# Electric Emergency Response Plan

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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, Business Continuity & Compliance.

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### REVISION HISTORY

| REV # | DATE | DESCRIPTION |
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| 0 / 1 | 8/31/2009 / 10/30/2009 | Initial Issue / Minor Revisions |
| 2 / 3 | 5/15/2010 / 10/15/2010 | Annual Revision / Revisions to section IV |
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| | | |

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CEO     CHIEF EXECUTIVE OFFICER
CFO     CHIEF FINANCIAL OFFICER
CIO     CHIEF INFORMATION OFFICER
COO     CHIEF OPERATING OFFICER
CRP     CRISIS RESPONSE PLAN
CSC     CUSTOMER SERVICE CENTER
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
DOER     DEPARTMENT OF ENERGY RESOURCES
DPU     DEPARTMENT OF PUBLIC UTILITIES
EAP     EMPLOYEE ASSISTANCE PROGRAM
EH&SO     ENVIRONMENTAL HEALTH & SAFETY OFFICER
EOC     EMERGENCY OPERATIONS CENTER
EM     EMERGENCY MANAGEMENT
ERO     EMERGENCY RESPONSE ORGANIZATION
ERP     EMERGENCY RESPONSE PLAN
ETR     ESTIMATED TIME OF RESTORATION
F/FUL     FLEET/FACILITIES UNIT LEAD
FGE     FITCHBURG GAS & ELECTRIC

| FUL | FINANCE UNIT LEAD |
|---|---|
| GIS | GEOGRAPHICAL INFORMATION SYSTEM |
| HR | HUMAN RESOURCES |
| HRUL | HUMAN RESOURCES UNIT LEAD |
| IAP | INCIDENT ACTION PLAN |
| IC | INCIDENT COMMANDER |
| ICS | INCIDENT COMMAND SYSTEM |
| IMA | INCIDENT MANAGEMENT ASSISTANT |
| IT | INFORMATION TECHNOLOGY |
| ITUL | INFORMATION TECHNOLOGY  UNIT LEAD |
| JIC | JOINT INFORMATION CENTER |
| L/MUL | LODGING/MEALS UNIT LEAD |
| LNO | LIAISON OFFICER (REGULATORY/ELECTED OFFICIALS) |
| LSO | LOGISTIC SECTION ORGANIZATION |
| MEMA | MASSACHUSSETTS EMERGENCY MANAGEMENT AGENCY |
| MLO | MUNICIPAL LIAISON OFFICER |
| MMS | MATERIALS MANAGEMENT SYSTEM |
| NIMS | NATIONAL INCIDENT MANAGEMENT SYSTEM |
| OEM | OFFICE OF EMERGENCY MANAGEMENT |
| OMS | OUTAGE MANAGEMENT SYSTEM |
| OP | OPERATIONAL PERIOD |
| OPS | OPERATIONS |
| ORT | OPERATIONAL RESPONSE TEAM |
| OSSC | OPERATIONS STAGING SITE COORDINATOR |
| PUC | PUBLIC UTILITIES COMMISSION |
| 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 |
| R-OAC | REGIONAL OPERATIONS AREA COMMANDER |
| 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 ADMIN/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 |

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| --- | --- |
| 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 |
| UES | UNITIL ENERGY SYSTEMS |

## LIST OF DEFINITIONS

**Critical Infrastructure List** – A list of customers designate as "Critical Infrastructure". Examples include hospitals, fire/police stations, restoration staging areas, and communications facilities.

**Emergency Event** – An event where widespread outages or Service Interruptions have occurred in the service area of the Company due to storms or other casues beyond the control of the company. An Emergency Event is an event classified at a Level I, II, or III event as described in this ERP.

**Emergency Operations Center ("EOC")** – The physical locations at which coordination of information and resources to support incident management activities occurs.

**Incident Commander ("IC")** – The individual appointed by the Company's executive management to have overall responsbility for the Company's response during an Emergency Event.

**Incident Command System ("ICS")** - Coordinated and collaborative incident management construct specifically designed and made a part of the National Incident Management System ("NIMS") under the Federal Emergency Management Agency ("FEMA").

**Life Support Customers ("LSCs")** – Also known as medical priority customers, means those customers who have provided documentation to the Company of their medical conditions necessitating electric service.

**Mutual Assistance Agreements** – Agreements between the Company and other utilities, both inside and outside the state, that details specifics for obtaining or lending resources, including, but not limited to, material, equipment, and trained personnel, when internal resources are not sufficient to ensure the safe and reasonably prompt restoration of service during an Emergency Event.

**Outage Management System ("OMS")** – System used to identify customer outages, assign trouble crews, and record outage event statistics.

**Post-Event Stage** – The period of time immediately following restoration of service to all customers after an Emergency Event.

**Pre-Event Stage** – The period of time between when the Company first identifies an impending Emergency Event and when the Emergency Event first casues damage to the system resulting in Service Interruptions.

**Priority One Calls** – Mean emergency notifications from municipal officials regarding downed wires and utility poles that are life threatening in nature or pose imminent danger.

**Priority Two Calls** – Mean emergency notifications from municipal officials regarding downed wires and utility poles that pose a hinderance to emergency operations.

**Priority Three Calls** – Mean emergency notifications from municipal officials regarding downed wires and utility poles that pose a non life threatening emergency hazard.

**Service Interruption** – The loss of service to one or more customers connected to the electric distribution system.

**Service Restoration Stage** – Period of time between when an Emergency Event causes damage to the system (causing Service Interruptions), and the time when service is restored to all customers.

## I. INTRODUCTION

The core business of Unitil is the distribution of electricity and natural gas. The Company, based in Hampton, New Hampshire, serves approximately 178,300 electric and gas customers through its subsidiaries in Maine, Massachusetts, and New Hampshire. The Company serves approximately 102,400 electric customers through its Fitchburg Gas and Electric (FGE) and Unitil Energy Systems (UES) subsidiaries in Massachusetts and New Hampshire, respectively.

This Emergency Response Plan (ERP or Plan) is designed to be a guide for the activation of the Electric Emergency Response Organization (ERO). Its purpose is to ensure the effective implementation and coordination of the corporate emergency response actions during an Emergency Event. 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 utilizes the National Incident Management System (NIMS) which is a comprehensive national approach to incident management applicable at all jurisdictional levels and across functional disciplines. The ERP also addresses the operation of the System Emergency Operations Center (S-EOC) and the Regional Emergency Operations Centers (R-EOCs). The plan 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, tornadoes, extreme heat and storm surge and river flooding, or other natural or man-made causes (e.g., major equipment failure, civil unrest, terrorism, wildfire, etc.) or 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, Business Continuity and Compliance is responsible for managing and evaluating the effectiveness of this plan. This evaluation will include conducting a system-wide storm exercise and multiple training sessions annually during the spring/summer months with the system-wide exercise completed by August 1 of each year. Also, the ERP will be reviewed and revised annually for submittal to the MA DPU and NH PUC 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 a storm exercise or actual event. However, the Plan may be revised more frequently if a storm critique or after action report recommends changes and will be re-submitted to regulatory agencies if substantial changes occur.

### A. Emergency Management – Vision

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

Mitigation: Activities which eliminate or reduce the probability of disaster;

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

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

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
- Continuously improving.

### C. Declaration of an Emergency

An emergency shall be declared by the Chief Operating Officer (COO), Director of Operations, Director of Business Continuity and Compliance, 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 - Pre-Planning Activities 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 terminated.

### 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 various 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. The 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 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, multi-regional 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*

**Strategic Level**: Plans the Company strategy for responding to the emergency and presenting 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 event.

**Tactical Level**: Plans the Company's response to the emergency and oversees 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 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 (DOCs), Municipal Rooms, and Customer Service 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, when activated, will coordinate with the tactical levels of a response either through the Regional Operations Area Commander (R-OAC), if it is a single region event or through a System-Level Incident Commander (IC) for multi-regional (System wide) events 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 full system emergency response organization and the typical job title(s) for personnel within the Company filling each role.

**Figure I-E-1**
**Incident Command System**

## II. SYSTEM INCIDENT COMMAND STRUCTURE

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 deemed to be an "emergency event".

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 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 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.

### A. System Incident Command Organization

Figure II-A-1 details the functional elements of the Incident Command Staff directly reporting to the Incident Commander.
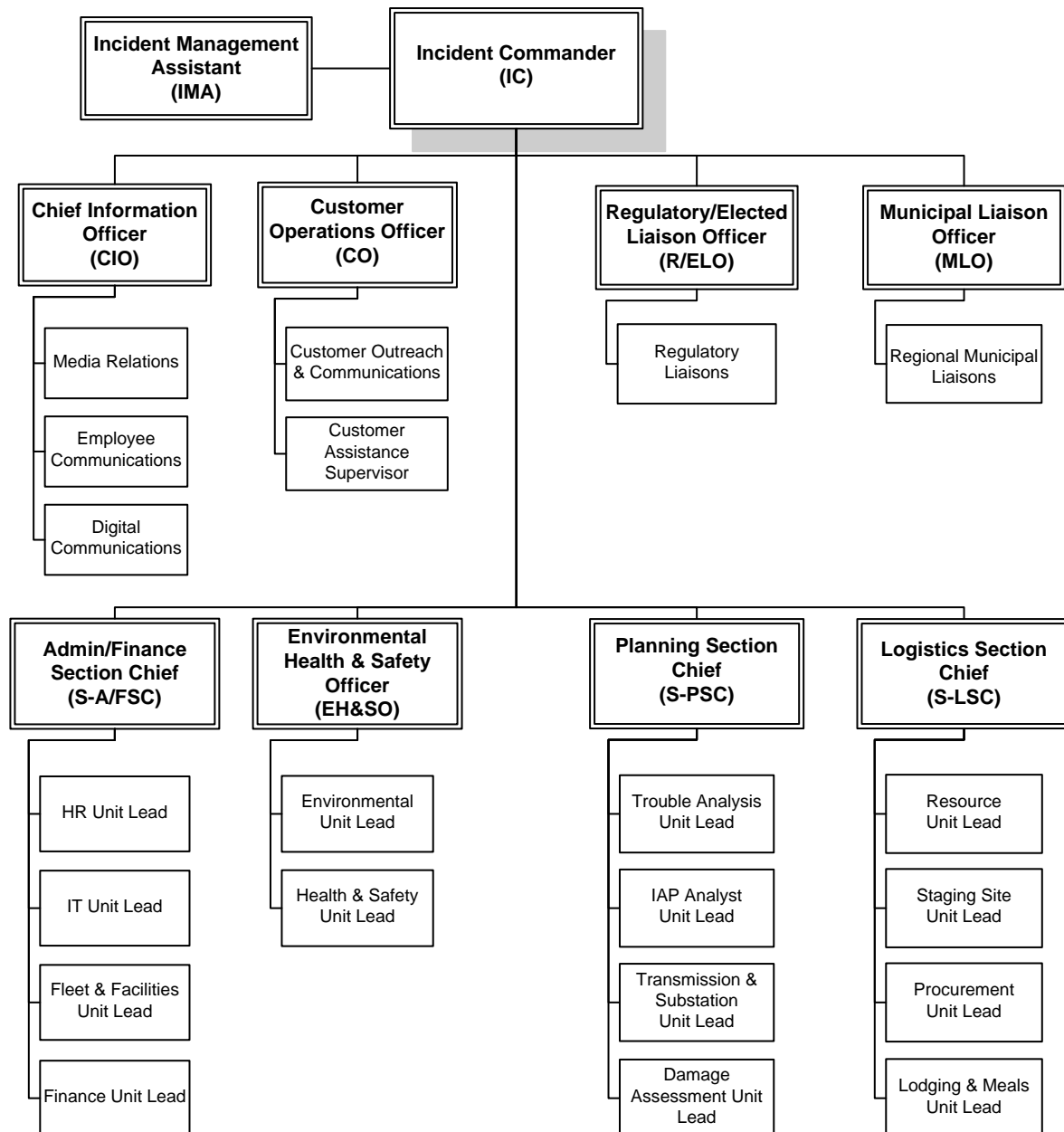


**Figure II-A-1**
**System Level Command Staff**

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

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|:---:|:---|:---|:---:|
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| | | Revision Date | 12/31/2015 |
| II – System Incident Command Organization | | Supersedes Date: | 5/15/2015 |

**1. Incident Commander**

The Incident Commander (IC) is responsible for directing and coordinating all aspects of the emergency response effort. This role's priorities are determined by the extent, size, duration, and complexity of the incident, as well as the availability of resources. The 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:

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

- Activating the Emergency Response Organization and S-EOC, as appropriate for the event type;

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

- Assessing the incident utilizing initial damage assessment information and establishing an overall restoration strategy;

- Executing the restoration response utilizing data from detailed damage assessment and continually reassessing the response to ensure incident escalation, if necessary;

- Determining the amount of resources required to respond to an event including internal, external, contract etc.; and directing efforts to obtain the required amount of resources and allocating available resources on a system-wide basis;

- Coordinating activities for acquiring additional resources throughout the event, if needed;

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

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

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

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

- Receiving and implementing strategic objectives as instructed by the SRC;

- Identifying and mitigating adverse customer, regulatory, or other constituent sentiment and communicating resolution plans to the SRC;

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

- Implementing the ERP demobilization process including the structured released of resources; and

- Implementing all post-event review processes including post-event Municipal Official outreach programs and 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, Business Continuity, 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 for the event type. The Incident Commander ensures the ICS organization is established in a timely manner and activates the S-EOC. 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 reports directly to and supports the Incident Commander, consists of the: Environmental, Health, and Safety Officer (EH&SO), Chief Information Officer (CIO), Regulatory/Elected Official Liaison Officer (LNO), Municipal Liaison Officer (MLO), 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 Commander (R-OAC) will act as the IC for the region when the full 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 the: Incident Management Assistant (IMA); System - Planning Section Chief (S-PSC), System - Logistics Section Chief (S-LSC), and System - Admin/Finance Section Chief (S-A/FSC). The primary objective of these functions is to provide support services to each of the R-OACs. The R-OACs 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 organization, as defined in the Regional Emergency Response Plan and is the sole point of accountability for coordinating the regional emergency response.

**(b) Organization**

The Incident Command Staff reporting directly to the Incident Commander are the Incident Management Assistant, Environmental Health & Safety Officer, Regulatory/Elected Official Liaison Officer, Municipal Liaison Officer, Chief Information Officer and Customer Operations Officer, as needed, based upon the Incident Commander's requirements. These roles and their organizations are detailed in the following sections. Also reporting to the IC when the S-EOC is activated, is the System – Planning Section Chief,

System – Logistics Section Chief, and System – Admin/Finance Section Chief which will provide support services to the impacted R-EOCs,

Figure II-A-2 depicts the Incident Command Staff and general staff organization in the S-EOC and Call Center.
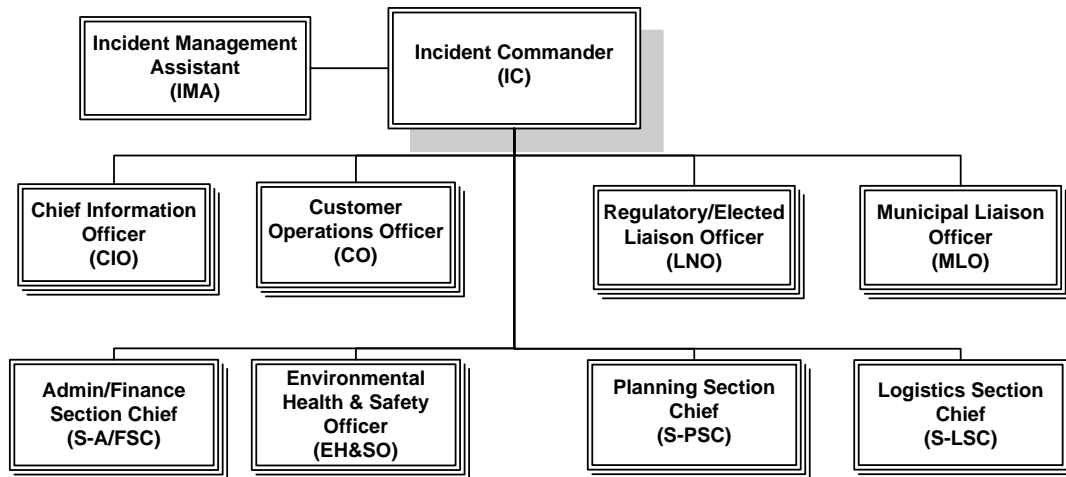


**Figure II-A-2**
**Incident Command and General Staff**

**(c) Workflow**

The Incident Commander obtains a briefing from the Director, Electric Operations, Business Continuity, or from the Incident Management Assistant (or prior shift's Incident Commander), and members of the SRC, as needed. Once assigned, the IC will use all available information to determine the associated event level response activities for the event and activate the appropriate level of the response organization. The IC, in conjunction with the Planning Section Chief, will determine the estimated amount and types of resources needed to respond and will direct efforts to acquire and allocate resources. The IC will also coordinate and direct efforts and strategies with the impacted R-OAC's as directed by the SRC. The IC reviews and approves Incident Action Plans (IAPs), Safety Information, and all external communications for release and will provide regular updates to the SRC with details regarding the response effort. The IC will initiate demobilization efforts and remain in control of the event until the conclusion of restoration efforts or transitioned to a regional event. For further information, see the IC checklist in Attachment 1.

**2. Incident Management Assistant**

**(a) Concept of Operation**

The Incident Management Assistance (IMA) member ensures that ICS and the ERP are 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 Business Continuity department, with responsibilities reflective of the IC's and will assist the IC in all aspects of restoration activities.  For further information, see the IMA checklist in Attachment 1.

3. **System 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 S-EOC. The Regional Safety Coordinators (R-SC) will report to the EH&S Officer, as well as the R-OACs in the assigned region, 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. See the Unitil Safety Handbook for an example of information given to external crews in conjunction with safety briefings.

   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.

   (b) **Organization**

   Figure II-A-3 depicts a typical EH&S organization.

**Figure II-A-3**
**Environmental Health & Safety Organization**

**(c) Workflow**

Safety and environmental information is routed through the Regional Safety Coordinator at each of the R-EOCs. The EH&SO will make all the appropriate notifications and direct incident response, if outside the scope of local resources and keep the IC informed of all safety and environmental incidents that occur.

Figure II-A-4 depicts the typical workflow for the Environmental Health & Safety Organization (EH&SO). For further information, see the EH&SO checklist in Attachment 1.
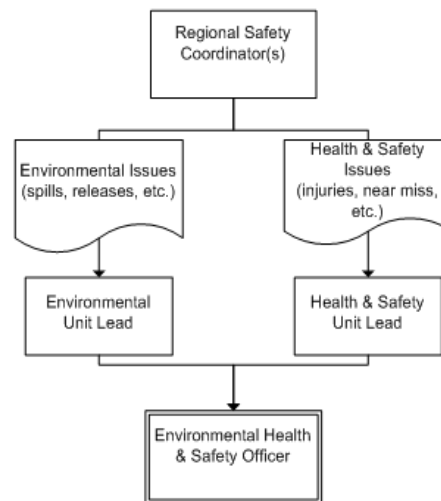


**Figure II-A-4**
**Environmental Health & Safety Workflow**

**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 the event, as required by state and federal regulations. Regional Safety Coordinators are responsible for obtaining all necessary information and providing that information to the Environmental Unit Lead who in turn will transfer all related documentation to the Manager, Environmental Compliance at the conclusion of the event.

After an environmental response is completed the Environmental Unit Lead is responsible to ensure 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 Company's Environmental Procedures. The Environmental Unit Leads primary functions include:

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

- Receiving information from the Regional Safety Coordinators and providing routine updates on Environmental issues to the EH&SO, as appropriate.

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

- Identifying hazardous situations associated with the incident;

- Participating in S-EOC meetings and/or conference calls when requested;

- 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 environmental concerns; and

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

For further information, see the EH&SO checklist in Attachment 1.

**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 (such as work sites) requiring Company presence;

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

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

- 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 or staging location;

- 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 and/or conference calls, when requested; and

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

For further information, see the EH&SO checklist in Attachment 1.

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. Detailed in Section VI are the Corporate Communications protocols, which outline the procedure for preparing and distributing appropriate public service announcements (PSAs), as well as outage information, for customers, media outlets, municipal and elected officials, and Company 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 Outlets;
   - Employees;
   - Customers;
   - Municipal Officials;
   - Regulatory (MA DPU and NH PUC), 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 Communications, Employee Communications, and Digital Communications. Figure II-A-5 depicts the structure for the information organization under the Chief Information Officer.
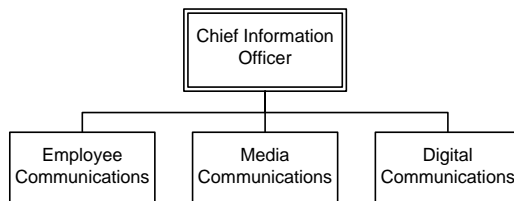
   

   **Figure II-A-5**
   **Chief Information Officer Organization**

   (c) **Workflow**

   When mobilized for significant incidents (Event Types 1 through 3), PSAs that provide information on the Company's preparations will be issued.

During the restoration effort, PSAs will be issued to coincide with local news cycles or (at a minimum) three times per day. Information prepared and disseminated via the PSAs may include: number of customers interrupted, number of customers remaining out of service, municipalities and regions affected, global ETR, and contact information for customers and media outlets.

Media communications may include some or all of the following:

- Live broadcasts on radio and television, if possible;
- Periodic PSAs;
- 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 details the typical workflow associated with the CIO activities.
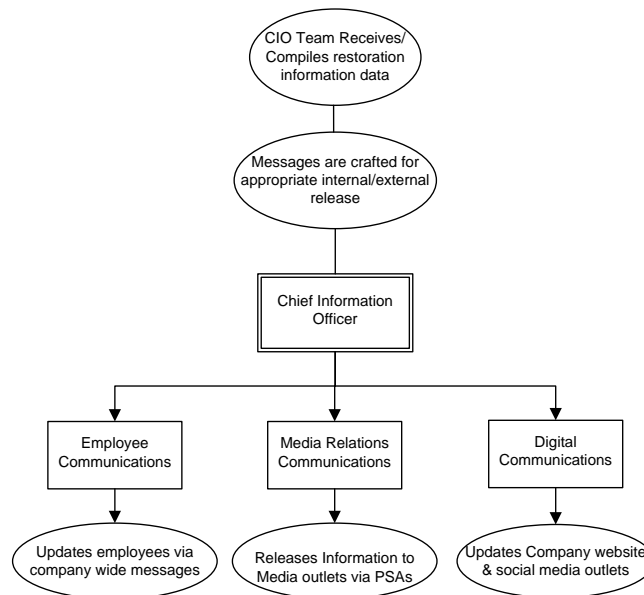


**Figure II-A-6**
**Chief Information Officer Workflow**

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

**Figure II-A-7**
**Communication Channels**

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 customers, the media, local municipal officials, local elected officials, regulatory agencies, and the public.

The Company's online "Outage Center" 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 distributed to customers in the form of monthly bill inserts and/or customer newsletters. The Company's "Outage Center" also allows for customers to report their outage online and access current outage and restoration information. During a restoration effort, a link to the "Outage Center" section will be prominently highlighted on the home page.

For further information, see the CIO checklist in Attachment 1.

7. **Media Communications**

   (a) **Concept of Operation**

      The Media Communications position is part of the CIO organization and reports directly to the CIO. This role is primarily responsible for

communicating restoration information to external media outlets and agencies and receiving media inquiries. The Media Communications position aids the CIO in the creation of restoration messages and PSA's for release and coincides the release times with local news cycles or at least three times per day. Detailed Corporate Communications procedures are found in Section VI – Corporate Communications.

The Media Communications primary functions include:

- Communicating restoration information to external media outlets and agencies;

- Receiving media requests for information;

- Aiding the CIO in crafting restoration information and PSAs for distribution;

- Conducting interviews with media outlets, as requested;

- Providing media-related updates to the CIO and Team;

**8. Employee Communications**

**(a) Concept of Operation**

The Employee Communications position is part of the CIO organization reporting directly to the CIO. This role primarily focuses on employee messaging related to the event. 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 VI – Corporate Communications.

The Employee Communications primary functions include:

- Aiding the CIO in crafting employee messages and distributing approved materials to employees at appropriate times;

- Responding to employee inquiries for information related to the event; and

- Providing updates to the CIO regarding employee issues as appropriate.

**9. Digital Communications**

**(a) Concept of Operation**

The Digital Communications position is part of the CIO organization reporting directly to the CIO. This role primarily focuses on digital communications (Company website/Outage Center) and social media outlets. These provide multiple means of receiving restoration information for employees, customers, media and other key stakeholders to ensure a proactive outreach of information. Detailed Corporate Communications procedures are found in Section VI – Corporate Communications.

The Digital Communications primary functions include:

- Updating the Company website with appropriate information related to the event;

- Distributing appropriate restoration information via various social media outlets as appropriate

- Monitoring social media outlets and responding to inquiries; and

- Providing updates related to digital communication channels to the CIO, as needed;

### 10. Regulatory & Elected Official Liaison Officer

#### (a) Concept of Operation

Upon notification of an impending event expected to be an emergency event (Event Types 1-3), the Regulatory/Elected Official Liaison Officer (LNO) will mobilize Liaisons in each region expected to be affected and begin outreach to Regulatory and Elected officials in the region. This proactive process gives advance notice to the served communities and establishes a line of communication to the S-EOC and LNO. The Liaison Officer is responsible to ensure outreach activities with state emergency management agencies, state regulatory agencies, and elected officials, as warranted.

The Regulatory/Elected Official Liaison Officer will coordinate all messaging with the CIO on information provided to the officials to ensure unity of messaging. It is important that although the responsibility of the CIO is to develop and craft the information, the Regulatory/Elected Liaison Officer is responsible for communicating restoration information to regulatory and elected officials. The CIO team will provide the information and solicit general concerns from the Liaison Team through the Liaison Officer. At the strategic level daily conference calls or phone contacts will be held with elected officials in the incident area

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

- Ensuring advanced notices to regulatory agencies, state and local elected 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;

- Securing additional Liaison resources, as needed;

- Ensuring the unity of messaging; and

- Assigning Liaisons to state Emergency Operations Centers, as requested.

In some instances it may be necessary for the Regulatory/Elected Liaison Officer to assign the Regulatory Liaisons to state and town emergency operation centers, as requested.

#### (b) Organization

Figure II-A-8 depicts a typical Regulatory & Elected Liaison Officer's organization.

**Figure II-A-8**
**Regulatory/Elected Official Liaison Officer Organization**

**(c) Workflow**

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

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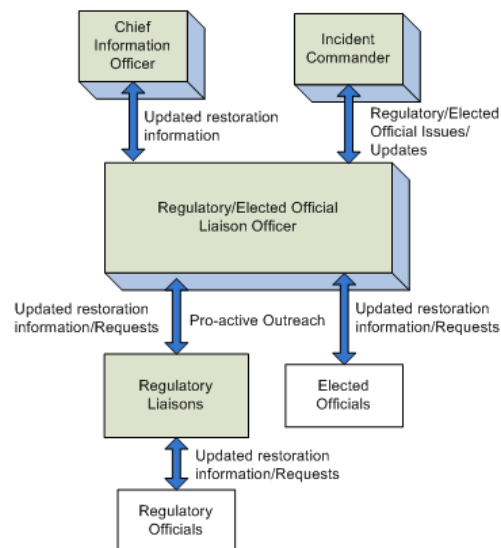


**Figure II-A-9**
**Regulatory/Elected Official Liaison Officer Workflow**

For further information, see the LNO checklist in Attachment 1.

**11. Regulatory Liaison**

**(a) Concept of Operation**

The Regulatory Liaisons position reports directly to the Regulatory/Government Officials Liaison Officer and is responsible for ensuring lines of communications between the Company and Regulatory and elected officials are developed and maintained throughout the entire event. These Liaisons will be assigned by the Regulatory and Government Official

Liaison Officer as requested to state and local emergency management agencies such as MEMA and the NH HSEM. 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.

The Regulatory Liaisons responsibilities include, but are not limited to the following:

- Aiding the Regulatory/Elected Officials Liaison Officer to ensure advanced notices to regulatory agencies, state and local elected officials are made for establishing dedicated lines of communication and providing restoration information;

- Reporting to designated agencies as instructed by the LNO (ex. MEMA, NH OEM, etc.) and providing restoration information as requested; and

- Providing updates to the LNO regarding Regulatory issues/inquiries, as needed;

### 12. Municipal Official Liaison Officer

#### (a) Concept of Operation

The Municipal Group Supervisor reports directly to the Incident Commander and is responsible for overseeing regional municipal room operations. Upon notification of an EOC opening, the Municipal Official Liaison Officer 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 throughout restoration. Municipal issues may be raised from the R-EOC's to the System level as deemed necessary by the Municipal Liaison Officer who will communicate such issues to the Incident Commander.

Customer Energy Solutions 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 Regional Municipal Groups are the primary contact for municipal officials and work closely with the R-OAC and Regional Planning Chief. Although not typically mobilized for Event Types 4 & 5, the R-OAC may instruct the Municipal 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, road closures, and other information. Frequent and timely feedback on the status of the restoration effort will be provided to these groups.

The Regional Municipal Liaisons help prioritize 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 Regional Planning Chief to determine whether or not to dispatch Company resources in response.

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.

Although the Regional Municipal Liaisons report directly to the Regional Planning Chief, they will consistently update the Municipal Official Liaison Officer with regional information and raise issues appropriately. Refer to the

Regional Municipal Liaison section for specific responsibilities of the Regional Municipal Liaisons.

**(b) Organization**

Figure II-A-10 below depicts a typical Municipal Liaison Officer's organization
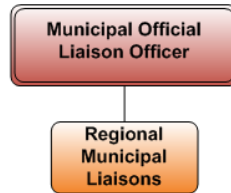


**Figure II-A-10**
**Municipal Official Liaison Organization**

**(c) Workflow**

Figure II-A-11 depicts the typical workflow for the Municipal Liaison Unit.
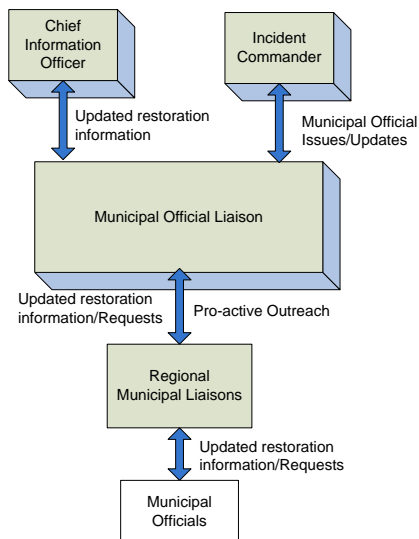


**Figure II-A-11**
**Municipal Official Liaison Workflow**

For further information, see the MLO responsibilities checklist in Attachment 1.

### 13. Customer Operations Officer

#### (a) Concept of Operation

The Customer Operations Officer (CO) has overall responsibility of managing the Customer Service Center (CSC) during emergency events. The CSC receives and responds to customers calls during an incident and provides available information on restoration efforts to customers. The group will also alert life-support customers, prior to a serious incident, if known.

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

- Ensuring the Customer Service Center is adequately staffed for the expected emergency and staffing plans are made to ensure proper customer service throughout the event (24/7);

- Ensuring systems and applications are in good working order and report any issues to IT;

- Receive information from the CIO and Communications team on restoration efforts to provide for customers;

- Disseminating accurate, timely information to the CSRs and customer service staff

- Ensuring advanced notice to life support and critical care customers are made to proactively notify them of an expected outage, (if known); and;

- Providing the Incident Commander with updates related to customer calls and inquiries and raises any issues to the appropriate person, if necessary.

**Note:** An annual outreach program is conducted to advise customers to call us if they are on any medical or life sustaining equipment.

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 IVR (Porche) System to enter outage information that is automatically fed to an Outage Management System (OMS).  Any non-related outage troubles are entered into an enhanced Customer Information System (CIS) application that will generate trouble tickets by region.  CSRs will use a standardized script when handling emergency related customer calls to ensure necessary information is

obtained consistently and raise any customer issues to their immediate supervisor, if necessary.

**(b) Organization**

Figure II-A-12 below depicts a typical Customer Operations organization.
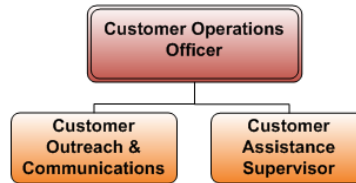


**Figure II-A-12**
**Customer Operations Organization**

**(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 IVR (Porche) screen which creates an outage in OMS. 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 Life Support Customers (LSCs) to notify of a possible service interruption.

After an outage is completed in OMS, 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 we believe the service has been restored but also gives the customer the option to report if their power is still out.

Figure II-A-13 details the typical Customer Service Center workflow.
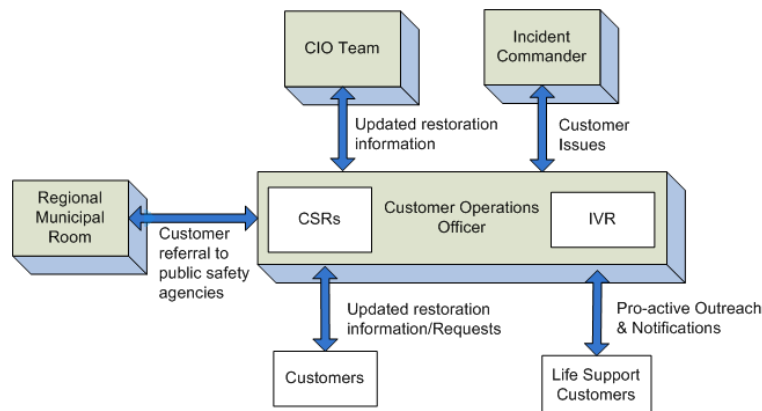


**Figure II-A-13**
**Customer Operations Workflow**

For further information, see the CO responsibilities checklist in Attachment 1.

**14. Customer Outreach/Communications**

**(a) Concept of Operation**

The Customer Outreach/Communications position is responsible to ensure pro-active notifications are made to Life Support 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 otherwise notified by the CO. To ensure the unity of messaging to customers, all communications regarding the event will be provided by Communications and approved 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 otherwise notified by the CO. To ensure the unity of messaging to customers, all communications regarding the event will be provided by Communications and approved by the Customer Operations Officer.

### B. System 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.

System Planning Section responsibilities include, but are not limited to:

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

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

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

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

- 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;

- Working 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;

- Monitoring the weather forecast and providing updates;

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

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

- Documenting, 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

- Developing and documenting 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.

#### 1. System Planning Section Chief

##### (a) Concept of Operation

The Planning Section Chief reports directly to the IC. Reporting to the Planning Section Chief are the:

- Trouble Analysis Unit Lead;

- Transmission/Substation & Switching Unit Lead;

- Incident Action Plan/Communications Unit Lead; and

- Damage Assessment Unit Lead

The System Planning Section Chief is responsible for monitoring and reporting on major weather alerts as provided by weather services. When a potential weather incident is reported 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.
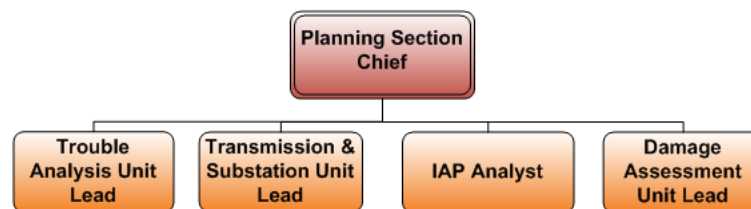


**Figure II-B-1**
**System Level Planning Organization**

For further information, see the Planning Section Chief responsibilities checklist in Attachment 1.

**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 Event Types 1-3 events, 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 Command Staff. The TAU interfaces with other restoration functions to monitor job status and enhance timely electrical repairs.

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

- Preparing and disseminating "next, worst case" analysis reports;

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

- Issuing a request for and receiving information from the Damage Assessment Unit such as global ETRs;

- Producing Restoration Status Reports (RSRs) as required which compile information from the regions and highlights progress on a daily basis;

- Monitoring the OMS and providing up-to-date restoration information on progress throughout the event as requested by the PSC or IC; and

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

The TAU will receive updates from the Damage Assessment Unit regarding the established Estimated Times 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 number of 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 System Planning Section Chief or IC every 4 and 6 hours as required.

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

- Customer information via OMS;

- Damage Assessment Unit;

- Regional Communications and Logistics Groups;

- Municipal/Liaison Group; and

- Other field Operations groups

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 forms can be found in Section IX - Forms and Reports. For further information, see the TAUL checklist in Attachment 1.

**(b) Organization**

The Trouble Analysis Unit works closely with the Regional Documentation/Communications Coordinator in each affect region to gather information throughout restoration efforts.

**Figure II-B-2**
**Trouble Analysis Unit Organization**

**(c) Workflow**

Trouble tickets, damage assessment information, Outage Management System (OMS) information, and distribution system "SCADA" information is compiled by the Regional TAU and submitted to the System TAU via Regional RSRs every four hours. 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 details the workflow of the Trouble Analysis Unit.
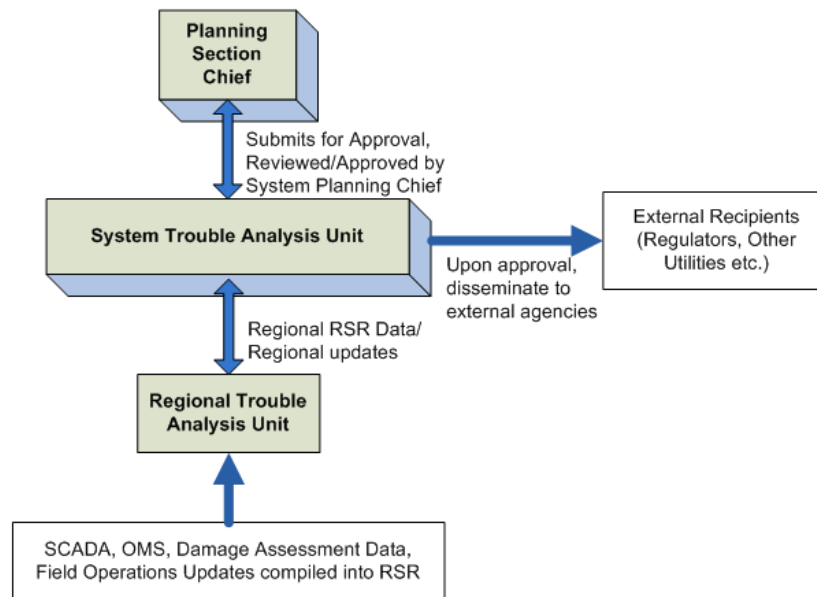


**Figure II-B-3**
**Trouble Analysis Unit Workflow**

**3. Transmission/Substation Unit Lead**

**(a) Concept of Operation**

This Unit is typically established for Event Types 1 through 3, system-wide impacts, or other serious events as determined by the IC. For Event Types 4

and 5, The Switching/Trans & Sub Coordinator in the Regional EOC 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 Central Electric Dispatch and the Regional Planners when relinquishing control authority for distribution feeder breakers at substations to Field Control as outlined in Relinquishing of Control Authority Procedures.

Specific responsibilities include, but are not limited to:

- Ensuring 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 depicts the Transmission/Substation Unit Organization.

**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 VIII of this ERP. For further information, see the T/SUL checklist in Attachment 1.

## 4. IAP Analyst

### (a) Concept of Operation

This section is generally established for Event Types 1 through 3, for system level and other serious events. The Regional EOC's (Regional Planning Chief) typically handle the duties of this function during Event Types 4 and 5.

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 for the Operational Period (OP) with summarized information as necessary to meet the requirements of the Incident Commander, Planning Section Chief, Chief Information Officer, Company executives, and all other recovery organizations as needed. The Regional Planning Chiefs 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 is to be internally used and distributed and will be updated consistently for each operational period throughout the event to reflect any major changes in the tactical approach within each region and on the system level. The IAP Analyst will provide routine updates every Operational Period to the organization and will work closely with the Chief Information Officer, Planning Section 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 IX – Forms and Reports.

**(b) Organization**

Figure II-B-5 depicts a typical IAP organization and communication links to the regions:
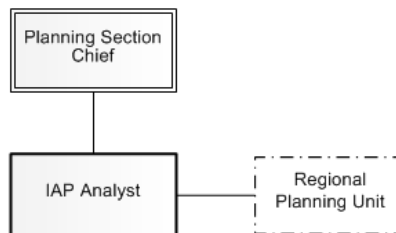


**Figure II-B-5**
**IAP Analyst Organization**

**(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, Municipal Liaison Officer, Regulatory/Elected Official Liaison Group, and Customer Operations for the purpose of compiling routine update information to the IC and related internal functions.

Figure II-B-6 depicts the information flow needed to compile restoration data for the IAP:

**Figure II-B-6**
**IAP Analyst Workflow**

For further information, see the IAP Analyst checklist in Attachment 1.

5.  **Damage Assessment Unit Lead**

    (a) **Concept of Operation**

    The Damage Assessment Unit (DAU) is mobilized for Event Types 1 through 3 or when system damage exceeds the amount that can be handled regionally. The DAU analyzes information compiled by the Regional Damage Assessment Units for the purpose of determining the Global Estimated Time of Restoration (ETR).The DAU Lead interfaces with other storm management organizations to monitor job status and ensure timely repairs.

    For large scale events, the DAU will develop global ETR projections using the "Damage Assessment Summary" spreadsheet and other operating tools within twenty-four to forty eight hours after damage assessment begins.

    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 Unit Organization**

**(c) Workflow**

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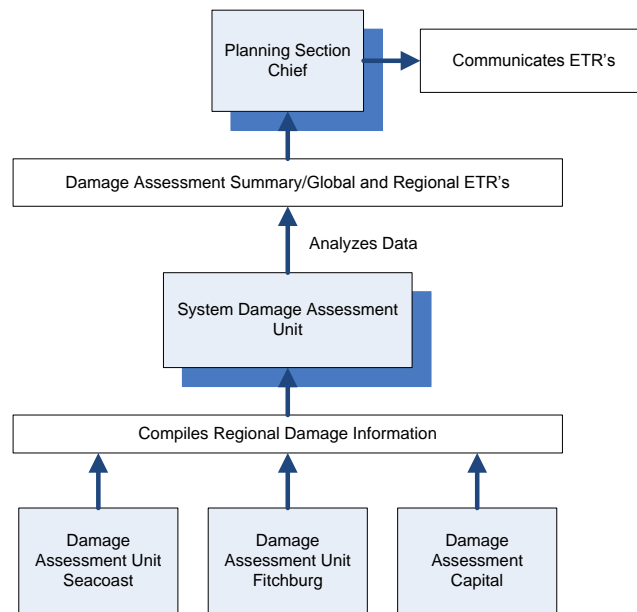


**Figure II-B-8**
**Damage Assessment Unit Workflow**

For a detailed description of the Damage Assessment process refer to the Damage Assessment Procedure appended to Section VIII of this ERP. For further information, see the DAUL checklist in Attachment 1.

### C. *System 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 and Staging Site Operation Procedure appended to Section VIII of this ERP.

### 1. System 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 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 or R-OAC;

- 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; and

- Updating logistics key contacts information

**(b) Organization**

Figure II-C-1 below depicts a typical Logistics Section in ICS.
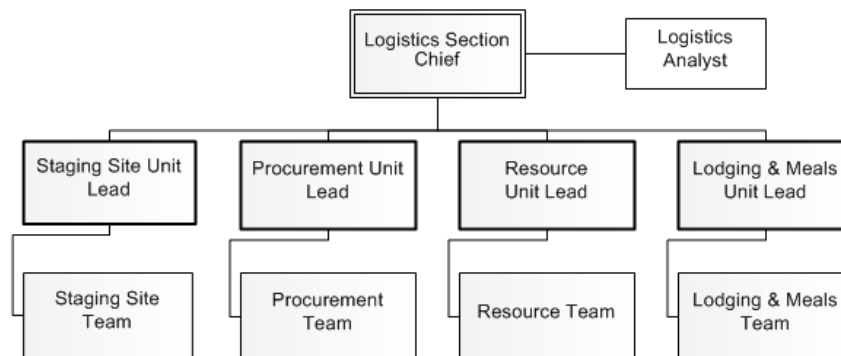


**Figure II-C-1**
**System Logistics Section Organization**

**(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 system 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 and Staging Site Operation Procedure appended to Section VIII of this ERP. For further information, see the Logistics Section Chief's checklist in Attachment 1.
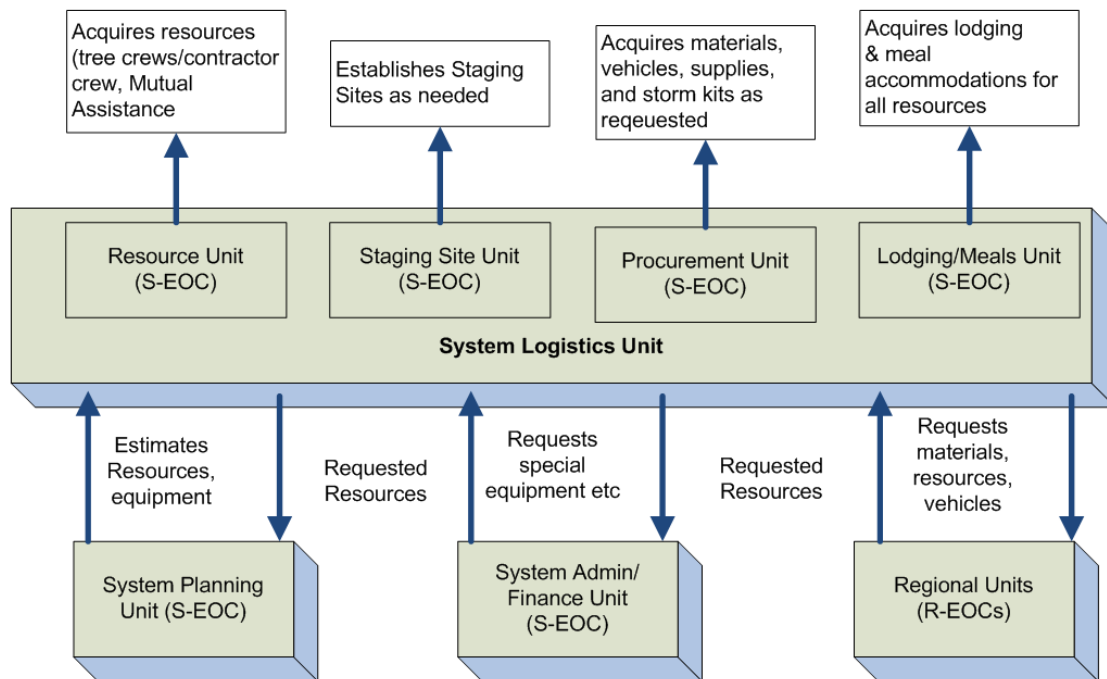


**Figure II-C-2**
**System Logistics Workflow**

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 of 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),

- 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 by the R-OAC, 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, as well as Regional Operations, the SSUL will ensure logistical activities are coordinated at the site including transportation, meals, lodging, security and traffic control, vehicle fueling, and materials delivery.

**(b) Organization**

Refer to the Staging Site Operations Procedure for organizational details.

**(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 appended to Section VIII of this ERP. For further information, see the SSUL responsibilities checklist in Attachment 1.

**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 Unit Lead will ensure the field staffing is appropriate and support operation is working effectively and field deliveries are timely. The Procurement Unit Lead responsibilities include but are not limited to:

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

- Establishing 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)

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

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

**(b) Organization**

Refer to the Logistics Procedure for organization details.

**(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 refer to the Logistics Procedure appended to Section VIII of this ERP. For further information, see the PUL checklist in Attachment 1.

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);
- 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 and to confirm crew arrivals in the region.

**(b) Organization**

Refer to the Logistics Procedure for organization details.

**(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 IX – Forms and Reports.

Once resource commitments have been made, the RUL will ensure this information is distributed through the organization for other logistical activities (i.e. lodging/meals accommodations, staging preparations).

For detailed procedures regarding Resource activities' refer to the Logistics Procedure appended to Section VIII of this ERP. For further information, see the RUL checklist in Attachment 1.

### 5. Lodging/Meals Unit Lead

#### (a) Concept of Operation

The Lodging/Meals Unit Lead is responsible for identifying the appropriate accommodations for all 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 and feed all resources. The number and location will be directly related to the resources anticipated to be working in each region. Accommodation 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 assigned to 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 from 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), accommodations are as close as possible to the site, and transportation for resources to the site are made for efficiency of crew reporting.

#### (b) Organization

Refer to the Logistics Procedure for organization details.

#### (c) Workflow

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

**Figure II-C-3**
**Lodging/Meals Unit Workflow**

For detailed procedures regarding Lodging/Meals activities' refer to the Logistics Procedure appended to Section VIII of this ERP. For further information, see the L/MUL checklist in Attachment 1.

### D. *System 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 Event Levels 1 and 2 with the functions being handled by the Regional Admin Chief for Events Types 3 - 5. The Admin/Finance Unit includes: Finance Unit Lead; HR Unit Lead; IT Unit Lead; and Fleet/Facility Unit Lead.

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 storm assignment list (SAL) roles;

- Maintaining accurate rosters and shift schedules of all responding internal personnel and available retirees to be 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;

- Ensuring IT support is efficient and responding to any IT needs as requested; and

- Providing 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;

- Assigning all available Storm Assignment List personnel and retirees 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.
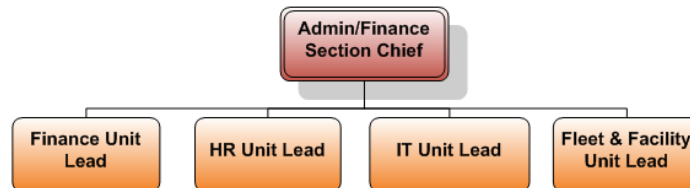


**Figure II-D-1**
**System Level Admin/Finance Organization**

**(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. For further information, see the A/FSC responsibilities checklist in Attachment 1.

**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 the event (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;

- 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).

**(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:

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.

For further information, see the FUL checklist in Attachment 1.

**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);

- 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.

In the event of a major catastrophic Event Type 1 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:

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

2. Meals shall be obtained at a reasonable price;

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

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

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

6. 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

7. 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, such as 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.

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, Operations 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 V – Mobilization of this ERP. For further information, see the HRUL checklist in Attachment 1.

**4. Facility/Fleet Unit Lead**

**(a) Concept of Operation**

The Facility/Fleet Unit Lead will ensure that all R-EOCs and/or established 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 EOCs and staging sites to ensure safety. The Facility/Fleet Unit will also aid, if time permits, both the Stores and Staging Site functions.

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 appended to Section VIII 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 appended to Section VIII of this ERP. For further information, see the F/FUL checklist in Attachment 1.

**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, or designee will assume the role of System IT Unit Lead (ITUL) and will initiate notifications to IT 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 main responsibilities of the IT Unit include but are not limited to:

- Ensuring that all equipment within each emergency operations center (EOC) is operational. If repairs or maintenance is required, notify the IC
- Notifying the IC of any abnormal conditions in the system;
- Ensuring all spare cell phones for distribution are available;
- Ensuring faxes and printers are available for use;
- Maintaining all voice and data communications system throughout the event;
- Contacting critical communications and IT vendors to put them on advance notice of an impending action;
- Checking on company provided equipment, as requested; and

- Dispatching 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**

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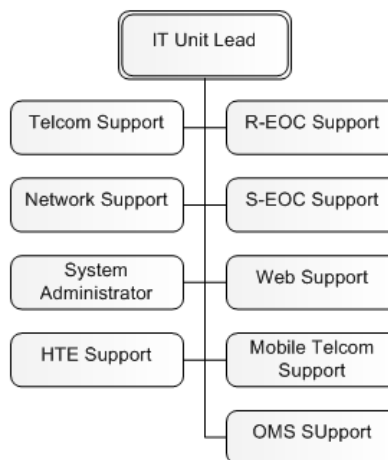


**Figure II-D-2**
**IT Unit Organization**

**(c) Workflow**

Upon being notified of activation, the ITUL will notify the IT department of the emergency and what response will be required. The ITUL will direct the efforts of the IT 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 Unit 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.

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. For further information, see the ITUL checklist in Attachment 1.

### E. *System EOC*

The Unitil System Emergency Operations Center provides the direction and support necessary to effectively manage overall company operations during significant emergency response efforts. The S-EOC is responsible for providing direction to the R-EROs 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 EOC works to serve as a central point for the flow and analysis of restoration information and communications among the many departments involved.

The S-EOC provides regular updates on the overall emergency response progress and performs weather tracking and forecasting services for the benefit of the entire restoration organization during emergency events (Event Types 1-3).

The S-EOC also provides the primary contact with governmental agencies such as the NH PUC, MA DPU, MEMA and the NH OEM, 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 S-EOC layout 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 S-EOC rendering it unusable, an alternate location must be established for the S-EOC. The alternate S-EOC will be located at the Portsmouth, NH facility as depicted in Figure II-E-2.

**Figure I-E-1 System EOC Layout**

**Figure I-E-2 Alternate System EOC Layout**

**Attachment 1**

**System Level Emergency Response Position Checklists**

| Position Title: | Incident Commander (IC) |
|---|---|
| **Reports To:** | Strategic Response Committee (SRC) |
| **Position Duties & Responsibilities:** | 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. |

| | Task to be completed | Date/Time Completed |
|---|---|---|
| **Pre-Emergency Preparations:** | Once notified of a pending emergency event, begin an Activity Log to document actions and decisions throughout the event | |
| | Review all related policies, procedures, forms and templates used during an event to ensure accuracy. | |
| | Monitor daily weather forecasts for the potential of adverse weather affecting the service territory | |
| | Determine the anticipated Event Type based on information available and the need to activate a full or partial IC organization. Consider the following: <br><br> Can the responding resources achieve restoration objectives in the desired time frame? <br> ☐ Yes <br> ☐ No <br><br> Will the duration of the incident exceed resource endurance? <br> ☐ Yes <br> ☐ No <br><br> Are there potentially significant human resources, political, economic and/or environmental implications? <br> ☐ Yes <br> ☐ No <br><br> If the answer is "Yes" to any or all of the above, consider activating appropriate IC functions. If the answer is "No" to **all** of the above, simply ensure proper completion of the incident. | |
| | Approve preparatory PSA messages and communications for release | |
| | Initiate a System-wide coordination call with the expected impacted regions and key staff members of the ICS response team. <br><br> At a minimum, discuss the following as an initial agenda: <br> - Size and complexity of the incident <br> - Incident objectives and expectations <br> - Communications policies <br> - Special concerns <br> - Resource availability and acquisition activities <br> - Daily activities/Shifts and Mobilization requirements/Reporting Times | |

| | | |
|---|---|---|
| | Initiate activities for appropriate resource acquisition and internal SAL mobilization | |
| | 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. Report to S-EOC location | |
| | Initiate Pre-Event notifications and reports to regulatory, municipal and public safety officials, when applicable (for Event Levels 1-3) | |
| **Duties, Responsibilities and Actions during an Emergency Event:** | Ensure public safety maintains highest priority at all time during restoration efforts and oversee restoration activities at the S-EOC including resource acquirement and release, and demobilization | |
| | Assess the incident using outage information provided via OMS, SCADA, AMI and other applications to establish an overall restoration objectives and strategies. If being directed to activate an IC organization due to an ongoing or imminent event, provide a briefing for the SRC. Focus on the following:<br>- What has happened and how bad is the situation?<br>- What response actions are currently being taken?<br>- Is the event stable or is the situation worsening?<br>- What are the implications to the operations of the Company? | |
| | Review and approve the System Incident Action Plan (IAP) for the next Operational Period (OP) and 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 which includes approving Public Service Announcements (PSA's), Estimated Time of Restoration (ETR) and all other information for release | |
| | If a Unified Command (UC) structure has been developed, meet with the Unified Commanders to develop strategies and objectives | |
| | Remain in regular communication with the SRC team and Identify and mitigate adverse customer, regulatory, or other constituent sentiment and communicate resolution plans | |
| | Maintain communications with the Regional Operations Area Commanders(s) (R-OAC):<br>Obtain:<br>- Briefings on primary strategies, tactics, and limitations<br>- Updates on the progress of current response objectives<br>- Resources needed<br>- The location of operational facilities<br>Share/provide:<br>- Response objectives/priorities<br>- SRC strategic plans<br>- Your expectations and concerns | |

| | Meet periodically with the Chief Information Officer (CIO)<br>Obtain:<br>    - Special media requests<br>    - Level of public interest<br>    - PSA's, digital communications, employee communications, and third party videos, photos, and news clips<br>Share/provide:<br>    - Your policy on outside information dissemination<br>    - Response objectives<br>    - Command messages<br>    - Authorization of PSA's to the press and to Company personnel | |
|---|---|---|
| | Meet periodically with the Liaison Officer<br>Obtain:<br>    - Information on agencies and elected officials<br>    - Assisting agency capabilities<br>    - Available state emergency resources<br>    - Status of cooperating activities in support of the incident<br>Share/provide<br>    - Current incident objectives/priorities<br>    - Your expectations and concerns | |
| | Meet periodically with the Municipal Liaison Officer<br>Obtain:<br>    - Concerns/special requests on municipal officials<br>    - Assisting agency capabilities<br>    - Status of Municipal Conference Calls<br>    - Available municipal resources<br>    - Status of cooperating activities in support of the incident<br>Share/provide<br>    - Current incident objectives/priorities<br>    - Your expectations and concerns | |
| | Meet periodically with the Environmental Health & Safety Officer<br>Obtain:<br>    - Safety concerns regarding the current response/mitigation plan<br>    - Update on safety issues at the incident site, including injuries, accidents, etc.<br>    - Possible constraints on incident objectives due to safety issues<br>Share/provide:<br>    - Incident situation status, especially in the initial stages of the event<br>    - Response objectives/priorities<br>    - Your expectations and concerns | |

| | | Meet periodically with the Customer Operations Officer<br>Obtain:<br>    - Call center problems, issues, and activity<br>    - Staffing plan and needs<br>Share/Provide:<br>    - Communication protocol for obtaining information<br>    - Response objectives/priorities<br>    - Your expectations and concerns | |
| | | Meet periodically with the System Planning Section Chief (S-PSC)<br>Obtain:<br>    - Briefings on overall current situation<br>    - Update on incident, including current/future projections on the impact of the incident<br>    - Briefings on resources available, including staffing, equipment and facilities<br>Share/provide<br>    - Objectives for response/mitigation plan<br>    - Your approval of the response/IAP plan for next operational period<br>    - New objectives | |
| | | Meet periodically with the System Logistics Section Chief (S-LSC)<br>Obtain:<br>    - Briefings on logistical issues relating to communications, transportation, medical needs, facilities, and resources<br>Share/provide:<br>    - Response objectives/priorities<br>    - Your expectations and concerns | |
| | | Meet periodically with the System Admin/Finance Section Chief (S-A/FSC)<br>Obtain:<br>    - Briefings on administration issues relating to employee welfare, HR needs, medical needs, facility/IT needs, and financing issues<br>Share/provide:<br>    - Response objectives/priorities<br>    - Your expectations and concerns | |
| | | 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. | |
| **Post-Event Actions and Reports:** | | Ensure a proper demobilization of all restoration activities | |
| | | Initiate a post-emergency review to identify lessons learned | |
| | | Ensure all documentation is submitted or stored appropriately and provide additional information as requested to aid in the development of the After Action Report for the event | |

| | Ensure the development of an After Action Report (AAR) when necessary and the implementation of resulting lessons learned | |
|---|---|---|
| **Equipment Required:** | Refer to the S-EOC Operations Manual for room layout, equipment requirements, and check off lists. | |
| **Position Work Location:** | S-EOC (Hampton, NH) or alternate S-EOC (Portsmouth, NH) | |
| **Work Period:** | 12 hour work shift with overlap with relief; | |
| **Activation Notification:** | As notified by the VP, Operations, Director, Electric Operations, Business Continuity, or SRC. | |

| Position Title: | Incident Management Assistant | |
|---|---|---|
| **Reports To:** | Incident Commander | |
| **Position Duties & Responsibilities:** | 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. | |
| **Task to be completed** | | **Date/Time Completed** |
| **Pre-Emergency Preparations:** | Monitor daily weather forecasts for the potential of adverse weather affecting the service territory | |
| | Notify key internal personnel and initiate System-wide coordination conference calls with appropriate personnel and begin documentation collection, as instructed | |
| | Initiate SAL mobilization prior to a known system emergency as instructed | |
| | Initiate Pre-Event notifications and reports, when applicable as instructed | |
| | Upon notification of a pending event by the IC, obtain the following information:<br>Name/Contact of IC: _____<br>- Brief Synopsis of the event and current status<br>- Location and activation time/date of the S-EOC & R-EOCs<br>- List of positions that need to be filled in the S-EOC | |
| **Duties, Responsibilities and Actions during an Emergency Event:** | Ensure all EOC positions are assumed and staffed in the S-EOC and notify the IC of any issues/problems encountered.<br>List employees fulfilling ICS roles below, as needed:<br>Chief Information Officer: _____<br>Customer Operations Officer: _____<br>Regulatory Liaison Officer : _____<br>Municipal Liaison Officer: _____<br>Environ. Health & Safety Officer: _____<br>Admin/Finance Section Chief: _____<br>Planning Section Chief: _____<br>Logistics Section Chief: _____ | |
| | Regional Impact, R-OAC, and EOC status<br>☐ Seacoast; R-OAC:_____<br>     EOC Status: _____<br>☐ Capital; R-OAC: _____<br>     EOC Status: _____<br>☐ Fitchburg; R-OAC: _____<br>     EOC Status: _____ | |

| | | |
|---|---|---|
| | Begin maintaining a detailed IMA activity log and establish a work location. This location should be:<br>    -   Accessible<br>    -   Have adequate space<br>    -   Be close to the Incident Commander<br>    -   Have proper communication capabilities | |
| | Ensure communication processes and protocols, implemented transfers 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 | |
| | Assess the incident using outage information provided via OMS, SCADA, AMI and ABB NM DMS and Siena to establish an overall restoration objectives and strategies | |
| | Track incident expansion/contraction due to changes in conditions and the meeting of objectives | |
| | Maintain communications with the Regional Operations Area Commander(s) (R-OAC), as instructed | |
| | 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 Business Continuity department will be responsible for the documentation of the event. | |
| **Post-Event Actions and Reports:** | Ensure a proper demobilization of all restoration activities | |
| | Initiate a post-emergency review to identify lessons learned, as instructed | |
| | Ensure all documentation is submitted or stored appropriately and provide additional information as requested to aid in the development of the After Action Report for the event | |
| | Ensure the development of an After Action Report (AAR) when necessary and the implementation of resulting lessons learned | |
| **Equipment Required:** | Refer to the S-EOC Operations Manual for room layout, equipment requirements, and check off lists. | |
| **Position Work Location:** | S-EOC (Hampton, NH) or alternate S-EOC (Portsmouth, NH) | |
| **Work Period:** | 12 hour work shift with overlap with relief; | |
| **Activation Notification:** | As notified by the VP, Operations, Director, Electric Operations, Business Continuity, or IC. | |

| Position Title: | Environmental Health & Safety Officer (EH&SO) |
|---|---|
| **Reports To:** | Incident Commander (IC) |
| **Position Duties & Responsibilities:** | 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. |

| Task to be completed | | Date/Time Completed |
|---|---|---|
| **Pre-Emergency Preparations:** | Monitor daily weather forecasts for the potential of adverse weather affecting the service territory | |
| | Participate in System-wide coordination conference calls and present any foreseen safety hazards for the associated emergency | |
| | Prepare safety briefing materials to distribute to external crews | |
| | Make contact with and put on standby (if needed) additional safety contractors. Train employees and safety coordinators, as needed in their respective roles from a Safety & Health perspective | |
| | Organize, assign and brief your Safety team.<br>- Provide an overview of the incident<br>- Provide an overview of operational responsibilities in accordance to the expectations of the IC<br>- Daily activities/Shifts/Reporting Times | |
| **Duties, Responsibilities and Actions during an Emergency Event:** | Begin maintaining a detailed EH&SO activity log and establish a work location. This location should be:<br>- Accessible<br>- Have adequate space<br>- Be close to the Incident Commander<br>- Have proper communication capabilities | |
| | Ensure public safety maintains highest priority at all times during restoration efforts and support the R-OACs in developing safe restoration objectives | |
| | Ensure safety briefings and materials for all resources are conducted prior to beginning work and communicate with the Regional Safety Coordinators to obtain the following information:<br>- Status of the situation and action taken<br>- Number of injuries and seriousness (personnel & public)<br>- Extent of any additional personnel or public exposure or impact as a result of the incident<br>- Any other information necessary for the IC to be fully informed of safety impacts and concerns during the incident management<br>- Outside emergency response agencies responding to the incident and any additional resources required or requested<br>- Support needed from internal organizations to protect the safety of employees, the public, or our facilities | |

Environmental Health & Safety Officer Checklist
Storm Name/No. and Date:

|  | Provide direction and interpretation for implementing existing safety guidelines and act as a liaison between supervisors and external resources for safety-related issues |  |
|---|---|---|
|  | Remain in constant communications with the Region Safety Coordinators in each affected region and ensure that field resources are actively inspected during restoration efforts for health & safety compliance<br><br>Continuously update the Regional Level- Safety Coordinators (R-SC)<br>Share/Provide:<br> - Strategic plan for safety<br> - Determine identity of other regional SCs<br> - Establish contact information and schedule of telephone conferences between the EH&SO and the Regional Safety Coordinators<br> - Daily activities/Shifts/Reporting Times<br>Obtain:<br> - Regional incident status (including Safety & Environmental issues) |  |
|  | Act as liaison with OSHA and other Health & Safety organizations when necessary |  |
|  | Maintain communications with the IC and report any safety related concerns or incidents |  |
|  | In coordination with the S-PSC, develop the Safety Plan portion of the System IAP |  |
|  | Obtain copies of any relevant exposure data such as MSDS's and safety procedural guidelines. Ensure Regional Safety Coordinators get this information. |  |
|  | Ensure that accountability for personnel has been completed prior to the release of personnel from affected locations. |  |
| **Post-Event Actions and Reports:** | Ensure a proper demobilization of all safety-related activities and submit documentation to Business Continuity |  |
|  | Participate in post-emergency review to identify lessons learned and aid in the development of the After Action Report for the event, when requested |  |
| **Equipment Required:** | Refer to the S-EOC Operations Manual for room layout, equipment requirements, and check off lists. |  |
| **Position Work Location:** | S-EOC (Hampton, NH) or alternate S-EOC (Portsmouth, NH) |  |
| **Work Period:** | 12 hour work shift with overlap with relief; |  |
| **Activation Notification:** | As notified by the VP, Operations, Director, Electric Operations, Business Continuity, or IC. |  |
| **Additional Staff Requirements:** | External Safety Contractors, as needed based on responding resources |  |

| Position Title: | Chief Information Officer (CIO) | |
|---|---|---|
| **Reports To:** | Incident Commander (IC) | |
| **Position Duties & Responsibilities:** | The Chief Information Officer (CIO) will coordinate all messaging with the IC and the CIO's team has overall responsibility for crafting consistent, 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 of all messages.  Messages are made available to customers, government agencies, local elected officials, local municipal officials, media outlets, and employees. Detailed in Section VI – Corporate Communications are the protocols, which outline the procedure for preparing and distributing public service announcements (PSA's) for media outlets and Company employees. | |

| **Task to be completed** | | Date/Time Completed |
|---|---|---|
| **Pre-Emergency Preparations:** | Participate in System-wide coordination conference calls and present any media or communications-related issues | |
| | Determine and mobilize CIO team staffing for the expected event including 24/7 coverage or web and outage center communications | |
| | Organize, assign and brief your CIO team.<br>- Provide an overview of the incident<br>- Provide an overview of operational responsibilities in accordance to the expectations of the IC<br>- Daily activities/Shifts/Reporting Times | |
| | Develop preparatory Public Service Announcements (PSAs) and safety messages for approval to be released via media channels **NOTE: Ensure that you understand the policy on outside information dissemination (media and outside agencies) All information must be approved by the IC prior to release.** | |
| | Communicate with the SRC (if activated) any issues | |
| | Accommodate media/external requests for information/interviews, if requested | |
| | Begin to gather basic facts regarding the event and develop an overall plan for gathering documentation from the various organizational elements and review documentation. | |
| **Duties, Responsibilities and Actions during an Emergency Event:** | Begin maintaining a detailed CIO activity log and establish a work location. This location should be:<br>- Accessible<br>- Have adequate space<br>- Be close to the Incident Commander<br>- Have proper communication capabilities | |
| | Ensure all Corporate Communications protocols are adhered to by the CIO team and ensuring only accurate, and consistent messages are disseminated | |

| | | |
|---|---|---|
| | Prepare information for external and internal stakeholders including: customers, media, employees, local elected officials, local municipal officials, and government agencies including:<br><br>   -   Public Service Announcements<br>   -   Customer information<br>   -   Municipal Official messaging<br>   -   Regulatory & Elected Official messaging | |
| | Periodically meet with the IC<br>Obtain:<br><br>   -   Command messages<br>   -   PSA distribution authority<br>   -   Changes in Corporate media strategy<br>Share/provide:<br><br>   -   Level of public interest<br>   -   Public information strategy<br>   -   Special media requests<br>   -   Speaker preparation<br>   -   PSAs, digital communications, employee communications, and third party videos, photos, and news clips | |
| | Periodically update R-OAC's<br>Obtain:<br><br>   -   Regional incident status<br>Share/provide:<br><br>   -   PSA's, digital communications, employee communications, and third party videos, photos, and news clips<br>   -   Regional Interview time, schedules press visits to R-EOC's if needed | |
| | Periodically meet with the Customer Operations Officer (CO)<br>Obtain:<br><br>   -   Customers main concerns<br>   -   Call volume, level of interest<br>Share/provide:<br><br>   -   PSAs, digital communications, employee communications, fact sheets, and third party videos, photos, and news clips | |

| | | |
|---|---|---|
| | Periodically meet with both the Regulatory Official Liaison Officer (LNO) and the Municipal Official Liaison (MLO)<br><br>Obtain:<br>   - Interest level<br>   - Specific concerns<br><br>Share/provide:<br>   - PSA's, fact sheets, digital communications, employee communications, and third party videos, photos, and news clips<br>   - Assistance with visitor escorts | |
| | Periodically meet with the S-PSC<br><br>Obtain:<br>   - Incident situation data<br>   - Daily meeting schedule<br>   - Copies of the S-IAP and S-RSR's as needed<br><br>Share/provide:<br>   - PSAs, fact sheets, digital communications, employee communications, and third party videos, photos, and news clips | |
| | Periodically meet with the S-LSC<br><br>Obtain:<br>   - Workspace, equipment, and supplies<br><br>Share/provide:<br>   - PSAs, fact sheets, digital communications, employee communications, and third party videos, photos, and news clips | |
| | Periodically meet with the S-A/FSC<br><br>Obtain:<br>   - Accounting data (Event cost summary)<br>   - Any IT related information or requests<br><br>Share/provide:<br>   - PSAs, fact sheets, digital communications, employee communications and third party videos, photos, and news clips | |
| | Accommodate media/external requests for information/interviews, when requested | |
| | Preparing/sending to and responding with digital communications using approved preparation, safety and restoration messaging | |
| | Remain in communications with the IC to relay any media or communications-related issues | |
| | Provide information to the SRC/Senior Executives through SRC meeting/executive briefings as requested and also to Customer Service. | |
| **Post-Event Actions and Reports:** | Ensure a proper demobilization of all communications activities | |
| | Participate in post-emergency review to identify lessons learned, as instructed | |

Chief Information Officer Checklist
Storm Name/No. and Date:

| | Ensure all documentation is submitted or stored appropriately and provide additional information as requested to aid in the development of the After Action Report for the event. | |
|---|---|---|
| **Equipment Required:** | Refer to the S-EOC Operations Manual for room layout, equipment requirements, and check off lists. | |
| **Position Work Location:** | S-EOC (Hampton, NH) or alternate S-EOC (Portsmouth, NH) | |
| **Work Period:** | 12 hour work shift with overlap with relief; | |
| **Activation Notification:** | As notified by the VP, Operations, Director, Electric Operations, Business Continuity, or IC. | |
| **Additional Staff Requirements:** | External Communications Contractors, as needed based on event | |

| Position Title: | Media Relations |
|---|---|
| **Reports To:** | Chief Information Officer (CIO) |
| **Position Duties & Responsibilities:** | The Media Relations Manager serves as the primary contact point for media during an event. Responsibilities include the drafting and distributing of public service announcements, responding to media inquiries, managing external PR resources at other locations and drafting talking points for stakeholders as needed. |

| | **Task to be completed** | **Date/Time Completed** |
|---|---|---|
| **Pre-Emergency Preparations:** | Participate in System-wide coordination conference calls and present any media or communications-related issues | |
| | Develop preparatory Public Service Announcements (PSAs) and safety messages for approval to be released via media channels **NOTE: Ensure that you understand the policy on outside information dissemination (media and outside agencies) All information must be approved by the IC prior to release.** | |
| | Accommodate media/external requests for information/interviews, if requested | |
| | Begin to gather basic facts regarding the event and develop an overall plan for gathering documentation from the various organizational elements and review documentation. | |
| | Preparing information for external and internal stakeholders including: customers, media, employees, local elected officials, local municipal officials, and government agencies including:<br><br>- Public Service Announcements | |
| **Duties, Responsibilities and Actions during an Emergency Event:** | Begin maintaining a detailed MR activity log | |
| | Accommodate media/external requests for information/interviews, when requested | |
| | Draft and distribute PSAs as needed | |
| | Coordinate external media relations resources in other locations | |
| | Remain in contact with CIO to relay any social media or communications-related issues | |
| **Post-Event Actions and Reports:** | Upon notification by the IC ensure a proper demobilization of all communications related activities. | |
| | Participate in post-emergency reviews to identify lessons learned, as instructed | |
| | Ensure all documentation is submitted or stored appropriately and provide additional information as requested to aid in the development of the After Action Report for the event. | |
| **Equipment Required:** | Refer to the S-EOC Operations Manual for room layout, equipment requirements, and check off lists. | |
| **Position Work Location:** | S-EOC (Hampton, NH) or alternate S-EOC (Portsmouth, NH) | |
| **Work Period:** | 12 hour work shift with overlap with relief; | |

| **Activation Notification:** | As notified by the VP, Communications, Business Continuity, CIO or IC. |
|---|---|
| **Additional Staff Requirements:** | Additional contracted communications personnel, as needed |

| Position Title: | Digital Communications |
| --- | --- |
| **Reports To:** | Chief Information Officer (CIO) |
| **Position Duties & Responsibilities:** | The Digital Communications role manages the Company's digital communications platforms (Company website, Outage Map), social media outlets, and the coordination of field photography/videography resources. These outlets provide multiple means of communicating event and restoration information for employees, customers, media and other key stakeholders to ensure timely, proactive outreach of information. Approved messages, themes and content are provided by the CIO. Detailed Corporate Communications procedures are found in Section VI – Corporate Communications. |

| | Task to be completed | Date/Time Completed |
| --- | --- | --- |
| **Pre-Emergency Preparations:** | Participate in System-wide coordination conference calls and present any digital communications-related issues | |
| | Develop preparatory safety messages to be released via social media channels **NOTE: Ensure that you understand the policy on outside information dissemination (media and outside agencies).** | |
| | Post distributed preparatory PSAs (public service announcements) on Company website and appropriate social media channels. Update content if needed. | |
| | Respond to inbound social inquiries | |
| | Coordinate external photography and videography resources, by region as needed, to capture event and restoration activities. Contact R-OACs for Communications Liaison logistics. | |
| **Duties, Responsibilities and Actions during an Emergency Event:** | Begin maintaining a detailed Digital Communications activity log | |
| | Consistently communicate event and restoration activities via applicable social channels through tweets, posts, photos, videos, links and shared content from approved partners | |
| | Post PSAs to the Company website. Update website content as needed. | |
| | Receive, review and archive field photography and videography if resources were secured. Share materials with CIO team for use in Company materials. | |
| | Respond to inbound social inquiries on emergency-related social channels in a timely manner. Monitor for Company mentions, tagged photos and videos, and local news coverage. | |
| | Remain in contact with CIO to relay any social media or digital communications-related issues | |
| **Post-Event Actions and Reports:** | Upon notification by the CIO ensure a proper demobilization of digital communications activities and platforms | |
| | Participate in post-emergency reviews to identify lessons learned, as instructed | |
| | Ensure all digital documentation is submitted or stored appropriately and provide additional information as requested to aid in the development of the After Action Report for the event. | |

| Equipment Required: | Refer to the S-EOC Operations Manual for room layout, equipment requirements, and check off lists. |
|---|---|
| Position Work Location: | S-EOC (Hampton, NH) or alternate S-EOC (Portsmouth, NH) |
| Work Period: | 12 hour work shift with overlap with relief; |
| Activation Notification: | As notified by the VP, Communications, Business Continuity, CIO or IC. |
| Additional Staff Requirements: | External Communications Contractors, as needed |

| Position Title: | Employee Communications |
|---|---|
| **Reports To:** | Chief Information Officer (CIO) |
| **Position Duties & Responsibilities:** | The Employee Communications role manages the Company's incident communications for responding employees. Messaging related to the event including impact and restoration information is crafted for employees and distributed at appropriate times once approved by the CIO. Approved messages, themes and content are provided by the CIO and released by the Employee Communications personnel. Detailed Corporate Communications procedures are found in Section VI – Corporate Communications. |

| | Task to be completed | Date/Time Completed |
|---|---|---|
| **Pre-Emergency Preparations:** | Participate in System-wide coordination conference calls and present any employee communications-related issues | |
| | Develop preparatory employee messages to be released via email **NOTE: Ensure that you understand Corporate Communication policies.** | |
| | Respond to employee inquires for information and notify the CIO of any employee communications related issues | |
| **Duties, Responsibilities and Actions during an Emergency Event:** | Begin maintaining a detailed Employee Communications activity log | |
| | Consistently communicate event and restoration activities to employees via email and ensure only approved messaging is released | |
| | Respond to inbound inquiries from employees in a timely manner | |
| | Remain in contact with CIO to relay any employee communications-related issues | |
| **Post-Event Actions and Reports:** | Upon notification by the CIO ensure a proper demobilization of employee communications activities | |
| | Participate in post-emergency reviews to identify lessons learned, as instructed | |
| | Ensure all employee documentation is submitted or stored appropriately and provide additional information as requested to aid in the development of the After Action Report for the event | |
| **Equipment Required:** | Refer to the S-EOC Operations Manual for room layout, equipment requirements, and check off lists. | |
| **Position Work Location:** | S-EOC (Hampton, NH) or alternate S-EOC (Portsmouth, NH) | |
| **Work Period:** | 12 hour work shift with overlap with relief; | |
| **Activation Notification:** | As notified by the VP, Communications, Business Continuity, CIO or IC. | |
| **Additional Staff Requirements:** | Additional Communications Contractors, as needed | |

| Position Title: | Regulatory & Elected Official Liaison (LNO) |
|---|---|
| **Reports To:** | Incident Commander (IC) |
| **Position Duties & Responsibilities:** | The Regulatory/Elected Official Liaison Officer (LNO) is responsible to initiate and provide outreach activities such as community leader conference calls with state emergency management agencies, state elected officials, and state regulatory agencies as warranted. The LNO oversee the Liaison Unit and will coordinate with the CIO on information provided to the officials to ensure the consistency of messaging. The LNO will dispatch Liaisons, as requested, to state emergency management agencies and relay any information or escalated requests to the IC. |

| | **Task to be completed** | **Date/Time Completed** |
|---|---|---|
| **Pre-Emergency Preparations:** | Participate in System-wide coordination conference calls and present any regulatory, elected official or state emergency official issues | |
| | Determine and mobilize the LNO team staffing for the expected event including coverage as requested for state EOCs | |
| | Organize, assign and brief your LNO team.<br>- Provide an overview of the incident<br>- Provide an overview of operational responsibilities in accordance to the expectations of the IC<br>- Daily activities/Shifts/Reporting Times | |
| | Initiate communications with elected officials, state emergency management officials and regulatory officials and ensure lines of communications are clear. Ensure only approved communications are being release, as appropriate. (Coordinate with the CIO on messaging) | |
| | Communicate with the IC any issues or requests for information | |
| | Ensure Regulatory Liaisons have the necessary materials and system access to provide external agencies with information | |
| **Duties, Responsibilities and Actions during an Emergency Event:** | Begin maintaining a detailed LNO activity log and establish a work location. This location should be:<br>- Accessible<br>- Have adequate space<br>- Be close to the Incident Commander<br>- Have proper communication capabilities | |
| | Coordinate with the CIO messaging to regulatory, elected and state emergency official contacts and receive inquiries throughout the restoration effort | |
| | Maintain constant communication with government and elected officials including state Emergency Management Agency officials and regulators to provide updated information as required or requested | |

| | | |
|---|---|---|
| | Periodically meet with the IC<br>Obtain:<br>     - Current incident objectives/expectation<br>Share/provide:<br>     - Information on agencies and stakeholders<br>     - Updates on the strategic governmental response<br>     - Assisting agencies capabilities<br>     - Status of cooperating agency activities in support of the incident<br>     - Stakeholders' concerns/issues | |
| | Discuss functions and responsibilities with the CIO. Ensure that:<br>     - There is no duplication of efforts<br>     - Responsibilities are clear.<br>     - In most instances:<br>CIO – responsible for assigning spokesperson for public and town meetings (as needed,<br>LNO – responsible for city, town, county, and state agencies (Regulatory/Emergency Management 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<br>**Note: Always ensure consistent messaging to municipal contacts using incident information developed by the CIO team and approved by the IC.** | |
| | Periodically meet with the Chief Information Officer<br>Obtain:<br>     - Copies of news releases, fact sheets, videos, photos, and news clips<br>     - Names of additional agencies of organizations that should be incorporated into the response effort<br>Share/provide:<br>     - Interest level<br>     - Specific concerns<br>     - Assistance with visitor escorts<br>     - Information on agency/organization participation and scheduled stakeholder meetings | |
| | Periodically make contact with the Regulatory Liaisons mobilized for the event.<br>Obtain:<br>     - Incident status<br>     - Concerns or raised/outstanding issues<br>Share/provide:<br>     - IC objectives/expectations<br>     - Strategic response updates | |

| | Continuously keep agencies supporting the incident aware of the incident 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 the 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 | |
| | 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 | |
| | Provide information related to Liaison activities to the SRC, as requested. | |
| **Post-Event Actions and Reports:** | Ensure a proper demobilization of all Liaison activities | |
| | Participate in post-emergency review to identify lessons learned, as instructed | |
| | Ensure all documentation is submitted or stored appropriately and provide additional information as requested to aid in the development of the After Action Report for the event. | |
| **Equipment Required:** | Refer to the S-EOC Operations Manual for room layout, equipment requirements, and check off lists. | |
| **Position Work Location:** | S-EOC (Hampton, NH) or alternate S-EOC (Portsmouth, NH) | |
| **Work Period:** | 12 hour work shift with overlap with relief; | |
| **Activation Notification:** | As notified by the VP, Operations, Director, Electric Operations, Business Continuity, or IC. | |
| **Additional Staff Requirements:** | External Regulatory Liaisons as needed | |

Regulatory/Elected Official Liaison Officer Checklist
Storm Name/No. and Date:

| Position Title: | Regulatory Liaisons |
|---|---|
| **Reports To:** | Regulatory/Elected Liaison Officer (LNO) |
| **Position Duties & Responsibilities:** | Regulatory Liaisons are responsible to provide support and information to state emergency management agencies, state elected officials, and state regulatory agencies as warranted. Liaisons report to the LNO who will provide information supplied by the CIO and dispatch Liaisons, as requested, to state emergency management agencies. Activated Liaisons will relay any information or escalated requests to the LNO who in turn will relay to the IC. The LNO will coordinate with the CIO on information provided to the officials to ensure the consistency of messaging. |

| **Task to be completed** | | Date/Time Completed |
|---|---|---|
| **Pre-Emergency Preparations:** | Participate in System-wide coordination conference calls and present any regulatory, elected official or state emergency official issues | |
| | Obtain a briefing from the LNO<br>- An overview of the event/incident<br>- Communication strategies and responsibilities<br>- Daily activities/EOC shifts/Reporting Times | |
| | Aid the LNO to initiate communications with elected officials, state emergency management officials and regulatory officials and ensure lines of communications are clear. Ensure only approved communications are being released as supplied by the CIO | |
| | Communicate with the LNO any issues or requests for information | |
| | Ensure you have the necessary materials and system access to provide external agencies with information if being dispatched offsite | |
| **Duties, Responsibilities and Actions during an Emergency Event:** | Begin maintaining a detailed Liaison activity log | |
| | Continuously keep agencies supporting the incident aware of the incident status. Prior to meeting with Agency representatives and stakeholders:<br>- Review current IAP for objectives and ETR (if available)<br>- Obtain IC expectations for the meeting<br>Obtain:<br>- Continuing need for representation at EOCs<br>- Information on available resources<br>- Information on agency needs or requirements and cooperating agencies<br>Share/provide<br>- Incident status/Restoration updates<br>- Information on demobilization procedures | |
| | Maintain constant communication with government and elected officials including state Emergency Management Agency officials and regulators to provide updated information as required or requested | |

|  | Periodically make contact with the LNO for the event<br>Obtain:<br>      -   Objective/expectations<br>      -   Incident status and restoration updates<br>Share/provide:<br>      -   Stakeholder objectives/expectations<br>      -   Concerns or raised/outstanding issues<br>      -   Continuing need to staff agencies |  |
|---|---|---|
| **Post-Event Actions and Reports:** | Ensure a proper demobilization of all Liaison activities |  |
|  | Participate in post-emergency review to identify lessons learned, as instructed |  |
|  | Ensure all documentation is submitted or stored appropriately and provide additional information as requested to aid in the development of the After Action Report for the event. |  |
| **Equipment Required:** | Refer to the S-EOC Operations Manual for room layout, equipment requirements, and check off lists. |  |
| **Position Work Location:** | S-EOC (Hampton, NH) or assigned offsite location |  |
| **Work Period:** | 12 hour work shift with overlap with relief; |  |
| **Activation Notification:** | As notified by the LNO, IC or Business Continuity. |  |

| Position Title: | Municipal Liaison Officer (MLO) |
|---|---|
| **Reports To:** | Incident Commander (IC) |
| **Position Duties & Responsibilities:** | The Municipal Liaison Officer (MLO) is responsible to initiate and provide outreach activities such as community leader conference calls with municipal contacts and critical facilities, as warranted. The MLO activates and oversees the Municipal Room Unit in each affected region and will coordinate with the CIO on information provided to the officials to ensure the consistency of messaging. The MLO will also coordinate with Regional Municipal Unit to suggest priority of the Company's resources to incident sites as received by municipal contacts and is responsible to ensure communications with those external and internal groups affected. |

| Task to be completed | | Date/Time Completed |
|---|---|---|
| **Pre-Emergency Preparations:** | Participate in System-wide coordination conference calls and present any issues from municipal officials | |
| | Determine and mobilize the Municipal Room personnel for the expected event including establishing shifts that allow for 24/7 coverage at all open EOCs | |
| | Organize, assign and brief your Muni Room team.<br>- Provide an overview of the incident<br>- Provide an overview of operational responsibilities in accordance to the expectations of the IC<br>- Daily activities/Shifts/Reporting Times | |
| | Ensure preparatory communications are initiated by Municipal Room personnel with municipal officials and ensure lines of communications are clear. Ensure only approved communications are being release, as appropriate. (Coordinate with the CIO on messaging) | |
| | Communicate with the IC any issues or requests for information | |
| | Ensure Municipal Room personnel have the necessary materials and system access to provide information and ensure the Municipal Room is mobilized upon EOC opening to coordinate with Municipal officials | |
| **Duties, Responsibilities and Actions during an Emergency Event:** | Begin maintaining a detailed MLO activity log and establish a work location. This location should be:<br>- Accessible<br>- Have adequate space<br>- Be close to the Incident Commander<br>- Have proper communication capabilities | |
| | Coordinate with the CIO messaging to municipal official contacts and receive inquiries throughout the restoration effort | |
| | Ensure that constant communications with municipal officials are made via periodic emails, call blast messages and conference calls by the Municipal Room personnel to provide updated information as required and to receive inquiries | |

| | | |
|---|---|---|
| | Periodically meet with the IC<br>Obtain:<br>    - Current incident objectives/expectation<br>Share/provide:<br>    - Information on agencies and stakeholders<br>    - Assisting agencies capabilities<br>    - Status of cooperating agency activities in support of the incident<br>    - Stakeholders' concerns/issues | |
| | Discuss functions and responsibilities with the CIO.<br>Ensure that:<br>    - There is no duplication of efforts<br>    - Responsibilities are clear. In most instances:<br>CIO – responsible for assigning spokesperson for public and town meetings (as needed,<br>MLO – responsible for city and town Municipal Officials (Fire/Police/DPW/Local Emergency Management 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<br>**Note: Always ensure consistent messaging to municipal contacts using incident information developed by the CIO team and approved by the IC.** | |
| | Periodically meet with the Chief Information Officer<br>Obtain:<br>    - Copies of news releases, fact sheets, videos, photos, and news clips<br>    - Names of additional agencies of organizations that should be incorporated into the response effort<br>Share/provide:<br>    - Information on agency/organization participation and scheduled stakeholder meetings<br>    - Specific concerns of municipal officials raised<br>    - Need for "town" hall meetings<br>    - Information/analysis on stakeholder sentiment<br>    - Escort of dignitaries under CIO responsibilities for protocol | |

| | Establish contact with and periodically communicate with the Municipal Room personnel mobilized for the event<br>Obtain:<br>    - Regional Incident status<br>    - Information on logistical support for agency resources<br>    - Concerns or raised/outstanding issues<br>    - Information on scheduled municipal conference calls<br>Share/provide:<br>    - IC objectives/expectations<br>    - Continuing need for representation at EOCs<br>    - Information on demobilization procedures | |
|---|---|---|
| | Provide information related to Municipal Room activities to the IC, as needed and participate in all schedule system-wide conference calls | |
| **Post-Event Actions and Reports:** | Ensure a proper demobilization of all Municipal Room activities | |
| | Participate in post-emergency review to identify lessons learned, as instructed | |
| | As requested, ensure Post-Event Municipal meetings/discussions are held with impacted towns/cities to ensure ongoing coordination improvements | |
| | Ensure all documentation is submitted or stored appropriately and provide additional information as requested to aid in the development of the After Action Report for the event. | |
| **Equipment Required:** | Refer to the S-EOC Operations Manual for room layout, equipment requirements, and check off lists. | |
| **Position Work Location:** | S-EOC (Hampton, NH) or alternate S-EOC (Portsmouth, NH) | |
| **Work Period:** | 12 hour work shift with overlap with relief; | |
| **Activation Notification:** | As notified by the VP, Operations, Director, Electric Operations, Business Continuity, or IC. | |
| **Additional Staff Requirements:** | Regional Municipal Room personnel, as needed for each EOC | |

| Position Title: | Customer Operations Officer |
|---|---|
| Reports To: | Incident Commander (IC) |
| Position Duties & Responsibilities: | 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 and critical care customers if an impending event is known to will provide them with resource information to aid during an electrical interruption. |

| | Task to be completed | Date/Time Completed |
|---|---|---|
| Pre-Emergency Preparations: | Participate in System-wide coordination conference calls and present any customer-related issues | |
| | Determine staffing amounts and mobilize Customer Service personnel for the expected event including establishing shifts that allow for 24/7 coverage at the Call Center | |
| | Organize, assign and brief your Customer Service team.<br>- Provide an overview of the incident<br>- Provide an overview of operational responsibilities in accordance to the expectations of the IC<br>- Daily activities/Shifts/Reporting Times | |
| | Once appropriate, initiate proactive communications with all Life Support Customers prior to a known emergency to ensure the use of generators, etc. Additional customer messages may also be sent as appropriate | |
| | Communicate with the IC any staffing or customer-related issues | |
| | Ensure staffing levels at the Customer Service Center are appropriate for the event and that Customer Service Representatives have the necessary materials and information to provide to customers | |
| Duties, Responsibilities and Actions during an Emergency Event: | Begin maintaining a detailed CO activity log and ensure the customer service center is mobilized and staffed in preparation of the event | |
| | Obtain information from the CIO and CIO team on restoration efforts and information and disseminate to CSRs for customer inquiries to ensure only accurate, approved information is released | |
| | Periodically meet with the IC<br>Obtain:<br>- Current incident objectives/expectations<br>- Strategic policy on customer relations<br>Share/provide:<br>- Customer issues or concerns<br>- Areas of high customer call volume<br>- Any LSC issues or referrals | |

| | | |
|---|---|---|
| | Periodically meet with the CIO<br>Obtain:<br>    - Copies of news releases, fact sheets, videos, photos, and news clips<br>    - Names of additional agencies of organizations that should be incorporated into the response effort<br>Share/provide:<br>    - Customer issues or concerns<br>    - Areas of high customer call volume<br>    - Any LSC issues or referrals | |
| | Periodically contact the R-OAC<br>Obtain:<br>    - Regional specifics for customer response<br>    - Regional incident status relative to response to the customer<br>Share/provide:<br>    - Areas of high customer call volume<br>    - Customer issues/concerns<br>    - Strategic policy on customer relations | |
| | Periodically communicate with the Customer Service personnel mobilized for the event<br>Obtain:<br>    - Customer issues or concerns<br>    - Areas of high customer call volume<br>    - Any LSC issues or referrals<br>Share/provide:<br>    - IC objectives/expectations<br>    - Continuing need for staffing levels at the Call Center<br>    - Information on demobilization procedures | |
| | Ensure that daily wellness communications with Life Support Customers are made via phone and relay any customers that cannot be reached or are in need of assistance to the Municipal Room personnel to provide to local Municipal Public Safety Officials | |
| **Post-Event Actions and Reports:** | Ensure a proper demobilization of all Customer Service activities | |
| | Participate in post-emergency reviews to identify lessons learned, as instructed | |
| | Ensure all documentation is submitted or stored appropriately and provide additional information as requested to aid in the development of the After Action Report for the event. | |
| **Equipment Required:** | Refer to the S-EOC Operations Manual for room layout, equipment requirements, and check off lists. | |
| **Position Work Location:** | Unitil Call Center Location (Concord, NH) | |
| **Work Period:** | 12 hour work shift with overlap with relief; | |

Customer Operations Officer Checklist
Storm Name/No. and Date:

| Activation Notification: | As notified by the VP, Operations, Director, Electric Operations, Business Continuity, or IC. |
|---|---|
| Additional Staff Requirements: | Additional contracted customer service personnel, as needed |

| Position Title: | Customer Outreach & Communications |
|---|---|
| **Reports To:** | Customer Operations Officer |
| **Position Duties & Responsibilities:** | The Customer Outreach & Communications has responsibility for Customer Service Representatives which provide proactive outreach and information to impacted customers during an event and restoration efforts. The CO will ensure that the Customer Outreach & Communications personnel are provided with accurate, consistent and up-to-date information to communicate to customers and will ensure that only approved information is released. The customer service center will proactively alert customers (including life support customers) if an impending event is known to will provide them with resource information to aid during an electrical interruption. |

| **Task to be completed** | | Date/Time Completed |
|---|---|---|
| **Pre-Emergency Preparations:** | Receive notification of an event from the Customer Operations Officer | |
| | Receive a briefing from the Customer Operations Officer<br>- An overview of the incident<br>- An overview of operational responsibilities in accordance to the expectations of the IC<br>- Approved preparatory information for release and proactive outreach communications<br>- Daily activities/Shifts/Reporting Times | |
| | Once appropriate, initiate proactive communications with all Life Support Customers prior to a known emergency to ensure the use of generators, etc. Additional customer messages may also be sent as appropriate | |
| | Communicate with the Customer Operations Officer any staffing or customer-related issues that need to be raised | |
| | Ensure staffing levels at the Customer Service Center are appropriate for the event and that Customer Service Representatives have the necessary materials and information to provide to customers | |
| **Duties, Responsibilities and Actions during an Emergency Event:** | Begin maintaining a detailed activity log and ensure the customer service center is mobilized and staffed in preparation of the event | |
| | Obtain only approved information from the CO on restoration efforts and information and disseminate to CSRs for customer inquiries to ensure only accurate, approved information is released | |
| | Periodically meet with the CO<br>Obtain:<br>- Current incident objectives/expectations<br>Share/provide:<br>- Customer issues or concerns<br>- Areas of high customer call volume<br>- Any LSC issues or referrals | |

| | | |
|---|---|---|
| | Periodically communicate with the Customer Service personnel mobilized for the event<br>Obtain:<br>    -   Customer issues or concerns<br>    -   Areas of high customer call volume<br>    -   Any LSC issues or referrals<br>Share/provide:<br>    -   IC objectives/expectations<br>    -   Continuing need for staffing levels at the Call Center<br>    -   Information on demobilization procedures | |
| | Ensure that daily wellness communications with Life Support Customers are made via phone and relay any customers that cannot be reached or are in need of assistance to the Municipal Room personnel to provide to local Municipal Public Safety Officials | |
| **Post-Event Actions and Reports:** | Ensure a proper demobilization of all Customer Service activities | |
| | Provide any lessons learned to the Customer Operations Officer | |
| | Ensure all documentation is submitted or stored appropriately and provide additional information as requested to aid in the development of the After Action Report for the event. | |
| **Equipment Required:** | Refer to Customer Call Center procedures for room layout, equipment requirements, and check off lists. | |
| **Position Work Location:** | Unitil Call Center Location (Concord, NH) | |
| **Work Period:** | 12 hour work shift with overlap with relief; | |
| **Activation Notification:** | As notified by the Director or Manager, Customer Service | |
| **Additional Staff Requirements:** | Additional contracted customer service personnel, as needed | |

| Position Title: | Customer Assistance Supervisor |
|---|---|
| **Reports To:** | Customer Operations Officer |
| **Position Duties & Responsibilities:** | The Customer Assistance Supervisor has responsibility for Customer Service Representatives which receive customer calls and provide information to impacted customers during an event and restoration efforts. The CO will ensure that the Customer Assistance Supervisor is provided with accurate, consistent and up-to-date information to communicate to customers and will ensure that only approved information is released. The customer service center will proactively alert customers if an impending event is known to will provide them with resource information to aid during an electrical interruption. |

| Task to be completed | | Date/Time Completed |
|---|---|---|
| **Pre-Emergency Preparations:** | Receive notification of an event from the Customer Operations Officer | |
| | Receive a briefing from the Customer Operations Officer<br>- An overview of the incident<br>- An overview of operational responsibilities in accordance to the expectations of the IC<br>- Approved preparatory information for release and proactive outreach communications<br>- Daily activities/Shifts/Reporting Times | |
| | Staff the Customer Call Center as instructed by the Customer Operations Officer to ensure staffing levels at the Customer Service Center are appropriate for the event and that Customer Service Representatives have the necessary materials and information to provide to customers | |
| | Communicate with the Customer Operations Officer any staffing or customer-related issues that need to be raised | |
| **Duties, Responsibilities and Actions during an Emergency Event:** | Begin maintaining a detailed activity log and ensure the customer service center is mobilized and staffed in preparation of the event | |
| | Obtain only approved information from the CO on restoration efforts and information and disseminate to CSRs for customer inquiries to ensure only accurate, approved information is released | |
| | Periodically meet with the CO<br>Obtain:<br>- Current incident objectives/expectations<br>Share/provide:<br>- Customer issues or concerns<br>- Areas of high customer call volume | |

| | Periodically communicate with the Customer Service personnel mobilized for the event<br>Obtain:<br>     - Customer issues or concerns<br>     - Areas of high customer call volume<br>     - Any LSC issues or referrals<br>Share/provide:<br>     - IC objectives/expectations<br>     - Continuing need for staffing levels at the Call Center<br>     - Information on demobilization procedures | |
|---|---|---|
| **Post-Event Actions and Reports:** | Ensure a proper demobilization of all Customer Service activities | |
| | Provide any lessons learned to the Customer Operations Officer | |
| | Ensure all documentation is submitted or stored appropriately and provide additional information as requested to aid in the development of the After Action Report for the event. | |
| **Equipment Required:** | Refer to Customer Call Center procedures for room layout, equipment requirements, and check off lists. | |
| **Position Work Location:** | Unitil Call Center Location (Concord, NH) | |
| **Work Period:** | 12 hour work shift with overlap with relief; | |
| **Activation Notification:** | As notified by the Director or Manager, Customer Service | |
| **Additional Staff Requirements:** | Additional contracted customer service personnel, as needed | |

| Position Title: | System Planning Section Chief (S-PSC) |
|---|---|
| **Reports To:** | Incident Commander (IC) |
| **Position Duties & Responsibilities:** | The System Planning Chief (S-PSC) is responsible for managing and administering the overall effort of collecting, processing and reporting emergency restoration information. The System 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). Positions reporting to the S-PSC include: Trouble Analysis Unit Lead, IAP Analyst/Communications Unit Lead, Damage Assessment Unit Lead, and Transmission & Substation Unit Lead. |

| | Task to be completed | Date/Time Completed |
|---|---|---|
| **Pre-Emergency Preparations:** | Monitor daily weather forecasts and report any anticipated adverse weather to Business Continuity | |
| | Participate in System-wide coordination conference calls and present any planning-related issues | |
| | Organize, assign and brief your Planning team.<br>- Provide an overview of the incident<br>- Provide an overview of expectations of the IC<br>- Daily activities/Shifts/Reporting Times | |
| | Aid the IC in determining the necessary amounts and types of resources needed for the anticipated event (make formal resource requests to the S-LSC once approved by the IC) | |
| | Communicate with the IC any staffing or planning-related issues | |
| **Duties, Responsibilities and Actions during an Emergency Event:** | Begin maintaining a detailed PSC activity log | |
| | Manage and administer the overall effort of collecting, processing, and reporting emergency service restoration information for the event | |
| | Compile, analyze and evaluate damage assessment and all other available trouble data to project an estimated number of resources, skills, and equipment required (and alter initial plans if required) | |
| | Make additional requests for crew resources, materials, and other needs through the S-LSC | |
| | Periodically meet with the IC<br>Obtain:<br>- Current incident status briefing<br>- Operational periods<br>- Changes to SRC/IC objectives and expectations<br>Share/provide:<br>- Restoration priorities based on best available information | |
| | Working with the IC and the IAP Analyst, develop the System Incident Action Plan for the current Operational Period (OP) | |

| | Periodically meet with the Trans & Sub Unit lead for system updates and to developed an accurate view of trouble and ETRs for high voltage systems | |
|---|---|---|
| | Periodically meet with the Trouble Analysis Unit Lead to ensure reporting is submitted as required to external agencies (Periodic RSR Reports as required by Regulatory Agencies) | |
| | Periodically meet with the Damage Assessment Unit Lead to discuss the overall impact of the event to the System | |
| | Ensure accurate ETRs are developed based upon valid data and coordination with the R-OACs in each affected region | |
| | Be alert for excess resources that can be reassigned or demobilized and initiate demobilization procedures once notified by the IC | |
| **Post-Event Actions and Reports:** | Ensure a proper demobilization of all planning restoration activities once notified | |
| | Participate in post-emergency reviews to identify lessons learned, as instructed | |
| | Ensure all documentation is submitted or stored appropriately and provide additional information as requested to aid in the development of the After Action Report for the event. | |
| **Equipment Required:** | Refer to the S-EOC Operations Manual for room layout, equipment requirements, and check off lists. | |
| **Position Work Location:** | S-EOC (Hampton, NH) or alternate S-EOC (Portsmouth, NH) | |
| **Work Period:** | 12 hour work shift with overlap with relief; | |
| **Activation Notification:** | As notified by the VP, Operations, Director, Electric Operations, Business Continuity, or IC. | |

| Position Title: | System Logistics Section Chief (S-LSC) |
|---|---|
| **Reports To:** | Incident Commander (IC) |
| **Position Duties & Responsibilities:** | The System Logistics Chief (S-LSC) is responsible for overseeing all logistical response functions and activities to support operations and 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. |

| | **Task to be completed** | **Date/Time Completed** |
|---|---|---|
| **Pre-Emergency Preparations:** | Participate in System-wide coordination conference calls and present any planning-related issues | |
| | Organize, assign and brief your Logistics team.<br>- Provide an overview of the incident<br>- Provide an overview of expectations of the IC<br>- Daily activities/Shifts/Reporting Times | |
| | Determine staffing amounts of the System Logistics Team for the expected event including establishing shifts that allow for 24/7 coverage at the S-EOC as needed | |
| | Ensure outreach to local vendors and property owners on availability for staging areas and lodging/meals and transportation for all responding resources | |
| | Ensure outreach to contractors for availability, and acquire outside resources including line, tree, damage assessment and support prior to a known event, as instructed by the IC and ensure the information is sent to the Regional Logistics Team(s). | |
| | Ensure stockrooms and equipment are adequately stocked to respond and prepare and pre-stage critical materials including storm kits when necessary | |
| | Establish contact with the Regional Logistics groups to ensure logistical processes and protocols are clear and there is no redundancy of efforts. Ensure responsibilities and hand-off of information for each group are understood and schedule periodic conference calls | |
| | Communicate with the IC any staffing or logistical-related issues | |
| **Duties, Responsibilities and Actions during an Emergency Event:** | Begin maintaining a detailed LSC activity log | |
| | Receive and fulfill resource requests as received by the S-PSC (once approved by the IC) and ensure all responding resources have adequate lodging, meals, materials, and transportation, as needed | |
| | Review current IAP for proposed tactics and track incident expansion/contraction due to restoration progress and changes in conditions. | |

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| | Periodically meet with the IC<br>Obtain:<br>   - Current incident status briefing<br>   - Operational periods<br>   - Changes to SRC/IC objectives and expectations<br>Share/provide:<br>   - Any logistical issues regarding materials, resources, staging site, and accommodations (lodging/meals) | |
| | Periodically meet with the Regional Logistics Team(s)<br>Obtain:<br>   - Regional logistics status and support requests<br>Share/provide:<br>   - Overview of SRC/IC objectives and expectations<br>   - Overview of System vs. Regional logistics responsibilities, hand offs, and communications.<br>   - Time(s) for conference calls between System and Regional Logistics teams to obtain current status and eliminate any duplicate of efforts<br>   - Ordering and request process | |
| | Periodically meet with the Resource Unit Lead (RUL) to discuss the status of resources and requested resources | |
| | Periodically meet with the Staging Site Unit Lead to discuss the establishment and operations of assembly and staging areas as determined by the IC and ensure site has proper capabilities | |
| | Periodically meet with the Procurement Unit Lead to discuss the administration and mobilization of vendor contracts related to supplies and services (i.e. on-site fuel and stock delivery, sanitary and facility service, mobile generator operations, special equipment) | |
| | Periodically meet with the Lodging/Meals Unit lead to ensure all accommodations are adequate for responding resources | |
| | Periodically meet with all unit leaders:<br>   - Determine additional resources needed by these groups to support the System and Regional response<br>   - Update them on progress made to obtain resources ordered/needed by the group | |
| | 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. | |
| | 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. | |
| | Be alert for excess resources that can be reassigned or demobilized and initiate demobilization procedures once notified by the IC | |

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| **Post-Event Actions and Reports:** | 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) | |
| | Logistical activities that must be completed before the release of the System Logistics Team include:<br>- Returning all equipment/material that is no longer required to stores or stock rooms<br>- Ensuring all resources are accounted for an returned to their original location/ organization or released to other utilities<br>- Staging site locations or assembly areas are properly returned to their owner | |
| | Participate in post-emergency reviews to identify lessons learned, as instructed | |
| | Ensure all documentation is submitted or stored appropriately and provide additional information as requested to aid in the development of the After Action Report for the event. | |
| **Equipment Required:** | Refer to the S-EOC Operations Manual for room layout, equipment requirements, and check off lists. | |
| **Position Work Location:** | S-EOC (Hampton, NH) or alternate S-EOC (Portsmouth, NH) | |
| **Work Period:** | 12 hour work shift with overlap with relief; | |
| **Activation Notification:** | As notified by the VP, Operations, Director, Electric Operations, Business Continuity, or IC. | |

| Position Title: | System Admin/Finance Section Chief (S-A/FSC) |
|---|---|
| Reports To: | Incident Commander (IC) |
| Position Duties & Responsibilities: | The System Admin/Finance Section Chief has overall responsibility for managing financial and administrative functions associated with a defined event. This section is typically activated for Event Types 1 and 2 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 and facility needs, providing HR support, and mobilizing/tracking internal employees for storm response. Positions reporting to the Admin/Finance Section Chief are: Finance Unit Lead; IT Unit Lead; HR Unit Lead, and the Fleet/Facilities Unit Lead. |

| | Task to be completed | Date/Time Completed |
|---|---|---|
| Pre-Emergency Preparations: | Participate in System-wide coordination conference calls and present any admin//finance-related issues | |
| | Organize, assign and brief your Admin team. <br> - Provide an overview of the incident <br> - Provide an overview of expectations of the IC <br> - Daily activities/Shifts/Reporting Times | |
| | Determine staffing amounts of the System Admin Team for the expected event to provide coverage at the S-EOC, as needed | |
| | Coordinate procurement card increases and purchase orders prior to a known event and ensure the release of financial policies and work order numbers for use | |
| | Review the SAL and Retiree list for any discrepancies or additional/unassigned personnel available for mobilization and issue HR policies and employee assistance programs as required | |
| | Ensure all IT systems are in normal working order and report any issues/concerns to the IC prior to EOC setup | |
| | Coordinate with the S-EOC and R-EOCs on any facility needs and ensure the delivery and setup of any special equipment or generators at the EOC's, as needed | |
| | Communicate with the IC any staffing or admin-related issues | |
| Duties, Responsibilities and Actions during an Emergency Event: | Begin maintaining a detailed A/FSC activity log | |
| | Periodically meet with the IC <br> Obtain: <br> - Current incident status briefing <br> - Operational periods <br> - Changes to SRC/IC objectives and expectations <br> Share/provide: <br> - Current financial projections on HR programs <br> - Event cost summaries and cost saving recommendations | |

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|---|---|
| | Establish contact with the R-AC's in the affected regions:<br>Obtain:<br>　　　- Continuing damage potential<br>　　　- Affected employees/families requesting HR needs<br>　　　- Any known victims of injury or work-related illness<br>Share/provide:<br>　　　- System level incident status<br>　　　- SRC/IC objectives and expectations<br>　　　- Overview of System vs. Regional responsibilities related to HR, Finance, IT, and Facilities<br>　　　- Establish a schedule for meeting to share information/keep informed of the incident status. | |
| | Ensure that all storm-assigned personnel available are mobilized, EOCs are staffed as appropriate and EOC shift schedules are produced and compiled for all EOCs | |
| | Ensure that the regions are implementing the following points of emphasis during restoration:<br>　　　- Accounting for all employees<br>　　　- Ensuring death and injury notifications have been given to families of victims<br>　　　- Identifying "at risk" individuals- people who might need near-term emotional or psychological assistance<br>　　　- 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 | |
| | Determine funding sources for the incident response and set up a system that will track and report all costs incurred during the incident response.<br>　　　- Set up an automated system for the tracking of costs<br>　　　- Collect cost data from the R-ACs<br>　　　- Develop an OP cost summary report and ensure its timely distribution to the IC, all System-Level Section Chiefs, and the Documentation Unit<br>　　　- Ensure that all time personnel and equipment time records are accurately completed | |
| | Ensure the fulfillment of all facility and IT requests for the S-EOC, R-EOCs, staging sites and other facilities activated for the incident | |
| | 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. | |
| | 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. | |
| | 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. | |

| Post-Event Actions and Reports: | 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. | |
| --- | --- | --- |
| | Participate in post-emergency reviews to identify lessons learned, as instructed | |
| | Ensure all documentation is submitted or stored appropriately and provide additional information as requested to aid in the development of the After Action Report for the event. | |
| Equipment Required: | Refer to the S-EOC Operations Manual for room layout, equipment requirements, and check off lists. | |
| Position Work Location: | S-EOC (Hampton, NH) or alternate S-EOC (Portsmouth, NH) | |
| Work Period: | 12 hour work shift with overlap with relief; | |
| Activation Notification: | As notified by the VP, Communications, Business Continuity, CIO or IC. | |
| Additional Staff Requirements: | Additional contracted communications personnel, as needed | |

| Position Title: | Transmission & Substation Unit Lead |
|---|---|
| Reports To: | System Planning Section Chief |
| Position Duties & Responsibilities: | 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. |

| | Task to be completed | Date/Time Completed |
|---|---|---|
| **Pre-Emergency Preparations:** | Participate in all System-wide coordination conference calls and present any system-related issues | |
| | Receive a briefing from the S-PSC<br>- Size and complexity of the incident<br>- Expectations of the SRC/IC<br>- Incident objectives<br>- Agencies/organizations/stakeholders involved<br>- Political ramifications<br>- Incident activities and current situation<br>- Special concerns | |
| | Initiate coordination with helicopter vendors for assessment of the system, if necessary | |
| | Ensure the integrity of the system and report any issues or potential problems to the PSC | |
| | Ensure equipment needed for the high voltage system is available | |
| **Duties, Responsibilities and Actions during an Emergency Event:** | Begin/maintain a Transmission & Substation Activity Log. | |
| | Obtain information about abnormal system conditions from:<br>- Damage Assessment Coordinator<br>- Net Reports<br>- SCADA/OMS/AMI<br>- Trouble Analysis<br>- Customer information (PORCHE)<br>- Central Electric Dispatch or Troubleshooters in the field | |
| | Establish communications with the Regional Coordinators and set up the process for communications. Organize, assign, and brief your regional counterparts:<br>- Provide an overview of the incident<br>- Provide an overview of operational responsibilities in accordance to the expectations of the IC<br>- Daily activities/Shifts/Reporting Times<br>- Resources assigned and resource needs<br>- Weather conditions at the site | |

Transmission & Substation Unit Lead Checklist
Storm Name/No. and Date:

| | Identify transmission circuits to perform helicopter assessments and coordinate transmission assessment activities | |
| --- | --- | --- |
| | Discuss with the Planning Section Chief:<br>- Damage assessment<br>- Projected ETR's<br>- Projected number of restoration crew members/tree trimmers/contractors/resources required based on damage assessment | |
| | Ensure Logistics is aware of any special resource requirements or special equipment needs | |
| | Periodically meet with the S-PSC and provide status reports | |
| **Post-Event Actions and Reports:** | As instructed by the PSC, ensure an orderly demobilization of all transmission and substation related activities | |
| | Participate in post-emergency reviews to identify lessons learned, as instructed | |
| | Ensure all documentation is submitted or stored appropriately and provide additional information as requested to aid in the development of the After Action Report for the event. | |
| **Equipment Required:** | Refer to the S-EOC Operations Manual for room layout, equipment requirements, and check off lists. | |
| **Position Work Location:** | S-EOC (Hampton, NH) or alternate S-EOC (Portsmouth, NH) | |
| **Work Period:** | 12 hour work shift with overlap with relief; | |
| **Activation Notification:** | As notified by the VP, Operations, Business Continuity, PSC or IC. | |
| **Additional Staff Requirements:** | Additional transmission and assessment contractor personnel, as needed | |

| Position Title: | Trouble Analysis Unit Lead | |
|---|---|---|
| Reports To: | System Planning Section Chief | |
| Position Duties & Responsibilities: | The Trouble Analysis Unit Lead (TAUL) is responsible for coordinating and compiling regional data to a system view in major events and submitting required restoration status reports (RSRs). The Trouble Analysis Unit (TAU) determines the impact of the incident to the distribution system in the region by analyzing the outage management system (OMS) and trouble tickets based on location and feeders. This information is compiled regionally via the RSR region form and submitted to the System TAU for compilation into a System RSR which includes customer outage information by town and resource information. Upon approval by the S-PSC, these reports are then submitted internally and externally to the appropriate parties. | |
| **Task to be completed** | | Date/Time Completed |
| Pre-Emergency Preparations | Receive a briefing from the S-PSC<br>- Size and complexity of the incident<br>- Expectations of the SRC/IC<br>- Incident objectives<br>- Agencies/organizations/stakeholders involved<br>- Political ramifications<br>- Incident activities and current situation<br>- Special concerns | |
| | Ensure RSR forms are easily accessible and confirm the release schedule with the TAU | |
| | Ensure contacts (internal/external) are adequate for submitting restoration reports | |
| Duties, Responsibilities and Actions during an Emergency Event: | Begin/maintain a Trouble Analysis Activity Log. | |
| | Discuss with the Planning Section Chief:<br>- Damage assessment<br>- Projected ETR's<br>- Projected number of restoration crew members/tree trimmers/contractors/resources required based on damage assessment | |
| | Gather information from sources including:<br>- Regional Communications/Coordinator<br>- Regional Trouble Analysis Unit<br>- OMS<br>- Customer information (PORCHE)<br>- Central Electric Dispatch or Troubleshooters in the field | |
| | Establish communications with the regional coordinators and ensure submittal times for RSR are established | |

| | Compile regional RSRs into a system RSR for each reporting state (NH/MA) and submit to the appropriate parties at the required times. RSR Forms and reporting times can be found in Section IX – Forms and Reports Information to be included in the RSR are:<br><br>- Customers Impacted (by town/region)<br>- Number/type of resources<br>- Estimated Times of Restoration (ETRs), if known<br>- Other pertinent or required data | |
|---|---|---|
| | Periodically meet with the S-PSC and provide status reports | |
| **Post-Event Actions and Reports:** | As instructed by the PSC, ensure an orderly demobilization of all transmission and substation related activities | |
| | Participate in post-emergency reviews to identify lessons learned, as instructed | |
| | Ensure all documentation is submitted or stored appropriately and provide additional information as requested to aid in the development of the After Action Report for the event. | |
| **Equipment Required:** | Refer to the S-EOC Operations Manual for room layout, equipment requirements, and check off lists. | |
| **Position Work Location:** | S-EOC (Hampton, NH) or alternate S-EOC (Portsmouth, NH) | |
| **Work Period:** | 12 hour work shift with overlap with relief; | |
| **Activation Notification:** | As notified by the VP, Operations, Business Continuity, PSC or IC. | |

| Position Title: | IAP Analyst Unit Lead |
|---|---|
| **Reports To:** | System Planning Section Chief |
| **Position Duties & Responsibilities:** | The IAP Analyst is responsible for establishing a comprehensive documentation process for the event mainly of which is the Incident Action Plan (IAP). The IAP Analyst will work closely with the PSC to provide accurate routine updates every Operational Period (OP) to the organization. The IAP Analyst is responsible for the development and release of the IAP which includes information such as operational period objectives, customers impacted, status of recovery effort, the global ETR (if established), resource and staffing levels, and environmental/safety activities. The IAP must be approved by the PSC prior to release. |

| | **Task to be completed** | **Date/Time Completed** |
|---|---|---|
| **Pre-Emergency Preparations** | Receive a briefing from the S-PSC<br>- Size and complexity of the incident<br>- Expectations of the SRC/IC<br>- Incident objectives<br>- Agencies/organizations/stakeholders involved<br>- Political ramifications<br>- Incident activities and current situation<br>- Special concerns | |
| | Ensure IAP forms are easily accessible and prepare the initial IAP for the first operational period | |
| | Ensure contacts (internal) are adequate for submitting IAPs | |
| **Duties, Responsibilities and Actions during an Emergency Event:** | Begin/maintain an IAP Analyst Activity Log. | |
| | Discuss with the Planning Section Chief:<br>- Damage assessment<br>- Projected ETR's<br>- Projected number of restoration crew members/tree trimmers/contractors/resources required based on damage assessment | |
| | Gather information and document all event activities related to customer interruptions, number/type of resources, and estimated times of restoration, if known | |
| | Establish communications with the Regional Planning Chiefs activated and ensure submittal times for the IAP are established | |
| | Receive and compile regional IAP's submitted into a single system level IAP to be approved by the PSC for each Operational Period. Information to be included in the IAP are:<br>- Restoration strategies/objectives<br>- Customers Impacted (by town/region)<br>- Number/type of resources<br>- Health/Safety & Environmental issues or concerns<br>- Estimated Times of Restoration (ETRs), if known<br>- Other pertinent or required data | |

IAP Analyst Unit Lead Checklist
Storm Name/No. and Date:

| | Issue the IAP to internal contacts for each Operational Period | |
|---|---|---|
| **Post-Event Actions and Reports:** | As instructed by the PSC, ensure an orderly demobilization of all IAP related activities | |
| | Participate in post-emergency reviews to identify lessons learned, as instructed | |
| | Ensure all documentation is submitted or stored appropriately and provide additional information as requested to aid in the development of the After Action Report for the event. | |
| **Equipment Required:** | Refer to the S-EOC Operations Manual for room layout, equipment requirements, and check off lists. | |
| **Position Work Location:** | S-EOC (Hampton, NH) or alternate S-EOC (Portsmouth, NH) | |
| **Work Period:** | 12 hour work shift with overlap with relief | |
| **Activation Notification:** | As notified by the VP, Operations, Business Continuity, PSC or IC. | |

| Position Title: | Damage Assessment Unit Lead |
|---|---|
| **Reports To:** | System Planning Section Chief |
| **Position Duties & Responsibilities:** | 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. |

| Task to be completed | | Date/Time Completed |
|---|---|---|
| **Pre-Emergency Preparations** | Receive a briefing from the S-PSC<br>- Size and complexity of the incident<br>- Expectations of the SRC/IC<br>- Incident objectives<br>- Agencies/organizations/stakeholders involved<br>- Political ramifications<br>- Incident activities and current situation<br>- Special concerns | |
| | Ensure DA forms and materials are easily accessible | |
| | Receive resource information from Logistics to determine the amount of resources including damage assessors available for the event | |
| **Duties, Responsibilities and Actions during an Emergency Event:** | Begin/maintain a DAUL Activity Log. | |
| | Discuss with the Planning Section Chief:<br>- Damage assessment<br>- Projected ETR's<br>- Projected number of restoration crew members/tree trimmers/contractors/resources required based on damage assessment | |
| | Initiate contact with the Regional Damage Assessment Coordinators<br>- Provide an overview of the incident<br>- Provide an overview of operational responsibilities in accordance to the expectations of the S-PSC<br>- Damage Assessment procedure<br>- Daily activities/Shifts/Reporting Times | |
| | Using the Damage Assessment Procedure as a guide, prioritize circuits for initial damage patrol based on critical customers and trouble tickets and estimate the amount of resources need to conduct the assessment. | |
| | Compile regional damage assessment information into a system damage assessment spreadsheet to assess and determine the extent of damage to the system across impacted regions and to develop estimate times of restoration (ETRs), materials, equipment, and resources and submit to the PSC | |

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|---|---|---|
| | Develop a Global Estimated Time of Restoration (ETR) between 24 and no later than 48 hours after the storms passage based on damage assessment, resources, and number of crews available and submit for approval to the S-PSC for use in the IAP. | |
| | Conduct a broader assessment of information to determine and communicate a refined Global ETR for specific feeders and/or geographic areas | |
| | Periodically communicate with the Regional DACs for regional status updates and damage information. | |
| **Post-Event Actions and Reports:** | As instructed by the PSC, ensure an orderly demobilization of all damage assessment related activities | |
| | Participate in post-emergency reviews to identify lessons learned, as instructed | |
| | Ensure all documentation is submitted or stored appropriately and provide additional information as requested to aid in the development of the After Action Report for the event. | |
| **Equipment Required:** | Refer to the S-EOC Operations Manual for room layout, equipment requirements, and check off lists. | |
| **Position Work Location:** | S-EOC (Hampton, NH) or alternate S-EOC (Portsmouth, NH) | |
| **Work Period:** | 12 hour work shift with overlap with relief; | |
| **Activation Notification:** | As notified by the VP, Operations, Business Continuity, PSC or IC. | |

| Position Title: | Resource Unit Lead |
|---|---|
| **Reports To:** | System Logistics Section Chief |
| **Position Duties & Responsibilities:** | The Resource Unit Lead (RUL) 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: 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 |

| **Task to be completed** | | **Date/Time Completed** |
|---|---|---|
| **Pre-Emergency Preparations** | Participate in all scheduled system-wide conference calls held during the event to discuss issues/concerns and obtain restoration information/status. | |
| | Receive a briefing from the S-LSC<br>- Size and complexity of the incident<br>- Expectations of the SRC/IC<br>- Incident objectives<br>- Agencies/organizations/stakeholders involved<br>- Political ramifications<br>- Incident activities and current situation<br>- Special concerns | |
| | Ensure contact information for contractors is accurate and outreach to contactors for availability information as requested by the LSC or IC | |
| | Ensure crew transfer sheets and other resource materials are easily accessible | |
| | Establish contact with the S-LSC<br>Obtain:<br>- Pre-event Resource requests from all functions/regions<br>- Current Regional resource status<br>Provide<br>- Proper resource tracking procedures<br>- Brief on how to best communicate resource status changes and scheduled conference call information | |
| | Request external contractor resources as requested and ensure the proper documentation is gathered including completed crew transfer sheets, certificates of insurance, service contracts, etc. and notify the LSC of any problems or issues in requesting the resources | |

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|---|---|---|
| | Ensure that resource information (Crew Transfer Sheets/Summaries) is distributed/shared with all appropriate functions/personnel including: Lodging/Meals Unit, Procurement Unit, Staging Site Unit (if activated), Planning Section Chief, Damage Assessment Unit, IAP Unit, Transmission & Substation Unit, Trouble Analysis Unit, Safety Unit, Admin/Finance Unit, and the Regional Operations, Planning, Logistics and Admin Units | |
| **Duties, Responsibilities and Actions during an Emergency Event:** | Begin/maintain a Resource Unit Activity Log. | |
| | Verify that all resources check-in were ordered for the incident response and maintain a master list of:<br>- Checked-in resources<br>- Completed CTSs and Crew Summaries<br>- Copies of resource orders | |
| | Periodically meet with the S-LSC<br>Obtain:<br>- Supplies, communications equipment, and work space<br>- Status of transportation and support vehicles<br>- Cross check of orders to verify what was checked-in<br>Share/Provide:<br>- Resource orders<br>- Check-in information | |
| | As requested throughout the restoration, provide resource summaries, updates and information to the S-PSC, S-LSC, Lodging/Meals Unit, Regional Resource Units and other functions as appropriate. | |
| | Ensure that CTSs are properly completed and received for all requested resources | |
| | Track all resources on the system and maintain an accurate Crew Summary Sheet (including line, tree, da, wires down, etc.) | |
| | Determine the quantity and assignment of resources needed for the next operational period.<br>- Confer with the R-OC and R-PC<br>- Attend planning meetings<br>- Lead a discussion on resources, and determine what is needed<br>- Get approval for resources from the R-OAC<br>- Prepare and submit resource orders | |
| | Review staffing levels throughout the event for any extra crews that can be released or make contact with other affected utilities who may require additional resources. Ensure released resources use the proper CTS for release and maintain a master tracking list of released resources and related information. | |
| | Notify the LSC of any discrepancy in requested vs responded resources throughout the event and provide updated resource information as requested | |

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|---|---|---|
| **Post-Event Actions and Reports:** | As instructed by the LSC, ensure an orderly demobilization of all responding resources and the Resource Unit | |
| | Participate in post-emergency reviews to identify lessons learned, as instructed | |
| | Ensure all documentation is submitted or stored appropriately and provide additional information as requested to aid in the development of the After Action Report for the event. | |
| **Equipment Required:** | Refer to the S-EOC Operations Manual for room layout, equipment requirements, and check off lists. | |
| **Position Work Location:** | S-EOC (Hampton, NH) or alternate S-EOC (Portsmouth, NH) | |
| **Work Period:** | 12 hour work shift with overlap with relief; | |
| **Activation Notification:** | As notified by the VP, Operations, Business Continuity, LSC or IC. | |

| Position Title: | Staging Site Unit Lead |
|---|---|
| Reports To: | System Logistics Section Chief |
| Position Duties & Responsibilities: | 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. 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. |

| | Task to be completed | Date/Time Completed |
|---|---|---|
| **Pre-Emergency Preparations** | Receive a briefing from the S-LSC <br> - Size and complexity of the incident <br> - Expectations of the SRC/IC <br> - Incident objectives <br> - Agencies/organizations/stakeholders involved <br> - Political ramifications <br> - Incident activities and current situation <br> - Special concerns | |
| | Ensure contact information for property owners, vendors and Base Logistics are accurate and outreach to them for availability information as requested by the LSC or IC | |
| | Establish contact with the S-LSC <br> Obtain: <br> - Decision to establish a staging site or site(s) <br> - Region(s) to coordinate establishing the site location <br> - Establish contact information <br> Share/provide <br> - Strategic resource plan <br> - Proper staging site procedures <br> - Brief on how to best communicate with the site(s) | |
| **Duties, Responsibilities and Actions during an Emergency Event:** | Begin/maintain a Staging Site Unit Activity Log. | |
| | Periodically meet with the S-LSC <br> Obtain: <br> - Changes in tactical response related to the staging site <br> - Information related to the demobilization of the site(s) <br> Share/Provide: <br> - Site(s) status/issues <br> - Communication channels to the site(s) | |
| | 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; | |

| | | |
|---|---|---|
| | Periodically meet with all other functions of the Logistics Unit including: Resource Unit, Procurement Unit, and Lodging/Meals Unit: Obtain:<br><br>- Estimated amount of resources to stage at the site and reporting times<br>- Material delivery information<br>- Current Lodging/Meals information<br>- Establish contact information and schedule future telephone conferences<br><br>Share/provide:<br><br>- Location and operational times of site(s), if known<br>- Contact information for personnel at the site<br>- Communication processes to the staging site | |
| | Coordinate with Base Logistics for setup and operational efforts of the staging site(s) and ensure the proper management of the staging site throughout the restoration efforts in accordance with the Staging Site Procedure. | |
| | As requested throughout the restoration, provide staging site information to the S-PSC, S-LSC, IC, and other Logistics functions as appropriate. | |
| | Ensure communications between operational personnel at the local DOC and the staging site(s) are maintained throughout the event | |
| | Ensure proper accommodations for supply of materials to the staging site(s) working closely with the Procurement Unit | |
| | Work closely with the Lodging/Meals Unit to ensure proper accommodations are coordinated between the staging site and local DOC | |
| | As instructed, initiate the demobilization of staging site activities as restoration is completed | |
| **Post-Event Actions and Reports:** | As instructed by the LSC, ensure an orderly demobilization of all Staging Site related activities and the Staging Site Teams | |
| | Ensure the proper return of all properties used to the Property Owner including a post-event walkthrough of the property | |
| | Participate in post-emergency reviews to identify lessons learned, as instructed | |
| | Ensure all documentation is submitted or stored appropriately and provide additional information as requested to aid in the development of the After Action Report for the event. | |
| **Equipment Required:** | Refer to the S-EOC Operations Manual for room layout, equipment requirements, and check off lists. | |
| **Position Work Location:** | S-EOC (Hampton, NH) or alternate S-EOC (Portsmouth, NH) | |
| **Work Period:** | 12 hour work shift with overlap with relief; | |
| **Activation Notification:** | As notified by the VP, Operations, Business Continuity, LSC or IC. | |

Staging Site Unit Lead Checklist
Storm Name/No. and Date:

| Position Title: | Procurement Unit Lead |
|---|---|
| **Reports To:** | System Logistics Section Chief |
| **Position Duties & Responsibilities:** | The Procurement Unit Lead (PUL) 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. |

| Task to be completed | | Date/Time Completed |
|---|---|---|
| **Pre-Emergency Preparations** | Receive a briefing from the S-LSC<br>    - Size and complexity of the incident<br>    - Expectations of the SRC/IC<br>    - Incident objectives<br>    - Agencies/organizations/stakeholders involved<br>    - Political ramifications<br>    - Incident activities and current situation<br>    - Special concerns | |
| | Participate in all scheduled system-wide conference calls held during the event to discuss issues/concerns and obtain restoration information/status. | |
| | Establish contact with the S-PSC<br>Obtain:<br>    - Foreseen equipment and special equipment needed for restoration<br>Provide<br>    - Strategic material plan<br>    - Proper materials tracking/delivery procedures<br>    - Brief on how to best communicate status changes | |
| | Ensure storm kits are assembled and distributed to the R-DOCs/Staging Areas prior to the event impact | |
| | Determine the quantity and assignment of resources needed to manage the regional stock rooms and make appropriate requests to the Resource Unit. | |
| | Outreach to material vendors for availability of long lead time items and materials | |

| | | |
|---|---|---|
| | Establish contact with the Finance Unit Lead<br>Obtain:<br>    - Process for coordinating payments for materials and delivery services<br>    - Contact information and schedule of regular communications<br>Share/Provide:<br>    - Current state of materials on scene and available<br>    - Anticipated material amounts | |
| **Duties, Responsibilities and Actions during an Emergency Event:** | Begin/maintain a Procurement Unit Activity Log. | |
| | Ensure assembly and delivery of storm kits to regional DOCs and/or staging areas and ensure availability for all responding crews | |
| | Receive all material requests and maintain and monitor the MMS and make proper material acquisition as required | |
| | Establish contact with the R-M/FC for each affected region.<br>Obtain:<br>    - Regional equipment needs, requests<br>    - Establish contact information and schedule future telephone conferences<br>Provide<br>    - Strategic material plan<br>    - Proper materials tracking/delivery procedures<br>    - Brief on how to best communicate material status changes | |
| | Periodically meet with all other functions of the Logistics Unit including: Resource Unit, Procurement Unit, and Lodging/Meals Unit:<br>Obtain:<br>    - Estimated amount of resources to stage at the site and reporting times<br>    - Material delivery information<br>Share/provide:<br>    - Location and operational times of site(s), if known<br>    - Contact information for personnel at the site | |
| | Periodically meet with the S-LSC<br>Obtain:<br>    - Supplies, communications equipment, and work space requests<br>    - Status of transportation and support vehicles available<br>    - Cross check of orders to verify what was received<br>Share/Provide:<br>    - Status of available and requested materials and special equipment<br>    - Material issues/problems | |

| | Oversee the mobilizing and operating of material issues at material laydowns and staging areas and supply and control the inventory situated at staging site(s) working closely with the Staging Site Unit | |
|---|---|---|
| | Adjust fleet volumes in support of the restoration effort | |
| | Work with the Fleet & Facility Unit lead to ensure refueling options are available for all resources and vehicles | |
| | Manage the facility aspects of the S-EOC, and R-EOCs including generation refueling and operation | |
| **Post-Event Actions and Reports:** | 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. | |
| | Participate in post-emergency reviews to identify lessons learned, as instructed | |
| | Ensure all documentation is submitted or stored appropriately and provide additional information as requested to aid in the development of the After Action Report for the event. | |
| **Equipment Required:** | Refer to the S-EOC Operations Manual for room layout, equipment requirements, and check off lists. | |
| **Position Work Location:** | S-EOC (Hampton, NH) or alternate S-EOC (Portsmouth, NH) | |
| **Work Period:** | 12 hour work shift with overlap with relief; | |
| **Activation Notification:** | As notified by the VP, Operations, Business Continuity, LSC or IC. | |

| Position Title: | Lodging/Meals Unit Lead |
|---|---|
| **Reports To:** | System Logistics Section Chief |
| **Position Duties & Responsibilities:** | The Lodging/Meals Unit Lead (L/MUL) is responsible for identifying and acquiring the proper accommodations for the amount of resources responding to the event 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 dependent 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. |

| | Task to be completed | Date/Time Completed |
|---|---|---|
| **Pre-Emergency Preparations** | Receive a briefing from the S-LSC<br><br>- Size and complexity of the incident<br>- Expectations of the SRC/IC<br>- Incident objectives<br>- Agencies/organizations/stakeholders involved<br>- Political ramifications<br>- Incident activities and current situation<br>- Special concerns | |
| | Participate in all scheduled system-wide conference calls held during the event to discuss issues/concerns and obtain restoration information/status. | |
| | Establish contact with the Resource Unit Lead (RUL)<br>Obtain:<br>- Anticipated required resources/arrival times<br>- Establish contact information and schedule future telephone conferences<br>Provide<br>- Strategic plan for accommodations<br>- Proper accommodation tracking procedures<br>- Brief on how to best communicate resource status changes | |
| | Outreach to hotel vendors and restaurants/catering services for availability of accommodations for large amounts of resources | |
| | Organize, assign and brief your subordinates.<br>- Provide an overview of the incident<br>- Provide an overview of operational responsibilities in accordance to the expectations of the S-LSC<br>- Daily activities/Shift schedules/Reporting times | |

| | | |
|---|---|---|
| | Acquire proper accommodations for all resources determined by:<br>- Number of requested resources<br>- Resource work locations<br>- Established staging site(s)<br>- Pre-established vendor contracts<br>- Availability of accommodations | |
| | Ensure lodging/meals accommodations are transferred to the regional logistics group for dissemination to resources. Periodically meet with the Regional Logistics group to ensure efforts are clear and concise | |
| | Ensure proper channels of communication are established with the Finance Unit to ensure the process of payment for accommodations | |
| | Receive and process all external/internal requests for accommodations, working closely with the Resource Unit for accuracy | |
| **Duties, Responsibilities and Actions during an Emergency Event:** | Begin/maintain a Lodging/Meals Unit Activity Log. | |
| | Determine the quantity of resources' accommodations needed for the next operational period. Confer with the Resource Unit and S-LSC | |
| | Provide coordination of meals for all internal resources in the S-EOC | |
| | Periodically update the S-LSC and Regions with current accommodation information for all resources. | |
| | Establish and maintain contact with staging site personnel to coordinate delivery of meals at the staging site (if activated) | |
| | Maintain and provide summaries of Lodging/Meals information and submit to the S-LSC and others, as requested | |
| | 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. | |
| **Post-Event Actions and Reports:** | Upon notification by the IC or S-LSC ensure the proper demobilization of all Lodging/Meals related activities. | |
| | Participate in post-emergency reviews to identify lessons learned, as instructed | |
| | Ensure all documentation is submitted or stored appropriately and provide additional information as requested to aid in the development of the After Action Report for the event. | |
| **Equipment Required:** | Refer to the S-EOC Operations Manual for room layout, equipment requirements, and check off lists. | |
| **Position Work Location:** | S-EOC (Hampton, NH) or alternate S-EOC (Portsmouth, NH) | |
| **Work Period:** | 12 hour work shift with overlap with relief; | |
| **Activation Notification:** | As notified by the VP, Operations, Business Continuity, LSC or IC. | |

| Position Title: | Finance Unit Lead | |
|---|---|---|
| **Reports To:** | System Admin/Finance Section Chief | |
| **Position Duties & Responsibilities:** | 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 to be used prior to an impending event for resources and materials to each of the affected regions based on existing regulatory accounting requirements and procedures and produce daily cost estimates throughout restoration. | |
| **Task to be completed** | | **Date/Time Completed** |
| **Pre-Emergency Preparations** | Receive a briefing from the S-A/FSC<br>    - Size and complexity of the incident<br>    - Expectations of the SRC/IC<br>    - Incident objectives<br>    - Agencies/organizations/stakeholders involved<br>    - Political ramifications<br>    - Incident activities and current situation<br>    - Special concerns | |
| | Participate in all scheduled system-wide conference calls held during the event to discuss issues/concerns and obtain restoration information/status. | |
| | Establish contact with the S-LSC<br>Obtain:<br>    - Anticipated cost amounts for the event<br>    - Establish contact information and schedule future telephone conferences<br>Provide<br>    - Strategic plan for cost tracking<br>    - Proper cost tracking and accounting procedures<br>    - Contact information and channels to/from Logistics | |
| | Adjust petty cash and issue procurement card as instructed by the S-A/FSC or IC | |
| | Ensure the company's storm pay policy is disseminated to all employees with applicable information | |
| | 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 | |
| **Duties, Responsibilities and Actions during an Emergency Event:** | Begin/maintain a Finance Unit Activity Log. | |
| | Ensure cost controls are in place for payments to vendors and external resources throughout the event | |
| | Receive and coordinate all claims-related issues regarding the event | |
| | Working closely with Logistics, track storm costs and estimate the total cost of the event prior to completion of the restoration efforts | |
| | Periodically update the S-A/FSC and IC with daily cost summaries | |

Finance Unit Lead Checklist
Storm Name/No. and Date:

| Post-Event Actions and Reports: | Upon notification by the IC or S-A/FSC ensure the proper demobilization of all Finance related activities. | |
| --- | --- | --- |
| | Participate in post-emergency reviews to identify lessons learned, as instructed | |
| | Ensure all documentation is submitted or stored appropriately and provide additional information as requested to aid in the development of the After Action Report for the event. | |
| Equipment Required: | Refer to the S-EOC Operations Manual for room layout, equipment requirements, and check off lists. | |
| Position Work Location: | S-EOC (Hampton, NH) or alternate S-EOC (Portsmouth, NH) | |
| Work Period: | 12 hour work shift with overlap with relief; | |
| Activation Notification: | As notified by the VP, Operations, Business Continuity, A/FSC or IC. | |

| Position Title: | Fleet & Facility Unit Lead |
|---|---|
| **Reports To:** | System Admin/Finance Section Chief |
| **Position Duties & Responsibilities:** | The Fleet and 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 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 may include: securement and delivery of facility equipment and emergency generation, coordinating re-fueling options at the EOCs or site(s), snow removal or grounds keeping of the facility, arranging maintenance and repair service for the fleet, and ensuring site security. |

| | **Task to be completed** | **Date/Time Completed** |
|---|---|---|
| **Pre-Emergency Preparations** | Receive a briefing from the S-A/FSC<br><br>- Size and complexity of the incident<br>- Expectations of the SRC/IC<br>- Incident objectives<br>- Agencies/organizations/stakeholders involved<br>- Political ramifications<br>- Incident activities and current situation<br>- Special concerns | |
| | Participate in all scheduled system-wide conference calls held during the event to discuss issues/concerns and obtain restoration information/status. | |
| | Ensure vendor contracts for fuel and fleet maintenance and repair, security services and mobile generation are accurate and establish pro-active outreach pending an event for standby services | |
| | Establish contact with the Regional M/FC in each affected region.<br>Obtain:<br><br>- Facility and fleet requests or issues<br>- Additional staging/assembly sites used<br>- Facility security requests (S-EOC; R-EOCs, and additional staging areas)<br>- Establish contact information and schedule future telephone conferences<br><br>Provide<br><br>- Strategic plan for proper fleet/facility needs<br>- Proper requests procedures<br>- Contact information for regularly scheduled conference calls | |
| | Work closely with the Procurement Unit to ensure ordering of requested facility and fleet needs and ensure timely deliveries to receiving site(s) | |
| | If a staging site is established, ensure proper communication channels are in place to request needs and delivery of items for the site(s) including security services | |

| Duties, Responsibilities and Actions during an Emergency Event: | Begin/maintain a Fleet & Facility Unit Activity Log. | |
|---|---|---|
| | Ensuring an adequate fleet of vehicles as requested by the S-A/FSC or IC | |
| | Maintaining constant communications with the Regional Coordinators to identify any additional fleet or facility requests | |
| | Ensure each site has adequate security and grounds management and mobile generators are accessible and distributed, as requested | |
| | Coordinate with Logistics re-fueling vendor services at each affected EOC or site | |
| | Ensure all EOCs and sites have adequate office equipment, furniture and supplies | |
| Post-Event Actions and Reports: | Upon notification by the IC or S-A/FSC ensure the proper demobilization of all Finance related activities. | |
| | Participate in post-emergency reviews to identify lessons learned, as instructed | |
| | Ensure all documentation is submitted or stored appropriately and provide additional information as requested to aid in the development of the After Action Report for the event. | |
| Equipment Required: | Refer to the S-EOC Operations Manual for room layout, equipment requirements, and check off lists. | |
| Position Work Location: | S-EOC (Hampton, NH) or alternate S-EOC (Portsmouth, NH) | |
| Work Period: | 12 hour work shift with overlap with relief; | |
| Activation Notification: | As notified by the VP, Operations, Business Continuity, A/FSC or IC. | |

| Position Title: | IT Unit Lead |
|---|---|
| Reports To: | System Admin/Finance Section Chief |
| Position Duties & Responsibilities: | 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 department 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. |

| | Task to be completed | Date/Time Completed |
|---|---|---|
| Pre-Emergency Preparations | Receive a briefing from the S-A/FSC<br>- Size and complexity of the incident<br>- Expectations of the SRC/IC<br>- Incident objectives<br>- Agencies/organizations/stakeholders involved<br>- Political ramifications<br>- Incident activities and current situation<br>- Special concerns | |
| | Participate in all scheduled system-wide conference calls held during the event to discuss issues/concerns and obtain restoration information/status. | |
| | Ensure all IT systems are in normal working conditions and notify the S-A/FSC of any system abnormalities | |
| | Ensure 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 request additional equipment/materials as needed or requested through System Logistics (mobile phones, air cards, laptops etc.) | |
| | Maintain and distribute cell phones to regions, as requested | |
| | Contact critical communication vendors to notify of an impending event and standby services (if available) | |
| Duties, Responsibilities and Actions during an Emergency Event: | Begin/maintain an IT Unit Activity Log. | |
| | Organize, assign and brief your subordinates.<br>- Provide an overview of the incident<br>- Provide an overview of operational responsibilities in accordance to the expectations of the S-A/FSC or IC<br>- Daily activities/Shift schedules/Reporting times | |
| | Ensure proper channels of communication are established with the Regions to ensure expedited IT services. Periodically monitor IT systems and update the Company and Regions with current IT information related to problems and completion of IT requests | |
| | Ensure the re-direct of emergency use phone numbers including the Municipal Room numbers. | |

| | Establish contact with the S-A/FSC and Region IT Support Representative<br><br>Obtain:<br><br>   - Anticipated IT problems<br>   - Establish contact information and schedule future telephone conferences<br>   - Requirements for distribution of spare cell and satellite phones, laptops and additional equipment<br><br>Provide<br><br>   - Strategic plan for IT accommodations/resources<br>   - Proper IT requests procedures<br>   - Contact information and schedules for IT Support Team<br>   - Approval process for IT-related information being released publicly | |
| | Inform the S-A/FSC of any IT-related issues and requests and ensure proper actions are taken to address these issues | |
| **Post-Event Actions and Reports:** | Upon notification by the IC or S-A/FSC ensure the proper demobilization of all IT related activities. | |
| | Participate in post-emergency reviews to identify lessons learned, as instructed | |
| | Ensure all documentation is submitted or stored appropriately and provide additional information as requested to aid in the development of the After Action Report for the event. | |
| **Equipment Required:** | Refer to the S-EOC Operations Manual for room layout, equipment requirements, and check off lists. |
| **Position Work Location:** | S-EOC (Hampton, NH) or alternate S-EOC (Portsmouth, NH) |
| **Work Period:** | 12 hour work shift with overlap with relief; |
| **Activation Notification:** | As notified by the VP, IT, Business Continuity, A/FSC or IC. |

| Position Title: | HR Unit Lead |
|---|---|
| Reports To: | System Admin/Finance Section Chief |
| Position Duties & Responsibilities: | The HR Unit Lead is responsible for providing support services to employees, including direction regarding: payroll, family benefit issues, shelters, home improvement contacts, and employee assistance programs for storm-related concerns. The HR Unit Lead is also responsible for ensuring the medical needs of the employees and external resources assigned to a restoration effort and ensuring a shift schedule roster of all internal personnel assigned to the S-EOC is developed and maintained throughout the event |

| | Task to be completed | Date/Time Completed |
|---|---|---|
| Pre-Emergency Preparations | Receive a briefing from the S-A/FSC<br>   - Size and complexity of the incident<br>   - Expectations of the SRC/IC<br>   - Incident objectives<br>   - Agencies/organizations/stakeholders involved<br>   - Political ramifications<br>   - Incident activities and current situation<br>   - Special concerns | |
| | Ensure employee assistance information is readily available and that the SAL is accurate. Distribute updated internal employee rosters and information to Logistics and Operations, as requested | |
| | Ensure a retiree list of available resources is updated and outreach to retirees, as requested | |
| | Establish contact with the S-A/FSC and Regional HR Coordinator<br>Obtain:<br>   - Anticipated or known HR related problems (injuries, accidents etc.)<br>   - Direction on SAL mobilization activities<br>   - Establish contact information and schedule future telephone conferences<br>Provide<br>   - Strategic plan for HR response<br>   - Proper IT requests procedures<br>   - Contact information and communication channels | |
| | Ensure SAL activated employees are notified and report to their assigned location | |
| Duties, Responsibilities and Actions during an Emergency Event: | Begin/maintain an HR Unit Activity Log. | |
| | Develop and maintain an EOC shift schedule roster of all employees in the EOC and compile regional shift schedules for time tracking and shift purposes | |
| | Ensure Unitil policies and procedures for external resources is distributed | |
| | Coordinate with employees and their families regarding personnel issues related to the event | |

HR Unit Lead Checklist
Storm Name/No. and Date:

| | | |
|---|---|---|
| | Work with the CIO team to ensure adequate information is released to employees regarding employee assistance programs. | |
| | Inform the S-A/FSC of any HR-related issues | |
| **Post-Event Actions and Reports:** | Upon notification by the IC or S-A/FSC ensure the proper demobilization of all HR related activities. | |
| | Participate in post-emergency reviews to identify lessons learned, as instructed | |
| | Ensure all documentation is submitted or stored appropriately and provide additional information as requested to aid in the development of the After Action Report for the event. | |
| **Equipment Required:** | Refer to the S-EOC Operations Manual for room layout, equipment requirements, and check off lists. | |
| **Position Work Location:** | S-EOC (Hampton, NH) or alternate S-EOC (Portsmouth, NH) | |
| **Work Period:** | 12 hour work shift with overlap with relief; | |
| **Activation Notification:** | As notified by the VP, Administration, Business Continuity, A/FSC or IC. | |

## III. REGIONAL LEVEL INCIDENT COMMAND SYSTEM

This section is intended to provide an overview of the framework that the Distribution Operations Centers (DOCs) will activate when preparing for an emergency in their respective region. The Company's emergency procedures are scalable and deployed under the ICS structure. For Event Types 4 and 5, the regional electric emergency procedures alone may be activated without implementing the full system plan detailed in Section II.  When activated, the Operations Manager or designee 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 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 outages, estimated time of recovery subsequent to a storm's end, or other established triggers.  The Event Type 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.  Event Types 4 and 5 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.  Event Type 1 and 2 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 or mobilize an R-EOC for an event, rests either with the Regional Operations Manager (R-OAC), System Incident Commander, or designee. 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.  The table below provides the points of contact for the R-EOCs.

| Table 1 – Unitil R-EOC Contact | | | | |
|---|---|---|---|---|
| **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 | 114 Drinkwater Road Kensington, NH 038 | (603) 929-2890 | (603) 772-0775 | (603) 773-6605 |

### F. Regional-Level Incident Command Structure

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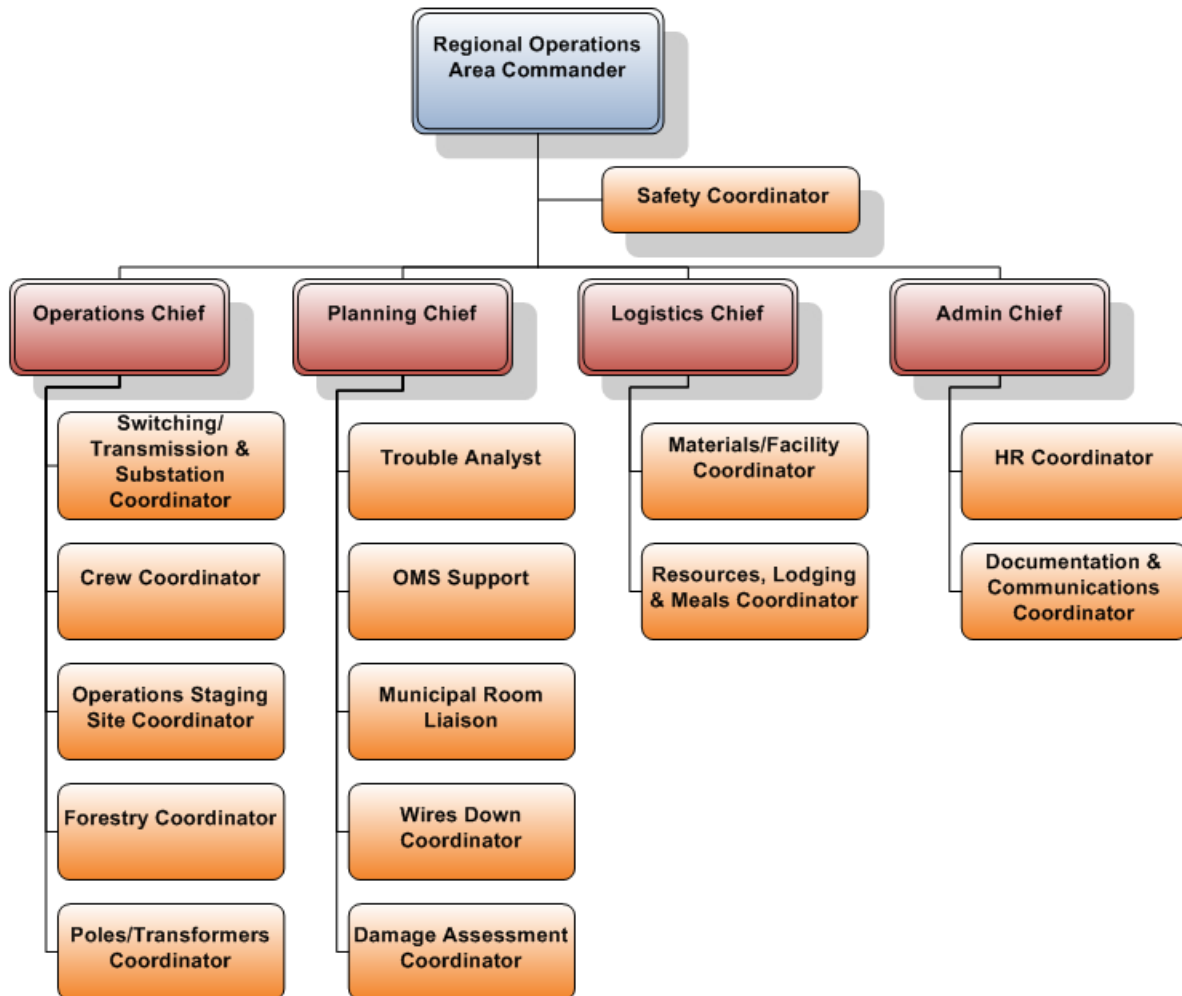


**Figure III-F-1**
**Regional Level Incident Command Structure**

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 (when the S-EOC is activated) and assist in executing the Incident Commanders' responsibilities.

   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:

   - Estimating the event type associated with the incident and level of staffing needed in the Regional - Emergency Operations Center (R-EOC);

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

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

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

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

   - Determining the amount of resources required to respond to an event including internal, external, contract etc.; and directing efforts to obtain the required amount of resources and allocating available resources across the region;

   - Coordinating activities for acquiring additional resources and releasing resources;

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

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

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

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

- Identifying and mitigating adverse customer, regulatory, or other constituent sentiment and communicating resolution plans to the Incident Commander (IC);

- Implementing the ERP demobilization process in the region; and

- Implementing 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 positions reporting directly to the R-OAC.
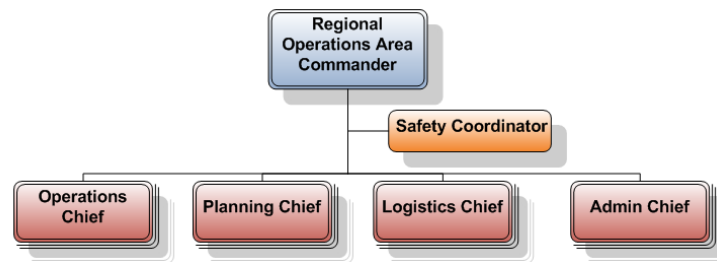


**Figure III-F-2**
**Regional Operations Area Commander Organization**

**(c) Workflow**

For further information, see the R-OAC checklist in Attachment 2.

**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.

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 visits during incidents or observation tours.

**(b) Organization**

Figure III-A-3 details the safety organization for emergency events.
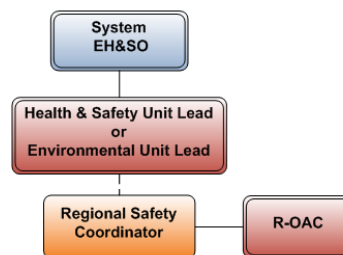


**Figure III-F-3**
**Regional Safety Unit Organization**

**(c) Workflow**

For further information, see the R-SC checklist in Attachment 2.

### G. *Regional 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 to work locations by the Operations Unit. Dependent upon a storm's impact and assigned event type, 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 and service 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 Regional Planning Unit any field observations that would necessitate a revision of the global estimated time of restoration (ETR) based on the results 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 and priorities established by the R-OAC.

The following positions report to the R-OC:

- Switching/Transmission & Substation Coordinator;
- Crew Coordinator;
- Operations Staging Site Coordinator (if mobilized);
- Forestry Crew Coordinator; and
- Pole/Transformer Coordinator

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

- Radio dispatcher;
- Contract line crews;
- Service Restoration Crews;
- Transmission and Substation crews.

The R-OC will work closely with the Regional Planning Chief (R-PC) to ensure resources are assigned to the next highest priority job and restoration work packages are created from damage assessment information. The R-OC utilizes all necessary resources to restore reliable services as necessary and will also release line crews to the Wires Down Coordinator (as needed) to support public safety activities. 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 R-OC also manages field operations required to rectify problems arising from an events' impact or emergency incident including, but not limited to:

- Dispatching work to crews and tracking crew locations;

- Distributing tools and equipment;

- Coordinating of pole sets;

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

- 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 wire down activities;

- Creating achievable restoration objectives;

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

- Assisting in developing a Regional Incident Action Plan (IAP);

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

- 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.
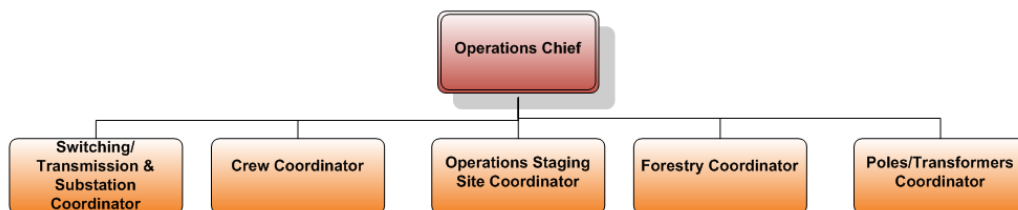


**Figure III-G-1**
**Regional Operations Unit Organization**

**(c) Workflow**

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

**Figure III-G-2**
**Regional Operations Unit Workflow**

For further information, see the R-OC checklist in Attachment 2.

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.

   S/T&SC will work closely with the dispatch function and the System Transmission & Substation Unit Lead (if activated) 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 appended to Section VIII of this ERP and checklist found in Attachment 2.

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).

   Specific responsibilities include, but are not limited to:

   - Ensuring all crew resources assigned to the region are documented and tracked daily;

   - Requesting and assigning crew guides to external crews, as needed;

   - Assigning work locations to crews and tracking crew work locations;

   - Re-assigning tree crews as requested by the R-OC or R-OAC;

   - Ensuring proper shifts and schedules are maintained by responding crews;

   - Ensuring adequate supplies and materials are delivered to working crews; and

   - Ensuring all responding resources have adequate accommodations (Meals & Lodging).

   For more information refer to the Crew Coordinator checklist found in Attachment 2.

4. **Operations Staging Site Coordinator**

   (a) **Concept of Operation**

   Following a large-scale storm impact (Event Types 1 and 2), 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.

When a stating site is mobilized for a region, the Operations Staging Site Coordinator (OSSC) is activated and is responsible for managing the resources assigned to a staging site in accordance with Section VIII – Staging Site Operations Procedure. The OSSC will work closely with the R-OC in prioritizing the work and ensure communications and coordination between the R-EOC and staging site are seamless. A key priority of the OSSC is to ensure that work packages are delivered in a timely manner to restoration crews staged at the staging area(s) to ensure an efficient restoration.

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

- Identifying and tracking 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 at the beginning of shifts;

- Daily time tracking of resources assigned to the staging area for compensation;

- Providing work packages and assignments to the crews in a timely manner;

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

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

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

Typically a member of Operations, 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-OAC. For more information refer to the R-OSSC checklist found in Attachment 2.

5. **Forestry Coordinator**

   (a) **Concept of Operation**

   The Forestry Coordinator supports the R-OC in the deployment and management of regional tree resources for storm restoration efforts. The position reports directly to the R-OC and is established for restoration events that result in a large number of tree crews responding. Depending on the type of weather event, the Forestry Coordinator will make a recommendation to the R-OC about the anticipated magnitude of tree-caused damage and resource requirement and utilization. The Forestry Coordinator will work closely with the System Forestry Resource Coordinator, R-OC and Crew Coordinator to optimize the allocation of tree crews and ensure tree and line assigned work locations are in conjunction with the damage reported.

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

Specific responsibilities include, but are not limited to:

- Requesting and receiving tree crew resource information from the Forestry Resource Coordinator;

- Ensuring all tree crew resources assigned to the region are documented and tracked daily;

- Requesting and assigning crew guides to external crews, as needed;

- Assigning and tracking work locations to tree crews;

- Ensuring proper shifts and schedules are maintained by responding crews;

- Re-assigning tree crews as requested by the R-OC or R-OAC;

- Ensuring adequate supplies and materials are delivered to working crews; and

- Ensuring all responding crew resources have adequate accommodations (Meals & Lodging).

For more information refer to the Forestry Coordinator checklist found in Attachment 2.

6.  **Pole & Transformer Coordinator**

    (a) **Concept of Operations**

    The Pole & Transformer Coordinator will be responsible for tracking all damages made to poles and transformer equipment throughout the event and coordinating the repairs of damaged equipment. 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 Pole and Transformer function and coordination will be performed for major emergency events (Event Types 1-3) on a regional basis. Pole and transformer personnel will work closely with the Operations Unit during the public safety phase (immediately post-storm) of the restoration to ensure repairs to damaged poles and transformers are made safe in a timely manner. The Pole and Transformer Coordinator will also initiate contact and maintain communications with telecom companies when coordinating pole sets and equipment replacements.

    Specific responsibilities include, but are not limited to:

    - Tracking all pole and transformer damage and repair information;

- Notifying the Safety Coordinator or Environmental Unit Lead regarding any spills or releases resulting from damage;

- Ensuring consistent communications with local telecom companies regarding joint operated poles replacements;

- Providing information to local telecom companies regarding non-electrical wires down reported;

- Providing updates to the R-OC regarding pole sets and damaged equipment; and

- Coordinating closely with the Planning Unit (especially Damage Assessment) regarding damage locations and information reported.

For more information refer to the Pole & Transformer Coordinator checklist found in Attachment 2.

### H. *Regional Level Planning Unit*

The Planning Unit is responsible for the assessment, evaluation, and packaging of work, response to public safety, and providing restoration status information to the Regional Admin group for development of the Regional RSR every 4 hours. Planning may also provide specific outage or restoration information to the R-OAC and Chief Information Officer (CIO), as requested.

The Planning Unit is responsible for ensuring a regional ETR, as well as more refined town ETRs as the restoration effort progresses. ETRs are developed using an integrated approach to damage assessment, especially for large-scale storm impacts (Event Types 1 and 2).

The Planning Unit meets to formulate and provides information to the Regional Admin Unit to develop and document an Incident Action Plan (IAP) for each Operational Period (OP).  The IAP will ultimately be approved by the Regional Planning Chief and distributed to the R-OAC and S-EOC for compilation (if activated).  The Regional IAP will be updated and re-distributed as the restoration effort progresses.

The Planning Unit includes the following positions:

- Regional Planning Chief;
- Trouble Analysis Coordinator;
- Municipal Communications Liaison;
- Wire Down Coordinator; and
- Damage Assessment Coordinator;

The Planning Unit is responsible for the following activities:

- Identifying and analyzing problems and coordinating solutions with the R-OAC, which are communicated to other units and the System, as warranted;
- Initiating Damage Assessment patrols to obtain visual inspection of specified and impacted areas;
- Coordinating with Regional Operations to restore distribution feeders;
- Tracking reported wires down and dispatching appropriate resources to remedy or stand by to make the area safe;
- Maintaining constant communications with regional municipal officials to coordinate efforts and information;
- 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 every 4 hours to the Regional Admin group for RSR development;
- Providing documented visual assessments of impacted areas and creating work packages for restoration crews;
- Working with R-OAC to establish restoration strategies and priorities;
- Coordinating transmission circuit and substation restoration with the S/T&SC; and

- In conjunction with Operations, 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 Liaisons, and Wire Down Coordinator report directly to the Planning Chief. Although the Municipal Liaisons in the regional Municipal Rooms have a direct link to the Municipal Liaison Officer at the System level, coordination and oversight with the Municipal Room is managed by the R-PC in the region.

   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 a 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 and OMS, 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;

   - Providing restoration status information to the R-OAC periodically and as requested; 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-H-1**
**Regional Planning Unit Organization**

**(c) Workflow**

For more information refer to the R-PC responsibilities and checklist found in Attachment 2.

**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 outages are generated through the Outage Management System (OMS). For major emergencies or when the OMS has been decentralized to regional control, the regional Trouble Analysis Unit will be responsible for operating and monitoring OMS. OMS will serve as the primary informational tool for outage and restoration status but is expected to be supplemented by damage assessment and other restoration information available. For detailed information regarding OMS and decentralization refer to Section V.C Centralized Dispatch and OMS.

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 locations, 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 the Damage Assessment Unit 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.

With oversight of the R-PC, Trouble Analysis will identify impacted feeders and submit these to the Damage Assessment Coordinator to initiate damage assessment patrols. The Trouble Analysis group will also receive restoration updates from the Operations Chief and update the OMS closing outages as appropriate.

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

Specific responsibilities include, but are not limited to:

- Monitoring OMS, filtering outages from non-outages, and prioritizing medical emergencies, downed wires, and other high priority conditions;

- Aiding in the creation of work packages;

- Providing affected feeder locations and information to the Damage Assessment Coordinator for patrol;

- Providing restoration status information to the Documentation/Communication Coordinator every 4 hours, and as requested to ensure development of RSRs;

- Closing trouble tickets as the respective trouble is cleared in OMS;

- Monitoring continuously incoming trouble tickets;

- Providing continuous outage status updates to the PC; and

- Gathering information from a variety of sources including:

    - OMS;

    - Damage Assessors;

    - Municipal/Liaison Group;

    - Distribution System Telemetry (SCADA); and

    - Other field Operations groups.

**(b) Organization**

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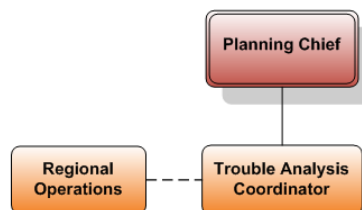


**Figure III-H-2**
**Regional Trouble Analysis Unit Organization**

**(c) Workflow**

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

The Trouble Analysis function will provide the following services:

- Operating and monitoring the OMS and linking damage assessment information to outages;

- Verifying the probable cause of each outage;

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

- Monitoring distribution feeders, and load areas (via substations);

- Providing outage status information to the appropriate parties including the Documentation/Communication Coordinator for development of the Regional RSR;

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

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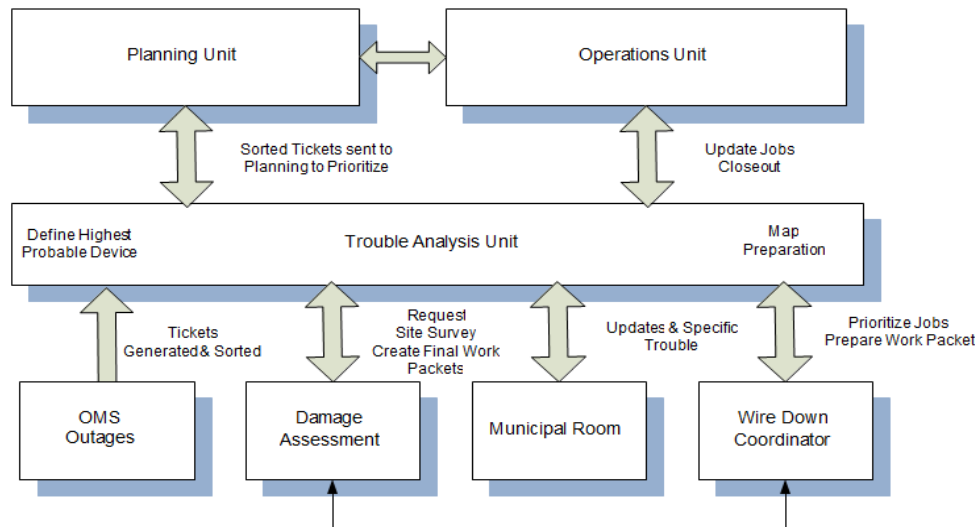


**Figure III-H-3**
**Regional Trouble Analysis Unit Workflow**

For more information refer to the Trouble Analysis Coordinator checklist found in Attachment 2.

3. **Regional Municipal Liaison**

   (a) **Concept of Operation**

   To ensure continuous communications with local Municipal Officials each R-EOC, when activated, will also activate the Regional Municipal Room and ensure appropriate staffing is mobilized for 24/7 coverage. Customer Energy Solutions and/or other personnel assigned to the Municipal Room will be responsible for maintaining contact with appropriate local officials. These lines of communication should be initiated at the earliest time feasible once the Company identifies an impending event.  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.

   Telephone, email, and fax are the primary means of communication between Municipal officials and the R-EOC; however group conferences are also used

for communicating with large numbers of Municipal Officials within an impacted area.  Once the R-EOC is established and the Municipal Room is directed to activate, the System Municipal Liaison Officer, or R-OAC (for regional events) will appoint individuals to staff the Regional Municipal Room and ensure shifts are made for 24/7 coverage throughout the duration of the emergency.

Where applicable and if resources permit, Customer Energy Solutions should visit with local emergency planning committees/centers in an effort to ease 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:

- Pro-active communications with Municipal Officials prior to a pending major event;

- Ensuring Municipal Officials are aware (via email and call blasts) of Municipal Room opening and closing times, as well as contact information;

- Establishing the Municipal Rooms in the R-EOC;

- Establishing communication protocols with Municipal Officials and local emergency management directors;

- Receiving and processing damage information reported by Municipal Officials including wires down and relaying that information as appropriate to the proper responding function;

- Establishing communication protocol with Operations and the Regional Documentation/Communications Coordinator;

- Establishing Municipal Coordination Conference Calls for large scale restorations twice daily;

- Receiving and responding to Municipal Officials requests for information;

- Raising issues to the appropriate level of storm management;

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

- Relaying customer information to local emergency response officials when customer issues are raised by Customer Service;

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

- Participating in post-event meetings with impacted Municipal Officials, as requested by the IC.

**(b) Workflow**

Once an R-EOC has been fully established and notification to open the Regional Municipal Room has been made, the identified Municipal Liaisons will initiate communications to Municipal Officials to notify of any pre-event conference calls and the Municipal Room opening time. The Municipal Communication Liaisons will receive and respond to municipal inquires and requests in a timely and frequent manner. Municipal conference calls will be held for extended restoration efforts or even prior to the events impact for coordination when a major storm event is expected. Specific information regarding the structure and format for coordination calls is explained further in Section VI - Corporate Communications of this plan.

The Municipal Liaisons will work closely with Operations, the Wires Down Coordinator, Poles & Transformers Coordinator and the Damage Assessment Coordinator to ensure reported damage and wires down information are exchanged consistently throughout the restoration efforts and to provide additional updated information to affected Municipal Officials. All communications made to and from the Municipal Rooms should be properly documented and archived.

A dedicated telephone number, email and fax are reserved for each EOC Municipal Room for responding to municipal inquiries. Once the Municipal Room has been opened, the Municipal Liaisons are responsible monitoring all communications received in the Municipal Room via phone, email and fax. These lines of communications are given out to Municipal Officials for their official use only. The telephone numbers, email boxes and Municipal Room setup instructions are detailed in the Municipal handbook managed by the Municipal Liaisons.

The Municipal Liaisons shall maintain and update a list of counties, cities, towns, key political centers including office numbers, cellular phones, and fax numbers for Municipal Officials within the Regions' service territory. When a PSA is distributed to media, the appropriate Regional Municipal Liaisons will also distribute this to their appropriate municipal stakeholders. During major emergency events (Event Types 1 and 2) twice daily Municipal Conference Calls will occur until the conclusion of restoration efforts at which time the Municipal Liaisons will notify the Municipal Officials of the EOC and Municipal Room closing time to ensure normal communication methods are re-established.

Additionally, and as requested, Municipal Room Liaisons may participate in post-event meetings or discussions with affected Municipal Officials to improve coordination and identify areas of improvement for future use.

Figure III-C-4 depicts the typical flow of work for the Municipal Room.

**Figure III-H-4**
**Municipal Room Workflow**

For more information refer to the Municipal Communications checklist found in Attachment 2.

## 4. Wire Down Coordinator

### (a) Concept of Operation

The Wire Down Coordinator will be responsible for deployment of assigned 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 Damage Assessment, Operations, and the Municipal Room which collects data from customers and public safety officials.

Wires Down are reported through multiple means including customers, municipal officials, and by field observations and damage assessment. These reported wires down will be compiled by the Wire Down Coordinator and prioritized for response. For more information regarding Wires Down prioritization refer to the Public Safety section of this plan. Wire down personnel will work closely with the Operations Unit during the public safety phase (immediately post-storm) of the restoration to ensure energized conductors are made safe in a timely manner. Priority 1 wires down reported will be directed to Operations but the Wire Down Coordinator while Priority 2 and 3 wires down will be assigned Wire Down Standby personnel if resources are unavailable for repair.

Assigned wire down standby 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 and will be assigned to the Wires Down Coordinator during major events by the R-OAC or Planning Chief. 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;

- Track and prioritize all downed wire locations based on public safety concerns;

- Refer high priority (Priority 1) wires down to Operations for immediate response while assigning standby personnel to non-life threatening wires down;

- Refer wires down locations confirmed to be telecom (non-electric) to the Poles/Transformers Coordinator as appropriate;

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

- Document and close completed wires down information.

For more information refer to the Wires Down Coordinator checklist found in Attachment 2.

5.  **Damage Assessment Coordinator**

    (a) **Concept of Operation**

    The Damage Assessment Coordinator (DAC) and their team is typically established for major emergency events (Event Types 1 and 2), while they may be established for an Event Type 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 Event Types 4 and 5 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 Planning Chief deem it necessary. The information compiled by the Damage Assessment Team (see Section VIII of this plan for a copy of the Damage Assessment Procedure) is analyzed by the DAC, R-PC, and R-OAC to determine an initial or "global" ETR for the region. All ETR's developed will be approved by the R-PC or R-OAC prior to being released. For system-wide restoration, this information will also be shared with the System Planning Chief to assist in resource acquisition. The DAC 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 required 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 external resources via pre-established contractors through the Logistics Unit.

Immediately post-storm impact and once weather conditions allow, the Damage Assessment Team will initiate damage assessment patrols focusing initially on damage to the system mainlines. A list of impacted feeders should be assembled by the Trouble Analysis Unit monitoring OMS and submitted to the DAC. The intent of this focus is determine and communicate a global ETR between 24 but no later than 48 hours after the storm's passage. The global ETR shall be communicated with both internal and external stakeholders.

Once the global ETR has been developed, 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, the Company's website and social media platforms.

Once developed, ETRs will be communicated among the regional response team and listed in the regions' RSR updates every 4 hours. If activated, the System EOC will compile the RSRs into a System RSR and release information to the different regulatory agencies, while the Municipal Room Liaisons communicates ETRs to the local municipal officials.

**(b) Organization**

Figure III-C-4 depicts the Damage Assessment organization.
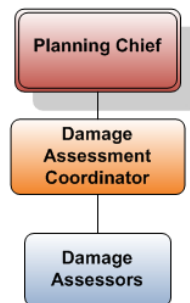


**Figure III-H-5**
**Damage Assessment Unit Organization**

**(c) Workflow**

The Damage Assessment Coordinator dispatches damage assessors to locations requested by the Regional Planning Chief to assess reported damage locations; the team then reports on the assessment via patrol forms. Throughout this process, the Damage Assessment Coordinator maintains communications with the damage assessors dispatched to the reported locations and/or assigned feeders. This communication includes the assignment of other damage locations; collecting, reporting, and compiling field-verified information.

Once regional damage assessment is compiled, this information is sent to the System Damage Assessment Unit Lead for a system compilation. The completed damage patrol forms are also used to create work packages for restoration crews given to the Operations Unit.

Once all damage assessment 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.

For more information refer to the Damage Assessment Coordinator checklist found in Attachment 2.

Figure III-C-6 is a depiction of a typical Damage Assessment Situation Unit workflow.
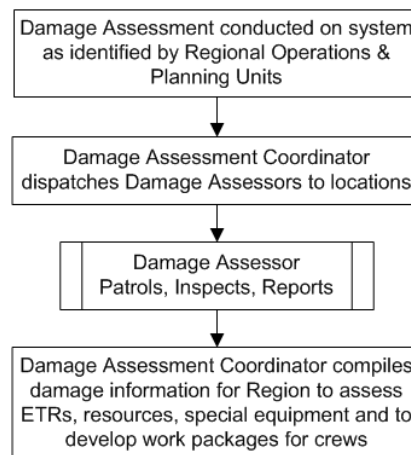


**Figure III-H-6**
**Damage Assessment Unit Workflow**

For a detailed description of the damage assessment process refer to the Damage Assessment Procedure appended to Section VIII of this ERP.

**(d) Distribution Map Access and Support Services**

During significant emergency events, Operations is often dependent on assistance from outside crews that may be unfamiliar with the Unitil service territory. Circuit maps are used in conjunction with damage assessment documents to create work packets for restoration. 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.

If 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 S-EOC may also be contacted for courier services.

*I. Regional 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 established Event Type 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 Regional Logistics Unit is comprised of two major functional units; Materials/Facilities Coordination and Resources (External, and Mutual Aid) Lodging and Meals. The System - Logistics Unit will be established either partially or fully (depending upon the Event Type) 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 operations.

**1. Regional Logistics Chief**

**(a) Concept of Operation**

The Logistics Chief is responsible for the coordination of logistical planning and response activities. Logistical activities are managed by the Regional Logistics Chief by coordinating with the activated components of the System - Logistics Unit which may include the Resource Unit, Lodging/Meals Unit, Procurement Unit, and Staging Site Unit (if activated). 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 for retained resources, re-supply of needed materials, and management of alternate operating sites or staging areas.

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 Event Type and needs of the Regional Operations Unit.

Facility-related issues will be coordinated through the Regional Logistics Units for Event Types 4 and 5 and possibly 3. For Event Types 1 and 2 and possibly 3, 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, maintain, and distribute 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;

- Provide security of Company facilities and assets with barriers, fences, guards, check points, etc.;

- Staff Regional storerooms and garages as referenced by the appropriate Event Type;

- 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;

- Oversee the mobilizing and operating of assembly or material laydown areas;

- Establish and maintain regional resource lodging, meals, and transportation, via established or required vendor arrangements;

- Provide coordination of meals for regional internal and external resources, as directed; and

- 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 details the positions reporting to the Logistics Chief.

**Figure III-I-1**
**Regional Logistics Unit Organization**

**(c) Workflow**

For more information regarding the Regional Logistics Operations refer to the Logistics Procedure in Section VIII of this ERP and the R-LC checklist found in Attachment 2.

**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 for the region.

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 that 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 Unit 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.

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 and storerooms;

- Ensure delivery service of materials needed at work or field locations as needed;

- 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 activities for this function, refer to the Logistics Procedure appended to Section VIII of this ERP and the R-M/FC checklist found in Attachment 2.

### 3. Resources Lodging/Meals Coordinator

#### (a) Concept of Operation

If System Logistics is mobilized, the Resource Unit at the System Level will acquire the requested number of resources and allocate them appropriately based on predicted impact. Once arrangements are made for resources, the Resource Unit will provide the Regional Resources and Lodging/Meals Coordinator with information via crew transfers sheets (CTS) on expected number/type of resources to account for. 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 and ensure the appropriate accommodations are made for all resources in the Region.

For system–wide events, the team will work closely with their counterparts at the S-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.

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:

- Receiving resource information assigned to the region and tracking resource amounts and accommodations;

- Sustaining and supporting resources requirements for lodging, meals, vehicle management, and material resupply;

- Providing information on support personnel such as wire down, damage assessment, and other regional support, as directed;

- Establishing and maintaining resource lodging, meals, and transportation, via established or required vendor arrangements;

- Providing coordination of meals for internal and external resources, as directed;

- Obtaining personal comfort items or services (e.g., toiletries, clothing, laundry services, etc.) for restoration resources;

- Ensuring constant communications with System Level Logistics Units for efficiency.

For a detailed description of Logistical activities for this function, refer to the Logistics Procedure appended to Section VIII of this ERP and the checklist found in Attachment 2.

*J. Regional Administration Unit*

For Event Types 1 and 2 the Regional Administration section is established at the Region to provide administration support at the R-EOC. For Event Types 3 only a partial mobilization may be made with HR and related services typically handled through normal procedures. For Event Types 4 and 5 (non-emergency events) where restoration reporting is not required, the Regional Admin Unit may be mobilized as needed.

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 Event Types 1 and 2 and aligns closely with the System – Administration/Finance Chief. The AC will ensure all internal personnel report to their storm assignments, as assigned or as needed. The Admin Unit will also compile information and develop the Regional RSR for submittal to the S-EOC every 4 hours.

   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 Regional 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.

   Specific responsibilities include, but are not limited to:

   - Tracking costs associated with an incident;

   - Distributing procurement cards and petty cash if necessary;

   - Coordinating and supporting Mutual Assistance Crews HR needs;

   - Coordinating HR support activities including employee family assistance;

   - Coordinating and managing company facility cafeterias as required to support the incident;

   - Developing a Regional RSR every 4 hours and compiling regional documentation;

   - Coordinating and deploying of mobile generators and other specialized equipment;

   - Coordinating with IT to ensure resources are available to support primary systems and EOCs; and

   - Developing and distributing updated roster information to Logistics.

**(b) Organization**

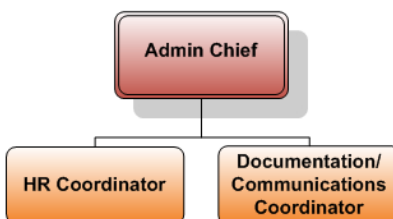Figure III-E-1 depicts the positions reporting to the Regional Administrative Chief.



**Figure III-J-1**
**Regional Administration Organization**

**(c) Workflow**

For more information refer to the R-AC checklist found in Attachment 2.

**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;

- Providing Facility support at each R-EOC;

- 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.

For more information refer to the HR Coordinator checklist found in Attachment 2.

### 3. 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 Regional Restoration Status Reports (RSRs).

For Regional events, the DCC will compile information into the RSR and disseminates it to the organization and required external parties. When the S-EOC is established, the DCC will submit the Regional RSR to the System Trouble Analyst Unit in the S-EOC. The DCC may also expedite and investigate inquiries from the Chief Information Officer, Municipal Group, Liaison Group, and the Operations Unit for the purpose of gathering routine, updated 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 role of Documentation/Communication Coordinator includes, but is not limited to:

- Documenting activities related to customer interruptions, resource amounts, ETRs, and other necessary information:

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

- Developing and issuing required RSRs every four hours;

- Providing regulatory staff updates via e-mail every four hours (for regional events; S-EOC will submit if activated); and

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

#### (b) Workflow

Figure III-E-3 depicts the typical flow of restoration information Documentation/Communication Coordinator.
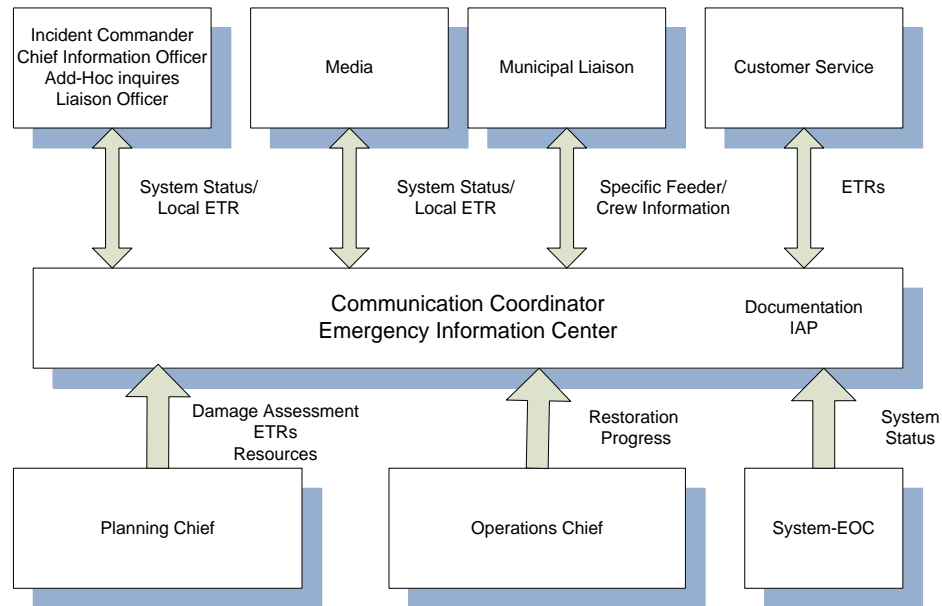
**Figure III-J-2**
**Emergency Information Center Workflow**

For more information refer to the Documentation/Communications Coordinator checklist found in Attachment 2.

### K. *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.

**Figure III-K-1**
**Seacoast R-EOC Layout**

**Figure III-K-2**
**Capital R-EOC Layout**

**Figure III-K-3**
**Fitchburg R-EOC Layout**

**ATTACHMENT 2**

**Regional Level - Position Checklists**

| Position Title: | Regional Operations Area Commander (R-OAC) | |
|---|---|---|
| Reports To: | Incident Commander (if S-EOC is activated) | |
| Position Duties & Responsibilities: | 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 | |
| **Task to be completed** | | Date/Time Completed |
| Pre-Emergency Preparations | Monitor daily weather forecasts for adverse weather affecting the region | |
| | Participate in all system-wide coordination conference calls throughout the event and provide regional updates | |
| | 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 IC or designees. Focus on the following:<br>- What has happened and how bad is the situation?<br>- What response actions are currently being taken?<br>- Is the event stable or is the situation worsening?<br>- What security issues exist?<br>- What are the implications to the operations of the Company? | |
| | Outreach to local contractors already on system for availability of services | |
| | Review all related policies, procedures, forms and templates used during an event to ensure accuracy. | |
| | Decide on the need to activate the regional organization. Consider the following:<br><br>Can the responding resources handle the incident?<br>☐ Yes        ☐ No<br>Will the duration of the incident exceed resource endurance?<br>☐ Yes        ☐ No<br>Are there potentially significant human resources, political, economic and/or environmental implications?<br>☐ Yes        ☐ No<br>If the answer is "Yes" to any or all of the above, consider activating appropriate functions<br>If the answer is "No" to all of the above, simply ensure proper completion of the incident. | |
| | Discuss staffing needs with the IC or designees and determine appropriate staffing needs.<br>**Note**: The size and type of the incident will dictate how many people will be needed to effectively respond | |

|  | If the situation warrants, determine the need for establishment of a Unified Command with appropriate stakeholders. Discuss the need to do this with the IC or designee, if appropriate.<br><br>**Note**: The Emergency Preparedness Representative can help you in this determination. |  |
|  | Ensure the proper setup of the R-EOC and any identified staging areas to be used and ensure staffing is adequate for the event and positions are adequately filled as listed below: |  |

|  | Position | Needed? | Notified? |  |
|--|----------|---------|-----------|--|
|  | Safety Coordinator | _____ | _____ |  |
|  | Operations Chief | _____ | _____ |  |
|  | - Trans, Sub & Switching | _____ | _____ |  |
|  | - Crew Coordinator | _____ | _____ |  |
|  | - Operations Staging Site | _____ | _____ |  |
|  | - Forestry Coordinator | _____ | _____ |  |
|  | - Pole & Transformers | _____ | _____ |  |
|  | Planning Chief | _____ | _____ |  |
|  | - Trouble Analysis | _____ | _____ |  |
|  | - Municipal Room Liaisons | _____ | _____ |  |
|  | - Wires Down Coordinator | _____ | _____ |  |
|  | - Damage Assessment | _____ | _____ |  |
|  | Logistics Chief | _____ | _____ |  |
|  | - Materials Coordinator | _____ | _____ |  |
|  | - Resource, Lodging/Meals | _____ | _____ |  |
|  | Admin Chief | _____ | _____ |  |
|  | - HR Coordinator | _____ | _____ |  |
|  | - Documentation/Communications |  |  |  |

|  | Send Pre-Event notifications and reports to regulatory, municipal and public safety officials, when requested (if S-EOC is not open).<br><br>Work with the Chief Information Officer (CIO) and/or employee communications representative to develop and disseminate message and provide periodic updates.<br><br>**Note**: This responsibility will fall to the System Level if it is activated. |  |
| **Duties, Responsibilities and Actions during an Emergency Event:** | Begin/maintain an R-OAC Unit Activity Log |  |
|  | Ensure public safety maintains highest priority at all time during restoration efforts and oversee restoration activities at the S-EOC including resource acquirement and release, and demobilization |  |
|  | Set up and conduct a briefing of your own command general staff personnel. At a minimum, discuss the following as an initial agenda:<br><br>- Size and complexity of the incident<br>- Incident objectives & your expectations<br>- Policy on outside information dissemination (media & outside agencies)<br>- Agencies/organizations/stakeholders/business community<br>- Incident activities/situation<br>- Special concerns<br>- Determine the length of Operational Periods<br>- Do we have the necessary people for our response? |  |

| | | |
|---|---|---|
| | Assess the incident using outage information provided via OMS, SCADA, AMI and other applications to establish an overall restoration objectives and strategies. If being directed to activate an IC organization due to an ongoing or imminent event, provide a briefing for the SRC. Focus on the following:<br>- What has happened and how bad is the situation?<br>- What response actions are currently being taken?<br>- Is the event stable or is the situation worsening?<br>- What are the implications to Company operations? | |
| | Establish your strategies and immediate priorities. Focus on the following:<br>- Impact of the event on Company personnel and on the public<br>- Impact of the event on our business<br>- Impact of the event on the Company's reputation<br>- Impact of the event on the Company's finances | |
| | Establish contact with the SL-IC (if system level event)<br>Obtain:<br>- Strategic plan for response<br>- Establish contact information and schedule of telephone conferences between the regional IC's and others<br>Share and provide:<br>- Regional incident status<br>- List of agency representatives who have reported to the EOC<br>- Governmental Agency concerns<br>- Provide information on which regional EOC's are open and the names of Unitil representatives at those locations<br>- Information on logistical support for agency resources | |
| | Review and approve the Regional Incident Action Plan (IAP) for the next Operational Period (OP) and 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 | |
| | Meet periodically with the Regional Operations Chief (R-OC)<br>Obtain:<br>- Briefings on primary strategies, tactics, and limitations<br>- Updates on the progress of current response objectives<br>- Resources needed<br>- The location of operational facilities<br>Share/provide:<br>- Response objectives | |

| | | |
|---|---|---|
| | Meet periodically with the Regional Safety Coordinator (R-SC).<br>Obtain:<br>   - Safety concerns regarding the current response/mitigation plan<br>   - Update on safety issues at the incident site, including injuries, accidents, etc.<br>   - Possible constraints on incident objectives due to safety issues<br>Share/provide:<br>   - Incident situation status, especially in the initial stages of the event<br>   - Response objectives/priorities<br>   - Your expectations and concerns | |
| | Meet periodically with the Regional Planning Chief (R-PC)<br>Obtain:<br>   - Briefings on overall current situation<br>   - Update on incident, including current/future projections on the impact of the incident<br>   - Briefings on resources available, including staffing, equipment and facilities<br>Share/provide<br>   - Objectives for response/mitigation plan<br>   - Your approval of the response/mitigation plan for next operational period<br>   - New objectives<br>   - Alternate strategies | |
| | Meet periodically with the Regional Logistics Chief (R-LC)<br>Obtain:<br>   - Briefings on logistical issues relating to communications, transportation, medical needs, facilities, and resources<br>Share/provide:<br>   - Response objectives/priorities | |
| | Meet periodically with the Regional Admin Chief (R-AC)<br>Obtain:<br>   - Briefings on administration issues relating to employee welfare, HR needs, medical needs, facility/IT needs, and financing issues<br>Share/provide:<br>   - Response objectives/priorities | |

| | Meet periodically with the R-Municipal Communications Liaison<br>Obtain:<br>     -   Information on agencies and stakeholders<br>     -   Assisting agency capabilities<br>     -   Available municipal resources<br>     -   Status of cooperating activities in support of the incident<br>     -   Stakeholders' concerns/issues<br>Share/provide:<br>     -   Current incident objectives/priorities | |
| | 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. | |
| | Remain in regular communications with the IC and System EOC staff to provide regional updates and issues | |
| | Plan for and implement demobilization efforts | |
| **Post-Event Actions and Reports:** | Ensure a proper demobilization of all regional restoration activities | |
| | Participate in post-emergency reviews to identify lessons learned | |
| | Ensure all documentation is submitted or stored appropriately and provide additional information as requested to aid in the development of the After Action Report for the event. | |
| **Equipment Required:** | Refer to the R-EOC Operations Manual for room layout, equipment requirements, and check off lists. | |
| **Position Work Location:** | R-EOC (Kensington, NH), R-EOC (Concord, NH), R-EOC (Fitchburg, MA) | |
| **Work Period:** | 12 hour work shift with overlap with relief; | |
| **Activation Notification:** | As notified by the Director, Operations, Business Continuity, or IC. | |

| Position Title: | Regional Safety Coordinator | |
|---|---|---|
| **Reports To:** | Regional Operations Area Commander (R-OAC) | |
| **Position Duties & Responsibilities:** | The Regional Safety Coordinator's (R-SC) primary concern is to ensure the safety of the public, employees and supporting personnel throughout storm restoration. 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 also report health & safety issues to the Environmental Health and Safety Officer (EH&SO) to comply and maintain Corporate Safety and Environmental Procedures if the S-EOC is open. | |

| **Task to be completed** | | **Date/Time Completed** |
|---|---|---|
| **Pre-Emergency Preparations** | Monitor daily weather forecasts for adverse weather affecting the region | |
| | Participate in all system-wide coordination conference calls throughout the event and provide regional safety updates | |
| | Receive a briefing from the R-OAC to obtain: <br> - Size and complexity of the incident <br> - Expectation of the R-OAC <br> - Incident objectives <br> - Number of employees, contractors, and outside agencies involved <br> - Special concerns <br> - Employee or public injuries/safety concerns <br> - Present status of the incident | |
| | Request additional Safety Contract personnel if resource amounts exceed what the regional coordinator can manage | |
| | Establish contact with the System -EH&S Officer (if applicable) <br> Obtain: <br> - Strategic plan for safety <br> - Determine identity of other regional SCs <br> - Establish contact information and schedule of telephone conferences between System & Regional Safety officers <br> Share/provide: <br> - Regional incident status | |
| | Ensure all safety materials and equipment requirements are prepared and adequate for the event and obtain copies of any relevant exposure data such as MSDS's and safety guidelines | |
| | Notify the R-OAC of any Safety-related concerns or issues | |
| **Duties, Responsibilities and Actions** | Begin/maintain an R-SC Activity Log. | |
| | Ensure public safety maintains highest priority at all time during restoration efforts | |

| | | |
|---|---|---|
| **during an Emergency Event:** | Support the R-OAC in developing safe restoration objectives and plan implementation and develop the safety portion of the Regional IAP (with the Planning Chief) | |
| | 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. | |
| | Train employees, as needed, in their respective storm assignments from a health and safety perspective and provide safety briefs to all employees and external resources before working an ensure proper PPE is being used | |
| | Act as a liaison between supervisors and external resources for safety-related issues | |
| | 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 Regional Logistics | |
| | Preform periodic field safety checks during restoration efforts to ensure safety compliance and report any findings or issues | |
| | Provide direction and interpretation for implementing existing safety guidelines | |
| | Accommodate OSHA during incidents or observation tours | |
| | Prepare incident reports as needed for any health & safety incidents | |
| | Review for approval any regional safety-related communications to employees of the public to assure that the communications conform to the strategic safety plan | |
| | Coordinate with security to secure any hazardous areas following the incident and to protect the integrity of any evidence. | |
| | Issue daily safety updates to the R-OAC and the System EH&S Officer, regarding observed trends (if any); | |
| **Post-Event Actions and Reports:** | Ensure a proper demobilization of all regional safety activities | |
| | Follow up on any safety issues/claims and file the appropriate safety reports (if applicable) | |
| | Participate in post-emergency reviews to identify lessons learned | |
| | Ensure all documentation is submitted or stored appropriately and provide additional information as requested to aid in the development of the After Action Report for the event. | |
| **Equipment Required:** | Refer to the R-EOC Operations Manual for room layout, equipment requirements, and check off lists. | |
| **Position Work Location:** | R-EOC (Kensington, NH), R-EOC (Concord, NH), R-EOC (Fitchburg, MA) or various field locations | |
| **Work Period:** | 12 hour work shift with overlap with relief; | |
| **Activation Notification:** | As notified by the Manager, Operations, Business Continuity, or IC. | |

| Position Title: | Regional Operations Chief | |
|---|---|---|
| Reports To: | Regional Operations Area Commander (R-OAC) | |
| Position Duties & Responsibilities: | 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, Contract Line Crews, Crew Coordinator, Service Crews, Forestry Coordinator, 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. | |

| | Task to be completed | Date/Time Completed |
|---|---|---|
| Pre-Emergency Preparations | Monitor daily weather forecasts for adverse weather affecting the region | |
| | Participate in all system-wide coordination conference calls throughout the event and provide regional safety updates | |
| | Receive a briefing from the R-OAC to obtain:<br>- Size and complexity of the incident<br>- Expectation of the R-OAC<br>- Incident objectives<br>- Agencies/organizations/stakeholders involved<br>- Political ramifications<br>- Incident activities and current situation<br>- Special concerns | |
| | Identify resources assigned to the Region<br>- Consult with the R-LC<br>- Consult with your manager at the site(s) | |
| | Identify any technical specialists that are needed to meet objectives. Direct the R-PC of the need to obtain the services of these individuals. | |
| | Notify the R-OAC of any Operations-related concerns or issues | |
| Duties, Responsibilities and Actions during an Emergency Event: | Begin/maintain an R-OC Activity Log. | |
| | Ensure public safety maintains highest priority at all time during restoration efforts | |
| | Communicate with the R-OAC's expectations, incident objectives and policy on information dissemination as well as any other pertinent information to field personnel involved. | |
| | Develop the Operational portions of the ICP for the next operational period. Develop strategies, tactics, and assignments based on the incident type and R-OACs priorities/objectives. | |
| | Ensure safety briefs are given to all employees and external resources before working an ensure proper PPE is being used | |

| | | |
|---|---|---|
| | Establish communications with the field. Set up a schedule for communications. Information needed includes:<br>- Daily activities<br>- Resources assigned<br>- Resource needs<br>- Weather conditions at the site<br>- Safety constraints<br>- Accomplishments for inclusion into the R-OC briefing<br>- Revisions to tactics<br>- Assignment recommendations | |
| | Working with the R-SC, ensure that the establishment of site security and accountability for operational resources and address any personnel safety issues with the R-SC | |
| | Oversee all operational response activities including:<br>- Dispatching and managing line crews<br>- Ensuring resources have proper accommodations<br>- Coordinating pole settings/replacements<br>- Overseeing switching operations<br>- Overseeing primary, secondary, and service splices<br>- Overseeing the installation/removal or protective grounds<br>- Directing and managing wire down/hazardous conditions<br>- Ensuring restoration progress is made and reported<br>- Ensuring outages are restored with the projected ETR | |
| | Coordinate with R-PC and R-LC for adequate resource monitoring | |
| | Periodically meet with the R-OAC.<br>Obtain:<br>- IC's expectations<br>- Response objectives (prioritized list)<br>Share/provide:<br>- Feedback on status of objectives<br>- Recommend strategy and tactics to meet objectives | |
| | Periodically meet with the R-PC.<br>Obtain:<br>- Alternative strategies and tactics<br>- Proposed ICP<br>- Briefing on situation, critical/sensitive areas, resources status and availability, and weather<br>Share/provide:<br>- Proposed strategies and tactics for the next operational period<br>- Input into the demobilization plans<br>- Future resource needs<br>- Functions of various operational groups | |

| | | |
|---|---|---|
| | Periodically meet with the R-LC.<br>Obtain:<br>- Transportation updates<br>- Prognosis for resource availability<br>Share/provide:<br>- Transportation needs<br>- Resource needs | |
| | Remain in regular communications with the R-OAC to provide regional restoration updates and issues | |
| **Post-Event Actions and Reports:** | Ensure a proper demobilization of all regional operational activities | |
| | Follow up on any temporary repairs, if necessary | |
| | Participate in post-emergency reviews to identify lessons learned | |
| | Ensure all documentation is submitted or stored appropriately and provide additional information as requested to aid in the development of the After Action Report for the event. | |
| **Equipment Required:** | Refer to the R-EOC Operations Manual for room layout, equipment requirements, and check off lists. | |
| **Position Work Location:** | R-EOC (Kensington, NH), R-EOC (Concord, NH), R-EOC (Fitchburg, MA) or various field locations | |
| **Work Period:** | 12 hour work shift with overlap with relief; | |
| **Activation Notification:** | As notified by the Manager, Operations, Business Continuity, or IC. | |

| Position Title: | Regional Planning Chief |
|---|---|
| Reports To: | Regional Operations Area Commander (R-OAC) |
| Position Duties & Responsibilities: | The Regional Planning Chief (R-PC) is responsible for managing and administering the overall effort of collecting, processing and reporting emergency restoration information for the event primary of which is the Incident Action Plan (IAP). 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 |

| Task to be completed | | Date/Time Completed |
|---|---|---|
| **Pre-Emergency Preparations** | Monitor daily weather forecasts for adverse weather affecting the region | |
| | Participate in all system-wide coordination conference calls throughout the event and provide regional safety updates | |
| | Receive a briefing from the R-OAC to obtain: <br> - Size and complexity of the incident <br> - Expectation of the R-OAC <br> - Incident objectives <br> - Agencies/organizations/stakeholders involved <br> - Political ramifications <br> - Incident activities and current situation <br> - Special concerns | |
| | Ensure forms, reports, and pro-active notifications are up to date and easily accessible | |
| | Notify the R-OAC of any Planning-related concerns or issues | |
| **Duties, Responsibilities and Actions during an Emergency Event:** | Begin/maintain an R-PC Activity Log. | |
| | Provide and receive input to the R-OAC and the R-OC in the preparations of the R-IAP | |
| | Supervise the preparation of the R-IAP for the next operational period. <br> - At the conclusion of the Storm Call, ensure assignments and expectations are clear <br> - 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 <br> - Ensure duplication services are available and adequate <br> - Assemble and proofread the R-IAP, ensuring completion and submit to the R-OAC <br> - Duplicate and route, as needed | |
| | Assess, evaluate, and package work, along with other available trouble data, to anticipate resource and material needs for distribution, transmission, and substation restoration activities | |

Regional Planning Chief
Storm Name/No. and Date:

| | | |
|---|---|---|
| | Collect and process critical information about the incident.<br>Determine:<br>    - Geographical scope of the incident and layout of the<br>        organization<br>    - Resource locations<br>    - Facilities<br>Then consider:<br>    - The need for changes to the geographical layout of the<br>        organization<br>Determine:<br>    - Actions taken to date<br>Then consider:<br>    - Any additional actions needed<br>Determine:<br>    - Current organization<br>Then consider:<br>    - Adequacy of current organization to meet incident needs<br>Determine:<br>    - Resources on-scene and ordered in<br>    - Resource location/status<br>Then consider:<br>    - Need for resources in addition to those on-scene or<br>     ordered | |
| | Determine/develop alternate strategies for each primary strategy<br>proposed by the R-OC:<br>    - Determine if alternate plans are precluded by any policy,<br>      regulation, or other incident specific constraint<br>    - For each alternative strategy, determine resources<br>      needed, resource availability, and cost<br>    - Be prepared to discuss the pros and cons of the<br>      alternative strategies at planning meetings | |
| | Ensure that incident status information is prominently displayed. | |
| | Coordinate with R-PC and R-LC for adequate resource monitoring<br>and be alert for any excess resources that can be reassigned or<br>demobilized | |
| | Request storm support personnel, as needed,  to include damage<br>assessors, wire down appraisers and standby personnel, and<br>clerical/technical support for the R-OAC | |
| | Provide restoration priorities and ensure accurate ETRs based upon<br>valid data and coordination with the OC | |

| | | |
|---|---|---|
| | Periodically meet with the R-OAC.<br>Obtain:<br>    - Initial briefing on incident status<br>    - Operational periods<br>    - Deadline for response or mitigation plan(s) submission<br>    - R-IC objectives<br>    - R-IAP(s) approval<br>Share/provide<br>    - Feedback on initial response activity/organization<br>    - Feedback on operational period decision and response or mitigation plan(s) deadline<br>    - Feedback on objectives<br>    - Proposed R-IAP(s)<br>    - Updates on situation, resource status, weather, etc.<br>    - Response or mitigation plan(s) for approval | |
| | Periodically meet with the R-SC.<br>Obtain:<br>    - Concerns regarding safety issues in the response or mitigation plan(s)<br>    - Safety messages<br>Share/provide:<br>    - Proposed response or mitigation plan(s)<br>    - Briefing on situation, critical/sensitive areas, resource status/availability, weather | |
| | Periodically meet with the R-OC.<br>Obtain:<br>    - Primary and alternate strategies/tactics<br>    - Resource needs<br>    - Resource/facility needs<br>Share/provide:<br>    - Input on alternative strategies<br>    - Proposed response or mitigation plan(s)<br>    - Briefing on situation, critical/sensitive areas, resource status/availability, weather<br>    - Feedback on response or mitigation plan submissions | |
| | Coordinate with the Wire Down Coordinator and Municipal Room in prioritizing restoration targets and responding to municipal needs | |
| | Remain in regular communications with the R-OAC to provide planning updates and issues | |
| | When appropriate, oversee the preparation and implementation of the demobilization plan. | |
| **Post-Event Actions and Reports:** | Ensure a proper demobilization of all regional operational activities | |
| | Follow up on any temporary repairs, if necessary | |
| | Participate in post-emergency reviews to identify lessons learned | |

|  | Ensure all documentation is submitted or stored appropriately and provide additional information as requested to aid in the development of the After Action Report for the event. |  |
|---|---|---|
| **Equipment Required:** | Refer to the R-EOC Operations Manual for room layout, equipment requirements, and check off lists. | |
| **Position Work Location:** | R-EOC (Kensington, NH), R-EOC (Concord, NH), R-EOC (Fitchburg, MA) or various field locations | |
| **Work Period:** | 12 hour work shift with overlap with relief; | |
| **Activation Notification:** | As notified by the Manager, Operations, Business Continuity, or IC. | |

| Position Title: | Regional Logistics Chief |
|---|---|
| Reports To: | Regional Operations Area Commander (R-OAC) |
| Position Duties & Responsibilities: | 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. |

| Task to be completed | Date/Time Completed |
|---|---|
| **Pre-Emergency Preparations** — Participate in all system-wide coordination conference calls throughout the event and provide regional safety updates | |
| Receive a briefing from the R-OAC to obtain:<br>- Size and complexity of the incident<br>- Expectation of the R-OAC<br>- Incident objectives<br>- Agencies/organizations/stakeholders involved<br>- Political ramifications<br>- Incident activities and current situation<br>- Special concerns | |
| Review contact lists for all logistical needs (contract crews, lodging, meals, materials). Work with System Logistics if activated | |
| Notify the R-OAC of any Logistics-related concerns or issues | |
| **Duties, Responsibilities and Actions during an Emergency Event:** — Begin/maintain an R-LC Activity Log. | |
| Organize, assign, and brief your subordinates.<br>- Provide an overview of the incident<br>- Provide an overview of Logistics responsibilities: ex<br>Materials Coordinator Team- Order incident supplies….<br>Resources Lodging/Meals Support Team- Arrange and provide for food services…..<br>- Emphasize the accuracy of required information<br>**Note**: The listed personnel may or may not be activated based on the emergency. Others may be added, if needed. Also consider shift requirements to meet ongoing needs. | |
| Establish an incident ordering process, and ensure that all groups are aware of the process. | |
| Staff System and Regional storerooms and garages as referenced by the appropriate Storm/Emergency Response Level | |
| Verify and maintain inventory of pre-defined storm kits, cable coils, poles and transformers and review inventory every 8 hours to schedule additional field deliveries | |

| | | |
|---|---|---|
| | Define layout, resources, and equipment requirements for mobilizing and operating a staging site, assembly area, or material laydown area | |
| | Maintain company facilities and provide security of Company facilities and assets with barriers, fences, guards, check points, etc | |
| | Review proposed tactics for the next operational period or periods at planning meetings. | |
| | Periodically meet with the Resources Lead to determine status of resources and ensure crew requirements for lodging, meals, vehicle management, and material re-supply at all regional sites | |
| | Periodically meet with all group leaders.<br>    - Determine additional resources needed by these groups to support the R-IAP<br>    - Update them on the progress made to obtain resources ordered/needed by the groups | |
| | Coordinate with R-PC and R-OC for adequate resource monitoring and be alert for any excess resources that can be reassigned or demobilized | |
| | Periodically meet with the Planning unit and others to discuss long range plans/projections for the incident and identify potential or future requirements. | |
| | Conduct frequent staff meetings to keep personnel aware of proposed response or mitigation plan(s), and identify any changes that may be necessary based on resource availability. | |
| | Ensure that personnel and equipment time records are complete and submitted to the R-DCC at the end of each operational period. | |
| | Remain in regular communications with the R-OAC to provide logistics updates and issues | |
| | When appropriate, ensure an orderly, fiscally responsible demobilization of the incident.<br>    - Consider demobilization early enough during the incident so that an adequate plan is in place prior to the actual need to release resources<br>    - Work with sections to identify excess resources<br>    - Review list of resources proposed for demobilization daily to ensure accuracy and timely release from incident<br>    - Assist in the development of the demobilization plan | |
| **Post-Event Actions and Reports:** | Ensure a proper demobilization of all regional logistical activities | |
| | Participate in post-emergency reviews to identify lessons learned | |
| | Ensure all documentation is submitted or stored appropriately and provide additional information as requested to aid in the development of the After Action Report for the event. | |
| **Equipment Required:** | Refer to the R-EOC Operations Manual for room layout, equipment requirements, and check off lists. | |

| Position Work Location: | R-EOC (Kensington, NH), R-EOC (Concord, NH), R-EOC (Fitchburg, MA) or various field locations |
| --- | --- |
| Work Period: | 12 hour work shift with overlap with relief; |
| Activation Notification: | As notified by the Manager, Operations, Business Continuity, or IC. |

| Position Title: | Regional Administration Chief |
|---|---|
| **Reports To:** | Regional Operations Area Commander (R-OAC) |
| **Position Duties & Responsibilities:** | 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 Admin/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. |

| **Task to be completed** | | **Date/Time Completed** |
|---|---|---|
| **Pre-Emergency Preparations** | Participate in all system-wide coordination conference calls throughout the event and provide regional safety updates | |
| | Receive a briefing from the R-OAC to obtain: <br> - Size and complexity of the incident <br> - Expectation of the R-OAC <br> - Incident objectives <br> - Agencies/organizations/stakeholders involved <br> - Political ramifications <br> - Incident activities and current situation <br> - Special concerns | |
| | Ensure regional SAL personnel are activated and develop a shift schedule for the R-EOC (Submit to HR Unit Lead if activated) | |
| | Notify the R-OAC of any Admin-related concerns or issues | |
| **Duties, Responsibilities and Actions during an Emergency Event:** | Begin/maintain an R-AC Activity Log. | |
| | **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. | |
| | Ensure that local union's leadership have been briefed on the incident and provide a point of contact for incident personnel to discuss human resource/financial issues. | |
| | Establish contact with the System Admin/Finance Chief, if activated <br> Provide the following: <br> - Continuing damage potential <br> - Victims transported in ambulances of other vehicles <br> - Known victim family issues <br> Provide an overview of Human Resources responsibilities and the strategic plan for the HR response to the incident <br> Establish a schedule for further telephone conferences over the course of the operational period (OP) | |

| | Ensure the following during restoration:<br>- Accounting for all employees<br>- Ensuring death and injury notifications have been given to families of victims<br>- Identifying "at risk" individuals- people who might need near-term emotional or psychological assistance<br>- 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 | |
| --- | --- | --- |
| | Track Regional costs and provide the Finance Unit at the System level with appropriate cost summaries and invoices for the event | |
| | Ensure the facility has the appropriate IT systems and request any IT assistance via the IT Unit Lead | |
| | Ensure all responding resources (including mutual aid/external) have adequate HR assistance and resources available | |
| | Manage the facility cafeterias and administrative needs throughout the event including generator back up and facility security | |
| | Ensure that personnel time records are complete and submitted to the HR Unit at the end of each operational period. | |
| | Periodically meet with the R-OAC.<br>Obtain:<br>- Current incident objectives<br>Share/provide:<br>- Information on any death/injury reporting<br>- Current financial projections on HR programs<br>- Submit cost saving recommendations as appropriate | |
| **Post-Event Actions and Reports:** | Ensure a proper demobilization of all regional admin activities | |
| | Participate in post-emergency reviews to identify lessons learned | |
| | Ensure all documentation is submitted or stored appropriately and provide additional information as requested to aid in the development of the After Action Report for the event. | |
| **Equipment Required:** | Refer to the R-EOC Operations Manual for room layout, equipment requirements, and check off lists. | |
| **Position Work Location:** | R-EOC (Kensington, NH), R-EOC (Concord, NH), R-EOC (Fitchburg, MA) | |
| **Work Period:** | 12 hour work shift with overlap with relief; | |
| **Activation Notification:** | As notified by the Manager, Operations, Business Continuity, or IC. | |

| Position Title: | Switching/Transmission & Substation Coordinator |
|---|---|
| **Reports To:** | Regional Operations Chief |
| **Position Duties & Responsibilities:** | 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. |

| **Task to be completed** | | **Date/Time Completed** |
|---|---|---|
| **Pre-Emergency Preparations** | Receive a briefing from the R-OC to obtain:<br>- Size and complexity of the incident<br>- Expectation of the R-OAC<br>- Incident objectives<br>- Agencies/organizations/stakeholders involved<br>- Political ramifications<br>- Incident activities and current situation<br>- Special concerns | |
| | Maintain the integrity of the system and report any potential problems to the R-OC | |
| **Duties, Responsibilities and Actions during an Emergency Event:** | Begin/maintain an R-S/TSC Activity Log. | |
| | Discuss with the Operations Chief:<br>- Damage assessment<br>- Projected ETR's<br>- Projected number of restoration crew members/tree trimmers/contractors/resources required based on damage assessment | |
| | Obtain information about abnormal system conditions from:<br>- Damage Assessment Coordinator<br>- Trouble Analysis<br>- Customer information<br>- Troubleshooters in the field | |
| | Establish communications with the field and set up a schedule for communications. Organize, assign, and brief your subordinates<br>- Provide an overview of the incident<br>- Provide an overview of operational responsibilities in accordance to the expectations of the R-OC<br>- Daily activities<br>- Resources assigned and resource needs<br>- Weather conditions at the site | |

| | Oversee all Regional Transmission and Substation operations in coordination with Operations and the System Transmission & Substation Unit (if activated) | |
|---|---|---|
| | Defining damage assessment for the high voltage system and assist in providing global and specific ETRs, as requested | |
| | Periodically meet with the R-OC and provide status reports | |
| **Post-Event Actions and Reports:** | Ensure a proper demobilization of all regional operational activities | |
| | Participate in post-emergency reviews to identify lessons learned | |
| | Ensure all documentation is submitted or stored appropriately and provide additional information as requested to aid in the development of the After Action Report for the event. | |
| **Equipment Required:** | Refer to the R-EOC Operations Manual for room layout, equipment requirements, and check off lists. | |
| **Position Work Location:** | R-EOC (Kensington, NH), R-EOC (Concord, NH), R-EOC (Fitchburg, MA) | |
| **Work Period:** | 12 hour work shift with overlap with relief; | |
| **Activation Notification:** | As notified by the Manager, Operations, Business Continuity, or IC. | |

| Position Title: | Regional Crew Coordinator |
|---|---|
| Reports To: | Regional Operations Chief |
| Position Duties & Responsibilities: | The Crew Coordinator supports the R-OC in the deployment and management of resources for large-scale storm restoration efforts.  The position reports directly to the R-OC and is established for restoration events when 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. The Crew Coordinator will work closely with the Forestry Coordinator and Operations Staging Site Coordinator (when staging site is activated) when distributing work locations to crews. |

| Task to be completed | Date/Time Completed |
|---|---|
| **Pre-Emergency Preparations**<br><br>Receive a briefing from the R-OC to obtain:<br>- Size and complexity of the incident<br>- Expectation of the R-OAC<br>- Incident objectives<br>- Agencies/organizations/stakeholders involved<br>- Political ramifications<br>- Incident activities and current situation<br>- Special concerns | |
| Ensure all response materials (storm kits) and equipment requirements are met | |
| **Duties, Responsibilities and Actions during an Emergency Event:**<br><br>Begin/maintain an R-CC Activity Log. | |
| Discuss with the Operations Chief:<br>- The location for crews (internal/external)<br>- Reporting time at the DOC or reporting location<br>- Projected number of restoration crew members/tree trimmers/contractors to be assigned to the region | |
| Identify and maintain all personnel assigned to the DOC or reporting location. Ensure that Planning and Logistics are aware of meals and lodging needs | |
| Establish communications with the field and set up a schedule for communications. Organize, assign, and brief your subordinates<br>- Provide an overview of the incident<br>- Provide an overview of operational responsibilities in accordance to the expectations of the R-OC<br>- Daily activities<br>- Resources assigned and resource needs<br>- Weather conditions at the site | |
| Track trouble crew assignments and locations and notify the Operations Chief of any resources that may be reassigned or released | |

|  | Verify that all resources check-in were ordered for the incident response and maintain a master list of:<br>- Checked-in resources<br>- Completed daily check-in sheets<br>- Copies of crew transfer sheets |  |
|---|---|---|
|  | Distribute and manage wires down locations as received from Wires Down Coordinator |  |
|  | Coordinate work, materials and equipment distribution at the R-EOC and any staging sites (if open) working closely with the Forestry Coordinator and Operations Staging Site Coordinator |  |
|  | Periodically meet with the R-OC and provide status reports |  |
| **Post-Event Actions and Reports:** | Ensure a proper demobilization of all regional operational activities |  |
|  | Participate in post-emergency reviews to identify lessons learned |  |
|  | Ensure all documentation is submitted or stored appropriately and provide additional information as requested to aid in the development of the After Action Report for the event. |  |
| **Equipment Required:** | Refer to the R-EOC Operations Manual for room layout, equipment requirements, and check off lists. | |
| **Position Work Location:** | R-EOC (Kensington, NH), R-EOC (Concord, NH), R-EOC (Fitchburg, MA) | |
| **Work Period:** | 12 hour work shift with overlap with relief; | |
| **Activation Notification:** | As notified by the Manager, Operations, Business Continuity, or IC. | |

| Position Title: | Regional Operations Staging Site Coordinator |
|---|---|
| Reports To: | Regional Operations Chief |
| Position Duties & Responsibilities: | The Operations Staging Site Coordinator supports the R-OC in the deployment and management of resources and work packagers for large-scale storm restoration efforts requiring a staging site.  The position reports directly to the R-OC and is established for restoration events when assigned resources exceeds the amount able to be handled from a DOC. The Operations Staging Site Coordinator will work closely with the Crew Coordinator when receiving work packets and is responsible for distributing work to the crews assigned to a staging site location. |

| Task to be completed | | Date/Time Completed |
|---|---|---|
| **Pre-Emergency Preparations** | Receive a briefing from the R-OC to obtain: <br> - Size and complexity of the incident <br> - Expectation of the R-OAC <br> - Incident objectives <br> - Agencies/organizations/stakeholders involved <br> - Political ramifications <br> - Incident activities and current situation <br> - Special concerns | |
| | Ensure all response materials (storm kits) and equipment requirements are met | |
| **Duties, Responsibilities and Actions during an Emergency Event:** | Begin/maintain an R-OSSC Activity Log. | |
| | Discuss with the Operations Chief: <br> - The location for crews (internal/external) <br> - Reporting time at the DOC or reporting location <br> - Projected number of restoration crew members/tree trimmers/contractors to be assigned to the region | |
| | Identify and maintain all personnel assigned to the Staging Site. Ensure that Planning and Logistics are aware of meals and lodging needs | |
| | Establish communications with the onsite staging site team and local DOC Operations Chief <br> - Receive an overview of operational responsibilities in accordance to the expectations of the R-OAC <br> - Provide staging area updates <br> - Establish process and times for delivering work packages between the staging area and local DOC to the crews <br> - Resources assigned and resource needs <br> - Weather conditions at the site | |
| | Track trouble crew assignments and locations (for staging site crews) and notify the Operations Chief of any resources that may be reassigned or released | |

| | | |
|---|---|---|
| | Verify that all resources at the staging site check-in were ordered for the incident response and maintain a master list of:<br><br>- Checked-in resources<br>- Completed daily check-in sheets<br>- Copies of crew transfer sheets | |
| | Distribute and manage wires down locations as received from Wires Down Coordinator | |
| | Coordinate work, materials and equipment distribution at the staging sites working closely with the Forestry Coordinator | |
| | Periodically meet with the R-OC and provide status reports | |
| **Post-Event Actions and Reports:** | Ensure a proper demobilization of all regional operational activities and coordinate with the staging site team to return property to owner | |
| | Participate in post-emergency reviews to identify lessons learned | |
| | Ensure all documentation is submitted or stored appropriately and provide additional information as requested to aid in the development of the After Action Report for the event. | |
| **Equipment Required:** | Refer to the R-EOC Operations Manual for room layout, equipment requirements, and check off lists. | |
| **Position Work Location:** | R-EOC (Kensington, NH), R-EOC (Concord, NH), R-EOC (Fitchburg, MA) and Staging Site location as determined | |
| **Work Period:** | 12 hour work shift with overlap with relief; | |
| **Activation Notification:** | As notified by the Manager, Operations, Business Continuity, or IC. | |

| Position Title: | Regional Forestry Coordinator |
|---|---|
| Reports To: | Regional Operations Chief |
| Position Duties & Responsibilities: | The Forestry Coordinator supports the R-OC in the deployment and management of tree resources for large-scale storm restoration efforts. The position reports directly to the R-OC and is established for restoration events when assigned resources exceeds 25 crews regardless of their type (tree and/or line crews). The Forestry Coordinator will work closely with the Crew Coordinator when receiving work packets and is responsible for distributing work to the tree crews and tracking tree crew locations. The Forestry Coordinator will work closely with the Crew Coordinator and Operations Staging Site Coordinator (when staging site is activated) when distributing work locations to crews. |

| Task to be completed | | Date/Time Completed |
|---|---|---|
| **Pre-Emergency Preparations** | Receive a briefing from the R-OC to obtain:<br>- Size and complexity of the incident<br>- Expectation of the R-OAC<br>- Incident objectives<br>- Agencies/organizations/stakeholders involved<br>- Political ramifications<br>- Incident activities and current situation<br>- Special concerns | |
| | Ensure all response materials (storm kits) and equipment requirements are met | |
| **Duties, Responsibilities and Actions during an Emergency Event:** | Begin/maintain an R-FC Activity Log. | |
| | Discuss with the Operations Chief:<br>- The location for tree crews (internal/external)<br>- Reporting time at the DOC or reporting location<br>- Projected number of restoration crew members/tree trimmers/contractors to be assigned to the region | |
| | Identify and maintain all tree personnel assigned to the Region and ensure that Planning and Logistics are aware of meals and lodging needs | |
| | Verify that all tree resources were ordered for the incident response and maintain a master list of:<br>- Checked-in resources<br>- Completed daily check-in sheets<br>- Copies of crew transfer sheets | |
| | Working with the Crew Coordinator and Operations Staging Site Coordinator (if activated) ensure work packages are distributed to tree crews appropriately and ensure updates on restoration progress (updated work packages) are tracked following the end of each shift | |
| | Track tree crew assignments and locations and notify the Operations Chief of any resources that may be reassigned or released | |
| | Periodically meet with the R-OC and provide status reports | |
| **Post-Event** | Ensure a proper demobilization of all regional operational activities | |

| Actions and Reports: | Participate in post-emergency reviews to identify lessons learned | |
|---|---|---|
| | Ensure all documentation is submitted or stored appropriately and provide additional information as requested to aid in the development of the After Action Report for the event. | |
| Equipment Required: | Refer to the R-EOC Operations Manual for room layout, equipment requirements, and check off lists. | |
| Position Work Location: | R-EOC (Kensington, NH), R-EOC (Concord, NH), R-EOC (Fitchburg, MA) | |
| Work Period: | 12 hour work shift with overlap with relief; | |
| Activation Notification: | As notified by the Manager, Operations, Business Continuity, or IC. | |

| Position Title: | Regional Pole & Transformer Coordinator |
|---|---|
| **Reports To:** | Regional Operations Chief |
| **Position Duties & Responsibilities:** | The Pole & Transformer Coordinator (R-P&TC) is responsible for coordinating all aspects of poles services during emergency response efforts. During major storm events, poles may be damaged or broken requiring a coordinated effort to repair or replace. The R-P&TC in coordination with Planning and will identify and track pole locations and coordinate with the local telecom company to replace it. Priorities are determined by the extent, size, duration, and complexity of the outage or emergency and will be communicated by the Operations Chief. The R-P&TC will also be responsible for tracking and managing pole locations for repair crews throughout the event and providing updates. |

| **Task to be completed** | **Date/Time Completed** |
|---|---|
| **Pre-Emergency Preparations** — Receive a briefing from the R-OC to obtain:<br>- Size and complexity of the incident<br>- Expectation of the R-OAC<br>- Incident objectives<br>- Agencies/organizations/stakeholders involved<br>- Political ramifications<br>- Incident activities and current situation<br>- Special concerns | |
| Estimate the magnitude of the pole impact with coordination from local Operations based on preliminary information and establish strategies and priorities | |
| Establish communication protocols with local telecommunications companies' representatives to provide routine information | |
| **Duties, Responsibilities and Actions during an Emergency Event:** — Begin/maintain an R-P&TC Activity Log. | |
| Assign, track, and monitor pole locations and the assigned repair crews and provide updates to Operations, Planning, and local telecommunications companies involved | |
| Track the number, size and location of damaged transformers and poles and continuously work with the local telecom companies to coordinate pole sets | |
| Ensure pole setting and transformer replacements and repairs are productive throughout the event and notify any issues or concerns to the Operations Chief | |
| Continually reassess pole and transformer response services and objectives to ensure it addresses escalation/de-escalation issues | |
| Periodically meet with the R-OC and provide status reports on pole and equipment replacement activities | |
| **Post-Event Actions and Reports:** — Ensure a proper demobilization of all regional operational activities | |
| Participate in post-emergency reviews to identify lessons learned | |
| Ensure all documentation is submitted or stored appropriately and provide additional information as requested to aid in the development of the After Action Report for the event. | |

| Equipment Required: | Refer to the R-EOC Operations Manual for room layout, equipment requirements, and check off lists. |
|---|---|
| Position Work Location: | R-EOC (Kensington, NH), R-EOC (Concord, NH), R-EOC (Fitchburg, MA) |
| Work Period: | 12 hour work shift with overlap with relief; |
| Activation Notification: | As notified by the Manager, Operations, Business Continuity, or IC. |

| Position Title: | Regional Trouble Analyst Coordinator |
|---|---|
| Reports To: | Regional Planning Chief |
| Position Duties & Responsibilities: | The Trouble Analysis Unit (TAU) analyzes outages reported in OMS or trouble tickets created by PORCHE when OMS is unavailable and compiles by feeder and location to determine the highest probable device interruption. The resulting conclusions are reviewed by the Planning Chief to determine primary locations for damage assessment patrols, crew work locations, 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 enhance timely repairs and will work closely with Damage Assessment. During System Level events, The TAC is also responsible for gathering trouble information for the region for the System Trouble Analysis Unit to analyze on a System level. |

| **Task to be completed** | Date/Time Completed |
|---|---|
| **Pre-Emergency Preparations** Receive a briefing from the R-PC to obtain: <br> - Size and complexity of the incident <br> - Expectation of the R-OAC <br> - Incident objectives <br> - Agencies/organizations/stakeholders involved <br> - Political ramifications <br> - Incident activities and current situation <br> - Special concerns | |
| Ensure EOC space and setup is adequate and OMS systems are operational prior to decentralization | |
| **Duties, Responsibilities and Actions during an Emergency Event:** Begin/maintain an R-TAC Activity Log. | |
| Gather information from a variety of sources including: <br> - Customer Information via Porche <br> - Municipal/Liaison group <br> - OMS and SCADA systems <br> - Wire Down Coordinators | |
| Once decentralized, immediately begin monitoring the OMS for reported outage locations to determine the highest probable device of interruption and submit to the Planning Chief for distributing work and damage assessment patrol locations | |
| Continuously monitor incoming trouble tickets and compile a list of impacted critical circuits (using OMS) for damage appraisal and submit to the damage assessment team | |
| Issues requests for and receive back information from Damage Assessment | |
| Analyze feeder overloads and potential customer impacts and prepare and disseminate "next worst case" analysis reports | |
| Continuously monitor OMS and identify outage and non-outages, making note of medical emergencies, downed wires, environmental issues, and other potential high priority conditions. | |

| | Continuously update/close outages in OMS as repair data is received from the field | |
| | Periodically meet with the R-PC and provide status reports | |
| | Upon demobilization, ensure a seamless transition of OMS responsibilities back to Central Electric Dispatch (CED) complete all necessary paperwork and submit to the R-DCC | |
| **Post-Event Actions and Reports:** | Ensure a proper demobilization of all regional OMS activities | |
| | Participate in post-emergency reviews to identify lessons learned | |
| | Ensure all documentation is submitted or stored appropriately and provide additional information as requested to aid in the development of the After Action Report for the event. | |
| **Equipment Required:** | Refer to the R-EOC Operations Manual for room layout, equipment requirements, and check off lists. | |
| **Position Work Location:** | R-EOC (Kensington, NH), R-EOC (Concord, NH), R-EOC (Fitchburg, MA) | |
| **Work Period:** | 12 hour work shift with overlap with relief; | |
| **Activation Notification:** | As notified by the Manager, Operations, Business Continuity, or IC. | |

| Position Title: | Regional Municipal Communications Liaison |
|---|---|
| Reports To: | Regional Planning Chief |
| Position Duties & Responsibilities: | The Municipal Communications Unit is the primary contact for municipal officials and agencies for the region during emergency events. In each R-EOC there is a designated municipal room where the municipal staff operates to receive and process calls, emails, and faxes from municipal officials and police and fire departments, and provide regular feedback on the status of restoration efforts. The Municipal Room Unit 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. |

| Task to be completed | | Date/Time Completed |
|---|---|---|
| Pre-Emergency Preparations | Receive a briefing from the R-PC to obtain: <br> - Size and complexity of the incident <br> - Expectation of the R-OAC <br> - Incident objectives <br> - Agencies/organizations/stakeholders involved <br> - Political ramifications <br> - Incident activities and current situation <br> - Special concerns | |
| | Ensure all materials, equipment, and municipal contact lists are prepared and adequate for the event | |
| | Ensure pre-storm notifications are made to municipal contacts when a large event is anticipated; and coordinate preparatory conference calls with municipal officials when necessary | |
| | Ensure the establishment and setup of the Regional Municipal Room in the R-EOC including transferring phone lines and activating email boxes. Ensure the Municipal Room is staffed 24/7 throughout the entire event | |
| Duties, Responsibilities and Actions during an Emergency Event: | Begin/maintain an R-MCL Activity Log. | |
| | Frequently establish contact with the R-PC. <br> Obtain: <br> - Regional incident status <br> - List of agency representatives who have reported to the EOC <br> - Regional municipal concerns <br> - Establish contact information and schedule of telephone conferences <br> Share/provide: <br> - Strategic plan for community response | |
| | Work with the CIO to receive information and ensure that you understand policies on outside information dissemination (media and outside agencies) | |
| | As requested, coordinate municipal conference calls with municipal officials, twice daily for extended restoration efforts | |

| | | |
|---|---|---|
| | Receive and respond to municipal inquiries as received through email, fax and telephone and raise any concerns or issues to the R-PC | |
| | Keep agencies supporting the incident aware of the incidents' status. Prior to meeting with Agency representatives and stakeholders:<br>- Obtain IC expectations for the meeting<br>- Prepare discussion of the IAP and support service available<br>- Compile a list of attendees | |
| | Refer any life support customers or customer identified as needing assistance to local public safety officials or refer customer concerns to Customer Service as necessary | |
| | Communicate locations and timing of established shelters or the need for special considerations related to critical infrastructure | |
| | Periodically meet with the R-PC and provide status reports | |
| | Upon demobilization, ensure a seamless transition of municipal communication responsibilities back to Central Electric Dispatch (CED) | |
| **Post-Event Actions and Reports:** | Ensure a proper demobilization of all regional Municipal activities | |
| | Participate in post-emergency reviews to identify lessons learned | |
| | Ensure all documentation is submitted or stored appropriately and provide additional information as requested to aid in the development of the After Action Report for the event. | |
| **Equipment Required:** | Refer to the R-EOC Operations Manual for room layout, equipment requirements, and check off lists. | |
| **Position Work Location:** | R-EOC (Kensington, NH), R-EOC (Concord, NH), R-EOC (Fitchburg, MA) | |
| **Work Period:** | 12 hour work shift with overlap with relief; | |
| **Activation Notification:** | As notified by the Manager, Operations or Business Services, Business Continuity, or PC. | |

| Position Title: | Regional Wire Down Coordinator |
|---|---|
| Reports To: | Regional Planning Chief |
| Position Duties & Responsibilities: | The Wire Down Coordinator will be responsible for receiving and tracking wire down locations and ensures the deployment of resources to the report sites to provide protection to the public from the hazards of downed wires. The Wire Down Coordinator will be assigned wire down standby personnel (typically Gas Operations or Contractors) and is responsible for ensuring these resources are dispatched to address hazardous conditions. This individual will also work closely with the Damage Assessment and the Municipal room to collect wire down locations from customers and public safety officials. |

| Task to be completed | Date/Time Completed |
|---|---|
| **Pre-Emergency Preparations** Receive a briefing from the R-PC to obtain: <br>- Size and complexity of the incident <br>- Expectation of the R-OAC <br>- Incident objectives <br>- Agencies/organizations/stakeholders involved <br>- Political ramifications <br>- Incident activities and current situation <br>- Special concerns | |
| Ensure all materials, equipment, and contact lists are prepared and adequate for the event | |
| Develop and maintain a list of assigned wire down personnel for the event | |
| **Duties, Responsibilities and Actions during an Emergency Event:** Begin/maintain an R-WDC Activity Log. | |
| Organize, assign and brief your subordinates. <br>- Provide an overview of the incident <br>- Provide an overview of operational responsibilities in accordance to the expectations of the R-PC <br>- Daily activities <br>- Requirements from the IAP | |
| Receive and track wire down locations and determine whether the wire is electrical or telecommunications or whether it is primary of secondary conductor | |
| Dispatch wire down personnel to locations and ensure wire down standby personnel setup physical barriers a safe distance from downed wires and direct public a safe distance away. | |
| Track wire down standby personnel locations and work schedules to ensure adequate coverage for the event and requests additional wire down personnel, if necessary through Logistics | |
| Work with Damage Assessment, Municipal Room personnel and Trouble Analysis to track and manage wire down locations. Ensure each reported wire down is completed | |
| Periodically meet with R-PC to report status of downed wires and standby personnel | |

| | | |
|---|---|---|
| | Upon demobilization, ensure a seamless transition of wire down responsibilities back to Central Electric Dispatch (CED) | |
| **Post-Event Actions and Reports:** | Ensure a proper demobilization of all regional wire down activities | |
| | Participate in post-emergency reviews to identify lessons learned | |
| | Ensure all documentation is submitted or stored appropriately and provide additional information as requested to aid in the development of the After Action Report for the event. | |
| **Equipment Required:** | Refer to the R-EOC Operations Manual for room layout, equipment requirements, and check off lists. | |
| **Position Work Location:** | R-EOC (Kensington, NH), R-EOC (Concord, NH), R-EOC (Fitchburg, MA) | |
| **Work Period:** | 12 hour work shift with overlap with relief; | |
| **Activation Notification:** | As notified by the Manager, Operations or Business Services, Business Continuity, or PC. | |
| **Additional Staff Requirements:** | Wires Down Standby personnel, as assigned | |

| Position Title: | Regional Damage Assessment Coordinator |
|---|---|
| Reports To: | Regional Planning Chief |
| Position Duties & Responsibilities: | The Damage Assessment Coordinator (DAC) is responsible for ensuring detailed damage assessment circuit patrols are conducted during major storm events to determine the extent of damage to the distribution system and expedite restorations. Damage assessment information is used to estimate the amount of resources, materials, and equipment needed to repair the system. During large events the DAC will receive impacted priority circuits to patrol from the Trouble Analysis unit and will be assigned damage assessment resources (typically contractors) to dispatch to patrol circuits. 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. When the System EOC is open the DAC will work closely with the System Damage Assessment Unit Lead to provide regional information for compilation across the entire system. |

| Task to be completed | Date/Time Completed |
|---|---|
| **Pre-Emergency Preparations**    Receive a briefing from the R-PC to obtain:<br>- Size and complexity of the incident<br>- Expectation of the R-OAC<br>- Incident objectives<br>- Agencies/organizations/stakeholders involved<br>- Political ramifications<br>- Incident activities and current situation<br>- Special concerns | |
| Ensure all materials, equipment, and forms are prepared and adequate for the event | |
| **Duties, Responsibilities and Actions during an Emergency Event:**    Begin/maintain an R-DAC Activity Log. | |
| Organize, assign and brief your subordinates.<br>- Provide an overview of the incident<br>- Provide an overview of operational responsibilities in accordance to the expectations of the R-PC<br>- Daily activities<br>- Requirements from the IAP | |
| Receive initial priority circuits based on OMS data from the Trouble Analysis Unit and prioritize circuits for initial damage patrol by retained damage assessors | |
| Receive completed damage assessment sheets from damage assessors and compile the information for damage and repairs on the damage assessment envelope for each circuit or feeder. | |
| Compile damage assessment information to estimate materials, equipment, resources required for repairs and the regional ETR and submit to the System Damage Assessment Unit (if activated) | |
| Create and number work packets for repairs based on damage assessment and deliver to regional operations for dissemination to restoration crews. Ensure packages are numbered, tracked, and received back for completion/updating | |

| | | |
|---|---|---|
| | Report wire down locations to the Wire Down Coordinator as received and work with the Municipal Room to provide updated information on damage, repairs, and restoration | |
| | Track completed work packets on the damage spreadsheet to refine ETR. | |
| | Periodically meet with R-PC to report status of damage assessment | |
| **Post-Event Actions and Reports:** | Ensure a proper demobilization of all regional damage assessment activities | |
| | Participate in post-emergency reviews to identify lessons learned | |
| | Ensure all documentation is submitted or stored appropriately and provide additional information as requested to aid in the development of the After Action Report for the event. | |
| **Equipment Required:** | Refer to the R-EOC Operations Manual for room layout, equipment requirements, and check off lists. | |
| **Position Work Location:** | R-EOC (Kensington, NH), R-EOC (Concord, NH), R-EOC (Fitchburg, MA) | |
| **Work Period:** | 12 hour work shift with overlap with relief; | |
| **Activation Notification:** | As notified by the Manager, Operations or Business Services, Business Continuity, or PC. | |
| **Additional Staff Requirements:** | External Damage Assessment personnel, as assigned | |

| Position Title: | Regional Materials/Facility Coordinator |
|---|---|
| **Reports To:** | Regional Logistics Chief |
| **Position Duties & Responsibilities:** | The Materials/Facility Coordinator (R-M/FC) is responsible for monitoring and procuring 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) to direct stores operations and also coordinate facility needs for the R-EOC. 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 also met. |

| **Task to be completed** | **Date/Time Completed** |
|---|---|
| **Pre-Emergency Preparations**    Receive a briefing from the R-LC to obtain:<br>- Size and complexity of the incident<br>- Expectation of the R-OAC<br>- Incident objectives<br>- Agencies/organizations/stakeholders involved<br>- Political ramifications<br>- Incident activities and current situation<br>- Special concerns | |
| Ensure all materials and equipment requirements are adequate for the event and ensure vendor network and procurement protocols are in place | |
| Receive and pre-stage or distribute storm kits to field crews | |
| **Duties, Responsibilities and Actions during an Emergency Event:**    Begin/maintain an R-M/FC Activity Log. | |
| Organize, assign and brief your subordinates.<br>- Provide an overview of the incident<br>- Provide an overview of operational responsibilities in accordance to the expectations of the R-LC<br>- Daily activities | |
| Establish contact with the R-PC<br>Obtain:<br>- Regional resource status and amounts for materials<br>- Establish contact information and schedule future telephone conferences<br>Provide<br>- Strategic resource plan<br>- Proper resource tracking procedures<br>- Brief on how to best communicate resource status changes | |

| | | |
|---|---|---|
| | Determine the quantity and types of materials/equipment needed for the next operational period.<br>    - Confer with the R-OC, R-LC and R-PC<br>    - Attend planning meetings<br>    - Prepare and submit resource orders<br>    - Facility needs and requests | |
| | Periodically meet with the R-LC<br>Obtain:<br>    - Requests for special equipment, vehicles etc.<br>    - System status of materials (if system event)<br>Share/Provide:<br>    - Materials status and availability<br>    - Any issues or concerns with materials or the facility | |
| | Oversee the mobilizing and operating of material issues at material laydowns and staging areas and adjust inventory levels based on staffing levels and consumption rates | |
| | Adjust fleet volumes in support of the restoration effort | |
| | Ensure the R-EOC and staging site(s) have adequate security and facility needs as appropriate (Generator re-fueling and maintenance) | |
| | Periodically meet with R-LC to report status of logistical activities | |
| **Post-Event Actions and Reports:** | Ensure a proper demobilization of all regional logistical activities | |
| | Participate in post-emergency reviews to identify lessons learned | |
| | Ensure all documentation is submitted or stored appropriately and provide additional information as requested to aid in the development of the After Action Report for the event. | |
| **Equipment Required:** | Refer to the R-EOC Operations Manual for room layout, equipment requirements, and check off lists. | |
| **Position Work Location:** | R-EOC (Kensington, NH), R-EOC (Concord, NH), R-EOC (Fitchburg, MA) | |
| **Work Period:** | 12 hour work shift with overlap with relief; | |
| **Activation Notification:** | As notified by the Manager, Operations or Business Services, Business Continuity, or LC. | |
| **Additional Staff Requirements:** | Additional stockroom personnel, as assigned | |

| Position Title: | Regional Resources/Lodging & Meals Coordinator | |
|---|---|---|
| Reports To: | Regional Logistics Chief | |
| Position Duties & Responsibilities: | 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 and distribute accommodation information to crews. | |
| **Task to be completed** | | Date/Time Completed |
| Pre-Emergency Preparations | Receive a briefing from the R-LC to obtain:<br>- Size and complexity of the incident<br>- Expectation of the R-OAC<br>- Incident objectives<br>- Agencies/organizations/stakeholders involved<br>- Political ramifications<br>- Incident activities and current situation<br>- Special concerns | |
| | Ensure all materials and equipment requirements are adequate for the event | |
| | Receive resource information to coordinate meals and lodging | |
| Duties, Responsibilities and Actions during an Emergency Event: | Begin/maintain an R-RL&M Activity Log. | |
| | Document organizational assignments for regional personnel working at the incident site and at any other incident facility. | |
| | Establish contact with the R-PC<br>Obtain:<br>- Regional resource status and amounts for materials<br>- Establish contact information and schedule future telephone conferences<br>Provide<br>- Strategic resource plan<br>- Proper resource tracking procedures<br>- Brief on how to best communicate resource status changes | |
| | Verify that all resources check-in were ordered for the incident response and maintain a master list of:<br>- Checked-in resources<br>- Completed check-in sheets<br>- Copies of resource orders | |

| | Determine the quantity and assignment of resources needed for the next operational period. <br>    - Confer with the R-OC and R-PC <br>    - Attend planning meetings <br>    - Lead a discussion on resources, and determine what is needed <br>    - Get approval for resources from the R-OAC <br>    - Prepare and submit resource orders | |
|---|---|---|
| | Periodically meet with the R-LC <br> Obtain: <br>    - Supplies, communications equipment, and work space <br>    - Status of transportation and support vehicles <br>    - Cross check of orders to verify what was checked-in <br> Share/Provide: <br>    - Resource orders <br>    - Check-in information | |
| | Ensure all regional resources have adequate meals and lodging accommodations and coordinate with the System Logistics Unit (if activated) | |
| | Notify the R-LC of any resources that may be released. | |
| | Periodically meet with R-LC to report status of logistical activities | |
| **Post-Event Actions and Reports:** | Ensure a proper demobilization of all regional logistical activities | |
| | Participate in post-emergency reviews to identify lessons learned | |
| | Ensure all documentation is submitted or stored appropriately and provide additional information as requested to aid in the development of the After Action Report for the event. | |
| **Equipment Required:** | Refer to the R-EOC Operations Manual for room layout, equipment requirements, and check off lists. | |
| **Position Work Location:** | R-EOC (Kensington, NH), R-EOC (Concord, NH), R-EOC (Fitchburg, MA) | |
| **Work Period:** | 12 hour work shift with overlap with relief; | |
| **Activation Notification:** | As notified by the Manager, Operations or Business Services, Business Continuity, or LC. | |

| Position Title: | Regional HR Coordinator |
|---|---|
| Reports To: | Regional Admin Chief |
| Position Duties & Responsibilities: | 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. |

| | Task to be completed | Date/Time Completed |
|---|---|---|
| Pre-Emergency Preparations | Receive a briefing from the R-AC to obtain:<br>- Size and complexity of the incident<br>- Expectation of the R-OAC<br>- Incident objectives<br>- Agencies/organizations/stakeholders involved<br>- Political ramifications<br>- Incident activities and current situation<br>- Special concerns | |
| | Ensure pay policy and EAP/HR support services are readily available | |
| Duties, Responsibilities and Actions during an Emergency Event: | Begin/maintain an R-HRC Activity Log. | |
| | Obtain a listing of all responding resources for the region from Logistics and maintain a complete listing for the region of all resources (external/internal): | |
| | Ensure EOC staffing is adequate and develop an EOC shift schedule (distribute to System HR if activated) and notify the R-AC of any discrepancies | |
| | Receive and address any HR issues in the region and raise issues to the System Level or HR Function when necessary | |
| | Periodically meet with R-AC to report status of HR activities | |
| Post-Event Actions and Reports: | Ensure a proper demobilization of all regional admin activities | |
| | Participate in post-emergency reviews to identify lessons learned | |
| | Ensure all documentation is submitted or stored appropriately and provide additional information as requested to aid in the development of the After Action Report for the event. | |
| Equipment Required: | Refer to the R-EOC Operations Manual for room layout, equipment requirements, and check off lists. | |
| Position Work Location: | R-EOC (Kensington, NH), R-EOC (Concord, NH), R-EOC (Fitchburg, MA) | |
| Work Period: | 12 hour work shift with overlap with relief; | |
| Activation Notification: | As notified by the Manager, Operations or Business Services, Business Continuity, or AC. | |

| Position Title: | Regional Documentation/Communication Coordinator |
|---|---|
| Reports To: | Regional Admin Chief |
| Position Duties & Responsibilities: | The Documentation/Communication Coordinator (DCC) is responsible for establishing a comprehensive documentation process for the event primary of which are the Restoration Status Reports (RSRs) every four hours. 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. |

| | Task to be completed | Date/Time Completed |
|---|---|---|
| **Pre-Emergency Preparations** | Receive a briefing from the R-AC to obtain:<br>- Size and complexity of the incident<br>- Expectation of the R-OAC<br>- Incident objectives<br>- Agencies/organizations/stakeholders involved<br>- Political ramifications<br>- Incident activities and current situation<br>- Special concerns | |
| | Ensure forms and contact lists for distributing RSR information are up to date | |
| **Duties, Responsibilities and Actions during an Emergency Event:** | Begin/maintain an R-DCC Activity Log. | |
| | Obtain a complete understanding of the incident scope.<br>- Establish contact with the functional units providing information for reporting and ensure that they are aware of the documentation data needed.<br>- Establish a schedule and the means to receive and distribute data needed for reporting | |
| | Ensure you understand regulatory reporting requirements and times for the distribution of Restoration Status Reports (RSRs) | |
| | Develop an overall plan for gathering documentation from various organizational elements and review documentation collected to identify defects and correct deficiencies. | |
| | Gather the information required for the RSR and complete an RSR for the region every 4 hours (per set schedule) to be approved by the Planning Chief.<br>- If the System EOC is open, forward the regional RSR to the S-EOC mailbox to be compiled by the System Trouble Analyst Unit<br>- If the System EOC is NOT open, distribute the approved RSR to the appropriate internal and external people using current distribution lists | |
| | Aid the Planning Chief in the development of the Incident Action Plan by providing information, as requested. | |
| | Periodically meet with R-AC to report status of admin activities | |
| **Post-Event** | Ensure a proper demobilization of all regional admin activities | |

| **Actions and Reports:** | Participate in post-emergency reviews to identify lessons learned | |
| | Ensure all documentation is submitted or stored appropriately and provide additional information as requested to aid in the development of the After Action Report for the event. | |
| **Equipment Required:** | Refer to the R-EOC Operations Manual for room layout, equipment requirements, and check off lists. | |
| **Position Work Location:** | R-EOC (Kensington, NH), R-EOC (Concord, NH), R-EOC (Fitchburg, MA) | |
| **Work Period:** | 12 hour work shift with overlap with relief; | |
| **Activation Notification:** | As notified by the Manager, Operations or Business Services, Business Continuity, or AC. | |

## IV. PRE – PLANNING ACTIVITIES

The emergency response process begins with an evaluation of system conditions that trigger a specific alert Level. Criteria may include weather forecasts, number of customers projected to be out of service, estimated number of trouble jobs, and Regulatory Commission pre-established restoration categories. The Decision Flowchart (found in Section IV-A) is used prior to an event to help establish the level of emergency response needed; the mobilization of the Emergency Response Organization and the activation of associated human resource including mutual assistance support.

The Business Continuity Team, Electric Operations, and Director, Electric Operations or their designees, consistently monitor weather forecasts. When it is determined by the pre-established weather criteria that the forecast will be problematic an alert is sent to the appropriate key members of the ICS team to discuss initial coordination activities.

Once an alert is raised a team of key Unitil personnel will use weather and other information to make the determination of which event type will be likely and which area(s) the company can expect trouble. This team of individuals will include Dispatch, Electric Operations and Business Continuity. To support them in their decision of what type of escalated response is needed the team may confer with the Company weather forecasting organization.

If it is determined that a minor event is likely (Event Types 4-5), the Company will manage the event through Centralized Electric Dispatch (CED) and local Operations. If the event escalates beyond CED's capability, there are protocols in place to decentralize a region or the system (see Section V – B).

If the event is estimated to be an emergency event (Event Types 1-3), the Company will implement its pre-event protocols and activities under the ICS structure as appropriate for the assigned Event Type. Not all storms preparations are implemented on the same scale but rather actual levels are often the result of the event impact. However this plan allows for quick escalation if needed. Pre event planning includes but is not limited to:

- Identifying the IC and Event Type for the incident;

- Initiating a pre-event system conference call with all required personnel;

- Activating each required section under ICS including; Logistics, Communications, Customer Operations, Planning, and Liaison Officer;

- Reviewing the appropriate check lists;

- Acquiring the anticipated resource requirements estimated for the assigned event type;

- Implementing the SAL notification for internal personnel to the extent needed;

- Initiating preliminary communications to the public, critical care customers, municipal and elected officials;

- Initiating notifications to regulatory agencies (Pre-Event Reporting) if classified as an Event Type 1-3;

- Establishing a regional mutual assistance (NAMAG) call if necessary

- Mobilizing the System and Regional EOC's as appropriate for the event type assigned;

- Initiating staging site notifications to property owners if necessary; and

- Determining the next series of system conference calls;

For major forecasted events, Event Types 1, 2, and 3, such as a major hurricane, there is typically a multiple day advance notice in which case, if imminent; the Company will activate every aspect of the

plan as outlined within this ERP. Preparation for such an event is supported by reviewing the three day checklist to ensure daily progress is met against the planned response.

More problematic events are those that start or are estimated to be an Event Type 4 and escalate to an Event Type 3 or lower. This ERP allows for such event by a series of protocols that activate all functions under the Incident Command System.

## A. Decision Flowchart and Strategy

Preplanning and communication are essential ingredients to the success of the emergency response effort. Figure IV-A-1 is a typical depiction of the overall initial steps taken and the decisions made before and during the restoration process.

The decision to identify an event as a specific "Type" and, hence, make the arrangements identified in Tables 3 and 4 is the result of multiple inputs (e.g., forecasts, staffing, and system conditions). For storms, though, the primary input is forecasted weather conditions (see Table 2). The IC and Planning Chief, in conjunction with Area Commanders, will consistently monitor the weather and review daily forecasts issued by the weather provider. The forecasts are often cross-referenced against those which are publically available (e.g., National weather Service).

When faced with a potential storm event, the above parties will discuss how the electric system performed during similar type and size events, considering (as needed) actual data from previous storms. As discussed in Section IV.B., the Estimated Impact Index (EII) issued by the weather provider for a particular storm event reflects the possible damage associated with it.

The review and discussion routinely occurs for Event Types 1, 2 and (usually) 3; however, such a discussion rarely occurs with Event Types 4 and 5. A storm identified as an Event Type 3 is the most difficult to respond to with confidence because the range of potential damage is considerable (e.g., a high damage event could be forecasted but with low probability or a low damage yet widespread event could be forecasted with high probability). Therefore, an Event Type 3 often requires the Company to pre-stage resources even when a low probability is forecasted.

A detailed example would involve a forecast for 40-50 MPH wind gusts with the leaves on the trees. Leaves and twigs are impacted adversely by 40 MPH wind gusts, while limbs and trees will likely fail with 50 MPH wind gusts; this reflects a wide range of damage for a (relatively) small change in wind speed. Additionally, other variables may modify this impact such as the location and extent of vegetation management on the surrounding distribution system – just cut trees fare better than three years re-growth from a reliability perspective. As a result, the dynamic nature of the electric system must be considered in any discussion.

Once the forecast is better understood contextually, a resource discussion occurs. The decision for acquiring external resources often sets the pace for the pre-event staging process. The intent is to have as many resources as is prudent and possible pre-staged appropriately with respect to the forecasted impact. Of concern during the discussion is the resource competition observed in recent years throughout the New England region when planning for a major storm response. Any request for external resources, including mutual assistance from other utilities, needs to occur early enough to ensure a prudent amount are retained (usually at least three days prior to the impact of a forecasted major storm).

Determining the prudent amount of resources for a particular Event Type often requires subjective analysis, involving the best professional judgments of several parties. No company desires to overestimate its resource need, in order to ensure the best interests of the ratepayer and be equitable with similarly-impacted, regional utilities; however a company must also be prepared for escalating conditions – especially when an Event Type 3 is anticipated. At times, though, forecasts may be inaccurate or variables change beyond expectations, which may result in a revision to the anticipated event type either pre or post impact. Regardless, a likely result of a revised event type is an adjustment to the resource amount. When such revisions occur, there are typically no local or regional resources available, forcing a company to retain resources external to the region at an increased cost and delayed arrival time due to the distance traveled.

In summary, the decision to determine the event type is dynamic and subjective, requiring a consensus among those leadership positions in a company with the best professional judgments and past experiences.
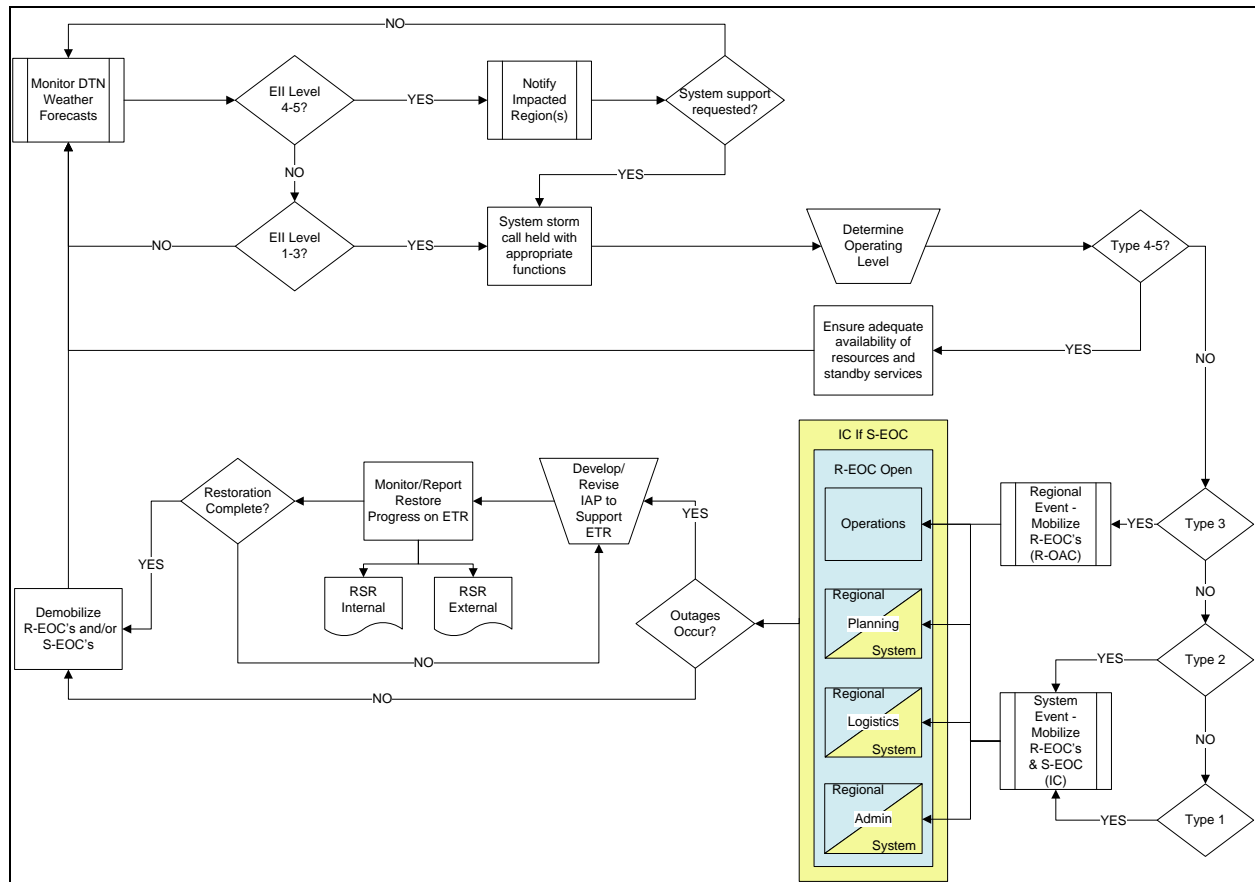


**Figure IV-A-1**

**Decision Flowchart**

At a minimum, the Manager(s)-Electric Operations, Director-Electric Operations or Business Continuity, 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.

Escalation or de-escalation of events between levels once the full impact of the incident is known is not uncommon. Under such conditions the Regional Operations Area Commander working with the Supervisor on-call and/or the Dispatch department will make the final decision. This is most prevalent for Event Type 3 incidents.

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 Event Levels 4 and 5 and the R-OAC will be engaged for Event Types 1-3. It is the R-OAC who will make the decision to fully implement or selectively activate ICS protocols

for the region. It is also the R-OAC who will notify System Level ICS personnel if additional assistance is needed. Level 3 events are the most difficult to predict and can often teeter between Level 3 and Level 2. It is feasible that one region within the Company's service territory can experience significant trouble and fully implement its ERP protocols while no other Region is impacted. Under such conditions the S-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 VIII 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 S-EOC will open and certain systems will be decentralized such as the OMS. Under such conditions the Company will follow the protocols outlined within this ERP as described in Section V.C Centralized Dispatch and OMS.

## B. Weather Alert Levels

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.

*Schneider Electric Alert* – An 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;

- 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

Schneider Electric is the Company's retained weather service provider which is based in the Midwest and issues two, daily forecasts: in the morning, and in the evening. Additionally, Schneider Electric issues weather alerts when pre-established weather conditions are exceeded (e.g., wind gusts above 40 mph).  The Company has full access to Schneider Electric's forecast and observation web pages via a web-based, satellite connection.

Based on criteria including the weather conditions above, an Energy Event Index (EEI) is summarized by day as a table within the daily weather forecasts with the criteria altered during the foliage seasons (with leaves vs. without leaves). A confidence level is also given with each EEI predicted with Low (<30%), Medium (>30-<60%), or High (>60%) based on weather modeling and conditions.

The chart on the following page displays the EEI Levels developed by both parties and their alignment with Unitil Event Types. Unitil consistently cross references forecasts from its primary weather provider with additional forecasts that are widely available on the web.

The following Table depicts how the EII Levels relate to Unitil's operating condition levels. See Section C - Event Type Classification for details.

| EII Level | Weather Conditions | Unitil Event Type | Estimated Outage/Damage Potential |
|---|---|---|---|
| 1 | Isolated general storms (Light lightning, <30 mph wind gusts) | 5 | None/Very Few Outages |
| 2 | Scattered strong storms (Moderate lightning, isolated 30-50 mph wind gusts) | 4 | Isolated Outages |
| 3 | Strong storms, Isolated severe storm (Moderate/Severe lightning, reoccurring 30-50 mph gusts, peak gusts >50 mph | 3* | Scattered Outages/Damage |
| 4 | Severe widespread storm (Moderate/severe lightning, widespread gusts >50 mph, tornadoes, tropical storms) | 2* | Widespread Outages/Damage |
| 5 | Catastrophic storm (Hurricane, Major Nor'easter, widespread wind gusts >75 mph) | 1* | Extensive Outage/Damages |

**Table 2**
**EEI Alert Levels vs. Event Types**

**\*Denotes event types considered "Emergency Events"**

### C. Event Type Classification

The information in Table 3 and Table 4 (for Unitil's Operating Companies, Fitchburg Gas & Electric and Unitil Energy Systems, respectively) on the following pages are based on Unitil's previous experiences and are not necessarily indicative of future conditions. The intent of this table is to classify events and help guide the organization when preparing for events.

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.

| Fitchburg Gas & Electric d/b/a Unitil (Table 3) | | |
|---|---|---|
| **Event Type** | | **Typical Unitil Operating Conditions** |
| **5** (Normal Operations – Non-Emergency Event) | **Viewpoint** | Type 5 events represent normal operations and is managed by Unitil's Central Electric Dispatch (CED) organization, which is staffed 24/7. CED uses OMS as the primary tool to identify the magnitude of customers interrupted and the most probable protective device that operated. For small outages, CED will dispatch crews designated as trouble resources to repair the outage. If upon arrival the crew determines additional resources are needed, a supervisor is assigned and will manage the repairs in concert with CED. CED performs all routine reporting and is the primary contact for municipal calls. |
| | **Event Characteristics** | • Normal weather conditions or minor weather threat conditions (ex. isolated wind gust) <br> • System activity normal <br> • Typically, 0 to 2% customer interruptions; 0-15 cases of trouble (peak) <br> • Minor Impact Event; Restored in the same Operational Period <br> • Occurs typically less than 200 times/per year |
| | **Typical Response Organization** | • Regional Electric Operations will respond with internal crews on system via pre-established processes <br> • CED manages trouble/OMS <br> • No Incident Command System (ICS) structure activated <br> • No EOC activation |
| | **Typical Resource Activation** | • Outage Response coordinated with local, on-call personnel via pre-established processes <br> • Typically, handled with internal and local contractors on system; <br> • ≤ 4 Internal Line; ≤ 4 Tree Crews; ≤ 4 External Line; 0 Damage Assessors; 0 Wires Down <br> • Coordination with CED for managing trouble/crew assignments |
| | **Communication /Coordination** | • Communications regarding outages/interruptions preformed via pre-established processes (ex. online Outage Center, social media updates, and Customer Service Center or CSC) <br> • No Pre-event Stage Reporting/Restoration Status Reports (RSRs)/Incident Action Plan (IAP) required |

| Fitchburg Gas & Electric d/b/a Unitil (Table 3) | | |
|---|---|---|
| **Event Type** | **Typical Unitil Operating Conditions** | |
| **4 (Upgraded Alert – Non- Emergency Event)** | **Viewpoint** | Type 4 events include (but are not limited to): sub-transmission outages that impact one or more substations; thunderstorms with high winds and frequent and/or severe lightning; small to moderate winter storms; and unanticipated transmission events. Typically, these events are managed by CED in conjunction with regional personnel often sharing responsibilities. Regional personnel will staff in a partial decentralized mode, using some of the ICS structure to support restoration. CED would typically retain municipal responsibilities. |
| | **Event Characteristics** | • Moderate weather threat conditions (ex. weak thunderstorms with infrequent lightning; frequent wind gusts; moderate, wet snow)<br>• Minor to moderate, isolated system damage/interruptions<br>• Typically, 2 to 5% customer interruptions; 0-30 cases of trouble (peak)<br>• Moderate Impact Event; Restored in the same Operational Period<br>• Occurs typically less than 10 times/per year |
| | **Typical Response Organization** | • Regional Electric Operations will respond with internal crews and contract crews on system via pre-established processes<br>• CED manages trouble/OMS; May add additional CED staffing or decentralize to affected region, if requested<br>• No to partial Regional EOC activation<br>• Partial ICS structure may be activated for support (ex. CIO Team and Logistics) |
| | **Typical Resource Activation** | • Local contractor and tree crews may be held or acquired, as appropriate;<br>• ≤ 4 Internal Line; 4-8 Tree Crews; ≤ 6 External Line; 0 Damage Assessors; 0 Wires Down |
| | **Communication /Coordination** | • Communications regarding outages/interruptions preformed via pre-established processes (ex. online Outage Center, social media updates, and CSC)<br>• Internal conference calls may be scheduled, regarding preparation and response activities in the event of an escalation<br>• May notify regional Municipals of preparations/coordination<br>• No Pre-event Stage Reporting/RSRs/IAP required |

| **Fitchburg Gas & Electric d/b/a Unitil (Table 3)** | | |
|---|---|---|
| **Event Type** | | **Typical Unitil Operating Conditions** |
| 3* (Heightened Alert – Emergency Event) | Viewpoint | Type 3 events represent the greatest range of uncertainty due to a severe event being forecasted but with a low to medium confidence level. This may result in either limited activity or escalated to a Type 2 if the confidence level resolves toward medium to high. The default approach is to prepare for a medium confidence level by activating the ICS structure in one or more Regional EOCs, as well as the System EOC when multiple Regions may be impacted. Institutional knowledge and objective metrics of the system's performance, recent reliability enhancements, and forecast confidence levels are used to determine a pre-event approach. System coordination calls are used to determine the response actions and level of employee mobilization (i.e., Storm Assignment Listing or SAL personnel). The Incident Commander (IC) makes the final decision with input from the Planning and Regional Area Chiefs. |
| | Event Characteristics | • Moderate to serious weather threat conditions (ex. strong thunderstorms with frequent lightning; strong frequent gusts and sustained winds; heavy, wet snow/ice) <br>• Moderate to severe system damage/interruptions <br>• Typically, 5 to 20% customer interruptions; 30-100 cases of trouble (peak) <br>• Serious Impact Event (between 36-72 hours for complete restoration) <br>• Occurs typically less than 3 times/per year |
| | Typical Response Organization | • Regional ICS structure activated with partial to full ICS activation at the regional and system levels, as appropriate for the event <br>• Regional EOC activation with Municipal Room and partial to full System EOC activation, as appropriate for the event <br>• CED Operations and staff are decentralized to the activated Regional EOCs <br>• Regional Electric Operations will respond with internal crews and contractor crews on system via pre-established processes |
| | Typical Resource Activation | • Internal line crews from unaffected Regions may be re-assigned <br>• Local contractor and tree crews will be held and acquired, as appropriate <br>• ≤ 4 Internal Line; 8-15 Tree Crews; 6-20 External Line; ≤ 10 Damage Assessors; ≤ 20 Wires Down <br>• Additional restoration support functions staffed with SAL personnel |
| | Communication/ Coordination | • Emergency response communication protocols activated (CIO Team) including PSAs, online Outage Center, social media, and e-mail/call blast messages <br>• Communication protocols activated with notifications to: LSCs, Municipal, Regulatory, and Elected Officials <br>• State and Federal level coordination may be required with Liaisons assigned, as appropriate <br>• Internal conference calls are scheduled, regarding preparation and response activities <br>• Pre-event Stage Reporting/RSRs/IAP are developed/submitted at the defined frequencies |

| Fitchburg Gas & Electric d/b/a Unitil (Table 3) | | |
|---|---|---|
| **Event Type** | | **Typical Unitil Operating Conditions** |
| **2*** **(Serious Weather Alert – Emergency Event)** | **Viewpoint** | Type 2 events result from a severe forecasted event, which has historically resulted in significant damage to the system. Type 2 events are uncommon but usually forecasted in advance.  For this Type, multiple, Regional-EOCs and the System-EOC are open in advance of the event. This is a full implementation of ICS and most employees are assigned shifts and scheduled related to the ICS role. This is accomplished through our automated Storm Assignment List (SAL). This Type of event is coordinated through daily system wide conference calls to coordinate activities using predefined check list usually days in advance. Communication protocols are activated and extended discussion with local municipals occurs prior to impact. The IC and his/her direct staff is responsible to make the appropriate preparations and manage the restoration |
| | **Event Characteristics** | • Severe weather threat conditions (ex. severe thunderstorms with intense lightning; tropical storm or Category 1 tropical cyclone; strong sustained gusts and sustained winds; heavy, wet snow/ice)<br>• Severe system damage/interruptions<br>• Typically 10 to 40% customer interruptions; 100-300 cases of trouble (peak)<br>• Severe Impact Event (between 72-120 hours for complete restoration)<br>• Occurs typically less than 1 time every 5 years |
| | **Typical Response Organization** | • Regional and System ICS structure with partial to full ICS activation<br>• Regional and System EOCs activated with Municipal Rooms<br>• Strategic Response Committee (SRC) activated<br>• CED Operations and staff are decentralized to the activated Regional EOCs<br>• Regional Electric Operations will respond with internal crews and contractor crews via emergency response procedures and processes |
| | **Typical Resource Activation** | • All internal crews and support staff are mobilized<br>• Local contractor and tree crews will be held and acquired, as appropriate<br>• Likely request mutual assistance through Northeast Mutual Assistance Group (NEMAG)<br>• ≤ 4 Internal Line; ≤ 20 Tree Crews; 20-50 External Line; 10-30 Damage Assessors; 20-100 Wires Down<br>• Additional restoration support functions staffed with SAL personnel |
| | **Communication/ Coordination** | • Emergency response communication protocols activated (CIO Team) including PSAs, online Outage Center, social media, e-mail/call blast messages<br>• State and Federal level coordination likely required with Liaisons assigned, as appropriate<br>• Communication protocols activated with notification to: LSCs, Municipal, Regulatory, and Elected Officials via pre-established communication channels<br>• Constant SRC communications via updates from the IC<br>• Internal conference calls are scheduled, regarding preparation and response activities<br>• Pre-event Stage Reporting/RSRs/IAP and a Final Event After Action Report (AAR) are developed/submitted, as required<br>• Post event critiques and meetings with affected communities will be conducted |

| Fitchburg Gas & Electric d/b/a Unitil (Table 3) | | |
|---|---|---|
| **Event Type** | **Typical Unitil Operating Conditions** | |
| **1\*** **(Full Scale Catastrophic Alert – Emergency Event)** | **Viewpoint** | Type 1 event results from a catastrophic forecasted event, which has historically resulted in significant damage to the system. Type 1 events are rare but usually well forecasted in advance. For this Type, all Regional-EOCs and the System-EOC are open in advance of the event. This is a full implementation of ICS and all employees are assigned shifts and scheduled related to the ICS role. This Type of event is coordinated through daily system wide conference calls to coordinate activities using predefined check list usually days in advance. Communication protocols are activated and extended discussion with local municipals occurs prior to impact. The IC and his/her direct staff is responsible to make the appropriate preparations and manage the restoration. |
| | **Event Characteristics** | • Severe to Catastrophic weather threat conditions (ex. Nor'easter; Strong Tropical Storm; Category 1-5 tropical cyclone; Earthquake)<br>• Severe to Catastrophic system damage/interruptions<br>• Typically, more than 40% customer interruptions; Over 300 cases of trouble (peak)<br>• Catastrophic Impact Event (120+ hours for complete restoration)<br>• Occurs typically less than 1 time every10 years |
| | **Typical Response Organization** | • Regional and System ICS structure with full ICS activation<br>• Regional and System EOCs activated with Municipal Rooms<br>• Strategic Response Committee (SRC) activated<br>• CED Operations and staff are decentralized to the activated Regional EOCs<br>• Regional Electric Operations will respond with internal crews and contractor crews via emergency response procedures and processes |
| | **Typical Resource Activation** | • All internal crews and support staff are mobilized<br>• Local contractor and tree crews will be held and acquired, as appropriate<br>• Request mutual assistance through NEMAG<br>• ≤ 4 Internal Line; > 20 Tree Crews; > 50 External Line; > 30 Damage Assessors; > 100 Wires Down<br>• All restoration support functions staffed with SAL personnel |
| | **Communication/ Coordination** | • Emergency response communication protocols activated (CIO Team) including PSAs, online Outage Center, social media, e-mail/call blast Messages<br>• State and Federal level coordination required with Liaisons assigned, as appropriate<br>• Communication protocols activated with notification to: LSCs, Municipal, Regulatory, and Elected Officials via pre-established communication channels<br>• Constant SRC communications via updates from the IC<br>• Internal conference calls are scheduled, regarding preparation and response activities<br>• Pre-event Stage Reporting/RSRs/IAP and a Final Event AAR are developed/submitted, as required<br>• Post event critiques and meetings with affected communities will be conducted |

| Unitil Energy Systems d/b/a Unitil (Table 4) | | |
|---|---|---|
| **Event Type** | | **Typical Unitil Operating Conditions** |
| **5 (Normal Operations – Non-Emergency Event)** | **Viewpoint** | Type 5 events represent normal operations and is managed by Unitil's Central Electric Dispatch (CED) organization, which is staffed 24/7. CED uses OMS as the primary tool to identify the magnitude of customers interrupted and the most probable protective device that operated. For small outages, CED will dispatch crews designated as trouble resources to repair the outage. If upon arrival the crew determines additional resources are needed, a supervisor is assigned and will manage the repairs in concert with CED. CED performs all routine reporting and is the primary contact for municipal calls. |
| | **Event Characteristics** | • Normal weather conditions or minor weather threat conditions (ex. isolated wind gust)<br>• System activity normal<br>• Typically, 0 to 2% customer interruptions; 0-15 cases of trouble (peak)<br>• Minor Impact Event; Restored in the same Operational Period (<12 Hrs.)<br>• Occurs typically less than 300 times/per year |
| | **Typical Response Organization** | • Regional Electric Operations will respond with internal crews on system via pre-established processes<br>• CED manages trouble/OMS<br>• No Incident Command System (ICS) structure activated<br>• No EOC activation |
| | **Typical Resource Activation** | • Outage Response coordinated with local, on-call personnel via pre-established processes<br>• Typically, handled with internal and local contractors on system;<br>• ≤ 12 Internal Line; ≤ 4 Tree Crews; ≤ 8 External Line; 0 Damage Assessors; 0 Wires Down<br>• Coordination with CED for managing trouble/crew assignments |
| | **Communication /Coordination** | • Communications regarding outages/interruptions preformed via pre-established processes (ex. online Outage Center, social media updates, and Customer Service Center or CSC)<br>• No Pre-event Stage Reporting/Restoration Status Reports (RSRs)/Incident Action Plan (IAP) required |

| Unitil Energy Systems d/b/a Unitil (Table 4) | | |
| --- | --- | --- |
| **Event Type** | | **Typical Unitil Operating Conditions** |
| 4 (Upgraded Alert – Non- Emergency Event) | Viewpoint | Type 4 events include (but are not limited to): sub-transmission outages that impact one or more substations; thunderstorms with high winds and frequent and/or severe lightning; small to moderate winter storms; and unanticipated transmission events. Typically, these events are managed by CED in conjunction with regional personnel often sharing responsibilities. Regional personnel will staff in a partial decentralized mode, using some of the ICS structure to support restoration. CED would typically retain municipal responsibilities. |
| | Event Characteristics | • Moderate weather threat conditions (ex. weak thunderstorms with infrequent lightning; frequent wind gusts; moderate, wet snow)<br>• Minor to moderate, isolated system damage/interruptions<br>• Typically, 0 to 5% customer interruptions; 0-40 cases of trouble (peak)<br>• Moderate Impact Event; Restored in the same Operational Period (<24 Hrs.)<br>• Occurs typically less than 10 times/per year |
| | Typical Response Organization | • Regional Electric Operations will respond with internal crews and contract crews on system via pre-established processes<br>• CED manages trouble/OMS; May add additional CED staffing or decentralize to affected region, if requested<br>• No to partial Regional EOC activation<br>• Partial ICS structure may be activated for support (ex. CIO Team and Logistics) |
| | Typical Resource Activation | • Local contractor and tree crews may be held or acquired, as appropriate;<br>• ≤ 12 Internal Line; ≤ 8 Tree Crews; ≤ 10 External Line; 0 Damage Assessors; 0 Wires Down |
| | Communication /Coordination | • Communications regarding outages/interruptions preformed via pre-established processes (ex. online Outage Center, social media updates, and CSC)<br>• Internal conference calls may be scheduled, regarding preparation and response activities in the event of an escalation<br>• May notify regional Municipals of preparations/coordination<br>• No Pre-event Stage Reporting/RSRs/IAP required |

| **Unitil Energy Systems d/b/a Unitil (Table 4)** | | |
|---|---|---|
| **Event Type** | | **Typical Unitil Operating Conditions** |
| **3\*** (Heightened Alert – Emergency Event) | **Viewpoint** | Type 3 events represent the greatest range of uncertainty due to a severe event being forecasted but with a low to medium confidence level. This may result in either limited activity or escalated to a Type 2 if the confidence level resolves toward medium to high. The default approach is to prepare for a medium confidence level by activating the ICS structure in one or more Regional EOCs, as well as the System EOC when multiple Regions may be impacted. Institutional knowledge and objective metrics of the system's performance, recent reliability enhancements, and forecast confidence levels are used to determine a pre-event approach. System coordination calls are used to determine the response actions and level of employee mobilization (i.e., Storm Assignment Listing or SAL personnel). The Incident Commander (IC) makes the final decision with input from the Planning and Regional Area Chiefs. |
| | **Event Characteristics** | • Moderate to serious weather threat conditions (ex. strong thunderstorms with frequent lightning; strong frequent gusts and sustained winds; heavy, wet snow/ice)<br>• Moderate to severe system damage/interruptions<br>• Typically, 5 to 10% customer interruptions; 40-150 cases of trouble (peak)<br>• Serious Impact Event (between 24-48 hours for complete restoration)<br>• Occurs typically less than 3 times/per year |
| | **Typical Response Organization** | • Regional ICS structure activated with partial to full ICS activation at the regional and system levels, as appropriate for the event<br>• Regional EOC activation with Municipal Room and partial to full System EOC activation, as appropriate for the event<br>• CED Operations and staff are decentralized to the activated Regional EOCs<br>• Regional Electric Operations will respond with internal crews and contractor crews on system via pre-established processes |
| | **Typical Resource Activation** | • Internal line crews from unaffected Regions may be re-assigned<br>• Local contractor and tree crews will be held and acquired, as appropriate<br>• ≤ 12 Internal Line; 10-50 Tree Crews; 10-40 External Line; ≤ 10 Damage Assessors; ≤ 20 Wires Down<br>• Additional restoration support functions staffed with SAL personnel |
| | **Communication/ Coordination** | • Emergency response communication protocols activated (CIO Team) including PSAs, online Outage Center, social media, and e-mail/call blast messages<br>• Communication protocols activated with notifications to: LSCs, Municipal, Regulatory, and Elected Officials<br>• State and Federal level coordination may be required with Liaisons assigned, as appropriate<br>• Internal conference calls are scheduled, regarding preparation and response activities<br>• Pre-event Stage Reporting/RSRs/IAP are developed/submitted at the defined frequencies |

| | | **Unitil Energy Systems d/b/a Unitil (Table 4)** |
|---|---|---|
| **Event Type** | | **Typical Unitil Operating Conditions** |
| **2\*** **(Serious Weather Alert – Emergency Event)** | **Viewpoint** | Type 2 events result from a severe forecasted event, which has historically resulted in significant damage to the system. Type 2 events are uncommon but usually forecasted in advance. For this Type, multiple, Regional-EOCs and the System-EOC are open in advance of the event. This is a full implementation of ICS and most employees are assigned shifts and scheduled related to the ICS role. This is accomplished through our automated Storm Assignment List (SAL). This Type of event is coordinated through daily system wide conference calls to coordinate activities using predefined check list usually days in advance. Communication protocols are activated and extended discussion with local municipals occurs prior to impact. The IC and his/her direct staff is responsible to make the appropriate preparations and manage the restoration |
| | **Event Characteristics** | • Severe weather threat conditions (ex. severe thunderstorms with intense lightning; tropical storm or Category 1 tropical cyclone; strong sustained gusts and sustained winds; heavy, wet snow/ice)<br>• Severe system damage/interruptions<br>• Typically 10 to 20% customer interruptions; ≤ 150 cases of trouble (peak)<br>• Severe Impact Event (between 48-144 hours for complete restoration)<br>• Occurs typically less than 1 time every 5 years |
| | **Typical Response Organization** | • Regional and System ICS structure with partial to full ICS activation<br>• Regional and System EOCs activated with Municipal Rooms<br>• Strategic Response Committee (SRC) activated<br>• CED Operations and staff are decentralized to the activated Regional EOCs<br>• Regional Electric Operations will respond with internal crews and contractor crews via emergency response procedures and processes |
| | **Typical Resource Activation** | • All internal crews and support staff are mobilized<br>• Local contractor and tree crews will be held and acquired, as appropriate<br>• Likely request mutual assistance through Northeast Mutual Assistance Group (NEMAG)<br>• ≤ 12 Internal Line; ≤ 50-100 Tree Crews; ≤ 75-100 External Line; 10-50 Damage Assessors; 20-100 Wires Down<br>• Additional restoration support functions staffed with SAL personnel |
| | **Communication/ Coordination** | • Emergency response communication protocols activated (CIO Team) including PSAs, online Outage Center, social media, e-mail/call blast messages<br>• State and Federal level coordination likely required with Liaisons assigned, as appropriate<br>• Communication protocols activated with notification to: LSCs, Municipal, Regulatory, and Elected Officials via pre-established communication channels<br>• Constant SRC communications via updates from the IC<br>• Internal conference calls are scheduled, regarding preparation and response activities<br>• Pre-event Stage Reporting/RSRs/IAP and a Final Event After Action Report (AAR) are developed/submitted, as required<br>• Post event critiques and meetings with affected communities will be conducted |

| Unitil Energy Systems d/b/a Unitil (Table 4) | | |
|---|---|---|
| **Event Type** | | **Typical Unitil Operating Conditions** |
| **1\*** **(Full Scale Catastrophic Alert – Emergency Event)** | **Viewpoint** | Type 1 event results from a catastrophic forecasted event, which has historically resulted in significant damage to the system. Type 1 events are rare but usually well forecasted in advance. For this Type, all Regional-EOCs and the System-EOC are open in advance of the event. This is a full implementation of ICS and all employees are assigned shifts and scheduled related to the ICS role. This Type of event is coordinated through daily system wide conference calls to coordinate activities using predefined check list usually days in advance. Communication protocols are activated and extended discussion with local municipals occurs prior to impact. The IC and his/her direct staff is responsible to make the appropriate preparations and manage the restoration. |
| | **Event Characteristics** | • Severe to Catastrophic weather threat conditions (ex. Nor'easter; Strong Tropical Storm; Category 1-5 tropical cyclone; Earthquake)<br>• Severe to Catastrophic system damage/interruptions<br>• Typically, more than 20% customer interruptions; Over 200 cases of trouble (peak)<br>• Catastrophic Impact Event (120-240 hours for complete restoration)<br>• Occurs typically less than 1 time every10 years |
| | **Typical Response Organization** | • Regional and System ICS structure with full ICS activation<br>• Regional and System EOCs activated with Municipal Rooms<br>• Strategic Response Committee (SRC) activated<br>• CED Operations and staff are decentralized to the activated Regional EOCs<br>• Regional Electric Operations will respond with internal crews and contractor crews via emergency response procedures and processes |
| | **Typical Resource Activation** | • All internal crews and support staff are mobilized<br>• Local contractor and tree crews will be held and acquired, as appropriate<br>• Request mutual assistance through NEMAG<br>• ≤ 12 Internal Line; > 100 Tree Crews; > 100 External Line; > 50 Damage Assessors; > 100 Wires Down<br>• All restoration support functions staffed with SAL personnel |
| | **Communication/ Coordination** | • Emergency response communication protocols activated (CIO Team) including PSAs, online Outage Center, social media, e-mail/call blast Messages<br>• State and Federal level coordination required with Liaisons assigned, as appropriate<br>• Communication protocols activated with notification to: LSCs, Municipal, Regulatory, and Elected Officials via pre-established communication channels<br>• Constant SRC communications via updates from the IC<br>• Internal conference calls are scheduled, regarding preparation and response activities<br>• Pre-event Stage Reporting/RSRs/IAP and a Final Event AAR are developed/submitted, as required<br>• Post event critiques and meetings with affected communities will be conducted |

### D. Pre-Event Preparations and Reporting

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, Business Continuity will initiate an inter-regional conference call to discuss each region's necessary preparations.

This conference call is hosted by Business Continuity personnel following a standard agenda (found in Section IX – 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 the System Planning Unit, when activated.

Upon declaration of an emergency event affecting more than one operating region, the Incident Commander (or designee) will establish the S-EOC at 6 Liberty Lane West, Hampton NH, corporate headquarters, or alternate location, typically 6-12 hours before the storm's arrival.

Once an emergency event is predicted to occur, Business Continuity will prepare and update Pre-Event Reports twice daily for submittal to the appropriate regulatory and emergency management agencies as required. These reports will continue until the impact of the predicted event has caused outages at which time Restoration Status Reports (RSRs) will commence every four hours throughout restoration as required using regulatory provided forms.

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 the Company's entire service area.

When there is a high probability that a major storm will impact Unitil's service territory, or when Unitil's weather service vendor issues a Weather Watch, Business Continuity will implement the 3-Day Checklist (Table 5) before the opening of an EOC to ensure proper preparations and notifications have been made. The 3-Day Checklist is found on the following pages. Preparatory activities or actions may be expedited and/or accelerated based on the timing of the event (i.e weekend, major holiday, etc.) as needed and deemed necessary by the IC.

| 3-Day Preparation Checklist (Table 5) | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| Responsible Party | Item Description | 3 Days in Advance | √ | 2 Days in Advance | √ | 1 day in Advance | √ | Opening S-EOC | √ |
| Admin/Finance Chief | Procurement Cards Cost Tracking Petty Cash | Check Local Petty Cash Availability/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 | |
| Chief Information Officer | Communications Protocols | Determine staffing needs for the CIO Team | | Regular communication with SRC | | Communication with SRC Approve prep PSAs | | Communications with SRC/PSA releases; media, digital, employee communications | |
| Media Communications/ CIO Team | Media Relations/ Internal CIO Team Communications | Monitor the situation and review communications procedures. Develop pre-event safety messaging | | Discussion with Media Relations Draft & distribute prep communications including PSA Respond to stakeholder inquiries as needed | | General Messages Update Draft & distribute additional communications as needed Continue to respond to stakeholder inquiries | | Implementation communications plan CIO team deployed as necessary Consistent messaging process Notify of setup or an EOC | |
| Customer Operations Officer | Life Support Customer Outreach | Begin outreach to Life Support Customers | | Define special needs with Municipals | | Contact and confirm arrangements | | Notify of opening | |
| Customer Operations Officer | Customer Service Staffing | Determine staffing needs | | Setup backup processes and supplies | | Ensure staffing plans are in place for 24/7 coverage | | Implement Customer Communications procedures/staffing | |
| EH & SO/ Safety Coordinator | Safety Briefing Materials | Preparation of safety brief for mutual aid/external contractors | | Disseminate safety information | | Establish and verify local safety arrangements | | Implementation of safety briefings | |
| Business Continuity | Emergency plans | Review ERP/Procedures | | Review plans and perform check-off sheets | | Distribute check lists and ERP to regions | | Implement ERP | |

| 3-Day Preparation Checklist (Table 5) | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| **Responsible Party** | **Item Description** | **3 Days in Advance** | **√** | **2 Days in Advance** | **√** | **1 day in Advance** | **√** | **Opening S-EOC** | **√** |
| Business Continuity | Pre-Event Reporting | Prepare and send pre-event reports for regulatory agencies (Lvl 1-3 events) | | Updated/send pre-event reports for regulatory agencies (Lvl 1-3 events) | | Updated/send pre-event reports for regulatory agencies (Lvl 1-3 events) | | Ensure RSRs are submitted as required | |
| Fleet & Facility Unit (Admin/Finance) | Mobile Generation/Special Equipment | Determine need for large generators. Determine needs/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 | |
| HR Unit (Admin/Finance) | Staffing Resources/ Vacations | Check availability of internal staffing/Contact Internal SAL personnel | | Establish staffing schedules for S-EOC/ R-EOC. Decision to cancel vacations made | | Activate SAL personnel and notify of vacation cancellation (if any) | | Notify of opening/Implementation | |
| HR Unit (Admin/Finance) | Retiree personnel | Establish list of 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. | | Maintain current list of assigned employees (shift schedules) | |
| Incident Commander | Storm Conference Calls/Coordination | 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 | |
| IT Unit (Admin/Finance) | IT Support | Monitor systems. Determine current state and validate fail-safe systems | | Notify Jonathan Everett of possible event/IT assistance needed | | Ensure IT Reps are dispatched for support as requested | | Make notification to IS of EOC Opening | |
| IT Unit (Admin/Finance) | Spare Cell Phones/ Laptops & Equipment | Confirm inventory – acquire additional | | Check Availability of special equipment | | Distribute phones | | Implementation/Process requests for additional phones | |
| Liaison Officer | Elected Official outreach | Verify contacts. | | Initial outreach/Define communication process | | Pre-arrangements completed | | Implementation of joint plans/communications | |

| 3-Day Preparation Checklist (Table 5) | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| **Responsible Party** | **Item Description** | **3 Days in Advance** | **√** | **2 Days in Advance** | **√** | **1 day in Advance** | **√** | **Opening S-EOC** | **√** |
| Liaison Officer | Regulatory & State EM outreach | Verify contacts | | Preliminary discussions, as needed or requested | | Contact and determine staffing needs in State EOCs | | Notify of opening | |
| Logistics Section (Lodging/Meals Unit) | Lodging/Meals | Contact lodging and catering vendors for availability | | Preliminary Discussions with lodging/catering vendors | | Implement for pre-staged resources. Confirm or deny commitment | | Make arrangements and coordinate with the R-EOC's | |
| Logistics Section (Resource Unit) | Tree/Contractor Crews | Notify vendors/ Check for availability | | Discussion of need and commit as required (Forestry Unit) | | Discussion of commit and allocation | | Put on Standby in staging areas/DOC | |
| Logistics Section (Resource Unit) | Mutual Assistance Foreign Utilities | Provide notification of impending storm | | Verify contacts (list of resources) | | Discussion of Need and commit as required | | Implementation | |
| Logistics Section (Staging Site Unit) | Base Logistics | Review plans and contact Base Logistics and outreach to POs for availability of site(s) | | Assess commitment Review layouts Ensure SSC P-Cards are available for use | | Confirm or deny commitment and preposition resources and equipment | | Preposition resources and equipment and assess establishing staging sites immediately post storm | |
| Logistics Section (Staging Site Unit) | Staging Sites | Notify Vendors Review staging areas Confirm check list | | Verify logistic check list and pre-stage appropriate items | | Confirm all logistical arrangements across functions | | Implementation | |
| Planning Section (Trans & Sub Unit) | Helicopter Patrols | Notify vendors/Check for availability | | Discussion of need and commit if required | | Discussion of commitment and allocation/schedule | | Implement helicopter patrols for transmission/ sub-transmission | |
| Procurement Unit (Logistics Unit) | Storm Stock/Kits | Check availability of materials, storm kits and large/small generators | | Arrange for delivery of any deficient levels of items | | Deliver storm boxes to selected staging areas/ R-EOCs | | Deliver additional supplies/materials as requested | |

| 3-Day Preparation Checklist (Table 5) | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| Responsible Party | Item Description | 3 Days in Advance | √ | 2 Days in Advance | √ | 1 day in Advance | √ | Opening S-EOC | √ |
| Procurement Unit (Logistics Unit) | Transportation Fuel / Vehicles | Confirm inventory for fuel and vehicles | | Assess Inventory and confirm re-supply. Contact outside vendors if deemed necessary | | Notify people to bring own vehicles when going to other regions for response | | Obtain vehicles and specialized equipment as needed | |
| Regional Operations Area Commander | Training | Begin preparations of long lead time activities | | Conduct refresher training, if needed | | Conduct refresher training, if needed | | Implementation | |
| Regional Operations Area Commander | Communicate with Telecommunication Co. | Notify local Telecom Co's of impending storm/weather update | | Confirmation of contacts | | Establishing lines of communications | | Implementation | |
| Regional Operations Area Commander | Regional Emergency Operations Center (R-EOC) | Facilities | | Review EOC layout and prepare for setup | | Setup EOCs – secure equipment | | OPEN and make notifications. | |

## E. 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. 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. The Company assumes that at any given time between 50% and 90% of internal line workers could be available on 24 hours' notice which allows for vacations, illness, injuries or other foreseeable issues. Unitil currently has 40 fully rated internal overhead line workers (as of May 1st, 2015) which can be dispatched. Depending on the assigned crew makeup this could equate to up to 20 line crews. It should be noted during major events when large amounts of external resources are secured, internal workers/crews may be split to act as supervisory staff for responding resources.

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 North Atlantic Mutual Assistance Group (NAMAG) – 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-E-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.

**Figure IV-E-1**

**Resource Need Determination**

For a regional event, the Regional Operations Area Commander (R-OAC) 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 Stage I Damage Assessment (see Section VIII) 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).

While the Stage 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. Insofar as practical, the Regional Planning Chief, Trouble Analysis, and the Operations Section may organize the work considering the following conditions:

- Live wires down;

- Transmission lines;

- Substations;

- Life Support Customers;

- Distribution feeders (main runs);

- Other primary lines and spurs;

- Transformers, secondary circuits and services; and

- Individual services.

One of the outputs from the Stage 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 Stage 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 Stage 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.

## V. 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/personnel;

- 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 by Business Continuity as employees leave or join the Company, or when there is a change in the employees' storm assignment. A list of key responders is maintained by each regional Operations 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.

### A. Restoration Priority

Restoration Priority recognizes public safety as a primary concern.  Recognizing that expeditious restoration of customers is the mission, circuits with the most customers out which requiring minimal effort (such as cut in clear or switching) is the most efficient and practical approach in prioritizing work.

  A.  Public safety (Wires Down etc.)

  B.  Transmission circuits and transmission substations (A and B)

  C.  Distribution substations, main line feeders and critical facilities  (C and D)

  D.  Lateral feeders off main line distribution feeders (E)

  E.  Customer service drops

The letters above correspond to those in Figure IV-G-1.
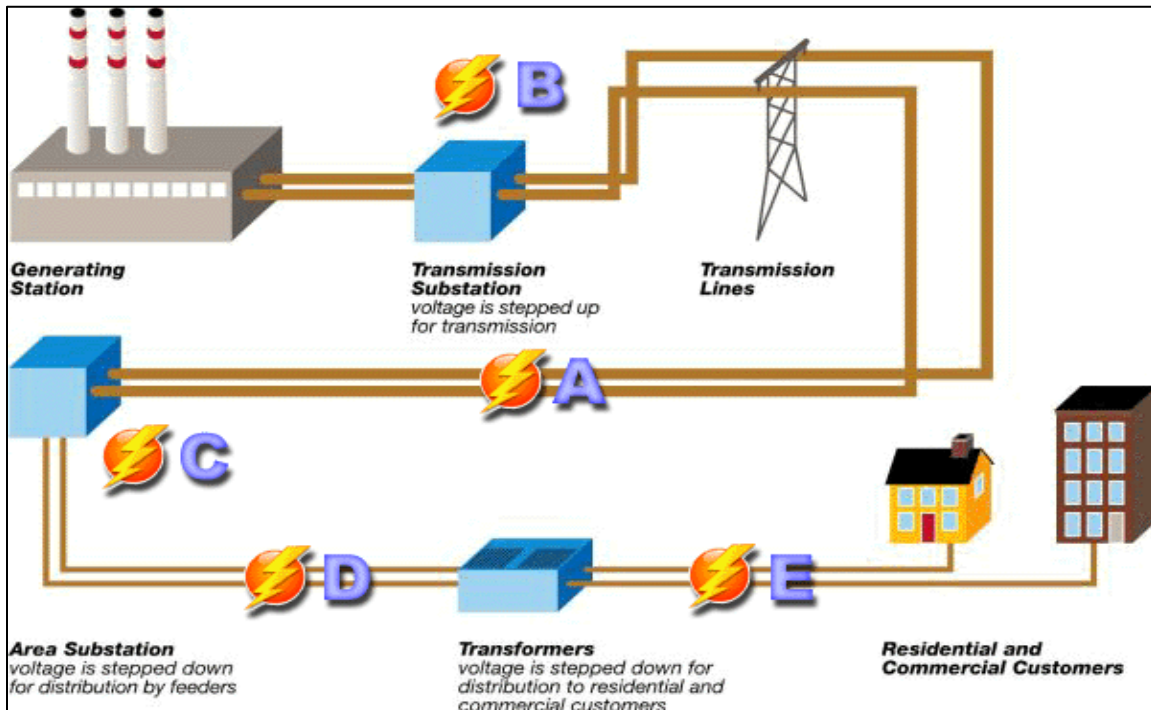


**Figure IV-A-1**
**Restoration Priority (General)**

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.

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.

### B. *Public Safety (Wires Down/Hazardous Conditions)*

As mentioned previously The Company will ensure safety is paramount during any incident or event including the safety of the public and employees. Often, destructive weather may result in many potentially hazardous situations, most importantly wires down. As per regulatory requirements, reported wires down will be tracked and prioritized in order to respond effectively and ensure safety to the public. Training on prioritization and response requirements will be made annually for responding personnel including Operations, Wire Down Coordinators, Municipal Room Liaisons and dispatch operators.

Wires down and other hazardous situations are prioritized into three categories and responded to as detailed below. Once notified that a Municipal Official is guarding a potentially hazardous situation, the Company will deploy the appropriate resources (either repair crews or standby personnel) to relieve the Municipal Official in accordance with the associated level.

The Municipal Room in the R-EOC is responsible for receiving reports of hazardous conditions from Municipal Officials and communicating updated information including the estimated time of arrival (ETA) of Company resources to the location.

1. **Priority 1 – Life Threatening/Imminent Danger**

   An event in which utility equipment is preventing emergency response personnel from performing rescue efforts and/or administering first-aid treatment to a person or persons who may be injured or in danger of being injured.

   Examples of a Priority 1 situation would include a person trapped in a vehicle that has struck a pole which is prohibiting emergency personnel from approaching the vehicle or a person trapped in a burning building that cannot be entered until electrical service is disconnected.

   Priority 1 situations will be responded to as soon as possible with the nearest trained resource. At the time of a reported Priority 1 situation an ETA will be established and communicated to the reporting Municipal Official.

2. **Priority 2 – Hindering Emergency Operations**

   An event in which utility equipment is preventing emergency response personnel from responding to an emergency situation which is not considered life threatening, yet requires the attention of emergency response personnel.

   Examples of a Priority 2 situation would include wire and/or equipment blocking a road or emergency personnel requesting electrical service be disconnected to extinguish a fire or enter a flooded home or area.

   Priority 2 situations will be responded to with the next available trained resource. During major events when the number of reported hazardous situations exceeds the amount of available resources to repair, typically wire down standby personnel are deployed to relieve municipal officials until repairs can be made.

3. **Priority 3 – Non-Threatening Electrical Hazard**

   An event in which utility equipment created the need for emergency response personnel and/or apparatus to remain on the scene in order to protect the public from the hazard created by the utility's equipment.

Examples of a Priority 3 situation would include a wire down along a sidewalk or traveled way, a tree limb arcing on a wire, transformer damage exposing wires, or a struck pole in which the integrity of the pole is compromised.

Priority 3 situations will be responded with a capable resource. During major events when the number of reported hazardous situations exceeds the amount of available resources to repair, typically wire down standby personnel are deployed to relieve municipal officials until repairs can be made.

4. **Wires Down Management**

The Wire Down Coordinator is responsible for the tracking of reported wires down and the deployment of assigned resources to reported locations for the purpose of identification, standby or repair as a means of ensuring public and employee safety and reliving existing, standby Municipal officials.

During a major storm event, wires down are reported to the Company through multiple inputs, including customers, municipal officials, field observations and damage assessment. Wires down reported by customers either through the call center or the IVR are immediately sent to the Wires Down Coordinator in the region. All reported wires down will be compiled by the Wire Down Coordinator and prioritized for response based on the definitions above. Wire down personnel work closely with the Operations Unit during the public safety phase (immediately post-storm) of the restoration to ensure energized conductors are made safe in a timely manner. Additionally, Service Crews focused on secondary services, cable and telephone downed wires also support the wires down effort under the management of the Wire Down Coordinator. Priority 1 instances will be directed to Operations for immediate response, using available and appropriate resources, while Priority 2 and 3 instances may be assigned to Wire Down Standby personnel, if resources are unavailable for immediate repairs.

When any resource arrives at a wire down location, the Wire Down Coordinator is notified of the arrival time and wire status.  In turn, the Wire Down Coordinator will notify the appropriate sections (e.g., Municipal Room, Customer Service or Operations) of the wire status to allow for an update to the reporting entity such as the local fire department. If a customer calls in a downed wire, the customer service representative will enter it into the HTE system and a work ticket will be printed to the applicable Wire Down Coordinator. All customer wire down calls, who indicted they are without power, are treated as Priority 1 and an ETA given, as soon as it is identified. If the downed wire is a Priority 1, then the ETA, ETR and actual time of restoration will be provided to the reporting entity. These times will be documented and retained by the Wire Down Coordinator.

Assigned Wire Down Standby personnel will relieve existing, standby Municipal officials and will not leave the 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 Standby personnel will be trained annually, if not routinely during storm restorations, and will be assigned to the Wires Down Coordinator during major events by the R-OAC or Planning Chief prior to the event's impact. As mentioned previously, public and employee safety is paramount during the public safety phase immediately after the storm's impact.

### C. *Centralized Dispatch and OMS*

Unitil has an Outage Management System (OMS) to monitor and assist in service restoration. Unitil's Centralized Electric Dispatch (CED) department is responsible for monitoring the OMS for routine and small storm event conditions. The CED is supported by local Distribution Operation Centers (DOC's) when events specific triggers level of outages in which case a region may revert to a decentralized operation.

The role of central dispatch is to monitor the electric distribution and transmission systems for continuity of service. The CED is staffed 24/7 and is the primary contact for outage notifications both internally and externally. All municipals calls or regulatory inquiries are first directed to the CED. The primary tools utilized by CED are OMS and SCADA. Any disruption to the electric system initiates the CED to dispatch the appropriate resources during normal working hours or "call-in" the necessary resources off hours.

Decentralization is a term used to describe moving network control, management of OMS, repair and restoration activities from the Centralized Electric Dispatch organization to local the DOC in one or more of Unitil's three DOC's. When such an occurrence happens the EOC's will operate under the ICS protocols.

#### 1. OMS - Normal Operations

Dispatch will direct on a daily basis the activities required to restore power for customer interruptions. The primary informational tool to do so will be the ABB Outage Management System (OMS). The dispatch function will be responsible to dispatch crews to identified outage locations, model feeder changes, and document system configuration and status. In addition, the Dispatch function is responsible for routine communication with the field personnel, Customer Service, Corporate Communications, Municipal Emergency Response Officials, Operations and other inquires related to events. The Dispatch function will populate cause codes, weather, ETA and ETR's as appropriate within OMS. It is anticipated that the Dispatch function will retain control for routine outages and small storm events that do not exceed the define triggers.

In addition to OMS the Dispatch function will also act as Coordinating Authority for related switching activities as defined with Unitil's Switching and Tagging procedures. In most cases, this activity will NOT be relinquished for substations or Sub-transmission lines when decentralizing to the DOC's. Only during an Event Type 1 or 2 will the Dispatch function in conjunction with operations move to a process that allows for Local Control Authority to reside with Field Operations.

#### 2. OMS - Storm Mode

Under certain condition the Dispatch function can partially or fully decentralize depending on the nature of the trouble, the locations of the trouble or anticipated escalation of events. In some case the Company will deem it prudent to decentralize prior to the event based on the forecast and predicted trouble. This can be a full or partial decentralization based on discussions with Operations and/or Business Continuity. In general, the Dispatch function will retain control of the restoration for Event Types 4 and 5. Event Types 3 require a discussion between the Operations Mangers and Dispatch.

When in storm mode at Types 4 or 5 the dispatch function will add the appropriate resources to effectively restore power to all customers. Resources available to the dispatchers include:

1. Off shift dispatchers

2. Trained engineers

3. Available operations personnel

4. Others within the organization that have been trained and are proficient with OMS and systems

**3. OMS - Partial Decentralization**

Partial decentralization refers to a situation when the dispatch function relinquishing control of the restoration process of one or more of the three Regional DOC's. The decision to decentralize occurs when outages reach the trigger points as defined in 1. Additionally dispatch has the option to confer with Operations and based on pending weather or escalating conditions request one or more regions to decentralize. Once the decision to decentralize has occurred it is the R-EOC responsibility to direct the crews and update the OMS system. The R-EOC can operate in one of two modes:

- Without formally opening the EOC and activating all elements of ICS

- Formally opening under the ICS structure

Without formally opening the EOC under ICS means the R-EOC will have minimum staffing that will manage the crews and operate OMS. Municipal calls will remain with the dispatch function. Activation of OMS operators will follow a hierarchy, with locally trained personnel called first, then engineers and finally a dispatcher.

Formally opening the EOC under ICS means that the all functions of the Regional plan are activated. This would include the Municipal rooms, Logistics, Planning, Admin, Safety, Operations and the remainder of the ICS sub functions. Under this condition the Area Commander may request support from Dispatch in the early phase of restoration. All functions and activities other than System Dispatch will reside locally.

In addition, all communications will then emanate from the R-EOC. Under this condition the Dispatch function will continue to direct the regions that have not exceeded the trigger levels or they feel confident in managing the present level of activity. The Dispatch function will continue to act as control authority for switching that resides outside of the personal red tag process for the System. This includes main line, substation, transmission and sub-transmission devices.

**4. OMS - Full Decentralization**

Full decentralization occurs when the S-EOC is opened and all three Regions are under local Regional control. Typically, this occurs for a forecasted wide spread system event where significant infrastructure damage is anticipated. Under such conditions the S–EOC will coordinate repairs of transmission line and substation under the Planning Section Chief as described in Unitil's ERP. Dispatch will retain transmission line, sub-transmission line and substation switching unless a formal request for someone local to be assigned Control Authority responsibility is honored.

All activities other than System Dispatch are transferred to the R-EOC or S-EOC. Dispatchers will be disbursed to the R-EOC's as needed under this scenario and will follow the Decentralization procedures maintained by CED.

### D. Life Support Customers

This section is designed to make certain that Life Support Customers (LSCs) 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 electrical service is restored.

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. This includes the following 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 borderline customers of another utility who receive their electrical service from Unitil's electrical system.

Upon notification from a customer of on essential medical need for electric service, the CSC will immediately add the customer to the Life Support Customer list. At least annually, the CSC will verify contact information for Life Support Customers and make the appropriate changes.

The customer service center in responsible for maintaining a database of Unitil's LSCs. 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 LSCs are added to the database upon successful completion of enrollment criteria.

In an emergency and provided electric power has not been restored, the Company will attempt to contact LSCs 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 forward the information to the regional municipal room for referral to local municipal emergency response personnel.

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 service center, with the assistance from Consumer advocacy, if required. Additional SAL personnel 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 Information System.

After restoration has concluded, the Company will contact life support customers affected by the emergency to confirm power has been restored.

### E. *Mutual Assistance/Crew Allocations*

With the exception of an Event Type 5, 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 event (Event Types 1-3) exists or is impending, as outlined in the Outage Event Levels section the following procedure shall be implemented.

### 1. Mobilization

All orders to mobilize mutual assistance personnel shall be communicated by the Incident Commander to the System Logistics Chief. When such orders are issued field crews will be requested through the appropriate process. Refer to the Logistics Procedure and the NAMAG Administrative Procedure for additional information on mutual assistance.

Whenever possible and practical, all required/requested field personnel shall be assembled and dispatched in appropriate size groups with appropriate supervision. When tree crews are required, the requested number of crews will be sent to work under the direction of assigned regions' Forestry Coordinator. 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 Resource Unit for tracking and forwarding on to the R-OAC requesting assistance. This information should be provided promptly.

### 2. 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 forecasts. 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 Regions may be called upon to send a supervisor or Manager to aid the affected region(s).

Refer to the SRU Procedure found in Section VIII of this plan for processes on moving internal resources.

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 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 VIII of this plan) damage assessment is a two-step process. Stage 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 Stage 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.

### F. 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 types of Staging Areas: Full Staging Site, Assembly Area, and Material Lay-Down Area.

Once authorized, the activation of a Staging Area will be facilitated by the Staging Site Unit Lead, the EOC, or through the R-OACs. Once implemented, the Staging Site Lead receives overall direction from the Incident Commander and/or Regional Operations Area Commander regarding the deployment or staging area location. Crews may deploy from a DOC, Substation, lodging location, or another authorized staging area site such as a local school or State Readiness Center.

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 VIII of this plan.

### G. *Storm Assignment List*

The purpose of the Storm Assignment List (SAL) 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 and/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 Business Continuity, 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.

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.

### 1. Storm Assignment Levels

*Level 1*:   The daily normal assignments of these employees may be postponed temporarily, making them available for a storm assignment. These employees 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.

### 2. 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

- Staging Site Support.

Special storm assignment position descriptions shall be provided to assigned employees prior to training and each employee will be trained at least annually in their respective storm role.

The Customer Service Center and each Distribution Operations Center have a Coordinator who schedules mandatory annual training to familiarize employees with their emergency/storm assignments. Additional sessions may be required for those employees not in attendance. The Director of Business Continuity and Compliance shall ensure that every employee requiring training for storm duties has received that training annually.

3. **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 Region that require additional resources. Business Continuity will send notifications to SAL personnel to activate their assignments as requested. Personnel with primary assignments identified as Level 1 resources will be contacted first and asked to report to their designated location. Personnel identified as Level 2 may only be activated if they have been released from their primary role. Employee vacations may be cancelled for wide-scale emergency events as deemed necessary by the SRC Chair.

This procedure compliments the (Storm Response Unit) procedure in Section VIII of this plan, which describes a process for first deployment of qualified personnel for single region events.

## VI. 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. 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 all company departments promote the same communications externally in any emergency event.

The Communications team shall be responsible for keeping customers, media, local elected officials, local municipal officials and employees informed on the status of restoration efforts. It is extremely important that the Company communicate regularly throughout the event and share information to ensure a consistent message is provided both internally and externally.

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 Incident Commander (IC) should be responsible for providing periodic, confirmed updates to the CIO team. It is essential that the CIO team receive and issue information that is consistent in briefing the news media and customers.

### A. Event Information

A single information source will be established in the R-EOC's or S-EOC for informing the CIO team who are responsible for public information.

The following paragraphs describe the flow and processes of obtaining information for the CIO team before and during an event.

#### 1. Pre-Event

A pre-event conference call is initiated by Business Continuity where weather forecast details are provided. The severity and risk of impacts on the electric system are to be discussed, as are Company preparations, resource acquisition and pre-event communications.

#### 2. Event Situation

During a storm or emergency event the Incident Commander is the sole source of information for the CIO and CIO team regarding Company operations and response. As part of its responsibilities, the CIO team monitors information from secondary sources including the outage map, digital communications, regulatory communications, customer communications, municipal and liaison updates and media reports. Conflicting reports are brought to the IC for clarification.

3. **Estimated Times of Restoration (ETRs)**

   The Company's process for calculating Estimated Times of Restoration (ETRs) is coupled to the OMS but varies depending upon the event type and associated decentralization level. For Event Types 4 and 5, the OMS calculates the ETRs, which may be modified by CED as the trouble case dictates. However, Event Types 1, 2 and 3 typically require a modified approach that uses the Damage Assessment process as the primary driver for calculating ETRs. This modification is needed to address the widespread and/or severe damage typical of major storms. Section V.C. provides additional information on the decentralization process.

   The Company uses a three-tiered process to conduct Damage Assessment, as outlined in the Damage Assessment Procedure. The first tier references a Rapid Survey, which provides a general impression of the type and extent of damage and includes a review of the sub-transmission system. The second tier is a more formal Stage I, which focuses on a detailed inspection of the three-phase, main lines (distribution feeders). The third and final tier is a formal Stage II, which focuses on the double and single phases, as well as their associated laterals (side taps), off the main lines.

   While the Rapid Survey is intended to provide the IC with an immediate yet admittedly more subjective damage assessment (using best professional judgments), data collected during Stages I and II are compiled and used to calculate more objective line hour estimates needed to repair the observed damage. These estimates, in conjunction with available and projected resources, are used to generate (1) a global ETR within 24-48 hours after the storm has cleared the region and (2) municipal ETRs within 72 hours after the storm has cleared the region.

   A customer-specific ETR with high confidence is feasible at the tail end of the restoration effort, when isolated pockets of outages remain. Resources assigned to these isolated pockets are better situated to provide realistic time periods for restoration due to their local control of the electric assets. These time periods will be used to communicate ETRs to the remaining customers via the established reporting and communications processes.

   Please note that the time periods referenced for calculating global and municipal ETRs are based on more recent restoration efforts. However and if a Category 5 tropical cyclone were to directly impact the New England region (clearly, an Event Type 1), these time periods may need to be extended based on the extreme severity of experienced damage, which will impede movement of resources and require more time at each location to gather damage data. Such extensions would be reported as an issue within the Incident Action Plan.

4. **Field/On-Site Communications**

   Whenever an electric emergency is classified Event Types 1 through 3 (restoration cannot be accomplished within 24 hours and outside crews are required), the Chief Information Officer will be notified and CIO team member will be placed on standby for possible deployment to the impacted area. Team members will generally include: media relations contact and Audio/visual documentation specialist.

   Team members will bring sufficient personal gear for an extended event. Lodging Leads will include the CIO team members in their plans as notified to do so.

### B. *Public Service Announcements (PSAs)*

When notified by weather services or Business Continuity of impending adverse weather, the CIO team will begin to monitor the situation and prepare the PSAs.

When the CIO team contact or other designee issues emergency status updates for the purpose of updating customers, media, local elected officials, local municipal officials and employees, the IC must be issued the final draft prior to its dissemination. PSA's are issued a minimum of three times per day to coincide with local news cycles

Public statements may include the following confirmed items:

1. Number of customers affected.
2. Affected regions.
3. Numbers of crews.
4. Estimated restoration times.
5. Cause of the outage/event
6. Warnings regarding hazardous conditions and public safety information.
7. Description of emergency response actions already taken.
8. Customer Service phone numbers for customers to report outages or damage, as well as Company website link to report outages and access restoration information.

PSAs are distributed to the following stakeholders:

- CIO Team Members
- Customer Service Team
- Employees
- Media outlets
- Local Elected Officials
- Local Municipal Officials
- Regulatory and State Governmental Agencies

### C. Media Communications

Prior to and during an emergency event, a Unitil media representative will be available to media outlets for information regarding company activities in addition to regularly scheduled PSAs. In larger, more extensive emergencies, it may be desirable to schedule periodic news media briefings and have an appointed Unitil spokesperson available for press conferences.

News media representatives may be permitted access to facilities in times of emergency, accompanied by appropriate 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 has 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, customers, local elected officials, local municipal officials and employees
- Demonstrate Unitil's preparedness by proactive and diligent communication

### D. Digital Communications

Prior to a known event, the Digital Communications representative(s), will review and update the Outage Center website content. During the event, the designated member will ensure that PSAs are posted on the website and that Outage Center content is updated as needed. The Outage Map, within the Outage Center, displays outage and restoration information in both geographically and in tabular format. Outage information will be provided by region or town including customers served and customers impacted on the tabular side. Geographically, customers will also see outage information and an estimated outage location which a customer can view to access an Estimated Time of Restoration (ETR) range. For example: ETR 5:15 PM to 7:15 PM.

During times of major outage events the ETR engine will be turned off and specific restoration times replaced by the term "Assessing until Damage Assessment is complete and a Global ETR determined. Town by town ETR's will be made available as Stage II damage assessment information is refined.

Additional features to the web site include an online outage reporting tool that will update OMS directly and a window to Unitil's social media feed.

Digital Communications will use designated company-sponsored social media accounts to provide periodic updates to the public throughout the event.

Audio visual documentation specialists may be utilized (as needed) for compiling a pictorial record of major emergencies, supplementing news media coverage, social media and reinforcing employee communications.

### E. Employee Communications

Employee Communications are important during extended outages. Daily and/or overnight email notifications and postings are examples of typical communications and will be sent by the Employee Communications Coordinator. All information released will be approved by the CIO and/or IC.

Topics can include:

- Weather updates

- Safety information

- Company preparations and activities

- Restoration status

- PSAs

- Customer feedback

- Link to event photos and videography

- Links to outage center

- Important employee information

### F. *Regulatory/Elected Officials*

The Chief Information Officer will prepare information for the Regulatory/Elected Liaison Officer who will be responsible for maintaining contact with appropriate regulatory and elected officials. Contacts are initiated at the earliest time feasible. The Liaison team will communicate with regulatory and elected officials prior to and during an emergency event using email, conference calls, and individual phone calls.

Business Continuity is responsible for liaison with emergency management agencies at the state and Federal levels during non-emergencies and prior to a known major emergency. Once a predicted emergency event is forecasted, Business Continuity staff will prepare and submit Pre-Event Reports as required and submit to the appropriate agencies twice daily until outages occur. Once SAL personnel are activated this responsibility is assumed by members of the Liaison Unit under the Regulatory/Elected Officials Liaison Officer. State and Federal emergency management's officials have been given the phone number for contacting the Liaison Unit during a storm event.

### G. *Municipal Officials*

During events where the R-EOC's are activated, Customer Energy Solutions will provide staffing in the Municipal Rooms in an effort to facilitate communications between the Company and municipal officials prior to an event and 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.

A dedicated telephone number will be established in each R-EOC for responding to local municipal inquiries. This responsibility will be assigned to designated regional municipal room representatives with the activation of the S-EOC and R-EOC.  The telephone number will be displayed in the R-ERP and given out to municipal officials for their official use only. The regional municipal room shall prepare and maintain a list of cities, towns, and key contact information.

The Regional Municipal Liaisons will provide updated restoration information to municipal officials no less than three (3) times daily. These updates will include but not be limited to: Municipal Official Conference Calls, Email blast messages, and phone calls. The Regional Municipal Liaisons will utilize maps, outage reports, and informational updates from the CIO, Operations and Planning to provide updates and respond to inquiries.

### 1. Municipal Conference Calls

During Event Types 1 through 3, where an extended restoration period is expected, the municipal conference call shall be utilized twice daily until completion of the restoration effort. These conference calls may begin prior to the storm's impact if a great number of interruptions are expected or as directed by the IC.

Additionally, in extraordinary events such as load shed scenarios where information on restoration needs to be communicated to municipal officials; a Municipal Conference Call shall be utilized.  The Regional Municipal Room, using their conference call number is responsible to coordinate the call and notify the affected municipal officials 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; The Municipal Room Liaison 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 municipal officials 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 municipal officials.

Internal participants on the Municipal conference call should include:

- R-OAC for the DOC

- Appropriate Area Supervisors

- Scribe

- Communications Representative

- Customer Energy Solutions 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, CIO team 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

- 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 Municipal Room Liaisons or their Emergency Management Office for additional update information.

The Regional Municipal Liaison 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 Municipal Conference 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 Municipal Room Liaison 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 Municipal Room Liaison.

Municipal conference calls will continue to be held until the 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 Municipal Room Liaison 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. Municipal Officials will acquire information through state emergency management as is normal operating procedure under the Incident Command System.

Business Continuity shall ensure each Municipal Room Liaison is annually trained on community conference calls to ensure those conducting the call are proficient in its requirements. It is expected that at least 75% of the management staffing in Customer Energy Solutions receive this training to ensure proper call performance if required.

### H. Communications Unit Actions

| Communication Unit Actions (by Role) (Table 6) | | | |
|---|---|---|---|
| **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<br>2. Conduct a prep conference call with the team<br>3. Monitor the differing communications channels (internal and external)<br>4. Communicate/brief the SRC<br>5. Assist in developing SRC messaging | 1. Work with IC to develop communications protocols as identified in ERP<br>2. Manage Media Relations, Employee communications and Digital communications<br>3. Provide accurate information on restoration to customer service operations, liaison team and municipal relations team<br>4. Maintain regular communications with the SRC<br>5. Continue to assist in developing SRC messaging | 1. Manage the restoration completion messaging for internal and external stakeholders<br>2. Ensure thorough documentation of messaging discussions and decisions made during the restoration<br>3. Coordinate with internal stakeholders to ensure no significant, external issues remain<br>4. Confirm completion of messaging with IC<br>5. Approve public messaging thanking customers and external resource personnel for support<br>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 updates to employees | 1. Issue Restoration Complete email to employees |
| Media Relations | 1. Update distribution lists, if needed<br>2. Review templates and update if needed<br>3. Issue Prep PSA at appropriate time<br>4. Respond to media inquiries about preparations | 1. Edit and distribute PSA as needed<br>2. Handle inquiries from media<br>3. Setup field visits with crews<br>4. Ensure messaging aligns with IC projections of ETR's and Customer Service messaging<br>5. Proactively position the company as well prepared | 1. Issue the Restoration complete PSA<br>2. Handle media inquiries<br>3. Document media activities<br>4. Determine where or if follow up is required |

| Communication Unit Actions (by Role) (Table 6) | | | |
|---|---|---|---|
| **Responsibility** | **Pre-event** | **During Event** | **Post-Event** |
| Digital Communications | 1. Review and update Outage Center and other relevant areas of the website<br>2. Post prep PSA and information via social media<br>3. Proactively position company regarding preparedness and safety. | 1. Update the website with PSAs and other relevant information<br>2. Manage and monitor social media outlets pushing information and responding to inquiries<br>3. Incorporate field photography and videography where appropriate | 1. Post Restoration complete information on website and social media.<br>2. Share field photography and videography where appropriate, use for event documentation. |
| Municipal Liaison Officer (System) Municipal Liaison Communications (regional) | 1. Establish the Muni room numbers<br>2. Establish all required internal contacts – customer service, wires down, Planning, CC,<br>3. Outbound calls to – Municipal officials (Police, Fire, Town Managers, DPW, Emergency Response Manager)<br>4. Outbound calls to Key account executives<br>5. Document all calls and information | 1. Take pertinent information from agencies provide information to appropriate group<br>2. Problem resolution for customers and constituents<br>3. Work with CC to stay current<br>4. Continue proactive outreach<br>5. Document the calls and time of resolution<br>6. Deal with local elected officials if routine items – escalate if needed | 1. Final call out to contacts<br>2. Document any follow up actions<br>3. Check with Planner or R-OAC on follow up and closing of room |
| Dispatch | **Off Hours**<br>1. Notify on-call personnel of inclement weather<br>2. For off-hour events – make notification to on-call team leader of trouble<br>3. Staff up if needed during transition<br>4. Notify a "list" that the R-EOC is opening<br>5. Re-direct communication phone lines to muni rooms | 1. Manage non impacted areas<br>2. Continue to manage gas events<br>3. Provide relevant information to the Planner, CC or Muni room<br>4. Document any relevant information<br>5. Highlight worsening weather conditions or situations developing in other areas | 1. Switch to normal operation<br>2. Bring phones back centrally<br>3. Continue to log an after action information that may develop – broken poles, etc. |
| Customer Operations/Service | **Regular Hours**<br>1. Continue to take gas calls<br>2. Direct information to the EOC personnel<br>3. Continue to manage other areas not impacted and event | | |

I.   *Communications with Other Utilities*

During emergency events, communications must be maintained with other various utilities for the coordination of operations and restoration. The following section details how communications are made with the various utilities during emergency situations.

1.   **Neighboring Electric Utilities**

Communications must be maintained with other utilities concerning outages and restoration progress. In addition to the NAMAG coordination calls which occur during a New England regional impact, neighboring utilities also receive copies of all pre-event stage and restoration stage reports that are submitted to regulatory agencies.

For further details regarding the NAMAG and coordination activities, refer to Attachment 11 – NAMAG Charter found in Section VIII of this document.

2.   **Telephone & Cable Companies**

Communications with telephone and cable companies are important during restoration efforts to coordinate joint work such as pole replacements. During major events many reports of wires down are received (including non-electrical) by the company. Those identified as non-electrical should be submitted to the appropriate company and coordinated for repairs. In each region the Pole and Transformer Coordinator is responsible for maintaining contact with telephone companies to coordinate restoration efforts requiring joint effort. Contacts for local telephone companies are reviewed annually for accuracy.

3.   **Public Works**

Communications to local public works departments are handled via the municipal room through pre-established dedicated channels. The Municipal Room directs requests and information from public works departments to operations and acts as the dedicated resource to contact during emergencies. For more information related to municipal room operations refer to the Municipal Communications Liaison and Municipal Officials Communications sections located previously in this document.

4.   **State Emergency Management Agencies & FEMA**

For major storm restoration events local, state, and federal emergency management agencies will be notified and updated on restoration status as appropriate. Active emergency management agencies will receive copies of all pre-event and restoration stage reports during an extended outage with the primary means of coordination occurring through the Regulatory/Elected Official Liaison Unit throughout the event.

## VII. DEMOBILIZATION/POST EMERGENCY

Demobilization is the orderly, safe, and efficient return of an incident resource to its original location and/or status. The Incident Commander is responsible to initiate the De-escalation/De-mobilization process of the Emergency Response Organization (ERO). Demobilization planning for de-escalation/de-mobilization is an on-going process that begins as soon as the response begins to facilitate accountability and ensure efficient resource management. 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 Planning Section Chief will develop demobilization plans and ensure they are implemented as instructed by the IC.

The ERO may be fully demobilized when:

- All storm-related jobs are assigned;

- Centralized Dispatch is managing event; and

- All non-regional crews are released

### J. Event Critique and After Action Report

An essential part of the 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 from 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 formalized 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 following an emergency event and will submit this report to the MA DPU no later than 30 days following Event Types 1 and 2, and as requested by regulatory agencies for an Event Type 3. Content for the AAR can be found in the following section and Section IX – Forms and Reports.

To ensure coordination is sufficient with local municipal officials during an emergency event, post-event discussions or meetings may be held with affected municipalities as requested by a municipal official or as instructed by the IC. The purpose of these meetings would be to raise any issues resulting from the incident or discuss identified areas for improvement with coordination activities. Results of these meetings should be incorporated into the associated AAR and also submitted to regulatory agencies within 30 days following an Event Type 1 or 2, and as requested for Type 3.

*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.

**3. Types of Exercises**

Several types of exercises could be implemented. When planning an exercise program, Unitil's Business Continuity and Compliance 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.

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 performed 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 Business Continuity's 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.

   (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
- 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.

Business Continuity and Compliance will develop a brief, written After Action Report (AAR) and distribute it to the participants within 30 days after the annual system 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.

### 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 on an annual basis. The Contact Database is managed day to day by various employees and admin staff in the Company and also undergoes an entire annual review to ensure all contacts are accurate.

These lists may be submitted upon request and 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.

#### 2. Municipal Meetings

To ensure emergency response coordination and the effective and efficient flow of information between the Company and outside agencies, the Company posts its ERP and other materials such as forms, maps, and contact information electronically on a Municipal-access only portion of the Company's website. Unitil will take measures to identify key personnel in its contact database to invite to the Company's emergency preparedness and response municipal meetings head annually in region.

The invitee list for these meetings includes 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.

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. Additional important Company information will also be given at the meeting, as warranted.

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.

## VIII. 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, Business Continuity 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, Business Continuity 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/documents are attached to this section:

Attachment 3 Transmission/Substation & Switching Procedure

Attachment 4 Damage Assessment Procedure

Attachment 5 Storm Response Unit (SRU) Procedure

Attachment 6 Logistics Procedure

Attachment 7 Staging Site Operations Procedures

Attachment 8 Environmental Release Response Procedure

Attachment 9 Restoration Safety Handbook

Also attached to this section are copies of the current mutual assistance agreements held by the Company including the NAMAG Charter (Attachment 10), and Edison Electric Institute (EEI) agreement (Attachment 11).

**Attachment 3**


*Transmission/Substation and Switching Procedures*

## 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, Business Continuity & Compliance

_____

Richard L. Francazio

Director, Business Continuity & Compliance

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Ray Letourneau

Director, Electric Operations

| RECORD OF CHANGES | | |
|---|---|---|
| REVISION | DATE | DESCRIPTION |
| 1 | 5/15/10 | Annual Review |
| 2 | 5/15/11 | Annual Review |
| 3 | 5/15/13 | Annual Review |
| 4 | 5/15/14 | Annual Review |
| 5 | 5/15/15 | Annual Review |

| | | Procedure No. | EERP |
|---|---|---|---|
| **ELECTRIC EMERGENCY RESPONSE PLAN** | | Section No. | VIII-A3 |
| | | Revision No. | 9 |
| Transmission/Substation & Switching Procedures | | Revision Date | 5/15/2015 |
| | | Supersedes Date: | 5/15/2014 |

**Table of Contents**

## 1.0 Introduction

This procedure will detail the processes used by Unitil 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). Transmission/Substation and Switching procedures must also enhance the ability of response to efficiently complete the task at hand. 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.

### 1.1 Purpose

Operation and control of the Unitil transmission system is managed through the Dispatch group in Central Electric Dispatch (CED). Transmission restoration priorities are set by the System Transmission & Substation Unit Lead (with input from the Planning Section Chief) and communicated to the Transmission/Substation and Switching Regional Coordinators 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 (OMS, SCADA, One-Line Diagrams, damage assessment and regular conference calls) provide significant up to date status information which is used in determining restoration priorities.

### 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 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, Business Continuity & Compliance is responsible for maintaining this procedure. Annually or after a storm or exercise 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, Business Continuity & 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.

### 1.4 Availability

Business Continuity and supported services staff have access to this document via the Unitil UShare location and are encouraged to print hard copies of the same.

**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

Unitil Electric System Switching & Clearance Procedure;

Unitil Safety Tagging Procedure

## 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 Transmission/Substation and Switching Unit Lead 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 |
| 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 depicts the Planning Unit organization to which the TSUL reports to and the link to the affected regions. Role specific position checklists can be found in Attachments 1 and 2 to this ERP.
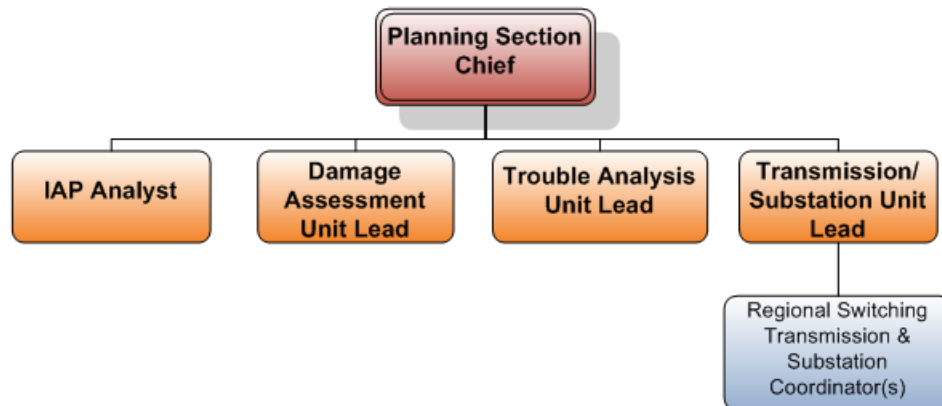


**Figure 1**
**System Planning Section**

## 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 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.

### 1.6    4.2    Restoration Work Flow

**1.7    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
- 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;

- 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

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 beforehand 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 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.

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.

## 2.0      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 Willett | Sw/Trans/Sub Coordinator (Seacoast) | | |
| Paul Krell | Sw/Trans/Sub Coordinator (Capital) | | |
| Mario Barone | Sw/Trans/Sub Coordinator (Fitchburg) | | |

### 5.2      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: (603) 225-3134 | 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.<br>P.O.Box 4537<br>1750 Emmitsburg Rd<br>Gettysburg, PA 17325 | | |
|---|---|---|
| Aviation Services Unlimited Inc<br>P.O.Box 629<br>Oriskany, New York 13422 | | |

**5.3    Electric Contractor Contact List**

For a list of all electrical contractors used, refer to the Resource Unit who maintains and updates these lists annually. Contractor contact lists can be found on the UShare Contact Directory.

**6.0    Forms, Reports, and Policies**

The following forms are typically utilized when executing the Transmission/Substation & Switching procedure. Copies of these forms can be found in Section IX – Forms & Reports

- Damage Assessment Form and Envelope
- Crew Transfer Sheet
- Daily Crew Tracking Sheet
- Helicopter Patrol Form

**Attachment 4**

**Damage Assessment Procedure**

**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, Business Continuity & Compliance

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Richard L. Francazio

Director, Business Continuity & Compliance


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Ray Letourneau

Director, Electric Operations


RECORD OF CHANGES

| REVISION | DATE | DESCRIPTION |
|---|---|---|
| 0 | 07/30/09 | First Draft Revision |
| 1 | 10/15/10 | Annual Revision |
| 2 | 5/15/11 | Annual Revision |
| 3 | 5/15/12 | Annual Revision |
| 4 | 5/15/13 | Annual Revision |
| 5 | 5/15/14 | Annual Revision |
| 6 | 5/15/15 | Annual Revision |

**Table of Contents**

**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 the Damage Assessment process is to gain an understanding of the extent of the damage incurred, by surveying damaged facilities and updating records as repairs are completed which will assist in planning restoration resources.

This procedure defines roles and responsibilities for those personnel involved in the Damage Assessment process as well as the damage assessment stages 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, Business Continuity& 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 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, Business Continuity & 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.

**1.4     Availability**

Business Continuity, Damage Assessment teams and supported services staff have access to this document via the Unitil UShare location.

**NOTE:** Only up-to-date versions of the documents are posted on the UShare site. 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 Commander |
| 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:

        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 Stage 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.

### 3.0 Damage Assessment Organization
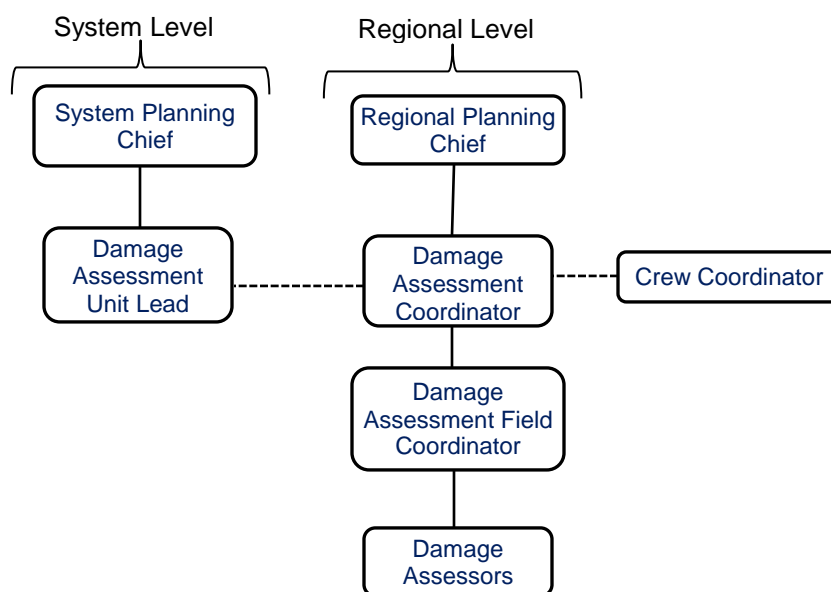


*In certain events it may not be necessary to activate the Damage Assessment Field Coordinator, in such cases the Damage Appraisers will report directly to the Regional Damage Assessment Coordinator.

Role specific checklists can be found in Attachments 1 and 2 of this ERP.

### 4.0 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.

### 4.1 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 Emergency Response Teams (IC/R-OAC):

- Agree on advance placement of Damage Assessors

- Assign personnel or request outside resources to report as Damage Assessors

Regional Damage Assessment Teams:

- Ensure all Damage Assessor material requirements are met, including DA forms and Maps, 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 Stage 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 Estimate Impact Indices (EII) may warrant the need to procure helicopter arrangements before the end of the storm event in anticipation of severe damage to the system.

**4.2     Actions During the Event**

Damage Assessment Coordinator

- Receive preliminary trouble information from the Planning Chief to be used when assigned preliminary patrols (i.e. priority feeders locked out);
- Assign feeders/work packets to Damage Assessors (or DAFC);
- Create estimated crew hour requirement based on tallies from DA forms;
- Receive completed DA information and analyze/prioritize for development of work packets;
- Develop and update the regional Damage Assessment Spreadsheet with information and periodically provide updates to the Regional Planning Chief and System Damage Assessment Unit Lead;
- Estimate Restoration Time by the number of restoration crews available

**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;
- Ensure timekeeping is documented for assigned DA crews.
- Tracks damage assessment crew locations and progress;
- Ensure delivery of DA patrols to DA Assessors in the field or at staging locations;

- Tallies material and repair requirements from the DA Detail Sheets on the DA Envelope;

- 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 Stage 1 and Stage 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 and Maps

- 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.

### 4.3    Post-Storm Actions

Regional 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 Business Continuity at the conclusion of the storm event for documentation.

## 4.4 Damage Assessment Process Flow



## 4.5 Damage Patrol

### 4.5.1 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 stages: Stage 1 and Stage 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 circuits and estimated number of customer outages. Damage appraisal, restoration assignments, and restoration record keeping shall be by Circuit Number. For large

circuits that require sectionalizing for damage assessment, the DAC must ensure the circuits on the maps are clearly labeled as such for the damage assessors to prevent any overlap in patrols.

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.

### 4.5.2    Stage 1 Damage Patrol

Stage 1 Damage Patrols will begin as soon as practicable following the storm.

The Stage 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 Stage 1 Damage Patrol Detail Sheet (also found in Section IX Forms and Reports).

Critical Customers shall be Stage 1 priority. Priority Feeders are assigned to the Damage Assessors by the DAC in the region.

### 4.5.3    Stage 2 Damage Patrol

Stage 2 Damage Patrols will begin immediately following completion of the Stage 1 Damage Patrol process.

The Stage 2 Damage Patrol will identify physical damage on fused taps, single phase primary, secondary, and services. Stage 2 details are entered on the Stage 2 Damage Patrol Detail Sheet (also found in Section 7.0 Forms, Reports, and Policies).

### 4.5.4    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 receives the completed damage assessment forms and reviews the materials. After review, the envelope is assigned a work packet number by the Damage Assessment Coordinator and is given to the appropriate restoration crews via the Regional Crew Coordinator.

### 4.5.5    Damage Patrol Detail Sheets

Damage Assessors 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 Stage 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.

### 4.5.6    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 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.

### 4.5.7    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 Commander and Regional Planning Chief will arrange for deployment of additional resources.

## 5.0    Resources and Contact Information

### 5.1    Damage Assessment Response Organization

Personnel assigned as Damage Assessment Coordinators for each region can be found on the UShare Emergency Management site. Third party damage assessment contractors contact information can be found in the Contact Database on UShare.

## 6.0    Forms and Reports

The following forms are typically utilized when executing the Damage Assessment Procedure. Copies of these forms can be found in Section IX – Forms and Reports.

- Damage Assessment Sheets and Envelope

- Helicopter Patrol Form
- Damage Assessment Spreadsheet

**Attachment 5**

**Storm Response Unit (SRU)**

**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, Business Continuity& Compliance

_____

Richard L. Francazio

Director, Business Continuity& Compliance

_____

Ray Letourneau

**RECORD OF CHANGES**

| REVISION | DATE | DESCRIPTION |
|---|---|---|
| 0 | 8/14/09 | Initial Issue |
| 1 | 5/15/10 | Annual Review |
| 2 | 5/15/11 | Annual Review |
| 3 | 5/15/12 | Annual Review |
| 4 | 5/15/13 | Annual Review |
| 5 | 5/15/14 | Annual Review |
| 6 | 5/15/15 | Annual Review |

| | ELECTRIC EMERGENCY RESPONSE PLAN | Procedure No. | EERP |
|---|---|---|---|
| | | Section No. | VIII-A5 |
| | | Revision No. | 6 |
| | Storm Response Unit (SRU) Procedure | Revision Date | 5/15/2015 |
| | | Supersedes Date: | 5/15/2014 |

**Table of Contents**

**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, 2 and 1 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 Business Continuity 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 Business Continuity 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 Business Continuity & 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.

**1.4    Availability**

Business Continuity and support services staff have access to this document via Unitil's UShare drive.

**NOTE**: Only up-to-date versions of the documents are posted on the Hampton UShare drive. All other revisions (both electronic and hardcopy) should not be referenced and discarded.

**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 Operations Center

R-OAC        Regional Operations Area Commander

SAL           Storm Assignment List

S-EOC        System-Emergency Operations Center

SRU           Storm Response Unit

## 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 Business Continuity 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:



SRU Positions

### 3.1    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 |

### 3.2    Preparation Requirements

SRU members will keep a travel storm kit ready for deployment. The travel storm kit should include the items found in the following table:

| 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 | | | |

## 4.0 Process Description

### 4.1 Process Flow



**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 Business Continuity. Business Continuity. 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, Business Continuity. 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 Business Continuity 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.

### 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

## 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 # | Crew Coordinator | Switching Trans/Sub | Trouble Analysis | Wire Down | Damage Assessment | Materials/ Facility | Resource/ Lodging/Meal |
| 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 # | Crew Coordinator | Switching Trans/Sub | Trouble Analysis | Wire Down | Damage Assessment | Materials/ Facility | Resource/ Lodging/Meal |
| Chuck Lloyd | | | | X | X | X | X | X | | |
| Stan Balch | | | | X | X | X | X | X | | |
| Gary Raymond | | | | | | X | X | X | | |
| Tom Biklen | | | | | X | X | X | | | |
| Celine Cote | | | | | | | | | X | X |
| Ed Thompson | | | | | | | | | X | X |

### 5.3 SRU Member List-Fitchburg

<table>
<tr><th colspan="12">Fitchburg Based Members</th></tr>
<tr><th colspan="4">SRU Position Qualifications:</th><th>Crew Coordinator</th><th>Switching Trans/Sub</th><th>Trouble Analysis</th><th>Wire Down</th><th>Damage Assessment</th><th>Materials/ Facility</th><th>Resource/ Lodging/Meal</th></tr>
<tr><th>Name</th><th>Work #</th><th>Home #</th><th>Cell #</th><th></th><th></th><th></th><th></th><th></th><th></th><th></th></tr>
<tr><td>Keith Caribo</td><td></td><td></td><td></td><td>X</td><td>X</td><td>X</td><td>X</td><td>X</td><td></td><td></td></tr>
<tr><td>Mark Frappier</td><td></td><td></td><td></td><td>X</td><td>X</td><td>X</td><td>X</td><td>X</td><td></td><td></td></tr>
<tr><td>Dave Cutting</td><td></td><td></td><td></td><td>X</td><td></td><td></td><td>X</td><td>X</td><td></td><td></td></tr>
<tr><td>Jim Dee</td><td></td><td></td><td></td><td>X</td><td></td><td>X</td><td>X</td><td>X</td><td></td><td></td></tr>
<tr><td>Peg Vanhillo</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td>X</td><td>X</td></tr>
<tr><td>Wilma Foster</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td>X</td><td>X</td></tr>
</table>

### 6.0 Forms, Reports, Policies

The following forms are typically utilized when executing the Storm Response Unit Procedure. Copies of these forms can be found in Section IX – Forms and Reports.

- Crew Transfer Sheet
- Daily Crew Tracking

**Attachment 6**

**Logistics Procedure**

**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, Business Continuity and Compliance

_____

Richard L. Francazio

Director, Business Continuity and Compliance

**RECORD OF CHANGES**

| REVISION | DATE | DESCRIPTION |
|---|---|---|
| 0 | 8/31/09 | Initial Issue |
| 1 | 10/15/10 | Annual Revision |
| 2 | 5/15/11 | Annual Revision |
| 3 | 5/15/12 | Annual Revision |
| 4 | 5/15/13 | Annual Revision |
| 5 | 5/15/14 | Annual Revision |
| 6 | 5/15/15 | Annual Revision |

## Table of Contents

## List of Figures

## 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 procedure defines the specific aspects of the ERP that the Logistics Section performs at both the system and regional level for an emergency 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, Business Continuity 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, Business Continuity and Compliance. All documented comments shall be retained in a separate file and reviewed each time this procedure is revised.

### 1.4 Availability

Business Continuity and supported services staff have access to this document via Ushare and are encouraged to print hard copies of the same.

**NOTE:** Only up-to-date versions of the documents are posted on UShare. 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 procedure 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 ERO 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;

  - Reference to any existing Departmental procedures or instructions designed to facilitate logistics support.

### 2.1 Acronyms

| | |
|---|---|
| EOC | Emergency Operations Center |
| ERO | Emergency Response Organization |
| 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 Commander |

| 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.

## 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 an 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, MA

**2.4    Emergency Classification Matrix**

The Event Type Classification Tables (Found in Section IV - Pre-Planning Activities) 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 Event Type Classification Tables also give 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 any time 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 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 Commander (R-OAC).

Depending upon the emergency event, the IC will classify and assess the emergency using the Event Type Classification Tables.   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.

### 3.0 System Logistics Organization



**Figure 1 - System Logistics Organization**

### 3.1    Regional Logistics Organization
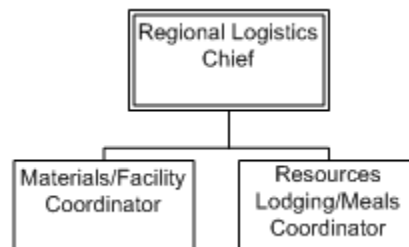


**Figure 2 - Regional Logistics Organization**

### 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/Exercises

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 Business Continuity. 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 NAMAG

- Acquires additional resources as directed by Planning Unit

- Maintains current 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

- 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**

### 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 may include status boards, regional maps, PC's, telephones, fax and printing machines, ERPs and reference materials, and administrative supplies.

### 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 Telecommunications Coordinator in the IT department.

## 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 Event Types 1 and 2 and possibly some Event Type 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 R-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).

The 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.

### 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.

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 Logistics 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:

1. Request that evaluations be performed (as needed) at the close of the event

2. Participate in the Section evaluation process with input from all Resource Unit personnel within seven (7) business days of the event

3. Ensure that the results of the evaluations are submitted in a timely manner;

4. Ensure that all submitted comments and associated recommendations have been reviewed;

5. Implement recommendations perceived as improving the operations in a timely manner; and

6. Revise the System Resource Unit section of the Plan, including the implemented recommendations, as needed.

## 6.0 Procurement Unit Procedures

### 6.1 Overview

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 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 peak normal demands. Additional Demands of these emergency materials will be supported by the vendors below:

Graybar

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 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

- 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 Procurement Unit Lead 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 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 an 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.

If a major event is declared which requires staging sites to be activated, the PUL will notify the assigned stockroom 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

Regional Stockroom personnel 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 are a kit of

materials of approximately two pallet sized bins of materials built to support about five (5) crews approximately three (3) days.

Once a staging site has been established, Regional stockroom personnel 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. The relative volume of material is expected to keep 50 crews working approximately 3 days.

## 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 Event Types 1 and 2 and some Type 3 events it will be necessary to bring additional resources in to support R–EOC restoration activities. Often for Types 1 and 2 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

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 Event Types 4 and 5 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 Event Type 1 and 2 events and some Type 3 events, the S-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 Resources, Lodging & Meal Coordinators 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.

The regional 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.

**7.3 Meals**

Meals schedules will be established by the Operations Section Chief depending on work schedules. 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 at the beginning of their shift. 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 pick up food at pre-planned locations.

During full activation of the S-LSO, S-L/MU 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.

## 8.0 Staging Site Procedure

Due to the size and complexity of staging site operations refer to procedure EP-E-P05 (Attachment 7 – Staging Site Operations Procedure).

## 9.0 Forms, Reports, and Policies

The following forms and reports are typically utilized when executing the Logistics procedure and can be found in Section IX – Forms and Reports.

- Crew Transfer Sheets
- Crew Staffing Summary
- Crew Tracking Sheet

## 10.0 Logistics Unit Contact Information
All internal Logistics assigned personnel (Resource Unit, Procurement Unit, Lodging/Meals Unit, Staging Site Unit) can be found on the UShare Emergency Management site. External logistical contacts can be found in the Contact Database on UShare while the Staging Site and Lodging/Meals Units maintain a separate database on the UShare Logistics site.

**Attachment 7**

**Staging Site Operations**

## FOREWORD

The purpose of this document is to detail the process in which to implement logistical strategies that enhance the Company's ability to support response personnel at established staging sites during an event requiring large amounts of external resources and/or mutual aid.

Any questions or inquiries regarding information provided in this document should be referred to the Director, Business Continuity & Compliance.

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Richard Francazio

Director, Business Continuity & Compliance

## REVISION HISTORY

| REVISION | DATE | DESCRIPTION |
|---|---|---|
| 0 | 08/14/2009 | Initial Issue |
| 1 | 5/15/2011 | Annual Review |
| 2 | 5/15/2012 | Annual Review |
| 3 | 5/15/2013 | Annual Review |
| 4 | 5/15/2014 | Annual Review |
| 5 | 5/15/2015 | Annual Review |
| 6 | 9/1/2015 | Revisions (Exercise Improvements) |

## Table of Contents

**1.0    Introduction**

This procedure will detail 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). When a staging site is utilized, 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 a 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 when their number exceeds the amount able to be handled from a DOC location. These sites allow for positioning crews and materials close to the affected areas and enable effective coordination of support services.

The logistical ability to support personnel during an emergency response situation is vitally important and must be consistent with restoration operations. 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, managed, and demobilized at a staging site of the type defined in Section 3.2 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.

**1.3    Updating the Procedure**

The Director, Business Continuity 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. 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, Business Continuity & 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.

**1.4    Availability**

Business Continuity and supported services staff have access to this document via UShare and are encouraged to print hard copies of the same.

**NOTE**: Only up-to-date versions of the documents are posted on UShare. All other revisions (both electronic and hardcopy) should not be referenced and discarded.

**1.5    References**

Unitil's Electric ERP

**2.0 General Information**

**2.1 Acronyms**

| | |
|---|---|
| BL | Base Logistics |
| IC | Incident Commander |
| ICS | Incident Command System |
| IT | Information Technology |
| CIO | Chief Information Officer |
| DOC | Distribution Operations Center |
| ERP | Emergency Response Plan |
| HR | Human Resources |
| LMUL | Lodging & Meals Unit Lead |
| PO | Property Owner |
| PUL | Procurement Unit Lead |
| R-OAC | Regional – Operations Area Commander |
| R-EOC | Regional – Emergency Operations Center |
| R-LC | Regional Logistics Chief |
| RUL | Resource Unit Lead |
| R-SC | Regional Safety Coordinator |
| SAL | Storm Assignment List |
| S-EOC | System – Emergency Operations Center |
| S-F/FUL | System Fleet & Facilities Unit Lead |
| S-LSC | System – Logistics Section Chief |
| SSUL | Staging Site Unit Lead |
| SSA | Staging Site Assistant |
| SSC | Staging Site Coordinator |
| SST | Staging Site Team |

**2.2 Staging Site Types**

A staging site acts as a temporary location to assemble and process responding resources during an emergency event. When the amount of resources and materials necessary for the event exceeds the amount that can be handled from an existing DOC location, a staging area may be used to better coordinate response. These staging areas are pre-identified locations throughout Unitil's service territory that have been identified and agreed upon for use by the property owner (PO). Typically the following considerations are taken into account when selecting locations to be used as staging areas:

- Paved areas are preferable w/ ability to establish traffic flow;

- Schools, Malls, or other areas where staging operations would be required to move as the community returns to normal;

- Ability to expand in the area of secure additional nearby areas

- Location specific hazards (flooding, noise, or other hazards); and

- Location consideration to: major highways; service areas; lodging and other amenities;

Unitil has identified three basic sites types that may be used by the Company during a major emergency event as detailed in the following sections.

### 2.2.1. 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).

A checklist found in Section 5 reference 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 resource numbers. See Section 6 for an example of resources needed for this type of site.

### 2.2.2. 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. A checklist found in Section 5 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 resource numbers. See Section 6 for an example of resources needed for this type of site.

### 2.2.3. Staging Site

A Staging Site is a defined location used to assemble and resupply the responding 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 group of Storm Assignment Listing (SAL) personnel that mobilize, manage, and demobilize the staging site. This organization is further defined in Section 3.0 and is supplemented as needed with additional resources based on the scope of the site.

The major functions typically occurring from a full Staging Site location include: resource accountability & briefings; material and work distribution/recovery; parking and overnight re-fueling; and meal distribution. Resources assigned to the Staging Site are typically transported to and from the staging site to their lodging location each shift to ensure maintenance and re-fueling of vehicles is completed overnight.

The assigned Staging Site Coordinator has overall responsibility to ensure ongoing management of the sites daily activities and is aided by Base Logistics, Staging Site Assistants and additional staff as required.

A checklist found in Section 5 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 numbers.

## 2.3    Staging Site Organization

The following figure depicts Unitil's typical Staging Site organization and supporting functions within the response organization. Unitil personnel have been identified and assigned roles as listed below, however staging site response will be determined by the type of site and scope of the event. These personnel have responsibilities as outlined in Section 3 of this procedure.
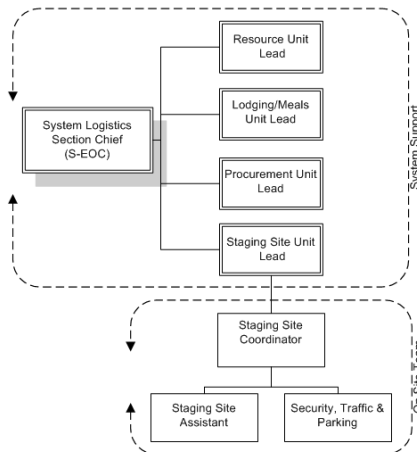


**NOTE**: The Staging Site Unit Lead (SSUL) is located in the Hampton S-EOC, while those reporting to the SSUL report to and work from the established staging site area. Additional functions may also report to the Staging Site such as the Communications and Liaison Teams, based on the event.

### 2.3.1.   Sample Staging Site Layout

## 3.0 Roles and Responsibilities

Depending on the type of emergency and site, various functions and external support may be assigned to work from a staging site location. Key roles of the Staging Site Team include: Staging Site Unit Lead; Staging Site Coordinator; Staging Site Assistant; and Security/Traffic & Parking (typically external resources). These roles are identified within the ERP and objectives will vary based on the incident and site specific requirements. The Company also maintains an agreement with Base Logistics, an emergency response logistics vendor, to assist in the mobilization, operation, and demobilization of staging sites, when needed.

Once a staging site has been setup and it operational, additional roles may be assigned to the staging site as detailed is in the following sections.

### 3.1 Staging Site Team

The Staging Site Team is activated when the decision to mobilize a site for an area is made by the R-OAC and IC. The initial request for a staging site is then made to the S-LSC at the S-EOC and relayed to the Staging Site Unit Lead to mobilize the Staging Site Team. The Staging Site Team has overall responsibility for mobilizing and managing a site throughout restoration efforts, including the demobilization of the site once notified to do so.

Staging Site Unit Lead

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 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 supporting system logistics units in the S-EOC, the SSUL will ensure logistical activities are coordinated for the site(s) including the activation of Base Logistics, transportation, meals, lodging, security and traffic control, vehicle fueling, and materials delivery.

Staging Site Coordinator

A Staging Site Coordinator is assigned to each identified staging area to be used and has overall responsibility for site deployment, staffing, operations and demobilization. The Site Coordinator works directly from the staging site and works closely with Base Logistics representatives to setup, mobilize, and manage the sites daily activities. The Site Coordinator will account for all resources at the site and ensure coordination with onsite Operations personnel and other regional functions throughout the sites operations to ensure ongoing restoration progress. Once notified to do so, the Site Coordinator (in coordination with Base) will demobilize the site and return it to the appropriate property owner.

Staging Site Assistant

The Staging Site Assistant will assist the Coordinator of the site in managing the daily activities at the site and ensure ongoing operations. The Site Assistant works directly from the site and will work closely with Base Logistics and others (as instructed by the Site Coordinator) to ensure smooth operations of the site.

Security, Traffic, & Parking

Security, Traffic and Parking activities are vital to ensure ongoing Operational effectiveness at a staging site. Security services are typically 3rd party security vendors procured for 24/7 posted security at the site entrance and perimeters, while traffic and parking responsibilities belong to the Staging Site Coordinator (with additional vendor support if needed). The flow of traffic and parking areas must be identified for a site prior to setup to ensure a secure and seamless flow of traffic and allow for overnight re-fueling operations to occur.

### 3.2    Additional Positions

When a staging site is activated for a region, many other positions may report to and work out of the staging site area to ensure operations are conducted effectively and are detailed below.

Regional Operations & Safety

Depending on the type of site and resources assigned, various members of the Regions Operations Unit may report to the staging area, including the Operations Chief, Safety Coordinator, Crew & Forestry Coordinator, Operations Staging Site Coordinator, and others as needed. The Operations personnel will ensure that crews are assigned work locations and provided with PPE and Safety briefings for restoration work and will coordinate closely with the Staging Site Coordinator to ensure the accountability of all resources assigned to the site.

Lodging & Meals (Regional & System)

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. This group will work closely with Base Logistics to ensure appropriate services are available at the staging site.

Resources (System)

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.

Procurement (System)

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.

Admin/Finance Unit (System)

The Admin/Finance Unit at the system level provides HR, IT and fleet support during an emergency event including staging areas. The Fleet & Facilities Unit Lead (FFUL) in the Admin/Finance Unit works closely with Logistics to ensure ongoing fleet maintenance and support while the site can also utilize the IT Unit Lead for technology support.

Communications (CIO Team)

Due to the likelihood of increased media interest at established staging sites, the CIO team will evaluate the need for an on-site media representative. Also, to ensure the reliability and consistency of restoration information, all media communications must be directed through the CIO team. Should media presence be onsite at the site, the Site Coordinator must ensure they are only communicated with by a member of the CIO Team.

### 3.3    Base Logistics

The Company maintains an agreement with Base Logistics for 24/7 availability in the event of an emergency event requiring the use of a staging site. Once mobilized, the Base Logistics area manager will coordinate deployment and daily functions of the resources assigned to the site and interface with Unitil on-site staging site personnel to ensure that all logistical requirements are met. Base Logistics maintains an updated emergency logistics plan which is reviewed by the Company.

## 4.0 Operational Overview

### 4.1 Preparedness Activities

Routine and annual preparedness activities are vital to ensure the efficient operation of a staging area. The following roles identified have been given preparedness tasks as detailed below:

Staging Site Unit Lead - Overall logistics support & coordination

- Ensure all roles within the Staging Site Unit are assigned and trained as appropriate;

- Ensure an adequate amount of staging site locations are identified for each operating region and work with Operations to identify additional sites, if needed

- Ensure that all pre-identified staging site locations have the proper documentation (including agreements and layouts) and are updated appropriately;

- Annually review all logistical processes and procedures (including 3rd party plans);

- Ensure annual training and exercise are conducted; and

- Prior to a known emergency, outreach to Property Owners (PO) and Base Logistics for availability and standby services and confirm all contacts.

Staging Site Coordinator – Overall Staging Area deployment, staffing, operations, and demobilization

- Ensure that personnel protective equipment and staging site equipment is readily available;

- Review all staging site and logistical documents and procedures (including site layout, requirements and Base plans);

- Participate in trainings and exercise annually;

Staging Site Assistant – Assistance with overall Staging Area deployment, staffing, operations, and demobilization

- Ensure that personnel protective equipment and staging site equipment is readily available, as instructed;

- Review all staging site and logistical documents and procedures (including site layouts);

- Participate in trainings and exercise annually;

### 4.2 Notification/Mobilization

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 Lead, conferring with the R-OAC, to confirm the location and scope of Staging Sites required for the emergency.

The SSUL will initiate notifications to personnel assigned to the Staging Site Team (SST) to ensure their availability and mobilize to the expected site(s). Once Staging Site personnel are notified, the Staging Site Unit Lead will develop shift schedules to ensure 24/7 coverage of each staging area and will notify the S-LSC to confirm contacts are made and personnel are reporting for emergency duty. The SSUL should also confirm with local Operations to ensure the scope of the staging area meets the R-OAC's expectations.

**Note:** Each active site should be assigned 1 Staging Site Coordinator and Assistant available for each shift throughout the sites operation.

For events in which the S-EOC is not established but a staging area is needed, the SSUL will interface directly with the affected office (and Base Logistics) to ensure appropriate staging area location(s) are established. The following diagram details the overall staging site process.
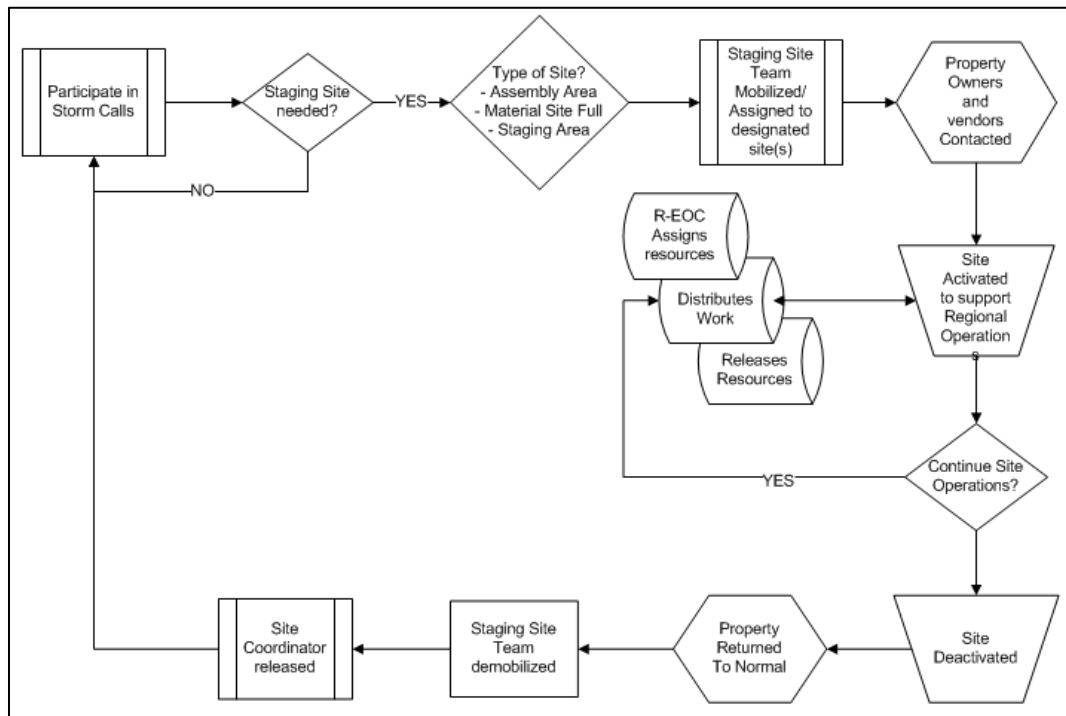


### 4.3    Site Setup & Equipment

Once the decision has been made to mobilize a site location, the SSUL will make the proper notifications to both Base Logistics (formal Authorization to proceed form) and the PO of the desired site to confirm availability. Based on the type of emergency (hazardous weather conditions vs. blue-sky emergencies) a staging site is typically setup following departure of the weather event to prevent further damage.

Once safe to do so, the site will be setup in accordance with the available site layouts tailored to the needs of the regional response team. Base Logistics maintains appropriate vendor contacts to setup a staging site as instructed by the SST. The SST will work closely with Base during the initial setup of the site and must ensure an adequate amount of available additional equipment including cones and signs as detailed in Section 5.0 for the type of site. Additional equipment can be requested through the Procurement Unit Lead (PUL) in the S-EOC.

The primary means of communications in the Staging Site is through the use of cellular telephones and two-way radios. Additional Cell Phones, Laptops and printers have also been acquired for deployment to staging site areas as needed and are tested at least annually by IT. Based on the type of site, additional IT equipment may be setup to aid operations and can be requested through the IT Unit Lead in the S-EOC.

Once the site has been fully setup and is operational, notification must be made to the appropriate response personnel to begin the arrival of resources at the site. This notification is made by the SSUL at the S-EOC to ensure all responding functions are aware of staging operations.

### 4.4 Daily Operations

Once a location is established and prior to resources arrival, the Staging Site Coordinator must ensure traffic and parking coordination/signage to ensure repairs and fueling at staging areas can occur. The site's daily operations will be dependent on the services that have been determined to be provided by the R-OAC.

Typically, daily activities for a staging site area include, but are not limited to:

- Receiving arriving crews (Onboarding process);
    - o Including Operational & Safety briefings
    - o Logistical accommodation information
    - o Additional information/resources for mutual aid
- Daily crew management (check-in/check-out);
- Distribution of work packages to repair & forestry crews assigned;
- Recovery and distribution of materials and equipment;
- Fleet maintenance and re-fueling of vehicles;
- Catering and/or distribution of boxed lunches to crews;
- Transportation of assigned resource to/from lodging locations;

The assigned Staging Site Coordinator is responsible for overall site management and daily operations and will ensure that the proper security measures are taken for the site including:

- Setup of a security post at entrance/exits;
- Traffic control to ensure safe travel; and
- Site roving security (24/7 coverage)

Base Logistics assistance and coordination with the Staging Site Coordinator is vital to ensure successful management of daily staging site operations. Base Logistics maintains vendors and plans to assist with the following activities:

- Setup of the site;
- Catering/Foodservice;
- Laundry, Washrooms, Waste Management; and
- Transportation;

The FFUL at the S-EOC will maintain regular communications with the Staging Area Coordinator and local Logistics team to arrange for any fleet-related logistics requirements in the staging area and to coordinate overnight re-fueling operations.

### 4.5 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. Once notified to do so, Base Logistics will de-activate vendors and services as appropriate in an expeditious manner and report vendor release dates to Unitil.

The Staging Site Coordinator is responsible to ensure demobilization activities occur and conduct a walkthrough of the property with the PO before it is fully returned to the PO.

The following is an overview of the de-mobilization and functional release 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.

It is important to ensure all staging site activities are documented (by the Staging Site Coordinator)

## 5.0 Checklists & Reference

### 5.1 Assembly Area Resource Needs

| 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 | 2 | 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 |

### 5.2 Material Lay-Down Area Resource Needs

| 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 |

### 5.3 Full Staging Site Resource Needs

| Staging Site for 250 Personnel (100 Crews) | | |
|---|---|---|
| Resource | Qty | Resource |
| Fan | 2 | Seasonal – spring, summer, and fall for materials tent |
| 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, two for kitchen, |
| Light Tower | 8 | Optional based upon existing operational site lighting |
| Portable Restroom | 12 | |
| RV | 3 | One – site lead, one – materials, one – operations and safety |
| 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 |
| **Transportation** | | |
| 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 onsite)** | | |
| Caterer (on-site) | 1 vendor | For 125% of site's total population |
| Ice | Varies | Seasonal amount – winter/spring = 1 bag/crew/day + 10% over; summer/fall = 3 bags/crew/day and 25% over |
| Ice Storage | 1 trailer | Refrigerated trailer or truck |
| Snacks | Varies | (4) per person/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/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 |

### 5.4    Full Staging Site Setup Checklist

**(Performed by Staging Site Coordinator and/or Assistant)**

| 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) has 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<br>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: | |
| ☐ | Site has waste 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 | |
| **Light Towers (minimum of 6 or 8 dependent 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 |
| ☐ | 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 | |

## 6.0   Forms, Reports, and Policies

The following forms and reports are typically utilized when executing the Staging Site Operations procedure and can be found in Section IX – Forms and Reports.

- Crew Transfer Sheet
- Daily Crew Tracking Sheet

## 7.0  Resources and Contact Information

### 7.1  Staging Site Contact Information

Internal personnel assigned to the Staging Site Unit can be found on the Emergency Management UShare site and Staging site locations are also maintained in a database on the U-Share Logistics site.

**Attachment 8**

**Environmental Release Response Procedure**

## 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, Business Continuity& Compliance

603-773-6459


_____/signed/ _____

Thomas J. Murphy

Manager, Environmental Compliance

603-379-3829

| RECORD OF CHANGES | | |
|---|---|---|
| REVISION | DATE | DESCRIPTION |
| 0 | 02/10/10 | Initial DRAFT Issue |
| 1 | 11/30/11 | Regulatory review for state and typographical corrections |
| | | |
| | | |

**1.0   Introduction**

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.

**1.1   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).

**1.2   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.

**1.3   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 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 cleanup - 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).

### 2.2    Decommissioned Substations

Release response actions conducted at decommissioned substations will comply with the pending EP-17 (Decommissioning Substations).

### 2.3    Active Electrical Substation 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 cannot 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 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 clean up 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
  - 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.

**4.1    Purpose**

The purpose of this EP is to ensure the proper response to a release of oil or hazardous materials to the environment.

**4.2    Applicability & Scope**

The applicability of this section is limited to the Manager, Environmental Compliance and/or their designated representative(s).

**4.3    Definitions**

**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.

**Oil -** Means oil of any kind, including petroleum and mineral oil in electrical equipment, motor oil, fuel oil, hydraulic fluid, diesel fuel, etc.

**PCB-Contaminated Oil -** Means oil containing PCBs in the quantity ranging from $\geq 50$ but < 500 ppm.

**PCB Oil -** Means oil containing PCBs in a concentration $\geq$ 500 ppm.

**Release -** Means any spilling, leaking, pumping, pouring, emitting, emptying, of a substance into the environment.

**Reportable Quantity (RQ) -** Means that quantity of a material or substance released to the environment as defined in 40 CFR 117 and 302.

**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.

### 4.4    Responsibilities

#### 4.4.1.   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 cleanup 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 cleanup crews in making arrangements for waste disposal.
7.  Supervise spill cleanup contractors/consultants, if necessary, during spill cleanup operations.
8.  Categorize the spill as a Category 1 or Category 2 spill.
9.  Confirm cleanup.
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 Business Continuity– Environmental web site for a copy of the form.

### 5.3    Record Retention

See EP-10 (Document Control) for retention requirements.

**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 $\leq$ 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.

**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.

## 6.3    Sudden Release Response Procedure

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.

**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.

### 6.4    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 cleanup.

### 6.5    Use of Clean up Contractor

The Manager, Environmental Compliance or designated representative is authorized to hire qualified contractors for the cleanup 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.

### 6.6    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.

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.

### 6.7    PCB Cleanup 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.

### 6.8    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 cleanup. Copies of documentation submitted to environmental agencies may be provided to the property owner.

**6.9    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.

**6.10    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.

**6.11    Release 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.

**6.12    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.

**6.13    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.

**7.0    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.

### 7.1 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.

#### 7.1.1. 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).

#### 7.1.2. 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.

- 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.

      ° 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.

### 7.1.3. 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.

### 7.1.4. 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.

### 7.1.5. 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.

## 7.2 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.

## 7.3 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.

### 7.4 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.

### 7.5 Sudden Release Response Procedure

This procedure shall be used as general guidance for notification of sudden releases of oil or hazardous substances.

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.

> 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.

### 7.6    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 cleanup or by approved clean up contractors.

### 7.7    Use of Clean up Contractor

The Manager, Environmental Compliance or designated representative is authorized to hire qualified contractors for the cleanup 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 cleanup activities. A Company employee or designated representative, though, must be present at the end of the cleanup activities to ensure the cleanup is complete and to sign appropriate paperwork.

### 7.8    Documentation of Response and Clean up Actions

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 cannot 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 cleanup 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 cleanup, 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 cleanup standards for PCB wipe samples, but not for most other contaminants). The laboratory shall be requested to analyze the samples for the contaminant released.

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.

### 7.9 PCB Cleanup 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.

### 7.10 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.

### Release Abatement Measures (RAM)

RAMs are response actions that help limit the total clean up or which allow cleanup 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.

### 6.10.2 Massachusetts Contingency Plan Cleanup Standards

In Massachusetts, soil and groundwater cleanup 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.

Cleanup 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.

### 7.11 Private Property Clean up

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 cleanup. 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.

### 7.12 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 cleanup, the Director, Business Continuity& Compliance shall determine how to proceed.

### 7.13 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 cleanup 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.)

**7.14    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.

**7.15    Releases to Water and Wetlands**

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**.**

**7.16    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.

**7.17    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.

### 8.0 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.

### 8.1 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.

### 8.2 Sudden Release Response Procedure

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.

**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.

### 8.3    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 cleanup.

### 8.4    Use of Clean up Contractor

The Manager, Environmental Compliance or designated representative is authorized to hire qualified contractors for the cleanup 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.

### 8.5    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.

**8.6 PCB Cleanup 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.

**8.7 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 cleanup. Copies of documentation submitted to environmental agencies may be provided to the property owner.

**8.8 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.

**8.9 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.

**8.10 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.

**8.11 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.

## 8.12    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.

## 8.13    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

**Attachment 9**


**Restoration Safety Handbook**

**Electric Storm Emergency Restoration Crew Handbook**

Version 2011-1

## Contact Information

Distribution Operations Center(DOC) Name

Region

Assigned Location/Staging Site Name

Assigned Location/Staging Site Contact Name

Assigned Location/Staging Site Phone #

Crew 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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| | | Procedure No. | EERP |
|---|---|---|---|
| | **ELECTRIC EMERGENCY RESPONSE PLAN** | Section No. | VIII-A9 |
| | | Revision No. | 7 |
| | Restoration Safety Handbook | Revision Date | 5/15/2013 |
| | | Supersedes Date: | 5/15/2012 |

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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 (PPE) 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

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 skilss 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 prvide 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

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 reclsoing 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 <

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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

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### M. *North Atlantic Mutual Assistance Group Guidelines*

1. **Mission**

   1.1. <u>The Mission of the North Atlantic Mutual Assistance Group is:</u>

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

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

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

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

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

## 2. Company Information

### 2.1. Member Company Information

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

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

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

Footnote:

*        indicates member of GLMA

**       indicates member of SEE

### 3. General Guidelines

3.1. Personnel Safety

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

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

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

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

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

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

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

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

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

3.2. Maintenance of Contact Roster

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

- The names, contact numbers (work phone, home phone, cellular phone, and pager), and e-mail addresses for three (3) individuals authorized to participate in Joint Mobilization Conference Calls.

- If available, the telephone number for the 24-hour operations / dispatch center for the member company.

- If available, a satellite telephone number for the 24-hour storm or operations / dispatch center.

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

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

3.3. Code of Conduct

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

3.4. Confidentiality Statement

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

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

3.5. Communication With Contractors

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

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

3.6. Definition of Emergency Assistance Period

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

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

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

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

- It is understood and agreed that the decision to terminate assistance and recall employees lies solely with the Responding Company.

- If recall of Responding Company's workforce becomes necessary, the Requesting Company will be responsible for all expenses incurred by Responding Company until the Responding Company returns home and vehicles are cleaned and stocked for normal work activities.

- If Responding Company's workforce is recalled to another of the Responding Company's locations other than their original point of origin, the Requesting Company will be responsible for travel costs to the alternate location not to exceed that which would have been incurred had the workforce returned to their original point of origin.

## 4. Rules of Engagement

### 4.1. Rules of Engagement Procedures

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

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

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

4.1.3. The Joint Mobilization Conference Call format should:

- Provide members with the opportunity to understand the entire scope of the emergency situation, including the number of companies expecting to be impacted and the potential damage to each.

- Allow members to discuss and evaluate weather forecasts from different sources.

- Result in the most efficient, effective and equitable allocation of available resources while mitigating the financial risk associated with early mobilization of resources.

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

- In this instance, the impacted member may contact neighboring utilities directly to arrange assistance.

- The impacted company agrees to notify all members of the North Atlantic Mutual Assistance Group via email when any resources are obtained without scheduling a Joint Mobilization Conference Call.

- However, because emergency events tend to expand and impact more than one utility over time, members are encouraged to use the Joint Mobilization Conference Call procedures described below for all mutual assistance requests.

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

4.2. Initiation of the Joint Mobilization Conference Call

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

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

4.2.3. Procedure for initiating the Joint Mobilization Conference Call:

- The initiating member will notify the Chair (or other Leadership member) of the North Atlantic Mutual Assistance Group they wish to hold a conference call. The Chair is responsible to notify the company designated to set up the call with the necessary notifications to members including the date, time, and conference call number.

- In the event the North Atlantic Leadership is unavailable, the initiating company can contact the company designated to set up the call directly and assume the Chair responsibilities.

- Conference calls will typically be scheduled for 0730 and 1800 daily or as needed by the initiating member.

4.3. Responsibilities of Company Initiating Conference Call

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

- Call the roll of member companies.

- Present the weather forecast for his / her company service territory.  At their discretion, the initiating company may have a weather consultant present the current forecast.

- Ask other members for input regarding the weather forecast / predictions.

- Present an estimate of predicted impact / damages and when these are expected to occur.  If the event is large enough to impact more than one member's service territory, the moderator will ask other members for their projected damage assessments.

- Present an estimate of resources needed.  If the event is large enough to impact more than one member's service territory, the moderator will ask other members for their projected resource needs.

- By roll call, ask all non-impacted members to state the numbers of resources available to assist once their territories are no longer threatened.

- When appropriate, the moderator will lead discussion of staging areas to be used by assisting companies; transportation concerns, such as evacuation orders, fuel availability, DOT exemptions, etc.; and, the availability of non-member resources that may be available to assist impacted members.

- Keep the call moving and minimize the length of the call as much as possible.

- Set the date and time for future conference calls.

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

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

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

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

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

4.5. Resource Allocation and Mobilization

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

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

- Predicted impact – percentage / degree of system loss and estimated time customers will have been without power.

- Storm timing – which company will be first impacted.

- Travel time.

- Availability of other non-North Atlantic member controlled resources.

- The intent will be to allocate available resources to meet all member company needs in the most efficient and equitable manner possible.

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

4.6. Joint Mobilization Conference Call Documentation

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

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

4.6.3. Members acknowledge that the Emergency Call spreadsheet contains confidential information and agree not to share the

spreadsheet with any non-member company unless mutually agreed to on the Joint Mobilization Conference Call

## 5. Requesting Company Responsibilities

### 5.1. Requesting Company – Responsibilities Prior to Mobilization

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

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

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

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

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

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

### 5.2. Requesting Company – Responsibilities During Emergency Assistance Period

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

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

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

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

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

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

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

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

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

5.3. Requesting Company - Procedures for Releasing Responding Companies

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

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

- NOT retain personnel solely to perform maintenance, street lighting work, or clean up type work and will aggressively work to release personnel.

- Immediately prepare a release schedule which includes details listed in paragraph 5.3.1 above, including projected release dates.

- Provide realistic estimated restoration times and release dates to the second Requesting Company (or companies).  Since this could mean the difference in going days away or waiting on resources closer that may become available, it is essential that release dates be as accurate as possible.  *Note:  Should the emergency situation described above develop before a Responding Company personnel arrive at the initial restoration area, these resources will be reallocated to Requesting Companies in accordance with the provisions of Section 4.6 and paragraph 5.4.3 of these procedures and guidelines.*

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

- Immediately hold an "impacted companies" conference call to negotiate reallocation of the resources on the release schedule developed by the first impacted company as well as any other resources not already committed.

- Regarding personnel released by the first impacted company, secondary Requesting Companies will contact the resources (companies) allocated to them to determine if those persons will

agree to re-deploy or be changed out (rotated) in accordance with paragraph 3.6.2.

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

5.4. <u>Requesting Company – Responsibility for Reimbursement of Expenses</u>

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

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

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

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

5.4.5. Provided proper supporting documentation is included, the Requesting Company should pay all (preliminary and final)

invoice(s) from Responding Company within 60 calendar days after receipt of invoice(s).

## 6. Responding Company Responsibilities

6.1. Responding Company – Responsibilities Prior to Mobilization

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

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

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

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

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

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

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

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

- Provide Requesting Company with contact information for their on-site contractors.

- Alert their contractors that their assistance has been requested and that they will be contacted by the Requesting Company.

- Give their contractors the Requesting Company contact information.

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

6.2. <u>Responding Company – Responsibilities During Emergency Assistance Period</u>

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

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

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

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

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

6.3. <u>Responding Company – Responsibilities End Of Emergency Assistance Period</u>

6.3.1. Responding Company should submit their "preliminary invoice" to Requesting Company within 60 calendar days from date released by the Requesting Company. Responding Company will provide supporting documentation at the time the preliminary invoice is mailed. Requesting Utility should receive final invoice within 90 calendar days from invoice date of preliminary invoice.

6.3.2. Responding Companies agree to maintain auditable records of billed expenses for emergency mutual assistance sufficient to satisfy the legal / statutory requirements and obligations incumbent upon the Requesting Company.

## 7. Liability

7.1. Due to the compressed time frames associated with the rendering of mutual assistance, Members should ensure that liability, among other issues, be addressed in a timely manner; otherwise, the ability of one Member to respond to another could be impacted adversely, up to and including an inability to render any non-contractor assistance.

7.2. When rendering mutual assistance to one another and with specific regard to all liability for loss, damage, cost or expense, Members agree to follow Sections 11 and 12 of the "Suggested Governing Principles Covering Emergency Assistance Arrangements between Edison Electric Institute Member Companies," or an equivalent agreement executed by both Members prior to the formal start of the rendering mutual assistance.

7.3. EEI Member Companies

7.3.1. If both the Requesting and Responding Companies have signed the Edison Electric Institute Mutual Assistance Agreement, the "Suggested Governing Principles Covering Emergency Assistance Arrangements between Edison Electric Institute Member Companies" shall govern liability.

7.4. Non-EEI Member Companies

7.4.1. If either the Requesting or Responding Company have not signed the EEI Mutual Assistance Agreement, then the Responding Company may submit to the Requesting Company for execution a copy of the "North Atlantic Mutual Assistance Agreement" (see Appendix A). The terms "Responding Company" and Requesting Company" are used in this agreement in the same manner as in the "Suggested Governing Principles Covering Emergency Assistance Arrangements Between Edison Electric Institute Member Companies)."

7.4.2. Return of an executed copy of the "North Atlantic Mutual Assistance Agreement' by the Requesting Company to the Responding Company shall be construed as the formal start of the rendering of mutual assistance by all non-contractor resources. Both Members shall retain copies of the executed agreement for reference.

7.4.3. Use of an agreement other than the "North Atlantic Mutual Assistance Agreement" shall include a discussion on liabilities, among other items, and shall be agreed to and executed by both Members prior to the formal start of the rendering mutual assistance by all non-contractor resources. Both Members shall retain copies of the executed agreement for reference.

## 8. U.S / Canada Border Crossing

8.1. Purpose

8.1.1. As part of the Electric Sector effort to improve response and reduce delays, a procedure for crossing the US/Canada border has been documented.

8.1.2. The purpose of this procedure is to make Bi-National assistance during an event as expeditious as possible by preparing utilities workers deployed across the U.S./Canada border. The sharing of resource does not stop at the U.S. boundaries. During major events, U.S. companies need to be able to cross our northern border as effectively while maintaining the security of both Canada and the United States

8.2. Procedure Summary

8.2.1. It's important to have all information needed to cross the border completed in advance such as vehicle manifest, master roster, information from requesting company (letter of invite), and declaration, if one is available. This is all documented in the procedure. Effective pass through requires advance notice to the specific crossing prior to resources arriving to allow both Canadian and US Border Crossing to prepare.

8.2.2. While the procedure does not specifically state an amount of time in advance, this should be a minimum of 8 hours if not more. A courtesy call to either the US Customs and Border Protection Agency or the Canadian Boarder Services Agency is recommended to give advance notice and confirm expectations.

8.2.3. To reference the procedure please go to one of the following;

- EEI Website *(https://eei-restorepower.groupsite.com/main/summary)* Select Restore Power under the Resources tab. The Roster and Border Guidance files are located in the Other Documents section.

- All Hazards Consortium website (*http://www.ahcusa.org/*)

- U.S. Customs (*future link)*

## 9. Governance

### 9.1. Membership

9.1.1. Membership in the North Atlantic Mutual Assistance Group is comprised of those companies listed in Section 2.1

9.1.2. Membership will be open to investor owned utilities (IOU's), electrical cooperatives, and electric municipals provided such participation does not contradict or violate any internal, local, state or federal statutes or regulations.

9.1.3. Membership in the North Atlantic Mutual Assistance Group is free and members are not required to pay any dues or fees. The only financial obligation a member has is to incur the costs of hosting the semi-annual (spring or fall) North Atlantic Group meetings and reimburse responding companies for all expenses incurred when providing mutual assistance.

9.1.4. Prospective members seeking to join the North Atlantic Mutual Assistance Group must request admittance by contacting an active officer of the North Atlantic group. The prospective member may be asked to supply additional information and give a formal presentation to the group.

9.1.5. Prospective members to the North Atlantic Mutual Assistance Group must be approved for membership by a majority vote of the group.

9.1.6. All members will be required to sign the North Atlantic Mutual Assistance Group Statement of Understanding and Endorsement letter.

### 9.2. Officers

9.2.1. Officers shall not incur debt or costs on behalf of the committee or the North Atlantic Mutual Assistance Group and are not liable for the actions of committee members or member companies.

9.2.2. Member companies are always responsible for requesting mutual assistance to meet their requirements

ELECTED OFFICERS

9.2.3. Chair – The Chair for the North Atlantic Group is responsible for:

- Primary representative for the North Atlantic Group with Edison Electric Institute [EEI], Regional Mutual Assistance Groups

[RMAGs] and other groups. Serve as a single point of contact and keep members informed.

- Conduct semi-annual (spring and fall) or other meetings

- Designate special working groups and committees

- Provide guidance and direction on North Atlantic Group Guidelines

- Serve as a Mentor and Subject Matter Expert for the Group

- Serve for a term of one (1) year.

- Develop spring and fall meeting agendas with the Vice Chair, Secretary, and designated host company.

9.2.4. Vice Chair – The Vice Chair for North Atlantic Group is responsible for:

- Assisting the North Atlantic Group Chair

- Secondary representative for the North Atlantic Group with Edison Electric Institute [EEI], Regional Mutual Assistance Groups [RMAGs] and other groups

- Leading special working groups or committees

- Develop spring and fall meeting agendas with the Chair, Secretary, and designated host company

- Serve as Mentor and Subject Matter Expert for the Group

- Serve for a term of one (1) year

- Succeed the North Atlantic Group Chair at the end of term.

9.2.5. Secretary – The Secretary for North Atlantic Group is responsible for:

- Maintain North Atlantic Group rosters and directories

- Maintain and distribute semi-annual (spring and fall) meeting minutes

- Maintain and distribute the Emergency Call spreadsheet used during Joint Mobilization Conference calls

- Maintain all North Atlantic Group documents

- Maintain the North Atlantic Group website

- Develop Spring & Fall Meeting Agendas with the Chair, Vice Chair and designated Host Company

- Assist the Chair and Vice Chair as requested or needed

- Serve for a one (1) year term.

- Succeed the North Atlantic Group Vice Chair at the end of term.

9.3. Elections and Voting

9.3.1. The North Atlantic Mutual Assistance group will generally come to agreement by consensus.  When consensus is not possible or there is to be an election of officers the following rules shall apply.

- Each member company shall have one (1) vote.

- A simple majority will be sufficient for most actions, with a quorum consisting of one representative from at least one-half of the member companies.

- Any modifications of the *North Atlantic Mutual Assistance Guidelines* must be approved by ¾ of the member companies.

- Nominations for Secretary will be accepted prior to and during the Spring Meeting each year.

- Election of Secretary will occur every year at the Spring Meeting.

- If an officer vacates his/her position before fulfilling their one year term, automatic succession will occur and an election will be conducted at the next scheduled meeting to fill the Secretary position.

- If 2 or more officers vacate their positions before fulfilling their one year term, automatic succession will occur and an election will be conducted at the next scheduled meeting to fill the vacancies.

- Voting will be by voice vote. Secret ballot may be used upon a motion, seconded by a member company.

- Voting by e-mail is permissible. One vote per Member Company shall apply.

9.4. Meetings

9.4.1. The North Atlantic Group shall meet semi-annually in the spring and fall of each year.

9.4.2. Each North Atlantic member will take their turn hosting the semi-annual (spring and fall) meetings and the Host Company will rotate alphabetically.

9.4.3. The Host Company will be responsible for:

- Assist in developing the meeting agenda with the Chair, Vice Chair and Secretary including coordination with speakers and presenters

- Scheduling the dates and time for the meeting

- Coordinate lodging arrangements (i.e. reserve a block of rooms for a set time period) for overnight members

- Provide the networking dinner the night before the meeting

- Provide the meeting room and meals

- Provide audio visual equipment (i.e. laptop, projector, and white boards or equivalent)

9.4.4. At all meetings of the North Atlantic Mutual Assistance Group, "Roberts Rules of Order Newly Revised" shall be considered the authority in deciding all points of order and parliamentary law not defined by this guideline.

## 10. Document Revision History

| Version | Prepared By | Summary of Changes | Date |
|---------|-------------|--------------------|------|
| 1.0 | Merger Team | Initial Guidelines created for the merger of MAMA, NEMAG, NYMAG | 08/22/2013 |

## Edison Electric Institute
## Mutual Assistance Agreement

Edison Electric Institute ("EEI") member companies have established and implemented an effective system whereby member companies may receive and provide assistance in the form of personnel and equipment to aid in restoring and/or maintaining electric utility service when such service has been disrupted by acts of the elements, equipment malfunctions, accidents, sabotage, or any other occurrence for which emergency assistance is deemed to be necessary or advisable ("Emergency Assistance"). This Mutual Assistance Agreement sets forth the terms and conditions to which the undersigned EEI member company ("Participating Company") agrees to be bound on all occasions that it requests and receives ("Requesting Company") or provides ("Responding Company") Emergency Assistance from or to another Participating Company who has also signed the EEI Mutual Assistance Agreement; provided, however that if a Requesting Company and one or more Responding Companies are parties to another mutual assistance agreement at the time of the Emergency Assistance is requested, such other mutual assistance agreement shall govern the Emergency Assistance among those Participating Companies.

In consideration of the foregoing, the Participating Company hereby agrees as follows:

(1)     When providing Emergency Assistance to or receiving Emergency Assistance from another Participating Company, the Participating Company will adhere to the written principles developed by EEI members to govern Emergency Assistance arrangements among member companies ("EEI Principles"), that are in effect as of the date specific request for Emergency Assistance, unless otherwise agreed to in writing by each Participating Company.

(2)     With respect to each Emergency Assistance event, Requesting Companies agree that they will reimburse Responding Companies for all costs and expenses incurred by Responding Companies in providing Emergency Assistance as provided under the EEI Principles, unless otherwise agreed to in writing by each Participating Company; provided, however that Responding Companies must maintain auditable records in a manner consistent with the EEI Priniciples.

(3)     During each Emergency Assistance event, the conduct of the Requesting Companies and the Responding Companies shall be subject to the liability and indemnification provisions set forth in the EEI Principles.

(4)     A Participating Company may withdraw from this Agreement at any time. In such an event, the company should provide written notice to EEI's Director of Security of Transmission and Distribution Operations.

(5)    EEI's Director of Security of Transmission and Distribution Operations shall maintain a list of each Participating Company which shall be posted on the RestorePower web site at www.restorepower.com. However, a Participating Company may request a copy of the signed Mutual Assistance Agreement of another Participating Company prior to providing or receiving Emergency Assistance.


_Unitil Corporation_____
Company Name


_____
Signature

Officer Name: Richard Francazio
Title:        Director, Emergency Management & Compliance
Date:        May 15th, 2009

## IX. FORMS AND REPORTS

### A. Health and Safety Forms

#### 1. Employee Injury Form (Sample)

| **EMPLOYEE ACCIDENT REPORT** *Please print. Use the reverse side if more space is needed.* (EAR) | COMPANY: □ USC/Hampton □ USC/Customer Service □ UES/Seacoast □ Unitil/MA □ UES/Capital □ Usource □ Unitil/ Portsmouth □ Unitil/ Portland | THIS REPORT IS BEING COMPLETED BY: __ The injured/ill employee __ A witness to the incident __ Supervisor of employee __ Other _____ |
|---|---|---|

**INJURED OR ILL EMPLOYEE:**
Name: _____ Employee #: _____
Address: _____ Length of co. service: _____
Length of time in present position: _____
Job title: _____

**THE ACCIDENT OR EXPOSURE TO OCCUPATIONAL ILLNESS:**
Date of Injury or Exposure: _____ Day of Week: _____ Time: _____
Date/Time Supervisor Notified: _____ Name of Supervisor: _____
Date/Time Disability Began (if applicable): _____ _____
Location Where Accident or Exposure Occurred (Be specific): _____
_____
What Job Was Being Done: _____
_____
Other Members Of Work crew: _____ ____
What Was The Employee Doing When Injured/Exposed (Be specific. If he/she was using tools and/or equipment or handling material, name them and tell what he/she was doing with them):
_____
_____
How Did The Accident/Exposure Occur (Describe fully the events which resulted in the injury/illness. Tell what happened and how it happened. Name any objects and/or substances involved and how they were involved. Give full details on all factors which led or contributed to the accident.
_____
_____
Was The Accident/Exposure Caused By The Injured/Exposed Employee's Failure Use/Observe Safety Rules/Equipment?
No ___ Yes ___ (If Yes, Please Explain): _____
_____

**THE INJURY OR OCCUPATIONAL ILLNESS:**
Describe The Injury or Illness In Detail And Indicate The Body Part(s) Affected: _____
Object(s) or Substance Which Directly Injured The Employee:_____
**AFTER THE ACCIDENT OR EXPOSURE:**
Was First Aid Rendered? No ___ Yes ___, By Whom? _____ When? _____
Describe The First Aid Rendered: _____
Name/Address Of Treating Physician: _____
Name/Address Of Treatment Facility: _____
Diagnosis: _____
**REPORT COMPLETED BY:**
**Printed Name:** _____ **Signature:** _____ **Date:** _____

## 2. Release Report Form

**UNITIL RELEASE REPORT FORM**

**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)
Duration of Release: _____ O hours O days O weeks O unknown

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 (see back): _____
Quantity Released: _____
Source of Release: _____

Cause of Release (Briefly): _____
_____
_____

**IMPACTED AREAS**

O Soil                    O Water                    O Air
   O farm/grazing land       O catch basin/sewer       O Fire
   O private property        O lake/pond               O Failure
   O substation/regulator    O public water supply
   O vegetable garden        O stream/river
                             O wetlands
O Other _____

O driveway    O sidewalk    O street    O pad

Facility Evacuated:       O Yes    O No
Local Area Evacuated:     O Yes    O No
Injuries:                O Yes    O No
Describe Injuries: _____

**DIELECTRIC FLUID INFORMATION**

PCB Concentration of Fluid:              Based On:
   O No PCBs (< 2 ppm)                     O Assumed
   O Non-PCB (< 50 ppm)                    O Nameplate
   O PCB-contaminated (≥ 50 < 500 ppm)     O Clor-n-Oil Kit
   O PCB (≥ 500 ppm)                       O Lab Test

If equipment is not labeled, the fluid must be screened with a Clor-n-Oil Kit before clean-up can
commence.  If a kit is not available, then the oil must be assumed as PCB contaminated.

**RELEASE RESPONSE**

O Internal Crew(s) Used
O Contractor Used – Name: _____
Date/Time Start: _____   Date/Time Stop: _____
O Consultant Used – Name: _____
Date/Time Start: _____   Date/Time Stop: _____

Describe Clean-up (Briefly): _____
_____
_____
_____

**DISPOSAL ITEMS**

| | | Equip Desc | Drum ID |
|---|---|---|---|
| O Transformer | | | |
| O Capacitor (PCB) | Mfg | _____ | _____ |
| O Capacitor (non-PCB) | Size | _____ | _____ |
| O Pipe | voltage | _____ | _____ |
| O Other _____ | Serial No. | _____ | _____ |
| O Other _____ | Badge No. | _____ | _____ |

**CONTRACTORS**

| | | | |
|---|---|---|---|
| Clean Harbors | | MA | 508-842-8014 |
| 24 hr | **800-645-8265** | ME | 207-799-8111 |
| | | NH | 603-224-6626 |
| Cyn Environmental | | MA | 781-341-5108 |
| 24 hr | **800-899-1038** | NH | 603-749-4969 |
| ENPRO Environmental | | ME | 207-878-3031 |
| 24 hr | **800-966-1102** | NH | 603-410-1150 |

Page 1 of 2          Fax to Manager, Environmental Compliance at 603-379-3879 or e-mail to murphyt@unitil.com          Revised 01/13/11 (Rev 3)

**NOTIFICATION INFORMATION**

| Agency Notified (check all that apply): | Person Contacted | Date | Time | Agency Report/Spill No. |
|---|---|---|---|---|
| ○ State Environmental Agency | | | | |
| ○ State Emergency Response Commission (SERC) | | | | |
| ○ Local Emergency Response Committee (LEPC) | | | | |
| ○ Local Sewer/Water Authority | | | | |
| ○ National Response Center (NRC) | | | | |
| ○ Environmental Protection Agency (EPA) | | | | |
| ○ Other | | | | |

| | Chemical Name | ID No. (CASRN) | Health Risks | Special Medical Attention | Ext Haz Substance |
|---|---|---|---|---|---|
| ○ | Asbestos | 1332214 | Acute: low oral toxicity, dermitis. Chronic: asbestosis, mesothelioma, and lung cancer | Consult doctor for dermitis and shortness of breath or cough. If eyes exposed, flush with water. Seek medical help, if necessary. | No |
| ○ | Diesel/Gasoline | None | Vapors harmful – irritating to skin, eyes and respiratory system. Acute: headache, dizziness, irritant. Chronic: liver and kidney damage, sensitizer | Flush exposed areas with water for 15 mins. If ingested, do not induce vomiting. Seek medical help, if necessary. | No |
| ○ | Mercury | 7439976 | Targets brain, liver and kidneys, corrosive. Acute: irritant, nausea, inflammation of mouth, salivation, and metallic taste. Chronic: Severe cumulative poison | Provide ventilation. Seek medical help, if necessary. | No |
| ○ | MODF/Oil | None | Irritating to skin, eyes, and respiratory system. Acute: nausea, irritant. Chronic: skin damage, sensitizer | Flush exposed areas with water for 15 mins. If ingested, do not induce vomiting. Seek medical help, if necessary. | No |
| ○ | MODF (PCB) | 1336363 | Irritating to eyes and mucous membranes, carcinogen. Acute: irritant, chloracne. Chronic: liver damage, carcinogen, embryotoxic | Flush exposed areas with water for 15 mins. If ingested, give salt water and induce vomiting. Seek medical help, if necessary. | No |
| ○ | Sodium Hydroxide | 1310732 | Burns and damages skin, eyes, mucous membranes. Acute: severe burns. Chronic: dermatitis, respiratory irritation | Flush exposed areas with water for 15 mins. If ingested, give milk; do not induce vomiting. Seek medical help, if necessary. | No |
| ○ | Sulfuric Acid | 7664939 | Permanent eye injury, burns and damages skin, eyes, mucous membranes. Acute: severe burns. Chronic: respiratory system damage, erosion of dental enamel | Flush exposed areas with water for 15 mins. If ingested, give milk of magnesia; do not induce vomiting. Seek medical help, if necessary | Yes |
| ○ | 1,1,1-Trichloroethane | 71556 | Vapors harmful, depression of CNS. Acute: depression of CNS, dizziness, headache, nausea, cardiac and/or repistaory depression, unconsciousness, death (in extreme cases). Chronic: liver, kidney, or CNS damage | Move to fresh air. Flush exposed areas with water for 15 mins. If ingested, do not induce vomiting; give plenty of water. Seek medical help, if necessary | No |

**NOTIFICATION STATUS**

- ○ Internal only
- ○ Reported as Hazardous Substance Release
- ○ Reported as Oil Spill (≥State RQ of oil impacted environment)
- ○ Reported as PCB Spill (MA, ME, NH – ≥ 1 lb of PCBs impacted environment)
- ○ Reported as PCB Spill (any amount to air, water, grazing land, farmland, or vegetable garden)
- ○ Reported as Release to Water (PCB, Oil, Hazardous Waste, or Hazardous Substance)

**CERTIFICATION**

I certify that the cleanup requirements of this release (spill) have been met as applicable and that the information contained in this report is true to the best of my knowledge.

Signature: _____

Date: _____

**RELEASE CATEGORY**

- ○ Category 1 - Significant
- ○ Category 2 – Non-significant
- ○ Near Miss

Refer to EP 15 (Reporting of Environmental Incidents).

### 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,

2. **Municipal Conference Call Notification**

**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,

3.  **Municipal Reporting Form**



**Unitil**

(This portion filled by Unitil)
To: Municipal Room – Fitchburg EOC
Fax: 978.353.3292       Email: FitchburgMunicipal@unitil.com
Municipal Room Contact: Click here to enter text.
Municipal Room Phone No: 1.866.761.6643
Tracking No (Optional): Click here to enter text.

(This portion filled by Municipal Official)
Date/Time Submitted: Click here to enter a date. / 10:11 AM
Town: Choose an item.   Contact Name: Click here to enter text.
Contact Phone No: Click here to enter text.
Reported By: Choose an item. Other: Click here to enter text.
Received Via: Choose an item. Other: Click here to enter text.

| # | Priority Level | Date/Time Observed | Street Address/Location | Unitil Pole # | Type Damage Observed: | | | | | Police/Fire On-Site? | Damage Confirmed (Unitil Use only – Select from below) | Date/Time Issue Repaired/Restored |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | Wire Down | Limb on Line | No Power | House Service Down | Other | | | |
| 1 | N/A | | | | ☐ | ☐ | ☐ | ☐ | ☐ | N/A | Choose an item. | |
| 2 | N/A | | | | ☐ | ☐ | ☐ | ☐ | ☐ | N/A | Choose an item. | |
| 3 | N/A | | | | ☐ | ☐ | ☐ | ☐ | ☐ | N/A | Choose an item. | |
| 4 | N/A | | | | ☐ | ☐ | ☐ | ☐ | ☐ | N/A | Choose an item. | |
| 5 | N/A | | | | ☐ | ☐ | ☐ | ☐ | ☐ | N/A | Choose an item. | |
| 6 | N/A | | | | ☐ | ☐ | ☐ | ☐ | ☐ | N/A | Choose an item. | |
| 7 | N/A | | | | ☐ | ☐ | ☐ | ☐ | ☐ | N/A | Choose an item. | |
| 8 | N/A | | | | ☐ | ☐ | ☐ | ☐ | ☐ | N/A | Choose an item. | |
| 9 | N/A | | | | ☐ | ☐ | ☐ | ☐ | ☐ | N/A | Choose an item. | |
| 10 | N/A | | | | ☐ | ☐ | ☐ | ☐ | ☐ | N/A | Choose an item. | |

***Priority Levels for reported Wires Down: 1 – Life Threatening; 2 – Hindrance of Emergency Operations; 3 – Non-Threatening Emergency Hazard

### C. Regulatory Reporting Forms

#### 1. MA DPU Pre Stage Event Report (5:00 AM & 5:00 PM)

| 1 | Weather Forecast (Overview & Attach Forecast) | |
|---|---|---|
| 2 | Planned Storm Conference Calls (Date/Time) | |
| 3 | Pre-event Communications with Public , Municipal Contacts, & Elected Officials (Describe methods) | |
| 4 | Pre-event Notifications with Regulators, MEMA and LCSs (Describe methods) | |
| 5 | Expected Event Classification Level | |
| 6 | Resource Readiness (Indicate actions taken and type/quantities) | |
| 7 | Likelihood of EOC being opened (Date/time EOC opens) | |
| 8 | Problems Anticipated/ Encountered for Event | |
| 9 | Any Other Pertinent Information: | |

**Resource Readiness Summary**

| Crew Type | Crews Number (Committed) | NEMAG Request | Crew Availability/ETAs |
|---|---|---|---|
| Internal Line | | | |
| Contractor Line Crews | | | |
| Tree | | | |

2. **NH PUC Crew Reporting (Every 4 hours)**

NEW HAMPSHIRE PUBLIC UTILITIES COMMISSION
DISTRIBUTION CREW REPORT
(In compliance with Puc 308.14)

| EVENT NAME | | | | |
|---|---|---|---|---|
| DATE REPORT SUBMITTED: | | | TIME - DATA EXTRACTED: | |
| Submitted by: | | | | |
| Company: | | | | |

**Quantity of Field Personnel**

| | | | | Prior to Event [A] | During Event | Incremental |
|---|---|---|---|---|---|---|
| | | | **FRONT LINE** | | | |
| 1 | Distribution 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 | 0 | 0 | 0 |
| | | | Affiliate Co Line Crews restoring Distribution Circuits | 0 | 0 | 0 |
| | | | Contractor Line Crews restoring Distribution Circuits | 0 | 0 | 0 |
| | | | Foreign Utility Line Crews restoring Distribution Circuits | 0 | 0 | 0 |
| | | Service | Company Line Crews restoring Service | 0 | 0 | 0 |
| | | | Contractors restoring Service *includes Electricians* | 0 | 0 | 0 |
| | | Pole B | Pole Setting/Digging Operations *includes Co, Foreign Utility, Contractor* | 0 | 0 | 0 |
| | | Tree | Contractor Tree Clearing – Working on Distribution Circuits | 0 | 0 | 0 |
| | | | Foreign Utility Tree Clearing – Working on Distribution Circuits | 0 | 0 | 0 |
| | | | **SUBTOTAL** | 0 | 0 | 0 |
| | | | **FIELD ASSESSMENT** | | | |
| 2 | Distribution *see above* | Line c | Company Damage Assessment Personnel | 0 | 0 | 0 |
| | | | **SUBTOTAL** | 0 | 0 | 0 |
| | | | **PUBLIC SAFETY** | | | |
| 3 | Wires Down Appraiser Field Guides Other Support | Line | Company Personnel | 0 | 0 | 0 |
| | | | Bird Dogs, Location Guides | 6 | 0 | 0 |
| | | | *includes contractors* | | 0 | 0 |
| | | | **SUBTOTAL** | 0 | 0 | 0 |
| | | | **GRAND TOTAL** | 0 | 0 | 0 |

**A** Includes "business as usual" crews, crews physically present, crews signed into work, and crews off road and on road.
Example: if Monday through Friday there are 5 line crews and 4 contractor tree crews, the 'Prior to Event' column will contain 5 line crews and 4 contractor tree crews, no matter what day the event occurs. Typically these numbers will be consistent from event to event unless crews have been dispatched elsewhere or eliminated. During the event, crews will include the "prior to event" crews and additional crews that have arrived "boot on the ground". Numbers should be all inclusive and should not reflect rest time or crews that have yet to arrive.

**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, and does not include Telecom crews.

**C** Does not include line crews who are also doing assessment.

### 3. NH PUC Restoration Status Report (Every 4 Hours)

| EVENT | Hurricane Dave | TIME - DATA EXTRACT: | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| DATE: | 9/18/2009 | | | | | | | | | | |
| Submitted by: | 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% |

### 4. MA DPU Restoration Status Report (4 hour Outage Report)

Restoration Stage. The Company shall update this information every four hours: 00:00, 04:00, 08:00, 12:00, 16:00, 20:00

| 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 Status (Activation Date & Time) | Identify Problems Encountered |

| 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 |

5. **MA DPU Restoration Stage Report (8 hour Crew Reporting)**

Restoration Stage. The Company shall update this information every eight hours: 00:00, 08:00, 16:00.

| 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |
|---|---|---|---|---|---|---|---|---|
| Company Name | Year | Month and Date | Hour | LSC Notifications | Municipal Notification | 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 of 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 | |

## 6. Final Event Report information (AAR) (30 Days Following Event)

The following information must be included in the Company's AAR for Event Types 1 and 2 and by request for Event Types 3.

### 1. Narrative Description

Provide a narrative describing the Emergency Event, including, but not limited to weather monitoring, weather experienced, event classification, crew acquisition (by type), customer outages, damage experienced, beginning time and completion of preliminary damage assessment and detailed damage assessment, and timing of restoration.

### 2. Event Description

Total number of customers served; Total number of communities served; Date and time storm hit service territory; Date and time of first outage; Date and time Governor declared state of emergency; Total number of customer outages over the course of the event; Total number of communities affected; Total number of days of restoration; Date and time of peak number of outages; Number of customer outages and number of customers restored for each day of the event and restoration; Number of total customer outages and number of total customers restored per hour of the event and restoration, in an active Excel spreadsheet; Time and date of restoration of 95 percent of customers; Time and date of final restoration to customers; A single consolidated report based on the Service Restoration Stage reports. Data should include all necessary updates and corrections to its Service Restoration Stage reports and be submitted in an active Excel spreadsheet. See Attachment 4, Table 4-a, for content and format; A summary of all available resources (in crews and full-time equivalents), by day and resource type.

### 3. Weather

Actual weather experienced; A narrative description of the Company's evaluation of weather forecasts before and during the event and copies of all supporting weather reports; Maximum winds experienced; Duration of inclement weather; Type and amount of precipitation, including, but not limited to average amount of precipitation in service territory, and maximum amount of precipitation in service territory

### 4. Event Classification

List and discuss all factors used to derive event classification types before, during, and after the storm; Describe any event classification type changes before, during, and after the storm, and explain all factors supporting the change in classification

### 5. Equipment Damage

Number of transmission lines affected; List of transmission lines that became inoperative; List of substations affected; Number of distribution feeders affected; Number of distribution feeders locked out; Number of broken poles replaced – indicate location, size, and age of damaged poles; Number of feet of primary and secondary conductor replaced – indicate type and size; Number of feet of follow-up reconductoring remaining – indicate type and size; Number of damaged transformers – indicate size, type, and age of damaged transformers; Availability of replacement transformers; Repairs made; Estimate for repairs; Switching necessary to re-route power with adequate sectionalizing points

**6. Trouble Order System**

Number of trouble orders; Identify and describe any problems encountered on the Company's system; Was there sufficient manpower available to operate the system; If de-centralization occurred, identify and describe any problems encountered after decentralization

**7. Wires-Down Operations**

Total number of Priority wires-down calls by priority level; For each day of the event and restoration period include; outstanding priority wires-down calls by priority level, completed priority wires-down calls by priority level – provide in an active Excel spreadsheet; A summary of priority wires-down response – provide in an active Excel spreadsheet, see Table 4-B for content and format; Number of non-priority wires-down calls

**8. Crew Supplements**

For all crew counts, please include both the number of crews and full-time equivalents Total number of Company crews; Number and type of crews from outside the Company; Total number of wires-down appraisers; Total number of damage appraisers; For each day of the Pre-event and Service Restoration Stage, total number of crews per day, by type (e.g., line crew, tree crew, wires-down crew, transmission crew, damage assessor); For each day of the Pre-event and Service Restoration Stage, number of crews deployed, by type, to each district; For each day of the Pre-event and Service Restoration period, number of wires-down appraisers and damage appraisers used

**9. Food and Lodging**

Summary of food and lodging related activities, including lessons learned

**10. Helicopter**

Were helicopters available; How were the helicopters used

**11. Communication**

Narrative description of Pre-event Stage, Service Restoration Stage, and Post-event Stage communication with public officials; Narrative description of Pre-event Stage, Service Restoration Stage, and Post-event Stage communication with the public; Narrative description of Pre-event Stage, Service Restoration Stage, and Post-event Stage communication with LSCs; Narrative description of Pre-event Stage, Service Restoration Stage, and Post-event Stage internal communication; Identify all methods used for communication with the public, including a narrative description, the dates and frequency or use; Narrative description of Municipal Liaison process during Pre-event Stage, Service Restoration Stage and Post-event Stage; Number and locations of Municipal Liaisons

Additionally, the following tables of information must be included in the AAR:

Event Restoration Duration Summary          Table 4-A

| 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |
|---|---|---|---|---|---|---|---|---|
| Company Name | Year | Event Name (if any) | Date/Time Event Start | Date/Time Event End | Event Duration (in Hours) | Total Customers Served | Total Customers Affected | % of Customers Affected (Relative to Total Customers) |

| 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 |
|---|---|---|---|---|---|---|---|---|
| Highest Peak # of Customers Affected | Date and Time when Highest Peak # of Customers Affected Occurred | Total Customer Outage Hours | Duration from Highest Peak to 95% Restored (in Hours) | CAIDI Highest Peak to 95% restored (in Hours) | Duration from Highest Peak to 98% restored (in Hours) | CAIDI Highest Peak to 98% restored (in Hours) | Event CAIDI (in Hours) | |

Priority Wires Down Summary          Table 4-B

| 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |
|---|---|---|---|---|---|---|---|---|
| Company Name | Event Name (if any) | Location (City/Town Name) | Priority Level (1, 2, or3) | Date and Time Call Received | Date and time first Company Resource Arrives on the Scene | Time Between Call Received and First Company Resource Arrived on the Scene (in Hours) | Date and Time of Repair | |

### D. Planning Forms

#### 1. System IAP Form

## 2. Damage Assessment Sheet

3. **Damage Assessment Envelope**

## 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 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 13W1 | 100% | Canterbury | 6 | | | 2 | | | 42 | 2 | | 5 | | | | | 1 | | 2 | 13 | 135 | 12.3 |
| 13W2 | 100% | Sal/Web/Bosc | | | | | | | 14 | | 1 | 7 | | | | | 1 | | 10 | | 48 | 4.4 |
| 13W3 | 100% | | | | | | | | | | | | | | | | 1 | | | | 2 | 0.2 |
| 13X4 | 50%(Phase I) | | | | | | | | | | | | | | | | | | | | 0 | 0.0 |
| 14H1 | 50%(Phase I) | | | | | | | | | | | | | | | | | | | | 0 | 0.0 |
| 14H2 | 50%(Phase I) | Concord | | | | | | | | | | 0.5 | | | | | | | 1 | | 1.5 | 0.1 |
| 14X3 | 50%(Phase I) | | | | | | | | | | | | | | | | | | | | 0 | 0.0 |
| 15H3 | 50%(Phase I) | | | | | | | | | | | | | | | | | | | | 0 | 0.0 |
| 15W1 | 50%(Phase I) | Concord | | | 1 | | | | 2 | | 1 | 1 | | | | | 1 | | | | 12 | 1.1 |
| 15W2 | 100% | Concord | | | | | | | 1 | | 1 | | | | | | 1 | | 2 | | 7 | 0.6 |
| 16H1 | 100% | | | | | | | | | | | | | | | | | | 3 | | 3 | 0.3 |
| 16H2 | 50%(Phase I) | | | | | | | | | | | | | | | | | | | | 0 | 0.0 |
| 16H3 | 50%(Phase I) | | | | | | | | | | | | | | | | | | | | 0 | 0.0 |
| 16X4 | 100% | | | | | | | | 3 | | | 1 | | | | | | | | | 7 | 0.6 |
| 16X5 | 50%(Phase I) | | | | | | | | | | | | | | | | | | | | 0 | 0.0 |
| 18W1 | 50%(Phase I) | | | | | | | | | | | | | | | | | | | | 0 | 0.0 |
| 18W2 | 100% | Bow | | | | | | 1 | 10 | 1 | | 3 | | | | | 2 | | 3 | 4 | 33 | 3.0 |
| 1H1 | 50%(Phase I) | | | | | | | | | | | | | | | | | | | | 0 | 0.0 |
| 1H2 | 50%(Phase I) | | | | | | | | | | | | | | | | | | | | 0 | 0.0 |
| 1H3 | 50%(Phase I) | | | | | | | | | | | | | | | | | | | | 0 | 0.0 |
| 1H4 | 50%(Phase I) | | | | | | | | | | | | | | | | | | | | 0 | 0.0 |
| 1H5 | 50%(Phase I) | | | | | | | | | | | | | | | | | | | | 0 | 0.0 |
| 1H6 | 100% | | | | | | | | | | | | | | | | | | | | 0 | 0.0 |
| 1T1B | | | | | | | | | | | | | | | | | | | | | 0 | 0.0 |
| 1T2B | | | | | | | | | | | | | | | | | | | | | 0 | 0.0 |
| 1X7A | 50%(Phase I) | | | | | | | | | | | | | | | | | | | | 0 | 0.0 |
| 1X7P | 50%(Phase I) | | | | | | | | | | | | | | | | | | | | 0 | 0.0 |
| 211A | 100% | | | | | | | | | | | | | | | | | | | | 0 | 0.0 |
| 211P | 100% | | | | | | | | | | | | | | | | | | | | 0 | 0.0 |
| 22W1 | 100% | | | | | | | | 1 | | | 1 | | | | | | | 3 | 1 | 6 | 0.5 |
| 22W2 | 50%(Phase I) | Concord | 2 | | | | | | 9 | | | 1 | | | | 2 | | | 22 | 1 | 53 | 4.8 |
| 22W3 | 100% | Bow | 4 | | | 2 | | 1 | 8 | 3 | 6 | 2 | | | | | 6 | 2 | 12 | | 87 | 7.9 |
| 24H1 | 50%(Phase I) | | | | | | | | | | | | | | | | | | | | 0 | 0.0 |
| 24H2 | 50%(Phase I) | | | | | | | | | | | | | | | | | | | | 0 | 0.0 |

Fitchburg \ UES Capital \ UES Seacoast \ MULTIPLIER

**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 lose 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 | | |

### E. Logistics Forms

#### 1. EOC Shift Schedule Form

| | | | | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **EOC Shift Schedule** | | | | | | | | | | | | | | | | |
| Region/EOC: | | | | | | | Storm Name/No.: | | | | | | | | | |
| Position | Name | \<Date\> | Initials | \<Date\> | Initials | \<Date\> | Initials | \<Date\> | Initials | \<Date\> | Initials | \<Date\> | Initials | \<Date\> | Initials | |
| **R-OAC** | | 0600-1800 | | 0600-1800 | | 0600-1800 | | 0600-1800 | | 0600-1800 | | 0600-1800 | | 0600-1800 | | |
| | | 1800-0600 | | 1800-0600 | | 1800-0600 | | 1800-0600 | | 1800-0600 | | 1800-0600 | | 1800-0600 | | |
| Safety Coordinator | | 0600-1800 | | 0600-1800 | | 0600-1800 | | 0600-1800 | | 0600-1800 | | 0600-1800 | | 0600-1800 | | |
| **Operations Chief** | | 0600-1800 | | 0600-1800 | | 0600-1800 | | 0600-1800 | | 0600-1800 | | 0600-1800 | | 0600-1800 | | |
| | | 1800-0600 | | 1800-0600 | | 1800-0600 | | 1800-0600 | | 1800-0600 | | 1800-0600 | | 1800-0600 | | |
| Switching/Trans & Sub Coordinator | | 0600-1800 | | 0600-1800 | | 0600-1800 | | 0600-1800 | | 0600-1800 | | 0600-1800 | | 0600-1800 | | |
| | | 1800-0600 | | 1800-0600 | | 1800-0600 | | 1800-0600 | | 1800-0600 | | 1800-0600 | | 1800-0600 | | |
| Crew Coordinator | | 0600-1800 | | 0600-1800 | | 0600-1800 | | 0600-1800 | | 0600-1800 | | 0600-1800 | | 0600-1800 | | |
| | | 1800-0600 | | 1800-0600 | | 1800-0600 | | 1800-0600 | | 1800-0600 | | 1800-0600 | | 1800-0600 | | |
| Operations Staging Site Coordinator | | 0600-1800 | | 0600-1800 | | 0600-1800 | | 0600-1800 | | 0600-1800 | | 0600-1800 | | 0600-1800 | | |
| | | 1800-0600 | | 1800-0600 | | 1800-0600 | | 1800-0600 | | 1800-0600 | | 1800-0600 | | 1800-0600 | | |
| **Planning Chief** | | 0600-1800 | | 0600-1800 | | 0600-1800 | | 0600-1800 | | 0600-1800 | | 0600-1800 | | 0600-1800 | | |
| | | 1800-0600 | | 1800-0600 | | 1800-0600 | | 1800-0600 | | 1800-0600 | | 1800-0600 | | 1800-0600 | | |
| Trouble Analysis | | 0600-1800 | | 0600-1800 | | 0600-1800 | | 0600-1800 | | 0600-1800 | | 0600-1800 | | 0600-1800 | | |
| | | 1800-0600 | | 1800-0600 | | 1800-0600 | | 1800-0600 | | 1800-0600 | | 1800-0600 | | 1800-0600 | | |
| Municipal Room Communications | | 0600-1800 | | 0600-1800 | | 0600-1800 | | 0600-1800 | | 0600-1800 | | 0600-1800 | | 0600-1800 | | |
| | | 1800-0600 | | 1800-0600 | | 1800-0600 | | 1800-0600 | | 1800-0600 | | 1800-0600 | | 1800-0600 | | |
| Wires Down Coordinator | | 0600-1800 | | 0600-1800 | | 0600-1800 | | 0600-1800 | | 0600-1800 | | 0600-1800 | | 0600-1800 | | |
| | | 1800-0600 | | 1800-0600 | | 1800-0600 | | 1800-0600 | | 1800-0600 | | 1800-0600 | | 1800-0600 | | |
| Damage Assessment Coordinator | | 0600-1800 | | 0600-1800 | | 0600-1800 | | 0600-1800 | | 0600-1800 | | 0600-1800 | | 0600-1800 | | |
| | | 1800-0600 | | 1800-0600 | | 1800-0600 | | 1800-0600 | | 1800-0600 | | 1800-0600 | | 1800-0600 | | |
| Pole/Transformer Assessment Coord. | | 0600-1800 | | 0600-1800 | | 0600-1800 | | 0600-1800 | | 0600-1800 | | 0600-1800 | | 0600-1800 | | |
| | | 1800-0600 | | 1800-0600 | | 1800-0600 | | 1800-0600 | | 1800-0600 | | 1800-0600 | | 1800-0600 | | |
| **Logistics Chief** | | 0600-1800 | | 0600-1800 | | 0600-1800 | | 0600-1800 | | 0600-1800 | | 0600-1800 | | 0600-1800 | | |
| | | 1800-0600 | | 1800-0600 | | 1800-0600 | | 1800-0600 | | 1800-0600 | | 1800-0600 | | 1800-0600 | | |
| Materials Coordinator | | 0600-1800 | | 0600-1800 | | 0600-1800 | | 0600-1800 | | 0600-1800 | | 0600-1800 | | 0600-1800 | | |
| | | 1800-0600 | | 1800-0600 | | 1800-0600 | | 1800-0600 | | 1800-0600 | | 1800-0600 | | 1800-0600 | | |
| Resources Lodging/ Meals Coordinator | | 0600-1800 | | 0600-1800 | | 0600-1800 | | 0600-1800 | | 0600-1800 | | 0600-1800 | | 0600-1800 | | |
| | | 1800-0600 | | 1800-0600 | | 1800-0600 | | 1800-0600 | | 1800-0600 | | 1800-0600 | | 1800-0600 | | |
| **Admin Chief** | | 0600-1800 | | 0600-1800 | | 0600-1800 | | 0600-1800 | | 0600-1800 | | 0600-1800 | | 0600-1800 | | |
| | | 1800-0600 | | 1800-0600 | | 1800-0600 | | 1800-0600 | | 1800-0600 | | 1800-0600 | | 1800-0600 | | |
| Documentation/ Communications | | 0600-1800 | | 0600-1800 | | 0600-1800 | | 0600-1800 | | 0600-1800 | | 0600-1800 | | 0600-1800 | | |
| | | 1800-0600 | | 1800-0600 | | 1800-0600 | | 1800-0600 | | 1800-0600 | | 1800-0600 | | 1800-0600 | | |
| HR Coordinator | | 0600-1800 | | 0600-1800 | | 0600-1800 | | 0600-1800 | | 0600-1800 | | 0600-1800 | | 0600-1800 | | |
| | | 1800-0600 | | 1800-0600 | | 1800-0600 | | 1800-0600 | | 1800-0600 | | 1800-0600 | | 1800-0600 | | |

## 2. Crew Transfer Sheet (Sample)

# 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

**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

### 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

| 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 |  | 357-1543 | 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 |
|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |

3.  **Crew Tracking Sheet**

| Daily Crew Tracking Sheet | | | | | | Date:_____ | |
|---|---|---|---|---|---|---|---|
| **Name** | **Company** | **Time In** | **Time Out** | **(-) Lunch** | **(-) Dinner** | **Total Time** | **Overtime** |
| | | | | | | | |
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| | | | | | | | |
| **Foreman Name:** | | **Signature:** | | | | | |

## 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.