ETR for specific feeders and/or geographic areas
- Using damage assessment packages, create and prioritize work packets for repairs
- Track work packet completion status
- Determine appropriate resource numbers to conduct detailed damage assessment
- Expedite the restoration of electric service to customers

Pre-Emergency Responsibilities:

Ensure all damage assessment materials and equipment requirements are met.

Post-Emergency Responsibilities and Reports:

Ensure proper demobilization of Damage Assessment team and activities. Ensure all documentation regarding damage assessment is maintained appropriately

Equipment Required:

Refer to the R-EOC Operations Manual for room layout, equipment requirements, and check off lists.

Work Location:

R-EOC location as assigned (Concord, NH; Kensington, NH; Fitchburg, MA)

Work Period:

12 hours on duty, 12 hours off duty with "as required" overlap with relief Damage Assessment Coordinator

Activation Notification:

As notified by the R-PC, Emergency Management, or Mgr. Electric Operations

Additional Staff Requirements:

As required (Through SAL program)

	Damage Assessment Coordinator Checklist	
STEP	**ACTION**	✔
1	Upon notification from the Planning Chief of an emergency receive assignment as the Damage Assessment Coordinator. Upon arrival check-in with the R-PC	
2	Receive a briefing from the R-PC - Size and complexity of the incident - Expectations of the R-IC - Incident objectives - Agencies/organizations/stakeholders involved - Political ramifications - Incident activities and current situation - Special concerns	
3	Begin/maintain a Damage Assessment Activity Log.	
4	Prioritize circuit for initial damage patrol based on critical customers and trouble tickets	
5	Document the damage and repairs from damage assessment packages in a damage spreadsheet including: - Location (Street and Town names) - Address (house number and pole number) - Facility problem (pole, wire, tree problems)	
6	Calculate the staffing requirements for your team based on repair-hour estimate assessment and submit request for the number of personnel determined.	
7	Estimate materials, equipment, and resources required for repairs	
8	Estimate Restoration Time (ETR) based on damage assessment, resources, and number of crew available.	
9	Create and number work packets for repairs necessary and disseminate to operations	
10	Track completed work packets on the damage spreadsheet to refine ETR.	
11	Organize, assign and brief your subordinates. - Provide an overview of the incident - Provide an overview of operational responsibilities in accordance to the expectations of the R-PC - Distribute work packets	
12	Work with the Municipal Communications to determine any regulatory requirements relative to the submittal of information/documents. And establish a timeline for meeting statutory deadlines.	
13	Ensure all paperwork and required documents are submitted to the engineering dept to retain and ensure proper demobilization of Damage Assessment team.	

Unitil
Emergency Response Plan
Regional Documentation/Communications Coordinator Checklist

Position Title:

Reports To:

Documentation/Communication Coordinator (DCC) **Regional Planning Chief (R-PC)**

The Documentation/Communication Coordinator (DCC) is responsible for establishing a comprehensive documentation process for the event primary of which is the Incident Action Plan. The Coordinator will provide routine updates every four hours to the organization and regulatory staff and also works closely with the Planning Chief and R-OAC to ensure operational updates are accurate and timely. The Coordinator is responsible for development and release of information to key external stakeholders, including media, regulatory staff, Municipal room personnel and municipal agencies if so defined.

Position duties and responsibilities include, but are not limited to:

- Work with the Regional Planner to develop the incident Action Plan;
- Document activities related to:
    - customer interruptions
    - Resource counts;
    - Estimated Times of restoration;
- Summarize the restoration effort's progress and include key internal and external communications;
- Develop and issue corporate update every four hours
- Update the internal hot line on restoration progress every four hours
- Provide regulatory staff updates via e-mail every four hours
- Work closely with Media to ensure information flow is consistent and accurate
- Accommodate media needs for photo opportunities
- Establish a notification process when R-EOC's are established

Pre-Emergency Responsibilities:

Ensure all documentation/communication materials and equipment requirements are met.

Post-Emergency Responsibilities and Reports:

Ensure the proper demobilization of the documentation/communication unit and complete and maintain all required paperwork, reports, and information.

Equipment Required:

Refer to the R-EOC Operations Manual for room layout, equipment requirements, and check off lists.

Work Location:

R-EOC location as assigned (Concord, NH; Kensington, NH; Fitchburg, MA)

Work Period:

12 hours on duty, 12 hours off duty with "as required" overlap with relief Documentation/ Communication Coordinator (DCC)

Activation Notification:

As notified by the R-PC, Emergency Management, or Mgr. Electric Operations

Additional Staff Requirements:

As required (Through SAL program)

STEP	ACTION	✔
	Documentation/Communications Coordinator Checklist	
1	Upon notification from the Planning Chief the pre-identified employees will receive their assignment as the Documentation & Communication Coordinator. Upon arrival check-in with the R-PC	
2	Receive a briefing from the R-PC - Size and complexity of the incident - Expectations of the R-IC - Incident objectives - Agencies/organizations/stakeholders involved - Political ramifications - Incident activities and current situation - Special concerns	
3	Begin/maintain a Documentation/Communications Activity Log.	
4	Ensure the setup of an adequate workspace for your function, and obtain needed work materials and equipment including contact and notification numbers	
5	Calculate the staffing requirements for your team and submit request for the number of personnel – number of days/ is this 24/7?	
6	Organize, assign and brief your subordinates. - Provide an overview of the incident - Provide an overview of operational responsibilities in accordance to the expectations of the R-PC - Daily activities - Requirements from the IAP	
7	Obtain a complete understanding of the incident scope. - Tour the EOC and establish contact with the various leads. Ensure that they are aware of the documentation data needed. - Develop a list of ongoing policy meetings	
8	Work with the Municipal Communications team to determine any regulatory requirements (what is mandated by PUC/DPU) relative to the submittal of information/documents. And establish a timeline for meeting statutory deadlines.	
9	Develop an overall plan for gathering documentation from various organizational elements and review documentation collected to identify defects and correct deficiencies.	
10	Accommodate media needs and work closely with corporate communications to ensure information flow is consistent and accurate.	
11	Work with the Planning Chief to develop an IAP.	
12	Develop corporate updates every 4 hours and periodically meet with the R-PC.	
13	Ensure proper demobilization and receive/maintain all documentation related to the event	

Unitil
Emergency Response Plan
Regional Materials/Facility Coordinator Checklist

Position Title:

Materials/Facility Coordinator (M/FC)

Reports To:

Regional Logistics Chief (R-PC)

The Materials/Facility Coordinator is responsible for monitoring the material needs of the R-EOC, including the assembly and distribution of storm kits. Additionally this function will acquire, based on pre-established vendor arrangements, vehicles, and special equipment as requested by the Operations Unit. This team will monitor the inventory system (MMS) and direct stores operations. If a staging site is established in the region the Materials/Facility Coordinator will be responsible for ensuring the sites' material and facility needs are met.

Position duties and responsibilities include, but are not limited to:

- Review availability of storm kits and ensure Regional inventory can support the anticipated influx of resources;
- Oversee the mobilizing and operating of material issues at material laydowns and staging areas;
- Adjust inventory levels based on staffing levels and consumption rates;
- Supply and control the inventory situated at a staging site;
- Adjust fleet volumes in support of the restoration effort;
- Ensure refueling options are available for all resources and vehicles; and
- Manage the facility aspects of the R-EOC, including generation refueling and operation

Pre-Emergency Responsibilities:

Ensure vendor network is in place.

Post-Emergency Responsibilities and Reports:

Ensure proper demobilization of materials/facility activities and proper material documentation

Equipment Required:

Refer to the R-EOC Operations Manual for room layout, equipment requirements, and check off lists.

Work Location:

R-EOC location as assigned (Concord, NH; Kensington, NH; Fitchburg, MA)

Work Period:

12 hours on duty, 12 hours off duty with "as required" overlap with relief Materials/Facility Coordinator

Activation Notification:

As notified by the R-LC, Emergency Management, or Mgr. Electric Operations

Additional Staff Requirements:

As required (Through SAL program)

STEP	ACTION	✔
	Materials Coordinator Checklist	
1	Upon notification from the Logistics Chief of an emergency receive assignment as the Materials/Facility Coordinator. Upon arrival check-in with the R-LC	
2	Receive a briefing from the R-LC - Size and complexity of the incident - Expectations of the R-IC - Incident objectives - Agencies/organizations/stakeholders involved - Political ramifications - Incident activities and current situation - Special concerns	
3	Begin/maintain a Materials Activity Log.	
4	Ensure the setup of an adequate workspace for your group, and obtain needed work materials and equipment.	
5	Calculate the staffing requirements for your team and submit request for the number of personnel determined.	
6	Organize, assign and brief your subordinates. - Provide an overview of the incident - Provide an overview of operational responsibilities in accordance to the expectations of the R-LC - Daily activities	
7	Establish contact with the R-PC Obtain: - Regional resource status - Establish contact information and schedule future telephone conferences Provide - Strategic resource plan - Proper resource tracking procedures - Brief on how to best communicate resource status changes	
8	Document organizational assignments for regional personnel working at the incident site and at any other incident facility.	
9	Verify that all resources check-in were ordered for the incident response and maintain a master list of: - Checked-in resources - Completed check-in sheets - Copies of resource orders	
10	Determine the quantity and assignment of resources needed for the next operational period. - Confer with the R-OC and R-PC - Attend planning meetings - Lead a discussion on resources, and determine what is needed	

STEP	ACTION	✔
	- Get approval for resources from the R-OAC - Prepare and submit resource orders	
11	Periodically meet with the R-PC Obtain: - Shifts in tactics that will affect resources - Approved list of resources to be ordered - Special instructions - Daily meeting schedule Share/Provide: - Current state of resources on scene and available	
12	Periodically meet with the R-LC Obtain: - Supplies, communications equipment, and work space - Status of transportation and support vehicles - Cross check of orders to verify what was checked-in Share/Provide: - Resource orders - Check-in information	
13	Ensure all paperwork and required documents are submitted to the engineering dept to retain and ensure proper demobilization of materials/facility team.	

Unitil
Emergency Response Plan
Regional Resources/Lodging & Meals Coordinator Checklist

Position Title: Reports To:

Resources/Lodging & Meals Coordinator   **Regional Logistics Chief (R-PC)**

The Resources and Lodging/Meals Coordinator will acquire restoration resources proactively and reactively with respect to the storm's impact. Resources will include, but are not limited to: internal personnel, mutual aid from foreign utilities, contractors, and other support personnel. The Resources and Lodging/Meals Coordinator will immediately notify the Logistic Chief of any mismatches between requested and reporting resources and provide documentation to the Logistic Chief as to the estimated time of arrival for all retained resources. The Coordinator works with personnel assigned to lodging and meals to identify the appropriate accommodations for all assigned resources.

Position duties and responsibilities include, but are not limited to:

- Sustain and support resources requirements for lodging, meals, vehicle management, and material resupply;
- Provide support personnel such as wire down, damage assessment, and other regional support, as directed;
- Establish and maintain resource lodging, meals, and transportation, via established or required vendor arrangements;
- Provide coordination of meals for internal and external resources, as directed;
- Obtain personal comfort items or services (e.g., toiletries, clothing, laundry services, etc…) for restoration resources.
- Provide security of Company facilities and assets with barriers, fences, guards, check points, etc…
- Resource lodging, transportation, and vendor services for maintenance of dormitory-style lodging facility that may be utilized

Pre-Emergency Responsibilities:

Ensure resource contacts are accurate.

Post-Emergency Responsibilities and Reports:

Ensure proper demobilization of the resource/lodging and meals unit. Complete all paperwork regarding resources and accommodations.

Equipment Required:

Refer to the R-EOC Operations Manual for room layout, equipment requirements, and check off lists.

Work Location:

R-EOC location as assigned (Concord, NH; Kensington, NH; Fitchburg, MA)

Work Period:

12 hours on duty, 12 hours off duty with "as required" overlap with relief Resources Lodging/Meals Coordinator.

Activation Notification:

As notified by the R-LC, Emergency Management, or Mgr. Electric Operations

Additional Staff Requirements:

As required (Through SAL program)

STEP	ACTION	✔
	Resources Lodging/Meals Coordinator Checklist	
1	Upon notification from the Logistics Chief of an emergency receive assignment as the Materials/Facility Coordinator. Upon arrival check-in with the R-LC	
2	Receive a briefing from the R-LC - Size and complexity of the incident - Expectations of the R-IC - Incident objectives - Agencies/organizations/stakeholders involved - Political ramifications - Incident activities and current situation - Special concerns	
3	Begin/maintain a Materials/Facility Activity Log.	
4	Ensure the setup of an adequate workspace for your group, and obtain needed work materials and equipment.	
5	Calculate the staffing requirements for your team and submit request for the number of personnel determined.	
6	Organize, assign and brief your subordinates. - Provide an overview of the incident - Provide an overview of operational responsibilities in accordance to the expectations of the R-LC - Daily activities	
7	Establish contact with the R-PC Obtain: - Regional resource status - Establish contact information and schedule future telephone conferences Provide - Strategic resource plan - Proper resource tracking procedures - Brief on how to best communicate resource status changes	
8	Document organizational assignments for regional personnel working at the incident site and at any other incident facility.	
9	Verify that all resources check-in were ordered for the incident response and maintain a master list of: - Checked-in resources - Completed check-in sheets - Copies of resource orders	
10	Determine the quantity and assignment of resources needed for the next operational period. - Confer with the R-OC and R-PC - Attend planning meetings - Lead a discussion on resources, and determine what is needed	

STEP	ACTION	✔
	- Get approval for resources from the R-OAC - Prepare and submit resource orders	
11	Periodically meet with the R-PC Obtain: - Shifts in tactics that will affect resources - Approved list of resources to be ordered - Special instructions - Daily meeting schedule Share/Provide: - Current state of resources on scene and available	
12	Periodically meet with the R-LC Obtain: - Supplies, communications equipment, and work space - Status of transportation and support vehicles - Cross check of orders to verify what was checked-in Share/Provide: - Resource orders - Check-in information	
13	Ensure proper demobilization of logistical activities and complete all paperwork	

Position Title:

HR Coordinator

Reports To:

Regional Admin Chief (R-AC)

The Human Resources Coordinator is responsible for providing support services to employees, including direction regarding: payroll, family benefit issues, day care services, shelters, home improvement contacts, and an employee assistance program for stress-related concerns. The HR Coordinator is also responsible for ensuring the medical needs of employees and external resources assigned to a restoration effort and ensuring a roster of all internal personnel in the EOC is developed and maintained throughout the event.

Position duties and responsibilities include, but are not limited to:

- Ensuring assigned SAL personnel are directed to the appropriate areas and reporting information provided regarding an R-EOC opening;
- Distributing updated internal employee rosters and information to logistics and operations, as requested;
- Issuing petty cash and adjusts upwards procurement card limits for applicable personnel, as instructed by the IC, or SRC;
- Tracking and estimating costs of the restoration event;
- Ensuring cost controls are in place for subsequent payment of vendors and external resources (e.g. Contract crews);
- Issuing instructions on pay policy in a timely manner;
- Providing facility support and coordinating facility needs through logistics; and
- Ensuring IT protocols are proactive and coordinating all IT needs at the R-EOC through the IT Unit.

Pre-Emergency Responsibilities:

Ensure pay policy and SAL is accurate and available.

Post-Emergency Responsibilities and Reports:

Ensure proper demobilization of Admin unit and complete all paperwork regarding HR.

Equipment Required:

Refer to the R-EOC Operations Manual for room layout, equipment requirements, and check off lists.

Work Location:

R-EOC location as assigned (Concord, NH; Kensington, NH; Fitchburg, MA)

Work Period:

12 hours on duty, 12 hours off duty with "as required" overlap with relief HR Coordinator.

Activation Notification:

As notified by the R-AC, Emergency Management, or Mgr. Electric Operations

Additional Staff Requirements:

As required (Through SAL program)

STEP	ACTION	✔
	HR Coordinator Checklist	
1	Upon notification from the Admin Chief of an emergency, receive assignment as the HR Coordinator. Upon arrival check-in with the R-AC	

2	Receive a briefing from the R-AC
	   - Size and complexity of the incident
	   - Expectations of the R-IC
	   - Incident objectives
	   - Agencies/organizations/stakeholders involved
	   - Political ramifications
	   - Incident activities and current situation
	   - Special concerns
	Most importantly, gain a complete understanding of the facts, especially as they relate to any victims of the incident.	

3	Begin/maintain an HR Activity Log.	
4	Ensure the setup of an adequate workspace for your group, and obtain needed work materials and equipment.	
5	Calculate the staffing requirements for your team and submit request for the number of personnel determined.	
6	Establish and maintain contacts with the	

7	Establish contact with the R-PC
	Obtain:
	   - Regional resource status
	   - Establish contact information and schedule future telephone conferences
	Provide
	   - Strategic resource plan
	   - Proper resource tracking procedures
	   - Brief on how to best communicate resource status changes	

8	Document organizational assignments for regional personnel working at the incident site and at any other incident facility.	

9	Verify that all resources check-in were ordered for the incident response and maintain a master list of:
	   - Checked-in resources
	   - Completed check-in sheets
	   - Copies of resource orders	

10	Determine the quantity and assignment of resources needed for the next operational period.
	   - Confer with the R-OC and R-PC
	   - Attend planning meetings
	   - Lead a discussion on resources, and determine what is needed
	   - Get approval for resources from the R-OAC	

STEP	ACTION	✓
	- Prepare and submit resource orders	
11	Periodically meet with the R-PC Obtain: - Shifts in tactics that will affect resources - Approved list of resources to be ordered - Special instructions - Daily meeting schedule Share/Provide: - Current state of resources on scene and available	
12	Periodically meet with the R-LC Obtain: - Supplies, communications equipment, and work space - Status of transportation and support vehicles - Cross check of orders to verify what was checked-in Share/Provide: - Resource orders - Check-in information	
13	Ensure the proper demobilization of admin/hr activities and complete all paperwork.	

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IV.   PROCESSES & TRIGGERS

The emergency response process begins with an evaluation of system conditions that trigger an alert. Criteria may include weather forecasts, number of customers projected to be out of service, estimated number of jobs, estimated recovery time subsequent to a storm's end, and Regulatory Commission established restoration categories. The Typical Outage Classification Chart (found in Section IV-A) is used when pre-planning to determine the level of emergency response, mobilization of the Emergency Response Organization and associated human resource requirements including mutual assistance support.

The Dispatch Shift Manager or designee monitors weather forecasts.

The scope of restoration work is determined by many factors, including: the number of damaged poles, downed primary and secondary wire, and tripped transformers. Jobs continue to be dispatched to Operations while logistical support teams assist restoration crews while repairs to the distribution system are made. Restoration actions and activities are documented in the Incident Action Plan (IAP).

Trouble calls from customers are received and trouble tickets are generated and processed for analysis. Trouble Analysis may request Damage Assessment/Wires Down of portions of feeders and groups tickets to develop jobs for Operations crews. Regional Operation Area Chiefs (R-OAC) dispatch jobs to the appropriate restoration crew. Downed and/or burning wires will be cut in the clear when required. The mission of safe and rapid restoration of service may be accomplished via temporary measures where possible.

When the number of customers interrupted due to storm conditions approach or exceed Outage Level III or the extent of damage to the transmission and distribution systems reaches or exceeds trigger levels the System Emergency Response Plan (ERP) will be implemented. Under the ERP, conventional storm restoration efforts will no longer apply and resources will be directed toward rebuilding the transmission and distribution systems from the source of supply and working outward toward the customers.

Restoration progress will be managed by updating the trouble analysis summary information. In cases when the computerized system is unavailable due to the nature of the incident, periodic conference calls will be scheduled to discuss restoration progress. Ordinarily however, summary information on the overall recovery effort will be made available on the Intranet through the Communications team (RSR/PSAs) and published for both internal and external parties; these include customers, the media, municipal officials, and the Public Service Commission. External information will be communicated as outlined in Section IV-Corporate Communications of this plan.

Prior to the end of a storm (and up to 12 hours after it ends), estimated times of restoration (ETR) are provided as crews are assigned jobs. Within 12 hours after the end of a storm the Incident Commander will issue an overall ETR for communication to all internal and external stakeholders. Within 24 hours after the storm, a broad preliminary assessment will be made and more detailed information will be obtained within 48 hours when necessary. Concurrently, a look-ahead process is utilized to issue individual ETRs for all remaining unassigned jobs. In addition to direct communication with Unitil's representatives via phone or field contact, recorded voice response unit messages offer general as well as customer-specific information.

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A. Decision Flowchart

Productivity and communication are essential ingredients to the success of the emergency response effort. Figure IV-A-1 below is a typical depiction of the overall initial steps taken and the decisions made before and during the restoration process.
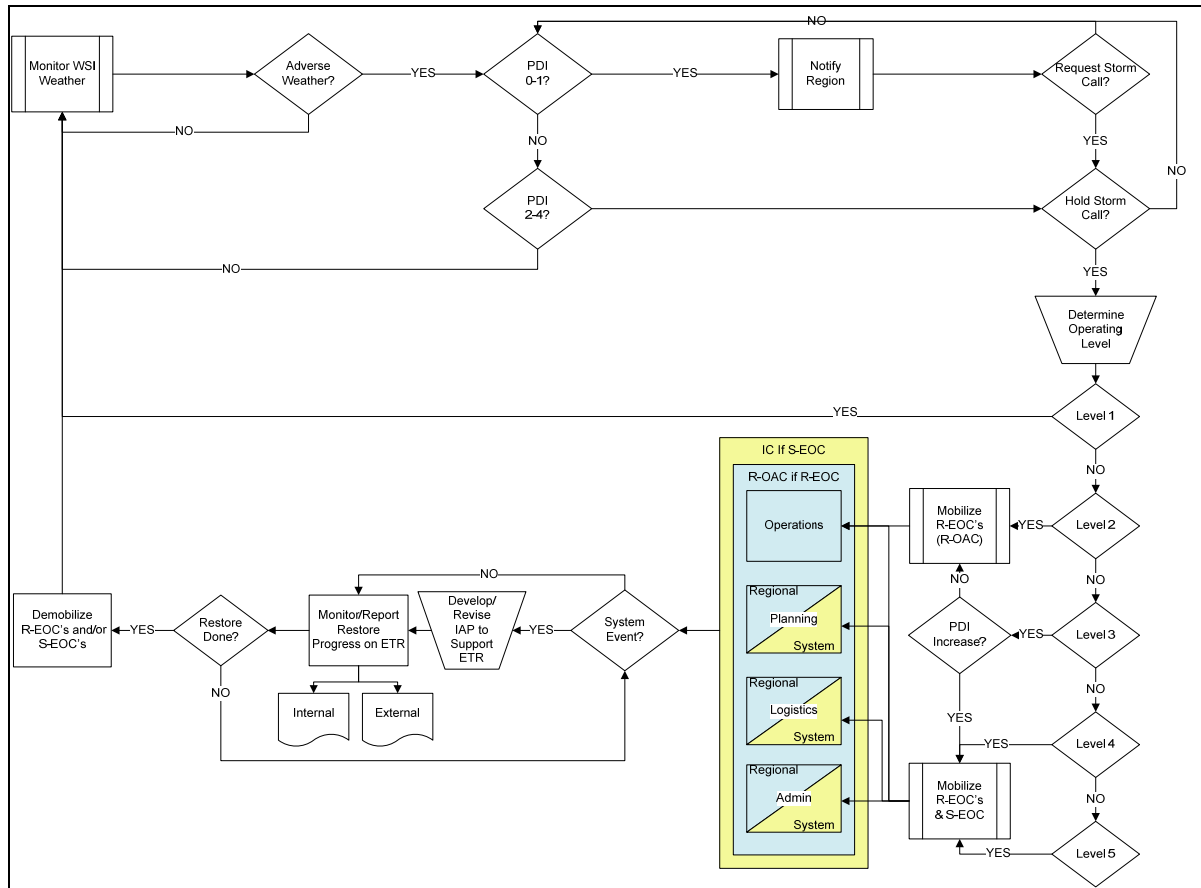
Figure IV-A-1
Decision Flowchart

At a minimum, the Manager(s)-Electric Operations, Director-Electric Operations or Emergency Management, or Manager-Dispatch Center will meet/teleconference for an inter-regional conference call to:

- Review the weather forecast;

- Identify the anticipated outage event classification; and

- Determine the timeframe for declaring an alert.

The information in Figure IV-A-2 and IV-A-3 is based on Unitil's previous experiences and is not necessarily indicative of future conditions. The intent of this table is to classify events and help guide the organization when preparing for events.

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Level	Event Characteristics	Expected % of Customers w/o Service	Expected # of Trouble Locations	Expected # & Type of Crews Required	Typical Duration	Typical Event Frequency
I	Small Impact Event	< 2% of customers	≤ 5	≤ 4 internal line ≤ 0 tree ≤ 0 external line	< 12 Hours	≤ 200 / year
II	Moderate Impact Event	2 – 5% of customers	≤ 15	≤ 4 internal line ≤ 5 tree ≤ 6 external line	12-24 Hours	≤ 6 / year
III	Serious Impact Event	5 – 9% of customers	≤ 22	≤ 4 internal line ≤ 10 tree ≤ 12 external line	24-48 Hours	≤ 1 / year
IV	Major Impact Event	> 9 % of customers	≤ 40	≤ 4 internal line ≤ 20 tree ≤ 30 external line	36-72 Hours	≤ 1 / 2 yrs
V	Catastrophic Impact Event	> 9 % of customers	> 40	≤ 4 internal line > 25 tree > 50 external line	>72 Hours	≤ 1 / 5 yrs

Figure IV-A-2
Typical Event Classification Chart – MA Region Only

Level	Event Characteristics	Expected % of Customers w/o Service	Expected # of Trouble Locations	Expected # & Type of Crews Required	Typical Duration	Typical Event Frequency
I	Small Impact Event	< 2% of customers	≤ 5	≤ 5 internal line ≤ 0 tree ≤ 0 external line	< 12 Hours	≤ 500 / year
II	Moderate Impact Event	< 5% of customers	≤ 15	≤ 12 internal line ≤ 5 tree ≤ 10 external line	12-24 Hours	≤ 6 / year
III	Serious Impact Event	3 – 10% of customers	≤ 40	≤ 12 internal line ≤ 20 tree ≤ 50 external line	24-48 Hours	≤ 2 / year
IV	Major Impact Event	10 - 30 % of customers	≤ 60	≤ 12 internal line ≤ 150 tree ≤ 250 external line	36-72 Hours	≤ 1 / 3 yrs
V	Catastrophic Impact Event	> 30 % of customers	> 60	≤ 12 internal line > 200 tree > 350 external line	>72 Hours	≤ 1 / 7 yrs

Figure IV-A-2
Typical Event Classification Chart – NH Region Only

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Escalation or de-escalation of events between levels once the full impact of the incident is known is not uncommon. Under such conditions the Area Commander working with the Supervisor on-call and/or the Dispatch department will make the final decision. This is most prevalent for Level III events.

De-escalation is typically a matter of releasing resources and making the appropriate notifications to the original list of stand-by, media and regulatory personnel. Events that escalate will follow a pre-established process where typically dispatch or on call personnel will manage up to Level II, the Area Commander will be engaged for Level III and above. It is the Area Commander who will make the decision to fully implement or selective activate ICS protocols. It is also the Area Commander who will notify System Level ICS personnel if additional assistance is needed. Level III events are the most difficult to predict and can often teeter between Level III and Level IV. It is feasible that one region within the Company's service territory can be experience significant trouble and fully implement its ERP protocols and no other Region is impacted. Under such conditions the System-EOC may or may not open depending on the level of support needed. During such conditions it is very likely that the Company will activate its Storm Response Unit protocol (appended to Section V of this plan) to support the region and the appropriate System resources will also be mobilized to assist.

For situations that escalate into a multi-Regional event or the devastation is so extensive in a single region that the entire organization is needed to support the event, the System-EOC will open. Under such conditions the Company will follow the protocols outlined within this ERP.

B. Emergency Condition Escalation

When the potential for escalating emergency conditions (e.g., adverse weather) becomes known, Operations will issue advisories intended to provide advance warning to the Emergency Response Organization. Often, based on forecasted weather, the Company will classify an event at one level however due to the actual extent of the damage will have to change the level to better reflect actual conditions.

For the purpose of describing and categorizing emergency conditions, the following Adverse Weather Advisories will be referred to and issued as conditions warrant:

- *Weather Watch* - A watch means that severe weather is possible during the next few hours.

- *Weather Warning* - A warning means that severe weather has been observed in the service territory, or is expected soon.

- *WSI Alert* - A WSI Alert means that specific weather conditions (e.g., wind, ice, and lightning) will be or have been exceeded during a defined time period (usually identified on an issued weather forecast). These weather conditions and their associated alert levels include:

  - Sustained wind speeds: above 30 mph;

  - Wind gusts: above 40 mph;

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- Radial ice accretion: above 1/8 inch;

- Heavy, wet snow total accumulation: above 2 inches;

- Hurricanes, Tornadoes, Downbursts, and Microbursts: all forecasted;

- Lightning: Moderate to heavy intensity; and

- Road Icing: all forecasted.

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C.   Potential Damage Indices

Weather Service Incorporated (WSI) is the Company's retained weather service provider. WSI, which is based in New England, issues three, daily forecasts: in the morning, at mid-day, and in the evening. Additionally, WSI issues weather alerts when pre-established weather conditions are exceeded (e.g., wind gusts above 40 mph). The Company has full access to WSI's forecast and observation web pages via a web-based, satellite connection. The following chart is the PDI Levels developed by (WSI).

PDI Level	Lightning	Wind Gusts	Description	Outage Potential
0	Light	< 30 mph	Isolated general storms	None/ very few
1	Moderate	Isolated 30-50 mph	Scattered strong storms	Minor
2	Moderate-Severe	Many 30-50 mph, few >50 mph	Strong storms, isolated severe	Moderate
3	Moderate-Severe	Widespread >50 mph, Tornadoes	Many severe storms/ MCS's	Heavy
4	NA	Hurricane > 75 mph	Eye Wall conditions	Severe

Figure IV-C-1
PDI Levels

The following Chart depicts how the PDI Levels relate to Unitil's operating condition levels. See Section F (Operating Condition Levels) for details.

PDI Level	Possible Damage/ Potential Outages	Unitil Operating Level	Condition Name
0	None/Very Few	1	Normal
1	Isolated Outages	2	Upgraded Alert
2	Scattered Outages	3	Heightened Alert
3	Widespread Outages	4	Extreme Weather Alert
4	Extensive Outages	5	Full-Scale Event

Figure IV-C-2
PDI Levels vs. Operating Conditions

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D. **Pre-Storm Preparations**

When there is a reasonable probability that a major storm could impact Unitil's service territory, or when Unitil's weather service vendor issues a Weather Watch, Emergency Management will initiate an inter-regional conference call to discuss each region's necessary preparations.

This call is hosted by Emergency Management personnel following a standard agenda (found in Section VI – Forms & Reports of this plan). The purpose of the call is to discuss each region's weather data, anticipated system impacts (if any), anticipated event classification, available resources and initial resource allocations. In order to make optimal use of field crews from other regions, internal mutual assistance will be coordinated by Distribution Engineering or the System Planning Unit, when activated.

When there is a reasonable probability that a major storm could impact Unitil's service territory, or when Unitil's weather service vendor issues a Weather Watch, Emergency Management will implement the 3-Day Checklist before the opening of an EOC to ensure proper preparations and notifications have been made. A copy of the 3-Day Checklist follows this section.

Upon declaration of a storm emergency affecting more than one franchise region, the Incident Commander (or designee) will establish the System Emergency Operation Center at 6 Liberty Lane West, Hampton NH, corporate headquarters, or alternate location, typically 6-12 hours before the storm's arrival.

The Planning Section Chief will activate the System Emergency Response Plan. The Incident Commander will ensure all ICS functions are established and the appropriate notifications are implemented. The Planning Chief will notify the Emergency Response Organization when the EOC becomes operational and the establishment of shifts and also when demobilization will commence.

The responsibility for declaring an alert and associated recovery plan is dependent upon whether the adverse weather or event is forecast to impact only one region or Unitil's entire service area.

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Description	Responsibility	3 Days in Advance	2 Days in Advance	1 day in Advance	Opening S-EOC
Mobile Generation/Special Equipment	Admin/Finance Section (Facility & Fleet Unit)	Determine need for large generators. Determine needs and availability for facility backup	Notify generation vendors. Establish first refusal, if possible	Place generators at strategic locations. Commit to special equipment	Put on standby, Implementation
Human Resources Services/ Vacation	Admin/Finance Section (HR Unit)	Contact	Assess/Consider canceling vacations	Commit/Cancel vacations	Notify of opening/ Implementation
Staffing Resources	Admin/Finance Section (Internal Resources Unit)	Check availability of staffing resources	Establish staffing schedules	Activate SAL personnel and prepare for initial storm impact	Implementation
SAL Resources/ Retirees	Admin/Finance Section (HR Unit)	Establish list of working SAL personnel and available retirees and forward to EOC	Discussion of need for additional resources and validate available resources	Send notifications and print copies by default location rosters locally.	SAL Coordinators to keep SAL database current as to the status of people assigned to the emergency
IS Resources	Admin/Finance Section (IT Unit)	Monitor systems. Determine current state and validate fail-safe systems	Notify Jonathan Everett of possible event	Communicate with Jonathan Everett	Make notification to IS
Cell Phones	Admin/Finance Section (IT Unit)	Confirm inventory – acquire additional	Check Availability of special equipment	Distribute phones	Implementation/Process requests for additional phones
Credit/ Procurement Cards Petty Cash	Administration/Finance Chief	Check Local Petty Cash Availability and Storm Fund Cards for increasing limits. Finance prepare to track cost	Procurement / Storm Fund Cards. Issue tracking procedure to field	Compile materials. Setup account numbers	Arrange for petty cash distributions, as needed. Issue storm account numbers
Management	Chief Information Officer	Determine staffing needs for the CIO Team	Regular communication with SRC	Regular communication with SRC – Approve prep PSAs	Regular communication with SRC
Municipals/LSC/ Critical Facilities	Customer Operations Chief	Begin outreach to Critical Care Customers	Define special needs with Municipals	Contact and confirm arrangements	Notify of opening

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Description	Responsibility	3 Days in Advance	2 Days in Advance	1 day in Advance	Opening S-EOC
Customer Service Center	Customer Operations Officer	Determine staffing needs	Review medical notification process (critical care customers)	Setup backup processes and supplies	Implement Customer Communications procedures
Storm Plans	Emergency Management	Review plans	Review plans and perform check-off sheets	Review plans and perform check-off sheets	Follow Storm Plans
Communications	Incident Commander	Preparatory notifications to internal employees – Identify resource needs	Conference Call with Storm Conference Call Checklist participants	Conference Call with Storm Conference Call Checklist participants	Conference Call with Storm Conference Call Checklist participants
Public Affairs (FEMA, RI EMA, NY, Etc.)	Liaison Officer	Outreach to government officials	Define communication process	Pre-arrangements completed	Implementation of joint plans
Public Utility Commissions MA, NH	Liaison Officer	Check contacts	Preliminary discussions, as needed or requested	Contact and determine staffing needs in State EOCs	Notify of opening
Lodging/Meals	Logistics Section (Lodging/Meals Unit)	Check with logistics on process. Preliminary Discussions and contact PO lodging providers and commit rooms	Preliminary Discussions with Base Logistics or local vendors. Assess commitment	Implement for pre- staged resources. Confirm or deny commitment	Make arrangements
Storm Stock	Logistics Section (Procurement Unit)	Check availability of materials and large and small generators	Arrange for delivery of any deficient levels of items	Deliver storm boxes to selected staging areas	Deliver storm boxes to selected staging areas
Transportation Fuel / Vehicles	Logistics Section (Procurement Unit)	Confirm inventory	Assess Inventory and confirm re-supply	Release vehicles from maintenance Notify people to bring vehicles with them when going to other districts as bird dogs, supervisors and engineers	Obtain vehicles and specialized equipment as needed.
Tree/Contractor Crews	Logistics Section (Resource Unit)	Notify vendors Availability	Discussion of need and commit as required	Discussion of need and commit as required	Put on Standby in staging areas
Mutual Assistance Foreign Utilities	Logistics Section (Resource Unit)	Provide notification of impending storm	Verify contacts (list of resources)	Discussion of Need and commit as required	Implementation

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Description	Responsibility	3 Days in Advance	2 Days in Advance	1 day in Advance	Opening S-EOC
Staging Sites	Logistics Section (Staging Site Unit)	Review plans and contact Base Logistics	Assess commitment Review layouts	Confirm or deny commitment and preposition resources and equipment	Preposition resources and equipment and assess establishing staging sites immediately post storm
Logistics	Logistics Section (Staging Site Unit)	Notify Vendors Review staging areas Confirm check list with Logistics groups	Verify logistic check list and pre-stage appropriate items	Confirm all logistical arrangements across functions	Implementation
Media Relations/ Internal Communications	Media Relations/ Internal Communications	Monitor the situation Review communication Procedure	Work with HR to define policy – Employee communication Discussion with Media Relations	General Messages Update and issue ads for newspapers.	Consistent messaging process to employees Notify of setup or an EOC
Storm Status Voice Mail/Email	Employee Communications	Pro-Active notification to employees on SAL requirements	E-mail reminder with weather report. Send out e-mail	Update notices and email	Update notices and email
Weather Forecasts	Planning Section	Monitor/Communicate the forecast	Monitor/Communicate the forecast	Monitor/Communicate the forecast	Monitor/Communicate the forecast
Training	Regional Operations Area Commander	Begin preparations of long lead time activities	Conduct refresher training, if needed	Conduct refresher training, if needed	Implementation
Communicate with Telecommunications Co.	Regional Operations Area Commander	Notify local Telecom co's of impending storm/weather update	Confirmation of contacts	Establishing lines of communications	Implementation
Regional Emergency Operations Center (R-EOC)	Regional Operations Area Commander	Facilities	Review EOC layout and prepare for setup	Setup EOCs – secure equipment	OPEN and make notifications.
Safety	EH & SO / Safety Coordinator	Preparation of safety brief for mutual aid (if applicable)	Disseminate safety information	Establish and verify local safety arrangements	Implementation

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E.   **Outage Event Condition Levels**

The Manager Electric Operations is responsible for restoration wherein an emergency exists or is expected to develop, shall contact the next higher level of supervision in the restorative hierarchy. The specific conditions existing or impending shall be stated including the following:

- Nature of cause of emergency – (wind, lighting, etc.);

- Geographical location of emergency;

- Number of cases of trouble by location;

- Number of customers affected;

- Number of circuits lockouts by circuit designation; and

- Number of crews in the field by location.

Subsequently, the emergency shall be classified, and when required, assistance procedures shall be implemented in accordance with the following:

1.   Outage Event Condition Levels 1 & 2

This classification of emergency is set when weather conditions are normal and little to no disruptions occur within the system. This type of emergency generally does not require any assistance from outside a division and may be handle dispatching personnel between regions as required

2.   Outage Event Condition Level 3

This classification of emergency does not (necessarily) require any assistance from outside a division and may be handled by the regional division. Personnel shall be dispatched between regions within the division as required. Should weather condition or potential damage escalate the Area Chief shall advise the Manager Overhead Lines of this action and notify the Incident Commander.

The Incident Commander shall notify Information Services of the emergency situations so Information Services can reschedule work which might interfere with storm related work and to be able to assign appropriate people on call to support required information systems. The Incident Commander may open the S-EOC if necessary to assist the R-EOC's during restoration.

3.   Outage Event Condition Level 4

This classification of emergency requires assistance from outside a Region/Division. The Area Chief shall determine the pertinent information outlined in this procedure.

The Operations Unit Lead and/or their designee shall arrange for the required assisting personnel from other regions within the division and so notify The Incident Commander. If additional resources from the outside division are required, the Incident Commander shall arrange for the required resources. The division providing assistance shall provide to the Incident Commander information outlined for forwarding onto the Area Chief requesting assistance.

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The Supervisor of the supporting crews upon arrival in the requesting division shall perform the duties as outlined in Section III of this plan..

When assisting personnel from other divisions are required, it shall be the responsibility of the Resource Unit to make arrangements for the required personnel when requested by the Incident Commander. The transportation management representative will inform the Incident Commander when the arrangements are complete.

Immediate notifications shall be made to all Media Personnel once a storm is classified as Level 4.

4.   Outage Event Condition Level 5

This classification of emergency requires assistance from other utilities, outside contractors, etc. The Company has mutual assistance agreements with many utilities. The Edison Electric Institute maintains a Mutual Assistance Roster of major utilities in the United States. This information includes the names, addresses, and telephone numbers of personnel to contact in each company. A roster is maintained by Emergency Planning. In addition, several line and tree contractors maintain crews in the New England states.

Emergency Planning personnel will make contact with utilities for mutual assistance as requested by the Incident Commander. The Resource Unit will make contact with contractor organizations for additional support upon request of the Incident Commander.

The Resource Unit will report back to the Incident Commander with contractor responses and provide EDO with the appropriate crew rosters upon notification. EDO will provide Construction Delivery with assignment location and contact name and phone number to direct the contract personnel. The Resource Unit will provide the appropriate information to the responding contract company.

Contract crew transfer between New Hampshire and Massachusetts shall be completed through the Resource Unit at the direction of the Incident Commander. There will be no contract crew exchanges directly between the regions during a system level event. Contract crews shall not be released without consent of the Incident Commander or their designee.

The procedure is the same as an Operating Condition Level 5 storm. The assisting parties shall exchange information and perform the duties as outlined in Section IV-(Mutual Assistance).

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F. **Outage Event Level Response Actions**

The Outage Event Level Response Action Matrix is an important tool used by the Manager-Electric Operations, the Director-Emergency Management and Compliance, and the Director of Operations to declare the storm recovery plan to be followed by all Emergency Response participants.

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

- Typical weather conditions associated with the level;

- Number of customers affected by the storm;

- Estimated recovery time subsequent to the end of a storm;

- Regional response actions to be taken at the assigned level; and

- System response actions to be taken at the assigned level.

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Outage Event Level EOC Response Actions

Outage Event Level	Typical Weather Conditions	Estimated Affected Customers	Target Restoration Time	R-EOC Response Actions	System Response Actions
1- Normal	Normal Weather Conditions	0 -4000	≤ 2-4 hours	➢ Normal State ➢ Radio dispatch manages trouble calls	➢ System activity is normal ➢ Dispatch/WSI monitors weather conditions and provides alerts ➢ No additional actions needed
2- Upgraded Alert	➢ Thunderstorms, rain and moving fronts ➢ Moderate frequent gusts/ sustained winds ➢ Moderate wet snow < 6" ➢ Condition is short to mid term ➢ Light to moderate damage to electric system	Up to 4,000	12 –24Hours	➢ Normal, daily internal crew assignments ➢ Dispatch to add personnel for limited time period to support event ➢ Check availability of resources at R-EOC's	➢ Declare upgrade alert ➢ Notify Director, Emergency Management and Operations ➢ May request additional support from division staffing ➢ Request personnel and crews be held at local platforms ➢ Local contract crews may be held, as needed ➢ Check availability of resources ➢ Storm conference calls may be held ➢ Regulatory, municipal, and internal contacts, status updates provided, as required ➢ Continue monitoring weather reports ➢ Identify potentially affected large customers ➢ Review next condition anticipated actions ➢ All scheduled feeder work is cancelled

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Outage Event Level	Typical Weather Conditions	Estimated Affected Customers	Target Restoration Time	R-EOC Response Actions	System Response Actions
3- Heightened Alert	➢ Heavy thunderstorms, rain ➢ Strong frequent gusts/ sustained winds ➢ Heavy wet snow > 6" ➢ Ice/snow melt run-off potential ➢ Condition exists for several hours ➢ Heavy damage to electric system	Up to 10,000	24-48 hr	➢ All available internal crews assigned ➢ Non affected regions will provide crew support and notify SRU of possible deployment ➢ Anticipate use of upwards of 15-25+ contractor overhead line and 10-20+ tree crews ➢ R-EOC's may opened for continuous operation during restoration ➢ Regional Staging sites/lay-down areas identified and may be established and maintained ➢ SRU personnel utilized if a regional event, otherwise support personnel assigned ➢ Consider additional resource needs	➢ Declare heightened alert ➢ May open System EOC if multiple regions impacted ➢ All available Operations personnel and contractors utilized ➢ Consider activating Mutual Aid organization ➢ Storm conference calls will be held throughout the restoration period ➢ Regulatory, muni, and internal contacts reporting provided throughout the restoration period ➢ Notify large customers ➢ Continue monitoring weather reports ➢ Initialize Pre-Mobilization conference call ➢ Consider additional resource needs ➢ All scheduled feeder work is cancelled

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Outage Event Level	Typical Weather Conditions	Estimated Affected Customers	Target Restoration Time	R-EOC Response Actions	System Response Actions
4- Extreme Weather	➢ Severe thunderstorms, extremely heavy rains ➢ Hurricanes category 1-2 ➢ Heavy wet snow ➢ Strong sustained winds ➢ Severe frequent gusts ➢ Condition exists 12-18 hours	Up to 25,000	2-5 Days	➢ All available internal crews assigned ➢ Anticipated use of upwards of 100-250 contractor or foreign utility overhead line and 100-150 tree crews ➢ All company personnel utilized ➢ R-EOC's opened for continuous operation during restoration ➢ Regional Staging Sites/lay-down areas may be established and maintained ➢ Full implementation of the ERP	➢ Open System EOC if multiple regions impacted ➢ CRP established ➢ All available level 1 personnel and contractors utilized ➢ Foreign utility crews are requested and activated ➢ Storm conference calls will be held throughout the restoration period ➢ Regulatory, muni, and internal contacts reporting provided throughout restoration period ➢ Continue monitoring weather reports ➢ All scheduled feeder work is cancelled ➢ Notify community boards & elected officials as Press releases are released

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Outage Event Level	Typical Weather Conditions	Estimated Affected Customers	Target Restoration Time	R-EOC Response Actions	System Response Actions
5- Full Scale Event	➢ Nor'easter type storms, heavy rains ➢ Tropical storms ➢ Hurricanes category 3-5 ➢ Condition exists for >12 hours ➢ Damage to distribution system	>25,000	>5 Days	➢ All internal crews assigned (vacations cancelled) ➢ Anticipate use of upwards of 250-350 contractor of foreign overhead line and 150+ tree crew ➢ All Company personnel deployed ➢ R-EOC's opened for continuous operation throughout the restoration ➢ Regional Staging Sites and lay down areas established and maintained ➢ Full implementation of the ERP	➢ Declare a Full Scale alert ➢ All available Company personnel and contractors utilized ➢ Activate Mutual Aid organization for additional crews ➢ Notify large customers with their own generation to switch over ➢ Notify community boards and elected officials as Press releases are released ➢ Storm conference calls will be held throughout the restoration period ➢ Continue to monitor weather conditions

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G. Allocation and Deployment Strategy

Unitil's acquisition and allocation of resources begins in the preparation phase of an event and continues until restoration is complete (i.e., all event-related customer interruptions have been restored). Throughout this time, the System Incident Commander (S-IC), in concert with the System Planning Chief (S-PC), is responsible to develop the restoration strategy and its associated resource requirements. Due to every event's unique nature, subjective analysis is needed to convert weather or other hazard conditions into a "resource acquisition equation."

For forecasted major events, the Company utilizes its three-day checklist, and through a series of event conference calls, the S-IC aligns and mobilizes the organization into action. The S-IC's role is to anticipate damage and establish an "ideal" number of pre-positioned resources in advance of the event's forecasted impact. Often, this alignment is based on work experience during similar events and from historical impacts that have occurred elsewhere in the country. Pre-positioned resources may come from an internal or external source.

Internal resources may be line crews from an affiliate or mobilized office employees. Part of Unitil's strategy is to acquire sufficient resources either as part of the preparation phase or start of the public safety phase. To ensure this occurs Unitil has an expansive portfolio of external resources options.

The first step in the process is to retain local line contractors, as well as communicating early with the Northeast Mutual Assistance Group (NEMAG) – a regional mutual assistance group (RMAG) that represents utilities from New England and eastern Canadian provinces. Next is to check with larger line and tree contractors that Unitil has had utilized previously or has identified for emergency response work.   If even more resources are needed, the Company will call upon participants identified in the Edison Electric Institute (EEI) RestorePower.com resource portal. This process should result in ample resources to cover all three regions of Unitil's service territory.

Resources are allocated initially (i.e., before the storm's impact) on a 65 - 35 ratio to New Hampshire and Massachusetts respectively given all forecasted conditions being equal (Figure IV-G-1 on the following page). If the forecast indicates a more significant impact in one region vs. another then crew allocation will be defined by the IC based on available information.

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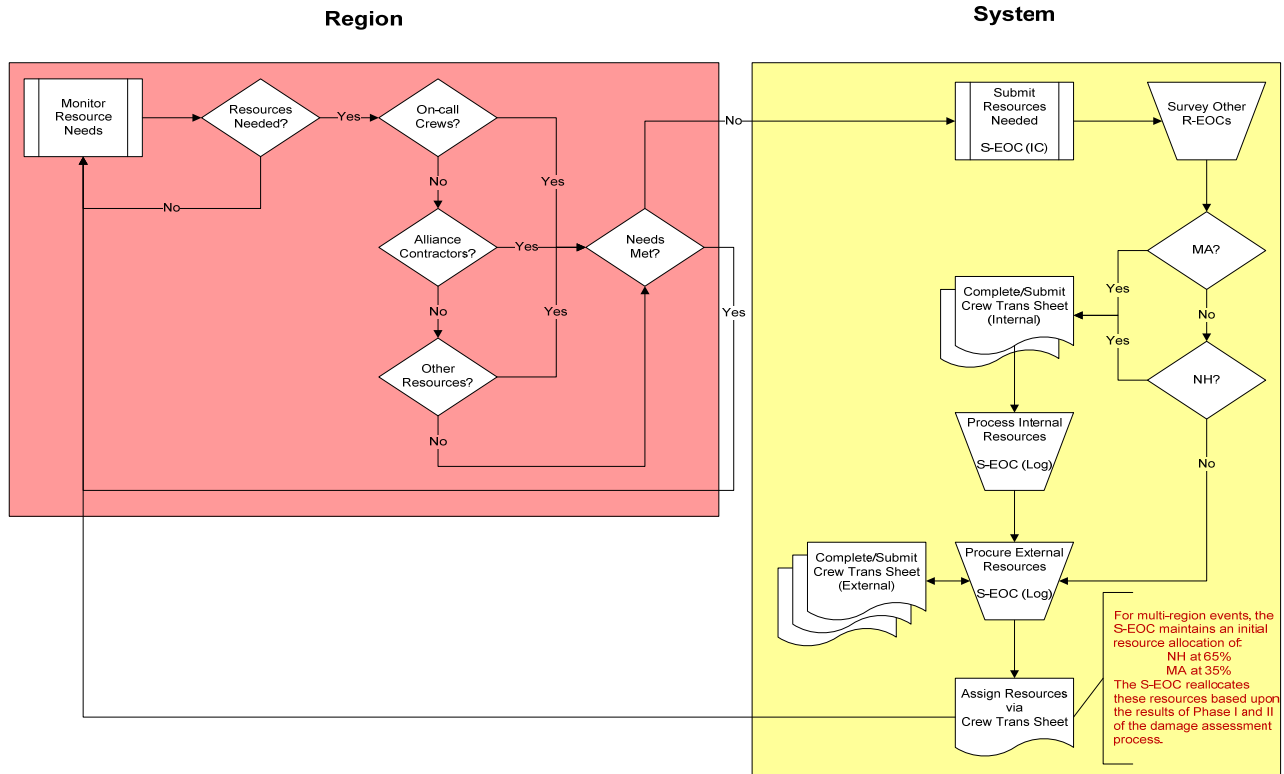
Figure IV-G-1

Resource Need Determination

For a regional event, the Regional Operations Area Chief (ROAC) and Director of Operations will often confer on the topic of resource acquisition. For system events, which are multi-regional and require additional logistical support, the S-IC will determine and direct resource acquisition and deployment, based on the forecasted weather and anticipated damage.

Resource Acquisition Process

As indicated, the acquisition, deployment and allocation of resources is a dynamic process. For major events (i.e., restoration completed in excess of 48 hours of the event's impact), the damage assessment process is activated and helps in determining the ideal number of resources and skills sets required to effect a timely restoration. The Phase I Damage Assessment (see Section V) will provide key resource requirement information within 24 to 36 hours of the event's impact.

The damage assessment focuses initially on the distribution backbone of the electric system (i.e., main line feeders), as well as the condition of the transmission, sub-transmission and associated electric substations. This information is extrapolated and merged with other variables such as: driving conditions, temperatures and future forecasted weather events. The result of this merger should validate the resources required (by region) and provides a global estimated time or restoration (ETR).

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While the Phase I Damage Assessment is in progress, available resources are focused on public safety issues, where the line crews work with the municipal emergency response officials and customers to address wires down and other unsafe conditions (e.g., broken poles or ruptured transformers). During this time, the majority of restored customers are associated with transmission and sub-transmission repairs and not distribution repairs.

The exceptions to distribution repairs during the public safety focus are municipal and utility-identified critical facilities. If resources are available, then prioritization of repairs begins with such facilities. Therefore, the restoration sequence will generally proceed as follows:

1. Public safety

2. Transmission circuits and transmission substations (A and B)

3. Distribution substations, main line feeders and critical facilities (C and D)

4. Lateral feeders off main line distribution feeders (E)

5. Customer service drops

The letters above correspond to those in Figure IV-G-2.
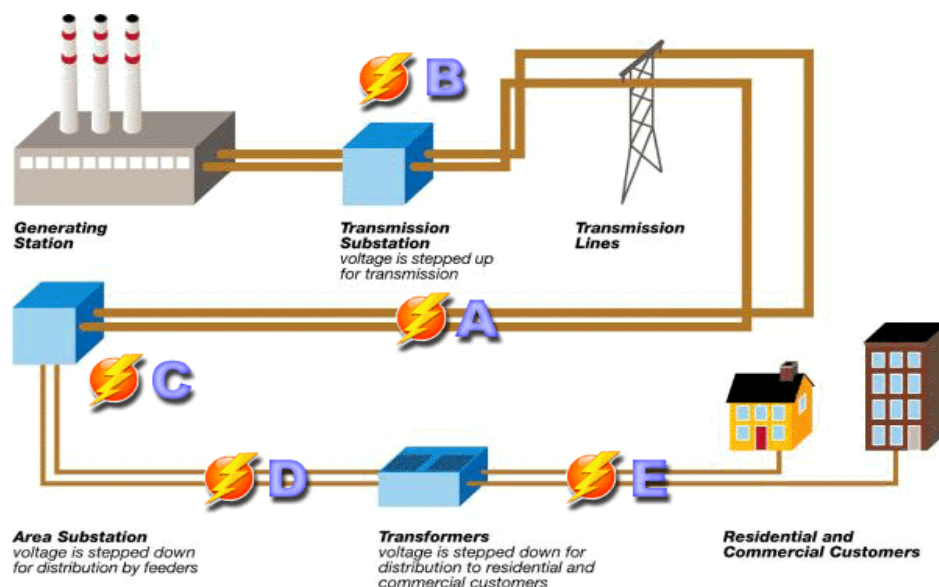
Figure IV-G-2

Restoration Priority (General)

One of the outputs from the Phase I damage assessment is the number of line hours needed to effect repairs at each instance of damage. Based on this information a reallocation or adjustment of resources is typically performed after the Phase I Damage Assessment is complete. This process also results in an estimate of line hours required to restore damage by region. This value is then matched with the total number of available resources to arrive at an approximate Global ETR for the entire system. A

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Phase II Damage Assessment is then performed over the following 72 hours which provides enough detail on damage to estimate restoration times by Town.

Many variables are considered during the decision-making process to redirect resources, including the necessity of staging sites, access to facilities, material deployment and re-supply and amount of off-road or right-of-way work required. Usually, the S-IC makes the decision to acquire additional resources or will make the decision to redirect resources. If additional resources are required the IC must also measure the event's impact on other regional utilities. This has direct correlation to the distance available crews when may need to travel which may or may not make sense to acquire due to travel times. However in these instances, the Company has the option to move beyond its associated RMAG and request assistance from other, unaffected RMAGs or utilize the EEI RestorePower.com resource portal. Due to the time required for these resources to reach New England, additional time may be needed before the completion of the restoration effort.

The ability to move resources across regions throughout a restoration effort is an effective tactical solution that utilities, in general, need to retain throughout the duration of the restoration effort. Without this ability, utility flexibility will be compromised along with timely ETRs for all of its service territory.

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H.   Mobilization

The determination of the outage level made on the conference call will affect the level of mobilization of resources based on the estimated impact of the adverse weather or event. A pre-storm meeting will be held by each affected region as soon as practical after declaration of a System Alert. The purpose of the pre-storm meeting is to:

- Notify all emergency response organizations;

- Review the appropriate response plan; and

- Initiate all preparatory actions as outlined previously in this section.

A Storm Assignment List (SAL) will be maintained and updated semi-annually by Emergency Management. A list of key responders is maintained by each regional Control Center. Each organization will ensure adequate staffing for the designated adverse weather or event classification and associated recovery plan. Each organization will notify their personnel to report to their Emergency Response assignments at the time decided upon in the pre-event meeting. This can be accomplished either through a telephone notification pyramid or automated notification system.

1.   Restoration Priority

Restoration Priority recognizes public safety as a primary concern. Recognizing that expeditious restoration of customers is the mission, circuits with most customers out and requiring minimal effort (such as cut in clear or switching) is the most efficient and practical approach in prioritizing work. Insofar as practical, the Control Center, Trouble Analysis, and the Operations Section may organize the work considering the following conditions:

- Live wires down;

- Transmission lines ;

- Substations;

- LSE and critical care customers;

- Distribution feeders (main runs);

- Other primary lines and spurs;

- Transformers, secondary circuits and services; and

- Individual Services.

The process by which Unitil will approach the restoration of feeders will consistently take into consideration the safety of the public, our employees and mutual aid supporting the restoration.

In support of prioritizing the hundreds of distribution circuits that may have to be re-energized after a major event Unitil devised a methodology that takes into consideration a number of factors. Working with each of the communities it serves Unitil has identified critical infrastructure listing based on the town's emergency response official recommendations.

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Facilities such as hospitals have the highest ratings, airports and evacuation centers next and so on. The listing and ratings results in about 10 to 15% of its feeders receiving a high priority rating and will guide the R-EOC planning section in developing a restoration priority list. The list is not static and other factors are considered during restoration including: information from daily conference calls with local emergency response officials; critical care customer information from the call center; State Emergency Response Center request (typically road openings) and other agencies such as the Red Cross.

Once the high priority feeders are restored and critical infrastructure issues addressed the next grouping of feeders or work locations are those where the most customers can be re-energized with the smallest amount of effort. As indicated the approach will be main distribution lines first followed by laterals and secondaries to customer's homes.

2.   Critical Care Customers

This section is designed to make certain that critical care customers affected by an electrical emergency are identified by the company in a timely manner, and a regular channel of communication is established to monitor the well being of these customers until there electrical service is restored.

Upon notification from a customer of their medical need for electric service, the CSC will immediately add the customer to the Critical Care list. At least annually, the CSC will verify contact information for critical care customers and make the appropriate changes.

The two types of Critical Care Customers are Life Support Customers and Special Needs Customers.

(a)   Life Support Customers

Definition of Life Support - Designated electrically operated medical equipment prescribed by a qualified physician to be used on a continuous basis or as circumstances require as specified by the physician to avoid the loss of life or serious medical complications requiring immediate hospitalization. The following is a list of Life Support Equipment:

- Home Kidney Dialysis Machines

- Continuous Ventilation Devices

- Suction-Aspiration Devices

- Apnea Monitors for infants

- Other (certified by physician)

Master metered dwellings where one or more residents utilize life support equipment, and facilities used to administer outpatient life support services, i.e., kidney dialysis treatment centers, shall be included in this program. It also includes Unitil's borderline customers who receive their electric service from another utility's electric system, and the

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borderline customers of another utility who receive their electrical service from Unitil's electrical system.

The customer contact center in responsible for maintaining a database of Unitil's life support customers. The Company, through information provided during the enrollment and annual renewal processes, suggests that such customers have a backup power supply and that they contact their local police and fire agencies in the event of an emergency. All new life support customers are added to the database upon successful completion of enrollment criteria.

Life support customer records are reviewed quarterly by the customer contact center and changes are made as necessary. A printed copy of the complete life support customer list is maintained by the Life Support Unit.

In an emergency and provided electric power has not been restored, the Company will attempt to contact life support customers known to be served by circuits affected by the emergency. The contacts, by telephone, are to be made as soon as possible after the circuits have been identified. . If the Company is unable to contact the customer it will refer the information to the local municipal emergency response personnel via the municipal room.

Depending on the severity of the emergency (minor or major) and the number of customers affected by the electrical emergency, customer calls may be made by the Customer contact center, with the assistance from Consumer advocacy, if required. The Energy solutions services department may also assist in contacting life support customers, if required.

The Company will contact the affected life support customers daily during the time when they remain in the dwelling without electrical service. Data on all contacts will be entered into the Customer Service System.

After an emergency has concluded, the Company will contact life support customers affected by the emergency to confirm power has been restored.

(b)   Special Needs Customers

Special Needs Customers Include:

- Blind;

- Elderly; and

- Disabled.

Customers who identify themselves to the company as Special Needs Customers are identified as such in the Customer Service System. These customers are instructed to use the Unitil Outage number (603)

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224-2311. This number is to be used to report an electrical outage and/or obtain status information.

In an electrical emergency the Company will refer Special Needs Customers, based on their needs to appropriate agencies, including, but not limited to:

- County Offices for the Aging;

- County Health Departments;

- Country Departments of Social Services;

- American Red Cross;

- Advocacy Groups for the Hearing and Sight Impaired; and

- Other Agencies.

To identify Special Needs Customer, the Company must receive a request from the customer to be identified as a Special Needs Customer to enter into the Customer Service System. The Special Needs Customer can submit a request for emergency preparedness information which can be mailed or reviewed via Unitil's wed-site.

During Electric Emergencies:

- Process customer electric emergency or outage order in the Customer Service System

- Customer Service Center Representatives will work with Consumer Advocates and Customer Service Center staff to address the concerns of Special Needs Customers upon receipt of their inquiry. These customers may be referred to local human service agencies.

3.   Mutual Assistance/Crew Allocations

With the exception of an Outage Event Level 1, all emergencies that require the movement of personnel between Divisions/regions to complete restoration of service in a timely manner will follow a common procedure. The same basic procedure applies when the occasion arises regardless of the source of the assisting personnel. Upon determination that an emergency beyond Outage Event Level 1 exists or is impending, as outlined in the Outage Event Levels section the following procedure shall be implemented.

(a)   Mobilization

All orders to mobilize personnel shall be communicated by the Incident Commander to the Logistics Chief. When such orders are issued, the information included as outlined in the Mutual Assistance procedure in Section V - Supporting Procedures, field crews will be provided. See Logistics Procedure (Procedure No. EP-E-P04), Section 6.1 and NEMAG

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Administrative Procedure – General Procedure No. NEMAG-A-001 for additional information.

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 regions' Forestry supervision. When warranted, additional Forestry supervision shall be requested for assistance in directing crews.

Field crews and support personnel assembly information shall be provided to the Incident Commander for forwarding on to the Manager Overhead Lines requesting assistance. This information should be provided promptly.

(b)   Crew Allocations

Prior to a wide-scale forecasted event that is predicted to affect all regions, restoration crews both internal and external will generally be pre-staged at the local DOC's. Crews will be initially allocated between the UES and FGE affiliates at a 65 to 35 ratio, respectively given similar weather forecast. Once the event has resulted in widespread service interruptions in more than one territory, resource allocations will be adjusted based on the best available information and initial customers without power until such time as more detailed information is available from field damage assessment patrols.

Once damage assessment has been completed, resources may be redirected to another region of the system if there is a surplus of crews for the remaining hours of work based on the estimated time of restoration for the region.

For major storms, unaffected Divisions may be called upon to send a supervisor or Manager Overhead Lines to aid the affected region(s). For a detailed description refer to the SRU Procedure found in Section V of this plan.

If resources are planned to be moved between operating affiliates during the restoration period, the appropriate state regulatory staff will be notified within two hours of the reallocation decision.

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; and

- 1.5 forestry crew 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 tree's, customers affected, transmission/sub-transmission outages etc. This

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guideline may be used to provide assistance in determining the line crew and tree crew needs prior to the availability of damage surveys. All information available should be used to assist in determining the needed resources.

Crew allocation between regional locations (Concord, NH, Kensington, NH, and Fitchburg, MA) is one of the primary responsibilities of the System-IC. In the early phases of pre-planning and mobilization, the Incident Commander will identify the number of crews to be pre-staged at the regions based on the forecast and knowledge of system conditions. The number of retained resources will reflect the need to conduct the public safety phase of the restoration effectively.

In addition, the Planning and Logistics Section Chief will work with the IC to identify additional resources and staging locations, if not previously established. The intent is to have a steady stream of resources arriving in a systematic and orderly fashion to accommodate the trouble work generated by the damage assessment process.

The initial allocation of resources is based largely on the results of damage assessment. As damage-related information is processed by the Planning Section Chief, the results are discussed with the IC and crews are assigned to the regions using the amount of damage to the infrastructure as a guide. Throughout the process, regional resources are re-evaluated and adjusted based on travel times and the Global ETR (if established). The Company continues to adjust the resources, as feasible, to ensure the best possible outcome for the customer.

As described in the Damage Assessment Procedure (appended to Section V of this plan) damage assessment is a two-step process. Phase I of the damage assessment process provides enough information to calculate and establish a global ETR. This number is extrapolated to reflect the best estimate of remaining damage from around the System, which is further detailed through Phase II of the damage assessment process.

External resources and their associated support personnel are deployed, as needed, based on the results of the damage assessment. Internal resources have knowledge of their respective regions and therefore are not transferred to another impacted location until all of their region's customers have been restored. When internal or external resources are transferred between regions, the cost allocations for the subsequent work are aligned to the new region location within the System.

4. Staging Sites

During significant storm events it is often necessary to recruit external line crew resources to support restoration efforts. The extent of damage to the Unitil electric system determines the number of external line crew resources to be recruited and the level of staging area operations to be activated. Generally, there are three levels of Staging Area Operations: Staging Area Operations Level I – Standardized Restoration Teams, Staging Area Operations Level II, and Staging Area Operations Level III. The majority of significant storm events that have non-Unitil line crews being recruited will follow the Staging Area Operations

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Level I Standardized Restoration Team concept. Standardized Restoration Team consists of a Field Team Lead and three or more non-local line crews.

Staging Area Operations Level II - When emergency conditions necessitate larger staging area sites than those used with Standardized Restoration Teams, Staging Area Operations Level II will be activated.

Staging Area Operations Level III – When extreme emergency conditions do not allow for Unitil to fully facilitate the coordination of staging area operations, the Unitil Area Commander will authorize the activation of a staging area.

Once authorized, the activation of a Staging Area will be facilitated by the Director – System Restoration and Emergency Preparedness, the EOC, or through the Division Incident Commanders. Once implemented, the Field Team Lead receives overall direction from the Incident Commander and/or Division Incident Commander regarding the deployment or staging area location. Crews may deploy from an AWC, Substation, lodging location, or another authorized staging area site such as a local school or State Readiness Center.

Standardized Restoration Team – Heavy Storm Events

The State of New Hampshire has State Readiness Centers located across the State that may be available for Staging Area use when emergency conditions warrant the need.

When considering the use of a State Readiness Center it is important to recognize that during significant emergency conditions impacting the entire state, many of the Readiness Centers may already be in use by other Emergency Responders (i.e. American Red Cross, etc.) and, therefore, not ideal for Staging Area Operations. Contact should be made with the National Guard Joint Operations Center (24 hour coverage) if/when a State of New Hampshire Readiness Center has been identified as an ideal staging area location.

For a detailed description of this process refer to the Staging Site Operation Procedure found in Section V of this plan.

5.   Storm Assignment List

The purpose of the Storm Assignment List is to define the Company's policy and procedure for internal emergency/storm staffing. All employees are assigned a storm response level, and if applicable, a storm assignment or alternate position. The Company uses The Employee Database (TED) application to manage emergency/storm assignments and emergency/storm training information. This application, which is administered by Emergency Management, assists in notifying and tracking employees serving as support personnel during emergencies. SAL also contains information such as training received, storm assignment, and default locations for employees who have received emergency storm assignments.

Unitil recognizes the importance of maintaining a safe and productive work environment, and in this regard, the Company limits the length of the work day to no more than 16 hours for any employee during a declared storm emergency. After 16 hours of work, every employee is required to be relieved to return home for rest.

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Unitil also recognizes that the daily normal assignments of some employees may be of more importance to normal operations than a temporary emergency/storm assignment. Also, other employees may be required to remain in their regular function to support the storm emergency. As a result, the Company has established four levels of storm availability.

(a)   Storm Assignment Levels

- *Level 1*: The daily normal assignments of these employees may be postponed temporarily, making them available for a storm assignment. These people will be called upon first, as the need dictates.

- *Level 2*: Employees delayed from their normal daily assignments for short time-periods, may adversely impact the overall Company performance or other critical functions within the System. These employees would only be called upon to assist in a storm assignment should the magnitude of the emergency/storm event demand resources beyond that available through Level 1.

- *Level 3*: The daily normal assignments of these employees are critical to the overall function of the System. Postponement of these assignments, even for a short time-period, may negatively impact the System. A number of these employees may also be required to remain in their function to support storm emergency work in their respective locations (e.g., a line supervisor). Typically, these employees do not require storm training because their storm assignment is the same as their daily normal assignments.

- *Level 4*: These employees have medical conditions or family care issues that prevent them from performing a storm assignment.

(b)   Positions and Training

Each employee assigned to Level 1 or Level 2 as described above shall be assigned one of the following storm assignment positions, with such assignments based upon management's evaluation of each employee's skills, background and competencies:

- Damage Assessor;

- Assignment Preparer;

- Crew Guide;

- Service Restoration;

- Customer Service Call Rep;

- Back Office Support; and

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- Staging Site Support.

Special storm assignment position descriptions shall be provided to assigned employees prior to training.

The Customer Service Center and each Distribution Operations Center has a Coordinator who schedules mandatory annual training to familiarize employees with their emergency/storm assignments. Employees with emergency/storm assignments will be instructed to report to their default location. Additional sessions may be required for those employees not in attendance. The Director of Emergency Management and Compliance shall ensure that every employee requiring training for storm duties has received that training annually.

(c)   Activation

The Chief Operating Officer or Incident Commander will determine the need for the activation of the Storm Assignment List and those positions within the Division that require additional resources. Staffing coordinators within the Division will activate personnel for assignment. Personnel with primary assignments identified as Level 1 resources will be contacted first and asked to report to the alternate location. Personnel identified as Level 2 may only be activated if they have been released from their primary role. This procedure compliments the procedure EP-E-PO3 (Storm Response Unit) in Section V of this plan, which describes a process for first deployment of qualified personnel for single region events.

I.   **Corporate Communications**

The need for communicating with our customers, general public, news media, employees and local officials is more important during emergency conditions, such as storms, load-shedding events, and other emergencies, than at any other time. During an extended power outage, for example, customers without lights or heat can become upset and expect restoration within a few hours after calling the Company. Obviously, this cannot always be accomplished, and often, due to widespread damage to the transmission and/or distribution system, large numbers of customers may be without service for many hours or even days before restoration.

It is important, therefore, that timely and accurate information about restoration efforts be announced as widely as possible. Often, the assurance that emergency restoration activities are underway may be sufficient to lessen customer concerns. Where applicable, the procedures outlined in this section shall be applied to non-storm emergencies, including load shed events and other emergencies.

It is imperative that Dispatch, R-EOC, Business Services, Customer Contact Center, and Corporate Communications (i.e., Media Relations, Internal Communications, and Regulatory Affairs) promote the same communications externally in any emergency event.

The Communications team shall be responsible for keeping customers and general public informed on the status of restoration efforts. It is extremely important that Communications and in some cases Business Services communicate regularly throughout the event and share information to ensure a consistent message is provided

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both internally and externally. Internal lines of communications must be completed successfully to provide accurate and timely external communications.

Periodic reports should be accurate and timely, and avoid misleading the public with optimistic restoration times. If accurate projections are not immediately available, Company representatives should provide only information that can be authoritatively confirmed. Subsequent reports will be forthcoming as better information becomes available.

The Planning Section Chief or designees should be responsible for providing periodic, confirmed updates to Corporate Communications and representatives of the Customer Service Center (CSC). It is essential that both Communications and CSC personnel receive and issue information that is consistent in briefing the news media and general public.

1.   Event Information

A single information source will be established in the R-EOC's or System-EOC for informing Corporate Communications, CSC, and other designated representatives responsible for public information.

Periodic briefings for utility information personnel and CSC will be scheduled on a regular basis or as needed. These lines should be unlisted numbers that bypass the Company switchboard to ensure access during periods of heavy volume.

The following paragraphs describe the flow and processes of obtaining information for the Communications team before and during an event.

(a)   Pre-Event

A pre-event conference call is initiated by Emergency Mgmt. where weather forecast details are provided. The severity and risk of impacts on the electric system are to be discussed. The Manager, Electric Operations or Incident Commander are authorized to initiate the following:

- If the level of the storm predicted is an Outage Event Level 3 or above, "Outages by Town" on the Unitil website may be disabled and a static message of predicted storm impacts is to be provided by Communications.

- The impacted R-EOC locations will adjust, maintain, or reset for existing trouble ETR's as necessary. Existing outages are to be monitored regularly, if unable to confirm, so that any new storm related outages are not subsumed into existing non-storm outages if the ETR's are being maintained.

- Any new outages in areas with "No ETRs" will show as a blank field. ETR information in CSS will be null.

- "Is my power out" on the external website will show TBD for the ETR.

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(b)   Event Situation

- No ETR's will be populated until information is provided from R-EOC's and will be managed at the system level by the Communications team.

- ETR's in CSS will reflect edited ETR information (this information will be disseminated via the RSR)

- "Power out" on the external website will show edited ETR date and time

Once ETRs are updated in all areas, Unitil's outage center will be enabled. ETR's will continue to be maintained at the administration or storm board level as appropriate throughout the duration of the restoration effort.

During a storm or emergency event the Incident Commander can direct Unitil's website to be shut down or enabled for data integrity or maintenance. Estimated time of activation will be necessary for proper planning for staffing to go live with Unitil's outage center upon completion of required maintenance.

Employee Communications is an important requirement during extended outages. Corporate Communications is responsible for internal employee communications. Effective employee communications is a valuable motivational tool, and research indicates that the public frequently contacts field crews and district offices for word of restoration efforts. Daily and/or overnight bulletins and internal web-based notifications are examples of how this requirement can be met.

(c)   EOC Communications

During Operating Condition Level 3 or greater, a Communications representative will be assigned to communicate directly with the S-EOC.

This representative will maintain contact with the Corporate Communications duty officer, Communications representatives in the affected area, and others in the Company as required. In addition to public information responsibilities, the representative will render any general assistance in the S-EOC as may be required.

(d)   Field/On-Site Communications

Whenever an electric emergency is classified Level 4 or Level 5 (restoration cannot be accomplished within 24 hours and outside crews are required), the Chief Information Officer will be notified and an emergency Communications response team will be placed on standby for possible deployment to the stricken area. Team members will generally include: A Chief Information Officers, a photographer and VTR camera operator.

Team members will bring sufficient personal gear for at least five days. Lodging Leads will include the Communications members in their plans.

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Response team equipment from the Communications office will include: portable personal computers, cellular telephones, audio tape records, stationery supplies, cameras, film and other video and photographic necessities.

2.   Public Service Announcements (PSAs)

When notified by weather services or Emergency Mgmt of a Storm Watch or impending adverse weather, the communications team will begin to monitor the situation and prepare the PSAs.

When Communications contact or other designee issues emergency status updates for the purpose of updating the general public or local government authorities, the IC and System-EOC must be issued the final draft prior to its dissemination to ensure that regulatory agencies are updated concurrently to its official release.

The final draft or information to be released may be issued by the Incident Commander of the System-EOC or faxed to (603) 379-3940, attention Incident Commander. This requirement does not cover information otherwise available from the Unitil Storm website.

Public statements should include the following confirmed items:

1.   Number of customers affected.

2.   Affected locations.

3.   Numbers of crews, both local and foreign.

4.   Estimated restoration times.

5   Cause of the outage/event

6.   Warnings regarding hazardous conditions.

7.   Description of emergency response actions already taken.

8.   Special instruction, as required.

   a.   Remind customers to call Unitil if their home is still without power while their neighbors' power appears restored.

   b.   Remind customers to report all downed lines, damaged equipment (poles, transformers, etc.), and any tree damage near lines. Don't assume that a neighbor has called.

   c.   Restate the Customer Service Center number that customers can call to report outages or damage.

   d.   Refer to the "Weathering Storm Emergencies" booklet for other reminders.

9.   Other pertinent data.

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Periodic updates should be issued from 5 a.m. through midnight with frequency determined by the severity of outage, nature of the emergency and number of customers affected. Typically, this should be done on about a four-hour schedule. However, release of information should consider various news media deadlines. The availability of the Unitil's outage center may change the need for periodic update and limit the scope of information required in the updates, but the site itself shall not be used as a substitute for proper media communications.

Company photographers and VTR camera operators or contractors should be utilized (as available) for compiling a pictorial record of major emergencies, supplementing news media coverage and reinforcing employee communications.

3. Media and Web Communications

Based on the severity of the power outage and affected area, contact with news media may be made by telephone and email. In larger, more extensive emergencies, it may be desirable to schedule periodic news media briefings and have appointed Unitil spokesperson available for interviews. In extended outages consideration may be given to public service announcements in addition to normal contacts with reporters.

News media representatives may be permitted access to facilities in times of emergency accompanied by appropriate management personnel. Pre-designated areas within the limits of safety and security will be selected. Live coverage from R-EOC, S-EOC, Staging Sites or CSC have proven effective in demonstrating to the public how the Company is responding to the emergency.

The goals are to:

- Provide accurate, timely information to the media, management and on the web

- Demonstrate Unitil's preparedness by proactive and diligent communication

Preparatory PSAs are prepared and emailed to the appropriate media contacts, and state and local officials upon approval of the CIO. Upon request the Media Relations representative will answer media questions and arrange interviews.

Prior to a known event, Web Communications or designee, will review and update the Outage Center website content and activate content for viewing. During the event, the designated member will ensure that PDFs of information relating to safety, restoration priorities, and processes are posted on the web and that Outage Center content is updated as needed. Town by town status will be posted in the Current Outage Status section starting 72 hours after the end of the storm and updated thereafter.

4. Regulatory/Elected Officials Communications

The Chief Information Officer will prepare information for the Liaison Officer who will be responsible for maintaining contact with appropriate local and state officials. Contacts should be initiated at the earliest time feasible even while damage assessments are still under way. Company explanations that

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emergency procedures are being implemented will enable these officials to provide a measure of assurance to their constituents.

Group briefings can be an effective means of reaching large numbers of officials in a stricken area. Individual telephone contacts are also useful. The R-EOC's Municipal room will name individuals to serve as liaisons to local officials for routine matters. For matters other than local operational issues or issues that cannot be handled by the local muni-room, the request will be escalated to the Liaison Officer at the S-EOC.

During events where the R-EOC's are activated, Business Services will provide staffing in the Municipal Emergency Rooms in an effort to ease communications between the Company and the municipality during the restoration effort. The Company has experienced over time that supporting municipalities severely affected by emergency events not only supports the local area affected, but also aides in prioritizing the restoration of electric facilities and may improve access to company facilities by attaining municipal support services.

5. Municipal Officials Communications

A dedicated telephone number will be established in each R-EOC for responding to local governmental authority inquiries. This responsibility will be assigned to designated regional representatives with the activation of the S-EOC. The telephone number will be displayed in the R-ERP and given out to public office holders for their official use only.

The R-EOC shall prepare and maintain a list of, cities, towns, key political centers including office numbers, cellular phones, fax numbers. This listing shall be included in the R-ERP.

Emergency Mgmt. is responsible for liaison with emergency management agencies at the state and Federal levels. State and Federal emergency management's officials have been given the phone number xxxx for contacting Emergency Mgmt. during a storm event.

A sample news release is included in this section to assist communications with customers following an event. Whether and when a Public Service Notice (PSA) such as the attached is to be distributed to media will be at the discretion of the appropriate IC and CIO as part of his or her implementation of the Electric Emergency Response Plan.

(a) Municipal Conference Calls

During an Operating Condition Level 3 through 5 storm, where restoration will not be completed within 48 hours, the community leader conference call shall be utilized daily until completion of the restoration effort.

Additionally, in extraordinary events such as load shed scenarios where information on restoration needs to be communicated to community leaders; the Community Leader Conference Call shall be utilized. The Regional Business Services, using his/her conference call number is responsible to coordinate the call and notify the affected community

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leaders of the conference call number and time that the conference call will take place.

MeetNow Reservationless Toll Free Dial-In Number (US & Canada)

Unitil's reserved toll-free number is site specific, Business Service will issue a number when necessary. Follow steps 1 through 5 below:

1. Give your participants the date and time of the call, your Dial-In Number and your Conference Code.

2. At the specified time, dial your Reservationless-Plus Dial-In Number.

3. When prompted, enter your Conference Code followed by #.

4. When prompted, press * to identify yourself as the call leader, then enter your Leader PIN followed by #.

Your participants join the conference by following steps 2 and 3 above.

Notifications to community leaders and state emergency management can be by phone, e-mail or fax; it should be emphasized that this confidential number is to be distributed only to state emergency management staff and local government representatives.

Internal participants on the Community Leader conference call should include:

- R-OAC for the DOC

- Appropriate Area Supervisors

- Scribe

- Communications Representative

- Business Services leader or Municipal Supervisor

- Planning Chief

All information shared in the conference call shall be discussed with the Incident Commander prior to the call in order to be shared with MA DPU or NH PUC, staff, if necessary. When appropriate, Communications should review and approve the conference call talking points prior to each conference call held.

The call will begin with the setting of call ground rules. Ground rules to be shared with meeting participants:

- The call should last approximately 20 minutes

- Questions from the participants will be taken at the end of the call

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- Questions should be general in nature; requests for information concerning specific locations should be discussed separately after conclusion of the call.

- Local government representatives should contact their respective Business Services contacts or their Emergency Management Office for additional update information.

The Business Services shall then introduce the R-OAC who will then provide the following reviews and information for the current event:

- Number of customers affected by peak of event

- Number of customers restored

- Number of customers still out

- Final estimated restoration time of event

- Number of crews being utilized including mutual assistance, contractor, service crews, surveyors, etc.

- Areas where crews are working

- Areas where crews will be sent next

- Type and extent of damage found, pole down, wire down, worst locations, etc.

- Weather update and impact of weather on restoration

- Known open shelter locations

Every Community Leader Call shall include a Q&A session to allow call participants an opportunity to voice questions and concerns. At the completion of the R-OAC comments, the Business Services Lead will entertain questions. When the question period is completed, the date, time and phone number for the next call to be held will be announced by the Business Services Lead.

Community leader conference calls will continue to be held until the Business Service Lead, R-OAC, CIO and IC agree that the calls are no longer necessary at the end of the event.

A scribe will be appointed by the Business Services Lead to document call participants and the discussions taking place in each call, including questions posed from the participants. This documentation will become part of the permanent storm file.

In the event that phone lines are incapacitated, the requirement to conduct this call is waived. Community leaders will acquire information through state emergency management as is normal operating procedure under the Incident Command System.

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Emergency Mgmt. shall provide each Business Services Lead community conference call training annually to ensure those conducting the call are proficient in its requirements. It is expected that at least 75% of the management staffing in Business Services receive this training to ensure proper call performance if required.

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6.   Communications Unit Actions

Communication Unit Actions (by Role)			
Responsibility	**Pre-event**	**During Event**	**Post-Event**
Chief Information Officer (CIO)	1. Contact and schedule team, including internal and external resources, to ensure adequate coverage during the event 2. Conduct a prep conference call with the team 3. Monitor the differing communications channels (internal and external) 4. Communicate/brief the SRC 5. Assist in developing SRC messaging	1. Work with IC to develop communications protocols as identified in ERP 2. Manage Media Relations, Internal communications and Web communications 3. Provide accurate information on restoration to customer service operations, liaison team and municipal relations team 4. Maintain regular communications with the SRC 5. Continue to assist in developing SRC messaging	1. Manage the restoration completion messaging for internal and external stakeholders 2. Ensure thorough documentation of messaging discussions and decisions made during the restoration 3. Coordinate with internal stakeholders to ensure no significant, external issues remain 4. Confirm completion of messaging with IC 5. Approve public messaging thanking for the support of customers and resource personnel 6. Provide a summary to senior team on overall perception of the company's performance
Employee Communications	1. Issue storm prep update to employees	1. Provide daily morning updates to employees	1. Issue Restoration Complete email to employees
Media Relations	1. Update distribution lists, if needed 2. Review templates and update if needed 3. Issue Prep PSA at appropriate time 4. Respond to media inquiries about preparations	1. Edit and distribute PSA as needed 2. Handle inquiries from media 3. Setup field visits with crews 4. Ensure messaging aligns with Operations projections of ETR's and Customer Service messaging 5. Proactively position the company as well prepared	1. Issue the Restoration complete PSA 2. Handle media inquiries 3. Document media activities 4. Determine where or if follow up is required
Web Communications	1. Review and update Outage Center and other relevant areas of the web.	1. Update the web with PSAs and other relevant information	1. Post Restoration complete information on web.

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Communication Unit Actions (by Role)			
Responsibility	**Pre-event**	**During Event**	**Post-Event**
Municipal Group (System) Municipal Communications (regional)	1. Establish the Muni room numbers 2. establish all required internal contacts – customer service, wires down, Planning, CC, 3. Outbound calls to – Municipal officials (Police, Fire, Town Managers, DPW, Emergency Response Manager. 4. Outbound calls to Key account executives 5. Document all calls and information	1. Take pertinent information from agencies provide information to appropriate group 2. Problem resolution for customers and constituents 3. Work with CC to stay current 4. Continue proactive outreach 5. Document the calls and time of resolution 6. Deal with local elected officials if routine items – escalate if needed	1. Final call out to contacts 2. Document any follow up actions 3. Check with Planner or R-OAC on follow up and closing of room
Dispatch	**Off Hours** 1. Notify on-call personnel of inclement weather 2. For off-hour events – make notification to on-call team leader of trouble 3. Staff up if needed during transition 4. Notify a "list" that the R-EOC is opening 5. Re-direct communication phone lines to muni rooms	1. Manage non impacted areas 2. Continue to mange gas events 3. Provide relevant information to the Planner, CC or Muni room 4. Document any relevant information 5. Highlight worsening weather conditions or situations developing in other areas	1. Switch to normal operation 2. Bring phones back centrally 3. Continue to log an after action information that may develop – broken poles, etc
Customer Operations/Service	**Regular Hours** 1. Continue to take gas calls 2. Direct information to the EOC personnel 3. Continue to manage other areas not impacted and event		

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J.   **Demobilization**

The Incident Commander is responsible to initiate the De-escalation/De-mobilization of the Emergency Response Organization (ERO).   Planning for de-escalation/de-mobilization is an on-going process that begins as soon as the response begins. Tracking resource requirements and releasing those resources that are no longer required to support the response is essential for accountability and managing control. This assists in reducing the misplacement of resources, reduces operating costs and ensuring resources are available for other activities and assignments as needed. The ERO may be fully demobilized when:

- All storm-related jobs are assigned; AND

- All non-regional crews are released

1.   Event Critique and After Action Report

An essential part of the storm restoration process is to identify opportunities for continuous improvement. Following the close of the S-EOC and applicable R-EOCs, the Incident Commander or other authorized representative, will meet with System and Regional units and sections to evaluate the recent operations, and to identify areas for potential improvements. This critique will document pertinent comments and associated recommendations.

The Incident Commander will use the following steps as a guide, when performing a critique:

- Request that evaluations be performed (as needed) at the close of the event;

- Participate in the System evaluation process with input form all storm restoration personnel within seven (7) business days of the event;

- Ensure that the results of the evaluations are submitted in a timely manner;

- Ensure that all submitted comments and associated recommendations have been reviewed and formalizer in a critique or after action report;

- Implement recommendations perceived as improving the operations in a timely manner; and

- Revise units and/or sections of the Plan, including the implemented recommendations, as needed.

A critique will also be conducted at the close of the annual system-wide storm drill and will follow the same steps above. The IC is responsible for creating the After Action Report prior to an emergency event and will submit this report to the MA DPU no later than 30 days following an emergency event Level IV or V. Content for the AAR can be found in the following section and Section VI – Forms. For Level III events an AAR shall be submitted upon the MA DPU request.

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K.   **Exercises and After Action Reports**

Preparedness exercises are critical for the effective implementation of an electric power disruption plan. This section describes the steps needed to develop and conduct effective exercises.

Unitil recognizes that a highly effective restoration has the highest possibility of success if the all employees engaged in the process have had an opportunity to practice their role. The best possible means to do so is to develop structured exercises that test end to end processes for various types of events.

1.   Exercise Foundations

A preparedness exercise is a controlled learning activity for the staff of various departments that tests plans for responding to an electric power disruption. Such an exercise is guided by a realistic scenario of disruption events, which allows the staff to practice response actions, evaluate the degree of integration and coordination of the response, and uncover weaknesses and gaps in the response plan. An exercise could include an evaluation and grading by observers, followed by a post-exercise critique. An exercise should culminate with the participants preparing a documented record of lessons learned from the experience.

To be of maximum value, an exercise will be a condensed, "low-pressure" experience that maximizes participation by many types of response organizations. It will provide a positive learning experience that forms the basis for additional planning and training. During an exercise, the participants will learn as much as possible about their strengths, weaknesses, gaps, and duplications associated with responsibilities, training needs, and resources. The greatest benefit of preparedness exercises is that they allow those responsible for planning emergency responses and obtaining emergency response resources to test the implementation and workability of plans at minimal cost, without risk to emergency workers, and without the pressure of an actual emergency.

2.   Exercise Objectives

Unitil has five primary objectives when performing an exercise and related evaluation criteria. The common objectives are as follows:

Objective 1:   To test whether the staff (organization) responds to a forecasted or emergency incident in an appropriate and timely manner.

Objective 2:   To test whether activation procedures of (organization's) emergency response protocols are timely and appropriately implemented.

Objective 3:   To test whether relevant actions according to procedures for exchanging information are timely and appropriately implemented

Objective 4:   To test whether media information is issued in a coordinated manner, timely and appropriately.

Objective 5:   To test whether other response actions are applied in a timely and justified manner.

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3.   Types of Exercises

Several types of exercises could be implemented. When planning an exercise program, Unitil's Emergency Management department will decide which types of exercises will be implemented and which processes tested during the exercise.

(a)   Training Drills

Training drills are exercises conducted by each individual function (e.g., under the ICS protocol- Electric or Gas Operations, Logistics, Planning, etc) to determine procedures and steps for responding to a disruption of service. Such instructional drills allow the participants to ask questions, obtain clarification about their responsibilities and procedures, and get immediate feedback from trainers while they are performing their emergency response roles. Training drills for incidents should be coordinated with other departmental preparedness exercises if possible.

(b)   Tabletop Exercises

Tabletop exercises (TTXs) bring together multiple departments that need to respond to a disruption or incident. As "tabletop" indicates, these exercises are conducted around a conference table rather than in the field. Under the guidance of a facilitator(s), tabletop exercises use disruption scenarios that enable participants to represent their organizations' roles and responsibilities. Participants go through each scenario of events and describe how their department would respond and what measures would be implemented. The TTXs are one of the most frequently used forms of preparedness exercises because they help to identify major emergency response issues (e.g., effective communications during an event) while minimizing cost and disruption to normal departmental activities.

(c)   Functional Exercises

Functional exercises allow the testing of specific emergency response functions in the field without concern for their integration or interface with other response functions. For example, Operations could perform a regional exercise without impacting other regional offices or ICS functions.

(d)   Full-Scale Exercise

Full-scale exercises are the most comprehensive test of preparedness. This effort involve the activation of key individuals who would be responsible for the full range of emergency functions and are augmented with field demonstrations of the essential capabilities and knowledge required by emergency workers. Full-scale exercises involve all emergency response personnel in an actual field test of procedures. In this type of exercise, personnel and equipment are deployed to exercise sites, and response protocols are simulated.

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4.   Exercise Frequency

Unitil will perform one (1) TTX of various scenarios and one (1) full-scale exercise on an annual basis for all employees assigned responsibilities during an emergency event and shall be completed by August 1 of each year. In addition, training drills may be preformed by individual groups on an ad hoc basis as procedures are revised or new personnel are added to the company by November 1st of each year.

All employees who are assigned responsibilities during an emergency event will be trained annually to ensure employees can effectively and efficiently perform their assigned task(s).

5.   Designing/Conducting the Exercise

The steps involved in designing and implementing an effective preparedness exercise are discussed in the following sections:

(a)   Determining the Scope and Objectives of the Exercise

Planning must begin with a clear statement of the scope of the exercise and its objectives. For example, an exercise can be designed to test the full functionality of a power outage response plan under the most severe conditions or to test only a portion or function of the plan. It is Emergency Managements role to decide how much of the emergency plan can be reasonably tested, given the funding and time available for planning. The organizations that need to participate are identified, and the number of representatives from each organization is determined.

(b)   Developing Scenarios

Incident exercise will test responses under various scenarios. Such scenarios can include responding to impending disruptions and/or actual disruptions. A timeline and a series of events that describe the disruption scenario will be prepared. Exercise objectives and scenario outlines will be used as a guide for preparing a description of the scenario and a Master Scenario Events List that shows the sequence of events and timeline. The scenario also indicates the times that participants will be given information (in the form of messages) during the exercise. This type of exercise generally includes a number of different events designed to test participants' responses under complicated circumstances that reflect realistic conditions.

As part of drill/exercise activities, table-top exercises will be developed to address how the Company would respond to an emergency event that occurs coincidentally under extreme adverse conditions such as: a loss of business continuity, national emergency, or a pandemic incident.

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(c)   Planning to Administer the Exercise

In addition to including personnel from the necessary departments, the exercise will also consists of controllers and observers/evaluators who help plan the exercise, know the scenarios, and observe the response. These individuals, however, do not actually participate in the exercise. The controllers' purpose is to facilitate the exercise; prepare "read-ahead" materials that describe the purpose, scope, and objectives of the exercise; and distribute this information to participants before and/or during the exercise. The controllers run the actual exercise and initiate the events to which the department participants must respond.

The observers/evaluators take notes on the response actions and document the participants' performance.

Additionally, the Company will provide sufficient advanced notice to various outside agencies including but not limited to: local elected and appointed officials, state and local public safety officials, the MA DPU, and NH PUC to allow appropriate participation. This notice shall be given no less than 30 days prior to the drill/exercise.

(d)   Conducting the Exercise

On the day of the exercise, participants, including controllers and observers/evaluators, will be briefed on how the exercise will be run. Any pre-exercise reference material is distributed, and the rules of conduct for the exercise are reviewed. The pre-exercise briefing assists all participants in understanding their roles and responsibilities. After the initial conditions have been described, the exercise will begin. As the exercise evolves, subsequent escalating events are introduced in accordance with the pre-planned timeline to sustain a pace that actively engages the participants. At the conclusion of the scenario, the exercise facilitator(s) lead a critique, which elicits the reactions of and lessons learned by the participants.

In the exercise, all participants play roles. It is important to maintain a measure of "role-playing discipline"; that is, all participants should proceed as if the scenario events were actually happening. During the drill, all event response assignments will be simulated including communications with appropriate outside agencies and local government including:

- Local elected and appointed officials;

- State and public safety officials;

- Regulatory agencies;

- MEMA; and

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- State emergency responders.

6.   After Action Reports

An essential part of any exercise is a formal evaluation and documentation of lessons learned. The evaluation will be fair, objective, and comprehensive in identifying strengths and weaknesses with regard to the entire corporate response to the simulated incident scenario(s). An important part of the exercise is to capture the participants' comments, reactions, and lessons learned — both during the exercise and at the post-exercise critique.

Emergency Management will develop a brief, written After Action Report (AAR) and distribute it to the participants within two weeks after the exercise. This report consists of a list of the participants and the organizations that they represented. It also summarizes the exercise and specifies future actions (e.g., planning, training, resource development) needed to rectify or improve gaps in emergency response capabilities. The resulting AAR is important for building consensus about the actions and priorities recommended from the results of the exercise, and it provides the necessary documentation needed to obtain any additional resources for the next steps.

The AAR will include information regarding the drill/exercise including: date, participants, type of simulated event, critique and action items, and current status of identified action items. This report will be submitted to the MA DPU on September 1st of each year.

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L.   Emergency Response Preparedness

1.   Contact Information

Unitil will update its lists of appropriate contact persons/agencies for emergency events with all pertinent data including: names and titles, addresses, phone numbers, and other necessary data. These lists include but are not limited to the following:

- Internal personnel assigned to emergency response roles

- Mutual aid and contractor companies;

- Life Support Customers;

- Critical facilities;

- Print and broadcast media;

- Lodging and restaurant operators/managers;

- State, county and local elected officials;

- State regulatory agencies;

- Law enforcement and public safety officials; and

- Vendors.

These lists are updated annually by the corresponding function and submitted to the MA DPU no later than Sept 1st of each year by Emergency Management.

2.   Municipal Meetings

To ensure emergency response coordination and the effective and efficient flow of information between the Company and outside agencies, the Company will conduct annual municipal meetings. The invitee list included the following agencies/persons in each city and town which the Company serves:

- Local elected and appointed officials;

- State and public safety officials;

- Regulatory agencies;

- MEMA;

- State emergency responders; and

- Tree wardens or appropriate vegetation management officials.

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Advanced notice of these annual meetings will be given to invitees no less than 30 days prior to the meeting including an agenda and presentation materials to maximize participation.

A report detailing annual municipal meetings will be submitted to the MA DPU by September 1st of each year including: invitees and job titles, attendees and job titles, meeting agenda, presentation materials, meeting minutes, action items resulting from the meeting, and current status of the identified action items.

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V.   SUPPORTING PROCEDURES

The following section includes attached procedures that will detail the processes used by Unitil (the company) to support personnel during an event, in a manner that is consistent with the goals and procedures of the Company's Emergency Response Plan (ERP).

The Director, Emergency Management and Compliance is responsible for maintaining all procedures found in this document. Annually or after a storm or storm drill critique, if warranted, material will be updated or revised, in an attempt to stay current with changes in the Company's organization or policies, emergency planning regulations, or best management practices (BMPs). All revisions and/or additions shall detail a revision date and number on the top right corner of each page within the header, as well as a brief description in the Record of Changes section on the cover.

Comments are welcomed and should be documented (using the Request for Procedure/Change Form referenced in Appendix A of each of the following procedures) and addressed to the Director, Emergency Management and Compliance. All documented comments shall be retained in a separate file and reviewed each time this procedure is revised. These comments will keep the contents of the procedure current and enhance its usefulness.

The following procedures attached to this section include:

- Transmission/Substation Restoration;

- Damage Assessment Procedure;

- Storm Response Unit (SRU);

- Logistics Procedure;

- Staging Site Operations;

- Release Response Procedure; and

- Storm Emergency Restoration Handbook.

Also attached to this section are copies of the current mutual assistance agreements held by the Company.

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Attachment 3

Transmission/Substation and Switching Procedures

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FOREWORD

The purpose of this document is to optimize the Company's response to transmission, sub-transmission, substation, and main line feeder emergencies.

Any questions or inquiries regarding information provided in this document should be referred to the Director, Emergency Management & Compliance

_____

Richard L. Francazio

Director, Emergency Management & Compliance

_____

Ray Letourneau

Director, Electric Operations

RECORD OF CHANGES			
DATE OF REVIEW: 5/15/10			
REVISION	DATE	DESCRIPTION	Signature
1	5/15/10	Annual Review	

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1.0   Introduction

This procedure will detail the processes used by Unitil (the company) to support personnel during an event in a manner that is consistent wit the goals and procedures of the Company's Emergency Response Plan (ERP). Transmission/Substation and Switching procedures must also enhance the ability of response to efficiently complete the task at hand.

1.1   Purpose

Operation and control of the Unitil transmission system is managed through the Dispatch group in Fitchburg and the radio rooms at UES-Capital and UES-Seacoast. Transmission restoration priorities are set and communicated to the Transmission/Substation and Switching Regional Coordinators (UES-Capital, UES-Seacoast, and Fitchburg) for implementation. Monitoring and control of the transmission system requires close integration with neighboring utility transmission infrastructure and that is accomplished through tight relationships with these operating entities.

During emergency events, the tools available to the respective control centers (SCADA, One-Line Diagrams, damage assessment and regular conference calls) provide significant up to date status information which is used in determining restoration priorities.

The Transmission/Substation and Switching Unit will use both internal and external resources to restore damaged transmission infrastructure in a safe, efficient and timely manner.

1.2   Applicability & Scope

This procedure applies to both the Company's Tactical and Operational Levels or System and Regional, respectively. This procedure does not supersede the Company's ERP but complements the roles, responsibilities, and activities detailed within that document.

Resources and activities which are mobilized, managed, and demobilized by the Transmission/Substation Unit which are detailed in the following sections. However, the procedure will be used as a guideline with the intent to support the Units effectiveness and efficiency and should not be viewed as a limit or constriction on ensuring such success.

1.3   Updating the Procedure

The Director, Emergency Management is responsible for maintaining this procedure. Annually or after a storm or storm drill critique, if warranted, material will be updated or revised, in an attempt to stay current with changes in the Company's organization or policies, emergency management regulations, or best management practices (BMPs). All revisions and/or additions shall detail a revision date and number on the top right corner of each page within the header, as well as a brief description in the _Record of Changes_ section on the cover.

Comments are welcomed and should be documented (using the _Request for Procedure/Change Form_ referenced in Appendix A) and addressed to the Director, Emergency Management. All documented comments shall be retained in a separate file and reviewed each time this procedure is revised. These comments will keep the contents of the procedure current and enhance its usefulness.

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1.4 Availability

Emergency Management and supported services staff have access to this document via the Hampton Shared Drive and are encouraged to print hard copies of the same-S:\Common\ Departments Shared\Operations\Emergency Planning.

NOTE: Only up-to-date versions of the documents are posted on the Hampton Shared drive. All other revisions (both electronic and hardcopy) should not be referenced and discarded.

1.5 References

Documents used in the creation of this procedure are no longer traceable.

2.0 General Information

2.1 Objective

The objective of this Transmission/Substation and Switching emergency plan is to optimize the Company's response to transmission, sub-transmission, substation, and main-line feeders (from here on referred to as "transmission") emergencies. These events may be the result of storms, natural disasters, civil disturbances, major equipment failures, or other physical occurrences resulting in interruption of electric service to large numbers of customers or significant compromise of the stability of the transmission grid. For an event that affects the transmission system, the Transmission/Substation Unit Lead (T/SUL) will develop and manage the restoration efforts associated with transmission restoration. Proper emergency planning will help to improve the Company's emergency response and realize the objective of providing our customers with reliable electric service.

The Emergency operation plans are intended to be simple and flexible so that the details of plan implementation can be quickly adapted to specific restoration circumstances. Through this plan, details of emergency restoration policies and operations will be clarified.

The System Level Transmission/Substation and Switching Unit leader is located at the S-EOC. All Unitil Transmission restoration activities will be monitored and coordinated thru this group. Additionally, it will have the responsibility to restore the 69kV and 115kV system in Massachusetts and the 34.5kV systems in UES as required.

2.2 Acronyms

The following is a list of acronyms commonly used during restoration efforts:

IC	Incident Commander
ICS	Incident Command System
R-OAC	Regional Operations Area Chief
R-PC	Regional Planning Chief
DAU	Damage Assessment Unit
DAC	Damage Assessment Coordinator

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S-EOC   System Emergency Operations Center

R-EOC   Regional Emergency Operations Center

SAL   Storm Assignment List

T&D   Transmission and Distribution

TSUL   Transmission/Substation Unit Lead

ST/SC   Switching/Transmission & Substation Coordinator

3.0 Transmission/Substation Restoration Organization

The Transmission and Substation Unit (T&SU) is responsible for directing and coordinating switching operations (Transmission, Sub-transmission, Substation, Main Line Feeders, and Relinquishing Control Authority) and coordination of repairs to the transmission lines and substation infrastructure during major events.

The T&SU will determine the amount and type of resources required based on a damage assessment and trouble ticket analysis to ensure that the restoration of the transmission circuits compliments the work performed on the distribution feeders. The T&SU has operating jurisdiction for the electrical system and is responsible for the safe operation of the electrical distribution system during the restoration effort on a daily basis.

This plan documents the procedures to be followed during major emergencies for restoration of electric service. The Figure 1 on the following page depicts the Planning Unit organization to which the TSUL reports to and the link to the affected regions.
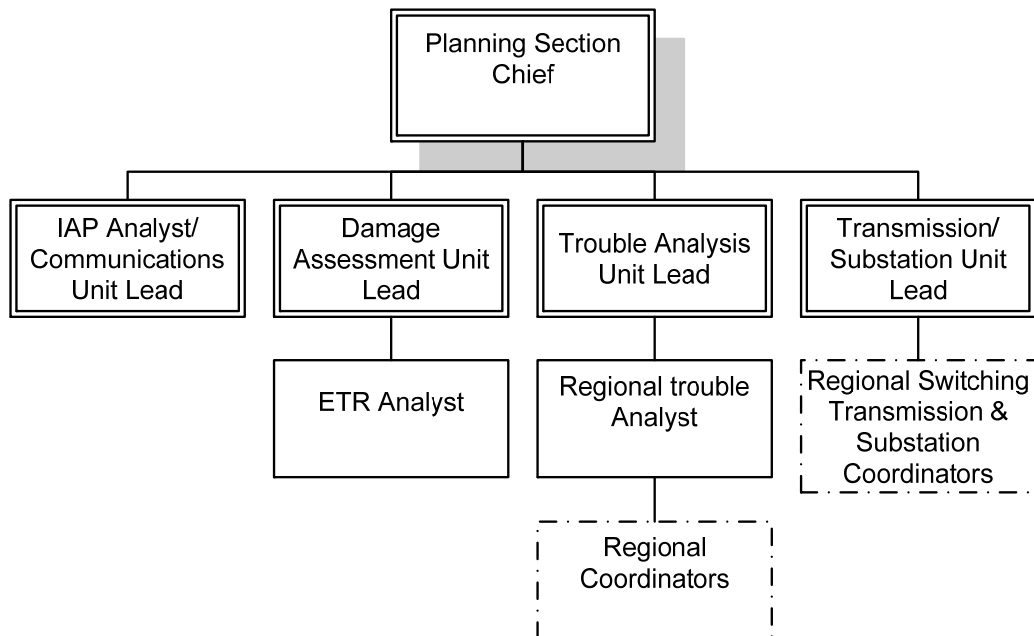
Figure 1
System Planning Section

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3.1 Transmission/Substation Unit Lead

Position Title: Reports To:

Transmission & Substation Unit Lead   System Planning Section Chief (S-PSC)

The Transmission and Substation (TSUL) is responsible for directing and coordinating switching operations (Transmission, Sub-Transmission, Substation, Main Line Feeders and Relinquishing Control Authority) and coordination of repairs to the transmission lines and substation infrastructure. The TSUL will determine the amount and type of resources required based on a damage assessment and trouble ticket analysis to ensure that the restoration of the transmission circuits compliments the work performed on the distribution feeders. The TSUL will coordinate with the Regional Switching/Trans & Sub Coordinators and dispatch function to ensure the safe operation of the grid during restoration.

Position duties and responsibilities include, but are not limited to:

- Ensure safe operation of the electrical distribution system during restoration;
- Directing and coordinating switching operations;
- Pre-planning and pre-staging of resources;
- Ensuring appropriate materials are available (through Logistics);
- Defining damage assessment process for the high voltage system (as defined in the Damage Assessment Procedure);
- Providing helicopter assessment information;
- Ensuring Logistics Unit understands the resource requirements needed and special equipment needs; and
- Providing global and more detailed ETRs, as required or requested

Pre-Emergency Responsibilities:

Maintain the integrity of the system and report any potential problems

Post-Emergency Responsibilities and Reports:

Ensure all documentation developed during restoration is submitted to the Planning Unit.

Equipment Required:

Refer to the S-EOC Operations Manual for room layout, equipment requirements, and check off lists.

Work Location:

S-EOC location, Hampton, NH, or alternate S-EOC, Portsmouth, NH

Work Period:

12 hours on duty, 12 hours off duty with "as required" overlap with relief (TSUL)

Activation Notification:

As notified by the S-PSC, Director, Electric Operations, or Emergency Management

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3.2 Switching/Trans & Sub Coordinator

Position Title: Reports To:

Switching/Trans & Sub Coordinator   Regional Operations Chief (R-OC)

The Regional Switching/Transmission and Substation Coordinator (R-S/TSC) is typically activated for regional events and is responsible for the coordination of repairs to the transmission lines and substation infrastructure. The S/T&SC will determine the amount and type of resources required based on a damage assessment and ensure that restoration of the high voltage grid compliments the work performed at the distribution level. Reporting to the S/T&SC is the Switching/Transmission & Substation unit leads and the TS&C will also work closely with the dispatch function to ensure the safe operation of the grid.

Position duties and responsibilities include, but are not limited to:

- Pre-planning and pre-staging of resources;
- Ensuring sufficient material staging and re-supply;
- Defining damage assessment for the high voltage system;
- Documenting restoration activities;
- Providing helicopter assessment information;
- Managing field crews; and
- Assist in providing global and specific ETRs, as required or requested

Pre-Emergency Responsibilities:

Maintain the integrity of the system and report any potential problems

Post-Emergency Responsibilities and Reports:

Ensure proper demobilization of T/SU and related activities and complete any paperwork

Equipment Required:

Refer to the R-EOC Operations Manual for room layout, equipment requirements, and check off lists.

Work Location:

R-EOC location as assigned (Concord, NH; Kensington, NH; Fitchburg, MA)

Work Period:

12 hours on duty, 12 hours off duty with "as required" overlap with relief Regional Switching/Transmission & Substation Coordinator (R-S/TSC)

Notification Activation:

As notified by the R-OC, Emergency Management, or Mgr. Electric Operations

Additional Staff Requirements:

As required (Through SAL program)

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3.3   System Planning Section Chief

Position Title: Reports To:

System Planning Section Chief   Incident Commander

The System Planning Chief (S-PSC) is responsible for managing and administering the overall effort of collecting, processing and reporting emergency restoration information. The Planning Chief is also responsible for monitoring and reporting major weather alerts and reporting when a region identifies a potential incident. The Planning unit will suggest restoration priorities to the IC based on restoration data and also develop a system Estimated Time of Restoration (ETR) and the system Incident Action Plan (IAP). Position reporting to the S-PSC include: Trouble Analysis Unit Lead, IAP Analyst/Communications Unit Lead, Damage Assessment Unit Lead, and Transmission & Substation Unit Lead.

Position duties and responsibilities include, but are not limited to:

- Review the forecast and provide weather updates, as needed;
- Determine the time frame for scheduling a pre-storm conference call;
- Manage and administer the overall effort of collecting, processing, and reporting emergency service restoration information;
- Compile, analyze and evaluate damage assessment and all other available trouble data to project an estimated number of resources, skills, and equipment required;
- Request all estimated crew (line/tree/support etc) material, and other resources needed through the Logistics unit to support tactical operations, as needed;
- Provide restoration priorities to the IC based on restoration information and resources;
- Develop, implement, and maintain the IAP for each operational period (OP);
- Establish an accurate and timely communication process, in conjunction with the IC;
- Ensure accurate ETRs based upon valid data and coordination with the R-OACs;
- Develop an accurate view of trouble and estimated restoration times for the high voltage system in conjunction with the Trans & Sub Unit; and
- Ensure that the System Restoration Status Reports (RSR's) are developed from the regional RSR's and distributed in a timely manner (every 4 hrs) to applicable internal and external personnel;

Pre-Emergency Responsibilities:

Monitor forecasts for impending adverse weather

Post-Emergency Responsibilities and Reports:

Ensure proper demobilization of the Planning unit and related activities and complete all necessary paperwork and submit to the documentation unit.

Equipment Required:

Refer to the S-EOC Operations Manual for room layout, equipment requirements, and check off lists.

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Work Location:

S-EOC, Hampton, NH or Alternate S-EOC, Portsmouth, NH

Work Period:

12 hours on duty, 12 hours off duty with "as required" overlap with relief S-PSC

Activation Notification:

As notified by the IC, Director, Electric Operations, or Emergency Management

Additional Staff Requirements:

As required (Through SAL program)

3.4 Regional Operations Chief

Position Title: Reports To:

Regional Operations Chief   Regional Operations Area Chief

The Regional Operations Chief (R-OC) is responsible for developing and implementing the appropriate response plan to leverage effectively existing and potential resources, considering restoration objectives established by the R-OAC. The R-OC manages field operations required to repair damage to the system and will also direct forestry crews to the appropriate locations to support line crews or public safety requirements as needed. The R-EOC positions reporting to the R-OC are; Switching/Transmission and Substation crews. Radio Dispatcher, Tree Trimming Crews, Contract Line Crews, Crew Coordinator, Service Crews, and Operations Staging Site Coordinator (if activated). The R-OC works closely with the R- Planning Chief and Safety Coordinator and reports directly to the R-OAC.

Position duties and responsibilities include, but are not limited to:

- – Dispatch work to crews
- – Distribute tools and equipment
- – Coordinate of pole sets
- – Develop daily safety briefs with the Regional Safety Coordinator
- – Oversee switching operations
- – Oversee primary, secondary, and service splices
- – Oversee the installation/removal of protective grounds
- – Coordinate work distribution at staging sites (if open)
- – Direct and manage tree crews
- – Direct and manage wires down activities
- – Create achievable restoration objectives
- – Ensure outages are restored within the projected global ETR and communicated
- – Assist the R-PC in developing an IAP
- – Coordinate with Planning Chief for adequate resource monitoring

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− Track trouble crew assignments and locations

− Ensure Planning and Logistics Chiefs are aware of meals and lodging needs

Pre-Emergency Responsibilities:

Monitor forecasts for impending adverse weather

Post-Emergency Event Responsibilities and Reports:

Ensure proper demobilization of operations unit.

Equipment Required:

Refer to the R-EOC Operations Manual for room layout, equipment requirements, and check off lists.

Work Location:

R-EOC location (Concord, NH; Kensington, NH; Fitchburg, MA) and various field locations.

Work Period:

12 hours on duty, 12 hours off duty with "as required" overlap with relief Regional Operations Chief (R-OC)

Activation Notification:

As notified by Regional Operations Area Chief (R-OAC), Mgr. Electric Operations, or Emergency Management

Additional Staff Requirements:

As required (Through SAL program)

3.5   Transmission Supervisors and Crews

Position Title: Reports To:

Transmission Crews   Switching/Trans & Sub Coordinator

Transmission Supervisors and their crews will be responsible for transmission restoration after an event. They will report directly to the regional Switching/Transmission & Substation Coordinator in the region to jobs and report restoration status.

Position duties and responsibilities include, but are not limited to:

− Direct the field restoration effort to safely implement the transmission restoration strategy

− Assist with the allocation of available resources

− Provide transmission system status information as required.

Pre-emergency responsibilities:

Support the effort of the System Transmission/Substation Unit to ensure that the Transmission aspects of Unitil's Emergency Response Plan is up to date and properly staffed; Ensure all personnel assigned to the plan are adequately trained; Ensure that plan exercises are conducted periodically and ensure the adequacy supplies, materials, vehicles and communications equipment throughout the System.

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Responsibilities during an emergency:

Provide ongoing direction for the safe and efficient restoration of the Transmission System Asset. Report on the restoration progress of the crews assigned and notify when the System resources are not sufficient to complete the field restoration in a timely manner this function id responsible for clearly communicating this need to the restoration field coordinator

Equipment required:

Refer to the S-ERP regarding assignments, equipment requirements, and check off list.

Work location:

TBD (Storm dependant)

Work period:

18 hours on duty, 6 hours off duty

Activation Notification:

As notified by Emergency Management, R-Operations Chief, or Switching/Trans & Sub Coord.

Additional staff requirements:

As required (through SAL program and Mutual Assistance)

4.0   Transmission/Substation & Switching Process

4.1   Restoration Philosophy and Priorities

NOTE: This document is a synopsis of Control Authority (as defined in Unitil's switching procedures) responsibilities during a major transmission system event. It is not a procedure. Each of the Regions has specific operating procedures for both routine and emergency conditions. It is recognized that for very significant events, this list of guidelines may well have to be adapted to the unique circumstances at hand.

The Controlling Authority is responsible for establishing transmission line (as well as sub-transmission and substation) restoration priorities:

- MA = 69KV and 115kV

- UES = 34.5KV

Restoration priorities will generally fall into 2 broad categories:

- System Requirements-Thermal, voltage, stability, /NPCC criteria, etc.
- Customer Restoration-Circuits required to restore customers

Generally, first priority will be placed on circuits whose restoration will bring back large blocks of customers or key generators. Second sources to customer load will generally receive a lesser priority. If a transmission circuit is not required for system requirements, field resources may be diverted to sub-transmission circuits, if requested by the Operation Area Chiefs, with a greater customer impact. Despite the above considerations, the control authority is expected to advocate for field attention to transmission facilities as the event progresses, and resources become available. The S-EOC will maintain liaison with the ISO or other Utilities throughout the event. Engineering planning staff may be requested to evaluate significant alternate system

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configurations or loading capabilities as required. The Transmission/Substation and Switching Unit Lead will be responsible to maintain a prioritized listing in the S-EOC. The Regional Transmission/Substation and Switching Coordinators will be active participants in all scheduled storm or emergency conference calls.

4.2   Restoration Work Flow
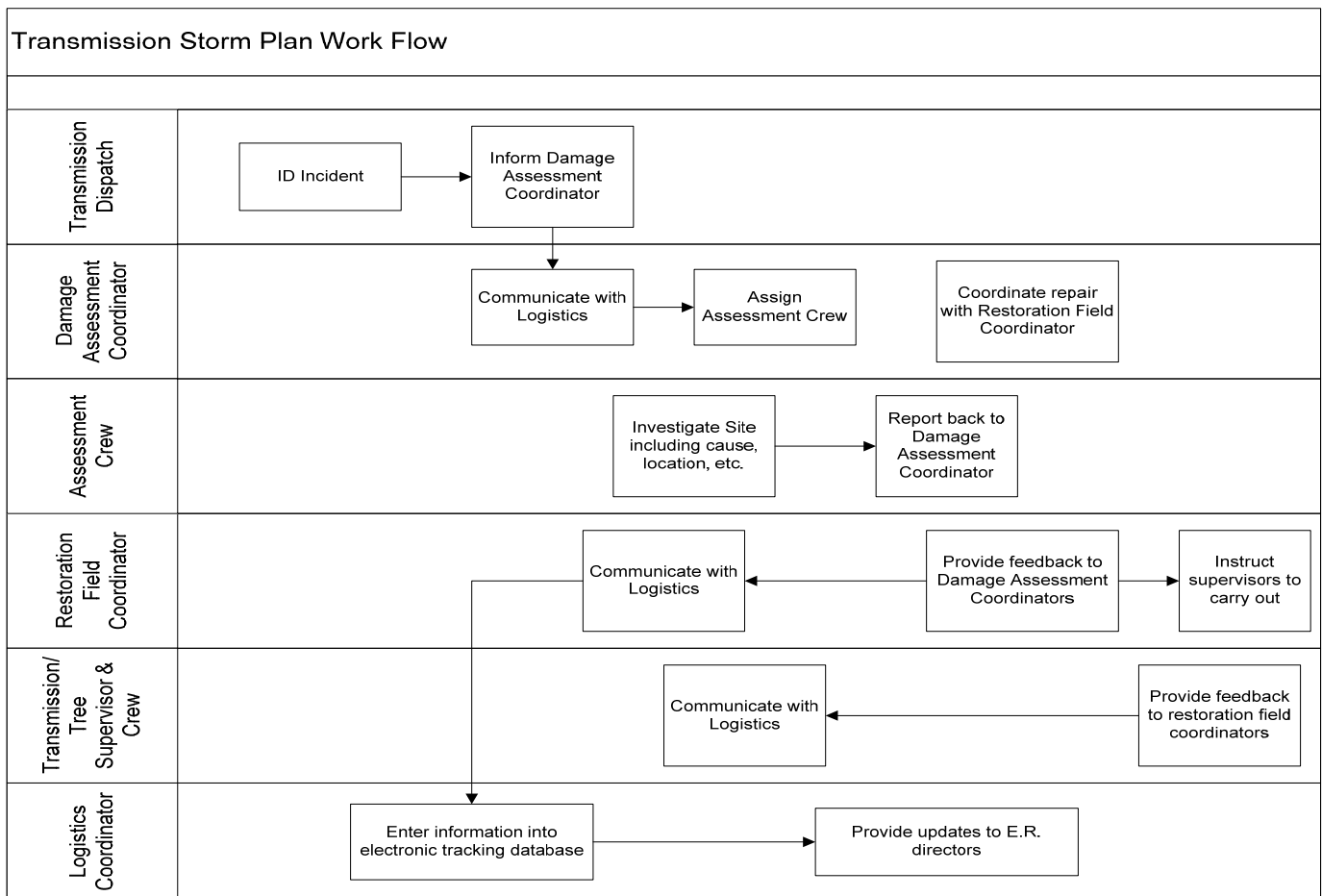
4.3   Transmission Pre-Storm Checklists

4.3.1. Annual/Periodic Checklist

The following items are to be done at least annually in preparation for emergency events:

- Review and update System Emergency Response Plan. Items to update include:

    o   Changes in operating philosophy

    o   Personnel assignments

    o   Vehicle assignments

    o   Telephone numbers

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- Verify that data used during restoration is updated, including

    o Transmission Line information – Road crossings

    o Up-to-date One line drawings

- Check supply and operation of emergency equipment:

    o Communication equipment (telephones, radios, cellular phones)

    o Weather forecasting equipment

- Review supplies and facilities used during emergency restoration, such as:

    o Meals and lodging facilities

    o Staging areas

    o Trouble slips, other forms, magnetic clips, etc.

    o Emergency vendors for fuel, materials, etc.

- Perform training for individuals associated with the restoration. This will include initial training for personnel with new emergency assignments as well as refresher training for others. The annual "Emergency Drill" exercise will serve to accomplish most of the training requirements, with additional training being performed on an as needed ongoing basis.

4.3.2. Prior to Major Emergency/Storm

In anticipation of a major emergency/storm, the following items will be addressed for the responsible staff:

- Participate in storm call;

- Verify communications systems, including radio, key telephone numbers, pagers, cellular phones, etc;

- Establish all communication paths in anticipation of requesting additional personnel (such as line crews, tree crews, supervisors, guides, etc.), and specific material needs (phones, vehicles, etc.);

- Make personnel assignments as per the plan;

- Establish Project Number for the anticipated emergency;

- Notify regional technical systems departments of preparations. Ask for any lines that are out of service to be switched back into service;

- Set-up Unitil S-EOC and analysis areas as appropriate. Check communications with each area. Check adequacy of resources assigned to each area;

- Monitor weather reports; give periodic updates as needed;

- Notify staging areas of our anticipated needs;

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- Notify Damage Assessment Units of requirements; and

- Report crews available and other preparations made to Unitil S-EOC

4.4 Restoration Work Packages

Damage Assessment is performed to assess physical damage such as wires down and poles broken on transmission lines. The Damage Assessment process will be used to formulate the appropriate level of storm response.

Damage Assessment will be primarily performed by foot patrols and helicopters. Other personnel will be assigned as needed from TLS department and other outside resources. The damage assessment process begins immediately following the storm. Weather conditions will apply for helicopter patrols.

Damage Assessment information is then organized to create work packages with priorities based on the information provided from Regional TS&S Coordinator and other operational functions. These work packages are distributed to restoration crews for completion and returned to the DOC via crew guides or foremen.

Unitil S-EOC will prioritize the patrol sequence with an emphasis on critical customers as identified by System Dispatch.

Refer to the Damage Assessment Procedure (EM-E-P02) in the ERP for a detailed description of the Damage Assessment procedure.

4.5 Aerial Transmission System Patrols (Helicopter)

As weather conditions dictate, post storm aerial inspections may be conducted where required as a first response method of evaluating storm related damages, including forestry requirements. A listing of helicopter service companies will be maintained. A helicopter service company may be advised in advance to standby as required.

Technical Systems supervisors, substation maintenance workers, or a qualified observer will fly the appointed lines to assess damage and direct repair crews from the air. The observer will be in contact with the Regional Transmission and Substation Unit Lead via mobile phone service, and from there the information will be passed directly to the S-EOC personnel and or supervisors in the field

In addition to aerial visual patrols, several helicopter contractors have been identified to provide emergency services to all departments within Unitil to patrol lines possibly affected by severe weather. Technical Services Supervisors shall be responsible for administering the contracts and scheduling all routine transmission aerial patrols for all service territories within Unitil and will arrange for any other routine and emergency patrols as requested by the operating regions.

For speed and efficiency, the following procedures should be followed for all helicopter services.

Routine Transmission Patrols

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Patrols will be scheduled and coordinated by Technical Services Supervisors. There will generally be one to three patrols per year. The Technical Systems Supervisor and approved observer will conduct the patrol.

Emergency Transmission Patrols

The Technical Services Supervisors will notify Transmission/Substation and Switching Unit Lead of any transmission line operations. T/S&SUL will determine patrol requirements and make the necessary arrangements for the aerial patrol and an observer. T/S&SUL will refer to the established helicopter list to determine the contact person during off-hour coverage. Normal, non-emergency patrols will be conducted in accordance with Unitil Policy requirements during good weather and daylight as soon as conditions allow.

Routine Patrols - Non Transmission Related

Routine patrols for sub-transmission and distribution lines should be coordinated through Technical Services Department. The accounting, flight dates and times, airport or pick up location, and flight purpose should be submitted before hand where possible using the attached Patrol Form. Technical Services will be responsible for supplying an observer on these flights. Only helicopter firms under contract are to be used (list attached). Technical Services may also obtain a contractor for IR surveys if requested.

Emergency Patrols - Non Transmission Related (see note 2)

Emergency patrols for sub-transmission and distribution lines can be arranged directly by the affected regions with any of the helicopter firms under contract. The same Patrol Form information should be supplied to Technical Services Department as soon as is practical. See attached list of contractors, base locations and associated rates.

Special Notes

1) The Technical Services Department must be notified whenever patrols are being conducted. However, it would be prudent for Unitil staff to verify that this task has been completed. The appropriate information from the attached Patrol Form should be conveyed to the Technical Services Supervisors.

2) Helicopter services will be coordinated through the S-EOC during major storm / emergency situations.

4.6   Transmission External Crew Request Process

Contract Crews and Mutual Assistance:

The System Logistics Section is responsible for the acquisition of outside resources needed during system level emergency restoration activity. Outside crews (Contract and Mutual assistance) will be acquired through the Logistics Coordinator

T/SUL will organize the non-Unitil crew coordination effort such that coordinators will be present in the respective Regional –DOC to assure timely, consistent communications as needed by both the S-EOC and R-EOC's. In addition, during major events they will assemble a

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centralized group to assure outreach communication from Unitil is done in a coordinated manner. The effort to acquire crews can create significant telephone "traffic" and there is a desire to remove that distraction from the R-EOC.

Unitil Resources: Unitil line resources will typically be used to perform simple line repairs as a first priority and made available to assist with sub-transmission problems within the DOC's if possible. Substation and Civil crews will be made available to the Regional Distribution restoration effort as priorities and skill sets may dictate.

4.7 Staging Areas

During major events, it may necessary to establish staging areas when the number of crews needed to respond for an emergency exceeds the limit to be handled from a DOC location.

Preparation

- Obtain and secure list of Company arranged staging areas or lay-down areas from the Logistics Unit. Review listing and determine need for additional sites. Contact and arrange for additional sites as needed. Include fueling and special consideration (access, egress etc.) information in completed list. Information to be stored S-EOC.

- Review list for updates and corrections every six months (April and November).

Event

- Contact S-EOC for verification of existing/pre-determined staging area space and allocation.

- Document and report to Logistics Coordinator and T/S&SUL. Supply staging area information to area Supervisors/Crew Leaders. Request response from responsible parties who will/are utilizing these areas. Include crew information, number and types of vehicles and equipment.

- Inform S-EOC of utilization of staging areas by work force controlled by T/S&SUL

- Document all changes to staging area utilization including mobilization and de-mobilization times.

NOTE: All materials and their locations will be directed thru the Logistic Coordinators. The Material/Facilities Coordinator will be responsible for making arrangements for loading, delivering and off loading of the material.

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5.0 Resources and Contact Information

5.1 Transmission Emergency Response Organization Contacts

Transmission Contact List (System/Regional)			
Name	**Emergency Response Position**	**Work #**	**Cell #**
Chris Dube	Transmission/Substation Unit Lead		
Mike Deschambeault	Transmission/Substation Unit Lead		
Scott Willet	Sw/Trans/Sub Coordinator (Seacoast)		
Nate Sherwood	Sw/Trans/Sub Coordinator (Seacoast)		
Dan Olivier	Sw/Trans/Sub Coordinator (Capital)		
Paul Krell	Sw/Trans/Sub Coordinator (Capital)		
Tom Biklen	Sw/Trans/Sub Coordinator (Capital)		
Mario Barone	Sw/Trans/Sub Coordinator (Fitchburg)		
Bob Sandler	Sw/Trans/Sub Coordinator (Fitchburg)		

5.2 System EOC Contact List

System Emergency Operations Center Contacts		
Department/Unit	**Number**	**Alt Ext.**
Incident Commander (Richard Francazio)		
Planning Section Chief (Ray Letourneau)		
Trans/Substation Unit Lead (Chris Dube)		
Logistics Section Chief (Justin Eisfeller)		
Lodging & Meals Unit Lead (Cindy Huyghue)		
Trouble Analysis Unit Lead (Carol Knowles)		
Corporate Communications		
Logistics-Materials (John Closson)		
Resource Unit (Todd Diggins)		
Damage Assessment (John Bonazoli)		
System-EOC Email		
System-EOC Fax		

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5.3 Helicopter Services Contact List

This list contains the contractors that should be called in order of appearance for Emergency and Routine helicopter services.

New England Primary Routine / Special & Emergency Patrols			
JBI Helicopter Services 720 Clough Mill Rd Pembroke, NH 03275	Phone Number:		For Emergency Patrols, call the NH office and follow the voice mail prompts. If you do not receive a phone call within 10-20 minutes, start with the 1st pilot on the list.
Pilot	**Home #**	**Cell #**	**Pager #**
Ray Newcomb			
Carl Svenson			
Mac MacIver			
Leo Boucher			

New England Special & Emergency Patrols Only		
Company	**Phone #**	**Contact**
Agrotors Inc. P.O.Box 4537 1750 Emmitsburg Rd Gettysburg, PA 17325		
Aviation Services Unlimited Inc P.O.Box 629 Oriskany, New York 13422		

5.4 Electric Contractor Contact List

Electrical Contractor Contacts	
Hawkeye Electric LLC.	
2 Access Road rweyer@hawkeyellc.com Patchogue, NY 11772 Attention: Rich Weyer	Attn: Mike Giarratano mikeg@hawkeyellc.com VP, Electric Ops & Bus. Development 100 Marcus Boulevard, Ste. 1 Hauppauge, NY 11788

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Harlan Electric	
Division of L. E. Meyers Company 1416 Trindle Road Carlisle, PA 17013 Attention: Jim Collins (District Mgr)	50 Grafton Street P.O. Box 232 Millbury, MA 01527 Attention: Scott Lamont
InfraSource	
100 West Sixth Street, Ste. 300 Media, PA 19063 Attention: Homer Purcell Sr. VP, Bus. Development Attention: John P. McNamee Ops Director, Business Development	1000 First Ave., 3rd Floor King of Prussia, PA 19406 Attention: Jim Bartholomew Sr. VP – Northeast Region
M.J. Electric, Inc.	
1047 Shoemaker Avenue P.O. Box 310 Shoemakersville, PA 19555-0310 Attn: George L. Troutman (VP – Utility Div.)	Attention: Mike Troutman, Asst VP Same as above

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L.E. Meyers Company	
445 Forum Parkway P.O. Box 1099 Rural Hall, NC 27045 Attn: Tod M. Cooper tcooper@myrgroup.com Regional Manager – East	MYR Group Inc. 21 East Dudley Town Road Bloomfield, CT 06002 Attn: Darryl K. Sentell (Dir. Bus. Development)

Thiro USA, Inc.		
127 Costello Road Newington, CT 06111 Attention: Kirby Gearing General Manager	Attention: Joe Rubino Same as left	Attention: Alain Gagne Same as left

Premier Utility Locating	
2 Access Road Patchogue, NY 11772 Attention: Marc A. Makely Operations Manager	Attention: Vincent Marchese III Regional Supervisor

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6.0 Forms, Reports, and Policies

6.1 Damage Assessment Form

Unitil

DOC:

FG&E ☐   UES-S ☐   UES-C ☐

PHASE 1 ☐
(THREE-PHASE MAINLINE ONLY)

PHASE 2 ☐
(SINGLE-PHASE, SECONDARY, SERVICES)

APPRAISER _____

DATE/TIME _____

ADDRESS _____

TOWN/CITY: _____

DESCRIPTION
OF DAMAGE: _____

_____

POLE # or POLE/POLE SECTION _____

FOR ENGINEERING USE:

CIRCUIT/FEEDER: _____   POLE #: _____

ISOLATION DEVICE: _____

RESTORE TIME: _____

TOWN CODE # _____

AREA RESTORED:

FROM POLE _____   TO POLE _____

	APPRAISER	TO BE COMPLETED BY REPAIR CREW			
	DAMAGE FOUND	REPAIR	REPLACE	SIZE	
POLE					DATE/ TIME REPAIRS COMPLETE _____
POLE INACCESSABLE					
ANCHOR					DATE/ TIME ENERGIZED _____
TRANSFORMER					
TRANSFORMER INACCESSABLE					RESTORATION CREWS: ENTER DETAILS ON REPAIRS MADE
GUY WIRE					
PRIMARY SPAN					_____
SECONDARY SPAN					
CROSSARM/PIN					_____
CUTOUT/DISCONNECT					
RECLOSER/AIRBREAK					_____
REGULATOR					
CAPACITOR					_____
STREETLIGHT					
FLOODLIGHT					_____
SERVICE					
SERVICE w/CUST. REQ.					_____
LIMBS ON WIRES					

TEMP REPAIR FOLLOW-UP NEEDED?   Y ☐   N ☐

	# OF TREES
TREE CREW NEEDED	

SKETCH ON REVERSE SIDE IF REQUIRED

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6.2 Crew Transfer Sheet

Unitil - Crew Transfer Sheet (Contractor)

Crew Tracking #

Number Qualified OH Crews 3
Number of Diggers 1

Number of Hotel Rooms **Singles**
4 **Doubles**

FROM

Contactor/Utility Name IC Reed
Home Location Raymond, NH
Home Contact Brad Reed
Home Phone # 603-895-2731 XXX-XXX-XXXX
Home Fax #
General Foreman Cory Stapel
Telephone # 603-502-8827 XXX-XXX-XXXX
Unitil Field Guide
Telephone # XXX-XXX-XXXX

TO

*Restoration Region
*Restoration Location

DEPARTURE *(From Home HQ)*

Date/Time 12/9/2009 6:00 MM/DD/YY hh:mm

ESTIMATED ARRIVAL

Date/Time 12/9/2009 7:30 MM/DD/YY hh:mm

CREW AVAILABILITY

☑ **Available to Work on Arrival**
☐ **Requires Rest on Arrival**

CREW CAPABILITIES *(Qualified/Rated)*

☑ **Overhead Distribution**
☑ **Transmission**
☑ **Underground**
☑ **Forestry**
☑ **Other**

Notes:
- Complete All Fields Shaded in **Yellow** - Others are Optional
- Select Field to Reveal Drop-Down List

Vehicle ID:
Asplundh Line= AL, Harlan=HA, Hawkeye=HK, Thiro= TH, National Grid=NG Northeast Utility=NU, 3-Phase = 3P, JCR Line= JC, On-Target=OT, I.B. Able=IB, ABC Tree=AB, Asplundh Tree=AT, Davey Tree= DT, Lewis Tree=LT, Nelson Tree=NT, or Other Foreign Utility=MA

Employer ID	Last Name	First Name	Gender	Supervisor (Y/N)	Storm Role	Labor Hourly Rate	Cell #	Home HQ	Temp Crew ID	Require Lodging	Vehicle ID	Vehicle Description	Vehicle Hourly Rate	Vehicle Type
	Stapel	Cory	Male	Yes	Foreman, General		502-8827	Raymond			288	HD Bucket		Bucket
	Small	Charlie	Male	No	Lineman, 1/C			Raymond			288			Bucket
	Plummer	Carey	Male	Yes	Foreman, General		731-5372	Raymond			293	HD Bucket		Bucket
	Stinson	Kevin	Male	No	Lineman, 1/C			Raymond			293			Bucket
	Larson	Brett	Male	Yes	Foreman, General		957-1549	Raymond			272	HD Bucket		Bucket
	Jenning	Eric	Male	No	Lineman, 1/C			Raymond			272			Bucket
	Thibodeau	Scott	Male	Yes	Foreman, General		502-8824	Raymond			319	HD Bucket		Digger
	O'Teri	Jusin	Male	No	Lineman, 1/C			Raymond			319			Digger

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6.3   Crew Tracking Sheet

Daily Crew Tracking Sheet						Date:_____	
Name	**Company**	**Time In**	**Time Out**	**(-) Lunch**	**(-) Dinner**	**Total Time**	**Overtime**
Foreman Name:			**Signature:**				

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6.4 Helicopter Patrol Form

Helicopter Patrol Form
System-EOC: Phone: Fax:
Technical Services: Phone: Fax:
Requestors Name and
Contact Information:
Notification/Flight Date/Time:
Helicopter Company:
Observer(s) (Extra passengers requires more fuel and may loose the ability to hover.)
Observer Contact Phone #
Departure Location:
Departure Time:
Estimated Flight Time:
Total Mileage of Lines for Patrol:
Lines Being Patrolled:
Routine   Emergency
Accounting Information:
TLS USE ONLY
Date Received:
Helicopter Company Contacted
Pilot Assigned: Helicopter ID

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Attachment 4

Damage Assessment Procedure

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FOREWORD

The purpose of this document is to define a process to conduct damage assessment on the affected system and create and disseminate work packets to crews for the goal of restoration for major and minor storm events.

Any questions or inquiries regarding information provided in this document should be referred to the Director, Emergency Management & Compliance

_____

Richard L. Francazio

Director, Emergency Management & Compliance

_____

Ray Letourneau

Director, Electric Operations

RECORD OF CHANGES

DATE OF REVIEW: 07/30/09

REVISION	DATE	DESCRIPTION
0	07/30/09	First Draft Revision
1	10/15/10	Annual Revision

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1.0   Introduction

Damage Assessment is preformed to evaluate physical damage such as wires down, broken transformers and poles broken on overhead distribution and transmission lines following a significant storm event. The objective of this Damage Assessment procedure is to gain an understanding of the extent of the damage incurred, by surveying damaged facilities and updating records as repairs are complete which will assist in planning restoration resources. The Damage Assessment process will be used to formulate the appropriate level of storm response by Unitil management and the number of outside resources needed based on crew hours.

This procedure defines roles and responsibilities for those personnel involved in Storm Damage Assessment as well as the damage assessment phases and activities undertaken prior to a storm and immediately after a storm when the Emergency Response Plan (ERP) is implemented.

1.1   Purpose

The purpose of this document is to define a process to organize damage appraisals and work packets for major and minor storm events, assess system damage through Damage Patrols, estimate restoration time requirements for the region and System-Level, create a Global Time of Restoration (ETR), estimate the amount of resources needed for restoration efforts, and assemble and track work packets for restoration crews.

1.2   Applicability & Scope

This document applies to all company functions that respond to major and minor storms affecting the electrical system, including damage assessment teams, crew coordinators, and work packet support teams. By developing a clear process for damage appraisal the Company will mitigate the impact a storm event may have on our customers, employees, operations, and public reputation.

1.3   Updating the Procedure

The Director, Emergency Management is responsible for maintaining this procedure. Annually or after a storm or storm drill critique, if warranted, material will be updated or revised, in an attempt to stay current with changes in the Company's organization or policies, emergency management regulations, or best management practices (BMPs). All revisions and/or additions shall detail a revision date and number on the top right corner of each page within the header, as well as a brief description in the *Record of Changes* section on the cover.

Comments are welcomed and should be documented (using the *Request for Procedure/Change Form* referenced in Appendix A) and addressed to the Director, Emergency Management. All documented comments shall be retained in a separate file and reviewed each time this procedure is revised. These comments will keep the contents of the procedure current and enhance its usefulness.

1.4   Availability

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Emergency Management, Damage Assessment teams and supported services staff have access to this document via the Hampton Shared Drive and are encouraged to print hard copies of the same-S:\Common\ Departments Shared\Operations\Emergency Planning.

NOTE: Only up-to-date versions of the documents are posted on the Hampton Shared drive. All other revisions (both electronic and hardcopy) should not be referenced and discarded.

1.5   References

Documents used in the creation of this procedure are no longer traceable.

2.0   General Information

2.1   Acronyms

The following is a list of acronyms commonly used during restoration efforts:

IC	Incident Commander
ICS	Incident Command System
R-OAC	Regional Operations Area Chief
R-PC	Regional Planning Chief
DAU	Damage Assessment Unit
DAUL	Damage Assessment Unit Lead
DAC	Damage Assessment Coordinator
DOC	Distribution Operating Center
ERP	Emergency Response Plan
ETR	Estimated Time of Restoration
GIS	Geographical Information System
OMS	Outage Management System
S-EOC	System Emergency Operations Center
R-EOC	Regional Emergency Operations Center
SAL	Storm Assignment List
T&D	Transmission and Distribution

2.2   Definitions

The following is a list of definitions used commonly in the damage assessment procedure:

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Critical Customer- An electric customer designated as "Critical". Examples include hospitals, fire stations, police stations, and restoration staging areas.

Circuit Mainline- The three-phase portion of a distribution circuit that originates at a substation or sub-transmission tap and is protected by three phase, automated devices such as circuit breakers or line reclosers, and continues to the point where the circuit separates to single-phase conductors protected by single-phase reclosers or fuses.

Circuit Mainline Restoration Time- Crew hour requirement for restoration of circuit mainlines, restoration of all Phase 1 Damage Assessments.

Circuit Map- A one line diagram of a distribution circuit showing lines, isolation devices, and branch numbers over-layed onto a land map showing roads and town boundaries.

Circuit Number- A unique number given to each individual distribution feeder exiting a substation or emanating from a sub-transmission line

Crew Hour Requirement- An estimated number of crew hours necessary for restoration.

GIS- Geographical Information System is used to map the distribution system with land base information.

OMS- Outage Management System is used to identify customer outages, assign trouble crews, and record outage event statistics.

Priority Feeder- A circuit given a higher priority in restoration efforts due to Critical Customers being served by the feeder.

Total Restoration Time- Estimated time of restoration for the division, which is then compiled at the system-level (if activated), to create an Estimated Time of Restoration (ETR) for the system.

Work Packet- A package built by the Work Packet Support Teams including the details needed by restoration crews to complete repairs such as: Damage Patrol Detail Sheets, Damage Patrol Envelope, circuit maps, and feeder prints.

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3.0 Damage Assessment Organization
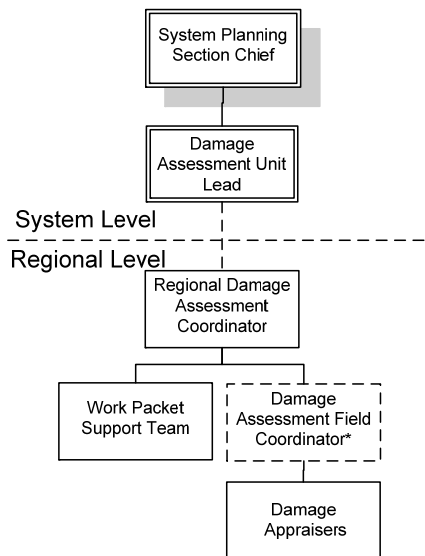
* In certain events it may not be necessary to activate the Damage Assessment Field Coordinator, in such cases the Damage Appraisers will report directly to the Damage Assessment Coordinator.

3.1 Damage Assessment Unit Lead

Position Title: Reports To:

Damage Assessment Unit Lead (DAUL)   **System Planning Section Chief (S-PSC)**

The Damage Assessment Unit Lead (DAUL) is responsible for ensuring the detailed damage assessment from the regions is compiled to determine the extent of damage to the distribution system and to expedite the restoration of service to customers. The DAUL also uses damage assessment information to estimate the Global ETR, and the amount of resources, materials, and equipment needed to repair the system. The DAUL works closely with the Damage Assessment Coordinators (DAC) in the region and the System Planning Section Chief to develop and distribute damage assessment summaries and the Global ETR.

Position duties and responsibilities include, but are not limited to:

- − Assess and determine the extent of damage to the system across the impacted regions;
- − Determine the appropriate number of resources needed to conduct detailed damage assessment to the system,
- − Using initial damage assessment information, determine and communicate a global ETR time between 24 but no later than 48 hours after the storms passage

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- Conduct a broader assessment of the regions between 24 but no later than 48 hours after the storms passage to determine and communicate a refined Global ETR for specific feeders and/or geographic areas
- Using damage assessment information estimate the amount and type of resources required and the type of equipment needed for restoration activities and submit to the S-PSC and S-LSC;
- Summarize the damage to the distribution system for distribution as requested by the S-PSC or IC;
- Track work completion status information from the region;
- Expedite the restoration of electric service to customers

Pre-Emergency Responsibilities:

Ensure all damage assessment materials and equipment requirements are met.

Post-Emergency Responsibilities and Reports:

Compile and retain all damage assessment information and retain for documentation purposes

Equipment Required:

Refer to the SEOC Operations Manual for room layout, equipment requirements, and check off lists.

Work Location:

S-EOC location Hampton, NH, or alternate S-EOC, Portsmouth, NH

Work Period:

12 hours on duty, 12 hours off duty with "as required" overlap with relief DAUL

Activation Notification

As notified by the S-PSC, Director, Electrical Operations, or Emergency Management

Additional Staff Requirements:

As required (Through SAL program)

3.2 Damage Assessment Coordinator

Position Title: Reports To:

Damage Assessment Coordinator (DAC)   Regional Planning Chief (R-PC)

The Damage Assessment Coordinator is responsible for ensuring detailed damage assessment circuit patrols are conducted during heavy storm events to determine the extent of damage to the distribution system and to expedite the restoration of service to customers. Damage assessment information is used to estimate the amount of resources, materials, and equipment needed to repair the system. Reporting to the Damage Assessment Coordinator are local substation personnel and external damage assessment crews. The Damage Assessment Coordinator (DAC) will be established when the ratio of three or more trouble tickets to one available service crew exist or severe damage to the system is imminent.

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Position duties and responsibilities include, but are not limited to:

- Assess and determine the extent of damage to the system mainlines
- Using initial damage assessment information, determine and communicate a global ETR time between 12 but no later than 24 hours after the storms passage (for regional events)
- Conduct a broader assessment between 24 but no later than 48 hours after the storms passage to determine and communicate a refined ETR for specific feeders and/or geographic areas
- Using damage assessment packages, create and prioritize work packets for repairs
- Track work packet completion status
- Determine appropriate resource numbers to conduct detailed damage assessment
- Expedite the restoration of electric service to customers

Pre-Emergency Responsibilities:

Ensure all damage assessment materials and equipment requirements are met.

Post-Emergency Responsibilities and Reports:

Ensure proper demobilization of Damage Assessment team and activities. Ensure all documentation regarding damage assessment is maintained appropriately

Equipment Required:

Refer to the R-EOC Operations Manual for room layout, equipment requirements, and check off lists.

Work Location:

R-EOC location as assigned (Concord, NH; Kensington, NH; Fitchburg, MA)

Work Period:

12 hours on duty, 12 hours off duty with "as required" overlap with relief Damage Assessment Coordinator

Activation Notification:

As notified by the R-PC, Emergency Management, or Mgr. Electric Operations

3.3   Damage Assessment Field Coordinator

Position Title: Reports To:

Damage Assessment Field Coordinator   Damage Assessment Coordinator

During Regional events, the Damage Assessment Coordinator (DAC) at the R-EOC **may** utilize this position for supervising the Damage Assessment process and crews in the field. The Damage Assessment Field Coordinator will receive and organize Damage Assessment Teams and runners

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and be a single point of contact for them. The Damage Assessment Field Coordinator reports directly to the Damage Assessment Coordinator.

NOTE: For minor storm events a Damage Assessment Field Coordinator may not be used. In that case the following responsibilities would be performed by the Damage Assessment Coordinator.

Position duties and responsibilities include, but are not limited to:

- Provide required materials to Damage Assessment teams

- Assign Patrols to DA Teams

- Coordinate food and lodging for DA Teams through regional logistics

- Track progress of DA Teams

- Ensure unsafe and hazardous conditions are corrected

- Receive completed Damage Patrol paperwork and return to DAC

- Inform the Damage Assessment Coordinator of needs, problems, and progress

- Review Damage Assessment forms for completeness and accuracy

Pre-Emergency Responsibilities:

Ensure all damage assessment materials and equipment requirements are met.

Post-Emergency Responsibilities and Reports:

Ensure proper demobilization of Damage Assessment team and activities. Ensure all documentation regarding damage assessment is maintained appropriately

Equipment Required:

Refer to the R-EOC Operations Manual for room layout, equipment requirements, and check off lists.

Work Location:

Field location as assigned

Work Period:

12 hours on duty, 12 hours off duty with "as required" overlap with relief Damage Assessment Field Coordinator

Activation Notification:

As notified by the R-PC, Emergency Management, or Mgr. Electric Operations

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3.4 Work Packet Coordinator

Position Title: Reports To:

Work Packet Coordinator   **Damage Assessment Coordinator**

After storm events, Damage Assessors conduct damage assessment on affected areas and submits the information to be compiled into work packets for restoring service. The Work Packet Coordinator supervises the assigned Work Packet Support Team in creating work packets for the restoration crews. The position reports directly to the Damage Assessment Coordinator in the region.

Position duties and responsibilities include, but are not limited to:

- Ensure accurate and correct creation of work packets using damage assessment forms and envelopes.

- Prioritize Work Packets, matching restoration priorities as defined by the Regional Operations Area Chief.

- Coordinate the delivery of the Work Packets to the Damage Assessment Field Coordinator (if utilized) or Crew Coordinator in the region who will disseminate them to Restoration Crews

- Enters/Changes the Work Packet information into the System damage spreadsheet.

- Completes or "closes" out work packets on the spreadsheet

- Collects completed Work Packets and related information

Pre-Emergency Responsibilities:

Ensure all work packet materials and equipment requirements are met.

Post-Emergency Responsibilities and Reports:

Ensure proper demobilization of Work packet team and activities

Equipment Required:

Work Packet materials, map, and other necessary materials

Work Location:

R-EOC locations as assigned (Kensington, NH; Concord, NH; Fitchburg, MA)

Work Period:

12 hours on duty, 12 hours off duty with "as required" overlap with relief Work Packet coordinator

Activation Notification:

As notified by the R-PC, DAC, or Emergency Management

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3.5 Damage Assessor

Position Title: Reports To:

Damage Assessor   **Damage Assessment (Field) Coordinator**

After storm events, the Damage Assessor is part of the Damage Assessment Team and performs damage patrols on affected areas as assigned by the Damage Assessment Coordinator. The Damage Appraiser position reports directly to the Damage Assessment Field Coordinator

Position duties and responsibilities include, but are not limited to:

- Performs Damage Patrols as assigned by the DAC

- Returns Damage Assessment Envelopes and forms to the Damage Assessment Coordinator or Field Coordinator (if utilized)

- Ensure unsafe and hazardous conditions are corrected

- Where unsafe conditions are found, makes the area safe, notifies the Damage Assessment Coordinator or Field Coordinator (if utilized), and stands by until relieved, if necessary

- Abides by all Unitil safety guidelines

- Ensure best safety practices are followed during assessment phases

Pre-emergency responsibilities:

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

Post-Emergency Responsibilities and Reports:

Ensure all paperwork and forms are returned to the DAC

Equipment required

Damage Assessor materials and forms, as required

Work location

R-EOC's; Fitchburg, MA; Kensington, NH; Concord, NH and various locations throughout the service territory, as assigned.

Work period

12 hours on duty, 12 hours off duty with "as required" overlap with relief Damage Assessors.

Activation Notification

As notified by the R-PC, DAC, or Emergency Management

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3.0 Damage Assessment Process Description

The steps presented in this section will direct the responsible parties through the Damage Assessment process beginning in the preparation stages.

3.1 Pre-Storm Preparation

Using weather forecasts, System and Regional Emergency Response Teams will make arrangements for the acquirement and deployment of Damage Assessors to the potentially affected areas in advance or following the arrival of the storm.

System and DOC Storm Teams:

- Agree on advance placement of Damage Assessors

- Assign personnel or request outside resources to report as Damage Assessors

DOC Damage Assessment Teams:

- Ensure all Damage Assessor material requirements are met, including PPE, foul weather gear, warning tape, cones, damage assessment materials and forms, portable lighting, vehicles with two-way radios or cell phones

- Assign circuits and work packets to Damage Assessors for Damage Patrol

To maximize internal resources, qualified DOC personnel may be assigned circuits by the Operations Chief to patrol for damage on their commute to their storm assignment. These damage patrols would be very preliminary and used to build a very high level estimate of the restoration crew requirements and can be used to guide DAC's in their preliminary assignment of Damage Assessors. Circuits briefly patrolled by DOC personnel on their commute shall be scheduled for a second Phase 1 Damage Patrol conducted by a Damage Assessor.

DOC restoration personnel should be made available in sufficient numbers to respond to feeder lockouts, immediate wire down response and be available for circuit sectionalizing. If Damage Assessors are delayed by wires down, an accurate restoration estimate may not be achieved in a timely manner.

If there is extensive damage to the overhead transmission system and/or the distribution system, helicopter patrols should be arranged and completed as soon as practicable. Pre-event weather forecast and predicted Potential Damage Indices (PDI) may warrant the need to procure helicopter arrangements before the end of the storm event in anticipation of severe damage to the system.

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3.2 Actions During the Event

Damage Assessment Coordinator

- Create estimated crew hour requirement based on tallies from DA forms

- Estimate Restoration Time by the number of restoration crews available

- Using OMS and/or trouble tickets, determines circuits for patrols in conjunction with storm management team and Damage Assessment Field Coordinator

Note: Unless a Damage Assessment Field Coordinator is utilized, the Damage Assessment Coordinator will fulfill the Field Coordinators responsibilities during an event as mentioned below.

Damage Assessment Field Coordinator (if used)

- Assigns feeders/work packets to Damage Assessors

- Tracks damage assessment crew locations

- Receives work packets and distributes to restoration crews

- Upon completion of patrols, reviews returned Damage Patrol Detail Sheets and assigns additional circuits for Damage Assessors

Damage Assessor

Note: Damage Assessors are to report all safety concerns immediately to the Damage Assessment Coordinator, who will notify wires down to the Wire Down Coordinator and also the Regional Safety Coordinator

- Perform Phase 1 and Phase 2 Damage Patrols as directed by Damage Assessment Coordinator or Damage Assessment Field Coordinator

- Document the damage and repairs necessary on the Damage Patrol Detail Sheets

- Tallies material and repair requirements on the Damage Patrol Envelope.

- Place all forms from a single location into the Damage Patrol Envelope. In most cases the DA Detail Sheets for an entire circuit will be placed into a single DA Envelope. If extensive damage is found on a circuit, Damage Assessment Detail Sheets should be organized by sectionalizing device locations and placed in separate envelopes.

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Work Packet Coordinator

- Records return of patrol package

- Analyzes returned damage sheets and creates work packets

- Records work packet number

- Makes copies and obtains maps needed for the work packet

- Delivers work packets to Field Coordinator or Crew Coordinator in the region

3.3   Post-Storm Actions

DOC Damage Assessment Team

- Transfer the completed Work Packets to Engineering at the conclusion of the storm event in case the information is needed to reconcile confirming work documentation.

- Ensure the Damage spreadsheet is completed and submitted to the Engineering dept and Emergency Management at the conclusion of the storm event for documentation.

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3.4 Damage Assessment Process Flow

Damage Assessment Process

Pre-Event

Damage Assessment Unit Lead

Decides estimated DA resource needs & advance placement based on forecasts (PDI level) and priority feeder list

Compiles regional spreadsheets to develop system-wide damage info and ETR

Restoration Crews

Receives work packets
Completes work
Notifies completion to crew coordinator

Crew Coordinator

Receives work packets and distributes to crews

Receives completed work packets/info and notifies work packet team

Work Packet Team

Sort work by priority feeders
Build work packets
Assign WP numbers
Enter WP numbers into spreadsheet
Make copy of work packet

Updates spreadsheet reflecting completed work

Damage Assessment Coordinator

Ensure all DA material requirements are met (PPE, forms, trucks, etc.)

Assign circuits to Damage Assessors

Enters damage info into spreadsheet to estimate ETR
Gives forms to Work Packet team

Receives updated spreadsheet

Damage Assessors

Patrols circuits, completes DA forms and returns to DAC

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5.0 Damage Patrol

5.1 Summary

Damage Patrols will be performed by Damage Assessors (local DOC personnel, internal personnel, or outside contractors). At each work site, the Damage Appraiser enters the repair details on Damage Patrol Detail Sheets. The Detail Sheets are then summarized for the work site on the Damage Patrol Envelope. The Damage Patrol has two phases: Phase 1 and Phase 2. A Work Packet is created using the Damage Patrol Detail Sheets and the Damage Patrol Envelope.

The Damage Assessment Coordinator will prioritize and assign patrols based on priority circuit and estimated number of customer outages. Damage appraisal, restoration assignments, and restoration record keeping shall be by Circuit Number.

The Damage Patrol and Work Packet process is paper-driven. Paper forms require minimal training, require minimal equipment, and are the most reliable information transfer method during a major event.

It is essential that qualified switching personnel be dispatched in sufficient numbers to determine feeder lockout conditions and be available for sectionalizing efforts. If damage to the overhead transmission system and/or the distribution system is expected to be extensive, helicopter Damage Patrols should be initiated as soon as practicable.

5.2 Phase 1 Damage Patrol

Phase 1 Damage Patrols will begin as soon as practicable following the storm.

The Phase 1 Damage Patrol will identify physical damage, such as primary wires down, poles broken, transformers down, on three-phase Circuit Mainlines or Transmission Lines as assigned by the DAC.

All physical damage and tree work details from this Damage Patrol are entered on the Phase 1 Damage Patrol Detail Sheet See Examples in Section 7.0 Forms, Reports, and Policies).

Critical Customers shall be Phase 1 priority. Priority Feeders are assigned to the Damager Assessors by the DAC in the region.

5.3 Phase 2 Damage Patrol

Phase 2 Damage Patrols will begin immediately following completion of the Phase 1 Damage Patrol process.

The Phase 2 Damage Patrol will identify physical damage on fused taps, single phase primary, secondary, and services. Phase 2 details are entered on the Phase 2 Damage Patrol Detail Sheet (See Examples in Section 7.0 Forms, Reports, and Policies).

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5.4 Damage Patrol Envelopes

The damage patrol envelopes contain the damage patrol detail sheets completed by the assessors for the associated area and are used to create work packets for restoration crews. It is likely that many Damage Patrol Envelopes will be prepared for each circuit. The detail sheets are summarized on the envelope cover and placed inside.

Information summarized on the envelope include: circuit/feeder, assigned crew, work packet number, complete time/date, and other useful restoration information. Other necessary items may be placed into the envelope along with the detail sheets such as feeder maps.

The Damage Assessment Coordinator received the completed damage assessment forms and reviews the materials. After review, the envelope is assigned a work packet number by the Work Packet Coordinator and is given to the appropriate restoration crews.

5.5 Damage Patrol Detail Sheets

Damage Appraisers will be issued multiple pads of Damage Patrol Detail Sheets to record the details of their surveys. Damage Assessors shall check off the box representing the appropriate Phase of patrol they are performing and fill out all applicable information related to the damage found.

A Damage Patrol Detail Sheet is prepared for each local trouble spot. The sheet should include all required repairs and equipment replacements. A Damage Patrol Detail Sheet is included in Section 7.0 Forms, Reports, and Policies.

NOTE: In most cases Line work and Tree work should be detailed on the same sheets. Tree Crew Work Packets and Line Crew Work Packets will not be combined.

5.6 Damage Spreadsheet

Damage and the Crew Hour Requirement for any Work Packet is quickly estimated by the Damage Assessment Team using the table on the Damage Patrol Envelope and entered into a Damage Spreadsheet.

The Damage Spreadsheet is an Excel spreadsheet that summarizes restoration work requirements. The spreadsheet records the following fields:

- DOC
- Type of Damage
- Work Packet Number
- Patrol Phase
- Town
- Circuit Number
- Line Crew Hours

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- Tree Crew Hours

- Status

The Damage Assessment Team will adjust the Damage Spreadsheet to reflect the completion of each Work Packet submitted from the field and will periodically send the updated spreadsheet to the System Damage Assessment Unit Lead for a system-wide compilation.

5.7   Analyzing Resource Requirements

Damage Assessment Teams estimate the DOC Total Restoration Time in days by dividing the Crew Hour Requirement by the Number of Restoration Crews Available and again by hours to be worked each day by contractual agreement:

DOC Total Restoration Time

Crew Hour Requirement = 6,750 hours
Crews available to the DOC = 75
Hours worked per day = 12
6,750 / 75 / 12 = 7.5 days for total DOC restoration

DOC Circuit Mainline Restoration Time

Phase 1 Damage Patrol Crew Hour Requirement = 2,025 hours
Crews available to the DOC = 75
Hours worked per day = 12
2,025 / 75 / 12 = 2.25 days for total DOC mainline restoration

The System Damage Assessment Team (if activated) will total the DOC Damage Spreadsheets to estimate the System Crew Hour Requirement. Using the DOC Damage Spreadsheets and System Crew Hour Requirement, the DOC Operations Area Chief and Regional Planning Chief will arrange for deployment of additional resources.

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6.0 Resources and Contact Information

6.1 Damage Assessment Response Organization Contacts

Damage Assessment Contact List (System/Regional)			
Name	**Emergency Response Position**	**Work #**	**Cell #**
John Bonazoli	Damage Assessment Unit Lead		
Cesar Lopez	Damage Assessment Unit Lead		
Nate Sherwood	Damage Assessment Coor. (Seacoast)		
John Folland	Damage Assessment Coor. (Seacoast)		
April Burnham	Damage Assessment Coor. (Capital)		
Charlie Kickham	Damage Assessment Coor. (Capital)		
Bob Sandler	Damage Assessment Coor. (Fitchburg)		
Mani Revi	Damage Assessment Coor. (Fitchburg)		

6.2 System EOC Contacts

System Emergency Operations Center Contacts		
Department/Unit	**Number**	**Alt Ext.**
Incident Commander (Richard Francazio)		
Planning Section Chief (Ray Letourneau)		
Trans/Substation Unit Lead (Chris Dube)		
Logistics Section Chief (Justin Eisfeller)		
Lodging & Meals Unit Lead (Cindy Huyghue)		
Trouble Analysis Unit Lead (Carol Knowles)		
Corporate Communications		
Logistics-Materials (John Closson)		
Resource Unit (Todd Diggins)		
Damage Assessment (John Bonazoli)		
System-EOC Email		
System-EOC Fax		

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7.0   Forms, Reports, Policies

7.1   Damage Assessment Detail Sheet

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7.2   Damage Assessment Envelope

DAMAGE PATROL ENVELOPE

CIRCUIT/FEEDER: _____
ASSIGNED TO: _____
(CREW LEADER)
WORK PACKET NUMBER: _____
CALLED IN COMPLETE: _____ _____
                         DATE   TIME
ASSESSMENT PHASE: ☐ PHASE 1   ☐ PHASE 2
CREW TYPE: ☐ LINE   ☐ TREE
HOURS: _____   POLES: _____
TRANSFORMERS: _____
PRI SPANS: _____
SEC SPANS: _____

☐ FG&E   ☐ UES-C   ☐ UES-S

ESTIMATING CREW HOUR REQUIREMENT
(ASSUMES 2 PERSON CREW)

LINE CREW: _____

EQUIPMENT	QUANTITY	CREW HOURS	TOTAL HOURS
POLE		4	
POLE INACCESSIBLE		6	
ANCHOR		2	
TRANSFORMER		3	
TRANSFORMER INACCESSIBLE		4.5	
GUY WIRE		1	
PRIMARY SPAN		2	
SECONDARY SPAN		2	
CROSSARM/PIN		2	
CUTOUT/DISCONNECT		1	
RECLOSER/AIRBREAK		10	
REGULATOR		8	
CAPACITOR		4	
STREETLIGHT		1	
FLOODLIGHT		1	
SERVICE		2	
SERVICE w/CUST. REQ.		2	
LIMBS ON WIRES		1	
		TOTAL	

TREE CREW

TREE CREW NEEDED		2	
		TOTAL	

SECTIONS ENERGIZED

FROM POLE	TO POLE	DATE	TIME

☐ TREE WORK REQUIRED BEFORE LINE WORK CAN BE COMPLETED

☐ CRITICAL CUSTOMER _____

☐ ENVIRONMENTAL CLEANUP REQUIRED _____

☐ DIG SAFE NOTIFICATION _____

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7.3   Helicopter Patrol Form

Helicopter Patrol Form
System-EOC: Phone: Fax:
Technical Services: Phone: Fax:
Requestors Name and
Contact Information:
Notification/Flight Date/Time:
Helicopter Company:
Observer(s) (Extra passengers requires more fuel and may loose the ability to hover.)
Observer Contact Phone #
Departure Location:
Departure Time:
Estimated Flight Time:
Total Mileage of Lines for Patrol:
Lines Being Patrolled:
Routine   Emergency
Accounting Information:
TLS USE ONLY
Date Received:
Helicopter Company Contacted
Pilot Assigned: Helicopter ID

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Attachment 5

Storm Response Unit (SRU)

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FOREWORD

The purpose of this document is to detail the Storm Response Unit (SRU), which is a list of qualified Unitil personnel able to readily mobilize during an emergency, developed by Emergency Planning (EP), as well as management guidelines for the same.

Any questions or inquiries regarding information provided in this document should be referred to the Director, Emergency Management & Compliance

_____

Richard L. Francazio

Director, Emergency Management & Compliance

_____

Ray Letourneau

Director, Electric Operations

RECORD OF CHANGES

DATE OF REVIEW: 5/15/10

REVISION	DATE	DESCRIPTION
0	8/14/09	Initial Issue
1	5/15/10	Annual Review

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1.0   Introduction

Storm Response Unit (SRU) is a list of qualified internal Unitil personnel who: are presently in work assignments outside, within, and external to Operations, are able to deploy to an affected Distribution Operation Center (DOC), are able to support regional restoration events when either additional crews are deployed, outside resources are employed or the event will exceed 24 hours in duration.

For some level 3, 4 and 5 storm events the DOC will require resources from outside the area to restore customers in a timely fashion. Mutual Assistance and Contract labor crews bring their own immediate supervision but are not familiar with Unitil Clearance and Control Rules or service territory. Outside resources are more effective when a Unitil Supervisor or representative coordinates their work with local storm management.

1.1   Purpose

The purpose of this document is to detail the SRU organization, resource training requirements and deployment procedures in the event of an emergency situation. Immediate response is necessary for customer interruptions and this document will describe the process of the SRU to respond in the event of an emergency.

1.2   Applicability & Scope

This document is managed by the Unitil Emergency Management function, and applies to those personnel detailed in section 2.0 that respond to major and minor storms affecting the electrical system, By developing a clear process for SRU activation and response, the Company will mitigate the impact a storm event may have on our customers, employees, operations, and public reputation.

1.3   Updating the Procedure

The Director of Emergency Management and Compliance is responsible for maintaining this procedure. Annually or sooner, if warranted, material in the procedure will be updated or revised, in an attempt to stay current with changes in the company's organization or policies, emergency planning regulations, or best management practices (BMPs). All revisions and/or additions shall detail a revision date and number on the top right corner of each page within the header, as well as a brief description in the *Record of Changes* section on the cover.

Comments are welcomed and should be documented (using the *Request for Procedure/Change Form*) and addressed to the Director of Emergency Mgmt. All documented comments shall be retained in a separate file and reviewed each time this procedure is revised. These comments will keep the contents of the procedure current and enhance its usefulness.

1.4   Availability

Emergency Mgmt. and support services staff have access to this document via Unitil's shared document system and are encouraged to print hard copies of the same – S:\Common\Departments Shared\Operations\Emergency Planning.

NOTE: Only up-to-date versions of the documents are posted on the Hampton Shared drive. All other revisions (both electronic and hardcopy) should not be referenced and discarded.

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1.5   References

The SRU organization is supported by the Storm Assignment List (SAL) application. This may be accessed by the WebOp's link.

2.0   General Information

2.1   Acronyms

A/FSC   Admin/Finance Section Chief

DOC   Distribution Operating Center

IC   Incident Commander

R-EOC   Regional-Emergency Operating Center

R-OAC   Regional Operations Area Commander

SAL   Storm Assignment List

S-EOC   System-Emergency Operating Center

SRU   Storm Response Unit

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3.0 SRU Organization
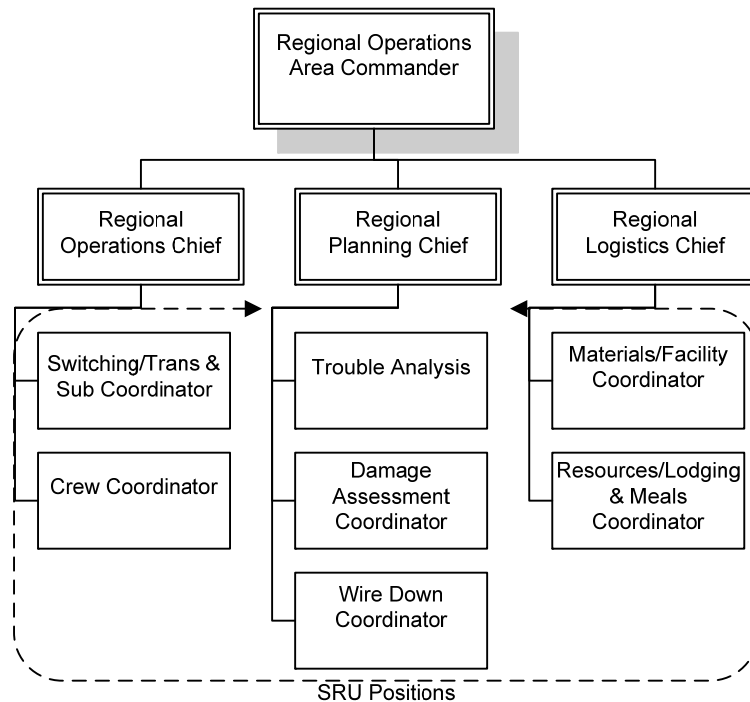
During a regional event, it may be necessary for the R-OAC from an R-EOC to request additional resources during restoration when all of the regions emergency response organization is activated. This request is submitted to the Regional Admin Chief who notifies Emergency Management to mobilize SRU personnel from unaffected regions.

Depending on the amount/type of training, SRU personnel are classified in 3 levels and may be assigned to the following roles: Wire Down, Planning Analyst, Logistics Support, Damage Assessor, Switching/Trans & Sub, Line Supervisor, and/or Operations Staging Site Coordinator. The three levels of classification are as follows:

Level 1: Fully qualified, experienced, and available

Level 2: Fully qualified, experienced, less available

Level 3: Trained with minimum experience

The R-OAC in discussion with the Regional Planning Chief of the requesting region will determine the type and amount of additional resources needed. The following positions of the Regional response organization that SRU members can fulfill are: Switching/Trans & Sub Coordinator; Crew Coordinator; Trouble Analyst; Wire Down Coordinator; Damage Assessment Coordinator; Materials/Facility Coordinator; and Resources/Lodging & Meals Coordinator.

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3.1 Switching/Trans & Sub Coordinator

Position Title: Reports To:

Switching/Trans & Sub Coordinator   Regional Operations Chief (R-OC)

The Regional Switching/Transmission and Substation Coordinator (R-S/TSC) is typically activated for regional events and is responsible for the coordination of repairs to the transmission lines and substation infrastructure. The S/T&SC will determine the amount and type of resources required based on a damage assessment and ensure that restoration of the high voltage grid compliments the work performed at the distribution level. Reporting to the S/T&SC is the Switching/Transmission & Substation unit leads and the TS&C will also work closely with the dispatch function to ensure the safe operation of the grid.

Position duties and responsibilities include, but are not limited to:

- Pre-planning and pre-staging of resources;
- Ensuring sufficient material staging and re-supply;
- Defining damage assessment for the high voltage system;
- Documenting restoration activities;
- Providing helicopter assessment information;
- Managing field crews; and
- Assist in providing global and specific ETRs, as required or requested

Pre-Emergency Responsibilities:

Maintain the integrity of the system and report any potential problems

Post-Emergency Responsibilities and Reports:

Equipment Required:

Refer to the R-EOC Operations Manual for room layout, equipment requirements, and check off lists.

Work Location:

R-EOC location as assigned (Concord, NH; Kensington, NH; Fitchburg, MA)

Work Period:

12 hours on duty, 12 hours off duty with "as required" overlap with relief Regional Switching/Transmission & Substation Coordinator (R-S/TSC)

Notification Activation:

As notified by the R-OC, Emergency Management, or Mgr. Electric Operations

Additional Staff Requirements:

As required (Through SAL program)

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3.2   Crew Coordinator

Position Title: Reports To:

Crew Coordinator (CC)   Regional Operations Chief (R-OC)

The Crew Coordinator supports the R-OC in the deployment and management of resources for large-scale storm restoration efforts. The positions reports directly to the OC and is established for restoration events that result in the assigned resources exceeds 25 crews regardless of their type (tree and/or line crews). The Crew Coordinator will work closely with the damage assessment group when receiving work packets and is responsible for distributing work to the crews, tracking crew locations,

Specific responsibilities include, but are not limited to:

- Dispatch work to crews
- Distribute tools and equipment
- Coordinate of pole sets
- Clear obstructions
- Oversee primary, secondary, and service splices
- Oversee the installation/removal of protective grounds
- Coordinate work distribution at staging sites (if open)
- Direct and manage tree crews
- Direct and manage wires down activities as received from Wires Down Coordinator
- Ensure outages are restored within the projected global ETR and communicated
- Track trouble crew assignments and locations
- Ensure Planning and Logistics Chiefs are aware of meals and lodging needs

Pre-Emergency Responsibilities:

Ensure all response materials and equipment requirements are met

Post-Emergency Responsibilities and Reports:

Equipment Required:

Refer to the R-EOC Operations Manual for room layout, equipment requirements, and check off lists.

Work Location:

R-EOC location as assigned (Concord, NH; Kensington, NH; Fitchburg, MA)

Work Period:

12 hours on duty, 12 hours off duty with "as required" overlap with relief Regional Crew Coordinator.

Activation Notification:

As notified by the R-OC, Emergency Management, or Mgr. Electric Operations

Additional Staff Requirements:

As required (Through SAL program)

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3.3 Trouble Analysis

Position Title: Reports To:

Trouble Analysis Coordinator   Regional Operations Chief (R-OC)

The Trouble Analysis Unit analyzes trouble tickets generated by PORCHE and compiles by feeder and location to determine the highest probable device interruption. The resulting conclusions are reviewed by the Planning Chief to determine resource needs and a regional ETR. The TAU interfaces with all other storm recovery organizations to monitor job status and to enhance timely repairs. The TA will work closely with Damage Assessment and is responsible for gathering trouble information on the regional level for the System Trouble Analysis Unit to analyze on a System level.

Position duties and responsibilities include, but are not limited to:

- Monitor trouble tickets, filtering outages from and non-outages, and prioritizing medical emergencies, downed wires, environmental issues, and other high priority conditions;
- Close trouble tickets as the respective trouble is cleared in PORCHE;
- Create a regional Restoration Status Report (RSR) and submit to Planning Chief for approval
- Frequently update the RSR and submit to SL-Trouble Analysis (if activated)
- Monitor continuously incoming trouble tickets;
- Provide continuous outage status updates to the PC; and
- Gather information from a variety of sources including:
    - Customer information via PORCHE
    - Damage Assessors
    - Municipal/Liaison Group
    - Distribution System Telemetry (SCADA)

Pre-Emergency Responsibilities:

Post-Emergency Responsibilities and Reports:

Equipment Required:

Refer to the R-EOC Operations Manual for room layout, equipment requirements, and check off lists.

Work Location:

R-EOC location as assigned (Concord, NH; Kensington, NH; Fitchburg, MA)

Work Period:

12 hours on duty, 12 hours off duty with "as required" overlap with relief Regional Trouble Analysis Coordinator (TAC)

Activation Notification:

As notified by the R-OC, Emergency Management, or Mgr. Electric Operations

Additional Staff Requirements:

As required (Through SAL program)

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3.4 Wire Down Coordinator

Position Title: Reports To:

Wires Down Coordinator   **Regional Planning Chief (R-PC)**

The Wires Down Coordinator will be responsible for making assessments of the need to provide protection to the public from the hazards of downed wires and deployment of resources to reported sites of wires down for guarding public safety. Reporting to the Wires Down Coordinator are Meter and gas Personnel and Support SRU Contractors. This individual will also work closely with the Planning function and the Municipal room to collect the data from customers and public safety officials.

Position duties and responsibilities include, but are not limited to:

- Prepare for events based on the anticipated storm level;
- Evaluate the situation and adjust resources, as needed;
- Receive wire down reports from the trouble analysis unit;
- Prioritize downed wire locations based on public safety concerns;
- Work with the Municipal Room and public safety officials to ensure a coordinated response that is reactive to local needs;
- Assign resources to perform feeder sweeps, as needed, to provide assurance to public safety and government officials of the public safety concerns; and
- Document and close completed wire down tickets.

Pre-Emergency Responsibilities:

Ensure all wire down materials and equipment requirements are met.

Post-Emergency Responsibilities and Reports:

Ensure proper demobilization of wire down personnel and activities

Equipment Required:

Refer to the R-EOC Operations Manual for room layout, equipment requirements, and check off lists.

Work Location:

R-EOC location as assigned (Concord, NH; Kensington, NH; Fitchburg, MA)

Work Period:

12 hours on duty, 12 hours off duty with "as required" overlap with relief Wires Down Coordinator

Additional Responsibilities During Major Disasters:

As requested by the Regional Planning Chief

Activation Notification:

As notified by the R-PC, Emergency Management, or Mgr. Electric Operations

Additional Staff Requirements:

As required (Through SAL program)

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3.5 Damage Assessment Coordinator

Position Title: Reports To:

Damage Assessment Coordinator   **Regional Planning Chief (R-PC)**

The Damage Assessment Coordinator is responsible for ensuring detailed damage assessment circuit patrols are conducted during heavy storm events to determine the extent of damage to the distribution system and to expedite the restoration of service to customers. Damage assessment information is used to estimate the amount of resources, materials, and equipment needed to repair the system. Reporting to the Damage Assessment Coordinator are local substation personnel and external damage assessment crews. The Damage Assessment Coordinator (DAC) will be established when the ratio of three or more trouble tickets to one available service crew exist or severe damage to the system is imminent.

Position duties and responsibilities include, but are not limited to:

- Assess and determine the extent of damage to the system mainlines
- Using initial damage assessment information, determine and communicate a global ETR time between 12 but no later than 24 hours after the storms passage (for regional events)
- Conduct a broader assessment between 24 but no later than 48 hours after the storms passage to determine and communicate a refined ETR for specific feeders and/or geographic areas
- Using damage assessment packages, create and prioritize work packets for repairs
- Track work packet completion status
- Determine appropriate resource numbers to conduct detailed damage assessment
- Expedite the restoration of electric service to customers

Pre-Emergency Responsibilities:

Ensure all damage assessment materials and equipment requirements are met.

Post-Emergency Responsibilities and Reports:

Ensure proper demobilization of Damage Assessment team and activities. Ensure all documentation regarding damage assessment is maintained appropriately

Equipment Required:

Refer to the R-EOC Operations Manual for room layout, equipment requirements, and check off lists.

Work Location:

R-EOC location as assigned (Concord, NH; Kensington, NH; Fitchburg, MA)

Work Period:

12 hours on duty, 12 hours off duty with "as required" overlap with relief DAC

Activation Notification:

As notified by the R-PC, Emergency Management, or Mgr. Electric Operations

Additional Staff Requirements:

As required (Through SAL program)

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3.6   Materials/Facility Coordinator

Position Title:

Materials/Facility Coordinator (M/FC)

Reports To:

Regional Logistics Chief (R-PC)

The Materials/Facility Coordinator is responsible for monitoring the material needs of the R-EOC, including the assembly and distribution of storm kits. Additionally this function will acquire, based on pre-established vendor arrangements, vehicles, and special equipment as requested by the Operations Unit. This team will monitor the inventory system (MMS) and direct stores operations. If a staging site is established in the region the Materials/Facility Coordinator will be responsible for ensuring the sites' material and facility needs are met.

Position duties and responsibilities include, but are not limited to:

- Review availability of storm kits and ensure Regional inventory can support the anticipated influx of resources;
- Oversee the mobilizing and operating of material issues at material laydowns and staging areas;
- Adjust inventory levels based on staffing levels and consumption rates;
- Supply and control the inventory situated at a staging site;
- Adjust fleet volumes in support of the restoration effort;
- Ensure refueling options are available for all resources and vehicles; and
- Manage the facility aspects of the R-EOC, including generation refueling and operation

Pre-Emergency Responsibilities:

Ensure vendor network is in place.

Post-Emergency Responsibilities and Reports:

Ensure proper demobilization of materials/facility activities and proper material documentation

Equipment Required:

Refer to the R-EOC Operations Manual for room layout, equipment requirements, and check off lists.

Work Location:

R-EOC location as assigned (Concord, NH; Kensington, NH; Fitchburg, MA)

Work Period:

12 hours on duty, 12 hours off duty with "as required" overlap with relief Materials/Facility Coordinator

Activation Notification:

As notified by the R-LC, Emergency Management, or Mgr. Electric Operations

Additional Staff Requirements:

As required (Through SAL program)

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3.7 Resources/Lodging & Meals Coordinator

Position Title: Reports To:

Resources/Lodging & Meals Coordinator   Regional Logistics Chief (R-PC)

The Resources and Lodging/Meals Coordinator will acquire restoration resources proactively and reactively with respect to the storm's impact. Resources will include, but are not limited to: internal personnel, mutual aid from foreign utilities, contractors, and other support personnel. The Resources and Lodging/Meals Coordinator will immediately notify the Logistic Chief of any mismatches between requested and reporting resources and provide documentation to the Logistic Chief as to the estimated time of arrival for all retained resources. The Coordinator works with personnel assigned to lodging and meals to identify the appropriate accommodations for all assigned resources.

Position duties and responsibilities include, but are not limited to:

- Sustain and support resources requirements for lodging, meals, vehicle management, and material resupply;
- Provide support personnel such as wire down, damage assessment, and other regional support, as directed;
- Establish and maintain resource lodging, meals, and transportation, via established or required vendor arrangements;
- Provide coordination of meals for internal and external resources, as directed;
- Obtain personal comfort items or services (e.g., toiletries, clothing, laundry services, etc…) for restoration resources.
- Provide security of Company facilities and assets with barriers, fences, guards, check points,
- Resource lodging, transportation, and vendor services for maintenance of dormitory-style lodging facility that may be utilized

Pre-Emergency Responsibilities:

Ensure resource contacts are accurate.

Post-Emergency Responsibilities and Reports:

Ensure proper demobilization of the resource/lodging and meals unit. Complete all paperwork.

Equipment Required:

Refer to the R-EOC Operations Manual for room layout, equipment requirements, and check off lists.

Work Location:

R-EOC location as assigned (Concord, NH; Kensington, NH; Fitchburg, MA)

Work Period:

12 hours on duty, 12 hours off duty with "as required" overlap with relief Resources Lodging/Meals Coordinator.

Activation Notification:

As notified by the R-LC, Emergency Management, or Mgr. Electric Operations

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3.8 Training Requirements

Training Requirements/Qualifications	Wire Down	Crew Coordinator	Switching/ Trans&Sub	Damage Assessment	Logistics Support	Trouble Analyst
Clearance & Control (initial & annual)		X		X		
Distribution Grounding		X				
Electrical Hazard Awareness	X	X	X	X	X	X
Environmental Training Equipment Awareness	X	X	X	X		X
PPE Awareness	X	X	X	X	X	X
Conducting a job brief		X		X		X
CPR & First Aid	X	X	X	X	X	X

3.9 Preparation Requirements

SRU members will keep a travel storm kit ready for deployment. The travel storm kit should include:

Wire Down	Crew Coordinator	Trans/Sub & Switching	Damage Assessment	Logistics Support	Trouble Analyst
PPE for field activity	PPE required for Field Supervision	PPE for Field activity	PPE for Field activity	PPE for Field activity	PPE for Field activity
Class 2 Rubber Gloves	Class 2 Rubber Gloves	Class 2 Rubber Gloves	Rain gear	Rain gear	Rain gear
Voltage tester	Clearance and Control tags and forms	Voltage tester	Clothing appropriate for the season	Clothing appropriate for the season	Clothing appropriate for the season
Rain gear	Rain gear	Rain gear	Flashlight	Flashlight	Flashlight
Clothing appropriate for the season	Clothing appropriate for the season	Clothing appropriate for the season			
Flashlight	Flashlight	Flashlight			
Magnetic Signs for vehicle identification	Magnetic Signs for vehicle identification	Work area protection items			

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4.0   Process Description

4.1   Process Flow

STORM RESPONSE UNIT PROCESS

Distribution Operations Centers: Request Additional Restoration Crews → SRU Deployment is Required → Yes → Receive Crew Transfer Sheets in Division → Assign Crews/Jobs to SRU Members → Release SRU Members at Conclusion of Event

System Emergency Mgmt Coordinator: Determine Number of Mutual Aid Contracted Resources; No; Notify SRU Member to Deploy → Complete Crew Transfer Sheets; Released SRU Members report to S-EOC

SRU Member: SRU Deployment is not required; Reports to DOC

NOTE: Barring personal and work emergencies, the SRU member is expected to respond when called and coordinate this deployment with their immediate supervision.

4.2   Mobilization

When it has been decided that additional resources are needed in by the R-OAC in the affected region, the R-OAC will notify the Admin Chief in the Region who is responsible to contact a representative from Emergency Mgmt. Emergency Mgmt. will then initiate callouts to personnel based in the unaffected region(s) to obtain confirmation of availability. After callouts are made for the requested type/number of additional resources needed, Emergency Mgmt. will then notify the Regional Admin Chief in the requesting region with arrival information via crew transfer sheets to the region.

In the event that resources on the system do not meet the amount/type requested, outside resources may be acquired through the Logistics Unit.

When notified by Emergency Mgmt to report in an SRU position at the affected region, SRU personnel will report immediately to the DOC and report to the appropriate Chief based on role assignment. The SRU member will then temporarily become part of the regional emergency response organization until released to their original DOC by their assigned Chief.

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4.3 Vehicles

- A company vehicle will be provided, if one is available

- If a company vehicle is not available, the SRU member is authorized to rent a vehicle using the Company credit card or personal expense accounting

- A 4WD pickup truck is preferred. A car may be used as an alternative

- SRU members may use their personal vehicles, if they prefer, and receive mileage reimbursement.

4.4 Compensation

- Expenses are covered under normal company policies

- Overtime is paid under Human Resources Policy Guidelines

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5.0 Resource and Contact Information

5.1 SRU Member List – Seacoast Based

Seacoast Based Members										
SRU Position Qualifications:				Crew Coordinator	Switching Trans/Sub	Trouble Analysis	Wire Down	Damage Assessment	Materials/ Facility	Resource/ Lodging/Meal
Name	Work #	Home #	Cell #							
Scott Wade				X	X	X	X	X		
Patrick Aquilina				X	X	X	X	X		
Mike Deschambeault				X	X	X	X	X		
Serge Laprise										
Cathy Gilman						X		X		
Nate Sherwood					X	X		X		
Jake Dusling					X	X		X		
Bob Conner									X	X
John Closson									X	X
Leigh Willett									X	X
Jason Kearns									X	X

5.2 SRU Member List – Capital Based

Capital Based Members										
SRU Position Qualifications:				Crew Coordinator	Switching Trans/Sub	Trouble Analysis	Wire Down	Damage Assessment	Materials/ Facility	Resource/ Lodging/Meal
Name	Work #	Home #	Cell #							
Chuck Lloyd				X	X	X	X	X		
Stan Balch				X	X	X	X	X		
Ray Lepage						X	X	X		
Dan Olivier					X			X		
Tom Biklin					X	X	X			
Salah Awad						X	X	X		

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Capital Based Members										
SRU Position Qualifications:				Crew Coordinator	Switching Trans/Sub	Trouble Analysis	Wire Down	Damage Assessment	Materials/ Facility	Resource/ Lodging/Meal
Name	**Work #**	**Home #**	**Cell #**							
Celine Cote									X	X
Pat Fallon									X	X
Ed Thompson									X	X

5.3   SRU Member List-Fitchburg

Fitchburg Based Members										
SRU Position Qualifications:				Crew Coordinator	Switching Trans/Sub	Trouble Analysis	Wire Down	Damage Assessment	Materials/ Facility	Resource/ Lodging/Meal
Name	**Work #**	**Home #**	**Cell #**							
Keith Caribo				X	X	X	X	X		
Mark Frappier				X	X	X	X	X		
Dave Cutting				X			X	X		
Jim Dee				X		X	X	X		
Ken Labombard				X			X	X		
Bob Sandler					X	X	X	X		
Peg Vanhillo									X	X
Wilma Foster									X	X

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6.0   Forms, Reports, Policies

6.1   Crew Transfer Sheet

Unitil - Crew Transfer Sheet

Crew Tracking #

Number Qualified OH Crews
Number of Diggers

Number of Hotel Rooms Singles
Doubles

FROM

Team Name
Region Location
Region Contact
Telephone #   xxx-xxx-xxxx
Field Guide
Telephone #   xxx-xxx-xxxx

TO

Restoration Region
Restoration Location

ESTIMATED ARRIVAL

Date/Time   MM/DD/TT hh:mm

CREW AVAILABILITY

☐   Available to Work on Arrival
☐   Requires Rest on Arrival

DEPARTURE (From Home HQ)

Date/Time   MM/DD/TT hh:mm

Notes:
* Complete All Fields Shaded in **Yellow** - Others are Optional
* Select Field to Reveal Drop-Down List

Vehicle ID:
Unitil - Add MA, ME, or NH to Start of Truck Number - Otherwise, follow below:
Asplundh Line=AL, Harlan=HA, Hawkeye=HK, Thiro=TH, National Grid=NG Northeast Utility=NU, 3-Phase = 3P, JCR Line= JC, On-Target=OT, ABC Tree=AB, Asplundh Tree=AT, Davey Tree= DT, Lewis Tree=LT, Nelson Tree=NT, or Other Foreign Utility=MA

CREW CAPABILITIES (Qualified/Rated)

☐   Distribution (overhead)
☐   Transmission
☐   Underground
☐   Tree
☐   Other

Employee ID	Last Name	First Name	Grade	Supervisor (Y/N)	Storm Role	Cell #	Region Location	Temp Crew ID	Require Lodging	Vehicle ID	Vehicle Description	Vehicle Type

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Attachment 6

Logistics Procedure

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FOREWORD

The purpose of this document is to define the specific aspects of the plan that the Logistics Section performs at both the system and regional levels during an incident and provides a coordinated response in supporting logistics requirements in any type of corporate emergency.

Any questions or inquiries regarding information provided in this document should be referred to the Director, Emergency Management and Compliance

_____

Richard L. Francazio

Director, Emergency Management and Compliance

RECORD OF CHANGES

DATE OF REVIEW: 8/31/09

REVISION	DATE	DESCRIPTION
0	8/31/09	Initial Issue
1	10/15/10	Annual Revision

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1.0 Introduction

This procedure will detail the processes used by Unitil (the Company) to respond logistically during an event in a manner that is consistent with the goals and procedures of the Company's Emergency Response Plan (ERP). Logistical operations must also enhance the ability of response personnel to efficiently complete the task at hand.

1.1 Purpose

This section of the ERP defines the specific aspects of the plan that the Logistics Section perform at both the system and regional level for an event. It provides a coordinated response in supporting logistics requirements in any type of corporate emergency. This plan will:

Define the role of the Logistics Section Organization (LSO) in enhancing corporate-wide response to any type of emergency

Defines the roles of the Logistics Section Chief/Logistics Chief (Regional) and the areas of response he/she will be responsible for

Establish guidelines for event classification and notification system for mobilizing key personnel involved in logistics support through the activation of the LSO

Facilitate the logistics (procurement, distribution, maintenance, transportation, and replacement) of materials, logistics services and mobilization of personnel during emergencies

Provide the mechanism for enhancing cooperation among the various departments directly involved in logistics arrangements throughout Unitil's service territory

1.2 Applicability & Scope

This procedure applies to both the Company's Tactical and Operational Levels or System and Regional, respectively. This procedure does not supersede the Company's ERP but complements the roles, responsibilities, and activities detailed within that document.

Resources and activities which are mobilized, managed, and demobilized by the Logistics organization are detailed in the following sections. However, the procedure will be used as a guideline with the intent to support the Units effectiveness and efficiency and should not be viewed as a limit or constriction on ensuring such success.

1.3 Updating the Procedure

The Director, Emergency Management and Compliance is responsible for maintaining this procedure. Annually or after a storm or storm drill critique, if warranted, material will be updated or revised, in a n attempt to stay current with changes in the Company's organization or policies, emergency planning regulations, or best management practices (BMPs). All revisions and/or additions shall detail a revision date and number on the top right corner of each page within the header, as well as a brief description in the *Record of Changes* section on the cover.

Comments are welcomed and should be documented and addressed to the Director, Emergency Management and Compliance. All documented comments shall be retained in a separate file and

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reviewed each time this procedure is revised. These comments will keep the contents of the procedure current and enhance its usefulness.

1.4 Availability

Emergency Mgt. and supported services staff have access to this document via the Hampton Shared Drive and are encouraged to print hard copies of the same-S:\Common\ Departments Shared\Operations\Emergency Planning.

NOTE: Only up-to-date versions of the documents are posted on the Hampton Shared drive. All other revisions (both electronic and hardcopy) should not be referenced and discarded.

1.5 References

Documents used in the creation of this procedure are no longer traceable.

2.0 General Information

This Plan describes the overall response actions to be undertaken by the LSO during emergency situations affecting all of Unitil's operations. The LSO will consist of a System Level Organization managed by the System Level Logistic Section Chief (S-LSC), a Regional Level Organization managed by the Regional Logistic Chief (R-LC) and a series of Logistics Coordinators as needed. The Logistics Section of the Emergency Response Plan provides for the following:

A coordinated response to various types of emergency events including electric restoration, gas restoration, oil spill response, emergency facility evacuation, and business continuation;

Alignment of Emergency Classification Guidelines that serve as a mechanism for activating LSO personnel and facilities;

Initial notification and mobilization of LSO personnel;

Activation of the System Level Logistics organization , for multi region events, as the designated site for central operations; and the activation of the Regional Logistics organization as the site for central operations at the regional level.

Description of the responsibilities and response actions of the various departments involved in logistics support;

The roles of the S-LSC, the Regional Logistics Chief (R-LC) and the Logistics Coordinators in overseeing and directing logistics section activities during restoration.

A discussion of the specific response actions to be undertaken by each LSO staff including:

Identification of the personnel responsible for plan implementation;

Internal notification schemes;

Identification of materials, documentation manuals, and data communications requirements essential to initiate response actions;

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Reference to any existing Departmental procedures or instructions designed to facilitate logistics support.

2.1 Acronyms

EOC	Emergency Operations Center
ERP	Emergency Response Plan
IC	Incident Commander
L/MC	Lodging/Meals Coordinator
L/MUL	Lodging/Meals Unit Lead
LSO	Logistics Section Organization
M/FC	Materials Facility Coordinator
PUL	Procurement Unit Lead
R-LC	Regional Logistics Chief
R-OAC	Regional Operations Area Chief
RUL	Resource Unit Lead
S-LSC	System Logistics Section Chief
SSA	Staging Site Assistant
SSC	Staging Site Coordinator
SSUL	Staging Site Unit Lead

2.2 Plan Summary

Different types of emergency events can potentially affect electric, gas, generation and corporate facilities. These include:

Electric related emergencies - severe weather conditions (storms, hurricanes, ice storms, etc.);

Gas related emergencies - natural disasters, fire, explosions, supply interruptions;

Oil spills - spills involving the discharge of greater than 10 gallons of oil in navigable waters and a significant on-land spill;

Emergency evacuation of corporate facilities due to fire, explosion, bomb threat, or hazardous material spill and the corresponding business continuation efforts to resume operations.

A coordinated response in supporting logistics requirements during these emergencies will be the major thrust of the S-LSC

Corporate policies and existing departmental procedures designed to prepare for and/or respond to an emergency in the area of logistics support are taken into account and discussed in this section.

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2.3 Plan Methodology

This section is consistent with the ERP, using the same Incident Command Structure (ICS) initiative, and provides for the interface with the ERP and other Company Emergency Plans. In many emergencies there may be local operational responses underway well before an Incident Command Center or other corporate responses are initiated; many never reach the level of requiring the implementation of this plan. Should an event reach the level where logistical support is required the Logistic Plan will be activated.

Unitil will coordinate logistics functions in any type of emergency by the activation of the S-EOC or R-EOC's depending on the type of emergency response that is required. The Logistics Section supports Electric and Gas Emergency Restoration, Oil Spill Contingency Plan, and Business Continuation Plans.

The Logistic section of the plan allows for different levels of logistics organization response based on the severity of the emergency. Personnel assigned to the S-LSC or to a R-LC position may respond to one of the designated EOC's listed below, a local on-scene command center, or may operate from their normal work locations or remotely based on the classification of the emergency and required response.

Logistics Centers:

S-EOC; Hampton, NH

R-EOC; Kensington, NH

R-EOC; Concord, NH

R-EOC; Portsmouth, NH

R-EOC; Portland, ME

R-EOC; Fitchburg, Mass

2.4 Emergency Classification Matrix

The Emergency Classification Matrix (Found in Section IV-Process and Triggers) of the ERP serves as a guideline to initiate any type of response action requiring logistics support. These guidelines provide the mechanism for rapidly assessing and evaluating the extent of mobilization required. The Emergency Classification Matrix also gives direction on when to activate the personnel and the designated operations centers of the S–EOC and the R-EOC.

A phased response system has been developed for the Logistics. This phased response system also allows for the dispatching of necessary personnel to an event site and enables personnel to prioritize actions that correspond to the level of logistics support required. These classifications are guidelines and may be adjusted at anytime by the S-LSC.

2.5 Classification, Initial Notification, and Mobilization of Personnel

Upon being notified of a potential disaster or an emergency affecting electric system, or any Corporate facility, where logistical support is expected to be required, the S-LSC or designate will be notified. Depending upon the nature and extent of the emergency, the S-LSC, or designee

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will consult with and advise the Incident Commander (IC) and the S-LSO of the Logistics support requirements and status, if a IC has not been named the S-LSC will contact the Regional Operational Area Chief (R-OAC).

Depending upon the emergency event, the IC will classify and assess the emergency using the Emergency Classification Matrix. A final determination after consultation with the S-LSC on whether or not to fully or partially activate the S-LSO and/or the R-LSO will then be made.

Once a decision has been made on the extent of activation of the LSO, the S-LSC will direct the Resource Unit Lead (RUL), the Staging Site Unit Lead (SSUL), the Procurement Unit Lead (PUL), and the Lodging & Meals Unit Lead (L/MUL) or their alternates, to assume the positions in the System Level Logistics Section Organization, and they in turn will initiate the notification process to mobilize personnel. The S-LSC will notify the R-LC in the affected regions to begin activation of the R-EOC, if necessary.

At this time the R-LC will also notify the Regional Materials/Facility Coordinator (M/FC) if activation of any Emergency Logistics Staging Sites is required. The M/FC will notify necessary Logistics Staging Site staff and initiate supporting contract resources if required. The LSM (s) will proceed to the location of the Emergency Logistics Staging Site (s).

If the event is a single region event, the R-LC will make the contacts to mobilize the R-LSO shown in the above section. Upon conferring with the R-OAC, the R-LC will determine the extent and scope of the deployment of the R-LSO.

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3.0 System Logistics Organization

```
                    Logistic Section
                         Chief
                           |
    ┌──────────────┬───────────────┬──────────────┐
Resource        Staging Site    Procurement    Lodging/Meals Unit
Unit Lead        Unit Lead       Unit Lead          Lead
    |                |                |               |
Forestry Resource  Staging Site   Materials      Lodging/Meals Analyst
Coordinator        Coordinator    Coordinator
    |                |                |
External Line Resource  Staging Site   Supply & Vehicle
Coordinator            Assistant       Coordinator
    |
Support Personnel
Coordinator
```
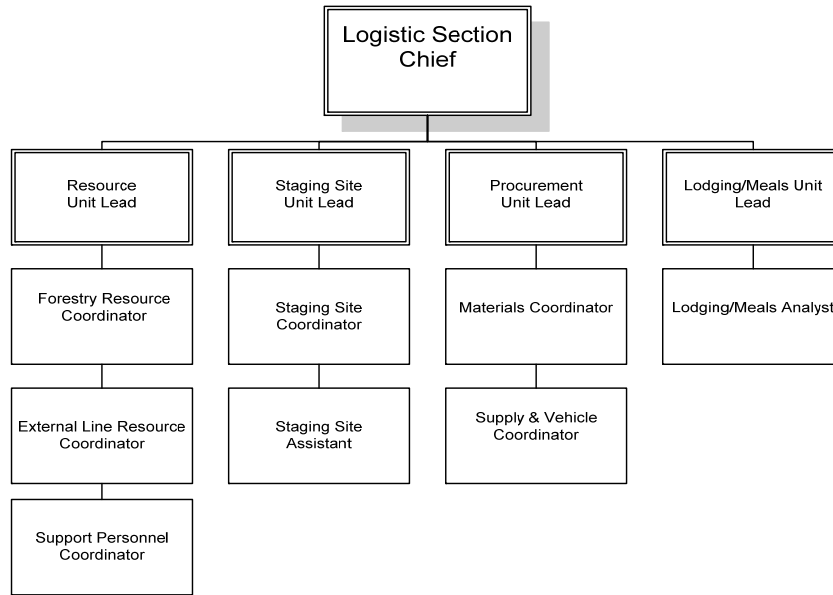
Figure 1 - System Logistics Organization

3.1 Regional Logistics Organization

```
              Regional Logistics Chief
                       |
         ┌─────────────┴─────────────┐
Resources Lodging/          Materials/Facility
Meals Coordinator              Coordinator
```
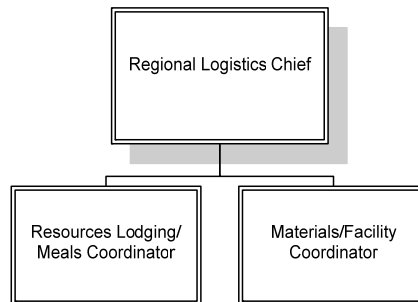
Figure 2 - Regional Logistics Organization

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3.2 Logistics Chief (System & Regional)

The System Logistics Section Chief (S-LSC) is responsible for the coordination of logistical planning and logistical response activities in support of operations requirements. The positions reporting to the S-LSC are: Resource Unit Lead, Staging Site Unit Lead, Procurement Unit Lead, and Lodging/Meals Unit Lead. In an event that the System level not be activated (Operating level 1,2 and possibly 3) the Regional Logistics Chief (R-LC) will assume all responsibilities over the regional logistics organization. Positions reporting to the R-LC are: Material/Facility Coordinator, and the Resources Lodging/Meals Coordinator.

Specific responsibilities include, but are not limited to:

- Train assigned personnel in logistical response requirements and expectations;

- Plan and prepare critical resources and vendors for an event;

- Update Regional logistics personnel contact information;

- Active participation in reviews, drills, and pre-event meetings;

- Verify and maintain inventory of pre-defined storm kits, cable coils, poles and transformers;

- Establish and maintain crew requirements for lodging, meals, vehicle management, and material re-supply;

- Maintain company facilities during a regional event;

- Establish administration and mobilization of vendor contracts for recovery-related supplies and services (e.g., staging site overnight refueling, bus rental and operation, portable sanitary and hygiene units, and janitorial services);

- Define layout, resources, and equipment requirements for mobilizing and operating a staging site;

- Oversee the mobilizing and operating of assembly or material laydown areas;

- Establish and maintain resource lodging, meals, and transportation, via established or required vendor arrangements;

- Provide coordination of meals for internal and external resources, as directed;

Pre-emergency responsibilities:

Ensure all logistics equipment required is available and the logistics contact lists are updated. Conduct logistical training for all areas of the logistics organization and verify/updated all vendor lists, contractor and tree crew lists, food and lodging lists, and mutual assistance lists.

Responsibilities during an emergency:

Provide ongoing direction for the safe and efficient logistical response to support restoration.

Equipment required:

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Refer to the S-ERP regarding assignments, equipment requirements, and check off list.

Job location:

S-EOC, Hampton, NH (S-LSC); or R-EOC, Fitchburg, MA, Kensington, NH or Concord, NH (R-LC) or established staging sites if necessary.

Work period:

12 hours on, 12 hours off with "as required" overlap with relief Logistics Chief.

Additional responsibilities during major disasters:

Additional equipment requirements:

As required (through facilities and outside resources)

Additional staff requirements:

As required (through SAL program)

3.3   Resource Unit Lead

The Resource Unit Lead (RUL) is responsible for overseeing the acquisition of resources required for restoration efforts. Additionally the RUL is responsible for assembling and coordinating the flow of information into and out of the Resource Unit.

Specific responsibilities include, but are not limited to:

- Updating the Logistics Section Chief of the status and summary of contractor/Mutual Aid crews, status of request for additional resources, and status of any major restoration work being performed in a timely manner
- Track start/end time and dates for all contractor on property including: location, contact information, crew status, and project status
- Maintain all data necessary of other Mutual Aid companies to operate efficiently and effectively
- Acquire outside resources (including mutual assistance and tree/contactor crews) as requested by the Logistics Chief

Pre-emergency responsibilities:

Verify/update all vendor lists, contractor and tree crew lists and mutual assistance lists.

Responsibilities during an emergency:

Acquire outside resources as required.

Equipment required:

Refer to the S-EOC manual regarding assignments, equipment requirements, and check off list.

Job location:

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S-EOC, Hampton, NH (S-LSC)

Work period:

12 hours on, 12 hours off with "as required" overlap with relief Resource Unit Lead.

Additional responsibilities during major disasters:

Additional equipment requirements:

As required (through facilities and outside resources)

Additional staff requirements:

As required (through SAL program)

3.4   Forestry Resource Coordinator

The Forestry Resource Coordinator is responsible for acquiring all necessary tree crews necessary for restoration efforts as indicated by the Logistics Chief

Specific responsibilities include, but are not limited to:

- Coordinating arrangements for additional forestry contractor crews
- Understanding business requirements
- Interacting with contractor management and understanding the documents their crew capability, deployment compliment and methodology
- Coordinating the acquisition of any special materials
- Coordinating accommodations and any other logistics activity that may be required
- Provide all necessary information to the Resource Unit Lead

Pre-emergency responsibilities:

Verify/update all material vendor lists, contractor and tree crew.

Responsibilities during an emergency:

Acquire outside resources as required.

Equipment required:

Refer to the S-EOC manual regarding assignments, equipment requirements, and check off list.

Job location:

S-EOC, Hampton, NH (S-LSC)

Work period:

12 hours on, 12 hours off with "as required" overlap with relief Forestry Resource Coordinator.

Additional responsibilities during major disasters:

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Additional equipment requirements:

As required (through facilities and outside resources)

Additional staff requirements:

As required (through SAL program)

3.5 External Resource Coordinator

The External Resource Coordinator is responsible for acquiring all necessary crews for restoration efforts utilizing the New England Mutual Assistance (NEMAG) program as indicated by the Logistics Chief.

Specific responsibilities include, but are not limited to:

- Coordinating arrangements for additional forestry contractor crews
- Understanding business requirements
- Interacting with contractor management and understanding the documents their crew capability, deployment compliment and methodology
- Coordinating the acquisition of any special materials
- Coordinating accommodations and any other logistics activity that may be required
- Provide all necessary information to the Resource Unit Lead

Pre-emergency responsibilities:

Verify/update all Mutual Assistance Contact Lists.

Responsibilities during an emergency:

Acquire outside resources as required.

Equipment required:

Refer to the S-EOC manual regarding assignments, equipment requirements, and check off list.

Job location:

S-EOC, Hampton, NH

Work period:

12 hours on, 12 hours off with "as required" overlap with relief External Resource Coordinator.

Additional responsibilities during major disasters:

Additional equipment requirements:

As required (through facilities and outside resources)

Additional staff requirements:

As required (through SAL program)

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3.6 Support Personnel Coordinator

The Support Personnel Coordinator is responsible for acquiring all necessary crews for restoration efforts utilizing the New England Mutual Assistance (NEMAG) program as indicated by the Logistics Chief.

Specific responsibilities include, but are not limited to:

- Coordinating arrangements for additional forestry contractor crews
- Understanding business requirements
- Interacting with contractor management and understanding the documents their crew capability, deployment compliment and methodology
- Coordinating the acquisition of any special materials
- Coordinating accommodations and any other logistics activity that may be required
- Provide all necessary information to the Resource Unit Lead

Pre-emergency responsibilities:

Verify/update all Mutual Assistance Contact Lists.

Responsibilities during an emergency:

Acquire outside resources as required.

Equipment required:

Refer to the S-EOC manual regarding assignments, equipment requirements, and check off list.

Job location:

S-EOC, Hampton, NH (S-LSC)

Work period:

12 hours on, 12 hours off with "as required" overlap with relief Support Personnel Coordinator.

Additional responsibilities during major disasters:

Additional equipment requirements:

As required (through facilities and outside resources)

Additional staff requirements:

As required (through SAL program)

3.7 Staging Site Unit Lead

The Staging Site Unit Lead is responsible for overseeing the mobilization, management, and demobilization of staging sites. In some cases during significant events it is necessary to establish locations to assemble large numbers of outside crews and material laydown areas in

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locations not owned by Unitil. To support this activity Unitil has previously identified locations throughout its service territory that can be used for this purpose and designate a Staging Site Unit Lead (SSUL) to coordinate these efforts. The SSUL reports directly to the Logistics Section Chief.

Specific responsibilities include, but are not limited to:

- Responsible for overall operation of logistics functions at a specific staging site including mobilization and demobilization
- Contacts pre-determined land owners for agreement to the use of property
- Reports the status/progress of the Staging Site to the Logistics Section Chief
- Assures timely procurement and distribution of all supplies and equipment necessary to support restoration activities

Pre-emergency responsibilities:

Verify/update all Staging Site location/Property owner lists.

Responsibilities during an emergency:

Oversee the proper operations of the staging site.

Equipment required:

Refer to the S-EOC staging site procedure for equipment requirements, and check off list.

Job location:

S-EOC, Hampton, NH (S-LSC)

Work period:

12 hours on, 12 hours off with "as required" overlap with relief Staging Site Unit Lead.

Additional responsibilities during major disasters:

Additional equipment requirements:

As required (through facilities and outside resources)

Additional staff requirements:

As required (through SAL program)

3.8 Staging Site Coordinator

The Staging Site Coordinator (SSC) is responsible for assisting the SSUL in the mobilization, management, and demobilization of staging sites. The SSC will work out of the staging site and report directly to the SSUL

Specific responsibilities include, but are not limited to:

- Reports progress/status of all staging site information to the Staging Site Unit Lead

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- Responsible for overall safety of site
- Responsible for overall operation of logistics functions at a specific staging site including mobilization and demobilization
- Contacts pre-determined land owners for agreement to the use of property
- Makes personnel assignments to support coordination of logistics functions
- Coordinates closely with Operations Unit Lead
- Assures timely procurement and distribution of all supplies and equipment necessary to support restoration activities

Pre-emergency responsibilities:

Verify/update all Staging Site location/Property owner lists.

Responsibilities during an emergency:

Oversee the proper operations of the staging site.

Equipment required:

Refer to the S-EOC staging site procedure for equipment requirements, and check off list.

Job location:

TBD-established Staging Site

Work period:

12 hours on, 12 hours off with "as required" overlap with relief Staging Site Coordinator

Additional responsibilities during major disasters:

Additional equipment requirements:

As required (through facilities and outside resources)

Additional staff requirements:

As required (through SAL program)

3.9 Staging Site Assistant

The Staging Site Assistant (SSA) is responsible for assisting the SSC in the mobilization, management, and demobilization of staging sites. The SSA will work out of the staging site and report directly to the SSUL

Specific responsibilities include, but are not limited to:

- Reports progress/status of all staging site information to the Staging Site Unit Lead
- Responsible for overall safety of site

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- Responsible for overall operation of logistics functions at a specific staging site including mobilization and demobilization

- Contacts pre-determined land owners for agreement to the use of property

- Makes personnel assignments to support coordination of logistics functions

- Coordinates closely with Operations Unit Lead

- Assures timely procurement and distribution of all supplies and equipment necessary to support restoration activities

Pre-emergency responsibilities:

Verify/update all Staging Site location/Property owner lists.

Responsibilities during an emergency:

Oversee the proper operations of the staging site.

Equipment required:

Refer to the S-EOC staging site procedure for equipment requirements, and check off list.

Job location:

TBD-established Staging Site

Work period:

12 hours on, 12 hours off with "as required" overlap with relief Staging Site Assistant

Additional responsibilities during major disasters:

Additional equipment requirements:

As required (through facilities and outside resources)

Additional staff requirements:

As required (through SAL program)

3.10 Procurement Unit Lead

The Procurement Unit Lead (PUL) is responsible for monitoring the material needs of the company including the assembly and distribution of storm kits. Additionally the procurement unit will also acquire, based on pre-established vendor arrangements, vehicles and special equipment as requested by the field. This team will monitor the inventory system and direct the stores operation. The PUL will ensure the field staffing is appropriate and support operation is working effectively and field deliveries are timely. The PUL will report directly to the Logistics Section Chief.

Specific responsibilities include, but are not limited to:

- Monitor inventory and acquire any out of stock materials

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- Direct stores operations

- Maintain up-to-date material/inventory list

- Ensure materials are delivered to the EOC's and staging sites/laydown areas in a timely manner

- Receive/Process special equipment requests from operations

Pre-emergency responsibilities:

Verify/update all material vendor lists and storeroom/inventory lists.

Responsibilities during an emergency:

Process/Order equipment requests

Equipment required:

Refer to the S-EOC operations manual for equipment requirements, and check off list.

Job location:

S-EOC, Hampton, NH

Work period:

12 hours on, 12 hours off with "as required" overlap with relief Procurement Unit Lead.

Additional responsibilities during major disasters:

Additional equipment requirements:

As required (through facilities and outside resources)

Additional staff requirements:

As required (through SAL program)

3.11   Materials Coordinator

The Materials Coordinator is responsible for acquiring the material needs of the company including the assembly and distribution of storm kits and special equipment as requested by the field. The Materials Coordinator will monitor the inventory system and direct the stores operation to ensure timely delivery of all materials. The Materials Coordinator will report directly to the Procurement Unit Lead.

Specific responsibilities include, but are not limited to:

- Monitor inventory and acquire any requested materials through vendors

- Direct stores operations

- Maintain up-to-date material/inventory list

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- Ensure materials are delivered to the EOC's and staging sites/laydown areas in a timely manner

- Receive/Process special equipment requests from operations

Pre-emergency responsibilities:

Verify/update all material vendor lists and storeroom/inventory lists.

Responsibilities during an emergency:

Process/Order equipment requests

Equipment required:

Refer to the S-EOC operations manual for equipment requirements, and check off list.

Job location:

S-EOC, Hampton, NH

Work period:

12 hours on, 12 hours off with "as required" overlap with relief Materials Coordinator.

Additional responsibilities during major disasters:

Additional equipment requirements:

As required (through facilities and outside resources)

Additional staff requirements:

As required (through SAL program)

3.12 Supply & Vehicle Coordinator

The Supply & Vehicle Coordinator is responsible for acquiring vehicles used in operations and storm supply materials. The Supply & Vehicle Coordinator will monitor the supply inventory and direct the stores operation to ensure timely delivery of all materials and vehicles to the field. The Supply & Vehicle Coordinator will report directly to the Procurement Unit Lead.

Specific responsibilities include, but are not limited to:

- Monitor inventory and acquire any out of stock materials

- Direct stores operations

- Maintain up-to-date material/inventory list

- Ensure materials are delivered to the EOC's and staging sites/laydown areas in a timely manner

- Receive/Process special equipment requests from operations

Pre-emergency responsibilities:

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Verify/update all vehicle vendor lists and storeroom/inventory lists.

Responsibilities during an emergency:

Process/Order equipment requests

Equipment required:

Refer to the S-EOC operations manual for equipment requirements, and check off list.

Job location:

S-EOC, Hampton, NH

Work period:

12 hours on, 12 hours off with "as required" overlap with relief Supply & Vehicle Coordinator.

Additional responsibilities during major disasters:

Additional equipment requirements:

As required (through facilities and outside resources)

Additional staff requirements:

As required (through SAL program)

3.13   Lodging/Meals Unit Lead

The Lodging/Meals Unit Lead (L/MUL) is responsible for acquiring lodging and meals accommodations to all company resources during an event (internal, external, mutual aid, tree/line crews) through a pre-defined list of vendors. The Lodging/Meals Unit Lead reports directly to the Logistics Section Chief.

Specific responsibilities include, but are not limited to:

- Work with the Resource Unit Lead to account for all resources during restoration
- Acquire a sufficient amount of hotel rooms/lodging for all resources
- Coordinate meals (breakfast, lunch, and dinner) for all resources
- Coordinate acquirement of box lunches for crews and at staging sites, if established
- Report accommodations/meals acquired for each region and their resources

Pre-emergency responsibilities:

Verify/update all lodging/meals lists and verify contacts.

Responsibilities during an emergency:

Acquire additional rooms/meals as required

Equipment required:

Refer to the S-EOC operations manual for equipment requirements, and check off list.

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Job location:

S-EOC, Hampton, NH

Work period:

12 hours on, 12 hours off with "as required" overlap with relief Lodging/Meals Unit Lead.

Additional responsibilities during major disasters:

Additional equipment requirements:

As required (through facilities and outside resources)

Additional staff requirements:

As required (through SAL program)

3.14 Lodging/Meals Analyst

The Lodging/Meals Analyst will assist the L/MUL in acquiring the appropriate lodging and meals accommodations for all company resources during an event (internal, external, mutual aid, tree/line crews) through a pre-defined list of vendors. The Lodging/Meals Analyst reports directly to the L/MUL.

Specific responsibilities include, but are not limited to:

- Work with the Resource Unit Lead to account for all resources during restoration
- Acquire a sufficient amount of hotel rooms/lodging for all resources
- Coordinate meals (breakfast, lunch, and dinner) for all resources
- Coordinate acquirement of box lunches for crews and at staging sites, if established
- Report accommodations/meals acquired for each region and their resources

Pre-emergency responsibilities:

Verify/update all lodging/meals lists and verify contacts.

Responsibilities during an emergency:

Acquire additional rooms/meals as required

Equipment required:

Refer to the S-EOC operations manual for equipment requirements, and check off list.

Job location:

S-EOC, Hampton, NH

Work period:

12 hours on, 12 hours off with "as required" overlap with relief Lodging/Meals Analyst.

Additional responsibilities during major disasters:

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Additional equipment requirements:

As required (through facilities and outside resources)

Additional staff requirements:

As required (through SAL program)

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4.0   Pre-Storm Preparations

4.1   Training and Drills

Training

In order for the LSO personnel to be prepared to successfully implement assignees must be familiar with their roles and responsibilities, associated procedures, and equipment. This preparedness is achieved through training and drills.

Drills

Drills are conducted to ensure effectiveness of the Plan to keep personnel aware of their responsibilities should an emergency situation arise. An annual drill will be conducted to test the logistics support needs of either the Electric Emergency Response Plan. The annual drill scenario will be varied each year to test the LSO's response to different corporate response plans. The annual drill will require full activation of the LSO. Drill scenarios are reviewed and approved by designated personnel in accordance with procedures for the plan that is being tested. The drill is structured so as to allow free play for decision making as much as possible, provided that the basic objectives of the exercise are satisfied.

Drills are developed and conducted by the Emergency Management. Observer and controller personnel are stationed at various locations to evaluate response efforts and the effectiveness of the procedures. The result of each drill is documented and an evaluation report is prepared. The report includes recommendations on the effectiveness of the emergency response and how logistic response can be improved. Copies of the drill reports are provided to the applicable department(s) for review.

4.2   Actions During the Event

Logistics Chief

- Oversee all Logistics operations (Resource acquirement, material procurement, lodging/meals, and staging sites, if established)
- Maintain communications with other section chiefs on resources, staging sites, accommodations, and materials

Resource Unit Lead

- Maintains contact with the NEMAG
- Acquires additional resources as directed by Planning Unit
- Maintains information on all resources acquired including tree crews, line crews, and mutual aid

Staging Site Unit Lead (if staging site is established)

- Oversees all staging site operations

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- Communications to the Logistics Section Chief on all staging site operations and progress

Procurement Unit Lead

- Acquires all materials, vehicles, and supplies as necessary

- Maintain inventory and stock of materials

- Ensures delivery of requested materials to divisions or staging sites, if established

Lodging/Meals Unit Lead

- Acquires lodging/meals accommodations for all resources assigned to the restoration effort

4.3 Logistics Organization Process Flow
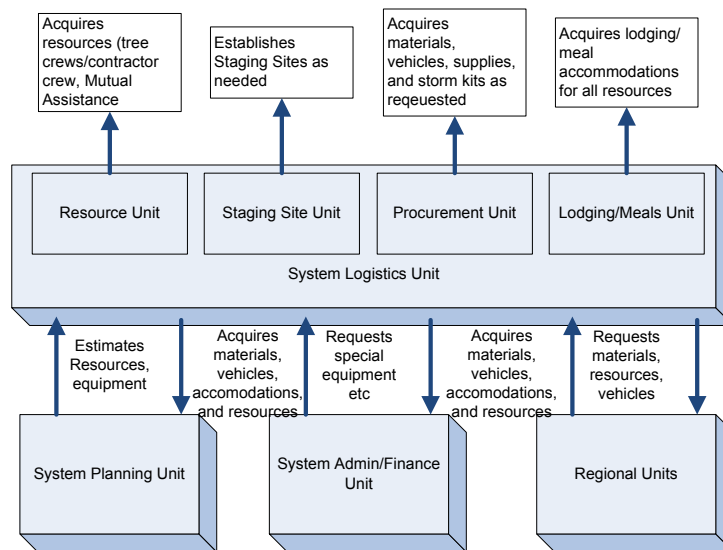
Figure 3 - Logistics Organization Work Flow

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4.4 Facility Emergency Equipment

The layouts for the various Logistics Centers are as shown in Section II and III in the S-EOC and R-EOC layouts.

Equipment includes:

- Wall mounted status boards (dry marker type)
- Wall map of regions served
- Color TV - wall mount
- Fax machines
- Laser printer (s) one black and white, one color
- PCs
- Telephones - multi-line, single line, and VPN phones ??
- Copies of the Company's emergency plans and procedures
- Administrative supplies
- Copy machine
- Work Stations

4.5 Communication Equipment

The primary means of communications in the Logistics Centers is through the use of telephones. The facility has separate lines installed for the staff to use. The phones have the ability to access both the internal company system and the external phone network. Telephone groups have been established to ensure that all phone calls are appropriately forwarded.

In the event of a telephone system failure, there are Virtual Private Network (VPN) phones installed to be used as a back-up system. In addition, cellular phones can be made available by coordination of the Voice/Data Communications Coordinator

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5.0 Resource Unit Procedure

5.1 Introduction

The Company has identified the need to develop and operate an Emergency Operation Center in Hampton that will coordinate logistics for Operating Levels 4 and 5 and possibly some Operating Level 3 events. Typically, these are events impacting more than one region. When implemented, the System Emergency Response will establish a support section for field operations headed by the Logistics Section Chief. A key function under logistics is that of the Resource Unit which will coordinate the Company's contractor and mutual aid response. This procedure manual details the process, roles, and responsibilities for the Resources Unit Lead and personnel during an emergency.

5.2 System Resource Unit

The purpose of the System Resource Unit is to coordinate resource requests received from the respective Regional Emergency Operations Centers and deploy external resources in support of restoring the company to normal operations. Additionally, the System resource Unit will establish and maintain communications with the Regional-EOC to effectively move resources to the correct locations and help managing any unanticipated issues.

The IC, or other authorized representative, will determine when to open and close the Logistic Section of the response. Once opened and throughout restoration of operations, the System Resource Unit will remain operational continuously (i.e., 24-hours per day, seven days a week).

Resource Unit Lead will inform the Logistics Section Chief of the status of operation restoration activities and implement policies and/or directives received from IC. Additionally, these personnel will coordinate with other company functional groups, including inter-Regional activities, and manage the assignments of additional personnel and equipment resources.

The System Resource Unit will report to the Logistic Section Chief every four (4) hours or at other intervals determined by the respective IC. In addition the System Resource Unit will maintain a log to record every safety or general incident, regardless of severity.

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5.3   Mobilization

An operating process has been developed to define roles and responsibilities of System Resource Unit personnel, and to provide general guidance to the same during time of emergency.

Prior to a wide-scale forecasted event predicted to affect all regions, restoration crews both internal and external will generally be pre-staged at the local DOC's. Crews will be initially allocated between the UES and FGE affiliates at a 65 to 35 ratio, respectively. Once the event has resulted in widespread service interruptions in more than one territory, resource allocations will be adjusted based on the best available information and initial customers without power until more detailed information is available from field damage assessment patrols.

Once damage assessment has been completed, resources may be redirected to other regions of the system if there is a surplus of crew hours for the remaining hours of work for the communicated estimated times of restoration for the region.

If resources are planned to be moved between operating affiliates during the restoration period, the appropriate state regulatory staff will be notified within two hours of the reallocation decision.

S-EOC Opening

Upon notification from the Logistic Section Chief or their designee, the System Resource Unit Lead will implement their staffing Call Tree. The Resource Unit will be located in Hampton, New Hampshire at the S-EOC.

Staffing and/or resources will be assigned dependent upon the impact on Company operations. The System Resource Unit Lead will be responsible for procuring and deploying resources under the direction of the Planning Section Chief. The Unit Lead will also ensure communication channels are established with regional personnel, as soon as practicable.

Staffing

At a minimum, the following positions will represent the staffing requirements:

System Resource Unit Lead

Forestry Coordinator

External Coordinator (Contractors and Mutual Aid Crews)

Support Personnel Coordinator

Listings of the personnel currently assigned positions and telephone extensions for the System and Regional EOC's are detailed in Section 8.0 of this procedure.

Assigned S-EOC personnel will operate using 12-hour shifts for seven (7) days per week. The daily work shifts will be identified as Shift 1 (i.e., from 6:00 a.m. to 6:00 p.m.) and Shift 2 (i.e., from 6:00 p.m. to 6:00 a.m.), using local time.

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Daily Conference Call

The System Resource Unit will coordinate its operations with the System and Regional Emergency Operations Centers (R-EOCs), participating in storm conference calls (as scheduled) with the respective S-EOC and R-EOCs.

Resource Management

The System Resource Unit will coordinate and deploy additional resources (i.e., both contractor and mutual aid to the Company) in support of restoring the Company's normal operations. Resulting additional resources will be transferred using the Crew Transfer and Foreign Crew Transfer Templates shown in the Forms, Reports, and Policies Section.

Requests for additional resources will be made by the Planning Section Chief once an analysis of the entire resource pool is completed. All requests will be approved by the IC and scaled by the System Emergency Response Center according to the impact reported across the all Regions.

5.4 Communications

The System Resource Unit Lead will ensure that the Logistic Section Chief is informed, in a timely manner, of issues and incidents that impact operations. The daily conference call, as well as other mobile and landline calls, e-mails, and facsimiles will be used to communicate related resource activities to the Logistic Section Chief.

5.5 Demobilization

Upon notification from the Logistics Section Chief or their designee; the System Resource Unit Lead will demobilize the Resource Unit, ensuring first that status information is documented; that all notification calls are made as needed; and that event critique evaluations are requested from the Coordinators.

Typical closure notifications include:

Notification to Regional counterparts

Notification to Contractor and/or mutual aid home locations

Notification to Planning Section Chief and Incident Commander

Staging site personnel (if appropriate)

Any Regulatory or enforcement agencies requiring a waiver for traveling crews

5.6 Event Critique

An essential part of the process is to identify opportunities for continuous improvement. Following the close of the Resource Unit, the Lead or other authorized representative, will meet with the Logistic Section Chief to evaluate the recent operations, and to identify areas for potential improvements. This critique will document pertinent comments and associated recommendations.

The Resource Unit Lead will use the following steps as a guide, when performing a critique:

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Request that evaluations be performed (as needed) at the close of the event

Participate in the Section evaluation process with input form all Resource Unit personnel within seven (7) business days of the event

Ensure that the results of the evaluations are submitted in a timely manner;

Ensure that all submitted comments and associated recommendations have been reviewed;

Implement recommendations perceived as improving the operations in a timely manner; and

Revise the System Resource Unit section of the Plan, including the implemented recommendations, as needed.

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6.0 Procurement Unit Procedures

6.1 Introduction

Upon being notified by the S-LSC or the R-LC of an emergency the Manager of Purchasing and Supply Chain or designee, will assume the role of System Level Procurement Unit Lead (S-PUL) and will initiate appropriate notifications by contacting the personnel assigned to the Unit. Contact information is provided in Section 8.0 of this procedure. Once personnel are notified, the S-PUL will notify the S-LSC or the R-LC as appropriate to confirm contacts are made and personnel are reporting for emergency duty. Once these notifications are completed the PUL will report to the S-LSC. The PUL will direct the efforts of the Purchasing and Accounts Payable in support of the event in accordance with these procedures and normal departmental emergency procedures

The role of the PUL will be to continuously assess the event for materials and services related needs, vendor management, supply sources, accounts payable issues and inbound logistics. The PUL will obtain and allocate resources as required to meet the demands of the event. The PUL will report all issues of significance to the S-LSC and use the information gained at the S-LSO to direct the efforts of the Purchasing and Accounts Payable. Additionally the PUL will fill in for the S-LSC at the S-LSC's request and perform other duties as necessary to meet the emergency events' needs.

Upon being notified by the PUL of an emergency that requires the activation of the R-LSO, the Regional Material/Facility Coordinator (R-M/FC) and any required assistant will report to the R-LC if directed by the PUL or the R-LC to do so, and will assist in setting up the facility.

While logistical support is generally a reactive process (fulfilling the needs as identified by the Planning or Operations Sections) best performance comes from proactively anticipating the needs based on experience, so as to be better positioned to respond. For example the PUL might:

Contact critical vendors to put them on notice of an impending action

Check on status of open orders of storm critical supplies

Position storm and site kits for deployment

Contact critical vendors to put them on notice of an impending action

Check on company provided equipment

6.2 Vendors

The primary supply of Emergency Materials will be supported within the regional distribution centers at the DOCs or directly to delivery Sites as required by IM and Procurement during a storm event. Agreements have been made with Graybar and other critical vendors to support this emergency material stock in addition to their inventories required to meet our peak, normal demands. Additional Demands of these emergency materials will be supported by the vendors below:

Graybar

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The levels of specific materials contracted with Graybar to maintain and supply during an emergency are maintained by the Resource Unit

Fortek

The levels of specific materials contracted with Fortek to maintain and supply during an emergency are maintained by the Resource Unit

Other vendors for materials and services are obtained through Purchasing support organizations.

In the event certain materials are unavailable in the quantities required the MEMS organization may be contacted as another source of supply.

6.3 Material Management & Control

In the event of a predictable emergency, for example: a weather event, terrorist threat versus an attack, or pandemic scare versus unpredictable current exposure, the S-LSC will contact the S-LSO to participate in any event conference calls open to those responsible for responding to emergencies. Whether the event is predicable or not, depending on the nature and extent of the emergency, S-LSC or designee will consult with and advise the IC as to the support requirements and status. If the event is predicable the aforementioned event conference calls can be considered as consultation with the IC, if the S-LSC. If there is no system level IC the S-LSC, or designee, will consult with the appropriate R-OAC.

 After classifying and assessing the emergency using the Emergency Classification Guidelines and after consultation with the IC the S-LSC will decide whether to fully or partially activate the S-LSO and/or the R-LSO. If the decision is to activate the R-LSO only and there is no IC the S-LSC may decide to turn the event over to the R-LUL to mobilize.

Once the decisions are made to activate the S-LSO and/or the R-LSO, the S-LSC will provide direction to the S-LSO to begin the notification process to mobilize personnel and activate the S-LSC, R-LC, and/or staging sites as necessary.

If any Staging site is activated the S-LSC will notify the IC that the staging site has commenced operations. The S-LSC will inform the R-LSO in the affected areas that assigned logistics field coordinators will be deployed. Throughout the event the S-LSC or designee will keep the IC informed of the LSO's status, issues and needs. The S-LSC will work with other team members of the S-EOC to continuously appraise the event's current situation, resolve issues and provide communication and direction to the S-LSO and R-LSO on a regular basis. This duty will fall to the R-LC if no IC or SL-TRT is activated.

The following is a list of information to be collected by the S-LSC:

Current Status of the emergency

Prognosis of unfolding events and impacts

Tactical Goals to be achieved in short run, long run

Communications to teams

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Any specifics on magnitude of efforts being expended or expected to be expended

Any specific request or feedback related to the logistics efforts

Upon the direction of the IC the S-LSC will provide direction to the S-LSO and the R-LSO to begin demobilization.. This could be in anticipation of the event coming to a conclusion or a change required during the course of an event. When appropriate demobilization activities are completed the R-LC will notify the S-LSC of the completion of those activities, who will upon conferring with the IC give the order to stand down. If this is a regional event only, this communication will be between the R-LC and the R-OAC.

The Materials Management Storm Anticipation Checklist instructs the Manager of Material Management to contact suppliers with established agreements to ship all Unitil's authorized vendor stock in their possession, in order to increase storm restoration stock levels, and to be available for additional emergency deliveries. Assignment of a Purchasing buyer(s) to the S-EOC and/or other satellite storeroom locations (as needed) will be made to issue/expedite purchase orders, and to increase the Total Authorized Value (TAV) of existing purchase orders, if necessary. Materials will continue to be tracked using the Oracle system as they are under normal operating conditions.

6.4 Material Delivery

Upon notification of the anticipation of a major storm, or the occurrence of an unanticipated storm which requires a Materials Management response, the SL-MC will provide Material Delivery Instructions including any regional implementation details of the storm restoration delivery system. To accommodate the volume of deliveries, arrangements will be made with Vendors and other areas of the Company (such as Gas) to have ready access to additional vehicles.

Additional material delivery means are used where substations or lay down areas have been put under local control. Drivers to make deliveries to substations or job sites will be the responsibility of the SL-MC. In addition, this material delivery organization may also be utilized to transfer material between storerooms or to pick up materials from suppliers.

6.5 Inventory Management

Upon facility activation, the PUL will review and identify the key areas/Regions where restoration efforts are centered. According to needs, the R-M/FC will mobilize personnel to where material stocks are expected to be quickly depleted. In some cases the R-M/FC will also expedite the procurement process for materials, equipment and services to support field operations not covered by Inventory Management. These may include the Materials Management Warehouse or mobile storerooms set up in heavily damaged areas. The R-M/FC will ensure the proper and rapid acquisition of non-stock materials, equipment and services by coordinating with both Purchasing and the PUL.

The R-M/FC will maintain regular communications with the PUL to ensure that requests for the purchase of materials, equipment, and services are expedited. The PUL will ensure that existing

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Blanket Purchase Agreements have sufficient funds available to cover the costs of emergency related materials to expedite purchase and delivery of materials, increase amount agreed, and maintain supplier contacts. The PUL will update the R-M/FC on a regular basis on the status of purchasing operations.

It is possible that during a corporate emergency a R-M/FC would need to report to an incident site. The R-M/FC assigned to field locations during emergencies will facilitate the material, equipment and services acquisition and delivery process by issuing purchase orders, preparing requisitions, and ensuring the proper authorizations are obtained for purchase requisitions prepared during the emergency in accordance with purchasing procedures. The R-M/FC will coordinate with the PUL for revisions required to existing contracts before dollars are expended, notifying suppliers before limits are reached, and where possible, obtaining required authorizations. The R-M/FC s will notify the PUL of all purchase requests and proceed with the procurement in accordance with purchasing procedures. In a situation where the R-M/FC is activated and a Purchasing representative cannot be assigned to an incident, then a Regional Logistics Representative may be assigned to the incident site

Inventory Management will insure current vendor and additional vendors anticipated will be available for services utilized in removing transformers from any of the staging sites, the warehouse locations, and any remote locations where transformers may be staged for pick up. The necessary trailers for temporary storage of transformers and planned transportation of these transformers will be delivered to the staging sites within 24 hours.

Inventory Management will coordinate with warehousing for the delivery and removal of scrap bins and other materials bound for the investment recovery center or other recovery location

6.6   Warehouse & Distribution

Upon being notified by the S-LSC of an emergency that requires the activation of the Logistics Support Organization, the SL-MC will coordinate with the R-M/FC all personnel and material needs. .

Normally the Material Management organization has one shift, Monday through Friday, covering 7:00 a.m. to 3:00 p.m. at local satellite storerooms. For emergencies, arrangements will be made to keep storerooms open on a twenty-four hour basis. When a major storm is anticipated, the SL-MC will coordinate the twenty-four hours per day acceptance of incoming emergency material shipments and to stage the emergency restoration kits. Material management personnel will acquire assistance from other parts of the organization to support the development of storm kits and loading materials for foreign crews.

6.7   Storm Restoration Kits

Storm Restoration Kits are under the control of Material Management. For major events the deployment of the kits falls under the PUL. Kits are restocked and sealed after restoration. In the event the restoration kits have been depleted or destroyed, replacements will be created as soon as possible.

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If a major event is declared which requires staging sites to be activated, the PUL will notify the assigned PU personnel via the contact list found in Section 8.0 of this procedure and will follow the guidelines set out in the ERP

The PUL will support the activation of the staging site by providing site set up kits as required. Additionally PU personnel assigned to the staging sites will report to the staging sites as required to assist in the site activation and preparing the site materials area for receiving emergency materials.

The PUL will make available to each staging site a tractor trailer and mounted fork lift, generally from an unaffected region. Depending on the site, an additional forklift and pallet jack may be delivered to the logistics site for general material handling. Transformer Rack trucks will be focused on the logistics sites to supply necessary transformers and any material logistics.

During the event it may become necessary to send material analyst to the distribution centers to facilitate the entering of MSR information and re-supply efforts.

Storm Kit Materials

IM will provide storm kits for general use by foreign crews. These kits are generally used to position materials near the event as a first means of supply before other logistics resources can be brought to bear. Storm kits reside in each region and is a kit of materials of approximately two pallet sized bins of materials built to support about five (5) crews approximately three (3) days. The kit is comprised of typical emergency materials as listed.

Once a staging site has been established, IM will provide yard kits to supply materials to foreign crews. Yard kits consists bulk quantities of the same materials as found in storm kits. A yard kit is equivalent to 10 storm kits. Only requested bulk items are provided depending on the type of storm and materials required. Yard kit PeopleSoft item. . The relative volume of material is expected to keep 50 crews working approximately 3 days.

The number of Storm Kits and Yard Kits and their distribution in preparation for deployment is listed on the table on the following page.

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7.0 Lodging/Meals Unit Procedure

7.1 Introduction

The Lodging/Meals Unit is responsible for ensuring all resources acquired for restoration (internal, external, mutual aid) have proper lodging/meal accommodations during the restoration effort.

7.2 Lodging

For level 4 and 5 and some level 3 events it will be necessary to bring additional resources in to support Regional–EOC restoration activities. Often for level 4 and 5 events these are predictable and resources are pre-staged in anticipation of trouble. The hosting company typically will make accommodations once the resources have arrived however there may be cases were specific accommodations are prescheduled for resources traveling a significant distance.

The meals and lodging responsibility falls under the Logistic Section Chief for system events and the Logistic Chief if a regional event. For system events the two sections (regional and system) will work in unison to ensure the most effective use of resources.

The role of the System Meals & Lodging Unit Lead is to acquire the appropriate number and type of rooms or lodging accommodations to house all incoming or existing resources. Additionally, meal accommodations that support breakfast, lunch and dinner will be coordinate through this function.

System Level Role

The system level Lodging Unit will acquire the appropriate number of rooms to accommodate anticipated numbers of resources in each region. If such accommodations are not possible locally the Unit Lead will work with other Logistic units to determine if bussing is a feasible to option. In general drives exceeding two hours are not acceptable and local shelters or tent accommodations may have to be established.

The Lodging Unit will acquire blocks of rooms from hotels/motels or others in a specific region based on the number resources the Planning Section Chief request plus the number of local resources requiring lodging. In addition, the Unit Lead will work closely with the Resource Unit Lead to ensure that type of resource and any special accommodations are taken into consideration. As part of this process the Lodging Unit will prioritize hotel accommodations by:

- Proximity to the work
- Amenities provided
- Serves Breakfast and Dinner
- Can provide a box lunch for crews in the AM
- Laundry service/etc
- Price

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The Unit Lead will document all information related to hotel accommodation and identify;

- Name and location of Hotel

- The number of single and double rooms available

- Hotel capability – food and other amenities

- Duration of room availability

- Payment methodology

The Meal & Lodging Unit will establish a security methodology (voucher system) at each hotel to ensure rooms are assigned to Unitil personnel and to specific groups. Pass codes, voucher or other established methods will be provided to the Regional Logistics Lodging coordinators.

Once documented, the System Level Lodging and Meals Unit will pass the information to the regional Lodging and Meals Unit for individual personnel assignments.

Regional Level Role

For level 2 and 3 events lodging requirements will be the responsibility of the local R-EOC team. The Lodging unit will use predefined list of preferred vendors in the area. Typically this will be for very limited number of resources for approximately one or two days.

For Level 4 and 5 events and some level 3 the System-EOC will open to coordinate Logistics. The Regional Lodging unit will work closely with System personnel. Once the information is passed from system to regional location it is the Regional Lodging Unit responsibility to assign specific crews and personnel to the available hotels taking into consideration the preferred hotels or accommodations. It is the Lodging unit responsibility to align resources needs with available lodging i.e. separate rooms for women, or supervisors. Any availability mismatches will be escalated to the System level.

This unit will also monitor any complaints regarding quality and performance of Hotels and escalate issues to the System level for resolution if needed.

The Unit Lead will ensure that the voucher system is understood by all crew guides and supervisors and will work with the Hotels to ensure the process is effective.

NOTE: The R-RL/MC and staff will be responsible for assigning hotels/motels to all restoration personnel requiring accommodations and entering those crew assignments into the correct system.

NOTE: The R-RL/MC is also responsible for ensuring all changes to lodging reservations are made accordingly due to re-assignment of crews from one geographic location to another or due to the release of crews from restoration functions.

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7.3 Meals

Meals schedules will be established by the Operations Section Chief. To accommodate resource care and feeding the System Logistics section will establish a list of vendors that can provide services for all internal and external resource needs. This will include but is limited to:

- Internal field personnel
- Contractor crews
- Facility staff (EOC's)
- Staging site personnel
- Support staff

Pre-established list of caterers, restaurants and hotel accommodations that provide food will be established. The meals unit will align the number of resources with food vendor capability by region. These options will be provide to the regional coordinators who in turn will work with local supervision to ensure they understand their options. Often established schedules for meals are not practical and personnel will need the ability to choose the best time to eat.

Lunch can often be challenging because of the diverse locations of personnel. It is preferable for crews to take a boxed lunch to the job site. This unit will make every effort to make available a box lunch prior to crew departure in the morning. If not practical then Regional Meals Coordinators will work with Operations in identifying vendors that can deliver food or have crew guides/ supervisors picked up food at pre-planned locations.

During full activation of the R- LSO, R-L&MC will contact the Regional Lodging and Meals Coordinators in the Regional Emergency Operating Center, division headquarters, or the DSOs, the Call Board Supervisors, Substation SACs, or other affected groups, to establish a communications contact for emergency food requirements. The Coordinators will provide each contact with his/her name and telephone number, along with the type of information required. Meals will be provided as required and a schedule will be established for communications and food deliveries. Consideration will be given to making food service arrangements for those field personnel in an area without power. The Regional Lodging and Meals Coordinator will coordinate the efforts of any vendors assigned to assist in the provision of Food Service.

7.4 Documentation

All meal and lodging activity will be tracked and cost estimates provided to the Finance Unit Lead for cost consolidation estimating. All information related to specific time and cost will be tracked in spreadsheets. The System Unit has overall responsibility to have an auditable process. The System Unit will work with Regional Coordinators when demobilizing the team and will ensure calls are made to each vendor to notify them of the situation.

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8.0 Staging Site Procedure

Upon activation of the R-EOC the R-LC, will review and identify the key area where restoration efforts are centered and where assistance can be rendered that requires Staging Site services. While logistical support is generally a reactive process best performance comes from proactively anticipating the needs based on experience, so as to be better positioned to respond.

The Staging Site Coordinator (SSC) will communicate with the property owners who have established emergency staging areas on non-Unitil's property, obtain permits for mobile offices and parking areas for field personnel and, for moving oversize/overweight equipment through areas having restrictions. In addition, the R-LC will work through the EH&S Officer and S-LSC to contact the State - Department of Environmental Management for permits required to work in wetlands or other environmentally sensitive areas under their jurisdiction when assistance of Army Corps of Engineers is required. Town, state, city, county, town and village police departments' assistance will be requested in the event of an oversized/overweight load must be transported on local roadways or a road must be cordoned off to permit electric repairs.

The SSC will contact landlords of vacant land and/or usable facilities for short term lease; maintain a log of calls incoming and outgoing, and ensure lease agreements are prepared, signed and notarized.

In the event of a disaster affects an operations center, wherein a facility is rendered all or partially unusable and requiring relocation of personnel, the R-LC will assess the needs of departments requiring relocation. The R-LC will utilize Business Continuation Plans to determine if relocation sites are available. If planned relocation sites are not available, the R-LC will contact landlords of buildings where Unitil's already leases space to see if suitable space is available for departments requiring relocation and contact owners with property offerings to locate property available/adaptable to Unitil's needs. When a suitable location/size property has been located, the R-LC will contact the S-LSC who will work with Risk Management for insurance coverage and make arrangements to sign and notarize lease agreements.

Upon deactivation R-LC, will forward check(s) to landlord(s) for utilization of property during emergency restoration, ensure that post utilization lease agreements are signed and notarized, and update phone lists for contacting local/state/federal officials.

Due to the size and complexity of staging site operations refer to procedure EP-E-P05 (Attachment 7 – Staging Site Mobilization, Management, and Demobilization).

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9.0 Forms, Reports, and Policies

9.1 Crew Transfer Sheet

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9.2 Crew Tracking Sheet

Daily Crew Tracking Sheet						Date:_____	
Name	**Company**	**Time In**	**Time Out**	**(-) Lunch**	**(-) Dinner**	**Total Time**	**Overtime**
Foreman Name:		**Signature:**					

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9.3 Incident Report Form

⟨logo⟩ Unitil

Incident Report

Date of Report	Date of Incident:
Time of Incident	Incident Location:

Description of Incident:

1) What occurred or was said? By whom and to whom?

2) Description of any violent or threatening acts, gestures, or words.

3) Type and extent of any personal injury or property damage.

4) Any other relevant information.

Company personnel involved: ☐ Yes ☐ No   (If yes, identify by name and type - employee, contractor, bystander, etc.)

Non-company personnel: ☐ Yes ☐ No   (If yes identify by name or description)

Union Officers in the area: ☐ Yes ☐ No   (If yes identify by name)

Police activity:

Witnesses (identify by name):

Reported by:	
Submitted by (print):	
Title:	Telephone No.
Department	Work Location:
Signature:	

Use back of form for additional space.

Fax completed report to the applicable R-EOC and S-EOC at the following Number:

S-EOC (Hampton, NH) 604-773-XXXX	Capital R-EOC (Concord, NH) 603-	Fitchburg R-EOC (Fitchburg, MA) 978-353-
Seacoast R-EOC ((Kensington, NH) 603-		

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9.4   Storm Staffing Summary

Storm Staffing Summary

Day: [   ] Date: [   ] Time: [   ] Storm No.: [   ]

System Level	MA		NH		TOTAL	
	1st Shift	2nd Shift	1st Shift	2nd Shift	1st Shift	2nd Shift
Line- Unitil	0	0	0	0	0	0
Line- Contractor	0	0	0	0	0	0
Line- Foreign Utility	0	0	0	0	0	0
Service- Contractors/Foreign Utility	0	0	0	0	0	0
Pole- All Pole Crews	0	0	0	0	0	0
Tree- Contractor	0	0	0	0	0	0
Tree- Foreign Utility	0	0	0	0	0	0
Damage Assessment- Unitil	0	0	0	0	0	0
Damage Assessment- Contractor/Foreign Utility	0	0	0	0	0	0
Wire Down- Unitil	0	0	0	0	0	0
Field Guides/Bird Dogs- Unitil	0	0	0	0	0	0
SUB-TOTAL	0	0	0	0	0	0

Fitchburg Region	MA		NH		TOTAL	
	1st Shift	2nd Shift	1st Shift	2nd Shift	1st Shift	2nd Shift
Line- Unitil	0	0	0	0	0	0
Line- Contractor	0	0	0	0	0	0
Line- Foreign Utility	0	0	0	0	0	0
Service- Contractors/Foreign Utility	0	0	0	0	0	0
Pole- All Pole Crews	0	0	0	0	0	0
Tree- Contractor	0	0	0	0	0	0
Tree- Foreign Utility	0	0	0	0	0	0
Damage Assessment- Unitil	0	0	0	0	0	0
Damage Assessment- Contractor/Foreign Utility	0	0	0	0	0	0
Wire Down- Unitil	0	0	0	0	0	0
Field Guides/Bird Dogs- Unitil	0	0	0	0	0	0
SUB-TOTAL	0	0	0	0	0	0

Capital Region	MA		NH		TOTAL	
	1st Shift	2nd Shift	1st Shift	2nd Shift	1st Shift	2nd Shift
Line- Unitil	0	0	0	0	0	0
Line- Contractor	0	0	0	0	0	0
Line- Foreign Utility	0	0	0	0	0	0
Service- Contractors/Foreign Utility	0	0	0	0	0	0
Pole- All Pole Crews	0	0	0	0	0	0
Tree- Contractor	0	0	0	0	0	0
Tree- Foreign Utility	0	0	0	0	0	0
Damage Assessment- Unitil	0	0	0	0	0	0
Damage Assessment- Contractor/Foreign Utility	0	0	0	0	0	0
Wire Down- Unitil	0	0	0	0	0	0
Field Guides/Bird Dogs- Unitil	0	0	0	0	0	0
SUB-TOTAL	0	0	0	0	0	0

Seacoast Region	MA		NH		TOTAL	
	1st Shift	2nd Shift	1st Shift	2nd Shift	1st Shift	2nd Shift
Line- Unitil	0	0	0	0	0	0
Line- Contractor	0	0	0	0	0	0
Line- Foreign Utility	0	0	0	0	0	0
Service- Contractors/Foreign Utility	0	0	0	0	0	0
Pole- All Pole Crews	0	0	0	0	0	0
Tree- Contractor	0	0	0	0	0	0
Tree- Foreign Utility	0	0	0	0	0	0
Damage Assessment- Unitil	0	0	0	0	0	0
Damage Assessment- Contractor/Foreign Utility	0	0	0	0	0	0
Wire Down- Unitil	0	0	0	0	0	0
Field Guides/Bird Dogs- Unitil	0	0	0	0	0	0
SUB-TOTAL	0	0	0	0	0	0
SYSTEM TOTAL	0	0	0	0	0	0

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9.5 Regulatory Crew Reporting Form

NH PUC DISTRIBUTION CREW REPORT

EVENT	December Noreaster Snow Storm		
DATE:	Dec 7 2009	TIME - DATA EXTRACT:	Dec 6 11pm
Submitted by:	J Expert		
Company:	Unitil (includes all Divisions)		

Quantity of Field Personnel

				Prior to Event	During Event	Incremental
			FRONT LINE			
1	**Distribution**[A] 69 KV and Less includes Subtransmission 46kv, 34.5kv,22kv, 13kv, 7.5 kv, 4kv, 2kv and below	Line	Company Line Crews restoring Distribution Circuits	12	0	-12
			Affiliate Co Line Crews restoring Distribution Circuits	8	0	-8
			Contractor Line Crews restoring Distribution Circuits	0	0	0
			Foreign Utility Line Crews restoring Distribution Circuits	3	0	-3
		Service	Company Line Crews restoring Service	0	0	0
			Contractors restoring Service *includes Electricans*	2	0	-2
		Pole[B]	Pole Setting/Digging Operations *includes Co, Foreign Utility, Contractor*	4	0	-4
		Tree	Contractor Tree Clearing - Working on Distribution Circuits	3	0	-3
			Foreign Utility Tree Clearing - Working on Distribution Circuits	2	0	-2
			SUBTOTAL	34	0	-34
			FIELD ASSESSMENT			
2	Distribution see above	Line[C]	Company Damage Assessment Personnel	12		-12
				6		-6
			PUBLIC SAFETY SUBTOTAL	18	0	-18
3	Wires Down Appraiser Field Guides Other Support	Line	Company Personnel	3	14	11
			Bird Dogs, Location Guides	5	0	-5
			includes contractors	2	2	0
			SUBTOTAL	10	16	6

A includes crews physically present, signed into work , includes off road and on road
B does not include line crews who are doing both, includes those who are exclusively doing pole setting, includes contractor, in-house crews, mutual aid crews, does not include Telecom Crews
C does not include line crews who are also doing assessment

GRAND TOTAL	62	16	-46

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10.0 Logistics Unit Contact Information

10.1 Logistics Response Unit Lead Contacts (System)

Name	Role	Work	Home	Cell
Justin Eisfeller	Logistic Section Chief			
Fred Stewart	(Secondary)			
Todd Diggins	Resource Unit Lead			
Joe Conneely	(Secondary)			
Jacquie Agel	Staging Site Unit Lead			
Larry Brock	(Secondary)			
John Closson	Procurement Unit Lead			
Jane Leimer	(Secondary)			
Cindy Huyghue	Lodging/Meals Unit Lead			
Maureen Pepper	(Secondary)			
Sharon Fletcher	Buyer			
Deb Chaput	(Secondary)			
Daniel Goodwin	Logistics Analyst			
Linda McNamara	(Secondary)			
Deb Mahoney	(Tertiary)			

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10.2   Resource Unit Contacts (System)

Name	Role	Work	Home	Cell
Todd Diggins	Resource Unit Lead			
Joe Conneely	(Secondary)			
Richard Coco	Forestry Resource Coordinator			
Fran Wells	(Secondary)			
Kristen Cote	External Resource Coordinator			
Michael Lundgren	(Secondary)			
Joanne Robbins	Support Personnel Coordinator			
William Charette	(Secondary)			
Marc Dodier	(Tertiary)			

10.3   Staging Site Unit Contacts (System)

Name	Role	Work	Home	Cell
Jacquie Agel	Staging Site Unit Lead			
Larry Brock	(Secondary)			
Rich ManInnis	Staging Site Coordinator			
Peter Baumann	(Secondary)			
Bill Hobart	(Tertiary)			
Ed Conners	(Alt)			
Ester Olson-Murphy	Staging Site Assistant			
Jane Martin	(Secondary)			
Michael Swierz	Security/ Traffic and Parking			
Helen Ayotte	(Secondary)			

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10.4   Procurement Unit Contacts (System)

Name	Role	Work	Home	Cell
John Closson	Procurement Unit Lead			
Jane Leimer	(Secondary)			
M.J. Hilton	Materials Coordinator			
Terri McGehee	(Secondary)			
Sharon Gil	Supply & Vehicle Coordinator			
Robyn Paquette	(Secondary)			

10.5   Lodging/Meals Unit Contacts (System)

Name	Role	Work	Home	Cell
Cindy Huyghue	Lodging/Meals Unit Lead			
Maureen Pepper	(Secondary)			
Vicky Ryea	Lodging/Meals Analyst			
Barbara Scannell	(Secondary)			

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10.6   Logistics Response Organization Contacts (Regional)

Name	Role	Work	Home	Cell
Rob Furino	Logistics Chief (Seacoast)			
Roger Barham	(Secondary)			
Jane Cavanaugh	Logistics Chief (Capital)			
Doug Debski	(Secondary)			
Dan Golden	Logistics Chief (Fitchburg)			
Sherrill Modzeleski	(Secondary)			
Jason Kearns	Material/Facility Coordinator (Seacoast)			
Christine Tobey	(Secondary)			
Scott McDougall	(Tertiary)			
Tom Clark	Material/Facility Coordinator (Capital)			
Greg Lightfoot	(Secondary)			
Tom Farley	(Tertiary)			
Wilma Foster	Material/Facility Coordinator (Fitchburg)			
Marilyn Gauvin	(Secondary)			
Dave Cutting	(Tertiary)			
Kim Gilman	Resources Lodging/Meals (Seacoast)			
Brenda Babylon	(Secondary)			
Cynthia Ratcliffe	(Tertiary)			
Jon Shannon	Resources Lodging/Meals (Capital)			
Wilfred Nedeau	(Secondary)			
Megan Wallace	(Tertiary)			
Lisa Fox-Thompson	Resources Lodging/Meals (Fitchburg)			
Kelli Moore	(Secondary)			

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10.7   System EOC Contacts

System Emergency Operations Center Contacts		
Department/Unit	**Number**	**Ext.**
Incident Commander (Richard Francazio)		
Planning Section Chief (Ray Letourneau)		
Transmission/Substation Unit Lead (Chris Dube)		
Logistics Section Chief (Justin Eisfeller)		
Lodging & Meals Unit Lead (Cindy Huyghue)		
Trouble Analysis Unit Lead (Carol Knowles)		
Corporate Communications		
Logistics-Materials (John Closson)		
Resource Unit (Todd Diggins)		
Wire Down/Damage Assessment (John Bonazoli)		
System-EOC Fax		

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10.8 Lodging Resources List (Vendors)

Fitchburg EOC				
Hotel Name	**Street Address**	**Town**	**State**	**Number**
Marriot Courtyard Fitchburg	150 Royal Plaza Dr.	Fitchburg	MA	(978) 342-7100
Super 8 Motel	8 Old Leominster Rd	Fitchburg	MA	(978) 678-6350
Colonial Hotel	625 Betty Spring Rd	Gardner	MA	(978) 630-2500
Super 8 Motel	482 North Main St	Leominster	MA	(978) 537-2800
Four Points by Sheraton	99 Erdman Way	Leominster	MA	(978) 534-0891
SpringHill Suites Devens Common Center	27 Andrews Parkway	Devens	MA	(978) 772-3030
Portsmouth EOC				
Comfort Inn Portsmouth	1190 Lafayette Rd	Portsmouth	NH	(603) 433-3338
Fairfield Inn by Marriott	650 Borthwick Ave	Portsmouth	NH	(603) 436-6363
Holiday Inn Portsmouth	300 Woodbury Ave	Portsmouth	NH	(877) 863-4780
Best Western Wynwood	1 New Hampshire Drive	Portsmouth	NH	(603) 436-7600
Residence Inn Portsmouth	1 International Dr	Portsmouth	NH	(603) 436-8880
Sheraton Portsmouth Harborside Hotel	250 Market St	Portsmouth	NH	(603) 431-2300
Concord EOC				
The Centennial	96 Pleasant Street	Concord	NH	(800) 360-4839
Best Western Concord Inn	97 Hall St	Concord	NH	(877) 574-2464
Comfort Inn	71 Hall Street	Concord	NH	(866) 969-8065
Holiday Inn	172 North Main Street	Concord	NH	(877) 654-0232
Holiday Inn	2280 Brown Ave	Manchester	NH	(877) 654-0232
Holiday Inn Express	75 Tilton Road	Tilton	NH	(877) 654-0232
Holiday Inn Express	1298 South Porter St	Manchester	NH	(877) 654-0232
Courtyard Concord	70 Constitution Ave	Concord	NH	(603) 225-0303
Days Inn	406 South Main Street	Concord	NH	(603) 224-2511
Fairfield Inn Concord	4 Gulf St	Concord	NH	(603) 244-4011
Fairfield Inn & Suites Hooksett	8 Bell Ave	Hooksett	NH	(603) 606-5485
Four Points by Sheraton Manchester Airport	55 John East Drive	Manchester	NH	(603) 668-6110
The Centennial	96 Pleasant Street	Concord	NH	(800) 360-4839
Hampton & Kensington EOC				
Best Western Seabrook	Rt. 107 Stard Rd.	Seabrook	NH	(603) 747-3078

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Ashworth Hotel	295 Ocean Blvd.	Hampton	NH	(603) 929-6762
Best Western Hampton	815 Lafayette Rd.	Hampton	NH	(603) 926-6771
Fairfield Inn & Suites Portsmouth	138 Portsmouth Ave	Exeter	NH	(603) 772-7411
Fairfield Inn Amesbury	35 Clarks Road	Amesbury	MA	(978) 388-3400
Farifield Inn Portsmouth	650 Borthwick Ave Ext	Portsmouth	NH	(603) 436-6363
Residence Inn Portsmouth	1 International Drive	Portsmouth	NH	(603) 436-8880
Courtyard Portsmouth	1000 Market Street	Portsmouth	NH	(603) 436-2121
Wentworth By the Sea	588 Wentworth Road	New Castle	NH	(603) 422-7322
Exeter Inn	90 Front St	Exeter	NH	(603) 772-5901

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10.9   Meals Resources List (Vendors)

The meals vendor list for each Unitil region is maintained by the Lodging/Meals unit in each region and is located in each DOC.

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Attachment 7

Staging Site Mobilization, Management, and Demobilization

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FOREWORD

The purpose of this document is to detail the process in which to support personnel at established staging sites during an event requiring external resources and/or mutual aid.

Any questions or inquiries regarding information provided in this document should be referred to the Director, Emergency Management & Compliance

_____

Richard L. Francazio

Director, Emergency Management & Compliance

RECORD OF CHANGES		
DATE OF REVIEW: 08/14/09		
REVISION	DATE	DESCRIPTION
0	08/14/09	Initial Issue

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1.0   Introduction

This procedure will detail the processes used by Unitil (the Company) to support personnel during an event in a manner that is consistent with the goals and procedures of the Company's Emergency Response Plan (ERP). Staging site operations must also enhance the ability of response personnel to efficiently complete the task at hand.

1.1   Purpose

Accordingly, logistics planning must establish parameters for functions necessary to support the restoration effort. Because external resources make up a large part of the restoration workforce, staging sites must be utilized to marshal these personnel and equipment. These sites allow for positioning crews and materials close to the affected areas and enable effective coordination of support services.

Lodging, meals, laundry service, and transportation requirements must also be established. These requirements must be documented by function and developed to optimal support levels with acceptable alternatives addressed.

The ability to support the work force in an emergency response situation is vitally important. Well-planned and -executed logistics will improve restoration operations significantly and reduce the overall cost of the restoration by eliminating unnecessary delays in supporting response personnel.

1.2   Applicability and Scope

This procedure applies to both the Company's Tactical and Operational Levels or region and system, respectively. This procedure does not supersede the Company's ERP but complements the roles, responsibilities, and activities detailed within that document.

Resources and activities which are mobilized, manage, and demobilized at a staging site of the type defined in Section 4.2 will reference this procedure. However, the procedure will be used as a guideline with the intent to support a staging site's effectiveness and efficiency. Therefore, the guideline should not be viewed as a limit or constriction on ensuring such success.

1.3   Updating the Procedure

The Director, Emergency Management and Compliance is responsible for maintaining this procedure. Annually or after a storm or storm drill critique, if warranted, material in the procedure will be updated or revised, in an attempt to stay current with changes in the Company's organization or policies, emergency planning regulations, or best management practices (BMPs). All revisions and/or additions shall detail a revision date and number on the top right corner of each page within the header, as well as a brief description in the *Record of Changes* section on the cover.

Comments are welcomed and should be documented (using the *Request for Procedure/Change Form* in Appendix A) and addressed to the Director, Emergency Planning. All documented comments shall be retained in a separate file and reviewed each time this procedure is revised. These comments will keep the contents of the procedure current and enhance its usefulness.

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1.4   Availability

Emergency Mgt. and supported services staff have access to this document via the Hampton Shared Drive and are encouraged to print hard copies of the same - \\file-uni\Common\Departments Shared\Operations\Emergency Planning .

NOTE: Only up-to-date versions of the documents are posted on the Hampton Shared Drive. All other revisions (both electronic and hardcopy) should not be referenced and discarded.

1.5   References

Documents used in the creation of this procedure are no longer traceable.

2.0   General Information

2.1   Acronyms

IC	Incident Commander
ICS	Incident Command System
PAX	Personnel
R-OAC	Regional – Operations Area Chief
R-EOC	Regional – Emergency Operations Center
R-LC	Regional Logistics Chief
SAL	Storm Assignment Listing
S-EOC	System – Emergency Operations Center
S-LSC	System- Logistics Section Chief
SSUL	Staging Site Unit Lead
SSA	Staging Site Assistant
SSC	Staging Site Coordinator

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3.0 Organization and Site Types

3.1 Staging Site Organization
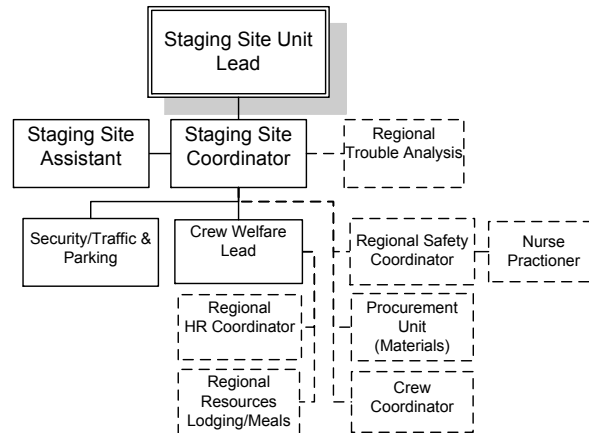
NOTE: The Staging Site Unit Lead (SSUL) is located in the Hampton EOC, while those reporting to the SSUL report to and work from the established staging site area.

3.2 Site Types

3.2.1. Assembly Site

An Assembly Site is a defined location used to marshal personnel and equipment prior to the distribution of work. This location may be used to provide safety and restoration-related information briefings to the assembled resources, as well as represent the commencement of "on-property" work activities. This site is usually staffed by Operations, Safety, and Security personnel on a temporary frequency (i.e., as personnel and equipment arrive).

Table 3.2.1 references the typical Assembly Site setup requirements based upon a 100 crew (or 250 personnel) simultaneous processing flow. Detailed quantities should be increased or decreased proportionally based upon the actual or anticipated throughput numbers.

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Table 3.2.1		
Assembly Site for 250 Personnel (100 Crews)		
Resource	**Quantity**	**Comment**
Hand wash Station	2	
Light Tower	2	Optional based upon existing operational site lighting
Portable Restroom	6	
RV	1	Optional based duration of site's operation
Security	2 ppl	Optional based upon entrance/exit flows to site
Traffic Billboard	2	Optional based upon entrance flow to site
Traffic Cone	100	Or one pallet, whichever is greater
Trash Bin (8 yds)	1	May be substituted by four lined trash cans
Two-way Radio	4	Number varies based upon total assigned personnel

3.2.2. Material Laydown Site

A Material Laydown site is a defined location used to distribute material to resources working in a detailed geographic area. Material may include: electric equipment, fuel, and/or meals. This site is typically not used for overnight vehicle parking and is minimally staffed with security personnel.

Table 3.2.2 references the typical Material Laydown Site setup requirements based upon a 100 crew (or 250 personnel) simultaneous processing flow. Detailed quantities should be increased or decreased proportionally based upon the actual or anticipated throughput numbers.

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Table 3.2.2		
Material Laydown Site for 250 Personnel (100 Crews)		
Resource	**Quantity**	**Comment**
Fan	2	Seasonal – Spring, Summer, Fall for tent
Fuel Truck (Cargo)	1	Optional based upon site used as a refueling location
Generator	1	Optional based upon site electric supply and lighting (tent)
Handwash Station	1	
Heater	1	Seasonal – Fall, Winter, Spring for tent
Light Tower	4	Optional based upon existing operational site lighting
Portable Restroom	4	
RV	2	Minimum of one needed for site and material leads
Security	2 ppl	Optional based upon entrance/exit flows to site
Tent (20' x 40')	1	Material Resupply
Traffic Billboard	2	Optional based upon entrance flow to site
Traffic Cone	100	Or one pallet, whichever is greater
Trash Bin (8 yds)	4	One – RVs, one – caterer, one – parking area, and one for cardboard
Two-way Radio	4	Number varies based upon total assigned personnel

3.2.3. Staging Site

A Staging Site is a defined location used to assemble and resupply the marshal personnel and equipment, as well as support the lodging, feeding, and laundering of the resources. The site usually has a defined geographic area that is served by its resources. Site staffing includes a core

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group of Storm Assignment Listing (SAL) personnel that mobilize, manage, and demobilize the staging site. This organization is further defined in Section 4.0.

Table 3.2.3 references the typical Staging Site setup and support requirements based upon a 100 crew (or 250 personnel) simultaneous processing flow. Detailed quantities should be increased or decreased proportionally based upon the actual or anticipated throughput numbers.

Table 3.2.3		
Staging Site for 250 Personnel (100 Crews)		
Resource	**Quantity**	**Comment**
Fan	2	Seasonal – spring, summer, and fall for materials tent
Fuel (Drop Tank)	2	Optional based upon site used as a refueling location
Generator	2	Optional based upon site electric supply and lighting (tent)
Handwash Station	4	
HVAC Unit	4	Seasonal – fall, winter, and spring; two for mess tent, one for kitchen, and one for operations tent (optional)
Light Tower	8	Optional based upon existing operational site lighting
Portable Restroom	12	
RV	4	One – site lead, one – materials, one – operations and lodging, and one – nurse practicer
Security	5 ppl	Optional based upon entrance/exit flows to site
Tent (40' x 40')	2	One for materials and one for operations
Tent (8' x 8')	2	Optional for security personnel at gates
Traffic Billboard	2	Optional based upon entrance flow to site
Traffic Cone	400	Or four pallets, whichever is greater
Trash Bin (8 yds)	2	One for trash and second for cardboard
Two-way Radio	8	Number varies based upon total assigned personnel
Fan	2	Seasonal – spring, summer, and fall for materials tent
Fuel (Drop Tank)	2	Optional based upon site used as a refueling location
Generator	2	Optional based upon site electric supply and lighting (tent)
Transportation		

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Table 3.2.3		
Staging Site for 250 Personnel (100 Crews)		
Resource	**Quantity**	**Comment**
Golf Cart	3	Two for two people and one for cargo
Fork Lift	1	
Fuel Supplier	1 vendor	Overnight refueling of 130 vehicles (diesel and gasoline)
Shuttle Bus	Varies	Coordinate with System Resource Unit for bus/location ratio number
Laundry (if established)		
Laundry (mobile)	Varies	Optional
Laundry Service	1 vendor	For 80% of site's total population
Catering (if established)		
Caterer (on-site)	1 vendor	For 125% of site's total population
Ice	Varies	Seasonal amount – winter and spring for 1 bag/crew/day and 10% over or 110 bags and summer and fall at 3 bags/cre/day and 25% over or 360 bags
Ice Storage	1 trailer	Refrigerated trailer or truck
Snacks	Varies	4 pieces (candy, beef jerky, and fruit)/person/day or 1,000 pieces/day – 25% candy, 25% beef jerky, and 50% fruit
Sport Drinks	Varies	Seasonal for summer; 1 case/2 crews/day and 25% over or 65 cases
Tables/chairs	1 unit	For 75% of site's total population
Tent (mess)	1	For 75% of site's total population
Water (0.5 Liter)	Varies	Seasonal amount – winter and spring for 0.5 case/crew/day and 10% over or 70 cases/day and summer and fall at I case/crew/day and 15% over or 115 cases/day

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3.2.4. Sample Staging Site Layout

TYPICAL STAGING SITE

MAJOR DISASTER
TYPICAL STAGING AREA LAYOUT

SHEET 1 OF 1

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4.0   Roles & Responsibilities

4.1   Staging Site Unit Lead

The Staging Site Unit Lead is responsible for overseeing the mobilization, management, and demobilization of staging sites. Unitil has previously identified locations throughout its service territory that can be used as staging Sites and designate a Staging Site Unit Lead (SSUL) to coordinate these efforts. The SSUL reports directly to the Logistics Section Chief.

Specific responsibilities include, but are not limited to:

Responsible for overall operation of logistics functions at a specific staging site including mobilization and demobilization

Contacts pre-determined land owners for agreement to the use of property

Reports the status/progress of the Staging Site to the Logistics Section Chief

Assures timely procurement and distribution of all supplies and equipment necessary to support restoration activities

Pre-emergency responsibilities:

Verify/update all Staging Site location/Property owner lists.

Responsibilities during an emergency:

Oversee the proper operations of the staging site.

Equipment required:

Refer to the S-EOC staging site procedure for equipment requirements, and check off list.

Job location:

S-EOC, Hampton, NH

Work period:

12 hours on, 12 hours off with "as required" overlap with relief Staging Site Unit Lead.

Additional responsibilities during major disasters:

Additional equipment requirements:

As required (through facilities and outside resources)

Additional staff requirements:

As required (through SAL program)

4.2   Staging Site Coordinator

The Staging Site Coordinator (SSC) is responsible for assisting the SSUL in the mobilization, management, and demobilization of staging sites. The SSC will work out of the staging site and report directly to the SSUL

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Specific responsibilities include, but are not limited to:

Reports progress/status of all staging site information to the Staging Site Unit Lead

Responsible for overall safety of site

Responsible for overall operation of logistics functions at a specific staging site including mobilization and demobilization

Makes personnel assignments to support coordination of logistics functions

Coordinates closely with Operations Unit Lead

Serves as primary contact for property owner of staging site

Ensures timely procurement and distribution of all supplies and equipment necessary to support restoration activities

Pre-emergency responsibilities:

Verify/update all Staging Site location/Property owner lists.

Responsibilities during an emergency:

Oversee the proper operations of the staging site.

Equipment required:

Refer to the S-EOC staging site procedure for equipment requirements, and check off list.

Job location:

TBD-established Staging Site

Work period:

12 hours on, 12 hours off with "as required" overlap with relief Staging Site Coordinator

Additional responsibilities during major disasters:

Additional equipment requirements:

As required (through facilities and outside resources)

Additional staff requirements:

As required (through SAL program)

4.3   Staging Site Assistant

The Staging Site Assistant (SSA) is responsible for assisting the SSC in the mobilization, management, and demobilization of staging sites. The SSA will work out of the staging site and report directly to the SSUL

Specific responsibilities include, but are not limited to:

Reports progress/status of all staging site information to the Staging Site Unit Lead

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Responsible for overall safety of site

Responsible for overall operation of logistics functions at a specific staging site including mobilization and demobilization

Contacts pre-determined land owners for agreement to the use of property

Makes personnel assignments to support coordination of logistics functions

Coordinates closely with Operations Unit Lead

Assures timely procurement and distribution of all supplies and equipment necessary to support restoration activities

Pre-emergency responsibilities:

Verify/update all Staging Site location/Property owner lists.

Responsibilities during an emergency:

Oversee the proper operations of the staging site.

Equipment required:

Refer to the S-EOC staging site procedure for equipment requirements, and check off list.

Job location:

TBD-established Staging Site

Work period:

12 hours on, 12 hours off with "as required" overlap with relief Staging Site Assistant

Additional responsibilities during major disasters:

Additional equipment requirements:

As required (through facilities and outside resources)

Additional staff requirements:

As required (through SAL program)

4.4 Security/Traffic & Parking

The Security/Traffic & Parking Lead will work out of the staging area and ensure that security traffic and parking functions are maintained The Security/Traffic & Parking lead will report directly to the Staging Site Coordinator and work closely with the SSA.

Specific responsibilities include, but are not limited to:

Assigns personnel to specific tasks in support of parking and traffic control functions

Assures appropriate materials, supplies, and equipment are available and deployed

Must be present at all times during mobilization and demobilization

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Responsible for entrance/exit traffic flow within site sing cones, barriers, etc.

Responsible for vehicle alignment for efficient overnight refueling

Coordinates with local law enforcement for morning exit of vehicles

Pre-emergency responsibilities:

Assure all staging materials are prepared as required

Responsibilities during an emergency:

Constantly monitor security, traffic and parking issues at the staging site area.

Equipment required:

Refer to the S-EOC staging site procedure for equipment requirements, and check off list.

Job location:

TBD-established Staging Site

Work period:

12 hours on, 12 hours off with "as required" overlap with relief Security/Traffic & Parking.

Additional responsibilities during major disasters:

Additional equipment requirements:

As required (through facilities and outside resources)

Additional staff requirements:

As required (through SAL program)

4.5   Crew Welfare

The Crew Welfare Lead is responsible for various services in the staging site area. The Crew Welfare lead will work out the staging area and report to the Staging Site Coordinator.

Specific responsibilities include, but are not limited to:

Coordinate laundry service and laundry personnel

Coordinate transportation to and from the staging site for personnel

Maintain accurate bussing records and schedules

Ensuring the site has the appropriate amount of meals, food service available

Responsible for ice and water setup at the site and housekeeping of these areas

Must be present for initial setup and demobilization

Pre-emergency responsibilities:

Assure all staging materials are prepared as required

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Responsibilities during an emergency:

Constantly assess site needs related to crew welfare.

Equipment required:

Refer to the S-EOC staging site procedure for equipment requirements, and check off list.

Job location:

TBD-established Staging Site

Work period:

12 hours on, 12 hours off with "as required" overlap with relief Crew Welfare lead.

Additional responsibilities during major disasters:

Additional equipment requirements:

As required (through facilities and outside resources)

Additional staff requirements:

As required (through SAL program)

4.6 Regional Positions Assigned to Staging Areas

When a staging site is activate for a region, many other position may report to and work out of the staging site area including; Regional Safety Coordinators, Regional HR Coordinator, Regional Crew Coordinators, Regional Resources Lodging/Meals Coordinator, and a contracted nurse practitioner, if necessary. These positions will provide services to the staging site and personnel assign to the area and coordinate efforts through the Staging Site Coordinator.

4.6.1. Regional Operations Staging Site Coordinator

The Regional Operations Staging Site Coordinator (OSSC) is a member of the Storm Response Unit (SRU) and when activated by the Regional Operations Chief will oversee operations at the staging site. This may include issuing work packets, coordinating crews, and assisting the staging site coordinator.

4.6.2. Regional Safety Coordinator

The Regional Safety Coordinator is deployed by the EH&S Officer, for system-wide or multi-region events, or by the Regional Operations Area Chief (R-OAC) in regional events. The Safety Coordinator is responsible for overseeing field health and safety throughout the incident for the assigned region, including staging sites if applicable and ensuring all resources receive a safety briefing upon arrival.

4.6.3. Nurse Practitioner

A contracted Nurse Practitioner may be located at the staging site and will work directly with the Regional Safety Coordinator to provide health services at the staging site location.

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4.6.4. Regional HR Coordinator

A Regional HR Coordinator may be located at the staging site to oversee human resources needs of internal and external employees. Although the HR Coordinator reports directly to the Regional Administration Chief, the coordinator may work closely with the Crew Welfare Lead to issue employee support services such as family assistance, home repairs, stress management, and spiritual support.

4.6.5. Regional Resources/Lodging & Meals Coordinator

The Regional Lodging & Meals Coordinator is responsible for all non-transportation related logistical requirements, such as hotel accommodations and food services. Busing of crews, materials and equipment, resource acquisition, and security at the staging site will be arranged between the Staging Site Coordinator and the Logistics Support Organization.

4.6.6. Crew Coordinator

In a restoration event when the resource requirement exceeds 25 crews regardless of their type (tree and/or line crews) the Crew Coordinator position will be established by and report to the Regional Operations Chief (R-OC). The Crew Coordinator supports the R-OC in the deployment and management of resources out of the DOC or R-EOC, and if applicable, an established staging site.

5.0 Logistics

5.1 Lodging & Meals

The Lodging & Meals Unit, either System or Regional, provides logistical support for the staging site such as establishing food services and lodging for all personnel assigned to the established staging area.

5.2 Resources

The Resource Unit, typically at the system level will be responsible for assigning resources to the staging site and any additional resource needs such as security for the staging site should be requested through the Resource Unit.

5.3 Procurement

The Procurement Unit at the system level will offer logistical support to the staging site such as busing of crews to the staging area, acquiring materials and equipment supplies, and delivery of materials and equipment.

6.0 Mobilization

6.1 Notification

In an electric emergency, the S-LSC will work with the R-OAC to identify areas with significant damage which will require the set-up and activation of a staging area(s) and submit a request to the Incident Commander (IC). Once the IC has approved the establishment of an emergency that requires the activation of one or more Staging Sites, the S-LSC will notify the Staging Site Unit

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Lead, conferring with the R-LC, to confirm the location and scope of Staging Sites required to meet the emergencies' needs. The SSUL will initiate notifications to personnel assigned to the staging areas. Contact information is provided in Section 9.0 Resources and Contact Information. Once Staging Site personnel are notified, the Staging Site Unit Lead will notify the S-LSC or the R-LC as appropriate to confirm contacts are made and personnel are reporting for emergency duty.

For other types of emergencies, the SSUL will interface with the affected office to ensure appropriate staging area location(s) are established. Once a location is established and a decision made to activate staging areas, the Staging Site Coordinator will arrange to set up parking coordination, repairs and fueling at staging areas. The S-F/FUL will maintain regular communications with the Staging Area Coordinator to arrange for any transportation related logistics requirements in the staging area.

6.2   Staging Site Process Flow

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6.3   Communications

The primary means of communications in the Staging Site is through the use of cellular telephones and two-way radios. The facility has separate lines installed for the staff to use. The phones have the ability to access both the internal company system and the external phone network. Telephone groups have been established to ensure that all phone calls are appropriately forwarded.

6.3.1. Media Presence

Due to the risk of increased media exposure at established staging sites, it is important to ensure productivity at the staging site to maintain the Company's public image. Also, to ensure the reliability and consistency of restoration information, all media communications must be directed through the communications unit at the system level as described in the Communications protocols sections defined in the ERP.01.

6.4   De-Mobilization

Once the decision has been made, by the S-LSC, that a staging site is no longer necessary for restoration efforts the de-mobilization process with start immediately after resulting in the property being properly returned in the same condition it was acquired. The following is an overview of the de-mobilization process flow.

```
        ┌─────────────────┐
        │ Decision to de- │
        │ mobilize staging│
        │   area made     │
        └────────┬────────┘
                 ▼
   ┌──────────────────────────────────┐
   │ Release of crews that are no      │
   │ longer needed                     │
   └────────────────┬─────────────────┘
                    ▼
   ┌──────────────────────────────────┐
   │ Remove staging site support       │
   │ functions: Recyclables and wastes,│
   │ tents and trailers,               │
   │ transportation etc.               │
   └────────────────┬─────────────────┘
                    ▼
   ┌──────────────────────────────────┐
   │ Re-integrate extra stock items    │
   └────────────────┬─────────────────┘
                    ▼
   ┌──────────────────────────────────┐
   │ Remove security barriers, fences, │
   │ lighting, generators, etc.        │
   └────────────────┬─────────────────┘
                    ▼
   ┌──────────────────────────────────┐
   │ Coordinate walk-through of        │
   │ property to ensure it is left     │
   │ just as it was found              │
   └────────────────┬─────────────────┘
                    ▼
   ┌──────────────────────────────────┐
   │ Confirm acceptable closure,       │
   │ follow written agreement          │
   └──────────────────────────────────┘
```

NOTE: It is the responsibility of the Staging Site Coordinator to meet with property owners of pre-established staging site locations before the setup of a staging site and after demobilization of the staging site area to brief the property owner on staging site activities. It may be beneficial to take pictures of the area before the staging site is set up to ensure the area is returned as it was received.

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7.0 Checklists

7.1 Staging Site Layout Checklist

(Performed by the Staging Site Unit Lead or Staging Site Coordinator)

Staging Site Layout Checklist	
Traffic	
☐	The site has been scoped out
☐	The perimeter has been scoped out
☐	The best location for exit(s) has been determined
☐	The location for the directional traffic billboard(s) ahs been set up
☐	The billboard(s) can easily be seen
☐	The billboard directs trucks to the entrance of the staging area
☐	The optimal traffic flow within the site has been determined NOTE: Some roads may need to be made "One Way" during busy times
Security	
☐	Natural barriers have been noted
☐	The location for temporary fencing for security has been determined
☐	The location for security guards has been determined
☐	This site is located in a tough neighborhood
☐	If so, other precautions necessary? (e.g. more lighting available)
Utilities	
Water	
Is there a hydrant available (60 psi)?	
☐	Yes. Caterers can use for food prep
☐	No. Request made for water tank
T1 Line, cable, or fiber optic:	
☐	Placed as close to trailers as possible
☐	Line not available (Prior arrangement needed- aircards or satellite)
Drainage	
Note proximity to caterer, fuel, and any environmental concerns for the following instances:	

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☐	Site has waster water drainage
☐	Site has sewers

Office Trailers

☐	Has been located near T1 line, cables, or fiber optic to set up communications
☐	Parking is available to 30 POV's
☐	There is enough space set aside and/or behind trailers for generator
☐	Able to fuel with truck approximately 12'
☐	The trailers are staked and grounded

RVs

☐	Materials
☐	Nurse Practitioner
☐	Operations and Lodging Leads
☐	Staging Site Unit Lead

Tents

	Description	Size
☐	Dining tent with lighting	40' X 60'
☐	Caterer with flooring and lights	40' X 40'
☐	Stores	40' X 40' or 20' X 40'
☐	Security (varies with number of exits)	8' X 8
☐	Operations	40' X 40'

Generators   **Total:**

☐	Identify fuel type and notify fuel vendor for refill
☐	Noted spacing
☐	Each area can be reached for refueling
	Placed Near:
☐	Officer trailers (if present)
☐	Caterer
☐	Dining and Operations tent lighting

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Light Towers (minimum of 6 or 8 dependant on area)	
☐	Existing lighting is available
☐	Locations is within neighborhood; lighting has been directed away from homes
☐	Note locations
☐	Identify fuel type and notify fuel vendor for refill
☐	Each tower can be reached for refueling

Materials Area		
	Area	**Location Considerations**
☐	Service Materials	Flow of traffic not disrupted
☐	Laydown for poles	Able to load
☐	Laydown for pallet/large equipment	Able to load
☐	Tent	To house bins for smaller materials/equipment

Environmental	
☐	Containment for oil-filled equipment has been located near materials area

Fueling (primarily used by pick-up and/or small vehicles)	
☐	Area is away from the flow of traffic
☐	Containment
☐	Space has been allocated
☐	Barrier/protection is needed for stored fuels

Parking		
	Area for:	Location Considerations:
☐	Vehicles	Enough space to turn around
☐	Fueling lanes	Truck can fuel 2 lanes each way
☐	Special equipment (skidders, pole setting)	May nor be moved every day
☐	Bus	Enough space to turn around
☐	Spacing (traffic cones)	Size of vehicle to be parked

Trash Bins		
	Placement	**Size**
☐	Near caterer	TBD

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☐	One for parking area	TBD
☐	Each materials area	TBD
Portable restrooms and Handwash stations		
	Placed in and around the perimeter in proximity to the following areas	
☐	Dining area	
☐	Parking area	
☐	Office trailers	

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8.0 Forms, Reports, and Policies

8.1 Staging Site Agreement

<div style="text-align:center">

LICENSE
</div>

THIS LICENSE (this "License") is made as of this _____ day of_____, 2009, by and between the_____,(the "Licensor"), and Unitil Service Corp New Hampshire corporation with its principal place of business at 6 Liberty Lane West, New Hampshire.

<div style="text-align:center">

RECITALS
</div>

WHEREAS, Licensor is the owner of that certain parcel of land located at_____, pursuant to that certain deed recorded with the Town of _____ Land Evidence Records, which is a portion of Licensor's Property identified as Lot _____and that certain parcel of land located at_____, pursuant to those certain deeds recorded with the City of _____ Land Evidence Records, which is a portion of Licensor's Property identified as Lot _____ copies of both Assessor's Plats are attached hereto as Exhibits A and B and made a part hereof; and

WHEREAS, Licensee desires, in the event of disasters such as major storms, hurricanes, natural disasters, and military or civil disturbances, the use of an area on the Licensor's Property for the staging of vehicles and equipment necessary for the restoration of electric service.

WHEREAS, Licensee will provide any surface improvements deemed necessary for the effective use of the areas including, but not limited to, required utility services, sanitation facilities, fuel dispensing for its equipment, mobile office facilities, tents, eating facilities, and upon termination of use, Licensee will restore the property to its original condition.

WHEREAS, Licensee's priority restoration of electrical service to Licensor's Property will aid Licensee with the use of the Licensor's Property as a staging area.

NOW, THEREFORE, in consideration of the mutual covenants and agreements contained herein and other good and valuable consideration, the receipt and sufficiency of which are hereby acknowledged under seal, the parties hereto agree as follows:

Description of Licensed Premises.

Licensor hereby licenses to Licensee and Licensee hereby licenses from Licensor _____the right to use in common with others entitled thereto such easements and appurtenances belonging or appertaining thereto providing pedestrian and/or access to a public way, and together with the right to use in common with others entitled thereto such entrances and exit ways, driveways, sidewalks and walkways necessary for pedestrian and/or vehicular access to the Licensed Premises ("Common Areas") as shown on two sketches attached hereto as Exhibits C and D and made a part hereof.

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Term.

The term of this License shall be for a period of one (1) year from the above-referenced date and automatically renewed from year to year thereafter until either party gives the other party ninety (90) days written notice prior to the anniversary date ("Term").

Use of Licensed Premises.

Licensee shall have unrestricted access to the Licensed Premises at any and all times in the event of catastrophic damage to the electrical distribution system in the State of _____ requiring personnel and equipment resources beyond those based at Licensee's facilities. Such unrestricted access would be initiated with prior notice to and coordination with Licensor for the staging and support of personnel, vehicles, equipment, and materials by Licensee, its agents, employees and invitees during the disaster restoration.

Covenants, Representation and Warranties.

Licensee represents, warrants, covenants and agrees that:

(a) Licensee shall be responsible for any and all costs and expenses associated with the use of the Licensed Premises and Common Areas during disaster restoration.

(b) Licensee shall comply with applicable provisions of federal, state and municipal laws, codes, regulations, and ordinances, and any amendments thereof or successor laws, codes, regulations, or ordinances thereto affecting the Licensor's Property including, without limitation the Licensed Premises and Common Areas, and Licensee's use thereof pursuant to this License.

(c) Licensee shall indemnify and defend, pay for and hold the Licensor harmless from and against any and all costs, losses, demands, liabilities and expenses resulting from Licensee's use of or access to the Licensed Premises and Common Areas, or from Licensee's breach of this License

(d) Licensee shall, at its sole cost and expense, obtain, keep and maintain in full force and effect during the term of this License insurance coverage in standard form and with companies now or hereafter under contract with the Licensee providing comprehensive general liability and property coverages with policy limits not less than One Million and 00/100 Dollars *($1,000,000.00)* combined single limit each occurrence and Two Million and 00/100 Dollars *($2,000,000.00)* aggregate. The _____shall all be named insured on all policies of insurance required hereunder as their interests may appear. Licensor may require Licensee to provide a certificate of insurance documenting the required insurance coverage.

(e) Licensee agrees to work cooperatively with Licensor with regard to the configuration, set-up, operation, and demobilization of the disaster recovery staging areas so as to minimize impacts upon Licensor's operations.

Notice.

Any notice given by Licensor or Licensee with respect to the Licensed Premises, or to the occupancy thereof, shall be deemed duly served only if mailed by registered or certified mail, return receipt requested, postage prepaid, or if sent by recognized overnight courier capable of providing a written receipt, if to Licensee at _____, Attention: _____ and if to Licensor at the office of _____.

Surrender.

Licensee shall, upon termination of this License, remove all Licensee's property from the Licensed Premises and restore the property to its original condition.

Entire Agreement.

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This License constitutes the entire agreement between the parties relating to the use of the Licensed Premises as described herein and supersedes all prior oral and written offers, negotiations, proposals, representations, agreements, courses of dealing, and understandings between the parties relating to the subject matter hereof, and is subject to no understandings, conditions, or representations other than those expressly stated herein.

Governing Law.

This License and the enforcement thereof shall be governed by the laws of the State wherein the premises lie.

IN WITNESS WHEREOF, the parties hereto have executed this License, or caused this License to be duly executed by their respective duly authorized representatives, as an instrument under seal as of the day and year first set forth above.

LICENSOR

BY:_____

BY:_____

LICENSEE:

Unitil Service Corp

BY:_____

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8.2 Crew Transfer Sheet

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8.3   Daily Crew Tracking Sheet

Daily Crew Tracking Sheet						Date:_____	
Name	**Company**	**Time In**	**Time Out**	**(-) Lunch**	**(-) Dinner**	**Total Time**	**Overtime**
Foreman Name:		**Signature:**					

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9.0   Resources and Contact Information

9.1   Staging Site Unit Contact List

Name	Role	Work	Home	Cell
Jacquie Agel	Staging Site Unit Lead			
Larry Brock	(Secondary)			
Rich McInnis	Staging Site Coordinator			
Peter Baumann	(Secondary)			
Bill Hobart	(Tertiary)			
Ed Conners	(Alt)			
Ester Olson-Murphy	Staging Site Assistant			
Jane Martin	(Secondary)			
Michael Swierz	Security/ Traffic and Parking			
Helen Ayotte	(Secondary)			

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9.2 System EOC Contact List

System Emergency Operations Center Contacts		
Department/Unit	**Number**	**Ext.**
Incident Commander (Richard Francazio)		
Planning Section Chief (Ray Letourneau)		
Transmission/Substation Unit Lead (Chris Dube)		
Logistics Section Chief (Justin Eisfeller)		
Lodging & Meals Unit Lead (Cindy Huyghue)		
Trouble Analysis Unit Lead (Carol Knowles)		
Corporate Communications		
Logistics-Materials (John Closson)		
Resource Unit (Todd Diggins)		
Wire Down/Damage Assessment (John Bonazoli)		
System-EOC Fax		

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9.3 Pre-Established Staging Site Locations

Facility Name	Address	Phone
Fitchburg		
Ashby Town Office	895 & 911 Main St. Ashby, MA	(978) 386-5652
Wallace Civic Center	1000 John Fitch Highway, Fitchburg, MA	(978) 665-4888
N. Middlesex Regional H.S.	19 Main St. Townsend, MA	(978) 597-8713
Capital		
Amoskeag Beverages	510 Hall St. Bow, NH	(603) 494-5671
Potential Lay-Dow Areas:		
Bow High School	32 White Rock Hill Rd. Bow, NH	(603) 224-4728
Bektash Shriners Temple	189 Pembroke Rd. Concord, NH	(603) 225-5372
Seacoast		
Seabrook Dog Track	107 New Zealand Rd. Seabrook, NH	
Rinks at Exeter	40 Industrial Dr. Brentwood, NH	
Chart Industries	Rt 125. Plaistow, NH	

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Attachment 8

Environmental Procedure – Release Response

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FOREWORD

Unitil is committed to conducting business in a manner that preserves the quality of the environment by continuously seeking ways to minimize the environmental impact of past, present and future operations. We believe that aggressively addressing environmental issues is good business and in the best interest of the communities we serve, our employees, our shareholders, and all our other stakeholders.

Unitil will promote continual improvement in our environmental performance and will develop internal standards to guide activities when no appropriate laws or regulations exist. This Environmental Procedure (EP) No. 5, Release Response, ensure that Unitil employees have guidance for responding to sudden releases of oil or hazardous materials in accordance with state-specific regulations.

Questions or inquiries regarding information provided in this EP should be referred to the Manager, Environmental Compliance

 _____ /signed/ _____

Richard L. Francazio

Director, Emergency Management & Compliance

603-773-6459

 _____ /signed/ _____

Thomas J. Murphy

Manager, Environmental Compliance

603-379-3829

RECORD OF CHANGES		
DATE OF REVIEW: 02/10/10		
REVISION	DATE	DESCRIPTION
0	02/10/10	Initial DRAFT Issue

1.0   INTRODUCTION

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Energy generation, transmission and distribution operations, as well as gas activities, may utilize oil and/or hazardous materials (OHM) in various applications. Uncontrolled releases of OHMs may be regulated on both a state and federal level. Although further information may be found throughout various chapters of this EP, the following instruction is provided for specific release conditions which are commonly encountered in the energy industry.

Purpose

This document provides instruction on the response to and management of controlled and uncontrolled releases to the environment for oil and/or hazardous materials (OHMs).

Applicability and Scope

This document applies to all Unitil employees, as well as retained vendors or contractors, when responding, evaluating, abating, and offering for transport OHM-related releases and subsequent wastes. All incidents or operations that results in a controlled or uncontrolled release to the environment shall comply with this document.

Responsibilities

All Unitil employees and retained vendors or contractors must properly respond to and manage controlled and/or uncontrolled releases to the environment with state and federal regulatory requirements.

2.0   HISTORIC STAINING

During the course of normal operations, minor releases of oil may occur. These minor releases may or may not require regulatory notification depending on whether the particular state utilizes a Reportable Quantity (RQ). However, regardless of whether regulatory notification is completed, spill cleanup may still be required (i.e., if the release poses a Significant Risk or if the released material was > 50 parts per million or ppm polychlorinated biphenyls or PCBs).

2.1   Regulatory Requirements

The requirement to conduct a spill response action is based upon obtaining "knowledge" of a release. However, there is no requirement to actively search for releases. Awareness of oil-stained soils may constitute knowledge of an oil release. In states where Reportable Concentrations (RC's) apply, Unitil conservatively assumes that oil-stained soils contain oil concentrations in excess of such RC's.

When staining is observed, it shall regarded as an environmental incident and entered into the Company spill database.

In **Maine** and **New Hampshire**, all releases are jurisdictional.

In **Massachusetts**, oil stains which have a surface area of < 17 square feet of impacted soil and/or soil and traprock and cannot be reasonably associated with equipment containing > 50 ppm PCB are assumed not to be jurisdictional under the Massachusetts Contingency Plan (MCP) detailed in Title 310 of the Code of Massachusetts Regulations as Section 40.0315(2) (i.e., 310 CMR 40.0315(2)). Oil stains which are > 17 square feet or associated with oil containing > 50 ppm PCB are jurisdictional.

Note: By conservatively assuming a three-foot cube of impact, a total volume of of 51 cubic feet (1.9 cubic yards) of impacted soil is estimated. 310 CMR 40.0315 states that < 2 cubic yards of soil with concentrations in excess of the oil RC **ONLY** are exempt from notification and clean up - unless the contamination poses an unacceptable risk.

In all states, however, soil and/or surface staining that is potentially associated with oil containing > 50 ppm PCB is also jurisdictional under Title 40 of the Code of Federal Regulation (CFR) Section 761 (i.e., 40 CFR 761).

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2.2 Decommissioned Substations

Release response actions conducted at decommissioned substations will comply with the pending EP-17 (Decommissioning Substations).

2.3 Active Electrical Substations and Other Active Operating Areas

For active electrical substations and other active operating areas (gas vaporizing plants) where knowledge of a release is obtained, efforts should be employed to repair all oil-filled equipment that is leaking. Remediation actions shall be conducted if both of the following conditions are true:

1.   Assessment and remediation activities can be conducted safely. The evaluation of whether this is possible should at a minimum include:

      (a)   Do any nearby electrical equipment or electrical lines (underground or overhead) present a potential risk to safety?

      (b)   If so, is it feasible to de-energize the equipment? Electrical equipment or lines should not be de-energized if doing so could potentially compromise the distribution of electricity to customers. If the work cannot be conducted in a safe manner, the response actions should not be undertaken.

2.   The release is considered jurisdictional under federal or state-specific regulations. Releases that are not jurisdictional under federal or state-specific regulations may be addressed at the discretion of the Manager, Environmental Compliance.

For all jurisdictional releases where assessment and remediation activities may not be safely conducted, a plan to address the release should be developed. Such a plan may involve negotiation with the appropriate regulatory agency. In Massachusetts, if a Limited Removal Action (LRA) cannot be completed within 120 days of obtaining knowledge of the release, then a surface soil sample should be collected so that submittal of a Release Notification Form can be completed.

2.4 Customer-owned Properties

Releases which occur on customer-owned properties must be remediated, regardless of whether or not the release is jurisdictional (providing that the work can be done safely). In instances where the release originated from a pad-mounted transformer, remedial actions may be problematic due to the need to schedule an outage. For all jurisdictional releases where an outage is difficult to schedule, a plan to address the release should be developed. In Massachusetts, if a LRA can not be completed within 120 days of obtaining knowledge of a release, a surface soil sample should be collected so that submittal of a Release Notification Form can be completed.

2.5 All Other Unitil Properties

All releases which occur on Unitil properties must be cleaned up, regardless of whether or not the release is jurisdictional, provided it is safe to do so.

3.0 RELEASES TO MANHOLES AND VAULTS

Unitil may be required to conduct response actions in manholes/vaults in response to releases from oil-filled electrical equipment or the discovery of an oil sheen on accumulated water. Often times, the presence of an oil sheen on accumulated water within the manhole/vault is associated with roadway runoff and is not related to Unitil's operations. EP-7 (Water and Wastewater

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Management) and associated environmental guidance (EG) documents provide instruction for dewatering manholes/vaults.

The purpose of Section 3.0 is to provide guidance on regulatory notifications.

3.1 Regulatory Requirements

In **Maine**, the Hazardous Waste Regulations define a release as "any intentional or unintentional action or omission resulting in the spilling, leaking, pumping, pouring, emitting, emptying, dumping, or disposing of hazardous materials into the surface or groundwater, or onto the lands in the state, or into waters outside the jurisdiction of the state when damage may result to the public health, lands, waters or natural resources within the jurisdiction of the state."

In **Massachusetts**, 310 CMR 40.0317(19) provides an exemption to the regulatory notification requirements if the release is completely contained within the manhole/vault. The Department of Environmental Protection (DEP) has also produced a Q&A to provide additional guidance. In this guidance, the DEP states that notification is required if:

- The vault is not designed, built, and maintained to be hydraulically tight;
- The vault is of unknown integrity or has a floor drain, dirt floor, or is otherwise incapable of containing the release;
- The release poses an Imminent Hazard, such as a release involving smoke/fire/explosion; or
- Separate-phase oil is migrating into the vault from an external source (thus constituting a condition of Substantial Release Migration).

In **New Hampshire**, environmental waste regulation Env-Or 600 requires reporting of a discharge of oil above the RQ to the Department of Environmental Services (DES). The definition of discharge includes "the release or addition of any oil to land, groundwater, surface water or subsurface utility."

3.2 Reporting of Releases to Manholes/Vaults

In accordance with the above-mentioned regulations, Unitil personnel shall utilize the following guidance to determine whether regulatory notification is exempted. Please note that in the event that regulatory notification is not required, response actions to cleanup the spill may still be required (it is only an exemption to notification).

Maine and New Hampshire

All releases above the RQ's shall be reported to the appropriate regulatory agencies regardless of the ability of the manhole/vault to contain the release.

Massachusetts

Regulatory notification shall be made in the following instances:

- The flow of separate-phase oil (not a sheen) into the manhole/vault from an external source. This constitutes a 72-hour notification condition and is a condition of Substantial Release Migration (SRM).
- When Unitil personnel, utilizing their professional judgment, believe that the manhole/vault is incapable of completely containing the release. Instances of this incapability include:

  ➢ Release to a dirt floor or earthen sump within the manhole/vault

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> ➢ Release to a manhole/vault which is "in communication with" groundwater

- In the event that the manhole/vault is judged to be capable of containing the release and, therefore, reporting of the release is not performed, a notation documenting why notification was not performed shall be made on the *Unitil Release Report Form* or spill database entry.

4.0   PCB Spills

The federal Toxic Substances Control Act (TSCA) Section 761.20(a) states that no person shall utilize any PCB or PCB item other than in a totally enclosed manner. Authorizations for utilizing PCBs in various uses is found in 761.30, including the authorization for use in electrical equipment. This authorization is found in 761.30(a) while authorizations for use of porous surfaces and other decontaminated structures and equipment is found in 761.30(p) and 761.30(u) respectively. These authorizations for porous surfaces and decontaminated equipment and structures are required when the TSCA definition of a spill is considered.

TSCA defines a spill as follows:

"Spill means both intentional and unintentional spills, leaks, and other uncontrolled discharges where the release results in any quantity of PCBs running off or about to run off the external surface of the equipment or other PCB source…"

This definition does not incorporate an RQ nor does it require contamination of the "environment."

Therefore, a spill of oil containing PCBs > 50 ppm to any surface or environmental media will require specific actions since the PCBs are no longer totally enclosed and not authorized for use.

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1.0 PURPOSE

The purpose of this EP is to ensure the proper response to a release of oil or hazardous materials to the environment.

2.0 APPLICABILITY AND SCOPE

The applicability of this section is limited to the Manager, Environmental Compliance and/or their designated representative(s).

3.0 DEFINITIONS

3.1 Environment

The environment means the waters, land, surface or subsurface strata, or ambient air of the state and includes the following:

- Air outside of buildings;
- Any paved or unpaved ground;
- Drains that discharge to the environment;
- Surface water;
- Groundwater; and
- Surface water includes the ocean, lakes, rivers, discharge canals, streams, tributaries of streams, wetlands, shorelines of water bodies, public water supplies and storm or sanitary and sewer lines.

The environment does not include an enclosed structure such as a water-tight manhole/vault without drains or within a containment area enclosed by an impermeable berm or dike.

3.2 Oil

Means oil of any kind, including petroleum and mineral oil in electrical equipment, motor oil, fuel oil, hydraulic fluid, diesel fuel, etc.

3.3 PCB-Contaminated Oil

Means oil containing PCBs in the quantity ranging from $\geq$ 50 but < 500 ppm.

3.4 PCB Oil

Means oil containing PCBs in a concentration $\geq$ 500 ppm.

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3.5. Release

Means any spilling, leaking, pumping, pouring, emitting, emptying, of a substance into the environment.

3.6 Reportable Quantity (RQ)

Means that quantity of a material or substance released to the environment as defined in 40 CFR 117 and 302.

3.7 Spills

Defined in TSCA as both intentional and unintentional releases, leaks and any other uncontrolled discharges where the release results in any quantity of PCBs running off or about to run off the external surface of the equipment or other PCB source, as well as contamination resulting from those releases.

Please refer to Chapter 5 of this procedure for guidance on managing PCB spills.

4.0 RESPONSIBILITIES

4.1 Manager, Environmental Compliance

Notifies and coordinates the release response by:

1.   Provide assistance in reporting requirements to Dispatch or other personnel, if requested.
2.   Provide assistance in deploying spill clean up resources (equipment and contractors) when requested.
3.   Complete Release Report form or enter the information into the spill database.
4.   Input spill information into corporate spill database if not done so previously.
5.   Report spill to other required agencies per this procedure, as required.
6.   Provide assistance to spill clean up crews in making arrangements for waste disposal.
7.   Supervise spill clean up contractors/consultants, if necessary, during spill clean up operations.
8.   Categorize the spill as a Category 1 or Category 2 spill.
9.   Confirm clean up.

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10. Provide additional information/required reports to state agency to close out the spill.

5.0 RELEASE NOTIFICATION REQUIREMENTS

In the event of a release of hazardous waste, substances or PCBs, notification to the following agencies may be required:

- National Response Center (NRC);
- U.S. Environmental Protection Agency (EPA);
- Maine Department of Environmental Protection (ME DEP), Massachusetts Department of Environmental Protection (MA DEP), and New Hampshire Department of Environmental Services (NH DES);
- State Emergency Response Commission (SERC); and/or
- Local Emergency Planning Committee (LEPC)

See EG-501 for the names and telephone numbers of these agencies.

5.1 Documentation

All releases of hazardous materials, oils, and PCBs that have been reported to the EPA or state agencies by Unitil shall be cleaned up. The Manager, Environmental Compliance should be consulted to identify any accepted clean up levels for hazardous material, oil, and PCB releases.

Appropriate and complete documentation of response and clean up actions is essential to "close out" the Company's response to the release and demonstrate to the appropriate state agency that the release site does not require further regulatory review.

5.2 Release Response Form

All spills will be documented on the *Unitil Release Report Form* or entered into the spill tracking database. See the Emergency Management – Environmental web site for a copy of the form.

5.3 Record Retention

See EP-10 (Document Control) for retention requirements.

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6.0 MAINE OVERVIEW

This section provides guidance to Company personnel for the notification, cleanup, and internal reporting of releases of hazardous wastes, substances, and PCBs to the environment in Maine. All releases shall be managed in accordance with these requirements. The intent of the waste program is to provide a cradle-to-grave management system for hazardous wastes to ensure that these wastes are not mismanaged in a way that will impact human health or the environment.

6.1 Types of Notifications

Reporting procedures and requirements vary depending on the material or substance released. These procedures are referenced in Title 38 of the Maine Revised Statues Annotated (MRSA) as Section 543 (38 MRSA 543) and Maine Department of Environmental Protection (ME DEP) regulations (06-096 Chapters 600 4.B and 800 4.1).

For oil spills – If oil is spilled, an initial telephone report of any discharged quantity must be made to the ME DEP as soon as possible, but within two (2) hours of obtaining knowledge of the release. Timely reporting of a release will exempt the Company from any reporting fines.

Evidence of a leak from an underground storage tank (UST) must be reported within 24 hours.   Notwithstanding this, discharges of ≤ 10 gallons of oil that occur on the facility premises and above the surface of the ground onto a concrete or asphalt paved surface, and that do not reach ground water or surface waters of the state, need not be reported to the commissioner if the owner or operator complies with all of the following requirements:

o   The discharge is cleaned up within 24 hours of discovery.
o   A written log is maintained at the facility or the owner's place of business in Maine recording for each discharge, the date of discovery, its source, the general location of the discharge at the facility, the date and method of clean up, and the signature of the facility owner or operator certifying the accuracy of the log.
o   The log must be made available upon request within 24 hours for inspection by MA DEP personnel, authorized agents of the commissioner, and municipal officials.

For hazardous materials – All hazardous materials spills/incidents must be reported immediately to the Department of Public Safety (State Police). Additionally, hazardous waste spills must be reported in writing to the ME DEP within 15 days. Hazardous material spills must be reported in writing to the ME DEP within 30 days. The department's *Hazardous Waste and Hazardous Material Spill or Discharge Report Form* must be used in the subsequent reporting.

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6.2 Reportable Quantities and Reporting Concentrations

RQs for the ME DEP vary depending on the regulation. Other RQs can be found in 40 CFR 302.4 and 40 CFR 355.

For a release to ground, the ME DEP RQ for oil is any quantity regardless of the type of oil. 25 gallons. If the oil contains > 50 ppm PCBs, the LEPC must also be notified. If the oil contains > 500 ppm PCBs, the release must be reported to the NH DES and LEPC, regardless of the quantity. All of these releases must be reported immediately.

For a release to water, wetland, stream, lake, pond, sanitary or storm sewer, any quantity of oil must be reported immediately. Additionally, the LEPC and NRC must also be notified. If the oil contains > 50 ppm PCBs, then the EPA must also be notified.

For a release to farms, gardens or grazing lands, any quantity of oil released > 25 gallons must be reported to the NH DES and LEPC immediately. Additionally and if the oil contains > 2 ppm PCBs, any quantity of oil released must be reported to the NH DES and LEPC immediately. If the oil contains > 50 ppm PCBs, any quantity of oil released must also be reported to the EPA.

For PCB releases, if > 1 lb of PCBs is released, the NH DES, LEPC, NRC and EPA must be notified immediately.

Note: 1 lb PCBs = 270 gallons of MODF $\geq$ 500 ppm OR 1 lb PCBs = 2,700 gallons of MODF $\geq$ 50 ppm PCBs.

Additionally and for these RQs, the NH DES - Waste Management Division requires that they be notified when any generator, operator, transporter, or employee of a hazardous waste facility becomes aware of any discharge of hazardous waste (or any discharge of a hazardous material which when discharged becomes a hazardous waste) that poses a threat to "human health or the environment."

In New Hampshire, oil is considered a hazardous waste but oily debris is not a hazardous waste. Refer to EP-1 (Waste Management) for additional information on handling hazardous wastes in New Hampshire.

Any measured violations of the ambient groundwater quality standards in Env-Or 600 must be reported to NH DES within 60 days of discovery. See Table 600-1 of Env-Or 600 for specific ambient groundwater quality standards.

7.2 Sudden Release Response Procedure

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This procedure shall be used as general guidance for notification of releases of all hazardous substances. Once a release of a hazardous substance occurs, the following actions shall be taken:

Action 1 – The employee who first discovers the release shall immediately notify the Supervisor, On-call Supervisor, or local Dispatch.

Action 2 – The Supervisor, On-call Supervisor or local Dispatch shall contact the Manager, Environmental Compliance.

Action 3 – The Manager, Environmental Compliance shall go to the site and determine if a release has occurred and to determine the appropriate response action.

Action 4 – After it has been determined that a release or threat of release has occurred, an oral notification must be made to the proper agency, if required. If the release has occurred at a hazardous waste generator site, the Manager, Environmental Compliance shall implement the Regional ERP and, if applicable, the SPCC Plan for the facility, if existent. The plans for the facility provide detailed guidance on the appropriate notification response to the release.

Action 5 – If the released material is Mineral Oil Dielectrics Fluid (MODF), then the PCB content must be determined:

o PCB concentrations may be determined by a manufacturer's label or nameplate, by a special Company label on the equipment from which the release occurred, or by the use of a 50 ppm or 500 ppm PCB screening kit (e.g., Clor-N-Oil).
o For follow-up confirmation of reportable releases of MODF, PCB concentrations must be determined by gas chromatography (GC) for all equipment that does not contain a manufacturer's certification of PCB content on the nameplate. In some instances, please note that the old blue "Non PCB" sticker is **NOT** considered to meet this requirement since the stickers may have been applied by parties other than the manufacturer.
o PCB by weight may be estimated by using the following relationships:
   ➢ One (1) gallon of Askarel contains > 10 lbs. of PCB by weight.
   ➢ 270 gallons of MODF having a PCB concentration of 500 ppm contains $\geq$ 1 lb of PCB by weight.
   ➢ 270 gallons or more of untested MODF is assumed to contain 1 lb of PCBs. These actions are provided as general guidance for release notification. Some Company locations may develop and use notification procedures specific to their unique environmental and organizational settings. These specific notification procedures, though, shall be submitted to and approved by the

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Manager, Environmental Compliance **PRIOR TO**
implementation.

➢ 2,700 gallons of MODF having a PCB concentration of $\geq$ 50 ppm
contains $\geq$ 1 lb of PCB by weight.

Action 6 – The Manager, Environmental Compliance or designated
representative shall make the required notifications. If the potential for fire exists,
contact the local fire department.

Action 7 – All release response actions shall be documented on a *Unitil Release
Report Form* or entered into the spill tracking database, regardless of the quantity
released. Spill information must be input into the spill database if only a spill form
has been previously completed.

7.3 Authorized Company Release Clean up Personnel

The Manager, Environmental Compliance or his/her designated representative
shall authorize release cleanups to be performed only by Company personnel
who have been trained in spill clean up.

7.4 Use of Clean up Contractor

The Manager, Environmental Compliance or designated representative is
authorized to hire qualified contractors for the clean up of reportable and non-
reportable releases. Contractors should be used when the release is too large for
Company personnel to effectively clean up, the released material is unknown, a
release occurs during transportation, to catch basins, private properties, or other
appropriate situation.

7.5 Documentation of Response and Clean up Actions

All releases of hazardous materials, oils, and PCBs that have been reported to
the EPA or state agencies by the Companies shall be cleaned up. The Manager,
Environmental Compliance, with the assistance of the LSP, will identify any
accepted cleanup levels for hazardous material, oil, and PCB releases.

Appropriate and complete documentation of response and clean up actions is
essential to "close out" the Company's response to the release and demonstrate
to the appropriate agency that the release site does not require further agency
review. In order to ensure that the response actions are sufficient to protect
"human health and the environment,' the collection of clearance samples should
be considered.

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The collection of clearance samples is required for reportable releases. In instances where the soil at a private party has been impacted by a release, clearance samples must be collected. The Manager, Environmental Compliance, in response to a release of hazardous materials, oil or PCBs for which a notification to a regulatory agency has been made, should follow the following guidelines:

o   The Manager, Environmental Compliance shall ensure that the cleanup is conducted in accordance with the requirements of this procedure, state regulations, and EP-1 (Waste Management).

o   The Manager, Environmental Compliance will utilize the services of an LSP to complete the cleanup, document cleanup activities, and submit required regulatory reports.

o   For spills of virgin petroleum products, sampling should be performed in accordance with New Hampshire's "*Recommended Analytical Methods for Petroleum Contaminated Sites.*" Appropriate samples may include soil, water, and "wipe" (solid surface) samples. The laboratory shall be requested to analyze the samples for the contaminant released. These "clearance" samples should be used to determine if the cleanup meets existing standards for the contaminant released. The laboratory used by the LSP shall furnish a report of the sampling conducted and any analytical results.

o   The Manager, Environmental Compliance shall confer with the site LSP for the appropriate sampling parameters for each release.

7.6   PCB Clean up Standards

All PCB-contaminated and PCB oil spills must be cleaned up by a qualified hazardous waste contractor and supervised by an LSP. These spills require special recordkeeping, notification, and post-clean up sampling. Therefore, the Manager, Environmental Compliance must be contacted for assistance with these types of releases.

7.7   Private Property Clean up

Prior to clean up of other than public property, the Manager, Environmental Compliance or designated representative shall seek permission from the property owner or operator to proceed with clean up actions. In order to ensure that the response actions are sufficient to protect human health and the environment, the collection of clearance samples should be considered.

In instances where the soil at a private party has been impacted by a release, clearance samples must be collected. If contact with the owner cannot be made within a reasonable time after the release, proceed with cleanup procedures in accordance with the requirements of this procedure.

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Post-clean up contact with the property owner or operator shall be done, to provide information on the outcome of the clean up. Copies of documentation submitted to environmental agencies may be provided to the property owner.

7.8   Internal Release/Incident Report Requirements

Whenever a release to the environment of OHM or PCBs occurs, regardless of the quantity released, a *Unitil Release Report Form* shall be completed or the spill information entered into the spill tracking database. Information in the report shall be used as part of each Company's written report of release to the EPA or state agency. The form shall also be the formal Company record of the release. Spill information must be input into the spill database if only a spill form has been completed previously.

7.9   Record Retention

The Manager, Environmental Compliance shall retain a copy of the report, any associated NOR(s), and other related documents (e.g., consultant and laboratory reports) for seven years. The period of retention is extended automatically during the course of any unresolved enforcement action regarding the regulated activity or as requested by the Administrator.

7.10   Releases to Water and Wetlands

In the event there is a release OHM to water or wetlands, investigations or remedial activities may require permits from federal, state and/or local officials before remedial activities can take place. Refer to EP-3 (Water and Wastewater Management) for additional information on wetland resource protection.

7.11   Response Actions for Non-reportable Releases

Response actions are required at releases which are exempted from notification to regulatory authorities (e.g., a sudden release less than the applicable RQ). In order to ensure that the response actions are sufficient to protect human health and the environment, the collection of clearance samples should be considered. In instances where the soil at a private party has been impacted by a release, clearance samples must be collected.

7.12   Groundwater Monitoring Wells

New Hampshire regulations NHRchWe100 to NHRchWe1000 establish regulatory requirements for the installation, use, and closure of groundwater monitoring wells. A listing of the important points in these regulations is presented below:

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- o   Well drillers must have a valid license (We300)
- o   Standard practices for various types of well construction are contained in We 600.
- o   Monitoring Well Completion Reports must be submitted to the state (We802)
- o   Monitoring wells are specially addressed at We602.13
- o   Wells must be abandoned in accordance with We604.

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6.0   MASSACHUSETTS OVERVIEW

This section provides guidance to Company personnel for the notification, cleanup, and internal reporting of releases of hazardous wastes, substances, and PCBs to the environment in Massachusetts. All releases shall be managed in accordance with these requirements.

6.1   Types of Notification

Under the MCP, there are three types of release reporting time frames: 2-hour, 72-hour, and 120-day reporting. A summary of these reporting conditions is contained in Table 6.1.

6.1.1   Releases Which Require Notification within 2 Hours

See 310 CMR 40.0311 and 40.0312.

- Sudden releases or threats of sudden releases (releases/spills occurring over
- 24 hour period) in excess of reportable quantities. This also applies to releases to storm drain or sewerage systems that are less than the RQ where the release will eventually reach the environment.
- Sheens on surface water.
- Oil or hazardous material in a private well in excess of applicable reportable concentrations (see 310 CMR 40.0362 and 310 CMR 40.1600).
- Releases that pose or could pose an Imminent Hazard (see 310 CMR 40.0321).

6.1.2   Releases Which Require Notification within 72 Hours

See 310 CMR 40.0313 and 40.0314.

- 100 ppm organic vapors (as measured by headspace screening) in soils within 10 feet of an underground storage tank.
- Oil or hazardous material exceeding Reportable Concentration for Groundwater Class 1 (RCGW-1) in the Zone I of a public water supply or within 500 feet of a private water supply.
- > 5 ppm volatile organic compounds (VOCs) in groundwater within 30 feet of a school or house, when the groundwater is < 15 feet below surface level (BSL).
- Non-aqueous phase liquid (NAPL) $\geq$ one-half (½) inch thick present in the environment.

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- A condition of Substantial Release Migration. This condition includes:

    A release of separate phase product to surface water, subsurface structures or underground utilities
    Releases to the ground surface which, if not addressed promptly, are likely to significantly impact surface water
    Releases to groundwater which are expected to migrate more than 200 feet per year
    Releases to groundwater which have or are likely to be detected in a public or private well within one year
    Releases to groundwater which have been or are likely within one year to be detected in surface water or a wetland
    Releases to groundwater which have been or are likely within one year to result in a discharge of vapors into a school building or an occupied residential dwelling.

  o UST testing indicates a substantial likelihood of a leak of 0.05 gallons per hour in a single-walled tank or the interstitial space of a double-walled tank.

6.1.3 Releases Which Require Notification Within 120 Days

  o Releases where oil or hazardous material exceeds applicable RCs. For oil in soil, the contiguous volume of soil affected must be > 2 cubic yards.
  o NAPL $\geq$ ⅛-inch but < 2 inch.

6.1.4 Releases Which Do Not Require Notification

The MCP also describes releases and threats of releases that do not require notification at 310 CMR 40.0317. Examples of releases that do not require notification include natural gas releases, sheens that result from outboard motors or parking lot runoff and releases related to wood or coal ash. See 310 CMR 40.0317 for additional detail. However, this exemption only applies to notification. Spill cleanup activities may still be required.

6.1.5 Release Notification Form

A Release Notification Form (RNF) must be submitted to DEP within 60 days of completion of a verbal release notification (2 hour or 72 hour notification). A copy of the RNF can be obtained from http://www.state.ma.us/dep/bwsc/files/forms/trforms.htm.

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6.2 Reportable Quantities and Concentrations

Reportable Quantities (RQs) vary depending on the regulation. RQs for materials commonly found at Unitil can be found in the Spill Response Procedure and Notification Listing for each Division. Other RQs may be found at 310 CMR 40.1600 of the MCP and 40 CFR 302.4 of the National Oil and Hazardous Substances Pollution Contingency Plan and in 40 CFR 355, Superfund Amendments and Re-authorization Act (SARA) Title III List of Extremely Hazardous Substances.

RCs for all materials are found in 310 CMR 40.1600. In addition 40 CFR 110.3 prohibits discharges of oil to navigable waters that:

o Violate applicable water quality standards, or
o Cause a sheen or film on the water or discoloration of the water, or
o Cause sludge or emulsion to be deposited under the surface of the water.

Releases causing such conditions shall be reported to the NRC.

6.3 Retracting a Notification

If information becomes available after the MA DEP has been notified of a release or threat of release, which indicates that a reportable condition did not exist, then the notification can be retracted within 60 days of the notification. A retraction must be submitted to the MA DEP on the appropriate form.

Refer to 310 CMR 40.0335 for specific details on retracting a notification. When retracting a release notification, the MA DEP "Sites List" should be checked to ensure that the release has been removed.

6.4 Company Personnel Responsible for Notification

Typically, responsibility for notification to government agencies of reportable quantity releases of hazardous substances and PCBs from Company operations will be completed by the Division Manager, Environmental Compliance or his/her designated representative.

6.5 Sudden Release Response Procedure

This procedure shall be used as general guidance for notification of sudden releases of oil or hazardous substances.

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Once a release of oil or hazardous substance occurs, the following actions shall be taken:

Action 1 – The employee who first discovers the release shall immediately notify the Supervisor, On-call Supervisor, or local Dispatch.

Action 2 – The Supervisor, On-call Supervisor, or local Dispatch will contact the Manager, Environmental Compliance or designated representative.

Action 3 – The Manager, Environmental Compliance or designated representative shall visit the release site to determine if a release has occurred and also determine the appropriate response action.

Action 4 – After it has been determined that a release or threat of release has occurred, an oral notification must be made to the proper agency, typically the MA DEP, within 2 hours from the time the release was discovered.

MA DEP authorization for Immediate Response Actions (IRAs) is required before proceeding with cleanup in nearly all instances (see 310 CMR 40.0420). Additionally, if the release has occurred at a hazardous waste generator site, the Area Operations Manager shall implement the respective Regional ERP at the Operational Level, and if applicable, the Spill Prevention Control and Countermeasures (SPCC) Plan.

The regional ERP for the facility provides detailed guidance on the appropriate notification response to a release. The Manager, Environmental Compliance shall notify the Director, Facilities or designated representative that a release has occurred.

Action 5 – If the released material is Mineral Oil Dielectrics Fluid (MODF), then the PCB content must be determined:

o   PCB concentrations may be determined by a manufacturer's label or nameplate, by a special Company label on the equipment from which the release occurred, or by the use of a 50 ppm or 500 ppm PCB screening kit (e.g., Clor-N-Oil).
o   For follow-up confirmation of reportable releases of MODF, PCB concentrations must be determined by gas chromatography (GC) for all equipment that does not contain a manufacturer's certification of PCB content on the nameplate. In some instances, please note that the old blue "Non PCB" sticker is **NOT** considered to meet this requirement since the stickers may have been applied by parties other than the manufacturer.
o   PCB by weight may be estimated by using the following relationships:
➢   One (1) gallon of Askarel contains > 10 lbs. of PCB by weight.

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> ➢ 270 gallons of MODF having a PCB concentration ≥ 500 ppm contains > 1 lb. of PCB by weight.
> ➢ 270 gallons or more of untested MODF is assumed to contain 1 lb. of PCBs. These actions are provided as general guidance for release notification. Some Company locations may develop and use notification procedures specific to their unique environmental and organizational settings. These specific notification procedures, though, shall be submitted to and approved by the Manager, Environmental Compliance **PRIOR TO** implementation.
> ➢ 2,700 gallons of MODF having a PCB concentration ≥ 50 ppm contains > 1 lb. of PCB by weight.

Action 6 – The Manager, Environmental Compliance or designated representative shall determine notification requirements and make the required notifications. If the potential for fire exists, always contact the local fire department.

Action 7 – All release notifications and response actions shall be documented on the *Unitil Release Report Form* or entered into the spill tracking database, regardless of the quantity released. Spill information must be input into the spill database if only a spill form has been completed previously.

6.6 Authorization of Clean up Personnel

The Manager, Environmental Compliance or designated representative shall authorize release clean ups to be performed only by Company personnel who have been trained in spill clean up or by approved clean up contractors.

6.7 Use of Clean up Contractor

The Manager, Environmental Compliance or designated representative is authorized to hire qualified contractors for the clean up of reportable and non-reportable releases. Contractors should be used when the release is too large for Company personnel to effectively clean up, the released material is unknown, a release occurs during transportation, to catch basins, private properties, or in other appropriate situations.

The Manager, Environmental Compliance designated representative should be present during significant contractor clean up activities. A Company employee or designated representative, though, must be present at the end of the clean up activities to ensure the clean up is complete and to sign appropriate paperwork.

6.8 Documentation of Response and Clean up Actions

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All releases of hazardous materials, oils, and PCBs, which have been reported to the EPA or State agencies by the Companies, shall be cleaned up to accepted levels established by the MCP or other regulations. MCP cleanup levels may be found at 310 CMR 40.0900. Clean ups of small sudden releases can typically achieve these levels. Larger, more complex, or historical releases may present a greater challenge in achieving acceptable clean up levels through routine removal actions and it may be necessary to leave some level of contamination at the site.

The Manager, Environmental Compliance must be consulted on how to proceed with remediation if it becomes apparent that the appropriate clean up levels can not be reasonably achieved through removal activities.

Appropriate and complete documentation of response and cleanup actions is essential to "close out" the Company's response to the release and demonstrate to the appropriate agency that the release site does not require further agency review. In order to ensure that the response actions are sufficient to protect human health and the environment, the collection of clearance samples is required on most sites. In instances where the soil at a private party has been impacted by a release, clearance samples must be collected.

The following guidelines should be followed by the Manager, Environmental Compliance in response to a release of hazardous materials, oil or PCBs for which a notification to a regulatory agency has been made:

o   The Manager, Environmental Compliance shall ensure that the clean up is conducted in accordance with the requirements of this procedure, the MCP, and the requirements of EP-1 (Waste management).
o   The Manager, Environmental Compliance will utilize the services of a licensed site professional (LSP) to complete the clean up, document cleanup activities, and submit required regulatory reports.
o   Following removal of all contaminated soils, solids, and liquids and prior to restoration of the site, samples will be taken of the uncontaminated media or undisturbed soil left in place at the spill site.

Appropriate samples include soil, water, and "wipe" (solid surface) samples.

Note: Wipe samples should only be taken for PCBs and not for other contaminants because they are accepted clean up standards for PCB wipe samples, but not for most other contaminants). The laboratory shall be requested to analyze the samples for the contaminant released.

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The laboratory used by the LSP shall furnish a report of the sampling conducted and any analytical results. For Volatile Petroleum Hydrocarbon / Extractable Petroleum Hydrocarbon (VPH/EPH) analysis, the laboratory must certify that all Quality Assurance/Quality Control (QA/QC) results are within acceptable ranges. If QA/QC results are not within the acceptable range, then contact the Manager, Environmental Compliance confers with the site LSP for the appropriate sampling parameters for each release.

6.9 PCB Clean up Standards

All PCB-contaminated and PCB oil spills must be cleaned up by a qualified hazardous waste contractor and supervised by an LSP. These spills require special recordkeeping, notification, and post-clean up sampling. Therefore, the Manager, Environmental Compliance must be contacted for assistance with these types of releases.

6.10 Clean up Procedures under the Massachusetts Contingency Plan

Several levels of response to releases are identified in the MCP. The conduct of all response actions should be coordinated with LSP to ensure the requirements of the MCP are being followed for all releases. Below is a brief summary of response actions. Please consult with the MCP and an LSP for more information.

Immediate Response Actions (IRA)

IRAs address a sudden release of oil or hazardous materials to the environment. An example could be an immediate threat such as a drum tipped over or transformer knocked down. IRAs are required at sites where a 2-hour or 72-hour notification applies. IRAs can include sampling, analysis, soil removal, and other remediation techniques. MA DEP approval is required prior to initiation of an IRA in almost all instances. The approval can be oral or written but must be recorded on the *Unitil Release Response Form*.

Limited Removal Actions (LRA)

LRA's are response actions for small spills or historic releases that are conducted at sites where 2-hour or 72-hour notification conditions do not exist and MA DEP notification has not been completed. Prior to conducting an LRA, the potential chemicals of concern must be evaluated, and the volume of soil that will require excavation should be estimated (so that limitations are not exceeded). LRAs may only be taken at sites subject to 120-day notification prior to the 120-day notification deadline. LRAs may not be taken at sites where 2-hour or 72-hour reporting conditions are present.

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Release Abatement Measures (RAM)

RAMs are response actions that help limit the total clean up or which allow clean up of relatively straightforward problems without waiting for the results of a Phase II Comprehensive Site Assessment (CSA). They differ from IRAs in that they are less urgent. They may be approved verbally as a continuation of an LRA provided there is written submission of a RAM Plan within 60 days. All other RAMs require a RAM Plan to be submitted to the MA DEP.

Utility-Related Abatement Measures (URAM)

URAMs are intended to allow utilities to install underground utilities through contaminated areas. A URAM could be performed to install underground utilities at a listed site owned by Unitil, a listed site owned by another party, or a site where contamination is first discovered while installing underground utilities.

6.10.1 Massachusetts Contingency Plan Timelines

The MCP has many requirements for report submittals, and there may be penalties associated with missed deadlines. IRAs, LRAs, RAMs and URAMs are often called the "Front End" of the MCP. The clock starts ticking when notification is made to the MA DEP of a release or threat of a release. Some of the Front End deadlines are listed below:

Release Notification Form (RNF) – 60 days following verbal notification of a 2-hour or 72-hour condition or 120 days following knowledge of a 120 day condition.

Release Retraction – 60 days following notification.

Response Action Outcome (RAO) – Unitil personnel should always try to submit RAOs within 60 days following a sudden release exceeding an RQ; but RAOs can be submitted up to one year following IRA with no Tier Classification of the site required and up to five years after Tier Classification. If the 60-day time frame is exceeded, other submittal requirements are necessary.

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6.10.2 Massachusetts Contingency Plan Clean up Standards

In Massachusetts, soil and groundwater clean up standards are dependent upon the current (and future) land uses of a site, as well as specific soil and groundwater categories. 310 CMR 40.0930 of the MCP discusses the identification of site groundwater and soil categories.

Clean up standards are provided in the MCP for many contaminants (see 310 CMR 40.0974 to 40.0985).

Following site remediation and if the remaining soil exceeds the appropriate soil (e.g., S-1 or S-2) clean up standard, an Activity and Use Limitation (AUL) may have to be placed on the property to restrict site activities/uses. AULs are not required on public or railroad rights-of-way. The AUL is a form of property deed restriction to prevent exposures to the remaining contamination for present and future owners of the site. Refer to 310 CMR 40.1012 and 40.1070 to 40.1090 of the MCP for detailed information on AULs.

Different types of RAOs are described in the MCP and their proper application to a site should be based upon site conditions and remedial actions. Consult 310 CMR 40.1030 to 40.1070 and the Manager, Environmental Compliance for additional information.

6.10.3 Massachusetts Contingency Plan Record Retention

The Manager, Environmental Compliance shall retain a copy of the report, any associated Notice of Responsibility (NOR), and any other related documents (consultant reports, laboratory reports, RAOs, etc.) for a minimum of five (5) years following the submittal of the class A or B RAO, or no further action letter, or for the duration of the design life of the permanent solution.

The Manager, Environmental Compliance shall also retain records for a minimum of five (5) years (see 310 CMR 40.0014 for additional information), or for the duration of any AUL placed on the property. If subject to a MCP audit, the records must be retained by the Manager, Environmental Compliance for an additional five years. The period of retention is extended automatically during the course of any unresolved enforcement action regarding the regulated activity as requested by the administrator.

6.11 Private Property Clean up

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Prior to cleanup of private property, the Manager, Environmental Compliance or designated representative shall seek permission from the property owner or operator to proceed with clean up actions. If contact with the owner cannot be made within a reasonable time after the release, proceed with clean up procedures in accordance with the requirements of this procedure.

Post-cleanup contact with the property owner or operator shall be done to provide information on the outcome of the clean up. Copies of documentation submitted to environmental agencies may be provided to the property owner. In instances where the soil at a private party has been impacted by a release, clearance samples must also be collected.

6.12   Releases by Contractors on Unitil Property or Unitil Work Sites

In general, releases by contractors working for Unitil on Unitil property or at Unitil work sites should be managed by the contractor, including reporting, clean up and subsequent clean up documentation. It is appropriate to request copies of cleanup documentation for Unitil records. If the release impedes the operation of a Unitil facility and it is deemed appropriate for Unitil to participate in the spill clean up, the Director, Emergency Management & Compliance shall determine how to proceed.

6.13   Public Involvement Requirements

Subpart N of the MCP (310 CMR 40.1400), contains the requirements for informing local officials before conducting or completing certain activities associated with the investigation and/or clean up of disposal sites. At any time after the MA DEP has been notified of a release or threat of a release, the Chief Municipal Officer and the Board of Health (BOH) where the site is located and any other affected communities must be notified of such issues as the implementation of a Release Abatement Measure, sampling involving drinking water wells, sampling involving indoor air or surface soils at any residential property, the availability of an RAO Statement, and the registration of an Activity and Use Limitation. (See 310 CMR 40.1403(3) for additional conditions.)

6.14   Internal Release/Incident Report Requirements

Whenever an OHM release to the environment occurs, regardless of the quantity released, a *Unitil Release Report Form* shall be completed by the Manager, Environmental Compliance or the spill data directly entered into the spill tracking database. Spill information must be input into the Spill Database if only a spill form has been previously completed.

6.15   Releases to Water and Wetlands

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In the event there is an OHM release to water or wetlands, investigations or remedial activities may require permits from federal, state and/or local officials before remedial activities can take place. For additional information on wetland resource protection requirements, please refer to EP-3**.**

6.16   Response Actions for Non-reportable Releases

As stated in 310 CMR 40.0370, response actions are required at releases which are exempted from notification to regulatory authorities (e.g., a sudden release less than the applicable RQ). In order to ensure that the response actions are sufficient to protect human health and the environment, the collection of clearance samples should be considered. In instances where the soil at a private party has been impacted by a release, clearance samples must be collected.

6.17   Guidance for Selection of Laboratory Analysis

The following guidance should be followed when selecting laboratory analytical parameters:

o   When responding to historic oil staining, consideration should be given to analysis for polynuclear aromatic hydrocarbons (PAHs). Previous research has indicated that PAHs may be present at low levels in transformer oil. As oil weathers in the environment, recalcitrant PAHs may remain absent elevated petroleum hydrocarbon concentrations, potentially at concentration which could have regulatory significance. pH analysis with target analytes will provide PAH information.

o   When responding to a release of cable oil, PAHs should be included in soil sample analysis if the release originated from a previously-repaired section and there exists the potential that the cable oil mobilized the tar pitch used in the joint coffin.

o   For transformers releases where there is no information as to the PCB content, a sample of the oil, as well as, a minimum of one soil (1) sample should analyzed for PCBs.

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7.0 NEW HAMPSHIRE OVERVIEW

This chapter provides guidance to Company personnel for the notification, cleanup, and internal reporting of releases of hazardous wastes, substances, and PCBs to the environment in New Hampshire. All releases shall be managed in accordance with these requirements.

7.1 Reportable Quantities and Other Reporting Triggers

RQs for the New Hampshire Department of Environmental Services (NH DES) vary depending on the regulation. Other RQs can be found in 40 CFR 302.4 and 40 CFR 355.

For a release to ground, the NH DES RQ for oil is 25 gallons. If the oil contains > 50 ppm PCBs, the LEPC must also be notified. If the oil contains > 500 ppm PCBs, the release must be reported to the NH DES and LEPC, regardless of the quantity. All of these releases must be reported immediately.

For a release to water, wetland, stream, lake, pond, sanitary or storm sewer, any quantity of oil must be reported immediately. Additionally, the LEPC and NRC must also be notified. If the oil contains > 50 ppm PCBs, then the EPA must also be notified.

For a release to farms, gardens or grazing lands, any quantity of oil released > 25 gallons must be reported to the NH DES and LEPC immediately. Additionally and if the oil contains > 2 ppm PCBs, any quantity of oil released must be reported to the NH DES and LEPC immediately. If the oil contains > 50 ppm PCBs, any quantity of oil released must also be reported to the EPA.

For PCB releases, if > 1 lb of PCBs is released, the NH DES, LEPC, NRC and EPA must be notified immediately.

Note: 1 lb PCBs = 270 gallons of MODF $\geq$ 500 ppm OR 1 lb PCBs = 2,700 gallons of MODF $\geq$ 50 ppm PCBs.

Additionally and for these RQs, the NH DES - Waste Management Division requires that they be notified when any generator, operator, transporter, or employee of a hazardous waste facility becomes aware of any discharge of hazardous waste (or any discharge of a hazardous material which when discharged becomes a hazardous waste) that poses a threat to "human health or the environment."

In New Hampshire, oil is considered a hazardous waste but oily debris is not a hazardous waste. Refer to EP-1 (Waste Management) for additional information on handling hazardous wastes in New Hampshire.

Any measured violations of the ambient groundwater quality standards in Env-Or 600 must be reported to NH DES within 60 days of discovery. See Table 600-1 of Env-Or 600 for specific ambient groundwater quality standards.

7.2 Sudden Release Response Procedure

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This procedure shall be used as general guidance for notification of releases of all hazardous substances. Once a release of a hazardous substance occurs, the following actions shall be taken:

Action 1 – The employee who first discovers the release shall immediately notify the Supervisor, On-call Supervisor, or local Dispatch.

Action 2 – The Supervisor, On-call Supervisor or local Dispatch shall contact the Manager, Environmental Compliance.

Action 3 – The Manager, Environmental Compliance shall go to the site and determine if a release has occurred and to determine the appropriate response action.

Action 4 – After it has been determined that a release or threat of release has occurred, an oral notification must be made to the proper agency, if required. If the release has occurred at a hazardous waste generator site, the Manager, Environmental Compliance shall implement the Regional ERP and, if applicable, the SPCC Plan for the facility, if existent. The plans for the facility provide detailed guidance on the appropriate notification response to the release.

Action 5 – If the released material is Mineral Oil Dielectrics Fluid (MODF), then the PCB content must be determined:

o   PCB concentrations may be determined by a manufacturer's label or nameplate, by a special Company label on the equipment from which the release occurred, or by the use of a 50 ppm or 500 ppm PCB screening kit (e.g., Clor-N-Oil).
o   For follow-up confirmation of reportable releases of MODF, PCB concentrations must be determined by gas chromatography (GC) for all equipment that does not contain a manufacturer's certification of PCB content on the nameplate. In some instances, please note that the old blue "Non PCB" sticker is **NOT** considered to meet this requirement since the stickers may have been applied by parties other than the manufacturer.
o   PCB by weight may be estimated by using the following relationships:
   ➢   One (1) gallon of Askarel contains > 10 lbs. of PCB by weight.
   ➢   270 gallons of MODF having a PCB concentration of 500 ppm contains $\geq$ 1 lb of PCB by weight.
   ➢   270 gallons or more of untested MODF is assumed to contain 1 lb of PCBs. These actions are provided as general guidance for release notification. Some Company locations may develop and use notification procedures specific to their unique environmental and organizational settings. These specific notification procedures, though, shall be submitted to and approved by the Manager, Environmental Compliance **PRIOR TO** implementation.
   ➢   2,700 gallons of MODF having a PCB concentration of $\geq$ 50 ppm contains $\geq$ 1 lb of PCB by weight.

Action 6 – The Manager, Environmental Compliance or designated representative shall make the required notifications. If the potential for fire exists, contact the local fire department.

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Action 7 – All release response actions shall be documented on a *Unitil Release Report Form* or entered into the spill tracking database, regardless of the quantity released. Spill information must be input into the spill database if only a spill form has been previously completed.

7.3 Authorized Company Release Clean up Personnel

The Manager, Environmental Compliance or his/her designated representative shall authorize release cleanups to be performed only by Company personnel who have been trained in spill clean up.

7.4 Use of Clean up Contractor

The Manager, Environmental Compliance or designated representative is authorized to hire qualified contractors for the clean up of reportable and non-reportable releases. Contractors should be used when the release is too large for Company personnel to effectively clean up, the released material is unknown, a release occurs during transportation, to catch basins, private properties, or other appropriate situation.

7.5 Documentation of Response and Clean up Actions

All releases of hazardous materials, oils, and PCBs that have been reported to the EPA or state agencies by the Companies shall be cleaned up. The Manager, Environmental Compliance, with the assistance of a PE (if needed), will identify any accepted cleanup levels for hazardous material, oil, and PCB releases.

Appropriate and complete documentation of response and clean up actions is essential to "close out" the Company's response to the release and demonstrate to the appropriate agency that the release site does not require further agency review. In order to ensure that the response actions are sufficient to protect "human health and the environment,' the collection of clearance samples should be considered.

The collection of clearance samples is required for reportable releases. In instances where the soil at a private party has been impacted by a release, clearance samples must be collected. The Manager, Environmental Compliance, in response to a release of hazardous materials, oil or PCBs for which a notification to a regulatory agency has been made, should follow the following guidelines:

o   The Manager, Environmental Compliance shall ensure that the cleanup is conducted in accordance with the requirements of this procedure, state regulations, and EP-1 (Waste Management).

o   The Manager, Environmental Compliance will utilize the services of a PE to complete the cleanup, document cleanup activities, and submit required regulatory reports.

o   For spills of virgin petroleum products, sampling should be performed in accordance with New Hampshire's "*Recommended Analytical Methods for Petroleum Contaminated Sites.*" Appropriate samples may include soil, water, and "wipe" (solid surface) samples. The laboratory shall be requested to analyze the samples for the contaminant released. These "clearance" samples should be used to determine if the cleanup meets existing standards for the contaminant released. The laboratory used by the LSP shall furnish a report of the sampling conducted and any analytical results.

o   The Manager, Environmental Compliance shall confer with the site PE for the appropriate sampling parameters for each release.

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7.6 PCB Clean up Standards

All PCB-contaminated and PCB oil spills must be cleaned up by a qualified hazardous waste contractor and supervised by an LSP. These spills require special recordkeeping, notification, and post-clean up sampling. Therefore, the Manager, Environmental Compliance must be contacted for assistance with these types of releases.

7.7 Private Property Clean up

Prior to clean up of other than public property, the Manager, Environmental Compliance or designated representative shall seek permission from the property owner or operator to proceed with clean up actions. In order to ensure that the response actions are sufficient to protect human health and the environment, the collection of clearance samples should be considered.

In instances where the soil at a private party has been impacted by a release, clearance samples must be collected. If contact with the owner cannot be made within a reasonable time after the release, proceed with cleanup procedures in accordance with the requirements of this procedure.

Post-clean up contact with the property owner or operator shall be done, to provide information on the outcome of the clean up. Copies of documentation submitted to environmental agencies may be provided to the property owner.

7.8 Internal Release/Incident Report Requirements

Whenever a release (whether or not it impacts the environment) of OHM or PCBs occurs, regardless of the quantity released, a *Unitil Release Report Form* shall be completed or the spill information entered into the spill tracking database. Information in the report shall be used as part of each Company's written report of release to the EPA or state agency. The form shall also be the formal Company record of the release. Spill information must be input into the spill database if only a spill form has been completed previously.

7.9 Record Retention

The Manager, Environmental Compliance shall retain a copy of the report, any associated NOR(s), and other related documents (e.g., consultant and laboratory reports) for seven years. The period of retention is extended automatically during the course of any unresolved enforcement action regarding the regulated activity or as requested by the Administrator.

7.10 Releases to Water and Wetlands

In the event there is a release OHM to water or wetlands, investigations or remedial activities may require permits from federal, state and/or local officials before remedial activities can take place. Refer to EP-3 (Water and Wastewater Management) for additional information on wetland resource protection.

7.11 Response Actions for Non-reportable Releases

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Response actions are required at releases which are exempted from notification to regulatory authorities (e.g., a sudden release less than the applicable RQ). In order to ensure that the response actions are sufficient to protect human health and the environment, the collection of clearance samples should be considered. In instances where the soil at a private party has been impacted by a release, clearance samples must be collected.

7.12   Groundwater Monitoring Wells

New Hampshire regulations NHRchWe100 to NHRchWe1000 establish regulatory requirements for the installation, use, and closure of groundwater monitoring wells. A listing of the important points in these regulations is presented below:

o   Well drillers must have a valid license (We300)
o   Standard practices for various types of well construction are contained in We 600.
o   Monitoring Well Completion Reports must be submitted to the state (We802)
o   Monitoring wells are specially addressed at We602.13
o   Wells must be abandoned in accordance with We604.

7.13   Guidance for Selection of Laboratory Analysis

The following guidance should be followed when selecting laboratory analytical parameters:

o   When responding to historic oil staining, consideration should be given to analysis for polynuclear aromatic hydrocarbons (PAHs). Previous research has indicated that PAHs may be present at low levels in transformer oil. As oil weathers in the environment, recalcitrant PAHs may remain absent elevated petroleum hydrocarbon concentrations, potentially at concentration which could have regulatory significance.
o   When responding to a release of cable oil, PAHs should be included in soil sample analysis if the release originated from a previously-repaired section and there exists the potential that the cable oil mobilized the tar pitch used in the joint coffin.

For transformers releases where there is no information as to the PCB content, a sample of the oil as well as a minimum of one soil sample should be analyzed for PCB's

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Attachment 9

Storm Emergency Restoration Handbook

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Contact Information

Distribution Operations Center(DOC) Name

Region

Assigned Location/Staging Site Name

Assigned Location/Staging Site Contact Name

Assigned Location/Staging Site Phone #

Field Guide (Bird Dog) Name

Work Phone #   Mobile Phone #

Safety/Emergency Information

Unitil Safety Coordinator Name

Work Phone #   Mobile Phone #

Emergency – Call Local 911

Lodging Information

Hotel/Motel Name

Hotel/Motel Address

Hotel/Motel Phone #

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Welcome to Unitil

First, we appreciate your assistance with our storm restoration effort. Thank you!

Second, Unitil's safety philosophy is simple. All accidents are preventable even during the harsh conditions of storm restoration. No outage or job task is so important that we cannot take the steps necessary to complete the work safely. We want everyone that has come to help to return home to their families without.

And third, the information in the Handbook is intended to help you with general knowledge of our Safety & Health approach, as well as provide guidance on operational issues. Additional technical and safety information will be provided to you at your assigned locations and/or staging sites.

Should there be any questions or safety concerns, please address them with your location's Safety Coordinator.

Safety & Health Contacts

Unitil's Safety Department is responsible for communicating and monitoring all safety-related issues. The Safety Department will assist all personnel with safety- and health-related issues. The Safety Coordinator for your respective location will provide you with his/her contact information along with that of the System Environmental Health & Safety (EH&S) Officer.

The Safety Coordinator's information should be recorded inside the front cover of this Handbook for quick reference.

OSHA and Safety Compliance

During a storm restoration effort, you will be working under extreme and often times adverse conditions.

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You are required to take the necessary precautions to protect yourself, other workers, and the public.

Use the required protective equipment, appropriate tools, and safe work practices to ensure your safety. OSHA standards, as a minimum, must be followed. If your company's safety work rules exceed OSHA requirements, then you are expected to work by your company's rules.

Utility and contracted crews that fail to meet the following level of safety performance may be dismissed immediately:

➤ Workers properly equipped with tools and personal protective equipment (P.P.E) appropriate for the hazards expected for electrical transmission and distribution (T&D) construction and maintenance activities.

➤ Workers trained and/or demonstrating knowledge of T&D safe work practices.

➤ Workers performing safely to protect themselves, other workers, and the public.

Safety Orientation and Storm Briefing

A Safety Orientation and Storm Briefing will be conducted upon your arrival at your assigned location. This will include general safety information, as well a storm information such as:

➤ The extent of the damage to the system,

➤ Unitil's restoration strategy,

➤ Periodic progresss reports,

➤ Operational and communication issue, and

➤ Significant work hazards and/or other critical safety issues.

Your initial orientation will also include logistical information such staging site, laundry, meals, and lodging-related issues.

Daily storm briefing and safety messages will be conducted at the beginning of each work day or shift. Additional briefings will be held (as necessary) to provide updated storm or safety information.

Safety Communications

On-site Safety Coordinator/Leader Registration – Your Company's Safety Manager, Coordinator, or Leader or their designee will be required to Contact Unitil's System EH&S Officer upon arrival at your assigned location. Any organization without a designated Safety Leader will need to assign someone to this responsibility. Information will be provided on Unitil's safey practices, crew safety orientation, communication processes, and incident reporting requirements.

Crew Safety Orientation – Crews arriving at their assigned location will receive a Safety Orientation. The Safety Orientation will be conducted by the Unitil Safety Coordinator or your designated Safety Coordinator/Leader after consultation with Unitil's System EH&S Officer. This Handbook covers many of the topics included in the Safety Orientation.

Daily Safety Conference Calls – Unitil's System EH&S Officer will conduct daily, safety conference calls with your Safety Coordinator/Leader. Storm restoration progress reports, new safety issues, and significant incidents will be discussed.

Conference call times and contact information will be provided to your organization's Safety Coordinator/Leader upon arrival.

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Logistics and Working Conditions

Work Hours – Unitil recognizes the importance of maintaining a safe and productive work environment, and in this regard, the Company limits the length of the work day to no more than 16 hours for every employee during a declared storm emergency/restoration effort. After 16 hours, every employee is required to be relieved to retrun to their home or lodging for rest.

Work Ethics – All contractors, mutual aid utilities, and foreign crews, must adhere to the following policies while on Unitil's proeprty (for any reason):

➢ The consumption of alcohol during work hours, including meal breaks, is strictly prohibited. The unlawful use, possession, sale, or purchase of "controlled substances" is prohibited. Anyone reporting unfit for work will be dismissed and not permitted to return without medical clearance. All Federal and state laws will be followed.

➢ No person shall enter Unitil property while in possession of a firearm/weapon of any description (loaded or unloaded).

➢ Room accommodations will be treated respectfully in accordance with "house rules."

Lodging & Meals – During the Safety Orientation or sometime thereafter, you will be assigned lodging and provided information on where to obtain your meals. As with any restoration effort, these conditions may change frequently. Any lodging and/or meal changes will be communicated through your Unitil Field Guide (Bird Dog).

Accident, Incident & Near Miss Reporting

All personal injury, motor vehicle accident, and Near Miss Reports must be submitted to the System EH&S Officer. In each case, detaiedl investigations will be conducted by the Safety Coordinator/Leader, with

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assistance from the on-site employeesand personnel. A copy of the investigation report, including mitigation steps to prevent a similar occurrence, will be provided to the System EH&S Officer.

For any emergency, all personnel are instructed to call the Local 911 Emergency Dispatcher to obtain immediate medical attention for serious injuries. Any serious injury that requires immediate medical attention, or resulst in lost workdays, will be reported immediately to the System EH&S Officer.

All personnel must be aware of their exact location at all times in the event that emergency medical attention is required. The following localtion-related information should be provided:

➢ State _____

➢ County _____

➢ Town _____

➢ Street address _____

➢ Pole number _____

➢ Structure location _____

Know the location of and how to contact your Unitil Field Guide (Bird Dog) at all times. If any accident should happen, render first aid, contact the Local 911 Emergency Dispatcher (if needed), and notify your guide immediately.

As part of your daily tailboard discussions, crews should discuss how they will obtain emergency medical assitance at the scene, if needed.

Field Guides (Bird Dogs)

While you are here, a Field Guide (Bird Dog) will be assigned to you and will be with you during the work day to assist you with any problems that may arise.

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Your guide will act as your escort and contact with the Company both on and off the job. If your guide is unable to answer your question, they will channel your inquiry to the proper authority.

Depending on the magnitude of the emergency, guides will fall into two categories: qualified and non-qualified.

Qualified – a Unitil employee who will direct you. They are well-versed in our safety, construction, and environmental standards. They will have a working knowledge of the electrical system and have the ability to read and interpret maps and diagrams of our systems. At times, the Field Guide may be a local employee with extensive knowledge of the local system. They will be authorized and take all switching and/or tagging orders prior to you working on the lines or equipment. Your qualified Field Guide will determine your work assignment and set job priorities.

Non-qualified – a Unitil employee who does not possess all of the skills of the qualified Fiedl Guide. They are there to provide for your welfare. They will generally have knowledge of the geographic area and will assist you with communications to the proper authority. They may in fact have some of the skills required of the qualified Field Guide but they do not possess all of the skills (e.g., they do not have the authority to switch or tag).

In rare instances, you may work directly for regional Electric Operations.

Unitil System Overview

Unitil serves 27,000 customers in north-central Massachusetts and 72,500 customers in the central and seacoast regions of New Hampshire. Each of the three geographically separated service territories are serviced by separate Distribution Operations Centers (DOCs); Fitchburg Gas & Electric (FGE), Unitil Energy Systems (UES) Capital and UES Seacoast.

The communities served by each DOC are listed on the following page.

UES Capital: Allenstown, Boscawen, Bow, Canterbury, Chichester, Concord, Dunbarton, Epsom, Hopkinton, Loudon, Pembroke, and Webster.

UES – Seacoast: Atkinson, Brentwood, Danville, Derry, East Kingston, Exeter, Greenland, Hampstead, Hampton, Hampton Falls, Kensington, Kingston, Newton, North Hampton, Plaistow, Salisbury, Seabrook, South Hampton, and Stratham.

FGE: Fitchburg, Townsend, Lunenburg, and Ashby.

Electric System Characteristics

The overhead distribution system is a radial grounded wye system with a multi-ground common neutral. Some circuits have normally open ties with adjacent circuits. Three-wire delta systems also exist in some locations.

Primary Voltages

➢ 34,500 GrdY/19,920 V;

➢ 13,800 GrdY/7,970 V; and

➢ 4,160 GrdY/2,400 V.

Circuit designation format is shown below:

Station No.	Voltage Code	Circuit No.
##	X – 34.5 kV	##
	W – 13.8 kV	
	H – 4.16 kV	

Example: 15X1 indicates the first 34.5 kV circuit originating from Substation 15

Note: The voltage code specifies the voltage of the main portion of the circuit as it leaves the substation. On some circuits, step-down transformers are installed, where the circuit voltage beyond the step is a lower voltage. However, the circuit designation remains the same throughout the whole circuit.

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Typical Wire Sizes

Each DOC has a number of different installed wire sizes. The chart below details some of the more typical wire sizes that you might encounter when working on the system. However, just because a wire size is not selected for a DOC does not mean that you will not find it in the field.

These are the most typical wire sizes used for the phase wires, as well as the neutral:

Wire Size	UES Cap	UES Sea	FG&E
#2 Cu		X	
#2 Cu Solid	X	X	X
#2 Cu Solid Covered			X
#4 Cu Solid	X		
#6 Cu Solid	X	X	X
#2 ACSR	X		
#4 ACSR	X		
1/0 ACSR	X	X	X
2/0 ACSR	X		
3/0 ACSR	X		X
3/0 AAC	X	X	X
4/0 ACSR	X		X
336 AAC	X	X	X
336 ACSR	X		
477 AAC		X	

Distribution Protection

Almost all of Unitil's circuits originate with a three phase protective device (recloser or breaker) located either at a substation or as a tap on/off a sub transmission line. Most of these protective devices are set for a 3 to 4 shot reclosing sequence with three-phase lockout.

Single-phase reclosers, three-phase reclosers with three-phase tripping, and three- phase reclosers with single-phase tripping will be found on the mainlines and major laterals of the distribution circuits.

Most of the single-phase protection on the circuits is accomplished with fused distribution cutouts.

The UES Capital system uses S&C SMD cutouts with K speed SMU fuse units on its 34.5kV system. UES Capital uses non-loadbreak style cutouts with S&C N-Links on the 13.8 kV and 4 kV systems. A loadbuster tool should be used when opening an energized cutout.

The UES Seacoast system uses non-loadbreak style cutouts with Kearny QA-Links on all voltage classes. A loadbuster tool should be used when opening energized cutout.

The FG&E system predominantly uses link-break (and more recently loadbreak) style cutouts that do not require the use of a loadbuster tool. You will also find some non-loadbreak style cutouts that have been installed; these would require the use of a loadbuster tool when opening an energized cutout. FG&E uses S&C N-Links on its 13.8 kV and 4 kV distribution systems.

Work Methods

Unitil's Work Methods and safety rules provide for two ways to complete the required work.

1. The circuit must be identified, opened, tested for the presence of voltage, and personal protective grounds installed properly, using rubber gloves, sleeves, and insulated hot sticks. Grounding will be accomplished so as to privide a zone or equalized potential as required in 29 CFR 1910.269(n)(3) for the worker — regardless if the work is from an insulated bucket or on the pole.

2. The work must be performed energized using rubber gloves sleeves, cover-up, and in full compliance with minimum approach distances. All the principals of working on or near energized

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parts and Insulate/Isolate outlined in 1910.269(l) must be followed.

Unitil will not tolerate any work procedures that simply opens the circuit, fails to install protective grounds, but proceeds to treat the line as "hot" by just wearing rubber gloves. Crews/workers using this work practice will be dismissed.

Personal Protective Equipment (PPE)

Contractors and mutual aid utilities are required to provide and respond with all applicable personal protective equipment (PPE). PPE shall be suitable and rated for electric transmission and distribution installation and repairs.

Typical PPE includes but is not limited to:

FR Clothing (ATPV 8, HRC 2 min.), FR Rainwear, ANSI-approved safety glasses and hardhats, chainsaw chaps, hearing protection, safety toe footwear, and high-vis traffic vests.

Contractors and mutual aid utilities failing to provide PPE to workers, or workers not wearing designated PPE when required, will be dismissed.

Energized Work

➤ Rubber gloves, sleeves, and other required PPE are required "ground to ground" when working energized lines or equipment from an insulated aerial device.

➤ Rubber gloves, sleeves and other required PPE are required "ground to ground" when climbing any pole containing energized lines or equipment.

➤ Lines normally energized at greater than 15 kV must be opened, tested, and properly grounded unless the work is conducted with insulated hot sticks.

➤ Until lines have been opened, tested and grounded properly, all minimum approach

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distances outlined in 29 CFR 1910.269(l)(2) must be followed.

Energy Control

Contractors and mutual aid utilities are required to follow the policies and procedures detailed in the Unitil Electric System Switching and Tagging Policy.

Copies of pertinent sections applicable to contractors and mutual aid utilities will be provided under separate cover during the Crew Safety Orientation by the Unitil Safety Coordinator.

Reclosers

Automatic reclosing devices, which may re-energize the work zone, must have the reclosing turned OFF and Unitil Orange Safety Tags applied. Control handles for these devices shall also be tagged at all locations.

Protective Grounding

Unitil requires protective grounding so as to provide a zone of equialized potential for the workers as mandated by 29 CFR 1910.269(n)(3). This applies to work performed from an insulated bucket or on the pole.

Contractors and mutual aid utilities equipped with 4/0 grounds may work anywhere in the Unitil system except in a few locations. Any locations where grounds are required over and above the typical 4/0 grounds will be outlined during the Crew Safety Orientation. Locations where grounds smaller that 4/0 can be used safely will be outlined during the same orientation.

➤ Digger/Derricks, wire/tension trailers, equipment, and cranes (uninsulated) operating near energized equipment must be effectively grounded.

➤ Unitil lines have been opened, tested and grounded properly, all ainimum approach distances outlined in 29 CFR 1910.269(l)(2) must be followed.

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➤ Appropriate hot sticks are required to attach and remove phase end grounds.

➤ Workers on the ground handling downed conductors must wear insulated rubber gloves rated for the work being preformed.

Pole Climbing Fall Arrest Systems

Unitil requires the ground-to-ground use of pole climbing fall arrest systems for climbing on both distribution and transmission poles. Any contractor or mutual aid utility with similar pole climbing fall arrest system requirements must also comply with the requirement. Other crews are encouraged, but not required, to use pole climbing fall arrest systems

100% Tie Off Fall Protection

Unitil requires 100% fall protection systems to be used when climbing towers or lattice structures. Systems are required ground-to ground. All contractors or mutual aid utilities must also comply with the requirement.

Traffic Control

States in which Unitil operates have all adopted the temporary traffic control requirements outlined in the FHWA's Manual Uniform Traffic Control Devices (MUTCD). Compliance with the requirements outlined in this manual is essential to providing a safe worksite for the efficient flow of traffic.

Contractors and mutual aid utilities are responsible for assessing the highway worksite hazards and implementing measures to mititgate those hazards. Measures should inlcude but are not limited to:

Hi-vis vests/clothing – all workers exposed to roadway traffic must wear ANSI-approved Class 2 hi-vis safety vests/clothing. This includes any worker within the zone outlined by the traffic cones or on the shoulder of the road.

Flaggers – workers must be properly trained to provide traffic control and must be properly equipped with appropriate hi-vis vests/clothing, hard hats, and safety foot wear. Flaggers should be placed where they can see and be seen by the traffic they are attempting to control. Flaggers must be made aware of the need to stay clear of any down wires. Proper STOP/SLOW paddles are the prefered traffic control device; however, red flags may be used in an emergency when no other options exist.

Note: Massachusetts requires police details to be posted in traffic work zones. Certain communities in New Hampshire also require police details by local ordinance. Information on these locations will be provided by your Field Guide (Bird Dog).

Documented Tailboard Job Briefings

Unitil requires the use of Documented Tailboard Job Briefings, Risk Assessments, or Safety Plans for all work. This process is critical for a safe restoration effort. Contractors or mutual aid utilities with a similar requirement may use their own forms. Any contractor or mutual aid utility that does not have a similar requirement will be required to utilize the "generic" form that will be made available to them by their Field Guide (Bird Dog).

Forms will not be collected by Unitil but should be considered subject to random audits. Forms must be signed or initialed by all of the crew members, at the time of the briefing.

Known Hazards or Hazard Levels

Arc Flash – Arc Flash calculations have shown that FR clothing that provides an ATPV of at least 8.0 or HRC 2 is sufficient for all energized, primary work on distribution circuits. Unitil Engineering must be consulted prior to energized work on transmission or subtransmission voltages.

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Generator Backfeed – contractors and mutaul aid utilities are reminded to protect themselves from energized secondaries and generator backfeed on primary circuits caused by various generator sources in homes and businesses (e.g., portable gas power, solar, wind, etc.)

Porcelain Cutouts – Unitil has experienced mechanical failures associated with porcelain cutouts. All porcelain cutouts must be identified and inspected prior to any work. How the work will be performed safely must be discussed and documented on the Documented Tailboard Job Briefing.

Environmental/Oil Spills

Releases of oil may occur due to storm-related and damaged electrical equipment. The most common source of oil releases associated with a storm impact is from leakage or failure of oil-filled electrical equipment (e.g., capacitors, regulators, and transformers).

Important points to keep in mind if you become aware of a release of oil:

➤ Your Field Guide (Bird Dog) must be notified immediately of all oil releases regardless of the impacted media (e.g., asphalt, concrete, soil, or water). Notification will be completed by the Field Guide through the System EH&S Officer at the System - Emergency Operations Center (SEOC) at 603-379-3960. The Field Guide is responsible for completing and submitting a Release Report Form to the System EH&S Officer.

➤ Not all electrical equipment oil contains Polychlorinated Biphenyls (PCBs). Since PCBs were prohibited from being used in the manufacture of oil-filled electrical equipment since 1978, most of our equipment is classified as "Non-PCB" (< 50 ppm PCBs). However, if the PCB concentration of the oil-filled electrical equipment is unknown (i.e., missing manufacture dates or Non-PCB labels), then regulations require that it is assumed to be "PCB-contaminated" (≥ 50 but <

500 ppm PCBs). PCB-contaminated equipment will be bagged or wrapped before transfer to an assigned location or staging site.

➤ If an oil spill results in a member of the public coming in contact with the released oil, the System EH&S Officer must be notified immediately by the Field Guide.

Service Territory Map

The map below details the DOCs as the light shaded areas.

Unitil Service Territory Overview Map

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Notes

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Customer Inquiries

All customers should be directed to your Field Guide or the following Customer Service Numbers:

Massachusetts 888-301-7700
New Hampshire 800-852-3339

6 Liberty Lane West
Hampton, NH 03842

www.unitil.com

Unitil

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VI. FORMS & REPORTS

A. Health & Safety Forms

1. Release Report Form

UNITIL RELEASE REPORT FORM

Unitil

RELEASE INFORMATION

Spill Number (Manager, Environmental Compliance Assigns):

_____

Location of Release: _____
Town or City: _____
County:_____
Company Region: _____

Date of Release: _____ (MM/DD/YYYY)
Time of Release: _____ AM/PM (circle one)
Weather Conditions: O Clear   O Partly Cloudy   O Overcast
O Rain   O Freezing Rain/Ice   O Snow
O Cold (<40 °F)   O Warm (40-80 °F)   O Hot (>80 °F)

Unitil Employee Reporting Release: _____
Telephone Number: _____

Material Released:_____
Quantity Released: _____
Source of Release: _____

Cause and Brief Description: _____
_____
_____
_____
_____
_____

Non-PCB Label?   O Yes   O No   O Unknown

Material Released To:

O Land   O Water   O Air
   O soil   O lake/pond
   O street   O stream/river
   O farm/grazing land   O wetland
   O vegetable garden   O catch basin/drain

O Other: _____

NOTIFICATION INFORMATION

Agency Notified:	Person Contacted	Date	Time	Agency Report/Spill No.
Internal Only				
State Environmental Agency				
State Emergency Response Commission				
Local Emergency Response Commission				
National Response Center (NRC)				
Environmental Protection Agency (EPA)				
Other				

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UNITIL RELEASE REPORT FORM

Unitil

DIELECTRIC FLUID INFORMATION

PCB Concentration of Fluid: Based On:
   O No PCBs (<2 ppm)   O Nameplate of
                                    Manufacturer Label
   O Non-PCB (<50 ppm)   O Clor-n-Oil Test *
   O PCB-contaminated (50-449 ppm)   O Lab Test
   O PCB (>500 ppm)   O Assumed 50-449 ppm **

∗   Clor-n-Oil results are to be used for interim handling only. All wastes from unlabeled equipment require laboratory analysis by gas chromatography prior to disposal. Field screening tests such as Clor-n-Oil results cannot be used to determine PCB concentrations for final waste disposal purposes.

∗∗   If equipment was manufactured prior to 07/02/1979 and/or not labeled, and a Clor-n-Oil result cannot be obtained, then the dielectric fluid must be considered as "PCB-contaminated".

SOURCE OF RELEASE

Source of Release (Equipment Type): _____
Manufacturer: _____
Serial or Badge No. (If Available): _____
Size (Total Fluid Capacity): _____ gallons

RELEASE RESPONSE

O Internal Crews Used
O Contractor Used – Name: _____
O Consultant Used – Name: _____

Describe Clean-up (Briefly): _____
_____
_____

INTERNAL NOTIFICATION INFORMATION

Copies of Release Report Form Sent To:
   O Manager, Environmental Compliance
   O Company Region Records

CERTIFICATION

Completed By (Sign):_____
Date:_____

INCIDENT CATEGORY (Manager, Environmental Compliance Assigns)

O Category 1 – Significant Incident
O Category 2 – Non-significant Incident
O Near Miss Incident

ADDITIONAL COMMENTS/INFORMATION

_____
_____
_____
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B. Municipal Forms

    1. EOC Opening Notification (Sample)

Unitil
We deliver.
It's that simple.

memorandum

To: [Click here and type name]

From: Seacoast EOC (Municipal Room)

Date: 5/8/2010

Re: Seacoast R-EOC Opening

Due to the potential for a significant number of outages to occur in the Seacoast area, we will be opening our EOC (Emergency Operations Center) at 00:00. If conditions change we will send a revised plan. Please use 1-866-761-6645 for a direct line into our designated municipal room for use by Police and Fire personnel only. It is imperative that you refrain from providing this number to anyone other than Police, Fire, and Emergency Management Directors. If we suffer significant damage to our electric infrastructure, another email will be sent requesting a conference call. A conference call phone number and time will be provided at that time..

Attached is a "fax form" that you can utilize to provide us with the applicable information. These forms can be sent directly to the EOC via the fax number shown on each form. If you prefer to email the information, send it to SeacoastMunicipal@unitil.com

We have also attached diagrams that show the responsibilities between Unitil and our customers with respect to overhead services to homes and buildings. The customer owned or installed material that is shown on the diagrams will require an electrician to make the necessary repairs or replacements. Notification to the home owner will be through the use of a door hanger or direct conversation. Hopefully you find this information a useful tool if customer inquiries occur.

Thank you,

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2. Municipal Conference Call Notification

Unitil
We deliver.
It's that simple.

memorandum

To: [Click here and type name]

From: Seacoast EOC (Municipal Room)

Date: 5/10/2010

Re: Municipal Conference Call

Unitil will be holding a conference call today at 10:00 a.m. to provide an update of our service restoration efforts and work locations. This is an opportunity for you to raise or further inquire about critical or hazardous conditions that you are aware of in your respective town. Please continue to utilize the fax form or email the fax form previously distributed to provide any information to Unitil's Municipal Room. Listed below is the conference call number and conference ID to dial into the conference call.

Conference Call Number:
Conference ID:

Thank you,

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3. PUC Crew Reporting Form

NH PUC DISTRIBUTION CREW REPORT

EVENT	December Noreaster Snow Storm		
DATE:	Dec 7 2009	TIME - DATA EXTRACT:	Dec 6 11pm
Submitted by:	J Expert		
Company:	Unitil (includes all Divisions)		

Quantity of Field Personnel

			FRONT LINE	Prior to Event	During Event	Incremental
1	**Distribution**[A] 69 KV and Less includes Subtransmission 46kv, 34.5kv,22kv, 13kv, 7.5 kv, 4kv, 2kv and below	Line	Company Line Crews restoring Distribution Circuits	12	0	-12
			Affiliate Co Line Crews restoring Distribution Circuits	8	0	-8
			Contractor Line Crews restoring Distribution Circuits	0	0	0
			Foreign Utility Line Crews restoring Distribution Circuits	3	0	-3
		Service	Company Line Crews restoring Service	0	0	0
			Contractors restoring Service *includes Electricans*	2	0	-2
		Pole[B]	Pole Setting/Digging Operations *includes Co, Foreign Utility, Contractor*	4	0	-4
		Tree	Contractor Tree Clearing - Working on Distribution Circuits	3	0	-3
			Foreign Utility Tree Clearing - Working on Distribution Circuits	2	0	-2
			SUBTOTAL	34	0	-34
			FIELD ASSESSMENT			
2	Distribution see above	Line[C]	Company Damage Assessment Personnel	12		-12
				6		-6
			SUBTOTAL	18	0	-18
			PUBLIC SAFETY			
3	Wires Down Appraiser Field Guides Other Support	Line	Company Personnel			
			Bird Dogs, Location Guides	3	14	11
			includes contractors	5	0	-5
				2	2	0
			SUBTOTAL	10	16	6

A includes crews physically present, signed into work , includes off road and on road
B does not include line crews who are doing both, includes those who are exclusively doing pole setting, includes contractor, in-house crews, mutual aid crews, does not include Telecom Crews
C does not include line crews who are also doing assessment

GRAND TOTAL	62	16	-46

4. PUC Outage Status Report

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EVENT: Hurricane Dave
DATE: 9/18/2009
Submitted by: Unitil
TIME - DATA EXTRACT:

Unitil

Town	Total Unitil Customers	Customers Out	Outage%	Estimated Timed Restoration	Town	Total Unitil Customers	Customers Out	Outage%	Town	Total Unitil Customers	Customers Out	Outage%
Allenstown	12		0%		Allenstown	12		0%	Allenstown	12		0%
Atkinson	2,866		0%		Atkinson	2,866		0%	Atkinson	2,866		0%
Boscawen	1,621		0%		Boscawen	1,621		0%	Boscawen	1,621		0%
Bow	3,004		0%		Bow	3,004		0%	Bow	3,004		0%
Brentwood	5		0%		Brentwood	5		0%	Brentwood	5		0%
Canterbury	595		0%		Canterbury	595		0%	Canterbury	595		0%
Chichester	1,005		0%		Chichester	1,005		0%	Chichester	1,005		0%
Concord	17,394		0%		Concord	17,394		0%	Concord	17,394		0%
Danville	1,450		0%		Danville	1,450		0%	Danville	1,450		0%
Dunbarton	113		0%		Dunbarton	113		0%	Dunbarton	113		0%
E. Hampstead	35		0%		E. Hampstead	35		0%	E. Hampstead	35		0%
East Kingston	1,046		0%		East Kingston	1,046		0%	East Kingston	1,046		0%
Epsom	1,381		0%		Epsom	1,381		0%	Epsom	1,381		0%
Exeter	7,579		0%		Exeter	7,579		0%	Exeter	7,579		0%
Greenland	9		0%		Greenland	9		0%	Greenland	9		0%
Hampstead	21		0%		Hampstead	21		0%	Hampstead	21		0%
Hampton	5,091		0%		Hampton	5,091		0%	Hampton	5,091		0%
Hampton Beach	5,712		0%		Hampton Beach	5,712		0%	Hampton Beach	5,712		0%
Hampton Falls	1,342		0%		Hampton Falls	1,342		0%	Hampton Falls	1,342		0%
Hooksett	1	0	0%		Hooksett	1	0	0%	Hooksett	1	0	0%
Hopkinton	94		0%		Hopkinton	94		0%	Hopkinton	94		0%
Kensington	947		0%		Kensington	947		0%	Kensington	947		0%
Kingston	3,009		0%		Kingston	3,009		0%	Kingston	3,009		0%
Loudon	123		0%		Loudon	123		0%	Loudon	123		0%
Newton	2,040		0%		Newton	2,040		0%	Newton	2,040		0%
Pembroke	20		0%		Pembroke	20		0%	Pembroke	20		0%
Penacook	2,637		0%		Penacook	2,637		0%	Penacook	2,637		0%
Plaistow	3,968		0%		Plaistow	3,968		0%	Plaistow	3,968		0%
Salisbury	430		0%		Salisbury	430		0%	Salisbury	430		0%
Seabrook	4,155		0%		Seabrook	4,155		0%	Seabrook	4,155		0%
Seabrook Beach	1,081	0	1%		Seabrook Beach	1,081		0%	Seabrook Beach	1,081		0%
South Hampton	398	0	1%		South Hampton	398		0%	South Hampton	398		0%
Stratham	3,462		0%		Stratham	3,462		0%	Stratham	3,462		0%
Webster	400		0%		Webster	400		0%	Webster	400		0%
Total	73,046	0	2%			73,046	0	0%		73,046	0	0%

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5. DPU Reporting Form (Restoration Stage –Every 4 Hours)

Restoration Stage. The Company shall update this information every four hours: 00:01, 04:00, 08:00, 12:00, 16:00, 20:00, and 24:00.

1	2	3	4	5	6	7	8	9
Company Name	Year	Month and Date	Hour	Weather Forecast	ERP Implementation (Date &Time)	Event Level/ Classification	EOC(s) Status (Activation Date & Time)	Identify Problems Encountered (if any)

10	11	12	13	14	15	16	17	18
District Name	Town Name	Total # of Customers Served in Town	Total # of Customers Without Power in Town	Percent of Customers Without Power in Town	Estimated Restoration Time (ERT)	Number of Trouble Locations in Town	Number of Services to be Repaired in Town	Comments

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6. DPU Reporting Form (Restoration Stage – Every 6 Hours)

Each company shall provide the information listed in Table 3-B to the Department, MEMA and DOER during Service Restoration Stage. The Company shall update this information every six hours: 00:01, 06:00, 12:00, 18:00, 24:00.

1	2	3	4	5	6	7	8	9
Company Name	Year	Month and Date	Hour	LSC Notifications	Municipal Notifications	MEMA Notification	Regulatory Notifications	District Name

10	11	12	13	14	15	16	17	18
Town Name	Number of Company Line Crews	Number of Contractor Line Crews	Number of In-State Mutual Aid Line Crews	Number of Out-of-State Mutual Aid Line Crews	Number of Company Tree Crews	Number of Contractor Tree Crews	Number of In-State Mutual Aid Tree Crews	Number of Out-of-State Mutual Aid Tree Crews

19	20	21	22	23	24	25	26	27
Number Company Wire Down Crews	Number Contractor Wire Down Crews	Number of In-State Mutual Aid Wire Down Crews	Number of Out-of-State Mutual Aid Wire Down Crews	Number Company Damage Appraiser Crews	Number of Contractor Damage Appraiser Crews	Number of In-State Mutual Aid Damage Appraisers	Number of Out-of-State Mutual Aid Damage Appraiser Crews	Number of Company Substation/ Transmission Crews

28	29	30	31	32	33	34	35
Number of Contractor Substation/ Transmission Crews	In-State Mutual Aid Substation/ Transmission Crews	Out-of-State Mutual Aid Substation/ Transmission Crews	Total # of Crews Working	Number of Company Support Personnel Used	Number of Non-Company Support Personnel Used	List Source of Mutual Aid	Comments

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C. Planning Forms

1. System IAP Form

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2. Damage Assessment Detail Sheet

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3. Damage Assessment Envelope

DAMAGE PATROL ENVELOPE

CIRCUIT/FEEDER: _____

ASSIGNED TO: _____
(CREW LEADER)

WORK PACKET NUMBER: _____

CALLED IN COMPLETE: _____ _____
                     DATE   TIME

ASSESSMENT PHASE: ☐ PHASE 1   ☐ PHASE 2

CREW TYPE: ☐ LINE   ☐ TREE

HOURS: _____   POLES: _____

TRANSFORMERS: _____

PRI SPANS: _____

SEC SPANS: _____

ESTIMATING CREW HOUR REQUIREMENT
(ASSUMES 2 PERSON CREW)

LINE CREW: _____

EQUIPMENT	QUANTITY	CREW HOURS	TOTAL HOURS
POLE		4	
POLE INACCESSIBLE		6	
ANCHOR		2	
TRANSFORMER		3	
TRANSFORMER INACCESSIBLE		4.5	
GUY WIRE		1	
PRIMARY SPAN		2	
SECONDARY SPAN		2	
CROSSARM/PIN		2	
CUTOUT/DISCONNECT		1	
RECLOSER/AIRBREAK		10	
REGULATOR		8	
CAPACITOR		4	
STREETLIGHT		1	
FLOODLIGHT		1	
SERVICE		2	
SERVICE w/CUST. REQ.		2	
LIMBS ON WIRES		1	
		TOTAL	

TREE CREW

TREE CREW NEEDED		2	
		TOTAL	

☐ FG&E   ☐ UES-C   ☐ UES-S

SECTIONS ENERGIZED			
FROM POLE	TO POLE	DATE	TIME

☐ TREE WORK REQUIRED BEFORE LINE WORK CAN BE COMPLETED

☐ CRITICAL CUSTOMER _____

☐ ENVIRONMENTAL CLEANUP REQUIRED_____

☐ DIG SAFE NOTIFICATION _____

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4. Damage Assessment Spreadsheet (Sample)

	FEEDER	Percent Complete	TOWN	POLE	Pole Inaccessible	ANCHOR	XFMR	XFMR INACCSS	Guy Wire	PRIMARY	SECDRY	CROSS ARM PIN	CUT-OUT / DISC	RECL/ AIR BRK	REG	CAP	LIGHT	SERVICE	SERVICE CUST. REQ.	LIMB ON LINE	TREE	TOTAL EST. CREW HRS	TOTAL EST. CREW DAYS
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W
2	13W1	100%	Canterbury	6			2			42	2		5					1		2	13	135	12.3
3	13W2	100%	Sal/Web/Bosc							14		1	7					1		10		48	4.4
4	13W3	100%																1				2	0.2
5	13X4	50%(Phase I)																				0	0.0
6	14H1	50%(Phase I)																				0	0.0
7	14H2	50%(Phase I)	Concord										0.5							1		1.5	0.1
8	14X3	50%(Phase I)																				0	0.0
9	15H3	50%(Phase I)																				0	0.0
10	15W1	50%(Phase I)	Concord				1			2		1	1					1				12	1.1
11	15W2	100%	Concord							1		1						1		2		7	0.6
12	16H1	100%																		3		3	0.3
13	16H2	50%(Phase I)																				0	0.0
14	16H3	50%(Phase I)																				0	0.0
15	16X4	100%								3			1									7	0.6
16	16X5	50%(Phase I)																				0	0.0
17	18W1	50%(Phase I)																				0	0.0
18	18W2	100%	Bow						1	10	1		3					2		3	4	33	3.0
19	1H1	50%(Phase I)																				0	0.0
20	1H2	50%(Phase I)																				0	0.0
21	1H3	50%(Phase I)																				0	0.0
22	1H4	50%(Phase I)																				0	0.0
23	1H5	50%(Phase I)																				0	0.0
24	1H6	100%																				0	0.0
25	1T1B																					0	0.0
26	1T2B																					0	0.0
27	1X7A	50%(Phase I)																				0	0.0
28	1X7P	50%(Phase I)																				0	0.0
29	211A	100%																				0	0.0
30	211P	100%																				0	0.0
31	22W1	100%								1			1							3	1	6	0.5
32	22W2	50%(Phase I)	Concord	2						9			1				2			22	1	53	4.8
33	22W3	100%	Bow	4			2		1	8	3	6	2					6	2	12		87	7.9
34	24H1	50%(Phase I)																				0	0.0
35	24H2	50%(Phase I)																				0	0.0

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5. Helicopter Patrol Form

Helicopter Patrol Form
System-EOC: Phone: Fax:
Technical Services: Phone: Fax:
Requestors Name and
Contact Information:
Notification/Flight Date/Time:
Helicopter Company:
Observer(s) (Extra passengers requires more fuel and may loose the ability to hover.)
Observer Contact Phone #
Departure Location:
Departure Time:
Estimated Flight Time:
Total Mileage of Lines for Patrol:
Lines Being Patrolled:
Routine   Emergency
Accounting Information:
TLS USE ONLY
Date Received:
Helicopter Company Contacted
Pilot Assigned: Helicopter ID

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D. Logistics Form

   1. Crew Transfer Sheet (internal)

Unitil - Crew Transfer Sheet (Internal)

Crew Tracking #

Number Qualified OH Crews

Number of Diggers

Number of Hotel Rooms — Singles / Doubles

FROM

*Team Name

*Region Location

Region Contact

Telephone # XXX-XXX-XXXX

Field Guide

Telephone # XXX-XXX-XXXX

DEPARTURE (From Home HQ)

Date/Time _____ MM/DD/YY hh:mm

Notes:
* Complete All Fields Shaded In Yellow – Others are Optional
* Select Field to Reveal Drop-Down List

Vehicle ID:
Unitil – Add MA, ME, or NH to Start of Truck Number

TO

*Restoration Region

*Restoration Location

ESTIMATED ARRIVAL

Date/Time _____ MM/DD/YY hh:mm

CREW AVAILABILITY

☐ Available to Work on Arrival

☐ Requires Rest on Arrival

CREW CAPABILITIES (Qualified/Rated)

☐ Distribution (overhead)

☐ Transmission

☐ Underground

☐ Tree

☐ Other

Employee ID	Last Name	First Name	Gender*	Supervisor (Y/N)*	Storm Role*	Cell #	Region Location*	Temp Crew ID	Require Lodging*	Vehicle ID	Vehicle Description	Vehicle Type*

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2. Crew Transfer Sheet (External)

Unitil - Crew Transfer Sheet (Contractor)

Crew Tracking #

Number Qualified OH Crews **3**
Number of Diggers **1**

Number of Hotel Rooms ___ Singles
4 Doubles

FROM

Contractor/Utility Name IC Reed
Home Location Raymond, NH
Home Contact Brad Reed
Home Phone # 603-895-2731   xxx-xxx-xxxx
Home Fax # ___
General Foreman Cory Stapel
Telephone # 603-502-8827   xxx-xxx-xxxx
Unitil Field Guide ___
Telephone # ___   xxx-xxx-xxxx

TO

*Restoration Region ___
*Restoration Location ___

DEPARTURE *(From Home HQ)*

Date/Time 12/9/2009 6:00   MM/DD/YY hh:mm

ESTIMATED ARRIVAL

Date/Time 12/9/2009 7:30   MM/DD/YY hh:mm

CREW AVAILABILITY

☑ Available to Work on Arrival
☐ Requires Rest on Arrival

CREW CAPABILITIES *(Qualified/Rated)*

☑ Overhead Distribution
☑ Transmission
☑ Underground
☑ Forestry
☑ Other

Notes:
- Complete All Fields Shaded in **Yellow** - Others are Optional
- Select Field to Reveal Drop-Down List

Vehicle ID:

Asplundh Line=AL, Harlan=HA, Hawkeye=HK, Thiro=TH, National Grid=NG
Northeast Utility=NU, 3-Phase = 3P, JCR Line= JC, On-Target=OT, I.B. Able=IB,
ABC Tree=AB, Asplundh Tree=AT, Davey Tree= DT, Lewis Tree=LT, Nelson
Tree=NT, or Other Foreign Utility=MA

Employee ID	Last Name	First Name	Gender	Supervisor (Y/N)	Storm Role	Labor Hourly Rate	Cell #	Home HQ	Temp Crew ID	Require Lodging	Vehicle ID	Vehicle Description	Vehicle Hourly Rate	Vehicle Type
	Stapel	Cory	Male	Yes	Foreman, General		502-8827	Raymond			288	HD Bucket		Bucket
	Small	Charlie	Male	No	Lineman, 1/C			Raymond			288			Bucket
	Plummer	Carey	Male	Yes	Foreman, General		731-5372	Raymond			293	HD Bucket		Bucket
	Stinson	Kevin	Male	No	Lineman, 1/C			Raymond			293			Bucket
	Larson	Brett	Male	Yes	Foreman, General		357-1549	Raymond			272	HD Bucket		Bucket
	Jenning	Eric	Male	No	Lineman, 1/C			Raymond			272			Bucket
	Thibodeau	Scott	Male	Yes	Foreman, General		502-8824	Raymond			319	HD Bucket		Digger
	O'Teri	Justin	Male	No	Lineman, 1/C			Raymond			319			Digger

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3. Crew Tracking Sheet

Daily Crew Tracking Sheet						Date:_____	
Name	**Company**	**Time In**	**Time Out**	**(-) Lunch**	**(-) Dinner**	**Total Time**	**Overtime**
Foreman Name:		**Signature:**					

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4. Crew Summary Sheet

Storm Staffing Summary-BY CREW

Day: | Date: | Time: | Storm No.:

Resource/Crew Type	Fitchburg Region		Seacoast Region		Capital Region		System					
							MA		NH		Total	
	1st Shift	2nd Shift	1st Shift	2nd Shift	1st Shift	2nd Shift	1st Shift	2nd Shift	1st Shift	2nd Shift	1st Shift	2nd Shift
Line- Unitil	0	0	0	0	0	0	0	0	0	0	0	0
Line- Affiliate	0	0	0	0	0	0	0	0	0	0	0	0
Line- Contractor	0	0	0	0	0	0	0	0	0	0	0	0
Line- Foreign Utility	0	0	0	0	0	0	0	0	0	0	0	0
Service- Contractors	0	0	0	0	0	0	0	0	0	0	0	0
Service- Foreign Utility	0	0	0	0	0	0	0	0	0	0	0	0
Pole- All Pole Crews	0	0	0	0	0	0	0	0	0	0	0	0
Transmission- Contractor	0	0	0	0	0	0	0	0	0	0	0	0
Transmission- Foreign Utility	0	0	0	0	0	0	0	0	0	0	0	0
Tree- Contractor	0	0	0	0	0	0	0	0	0	0	0	0
Tree- Foreign Utility	0	0	0	0	0	0	0	0	0	0	0	0
Damage Assessment- Unitil	0	0	0	0	0	0	0	0	0	0	0	0
Damage Assessment- Contractor/Foreign Utility	0	0	0	0	0	0	0	0	0	0	0	0
Wire Down- Unitil	0	0	0	0	0	0	0	0	0	0	0	0
Field Guides/Bird Dogs- Unitil	0	0	0	0	0	0	0	0	0	0	0	0
Supervisors- Unitil	0	0	0	0	0	0	0	0	0	0	0	0
SUB-TOTAL	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL	0		0		0		0		0		0	

Each Region Resource Unit will fill out the Regional information *by crews* and return to System Resource Unit

* Note: Leave BLANK if Individual Position Does Not Exist in a Specific Region

**Enter Only Regional Information, System Level totals will automatically fill.