

Eversource Energy Emergency Response Program

New Hampshire Electric Operations Emergency Response Plan

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Revision 0

Approval:

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EVERSOURCE

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New Hampshire Electric Operations Emergency Response Plan

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PROMULGATION OF THE PLAN

As the President of NH Electric Operations, I hereby authorize the NH Electric Operations Emergency Response Plan dated March 5, 2015. The Plan provides for NH Electric Operations response to emergency situations and other incidents consistently and effectively within Eversource Energy in order to protect lives, public health, safety, and property; to restore essential services; and to enable and assist with economic recovery.

Threats to our business and continuity of service to our customers are constantly evolving. Eversource remains prepared at all times to anticipate, prepare for, respond to and recover from all manner of threat or hazard to our business. The purpose of this All-Hazards Emergency Response Plan is to outline and assign responsibilities for coordination of efforts across the organization in response to these risks. Through coordinated action, we leverage our company resources for a fast, efficient, and effective mitigation and response approach to all manner of threat.

We understand that timely and accurate information for our customers and other stakeholders is just as important as a safe and prompt restoration of service. This plan outlines extensive measures and processes to create and flow important planning information to our critical stakeholders. We are prepared to work effectively with Federal, State and Local governments to effect a swift and coordinated response to all manner of threat.

Through this plan, I empower the NH Electric Operations organizations to take the necessary actions and expend appropriate resources to effectuate a prompt and complete response to all hazards that can present themselves from time to time.

Because the threats we face are constantly evolving, I charge the organization with adapting this plan over time in response to these emerging threats and to plan, prepare, train, practice, and continually improve our response capabilities for the benefit of our customers and stakeholders.

The Senior Vice President, Emergency Preparedness, Eversource, on behalf of the President, is hereby authorized to activate the Emergency Coordination Team at any time deemed necessary to support an Incident Management Team.

The Plan assigns various planning and preparedness tasks to Eversource organizations.

This Promulgation shall be effective upon its signing and shall remain in full force and effect until amended or rescinded.

William J. Quinlan

William J. Quinlan
President, NH Electric Operations
March 5, 2015

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1. INTRODUCTION

1.1 Purpose

The NH Electric Operations Emergency Response Plan (ERP) provides a comprehensive overview of how NH Electric Operations addresses situations that have the potential to adversely affect electric service to its customers.

The objective of the ERP and associated documentation (procedures, policies, and other supporting documentation) is to outline a systematic and organized approach to prepare for, and respond to, emergency events causing power outages or other disruptions of NH Electric Operations distribution system, including those caused by transmission system or generation issues.

1.2 Scope

This ERP applies to emergency events caused by, but not limited to, severe weather, flooding, civil disturbance, fire, explosion, or other major disruption of the distribution system or any other instance for which the Incident Commander determines that additional assistance or coordination is needed.

The ERP describes the policies and concepts of operations that guide how NH Electric Operations plans for and addresses emergency situations. The ERP and associated documentation apply to NH Electric Operations personnel and any staff of Eversource Energy Service Company (EESCO), affiliate company employees, mutual aid resources, contractors, or other personnel working at the direction of or under the authority of NH Electric Operations. See *Section 10.1, Eversource Requirements*, on page 67 for a complete list of related documents.

The Company makes all reasonable efforts to restore service to its customers within the shortest time practical consistent with applicable law, this plan, including the plan's targets, and safety, as determined by NH Electric Operations. During an Emergency Event this includes, at a minimum, implementing all applicable components of the ERP related to restoration of service.

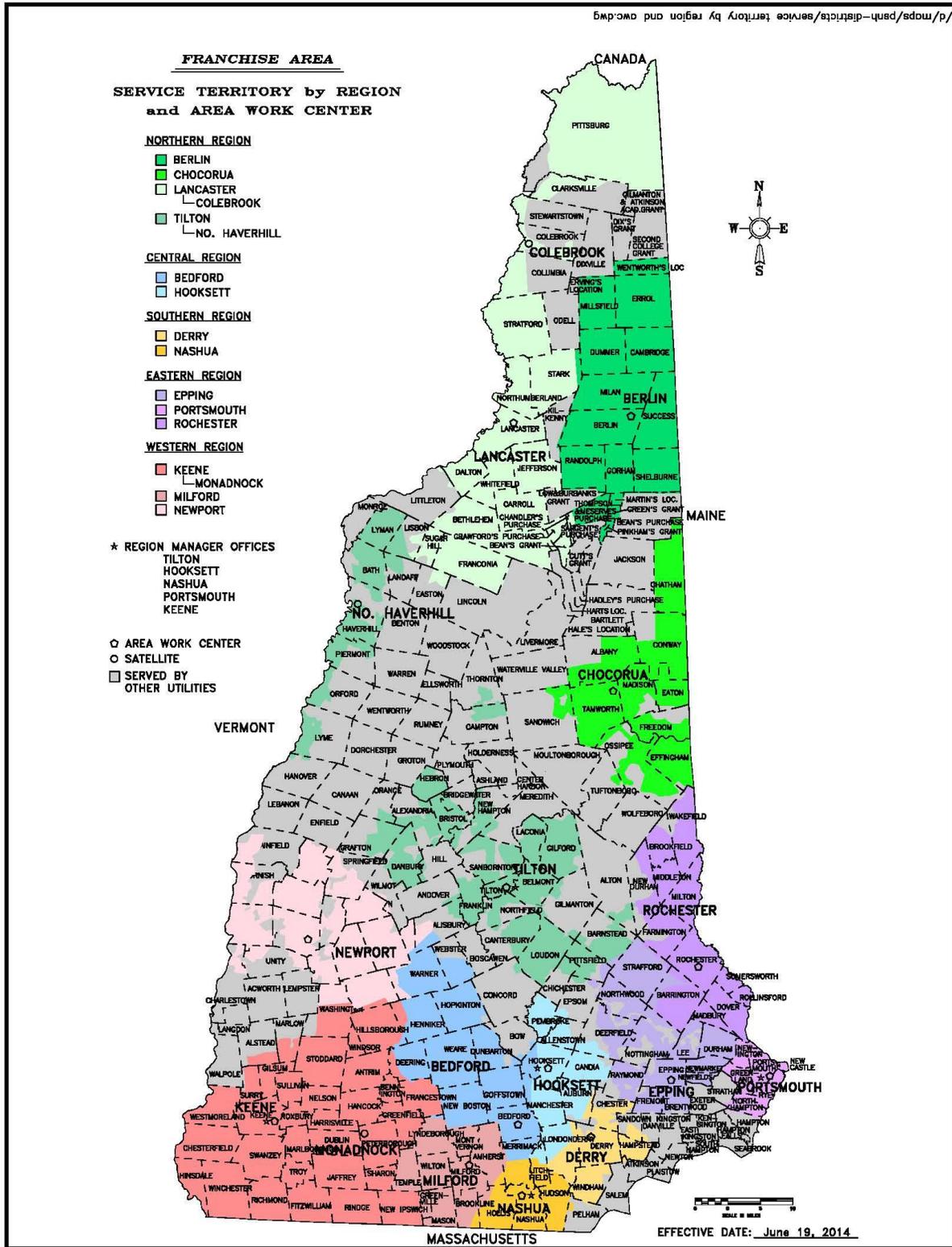
1.3 Situation Overview

Eversource Energy (formerly Northeast Utilities) was formed in 1966 when three utility companies, The Connecticut Light and Power Company (CL&P), Western Massachusetts Electric Company (WMECO), and The Hartford Electric Light Company (HELCO) were affiliated under as subsidiaries of a single corporate entity. The system was the first new multistate public utility holding company system created since the enactment of the Public Utility Holding Company Act of 1935. HELCO was incorporated into CL&P in 1982. In 1967, the Holyoke Water Power Company joined the company and, in 1992, Public Service Company of New Hampshire (PSNH) was acquired. In 2012, the company acquired NSTAR, and at that time, NSTAR electric and gas companies also became operating companies. Northeast Utilities was rebranded Eversource Energy in February of 2015.

NH Electric Operations has delivered electric service to homes, neighborhoods, and businesses for more than 88 years. With approximately 1,400 employees, NH Electric Operations is New Hampshire's largest electric utility, serving more than 500,000 business and residential customers in 211 municipalities in New Hampshire. See the figure *NH Electric Operations Service Territory Map* on the next page for a map of the NH Electric Operations Service Territory.

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Figure 1. NH Electric Operations Service Territory Map



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1.4 Planning Considerations

This ERP provides the overall framework for preparedness and response and a high-level overview of each function. The plan is implemented by specific policies, procedures, guidelines, handbooks, job aids, and so on. The ERP documentation and other supporting documentation detail specific actions and responsibilities for functions and organizations necessary for effectively responding to an emergency event. Employees use these documents to guide their specific actions consistent with their training.

The NH Electric Operations distribution system is susceptible to the effects of certain emergency events, disasters and, depending on the nature of the event, the effects can be mitigated due to the design and engineering of the system. The impact of emergency events can vary widely in scope and severity, from an event that is locally isolated and impacts very few customers for a short period of time to an event that is geographically widespread and causes outages affecting many customers. These are some of the planning considerations used in the design of the plan and the supporting implementation documents:

- An emergency incident or disaster can occur at any time of the day or night, weekend, or holiday, with little or no warning.
- Not all outage-related events or incidents require the full activation of this Plan.
- The Incident Commander can declare activation of the Plan either before an emergency event occurs or after, based upon the timing and predicted severity.
- Event Levels 3, 4, and 5 require full activation of the Incident Management Team (IMT) and all functions are coordinated through an Incident Command Center (ICC).
- The Operational Period for extended emergencies that require 24-hour operations is divided into two operational shifts of 12 hours each starting at 0600 and 1800 with a turnover period that begins 30 minutes before each shift starts.
- All employees in the NH Electric Operations organization are familiar with this plan and their specific emergency job position responsibilities when the Plan is activated. In addition, NH Electric Operations conducts training and exercises to ensure all employees are aware of the general framework for responding to emergency events, per the requirements of PUC 300 Rules for Electric Service.
- NH Electric Operations' response is based on the availability of resources. If resource requirements warrant, Affiliate Company, mutual assistance and contractor assistance are requested.
- The NH Electric Operations ERP is based upon the implementation activities of the National Incident Management System (NIMS) and uses the Incident Command System (ICS.) This alignment assists in the de-centralization and recentralization of command and control throughout an emergency event in order to provide optimum and efficient response and utilization of resources. **[NH PUC 306.09]**
- During and after catastrophic events, normal emergency services within the affected area can be overwhelmed and essential community services might be unavailable.

1.5 Terminology

The common definitions, abbreviation, and acronyms used in all of the Eversource All Hazards Emergency Response Program documentation, including the NHE ERP, are described in Guideline EP-GDL-3000, [Eversource ERP Glossary](#).

1.6 Supporting NU Emergency Response Documentation

The Eversource All Hazards Emergency Response Program documentation, including all associated Annexes and Appendixes are available from the Eversource Intranet in the [Eversource ERP Documentation Library](#).

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2. STRATEGY FOR EMERGENCY OPERATIONS

Authority for the performance and direction of actions under this ERP is delegated by the President of NH Electric Operations to the Incident Commander (IC) and other positions identified in this document. Pursuant to this delegation, the IC has the authority to manage the overall emergency response for NH Electric Operations and is expected to provide periodic updates to senior management, including the President of NH Electric Operations. The IC informs the President (in a timely manner) of any actions or developments that could require extensive resources from other Eversource operating companies or could reasonably cause significant reputational or financial risk to the company. The President in turn informs and consults with Eversource Executive Oversight Group (EOG).

The strategy to address storm events begins by understanding and analyzing potential weather events before they occur. It is expected that the development of an appropriate plan begins before the interruptions occur. Once the event occurs, the restoration recovery is predicated on knowing the causes and understanding the magnitude of the problems. This is obtained by early and strategic damage assessment. Execution of the appropriate plan, and obtaining the resources and support systems needed, are essential to effect the prompt restoration of electric service to our customers.

Given the broad authority granted to the IC in this plan, the IC should consult periodically with the President of NH Electric Operations to seek input on overall direction, policy advice concerning objectives or any necessary authorization for specific exceptions to his authority. The IC and the executive leadership team must effectively communicate during an emergency event, particularly whenever significant changes occur. Should any of the following situations occur, the IC informs the executive leadership team immediately and provides it with all available information about the incident:

- A fatality or life threatening injury to a NH Electric Operations employee, EESCO or affiliate employee, contractor, or mutual assistance crew member
- A fatality or life threatening injury to anyone possibly involving any part of NH Electric Operations' system, staff or entity working on behalf of NH Electric Operations
- A fatality or a life threatening injury to a member of the public, which could have been caused by the NH Electric Operations infrastructure
- Any event that could potentially cause significant harm to NH Electric Operations or EESCO, its staff, or system
- Any other unforeseen event that the IC should reasonably deem of significant concern as to affect the company or that could trigger high level, external stakeholder interest (regulatory, political, community, media, and so on).

2.1 Guiding Principles

NH Electric Operations has the responsibility to establish and ensure the safety and security of all participants of the emergency restoration effort. This is achieved by communicating guidelines during storm events and the reinforcement of safe work practices by the restoration crews. Each participant is responsible for his/her own safety and NH Electric Operations management is responsible for ensuring all participants work in a safe manner and that prompt corrective action is taken whenever unsafe conditions are observed or reported.

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The ongoing readiness of the emergency response participants is maintained through training in collaboration with formal operating policies and procedures and through participation in scheduled drills. Job assignments and proficiency of the associated skills are critical to the framework of the ERP. Participants, whether performing their routine assignments during the restoration effort or performing infrequent duties as their emergency assignments dictate, are expected to perform at the same standard of excellence:

- We consider public safety and the safety of our workers and other responders our highest core value.
- We ensure our Incident Management Teams follow a formal Incident Command System (ICS) and each position and function within the structure has a clearly defined role and understood authority.
- We ensure that our employees are trained and exercised in their assigned emergency roles.
- We set reasonable expectations with our stakeholders and deliver results that are consistent with or in excess of those expectations.
- We partner with our municipalities to identify and understand their priorities and integrate them into our restoration plans.
- We provide our communities with accurate, timely, and consistent information.
- We complete an initial damage assessment and provide a global restoration projection within 48 hours after a storm has left our service territory.
- We ensure that sufficient numbers of qualified resources are secured in a timely manner to support an efficient restoration process.
- We take the necessary actions to protect the environment.
- We use available technology to automate restoration processes and use our leadership capabilities to efficiently manage available resources.
- We use every opportunity to collect feedback and measure our performance to ensure continuous improvement.
- We are committed to mitigating the vulnerability of our distribution infrastructure to weather events.

2.2 Use of the Incident Command System

The ICS is a component of the National Incident Management System (NIMS), an emergency management doctrine used across the United States to coordinate emergency preparedness and incident management and response among the public (Federal, Tribal, state, and local government agencies) and private sectors. **[NH PUC 306.09(b)]** It provides for a standardized, on-scene, all-hazards incident management approach that:

- allows for the integration of facilities, equipment, personnel, procedures, and communications, operating within a common organizational structure
- enables a coordinated response among various jurisdictions and functional agencies, both public and private
- establishes common processes for planning and managing resources

ICS is flexible and can be used for events of any type, scope, or complexity. ICS allows Eversource to adopt an integrated organizational structure to match the complexities and demands of single or multiple events. The range of these events can vary from a minor facility emergency to a major loss of systems, equipment, personnel, or information. ICS is also employed by offsite response organizations that Eversource interfaces with during an emergency, thereby enhancing the coordination of all emergency responders.

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ICS is based on a model adopted by the fire and rescue community. ICS is used by all levels of government, as well as by many non-governmental organizations and the private sector. ICS is typically structured to facilitate activities in five major functional areas: Command, Operations, Planning, Logistics, and Finance/Administration. It is possible that all of the functional areas might not be used based on the needs of the incident

2.2.1 Incident Command

Incident Command is responsible for overall management of the emergency and occurs at the IMT level. An IC is designated and has the authority to commit and obtain resources necessary to meet prioritized needs. The IC also has the authority to issue assignments that involve the commitment of human and material resources and to expend funds to meet emergency needs. Command Staff and General Staff assignments are delegated and assigned by the IC as required. ICS Command and General Staff positions are described in further detail below.

2.2.2 Non-Incident Command System Roles

Emergency response is also performed by personnel within Eversource (for example, Facilities, Stores, Transportation, and so on) that are not actually assigned ICS job positions during an emergency because their emergency roles and responsibilities generally parallel their normal (blue sky) organizational roles and responsibilities. Specific day-to-day tasks and activities that do not contribute directly to the emergency response efforts can be suspended temporarily or redirected for the duration of the event.

2.3 Core Capabilities

Capabilities are identified as the ability to achieve a specific outcome with an applicable combination of planning, organization, resources, and trained and exercised personnel. Core Capabilities are a list of capabilities needed collectively by NH Electric Operations to prepare for, respond to, and recover from events and incidents causing power outages and other disruptions to the electric distribution system. NH Electric Operations' Core Capabilities are:

1. **Community Preparedness** – The continuous effort to assist the communities and the State to be fully aware, trained, and practiced on how to prepare for and, as appropriate, coordinate response to, events that have the potential to impact the NH Electric Operations system.
2. **Risk Management** – The continuous process of managing the likelihood of an adverse event and its impact on the NH Electric Operations system through a series of mitigation and preparedness actions.
3. **Training, Qualifications, and Exercises** – The process of transferring required knowledge and skills needed for NH Electric Operations to perform activities and tasks supporting the ERP capabilities, and of verifying individual and organizational competencies of these capabilities.
4. **Incident Command** – Effectively direct and control event activities by using the ICS consistent with NH Electric Operations policies and procedures.
5. **Planning** – Collect, display, and evaluate event information and coordinate the development of applicable Incident Action Plans (IAPs.)
6. **Damage Assessment** – Conduct NH Electric Operations system damage assessments to accurately determine the significance of the event, locations of damage and damaged equipment, access restrictions, and other information needed to estimate the time necessary for repair and effectively choose a restoration strategy.

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7. **Incident Command Center Management** – Provide NH Electric Operations coordination for event management by activating and operating the ICC for a pre-planned or no-notice event. ICC management includes: ICC and Regional Emergency Operations Center (EOC) activation, notification, staffing, and deactivation; management, direction, control, and coordination of response and recovery activities; coordination of efforts among governments at each level and among local, regional, State EOCs; coordination of public information; and maintenance of the information and communication necessary for coordinating response and recovery activities. See *Attachment 1, NH Electric Operations ICC Facilities* for more information on the primary and alternate ICC facilities.
8. **Response & Restoration** – Prepare for, initiate, and sustain repair, replacement, or other activities needed to restore the NH Electric Operations distribution system to normal operating condition. This consists of eliminating identified threats to public safety, removing electric hazards, restoring critical facilities, and performing bulk restoration to customers.
9. **Resource Management (Logistics)** – Identify, order and acquire, mobilize/on-board, accurately track and record, reassign, and recover and demobilize NH Electric Operations, Eversource Energy, mutual aid, contracted, and vendor resources throughout all event management phases. (*NOTE: Resources include material, equipment, and personnel.*)
10. **Public Information and Communications** – Develop, coordinate, and disseminate information to the public, state and municipal officials, and NH Electric Operations and Eversource employees across all jurisdictions and disciplines effectively under all hazard conditions.
11. **Worker Health and Safety** – Ensure adequate trained and equipped personnel and resources are available at the time of an event to protect the safety and health of NH Electric Operations and Eversource employees, mutual aid, and contracted workers.
12. **Financial Tracking and Reporting** – Accurately account for personnel time; collecting cost data; performing cost effectiveness analysis; providing cost estimates and cost saving recommendations; administering financial matters pertaining to vendor contracts, leases, and fiscal agreements; and managing and directing all administrative matters pertaining to compensation for injury and claims-related activities.

2.4 Eversource Readiness Conditions

Eversource has established a systematic approach to monitoring, assessing, and preparing for events that have the potential to impact one or more business units, employees, or customers. This approach includes activities from day-to-day hazard monitoring through full activation of all necessary personnel to support response and recovery for any type of emergency. This approach uses predefined Readiness Conditions to clearly communicate each operating company's readiness posture. See *Table 1 - Readiness Conditions* on page 16.

Each entity determines its own current Readiness Condition and it is common to have different Readiness Conditions based on the same emergency (for example, a hurricane) due to differences of potential impact to each State.

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2.4.1 Readiness Condition – NORMAL

Everyday operations are being performed. Employees are performing day-to-day routine operations and maintaining situational awareness by observing the changing and predicted weather conditions and the news for any emergency that could adversely affect Eversource operations.

2.4.2 Readiness Condition - MONITORING

Everyday operations are being performed, but conditions are developing or exist (for example, a potential heat wave, tropical storm, or nor'easter) that could present a potential risk to Eversource in the near future. Though the conditions currently pose no immediate threat, a heightened level of situational awareness (internal and external) and monitoring are implemented with more frequent communications taking place among decision makers. If it is determined that escalating emergency conditions **are likely**, a communication is sent to the NH Electric Operations organization and local authorities to update them about this condition.

2.4.3 Readiness Condition - WARNING

General everyday operations are being performed, but conditions are developing or are soon to exist that have a relatively high level of probability of impacting some or all of the Eversource service area. Some day-to-day tasks and operations might be suspended or redirected. Mobilization of internal resources and acquisition/mobilization of (some) external resources are considered and could begin.

Affected IMTs, ICCs, and/or Regional EOCs can be partially or fully activated in accordance with each organization's plan. Notification/partial activation of the ECT is considered.

For events that could have operational or business functionality impact at one or more facilities or locations, but are not primarily transmission or distribution system disruption events, activation of an Eversource IMT is considered and, under the direction of the Vice President-NH Electric Operations or designee e-mail, telephone, or other communication methods are used to notify key emergency response personnel to prepare to be activated. Communication requirements with the New Hampshire Public Utility Commission (NHPUC) are also evaluated.

2.4.4 Readiness Condition – EMERGENCY

Emergency event conditions are imminent and it has been predicted that they could cause or have caused significant impact. Typically, the Readiness Condition is escalated to Emergency when it appears imminent that 10,000 or more NH customers are likely to be out of electric service

Based on the potential Emergency Level, the following situations can occur:

- Mobilization of internal resources and acquisition/mobilization of external resources occur as needed.
- One or more operating company or regional IMT are activated.
- An ICC and one or more Regional EOCs are activated.
- The Emergency Coordination Team is (might be) activated and an emergency-specific initial meeting of the Eversource EOG could be scheduled.

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Table 1 - Readiness Conditions

Readiness Condition	Normal	Monitoring	Warning	Emergency
Situational awareness of resources and systems	X	X	X	X
Mobilization of resources		0	0/X	X
Activation of Incident Management Teams			Notification/ Standby	X
Activation of Emergency Coordination Team			Notification/ Standby	0/X
Activation of Executive Oversight Group			Notification	0

X - Likely
0 – Possible

2.5 Declaration of an Emergency Response Plan (ERP) Event

NH Electric Operations’ Emergency Preparedness (EP) organization continuously monitors weather and other system conditions to identify possible threats to the electrical system. When a threatening forecast or a weather alert above predetermined levels is identified, initial preparations are made to ensure the ability to restore outages that might occur on the NH Electric Operations system. Conference Calls are schedule with NH Electric Operations and Eversource leadership, as appropriate. Additionally, email or automatic call alert notifications are sent to notify members of the IMT and other key individuals of the potential risk.

If an emergency incident or event is likely that could cause significant outages or damage to the distribution system, the President or a Vice President or designee declares an *ERP Event*, indicating a formal initiation of the ERP. When an ERP Event is declared, the ICC is activated. See *Attachment 1, NH Electric Operations ICC Facilities*, for a description of primary and alternate ICC locations.

In general, the ICC prepares for activation when it is anticipated that there could be 200 or more outage troubles and 10,000 or more customers without electric service. When possible, advance warning advisories are issued by NH Electric Operations Emergency Preparedness prior to the declaration of an emergency. When more than 10,000 customers are affected, the NH PUC Director, Electric Division and NH PUC Director, Safety Division are notified, as well as when the ICC opens and closes. **[NH PUC 306]**

A *Wide Scale Emergency*, is an event that, by the forces of nature, accident, or an intentional act results in, or is expected to result in: a loss of electric service to 10% or more of the company’s total number of electric customers or 40,000 customers, whichever is less and the restoration of electric service to these customers takes more than 24 hours; **or** the federal, state, or local government declaring an official state of emergency in the company’s service territory and the emergency involves an interruption of electric service. **[NH PUC 302.24]**

Upon declaration of an ERP Event the NH Electric Operations Emergency Response Organization is activated. To the extent necessary, normal company operations are curtailed or suspended until the emergency condition is terminated.

Table 2 - ERP Event Levels indicates the ERP Event Levels that the State of New Hampshire (per *PUC 300 Rules for Electric Service*) references for reporting. **[NH PUC 306.09(g)]**

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Table 2 - ERP Event Levels

Event Level	% Customers Out	Outage Duration (Hrs.)
5	≤2	<12
4	>2≤5	0-24
3	>5 ≤10	24-48
2	>10≤20	48-144
1	>20	48-240

2.6 Incident Command Center (ICC) Activation

The NH Electric Operations ICC is a dedicated facility that is designed to assist management in taking prompt and effective actions to mitigate the consequences of an emergency. NH Electric Operations monitors its electric system by way of 24 hour coverage through the Electric System Control Center (ESCC), System Operations Center (SOC) and on-call personnel until such time as an incident or emergency event warrants activation of the IMT organization. The NH Electric Operations ICC is activated consistent with the Emergency Advisory Levels or as deemed necessary by the NH Electric Operations EP organization and/or the VP of NH Electric Field Operations, specific response procedure or when an incident's size and complexity requires representation in the NH Electric Operations ICC by organizations to support expanded operations.

The ICC can act as the Incident Command Post (ICP) to direct the actions of the IMT and to coordinate with other Eversource corporate organizations and federal, state and local agencies and officials. As an integral element of the ICS, an ICP provides the IC and Command Staff a centralized location for planning response operations, managing all emergency resources committed to the incident, and communicating with response elements.

The ICC, when activated as the ICP, operates around-the-clock until the event has terminated and the IC makes the determination to close the ICC and return to normal operations. Transfer of command normally takes place at 12-hour intervals until the event has been declared closed.

The ICC supports the NH Electric Operations IC in preparation and response to an emergency. Representatives from support organizations assemble as necessary to coordinate response with the IC, Command Staff and General Staff. The ICC operation is based on use of the ICS and is designed to function at a level consistent with the size and complexity of an event.

Staffing of the NH Electric Operations ICC is dictated by the size and complexity of the event. The level of activity, and the number and skills of staff required to carry out those activities vary. The activation of the ICC can occur when intelligence data indicates actual or potential incidents or events could grow beyond the capability of managing the emergency event in the System Operations Center (SOC).

Activation of the ICC is initiated through the Emergency Preparedness organization to affected personnel and assigned management staff. Selection of personnel and organizations required to support the operation are determined by the IC. The required support staff is alerted by the IC to report to the ICC to fulfill their assigned emergency roles and initiate staffing of their assigned functional areas. Notifications of ICC activation are also made to the following entities / organizations:

- NH Electric Operations Executive Management
- SOC
- NH Electric Operations personnel

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- New Hampshire Department of Homeland Security and Emergency Management (HSEM) and state regulatory agencies

2.7 Notification

The Vice President of Electric Field Operations, or his or her designee, maintains the current list of ICC personnel, both primary and alternate. In the event that Energy Park is to be evacuated and an emergency has been declared, all members of the ICC are notified by telephone, e-mail, or pager.

Depending on the nature of the declared emergency, it might be necessary to notify the local authorities of the circumstances for the relocation. If, for example, a threat by a terrorist group or disturbed individual were the cause of the evacuation, police protection could be considered at the alternate location. Additionally, the State of New Hampshire Public Utilities Commission and the State Office of Emergency Management should be made aware of the move.

2.7.1 Emergency Response Organization Assignments

- Personnel are identified and trained to fill key emergency response roles. A database is maintained by the EP organization to ensure the rosters for such positions are always filled. Systems are established to direct individuals during the declaration of an ERP event.
- Emergency response is a corporate responsibility and a responsibility of every Eversource employee. Preparedness is fundamental to the prompt and effective response to an emergency event. All employees have a continuing obligation to be prepared and to respond to emergency events as directed by management.
- As part of preparedness and responding to emergency events, NH Electric Operations has established this ERP and associated documentation to ensure that appropriate resources and personnel are available and trained to support recovery and restoration operations during an emergency event. Employees are trained on and have been assigned emergency response roles that are activated when a major event occurs.
- For purposes of this ERP, an emergency response role is defined as a role or task that a person performs during emergency conditions, which is different from their normal work activities. Other personnel have a single role during an emergency event that does not change from their day-to-day responsibilities.
- When an emergency event with the potential for severe impact is anticipated, the company declares an ERP Event and all personnel are considered essential, unless otherwise excused. Employees are required to make themselves available for mobilization calls in the event they are needed to report to their assigned areas. The company uses a variety of communications methods (pagers, email, voicemail, and, if necessary, public media) to broadcast this declaration as soon as the decision is made. Employees are expected to check these various communications channels with reasonable frequency to ensure they are aware when such a declaration occurs. Employees should listen for broadcast messages indicating that the company is mobilizing for an event that has the potential to impact our service territory.
- All employees must keep their contact information up-to-date in company directories. Employees unable to report to work due to home, family, or personal emergency conditions must immediately contact their supervisor. Policies addressing reporting to work, release from work, release from storm assignment, failure to report and timekeeping during severe-impact storms and other emergencies can be found in the relevant company policy documentation.

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2.8 Operational Stages

An emergency event can be segmented into phases or stages chronologically to assist in the coordination of actions and resources. In general, these segments include:

- Pre-Event Preparedness
- Mobilization and Initial Response
- Sustained Actions
- Demobilization and Post-Event Analysis and Reporting

2.8.1 Pre-Event Preparedness

To ensure capability for immediate response to power outages caused by severe weather or other disruptions, several elements are set in place prior to an actual emergency. These elements can include, but are not limited to:

- Notifications are made to personnel concerning their assigned event reporting locations.
- Contact lists are updated for state and municipal officials.
- Equipment needed for power restoration is identified and, if possible, pre-positioned at key points within the service territory.
- Staging areas for management teams and work crews are established.
- Contracts are set in place for outside line, service, and tree crews and other essential resources.
- Mutual Aid Agreements through Edison Electric Institute (EEI) and membership in Regional Mutual Assistance Groups (RMAGs), such North Atlantic Mutual Aid Group (NAMAG).
- Contract weather forecasting services are secured to provide weather forecasting service, with notification of any severe forecasts that have the potential to adversely impact the distribution system.
- Communication materials are prepared in advance on key topics, points-of-contact, and basic facts explaining storm restoration activities and priorities.
- The Customer Care organization is prepared to elevate to the emergency response level.
- Assessment of the availability of the following resources:
 - Line Resources (including contractor and/or mutual aid)
 - Vegetation Management Resources
 - Service Resources
 - Call Center staff
 - Support Resources, such as Damage Assessment Patrollers, Wire Guards, and so on

2.8.2 Mobilization and Initial Response

To ensure effective and efficient response to emergency events caused by severe weather or other disruptions, several elements are considered, including, but not limited to:

- Establishment of ICS Structure
- Activation of the ICC
- IMT personnel notification
- Assessment of resource needs and availability
- Decentralization of system operations
- Damage assessment planning

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- Municipal and other stakeholder outreach
- Notification of appropriate State officials
- Conference Calls

There are three types of conference calls that are used during an emergency event:

Preparation Calls – EP organization conducts preparation calls when the need to implement the preparations strategy is apparent or imminent. This call is held with a broader group including Directors, Regional Operations Managers, and other key personnel from support organizations.

Incident Command Calls – The IC conducts periodic operations calls to review progress on the IAP, and refine or adjust the IAP based on changing conditions and current information, and to address tactical decisions, emergent issues, and requests for support.

Section (Function) Calls – Each Section Chief, or designee, conducts function specific calls (Operations, Planning, Logistics, Communications, and so on), as appropriate, to coordinate and update priorities, tasks, and deliverables to ensure consistency and alignment with the current guidance and plan.

The owner of each type of call communicates the type of call to the affected audience in advance of the call when possible. Additionally, NH Electric Operations participates in Eversource system calls when an event impacts multiple geographic areas or entities.

2.8.3 Sustained Actions (Restoration)

Sustained Actions generally covers the activities required to return the electric distribution system to normal configuration and operations.

2.8.4 Demobilization and Post-Event Analysis and Reporting

- Demobilization and post-event analysis and reporting occur when restoration has been completed, all resources are demobilized; the ERP is deactivated; and blue sky operations are resumed. It is during this period that NH Electric Operations gathers information, conducts incident reviews, analyzes data, develops after-action reports, performs post-event reporting to State officials, and identifies improvements to be implemented.
- A post-storm critique or de-brief process is performed to capture strengths, weaknesses, and lessons learned. All groups involved in the restoration are requested to supply input during the process. Administrative updates are made to contact lists and procedures to ensure readiness for the next emergency or event.
- Post-incident evaluations commonly known as Lessons Learned and After-Action Reviews, contribute to continuous emergency preparedness and response improvements. Both activities are likely to improve when feedback recommendations are linked and incorporated into the plan and associated support documentation. The EP organization is responsible to ensure post-incident evaluations are performed. Each area of the response organization is responsible for participating in post-incident performance reviews. These meetings identify response activities and opportunities for improvements. Participants and representatives from each business unit of the response organizations are invited to discuss lessons learned and to identify improvement opportunities.

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2.9 Service Restoration

During significant events, there are different strategies that can be employed to efficiently utilize resources to ensure public safety and expedite the restoration of electric service to critical facilities and customers. The availability of several restoration strategies is necessary because a variety of factors, including: the severity of damage on the system; the geographic scope of the damage; the impact the event has on critical facilities and road accessibility; and the need to utilize mutual aid crews, influence the best way to respond to an emergency event.

2.9.1 Major Storm Restoration Philosophy and Priorities

The electric system restoration process begins with a full evaluation and assessment of the system's condition. Consistent with NH Electric Operations' overall routine philosophy the most important priority in storm restoration is for public and employee safety. The first priority in a storm restoration effort is on the vital public safety function of clearing downed electric wires.

Restoration Priorities:

1. Public Safety

The de-energizing, cutting clear or securing of live distribution lines that pose an immediate threat to public safety or the cutting clear of wires that block roadways impairing the ability for emergency response vehicles to respond or for municipal agencies to clear the roadways.

2. Electric Infrastructure

The restoration of transmission lines and substations that supply the distribution system.

3. Critical Infrastructure

The restoration of service to critical facilities such as police and fire stations, hospitals, schools, water supply and sewage treatment facilities, shelters and nursing homes.

4. Circuit Backbones

The re-energizing of circuit backbone lines which are the main source of power to reach the distribution line lateral feeders.

5. Lateral Feeders

The restoration of lines serving large blocks of customers and/or whole neighborhoods to maximize the restoration of power to the highest number of customers in the minimum amount of time.

6. Transformers/Secondary Circuits

The restoration of localized secondary voltage lines serving a limited number or small number of customers.

7. Individual Services

The IC balances the use of available resources with the impact based upon the foregoing priorities to optimize the overall response. There is no steadfast rule regarding how to evaluate the priorities at any given moment because circumstances are constantly changing, which require time-specific resource allocation. The IC takes into consideration a variety of factors, in addition to the priority of the underlying affected customers, when assigning work using a trouble-order based restoration strategy. These factors and exigent circumstances can include, but are not limited to: the type of work necessary to address the trouble order and the type of resources available, the proximity of available crews, the specific needs of the response (particularly as it relates to the need for specialized equipment), the potential

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consequences of delaying the restoration (such as, medical hardships or an out-of-service sewage treatment plant), and the time necessary to restore the customer.

2.9.2 Decentralization

System Operations Center (SOC) Event

In a smaller Level 5 event, the SOC Shift Supervisor or Manager often assumes the role of IC; decentralizing the response from the SOC is not necessary. Commonly, the IC fulfills many of the ICS roles in a Level 5 event, but he or she can fill such roles with other individuals as necessary. In general, the IC directs the response from the SOC, which acts as the effective Incident Command Post.

Regional Event

If an event is forecast to or expands to involve several locations within a single Region, the Regional EOC activates and staffs Restoration Management Teams (RMTs). Each RMT includes an Operations Coordinator, a System Operator / Authorized Person, and OMS Analyzer/Modeler. The SOC transfers control to one or more RMTs within the Regional EOC. The Operations Branch Director coordinates restoration activities among all the RMTs activated within his or her region. Planning and Logistics support is provided by the Regional Planning and Logistics Branch Directors in coordination with the ICC staff. The SOC or the ICC acts as the ICP for a Regional Event.

NH-Wide Event

If the event expands to or involves multiple areas across several or all Regions where additional resources are needed, the ICC becomes the ICP with a full activation of the IMT. At the Regional level, additional RMTs can be activated. The SOC transfers control of a specific area to each RMT as coordinated through the Operations Section Chief and Regional Operations Branch Director. Each additional RMT receives its Planning, Logistics, and Community Liaison support through the EOC Planning and Logistics personnel.

2.9.3 Restoration Strategies

Different types of events necessitate strategies that are designed to optimize the use of resources to manage the impact and duration of the event. The development and utilization of multiple strategies is recognition of the fact that no two events are the same, providing the flexibility to adapt the response to meet the objectives of the particular event. Due to the size and diversity of NH Electric Operations' service territory, one or more of the following strategies can be employed in parallel during an event to maximize the event response and utilization of available resources. This decision is made by the IC, relying on information provided by the Planning and Operations Chief and is based on the predicated amount of damage on the system and the available resources, focusing on optimizing the use of resources and minimizing the impact of the event on customers.

Event-Based Strategy

Outage event-Based strategy is most frequently applied during smaller to medium emergency events (Event Levels 5 and 4 or during the final stages of restoration in Level 3 or greater), where the number of trouble orders is modest and manageable. It can also be useful during larger events where there is not a significant amount of physical damage experienced by the system (for example, localized lightning events). It is also useful before or while an initial damage assessment is being undertaken.

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The Event-Based strategy relies upon addressing specific trouble orders in a prioritized manner. Using this strategy, routine, day-to-day restoration processes used to predict, locate, and repair faulty equipment or line sections are utilized. The Outage Management System (OMS) facilitates the prioritizing of trouble orders in a variety of ways.

An Event-Based restoration strategy is very effective when the physical damage is not substantial and when the number of trouble orders allows efficient prioritization. The effectiveness of this type of restoration strategy however, can be diminished when the physical damage is substantial in a specific geographic area, because the time necessary to restore a specific trouble order is not easily incorporated into the analysis that prioritizes and assigns work. Consequently, during significant events where there is widespread damage resulting in a large number of trouble orders with physical damage, a Circuit-Based or Hybrid restoration strategy might be more appropriate to optimize the restoration effort.

Circuit-Based Strategy

A Circuit-Based strategy is most frequently applied during very large emergency events (Event Levels 2 and 1) where the number of trouble orders is significant and the damage is widespread and extensive. The magnitude and breadth of damage realized by these types of emergency events (such as, tornadoes, tropical storms, ice storms, and hurricanes), requires rebuilding entire circuits or portions of circuits, making other restoration strategies usually less efficient.

A Circuit-Based restoration strategy can also be appropriate where there are a significant number of breaker lockouts that make an area-based strategy less effective.

A Circuit-Based restoration strategy focuses on restoring a prioritized set of circuits. This approach can rely upon a pre-established prioritization taking into account the priority guidelines. Moreover, a Circuit-Based restoration strategy is flexible and can focus on restoring circuit backbones initially and then switch to restore all laterals and services. Coordination with the Transmission Liaison takes place as required developing an integrated sequence of circuits to restore.

Using this strategy, and the information captured in OMS, trouble orders are grouped by circuit and assigned based on their pre-established priority. A team lead is assigned responsibility for all trouble orders for a particular circuit. Typically, restoration begins at the substation and restoration is accomplished section by section. This local control allows the team leader to direct multiple resource types, including; damage assessors, first responders, and line crews.

Hybrid Strategy

The Hybrid Strategy is most frequently applied during medium to larger emergency events (Event Levels 3 and greater), where the number of trouble orders is significant and therefore less manageable on a discrete basis. It is useful during larger events where there is a significant amount of physical damage experienced on the system. It incorporates a combination of both Event-based and Circuit-based strategies in the same geographic area.

This type of restoration strategy capitalizes on directing multiple resource types, including damage assessors, first responders, and line crews under one authority, thereby, optimizing their efforts and reducing the overall duration of the emergency event.

2.9.4 External Resource Acquisition

Based on the resource needs and availability assessment conducted by the Planning Section Chief, the IC determines the external resources required for responding to an emergency event and coordinates acquisition with the Logistics Section Chief.

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External Resource Strategy

In order to ensure that sufficient resources are available to respond to an emergency event, agreements have been established in advance for providing key resources. Resources are typically secured in a manner that attempts to provide the quickest response or most efficient use of the resource, such as local contractors or neighboring utilities. A primary source for additional trained resources is the affiliated Eversource operating companies. Additional resources can be secured through contractors, Mutual Assistance utilities, or a combination of both. Requests take into account travel times from remote sources, to ensure sufficient resources to rapidly and efficiently affect response and restoration activities.

Contractor Crews

The IC is responsible for authorizing the hiring of additional contractor crews to assist in the restoration efforts.

Line Resources - When additional line crews are required, alliance partners under contract are contacted by the Incident Command Logistics Section to supply personnel for emergency restoration work. The Logistics Section Chief coordinates the activation, allotment, and release of contract line crews as directed by the IC. The Logistics Resource Acquisitions Branch Director or his/her designee deploys contract line crews to areas requiring assistance. Contract crews perform electrical equipment and overhead line repair and restoration services under the direction of the Operations Section according to the IAP.

Vegetation Management Resources - When vegetation management crews are required, alliance partners under contract are contacted by Logistics Section Chief or designee to supply personnel and equipment for emergency restoration work. The Logistics Resource Acquisition Branch Director organizes the activation, deployment, and release of vegetation management crews as directed by the Logistics Section Chief. Contract crews perform tree and limb cutting and clearing services under the direction of the Operations Section consistent with the IAP.

Other Contracted Resources - The Logistics Section secures additional restoration support personnel, such as Damage Assessment Patrollers, Wires Guards, Service Crews, and so on. The Logistics Section Chief coordinates the activation, allotment, and release of these contracted resources as directed by the IC.

Mutual Assistance

When power outages are beyond the ability of NH Electric Operations' existing company and local contractor resources to provide timely restoration, the Logistics Section Chief contacts the Eversource Resource Support Group, an integral component of the Emergency Coordination Team, to request additional resources. If the ETC is not activated, the IC contacts the Senior Vice President of Emergency Preparedness to request resource support.

Eversource participates and maintains membership in the EEI Mutual Assistance Program. The Eversource Emergency Preparedness and Business Continuity (EP&BC) Group develops and maintains contacts with other utilities, using the EEI Mutual Assistance Program to ensure the company's ability to obtain assistance during severe outage conditions.

The EEI Mutual Assistance Roster for Distribution and Transmission allows for the exchange of overhead crews among participating companies during storm emergencies. Utilities that participate in this program are able to provide field crew assistance, based on their own emergency status, to other participating utilities who request aid in repairing electric systems to restore customers. Mutual aid crews perform electrical equipment and line repair and restoration services under the direction of the Operations Section.

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The IMT's Logistics Section coordinates the acquisition and release of all resources with the ECT Eversource Resource Support Group when it is activated.

Logistics Resource Acquisition Unit

The Logistics Section is responsible for the on-boarding process to accept outside resources into the NH Electric Operations response organization, the deployment of these resources into the work force, and the subsequent release of these resources back to their home companies. The Logistics Resource Acquisition Branch is activated by the IC within the Logistics Section to process and oversee the acquisition of line resources to support system response and recovery activities during an emergency event.

2.9.5 Event Contraction, Re-Centralization, and Demobilization

When restoration efforts have reduced power outages to manageable levels, the IMT organizations should begin to contract. When restoration efforts are complete, work crews are released to their normal organizations and the ICS structure is scaled down in an effort to demobilize the response to the emergency event. In addition, subsequent to the emergency, all equipment and unused materials are returned to their proper location, ready for reuse.

Re-centralization is defined as the transfer of the SOC function back to the SOC from each RMT. The decision to re-centralize is made by the IC.

As restoration is accomplished in one area, resources are reassigned to areas that still require additional assistance. Continued restoration activities result in a gradual demobilization of personnel and equipment.

When restoration efforts have reduced power outages across the system to manageable levels, the following actions occur:

- Mutual Aid crews are released
- Contract crews are released
- Eversource affiliated crews are released
- Support personnel are released
- Regional/Area Work Center Level responses are scaled back

When multiple Eversource operating companies or geographic entities are impacted by the release of Mutual Aid and Contract crews, such release is coordinated through the ECT Eversource Resource Support Group. When restoration efforts are complete, the following actions occur:

- The IC determines that an emergency event no longer exists that warrants the utilization of an ICS structure
- Dispatch functions are re-centralized to SOC
- Personnel are released to their normal work locations
- The Regional EOCs are closed and the ICC is closed

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Restore System to Normal Configuration

Once an emergency response has been demobilized, System Operations ensures that the system is placed in its normal operating configuration thereby ensuring the level of reliability that NH Electric Operations normally maintains. This requires validating the status of automatic devices that control the transmission and distribution systems. If there are temporary repairs requiring modifications to operating procedures, these locations are properly noted on the controlling operating documentation. In addition, the work necessary to make permanent repairs is referred to the proper department for completion.

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3. ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

3.1 General Overview

The NH Electric Operations ERP is not in effect at all times and does not govern routine outages that occur day-to-day on the electric system due to equipment damage, minor or localized weather events, or other causes. The ERP is triggered where there is or could be an Emergency Event in which widespread outages occur on the electric distribution system due to storms or other causes beyond the control of NH Electric Operations.

The Emergency Event Levels, described in *Table 2 - ERP Event Levels* on page 17, establish the general characteristics and/or impact typically associated with each restoration event and the estimated resources required based on identification of the number of customers expected to experience an outage and the expected duration of restoration efforts.

3.2 IMT Organization and Responsibilities

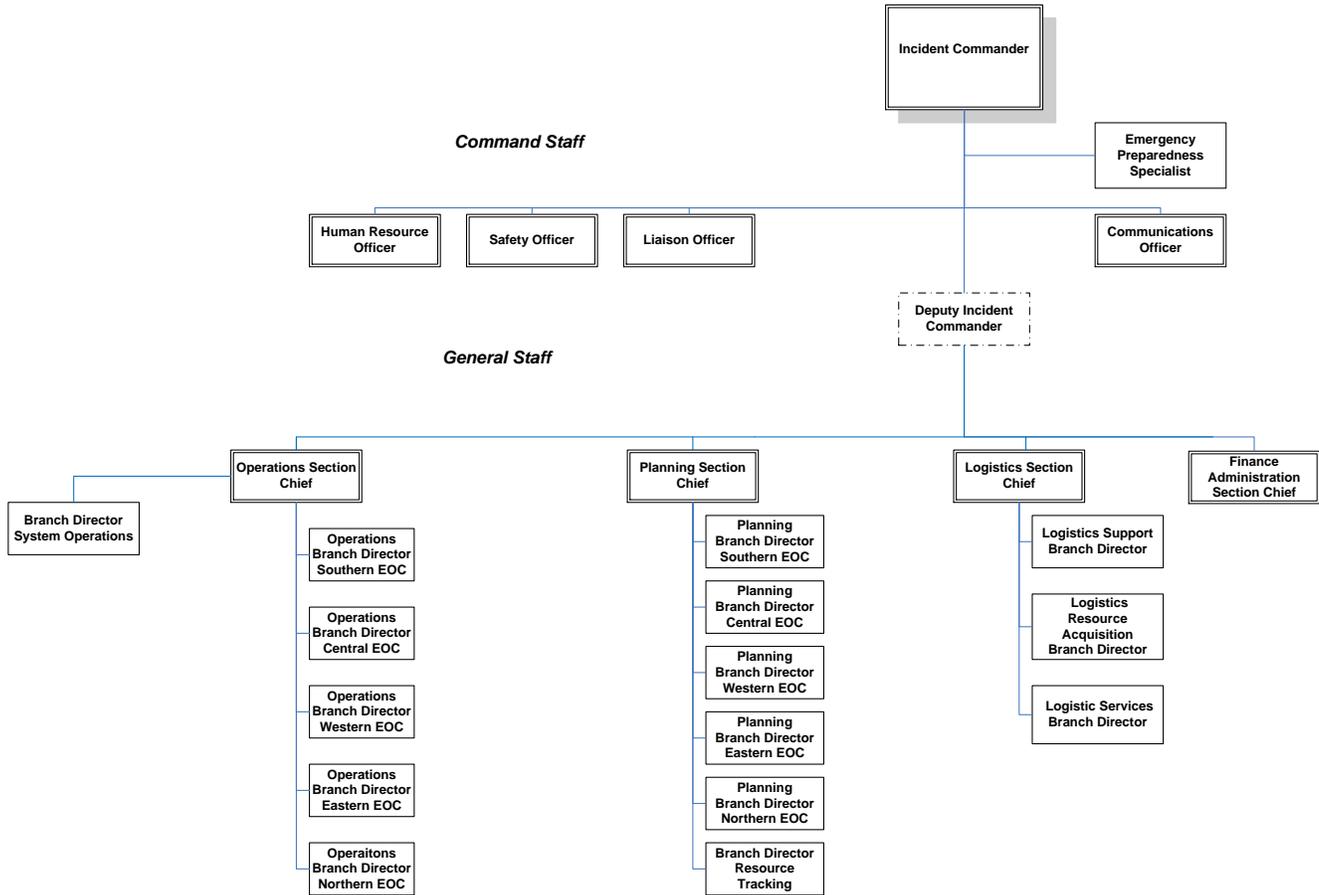
When an emergency incident or event occurs, the Company implements an IMT and follows ICS guidelines. The IMT is intended to provide an organized structure that facilitates a safe and reasonably prompt restoration of power or recovery from the hazard accompanied by a flow of information that both advances the restoration process and allows for constructive communications with government officials and with customers.

The NH Electric Operations IMT is comprised of individuals and groups trained to provide leadership, coordination, and assistance when the consequences of an emergency event exceed local management capabilities. Various emergency teams, support personnel, specialized equipment, operating facilities, mutual assistance programs, and access to outside resources can be coordinated by the IMT.

The fully activated IMT structure expanded Incident Command, including reporting relationships and locations, is shown in the figure *NH Electric Operations IMT Organization Chart* below. Descriptions of the Command Staff and General Staff roles follow. **[NHPUC 306.09(b)]**

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Figure 2. NH Electric Operations IMT Organization Chart



3.2.1 Command Staff Positions

a. Incident Commander (IC)

- The IC is responsible for overall leadership and execution of the event response. All members of both the Command Staff (Safety Officer, Human Resources Officer, Liaison Officer, Communications Officer, and Deputy Incident Commander) and General Staff (Operations, Planning, Logistics, and Finance and Administration Chiefs) reports to the IC.
- Responsibilities of the IC include, but are not limited to:
 - Determining whether a potential or forecasted incident meets the criteria for activating and staffing the NH Electric Operations ICC on a precautionary basis
 - Determining that a situation is an emergency event
 - Ensuring incident safety
 - Working with Command and General Staff to develop incident objectives and strategy
 - Approving the IAP
 - Providing overall direction, leadership, and strategy
 - Approving key messaging
 - Informing executive leadership of the status of the event response and situations that could materially affect the company
 - Taking policy input from the President of NH Electric Operations
 - Delegating responsibility and authority to others

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- To ensure adequate and effective coordination among all functional areas involved in the event response, all members of the Command and General Staffs, or designees, should participate in periodic planning meetings and conference calls.
- b. Safety Officer
 - The Safety Officer is responsible for ensuring that all applicable workplace safety rules and policies are understood and complied with during the restoration effort. The Safety Officer oversees and ensures that safety and training staff conduct an initial briefing with all arriving mutual aid and contractor crews and ensures daily safety messages/bulletins are developed and communicated. Operations holds further safety briefings each morning during the restoration process for all NH Electric Operations crews and all mutual aid resources and contractors. The Safety Officer ensures prompt investigations occur and needed actions to prevent recurrence are in place following a significant safety near-miss or actual event.
 - Informing the IC of situations that could materially affect the company
 - Identify and mitigate hazardous situations.
 - Exercise emergency authority to stop and prevent unsafe acts, and communicate to every employee and contractor that each person is responsible and authorized to exercise emergency authority to prevent or stop unsafe acts when immediate action is required.
 - Review the Incident Action Plan for safety implications.
 - Assign assistants qualified to evaluate special hazards.
 - Participate in Planning Meetings.
 - Draft and communicate Safety Updates and Bulletins.
 - Ensure that all applicable workplace safety rules and policies are understood and complied with during the restoration effort.
 - Oversee and ensure that safety and training staff conduct an initial briefing with all arriving mutual aid and contractor crews; ensure daily safety messages/ bulletins are developed and communicated.
 - Ensure prompt investigations occur following a significant safety near-miss or actual event.
 - Notify the IC of any significant events or conditions related to worker health and safety.
- c. Human Resources Officer
 - The Human Resources Officer is responsible for addressing labor, employee, and other human resources issues. The Human Resources Officer provides advice on compensation and working condition issues during and after an emergency event.
- d. Liaison Officer
 - The Liaison Officer is responsible for the coordination and communications with NH Electric Operations' external agencies and stakeholders (that is, local, state, and private agencies with an informational or contributing interest in the emergency response effort). The Liaison Officer ensures bi-directional communication flow with these agencies through a network of various liaisons. Communications are closely coordinated with the IC and Communications Officer, who is responsible for the development of all key messaging, including the alignment with the IAP, accuracy, consistency, timeliness, meaning, and completeness thereof.

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- e. Communications Officer
 - The Communications Officer, in cooperation with the Liaison Officer, is responsible for all internal and external communications during an emergency event, including communication with the public, customers, media, the customer care center, executive leadership, and employees. The Communications Officer is responsible for unity of messaging and communication processes to ensure the messages are accurate, consistent, timely, meaningful, and complete across all channels of delivery. As a member of the command staff, the Communications Officer ensures all communications are in alignment with the IAP and approved by the IC.
- f. Deputy Incident Commander (as required)
 - The Deputy Incident Commander (Deputy IC) is activated during large scale events to maintain an appropriate span of control for the IC. When activated, the Deputy IC reports to the IC and has the following responsibilities:
 - Managing the Command Staff to implement the incident objectives defined by the IC
 - Providing updates on incident status to the IC
 - Assuming the role of IC, as needed, to ensure continuity of leadership

3.2.2 General Staff Positions

- The General Staff represents and is responsible for the key functional aspects of the incident command structure, organized into functional Sections. Each of the following Sections is led by a Section Chief, (a sub-commander) who serves as the key position responsible for that function: Operations, Planning, Logistics, and Finance/ Administration. General guidelines related to General Staff key positions include:
 - Members of the General Staff report directly to the Incident Commander. If any Section Chief position is not activated, the IC has responsibility for that function.
 - Only one person is designated as Section Chief for each Section.
- Section Chiefs can exchange informal information with any person within the organization, however Task Assignment, Resource/Action Requests, and other formal communication takes place through the formal chain of command.
 - a. Operations Section Chief
 - The Operations Section Chief is responsible for the restoration of the electrical system during an outage. The Operations Section Chief ensures that the electrical system is operated and restored in a safe, efficient manner in accordance with this ERP and the policies, procedures and authorities listed or referenced herein. The Operations Section Chief directs and coordinates all restoration operations and ensures the safety of personnel under his supervision.
 - The Operations Section Chief, working in partnership with the other Section Chiefs and under the direction of the IC, is responsible for ensuring that the operational objectives are defined for each operating period and that those objectives are met.
 - b. Planning Section Chief
 - The Planning Section Chief is responsible for developing and issuing the IAP, ensuring that the work is prioritized for the next incident period (typically the next day), leading the damage assessment process, conducting weather forecasting, resource tracking, and development of all global estimated times of restoration (ETR). The Planning Section Chief uses staff in each affected area to collect, analyze, and publish necessary data to support operations in each Region EOC or RMT.

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c. Logistics Section Chief

- The Logistics Section Chief is responsible for services, resource acquisition, and support necessary to execute the IAP. In a major event, the Logistics section is composed of three branches:
 - Logistics Support (Food & Lodging, Transportation, on-site coordination at Regional EOC and AWCs)
 - Resource Acquisition (Mutual Aid, Contractor, Vegetation Management, Patrollers, Wire Guards)
 - Logistics Services (IT/Communications, Site Staging, Facilities, Security, Stores, Environmental, and the Automotive Maintenance Center (AMC))

The Logistics Section Chief operates out of the ICC and ensures coordination with all branch leaders throughout the duration of the preparation for, response to, and recovery from the event.

d. Finance/Administration Section Chief

- A major emergency event presents some unique challenges to assuring that appropriate accounting and administrative support are provided with the elevated pace and volume of activity.
- When activated by the IC, the Finance and Administration Section Chief is responsible for:
 - Estimating and tracking all restoration costs
 - Estimating costs and benefits of proposed adjustments to the IAP
 - Establishing an accurate and timely financial reports and communication process
 - Accounting for all labor invoice processing
 - Providing proper accounting codes for use by all participants and advising on proper use
 - Coordinating Insurance

3.3 Operations Section

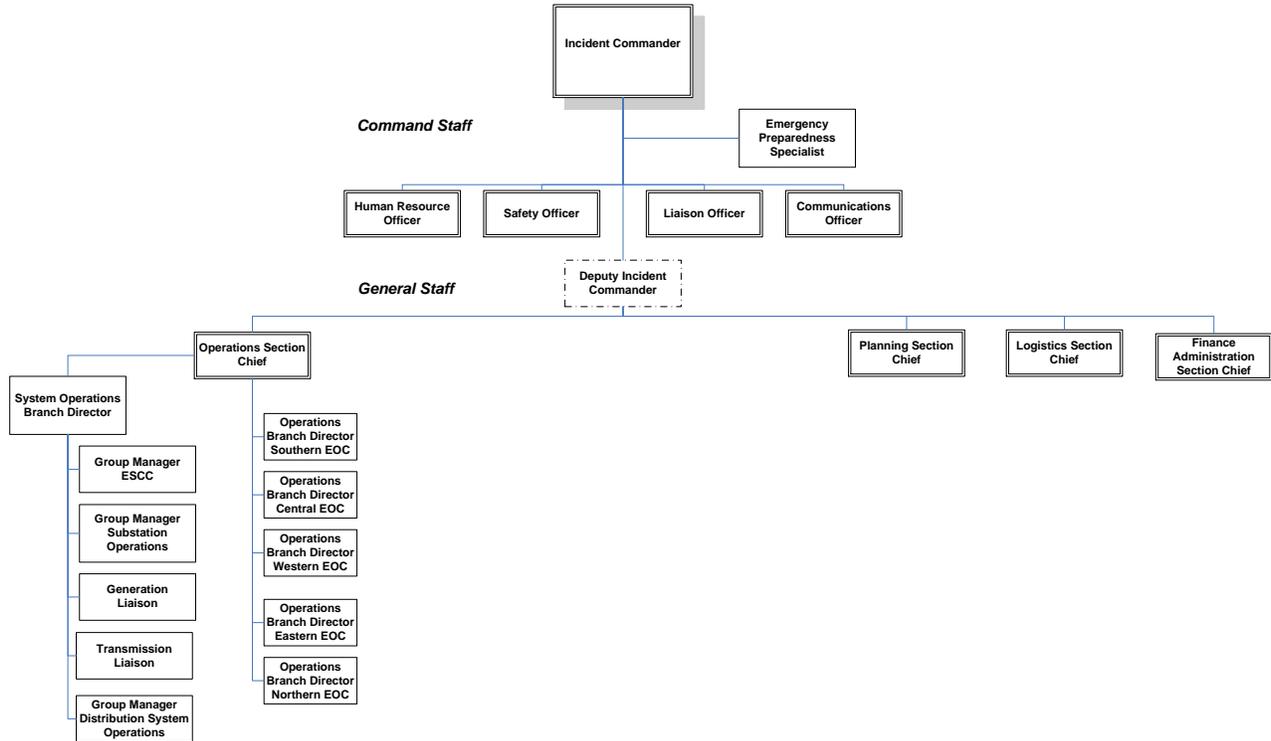
The Operations section is responsible for the Tactical level execution of the Incident Action Plan in accordance with the guidance and priorities established by the Incident Commander. The Operations section is comprised of the Management, Supervision and Field Workforce tasked with the primary responsibility of response and restoration tasks.

3.3.1 Operations Section Organizational Structure

The Operations Section Organizational Structure is scalable depending on the size and extent of an Emergency Event. The structure is based on the established Operating Regions within the NH operating area and is designed to leverage the existing management and supervision resources. Additionally, the structure allows for the efficient integration of additional management and field forces required for the response to a large scale event. An example of the organizational structure for the Operations section is provided in the figure *Example of Operations Section IMT Structure* below.

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Figure 3. Example of Operations Section IMT Structure



3.3.2 Operations Section Roles and Responsibilities

The basic functional areas of ICS (for example, operations, logistics) can be expanded or contracted to meet requirements as an event progresses. Consistent with ICS principles, the actions of the NH Electric Operations ERP can be partially or fully implemented, in anticipation of a significant event or in response to an actual event. Selective implementation through the activation of one or more of the system's components allows maximum flexibility in meeting the unique operational requirements of the situation.

3.3.3 Operations Section Chief

Based in the NH Electric Operations ICC (when the ICC is activated) and reporting to the IC, the Operations Section Chief is responsible for carrying out the IAP in the entire jurisdiction of the IC. The Operations Section Chief works closely with the Planning Section Chief, Logistics Section Chief, Communications Officer, and Liaison Officer to coordinate efforts and communication during the restoration process.

3.3.4 Operations Branch Director

Located in a Regional EOC (Southern, Central, Western, Eastern, or Northern) and reporting to the Operations Section Chief, the Operations Branch Director oversees the restoration operation within a branch. The Operations Branch Director works closely with the Planning Branch Director, the Logistics Branch Director, and the Community Liaison Unit Leader to coordinate efforts and communication during the restoration. Each individual branch has a structure specific to its needs, based on the extent and severity of the incident.

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3.3.5 System Operations Branch Director

Reporting to the Operations Section Chief, the System Operations Branch Director is responsible for overseeing the Group Managers of the ESCC, SOC, Substation Operations, and both Transmission and Generation Liaisons, as needed.

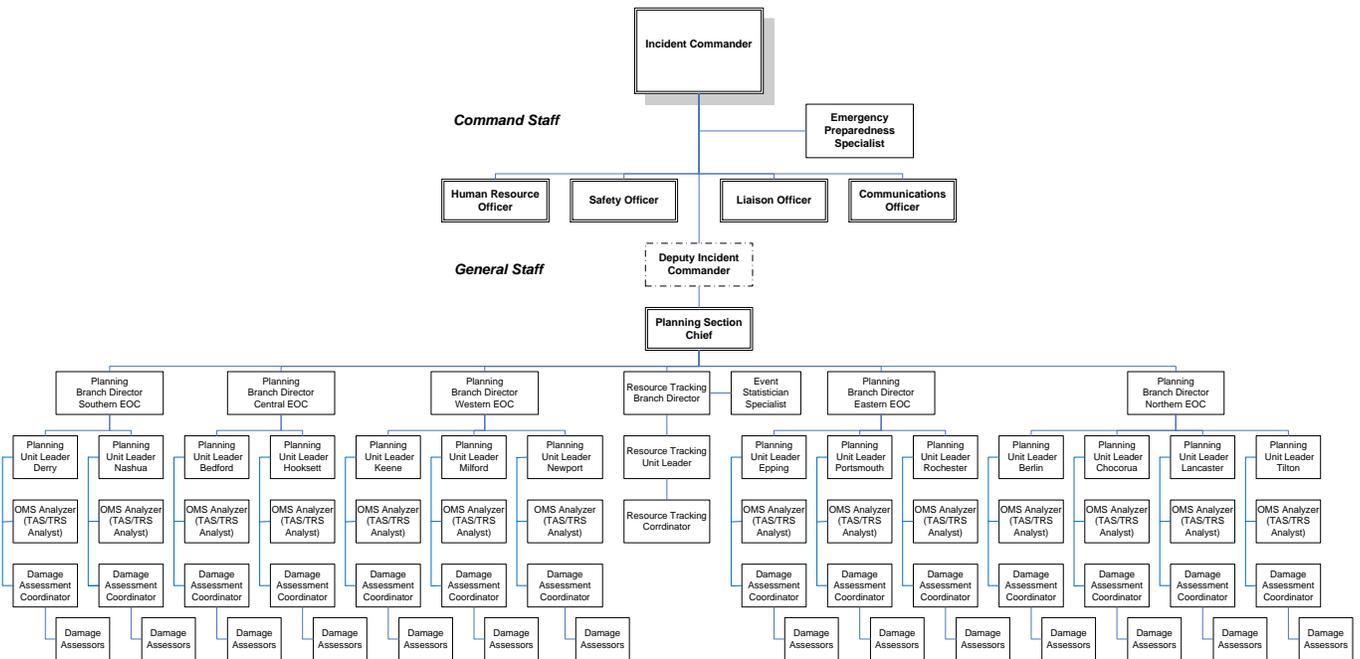
3.4 Planning Section

Planning is a critical component of restoration following any emergency event. The Planning Section evaluates all available information and, working with other Incident Command functions, develops and publishes an IAP. The IAP sets forth, among other items, the objectives and deliverables for each operational period. The Planning Section incorporates into the development of the IAP vision and guiding principles set forth in this ERP to ensure that the needs and expectations of customers are met.

3.4.1 Planning Section Organizational Structure

The Planning Section is directed by the Planning Section Chief who is a member of the General Staff. In a larger emergency event, there is a Planning Branch Director in each activated Regional EOC (Southern, Central, Western, Eastern, or Northern) to coordinate with the Operations Branch Director, Logistics Branch Director, and any RMT Operations Unit Leaders. Independent of the scope of the emergency event, the Planning Section Chief has responsibility and accountability for all planning functions in preparation for and in response to an emergency event. To assist with these functions, the Planning Section Chief can activate additional roles, such as Regional Planning Branch Directors, Planning Unit Leaders, a Resource Tracking Branch Director, Planning Unit Leaders, Damage Assessment Coordinators, and OMS Analyzers. An example of a Planning Section organization is provided in the figure *Example of Planning Section IMT Structure*, below.

Figure 4. Example of Planning Section IMT Structure



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The Planning Section is responsible for maintaining, gathering, and disseminating information on the current and forecasted situation and the status of resources assigned to the incident, as well as preparing plans and maps. Other tasks include:

- Planning, directing, and gathering data from Damage Assessment Teams in the field
- Coordinating and preparing the IAP and/or regional operations plans for each operational period until the IMT is deactivated
- Planning and prioritizing all work, including Life Safety/E-911 calls, trouble orders, and wires down locations
- Ensuring the analyzing group is analyzing and entering estimated time to repair into the OMS in a timely manner
- Developing global ETRs and managing restoration projection accuracy
- Overseeing resource tracking
- Creating work packages to be forwarded to the Operations Section
- Conducting planning meetings and briefings
- Working with the IC, Logistics Section Chief, and Operations Section Chief on placement of additional incoming resources that include personnel, material, and equipment
- Assessing and ensuring adequate resources are identified and available to support the IAP objectives, including periodic revisions to external resource estimates
- Demobilization activities

3.4.2 Planning Section Roles and Responsibilities

The Planning section keeps track of outages and other statistical information related to the event in order to gain and maintain situational awareness. The Planning Section gathers the overall event-related information (such as customers and areas affected by the incident) to look for patterns, inconsistencies, or concerning data). The Planning Section ensures that consistent, well-vetted incident specific data is disseminated in a timely manner for the development of key messaging and Incident Action Plan development and refinement. The Planning Section researches and resolves technical problems with statistical information. The information that a Planning Section provides serves as the basis for restoration time development and refinement, damage reporting, and work plan development and tracking. Data from the Planning Section supports real time reporting and any subsequent regulatory filings related to the restoration response.

3.4.3 Incident Action Plan (IAP)

The Planning Section Chief ensures the IAP is completed and regularly updated by gathering input from appropriate organizations including the IC and the Command and General Staffs throughout the entire incident.

The Regional Planning Branch Directors ensure the appropriate sections of the IAP (Regional Resource Allocation Form and EOC Roster) are completed and approved by the appropriate time each Operational Period.

Emergency events and incidents vary in their types, complexity, size, and requirements for detailed and written plans. In an initial response for an incident that is readily controlled, a written plan might not be necessary. Larger, more complex incidents require that a formal, documented IAP be developed to coordinate activities. The level of detail required in an IAP likewise varies according to the size and complexity of the response.

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For incidents in which an IAP is prepared, the plan must be accurate and completely capture the information generated during the planning process. Coordination with the Logistics Section is necessary to ensure the plan can be executed. The plan is prepared, reviewed, approved and distributed prior to the start of the next Operational Period. An IAP should consider the strategic, reputational, and intangible elements of the incident and should include coordination with stakeholders. The Planning Section establishes and publishes the IAP that generally:

- Identifies the Operational Period
- Defines goals for the Operational Period
- Identifies personnel in key IMT positions
- Describes weather conditions and forecasts – taking into consideration the impacts present or future weather could have on the response to the event
- Communicates a timely and relevant Safety Message to all resources in the NH Electric Operations service territory, as provided by the Safety Officer or his/her designee.

3.4.4 Damage Assessment & Situational Awareness

During the response to a significant emergency event, damage assessment is a critical component that drives important response actions, including: acquiring mutual aid resources, procuring additional material supplies, generating ETRs and effectively choosing a restoration strategy.

Fundamentally, damage assessment is a core component of the Planning function and, in conjunction with other relevant information, is used to develop an IAP that is executed by the various functional groups, including Operations, engaged in the emergency response. Specifically, damage assessment determines, among other things, the number and locations of blocked roads, the amount of physical damage caused by an event (including the number and location of broken poles, the number and locations of damaged transformers and oil spills, the number and location of *wires down*, and the number and locations of tree and tree limb damage). This information is critical in developing an IAP and deciding whether to acquire mutual aid or deploy additional support personnel. Furthermore, this information is helpful to inform the Logistics Section of potential needs (such as materials and equipment) and to drive specific emergency response processes (for example, *wires down*).

Damage Assessment Patrols are used to assess the condition of the distribution system to identify possible hazards and equipment damage. Damage information is communicated from the field in the most efficient and effective manner using electronic means, if available, or paper assessment forms if necessary. The damage assessment process uses three Types of damage assessments:

- **Rapid Survey** - This assessment generally starts from the substation breaker and concludes at the end of a circuit but can also be conducted between identified backbone devices (such as reclosers). This assessment includes the status of damaged equipment on the backbone, the status of lateral (side tap) fuses off of the backbone, and individual services that are visible as part of the backbone patrol. No side taps are patrolled during this assessment. Additional information provided by employees, first responders, OMS data, and others during the initial hours following an emergency event can be incorporated into the Rapid Assessment.
- **Detailed Survey** - This is a comprehensive damage assessment and includes all side taps (laterals), with and without reported outages, and includes commercial and residential services.

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- **Post-Event Survey** - This assessment is performed after restoration but prior to releasing resources and is intended to identify any remaining work to restore the system to its normal configuration. It also includes the identification and documentation of any remaining NH Electric Operations debris or other hazards that require attention and services (where temporary repairs were made to restore power).

3.4.5 Work Estimating and Prioritization

The Planning Unit Leader uses information provided by the Damage Assessment teams to estimate the amount of work that is necessary to restore service to customers. This is done by allocating proxy man-hour requirements to each trouble order that is evaluated by the damage assessment process. This information is aggregated to determine the overall resource requirement to restore service to customers. This information helps determine the global ETR and also whether additional resources are required to support the restoration process.

In addition, trouble orders are prioritized based upon pre-established priority guidelines, which help guide the order in which trouble orders and circuits are responded to and restored. This information is presented to Operations personnel to guide their allocation of emergency response resources.

3.4.6 Estimated Times of Restoration (ETR) and Restoration Projections

Estimated Time of Restoration (ETR) is a critical piece of information throughout the course of an emergency event. NH Electric Operations uses algorithms based on available objective and observational inputs to develop Global, or Region ETRs. Early in an event, data is less available than in the later stages, thus, as the restoration progresses, more accurate estimates can be derived. Regional Planning Branch Directors work closely with the Regional Operational Branch Directors to relay important information necessary to maximize the accuracy of ETR's reported to customers.

a. ETR Development

- Early in the process, the Planning Chief oversees the development of a planning estimate that is used to guide the Logistics team in securing resources, determining the maximum number of travel days, and the number of mutual aid crews needed.
- Once the storm has passed and the number of customers interrupted has peaked, the Planning Section develops restoration projections based on:
 - The number of trouble locations
 - The relative geographic scope of those locations
 - The condition of the transmission system
 - The number of circuit breakers and reclosers affected
 - The number of service-related trouble spots
- Trouble locations involving breakers and reclosers can have a multiplying effect on the restoration projection calculations because these typically have additional trouble locations nested downstream. The number of service-related trouble spots also has an effect on the types of crews needed.
- Varying types of damage are also considered in determining the restoration projection and time to restore each trouble spot. Lightning, wind, ice, make-safe issues, and transmission involvement all affect and are considered in the calculations. Another important parameter is the number of crews that are confirmed to be available, working in conjunction with the Logistics Chief.

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- Considering all these parameters together helps NH Electric Operations develop reasonably accurate global ETRs. Restoration projections are intended to be estimates that provide a guide for restoration planning and communications with stakeholders.
- Event specific ETRs are the responsibility of the Operations Chief and RMT Operations Coordinator and are normally created when crews are dispatched to the associated work location.
- b. ETR Monitoring
 - The Planning Chief continuously gathers data, monitors conditions, and recalculates the global ETRs to achieve the best possible accuracy.
- c. Communication of ETRs
 - Global ETRs are approved by the IC, in consultation with the NH Electric Operations President, prior to publication. Event level messages are created and managed through the OMS.
 - For event-specific ETRs, customers receive the message and projection that is available at the most detailed level. The information is provided to the customer from the Interactive Voice Response system (IVR), company website, and Customer Care Center representatives. If there is an event level message and projection, the customer is provided with this ETR. If an event level message and projection are not available, then the customer receives the AWC message and projection. Finally, if neither the Event Level nor AWC level ETR is available, the customer receives the Regional EOC level ETR message.

3.4.7 Resource Tracking

The Resource Tracking Branch Director works with the Regional EOC Resource Tracking Unit Leaders to assist the Planning Section Chief in documenting resources committed to the incident, by tracking all resources used during an incident, including;

- Crew Guides
- Damage Assessment patrollers
- Logistics Support personnel
- Wire Guards
- Analyzers
- Tree Crews
- Line Crews
- Vendors
- Support resources (such as RMT, EOC, and ICC Staff)

In addition, the Resource Tracking Branch Director:

- Provides lists of resources to appropriate coordinators and the IC
- Assists the Planning Section Chief in the assignment of support personnel
- Oversees the timely collection, processing, and reporting of emergency information
- Resolves discrepancies in reporting information

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3.5 Logistics Section

The Logistics Section, led by the Logistics Chief, supports and coordinates with other Command Staff and the IC to ensure that all organizations responding to an event are adequately supported. During a significant event, the Logistics Section is responsible for a variety of tasks, including, but not limited to:

- Acquiring crew resources
- Establishing and maintaining Satellite locations and Staging Areas
- Supplying and replenishing necessary materials
- Feeding, lodging, and ensuring the welfare of Company and restoration personnel
- Fueling and maintaining vehicles and equipment
- Supplying vehicles and specialty equipment needed to support the restoration
- IT and Communications support services

3.5.1 Logistics Section Structure

The Logistics Section is directed by the Logistic Section Chief, who is a member of the General Staff, and reports directly to the IC. In a major event, the Logistics section is composed of three branches:

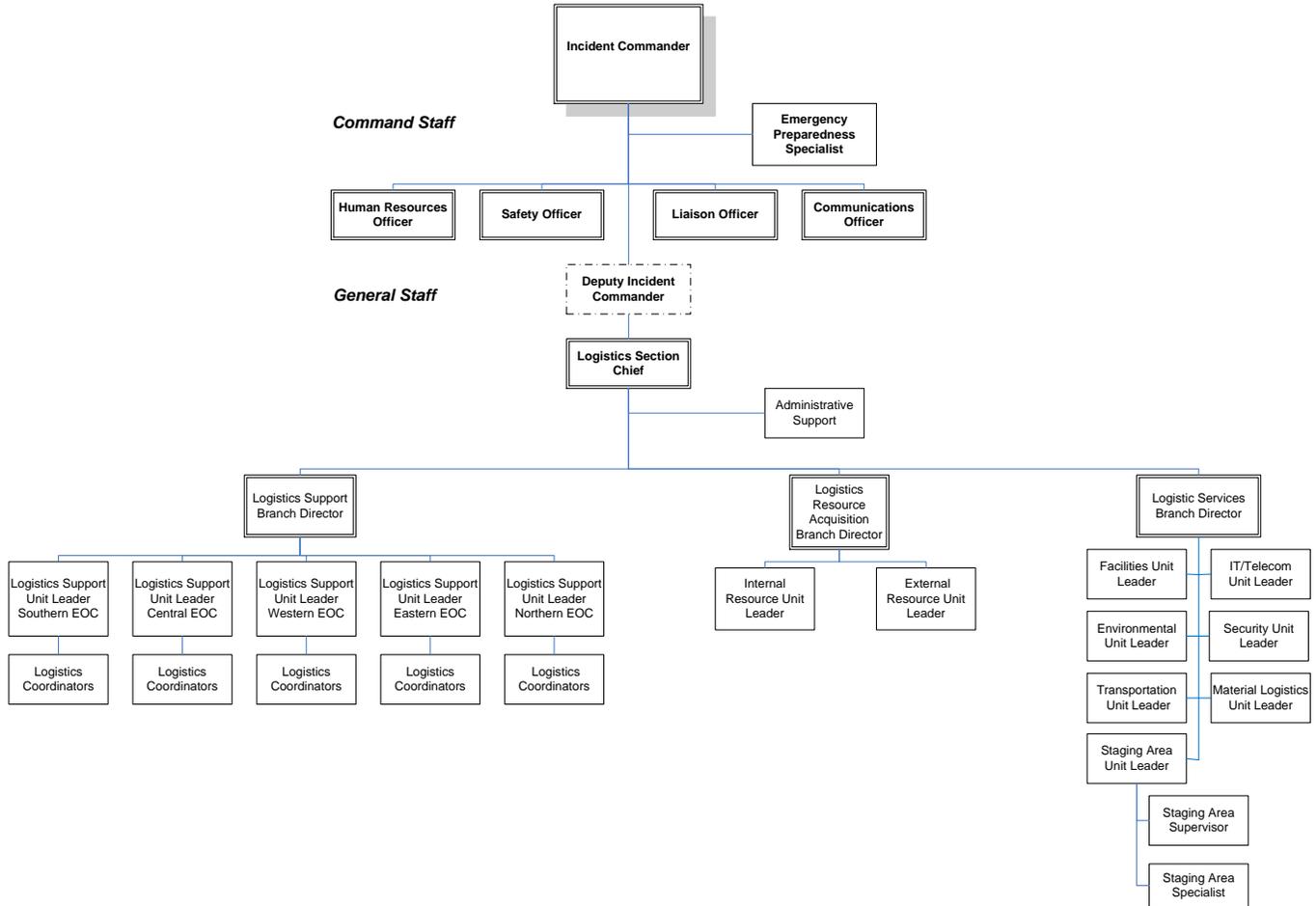
- Services (Food & Lodging, Transportation, on-site coordination at Regional EOC and AWCs)
- Resource Acquisition (Mutual Aid, Contractor, Vegetation Management, Patrollers, Wire Guards)
- Support (IT/Communications, Site Staging, Facilities, Security, Stores, Environmental, and the Transportation Center)

The Logistics Section Chief operates out of the ICC and ensures coordination with all branch leaders throughout the duration of the preparation for, response to, and recovery from the event.

An example of the Logistics Section organization is provided below in the figure *Example of Logistics Section ICS Structure*.

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Figure 5. Example of Logistics Section ICS Structure



3.5.2 Logistics Section Roles and Responsibilities

Logistics activities are organized to efficiently assign critical services and resources when and where they are needed. In a higher-level event, there are three Logistics Branches: Support, Resource Acquisition, and Services.

The Logistics Support Services Branch and Resource Acquisition Branch provide the various supporting services and resources throughout the IMT organization while the Services Branch supports Unit Leaders (assigned to Regional EOCs) and AWC Logistics Coordinators (assigned to the AWC) to ensure their Operations Section and Planning Section counterparts receive all the required food and lodging logistics service they need to effectively and efficiently carry out their response activities and support the IAP.

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3.5.3 Logistics Services Branch

An emergency event requires service support beyond that provided for day-to-day operations. The Logistics Section Services Branch oversees the activation and coordination of the following seven categories:

a. Staging Area Unit Leader

During significant emergency events, a high number of resources can converge on New Hampshire to provide restoration support for NH Electric Operations. Staging areas are critical for accommodating and ensuring the efficient utilization of these resources. To accommodate these additional resources and to ensure they are properly trained and informed regarding the scope of the event, staging areas are used to aggregate these resources as they enter the service territory.

Pre-determined locations for staging of such resources are strategically located throughout New Hampshire. The Staging Area Unit Leader ensures an organized migration of work crews into the restoration effort. At the Staging Areas, crews are placed under the control of the Operations Coordinator or Field Supervisor where they are signed in, provided maps and guides, given any necessary briefings or equipment, and dispatched to the locations determined by the Planning Section. NH Electric Operations also inventories the equipment and material that mutual aid crews have brought with them.

b. Environmental Unit Leader

The Environmental Unit is responsible for ensuring all applicable environmental rules and policies are understood and complied with during the restoration effort. The Environmental Coordinator oversees and ensures compliance with all environmental regulations, prepares and submits all required regulatory reports, maintains open communications with regulatory bodies to keep them informed of any significant spills or other environmental issues resulting from the event damage, and coordinates associated mitigation efforts with the Operations, Planning, and Logistics Sections.

c. Transportation Unit Leader

Fueling and maintenance is coordinated by the Transportation Unit Leader. Transportation personnel perform required actions to support vehicles and equipment used in restoration activities on NH Electric Operations distribution lines and equipment, including the coordination of refueling and traffic control.

d. Material Logistics Unit Leader

Repair of damage requires ready access to and availability of parts and materials by line crews. Material Logistics supports restoration by ensuring that logistics team members are deployed to appropriate warehouse and storeroom locations in order to supply the materials needed by personnel performing restoration activities. Material Logistics also has responsibility for material salvage and satellite and staging area location clean-up operations.

e. IT/Telecom Unit Leader

Many of the tools used by the IMT Organization to manage the emergency restoration process rely on computer hardware, databases, and software applications as well as communication equipment and infrastructure. The IT team ensures correct functioning of computer hardware, databases, and software applications used to produce this data.

Information Technology personnel support the Incident Command Staff and recovery efforts by setting up and maintaining computer equipment and providing application assistance throughout the restoration.

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The Telecommunications team supports telecommunications requirements during restoration efforts, including maintaining equipment such as radios, satellite phones, paging systems, and microwave and fiber optic systems used to communicate this data. These systems are critical to the ability to promptly and safely manage the restoration of customer outages.

Telecommunications Support personnel ensure proper communications by maintaining, repairing, and modifying various types of telecommunication equipment to facilitate communications between IMT personnel.

f. Facilities Unit Leader

Organizations directing recovery efforts do so from various NH Electric Operations buildings and facilities. These buildings require support to maintain basic habitability. The Facilities Unit is comprised of primary facilities staff and is responsible for preparation, operation, and management of the facilities to support the response and recovery effort, including staging areas. The Facilities Unit supports any and all facility-related needs throughout the duration of the event. Facilities department personnel assist in emergency restoration activities by providing necessary support for such items as building maintenance, janitorial services, maintenance and operation of HVAC systems, and maintenance and operation of emergency power generators.

g. Security Unit Leader

Security is paramount during emergency incidents where there is widespread physical damage. It is especially important when significant resources are brought to New Hampshire to help restore service to customers. The Security Resources Unit Leader is responsible for the oversight of all issues involving security. The Security Resources Unit ensures that adequate security services are provided for on-scene response operations if required. Some examples would include staffing and positioning security at required locations, obtaining supplemental security contractors, investigating security issues and suspicious activities at company facilities, providing security in volatile situations, coordinating with state and local law enforcement as necessary, and ensuring all security-related incidents are properly reported.

In order to effectively manage the receipt of such resources, NH Electric Operations has established designated deployment points strategically located throughout New Hampshire and are used to facilitate acquiring and on-boarding large groups of personnel.

NOTE

NH Electric Operations Stockroom Guidelines: NH Electric Operations has developed specific guidelines to assist personnel during major events to ensure that the issuing of material is controlled. Reference guidelines for additional information.

3.5.4 Logistics Resource Acquisition Branch

An emergency event often requires personnel and equipment resources well beyond what NH Electric Operations maintains for day-to-day operations. The Logistics Resource Acquisition Branch (Internal and External Resource Unit Leaders) acquires the additional personnel and equipment resources through the use of Mutual Aid and contractor relationships and by reallocating NH Electric Operations and Eversource personnel to specific storm roles for which they are qualified and trained. Resources include, but are not limited to:

- Line Resources
- Service Resources

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- Vegetation Management Resources
- Wire Guard Resources
- Damage Assessment Patrollers

3.5.5 Logistics Support Branch

The Logistics Support Branch ensures that all of the food, lodging and services needs for, personnel of the ICC, Regional EOCs, RMTs, and Satellite Work Centers are met in a timely and efficient manner and that the requirements defined in the IAPs are appropriately supported.

a. Logistics Support Branch Director

The Logistics Support Branch Director reports to the Logistics Chief and works closely with the Operations Section Branch Director and Planning Section Branch Director to ensure the needs of the Operations Branch at the Regional EOCs are met.

b. Logistics Support Unit Leaders (Regional)

The Regional Logistics Support Unit Leaders report to the Logistics Support Branch Director and work closely with the RMT Group Manager and Logistics Coordinators to ensure the food, lodging, and service related needs of the Regional EOC and RMTs are met, such as Food & Lodging, Transportation, and so on.

c. Logistics Specialists

The Logistics Coordinators report to the Regional Logistics Support Unit Leaders and work closely with the Logistics Support Unit Leader and the Logistics Support Branch Director to ensure the resource related needs of the Regional EOC and RMTs are met, such as Line, Tree, and Wire Guard resources, as well as coordinating food and lodging needs through the Logistics Support Branch.

3.6 Finance and Administration Section

The Finance and Administration Section Chief is responsible for managing all financial aspects of an incident. Major responsibilities of the Finance and Administration Section Chief are to:

- Ensure the maintenance of contact lists of mutual aid companies and contractors. Lists are maintained through the effective usage of a variety of computer software applications including Lotus Notes, databases, spreadsheets, and others.
- Track and manage all financial aspects of ERP activation.
- Provide financial and cost analysis information as requested.
- Ensure compensation and claims functions are being addressed relative to the incident.
- Maintain daily contact with NH Electric Operations leadership on finance matters.
- Ensure that personnel time records are completed accurately.
- Ensure that all obligation documents initiated during the ERP are properly prepared and completed.
- Brief NH Electric Operations administrative personnel on all incident-related financial issues needing attention or follow-up.
- Provide input to the IAP.
- Ensure that the positions within the Section execute their specific duties and responsibilities.

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3.7 Communications

The Communications organization is responsible for maintaining the flow of information before, during, and after the event to five primary stakeholder groups:

- Employees
- Customers
- Local municipal public safety officials
- Media outlets
- State public safety officials, regulators, and legislators.

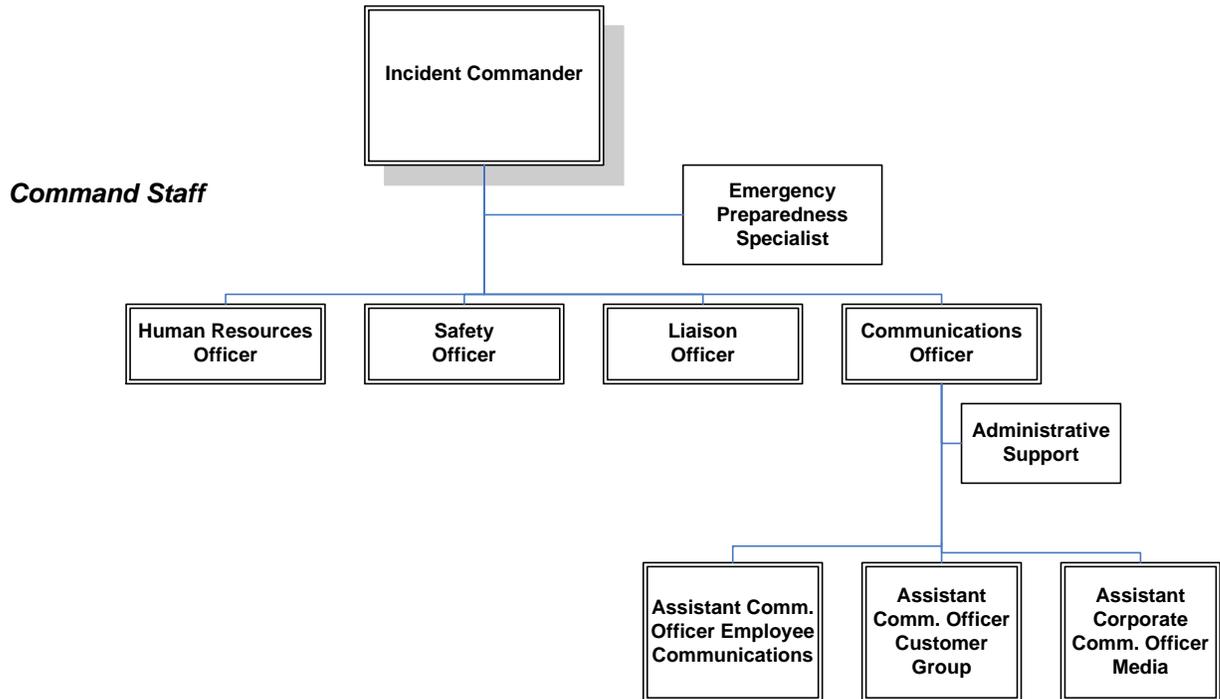
The Communications Section staffs the NH Electric Operations ICC and is responsible for managing all public communications, including the NH Electric Operations website, social networking sites, and news media.

3.7.1 Communications Organizational Structure

The NH Electric Operations Communication Team is organized in a scalable manner that ensures key functions exist in any event. In Level 5 events, communications roles can typically be handled by the local command. There is a Communications Officer assigned to ensure that the core communication objectives are met, with the Communications Officer personally performing most, if not all, of the necessary communication functions. As an event grows in scope, additional trained personnel fill multiple roles to match the work requirements of the event. Ultimately, in the largest Level 2 and 1 events, key roles can be more fully staffed as needed to ensure accurate, consistent, timely, and complete information flow. Lead roles within the Communications Team include the Assistant Communications Officer - Employee Communications, Assistant Communications Officer – Customer Car, and the Assistant Corporate Communications Officer – Media. Although reporting directly to the IC, the Liaison Officer also has a key communications role and works closely with the Communications Officer as an adjunct member of the Communications organization. The Communications organization structure is shown below in the figure *NH Electric Operations Public Information Team ICS Roles*, below.

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Figure 6. NH Electric Operations Public Information Team ICS Roles



3.7.2 Communications Organization Roles and Responsibilities

a. Communications Officer

The Communications Officer is a key command staff position reporting to the IC. The Communications Officer is accountable for all internal and external communication during an emergency event, including the media, stakeholders, the public, company officers, and employees. The Communications Officer oversees all messaging and communication processes to ensure accuracy, consistency, timelines, and completeness across all channels of delivery. As a member of the command staff, the Communications Officer is aligned with and is the public voice of the IC.

If required, the Communications Officer can assign a High Profile Location Coordinator to work in conjunction with other involved parties to identify and prepare newsrooms and other sites at which media events occur. The High Profile Location Coordinator ensures that the space is arranged in an optimal manner and that the needed technical equipment is present and in operating order. The High Profile Location Coordinator ensures that all involved parties receive timely communications as to the chosen location, time of event, key messaging, and any other relevant information related to the venue such as parking, point of entry, and so on.

If required, the Communications Officer can assign an Assistant Communications Officer - Information (ACO – Information) to gather accurate information and prepare and disseminate emergency communications during the course of an event. The ACO - Information works closely with the ACO - Media, the Liaison Officer, Operations and Planning, and IC general staff to stay abreast of the latest information and ensure accuracy, consistency, timeliness, and completeness of messages. The ACO - Information has a critical role in assuring and monitoring consistency of messages through a multitude of communication channels and assuring that the message issued is the message received by the various constituents (for example, links created on the company website actually link to the

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intended messages). He or she also maintains records of the event statistics, milestones, and other data that could be of interest to the media, customers, government officials, or company leadership.

1) Message Creator

If required, the Communications Officer can assign a Message Creator to report to the Assistant Communications Officer – Information. The Message Creator is involved with the Communications Officer and IC on all calls and meetings discussing the storm event. He or she is in touch with the IC immediately once a severe event has been identified and then works with key staff to gather the relevant information including outages and restoration timelines. Once he or she receives the information from the IC, they with the Communications Officer to reach consensus on what information should be included in key messaging. The Message Creator then does a first draft of the key messages and sends it to the Communications Officer and IC for approval. Once approved, the key messaging is distributed by the Communications Officer.

2) NH Electric Operations Web Site Coordinator

If required, the Communications Officer can assign a NH Electric Operations Web Site Coordinator to report to the Assistant Communications Officer – Information. The Web Site Coordinator ensures that the <https://www.eversource.com/Content/nh/residential/outages/> page is updated with timely, consistent messaging as provided by the Communications Officer.

b. Media Unit Leader

The Unit Leader-Media reports to the Communications Officer and oversees all types of media communication, ensuring that NH Electric Operations' media management strategy is executed and monitored successfully. The Unit Leader- Media interfaces with the press and manages news opportunities (interviews), written materials (press releases), photo and video opportunities, and public service announcements during critical events. The Unit Leader-Media ensures accurate media coverage through multiple media channels including radio, television, web news sites, and social media. Additionally he or she supports and advises the Communications Officer regarding emerging issues while ensuring messaging that is accurate, aligned with all other company messaging, timely, and complete.

Media Relations Specialist(s) reports to the Media Coordinator and are responsible for handling media requests as they occur. The Media Relations Specialist ensures unity and accuracy of messaging that is timely and relevant to the public. The Media Specialist advises the Media Coordinator of potential emerging issues that could require the crafting of additional key messages.

The Media Monitor reports to the Media Coordinator and monitors radio, print, television, and online news media during critical events. The Media Monitor supports unity and accuracy of messaging by keeping a close eye on information circulating within the media, and reports misinformation to the Media Coordinator so that inaccuracies can be addressed in a timely manner. This can require the crafting of additional key messages. The Media Monitor also identifies potential gaps in the information based on the media reports and informs the Media Coordinator accordingly.

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c. Assistant Communications Officer Employee Communications

Assistant Communications Officer Employee Communications reports to the Communications Officer and is responsible for disseminating employee communications that align with all key messaging. The goal of employee communications is to provide high level information so that employees can represent the company and its storm messaging to customers and other stakeholders they might encounter. The ACO - Employee Communications keeps the Communications Officer advised of emerging issues from an employee perspective that could require additional key messages.

d. Assistant Communications Officer Customer Group

The Assistant Communications Officer Customer Group reports to the Communications Officer and ensures that information is consistent with key message elements derived from the IAP, as well as any near-term emerging issues. The primary objective of this role is to ensure that the messages, typically in the form of answering customer questions, are consistent with all other NH Electric Operations messaging in terms of content, timeliness, accuracy, and completeness. In addition, the ACO Customer Group brings call center issues and Commercial & Industrial (C&I) customer issues affecting the ability to satisfy customer needs for information and assistance to the attention of the Communications Officer. This position provides an interface between the Customer Call Center and the ICC.

e. Assistant Communications Officer Media

The Assistant Communications Officer Media reports to the Communications Officer and drives the flow of information through social media during critical events. The Assistant Communications Officer Media ensures a social media presence, while monitoring information circulating the web to mitigate rumors and inaccurate information. The Assistant Communications Officer Media manages information and keeps the Communications Officer abreast of emerging and anticipated issues within social media that could require additional key messages.

3.7.3 Technologies and Social Media

Many customers are becoming regular users of social media such as Facebook, YouTube, and Twitter among many others. Coupled with the proliferation of smart phone technology, many of our customers receive core information through these channels. The communications team replicates key messages in these formats, duplicating the information disseminated through the more traditional media outlets. In keeping with the *One Voice* philosophy, the information available through these outlets has the same accurate, consistent, timely, and complete content as all other sources of information.

3.7.4 Communications Processes

NH Electric Operations emergency response communications processes have been developed to ensure consistency, clarity, completeness, timeliness, and accuracy of emergency communications. These cover the common strategic and reactive situations encountered in a significant emergency event. Key processes include:

- Emergency Communication Strategy Development Process
- Key Message Development Process
- Other Emergency Communications Processes

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a. Emergency Communication Strategy Development Process

Each day, the Communications Officer, in coordination with the IC, oversees the development of that day's communication strategy. This strategy considers the current phase of the storm; specific information of general interest; specific information of regional interest; and, most importantly, the current status and priorities of the restoration effort. The strategy ensures a directed approach to data gathering and dissemination that result in a timely and consistent message to best meet customer and constituent needs. The strategy serves as a framework to ensure a *One Voice* approach to emergency communications.

b. Key Message Development, Approval, and Release

Key message development drives all internal and external communication so it remains consistent regardless of the specific dissemination channel. Key messages are linked directly to the information contained within the current IAP. A major emergency event follows a set of somewhat predictable phases. These phases imply different expectations for communication. NH Electric Operations communication philosophy and strategies match the natural flow of an event to ensure that messaging is effective and timely.

c. Other Emergency Communication Processes

- Request for Information
- Request for Action
- Request for Press Conference
- Request for Interview
- Request for Photo Opportunity
- Community Liaison Communication Process (see below)

3.8 Liaison

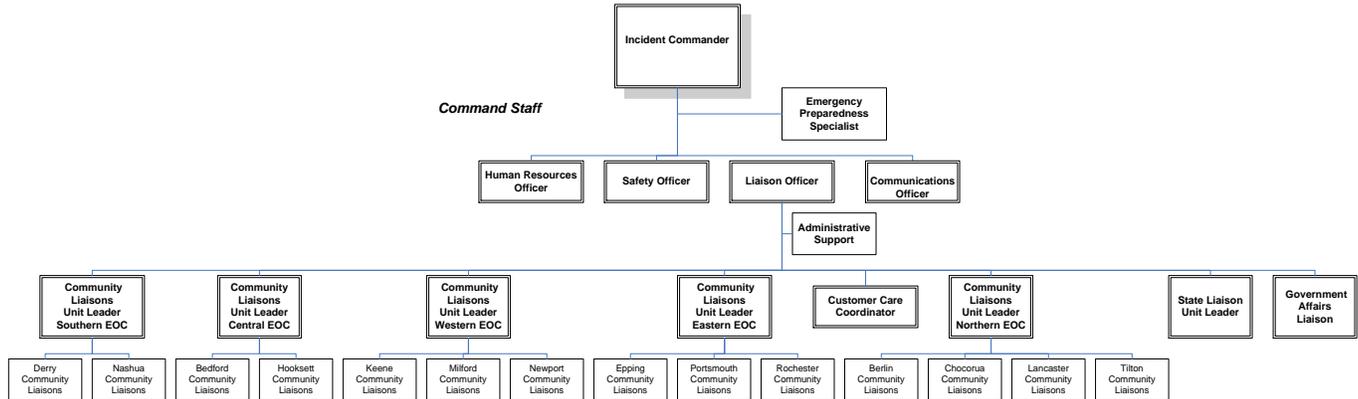
In an emergency event, NH Electric Operations must maintain numerous critical relationships to ensure communication and coordination of efforts with municipal, state, and federal agencies as well as large customers involved in the emergency response. The Liaison Officer has responsibility for these relationships including the State EOC, HSEM, state and local governments, regulators, and other utilities.

3.8.1 Liaison Organization Structure

The Liaison Organization provides a direct connection to key external entities with significant involvement and interest in emergency response. Liaisons are assigned to ensure coordination of effort between state and municipal government, regulators, other utilities, and other entities involved in or impacted by the restoration event. An example of the Liaison Organization is shown below in the figure *Liaison Officer Emergency Event Roles*.

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Figure 7. Liaison Officer Emergency Event Roles



3.8.2 Liaison Organization Roles and Responsibilities

a. Liaison Officer

The Liaison Officer reports to the IC and is responsible for all direct interaction and issue resolution with the cooperating and assisting agencies including state and local government entities, State EOC, HSEM, NHPUC, and other utilities. The Liaison Officer serves as a critical communication link between these entities and NH Electric Operations. The Liaison Officer also closely supports the Communications Officer and the Planning Section Chief with feedback, bringing critical messaging information and important elements necessary to properly develop the IAPs.

b. State Liaison Unit Leader

The State Liaison Unit Leader reports to the Liaison Officer and:

- Ensures adequate communication and coordination with all state organizations and officials is maintained
- Oversees the State EOC, NHPUC, and NHOEM relationships and ensures communication of current NH Electric Operations efforts and progress at the prescribed intervals (0600, 1000, 1400 and 2000)
- Assists with coordination of communications through Government Affairs Liaisons by relaying information and requests back to the Liaison Officer
- Notifies the NHPUC by email when NH Electric Operations Line Crews are deployed outside the State of NH
- Notifies the NHPUC when the ICC opens and closes as well as when 2000 or more NH Electric Operations customers experience an outage for more than five minutes. (This notification must occur as soon as possible by telephone, automated phone notification or electronic means but no later than 2 hours after becoming aware of the outage event, except during *Wide Scale Emergencies*)
- Is responsible for the following during a *Wide Scale Emergency*:
 - Media Updates (Press Releases) – Forward email to State EOC and PUC Consumer Affairs
 - Officer Updates – provide by email one hour prior to each ICC conference call or as required
 - Shelter List – daily @ 14:00, or as available
 - Road Closures – daily 23:00, or as available
 - State EOC Research/Data requests, as requested

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- Customer Complaints / Referrals – as requested, priority for medical cases
- Customers Out By Town (Outage) report – send to telephone and cable providers if outage map is not published and as required on NH PUC Form 36B*.
- ROW and Backbone Lines (ESCC list) – send to the State EOC.
- Franchise Maps – as requested
- Regional Outage Report
- NHEC/Unitil metering points
- Critical Customers
- 50,000 Customers Out – DOE Form OE-417
- Crew Reporting - NH PUC Forms 33* and 34*.

* Current versions of all NH PUC Forms are available at the following link:
<http://www.puc.state.nh.us/electric/Forms.html>

- Remains in regular contact with the regulating authorities to ensure that NHPUC, the New Hampshire Department of Environmental Services (NHDES), NERC, OSHA, and other regulatory entities are kept informed of the progress of the emergency restoration and that NH Electric Operations is progressing in an efficient and effective manner and meeting regulatory requirements in doing so
- Facilitates communication and coordination with other public service companies and telecommunication companies during an emergency event and:
 - Ensures that NH Electric Operations' assessment, removal of electrical hazards, restoration, and other activities are coordinated with the efforts of other restoration entities
 - Ensures that processes are integrated to the extent possible and that safety is ensured for other utility personnel who are working around potentially energized equipment
 - Manages the relationship associated with joint pole issues, joint attachment, and joint trench management
 - Ensures optimal restoration of electrical facilities while safely supporting restoration of other vital utility services as efficiently as possible

c. Government Affairs Liaison

The Government Affairs Liaison reports to the Liaison Officer and provides the interface with the Governor, state legislators, and other government officials. The Government Affairs Liaison keeps government officials informed of the progress of the restoration and relays concerns and requests back to the appropriate NH Electric Operations authorities, including the Liaison Officer.

d. Community Liaison Unit Leader (Regional)

The Community Liaison Unit Leader coordinates with the AWC Community Liaisons and the ALO - Community providing a conduit for bi-directional information, support, notification, and communications. The Regional Community Liaison Unit Leaders report to the Liaison Officer and work closely AWC Community Liaisons and with the associated Operations Branch Directors and Planning Branch Directors.

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e. Community Liaison

The Community Liaison (CL) is NH Electric Operations' interface with towns and municipalities providing the conduit for real-time information, support, notification, coordination, and communications between municipal officials and NH Electric Operations for system restoration, including communication of mutual assistance activities. The CL is responsible for identifying critical information and issues to be relayed to the Regional Unit Leader Community Liaison and ultimately the Liaison Officer, including issues such as damage assessment data, blocked roads, and requests to address emergent priorities that need to be relayed.

f. Customer Care Coordinator

The Customer Care Coordinator reports to the Communications Officer and maintains open communication with major customers during an emergency event. The Customer Care Coordinator keeps major Commercial and Industrial customers informed of restoration efforts and relay their concerns, issues, and requests back to the appropriate NH Electric Operations authorities. These customers sometimes have unique needs that require special technical attention.

To the extent possible, in order to assist the media in disseminating key communication, press releases, and other information updates occur in relation to the common four point news cycle: Morning, Noon, Evening, and Night. Major updates are typically released for the morning cycle when the new IAP is available for the day. The second major update occurs for the evening news cycle, when a partial day's progress can be discussed and a reasonable indication of the day's progress is available. The other two cycles are an opportunity to educate the public on how NH Electric Operations approaches an emergency event as well as information on progress and emerging issues.

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4. POLICY, COORDINATION, AND COMMAND

4.1 Emergency Event Oversight, Coordination, Management and Support

NH Electric Operations' Emergency Preparedness (EP) organization is responsible for ensuring that NH Electric Operations is prepared to address emergency events. In particular, the EM organization:

- Ensures that this ERP and associated documentation are developed, maintained, distributed, and updated as necessary
- Provides support of the ERP execution during responses to emergency events
- Coordinates with the Department of Homeland Security and Emergency Management (HSEM), municipalities, and other key stakeholders, as necessary prior to, during, and after an emergency event
- Maintains day-to-day responsibility, in conjunction with NH Electric Operations System Operations, to continuously monitor weather conditions and initiate actions to evaluate potential weather events
- Ensures necessary contractual agreements are in place to meet resource and facility requirements
- Ensures that NH Electric Operations' logistical and resource needs are satisfied including:
 - Maintaining the NH Electric Operations ICC in a state of readiness
 - Maintaining rosters of personnel assigned to emergency duty
 - Ensuring personnel maintain emergency duty training and qualifications
 - Maintaining the NH Electric Operations Emergency Operations contact numbers
 - Coordinating and evaluating drills and exercises
 - Conducting industry benchmarking and best practice evaluations

4.1.1 Eversource Executive Oversight Group (Eversource EOG)

- The EOG is led by the CEO and consists of the CEO and his or her direct reports. When activated, it conducts meetings to review the strategic course of action, makes policy decisions, and provides recommendations to the Emergency Coordination Team.

4.1.2 Eversource Emergency Coordination Team (Eversource ECT)

- The ECT is led by the Eversource Senior Vice President, Emergency Preparedness and is responsible for event prioritization, coordination, and integration of response for larger scale emergency events when one or more Incident Management Teams are activated. The members of the ECT include the President of each affected Electric and Gas Operating Company, senior leadership from specific supporting Business Units, and other necessary personnel as needed. **[PUC 306.09(d)]**
- The ECT conducts routine meetings to ensure effective coordination at all levels among the activated Incident Management Teams during an emergency event. The ECT provides the EOG with status and advisory updates on a regular basis and immediately when conditions warrant.
- The President of NH Electric Operations, or designee, is a participating member of the ECT and as such attends the ECT meetings (or conference calls). During the ECT meeting, the President reports on issues that require ECT support or resolution.
- The ECT provides direction and recommendations to the IMT's IC by way of the local President.

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4.1.3 NH Electric Operations Incident Management Team (NH Electric Operations IMT)

- The Incident Management Team (IMT) is defined as all of the personnel who are assigned to participate in any aspect of emergency preparedness or response under the direction of a designated Incident Commander. The Incident Commander oversees the entire IMT with the support of the ICS Command and General Staffs.
- An IMT is responsible for managing the operational, logistical, planning, safety, fiscal, and local community issues related to an emergency event. It is empowered to make strategic decisions for the event as well as facilitate implementation of strategy.
- The IMT is led by a designated IC who can, depending on the size and complexity of the emergency, also designate specific personnel to act as his or her Command and General Staffs.

4.1.4 Eversource Energy Emergency Preparedness Group

- The Eversource EP Group maintains day-to-day responsibility to continuously monitor and evaluate system-wide hazards and alert the organization when any hazard or event has the potential to cause more significant interruptions to the electrical distribution system. It also ensures that the Eversource All Hazards Emergency Response Plan and associated documentation is maintained, distributed, and updated as necessary.

4.1.5 Corporate Resources

- The Eversource Corporate organization, which includes the Eversource Energy Service Company (EESCO), provides the necessary pools of emergency response personnel (Damage Assessment, Wire Guards, Food & Lodging, and so on) needed to support larger emergency events. The proficiency of these personnel to perform their emergency activities is maintained throughout the year with targeted training and exercises and they are activated and allotted as needed.
- Additionally, the corporate organizations also provide additional assistance as needed, such as:
 - Providing necessary support in the safety, benchmarking and training areas, including conducting drills and exercises
 - Acquiring, maintaining, and providing certain physical assets, such as the mobile command center, storm office trailers, and communications equipment, for use during restoration efforts
 - Establishing, maintaining, and managing mutual aid agreements to provide resources and assistance prior to and during restoration efforts

4.2 Incident Management Team and Executive Leadership Relationship During an Emergency

Under the ICS, it is vital that the IC has the necessary authority and that the ICS chain of command is honored. Accordingly, Eversource executives other than the president:

- Perform their assigned emergency roles, including receiving direction and reports in accordance with their ICS job positions
- Ensure that their organization sets aside their regular (Blue Sky) roles (except where expressly exempted in accordance with applicable policy) and fully supports the restoration of efforts of the geographic area they are supporting
- Appropriately provide whatever input and suggestions they have to the appropriate company President, who relays such suggestions as appropriate to the Incident Commander

New Hampshire Electric Operations Emergency Response Plan

5. INFORMATION COLLECTION, ANALYSIS, AND DISSEMINATION

NH Electric Operations' customers and stakeholders are provided relevant information to ensure their safety and well-being. NH Electric Operations is committed to communicating such information along four dimensions that are reflected in emergency communication processes:

- Accuracy – Information must be properly researched and verified
- Consistency – Messages from various sources and through various channels are delivered with *One Voice*
- Timeliness – Efforts are made to deliver critical information as quickly as possible, while still assuring accuracy
- Completeness – Critical information is conveyed to help customers and constituents respond appropriately with the situation

5.1 Operational Information and Situational Awareness

Operational information and situational intelligence are management functions that focus on the following three primary event areas:

- Situation status
- Resource status
- Anticipated event status or escalation

Timely and accurate information is an essential tool that is required by both internal and external stakeholders. Internal stakeholders need information in order to support effective event planning, critical decision making, tactical restoration operations, resource management and coordination, and communications. Internal and external stakeholder audiences include:

- Eversource Executive Oversight Group
- Eversource Emergency Coordination Team
- Incident Management Teams
- Senior NH Electric Operations Officers, Directors, and Managers
- Eversource Employees
- State and local government officials
- Media outlets
- Customers
- General public

Depending upon the nature of the emergency event and the information needs of each stakeholder group, essential elements of information include:

- Weather predictions
- Severity of impact
- Area of impact
- Damage Assessment
- Electric distribution system operational status
- Impact to critical infrastructure and to critical community services
- Outages and jobs in Outage Management System

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- Operational objectives
- Resource status (for example, Requested, Acquired, Received (Onsite), Working, Released)

To support event planning, event management, tactical operations, coordination effort, and other functions, information is disseminated a variety of methods, including:

- Presentations and briefings during IAP Planning meetings
- Incident Action Plan (IAP)
- Situation Reports
- Reports from the Outage Management System (OMS)

New Hampshire Electric Operations Emergency Response Plan

6. COMMUNICATIONS

The Communications Officer can be activated at any Event Level, and develops and provides accurate, consistent, timely, and complete information regarding the status of the restoration efforts throughout the course of an emergency event. The NH Electric Operations Communications Officer collects and disseminates all emergency restoration information both internally and externally and serves as the official voice of the IC. Communications includes related Transmission system information impacting customer restoration efforts.

The Communications Officer coordinates directly with NH Electric Operations and Eversource Communications organizations to ensure consistence and accuracy of messaging for all Event Levels. If not formally activated, the NH Electric Operations Communications organization maintains responsibility for Public Information messaging.

6.1 Communication Objectives

6.1.1 Unity and Accuracy of Messaging

- There is a single unified message from all company sources (that is, Customer Group, Company Spokespersons, Communications Staff, Social Media, Field Representatives, and Liaisons) under the direction of the Communications Officer, which accurately portrays the state of the restoration efforts and associated expectations. The unified messaging is based on the current Incident Action Plan being executed and emerging information known by the Incident Commander.

6.1.2 Provide a Platform for Good Decision-Making

- Emergency communications are crafted considering the decisions that customers and stakeholders must make based on the information. Accurate reporting of the extent of the damage, the timeframes for restoration, the current status of restoration efforts, and public safety issues has a profound influence on the actions taken by customers, other utilities, other emergency response entities, and government entities. NH Electric Operations is committed to consistency and accuracy with all our communications throughout the course of the emergency event.

6.1.3 Establish the Customer Group as the Hub for Customer Information

- Many of our customers receive critical information from the Eversource Customer Group. In that light, the Customer Group must make the same current and accurate information available through all other Company communication outlets.

6.1.4 One-Voice

- A hallmark of the NH Electric Operations emergency communication strategy is to speak through all available channels with a single, accurate, and timely message – One Voice. Emergency communication processes are designed to ensure that messages are consistent with the Incident Action Plan. The Communications Officer ascertains that public communication is properly vetted through effective communications processes, assuring consistent, regular, timely, and accurate communications throughout the emergency event using all available communication channels.
- Emergency messaging demonstrates empathy and evolves appropriately through the various phases of an event to accurately and completely communicate and instill confidence among customers, stakeholders, and employees in our abilities to effectively and expediently rectify the situation.

New Hampshire Electric Operations Emergency Response Plan

6.2 Communications with External Stakeholders

In advance of, and following, an emergency event, the Communications organization provides a variety of information to NH Electric Operations' customers, media outlets, and Government Officials through a diverse set of communications resources, processes, and interactive tools. The information varies from pre-event alert notifications and personal protective-action recommendations to post-event updates on projected outage impacts and restoration activities.

6.2.1 Customer Group

- During emergency events the Customer Group call centers can increase staffing levels to meet customer needs and provide enhanced inbound and outbound call services to customers. If inbound call volume exceeds the call center capacity, it increases automated call answering capacity through external services provided by an outside vendor. NH Electric Operations additionally recognizes the importance of live-voice answering for our customers, particularly during prolonged outages. In response, NH Electric Operations uses state-of-the-art call routing to mutual aid call centers, facilitated by an outside vendor. NH Electric Operations also has the capability to execute outbound telephone calls, both automated and using live operators, to customers in order to gather or disseminate information related to the outage.

6.2.2 News Media

- Information is provided to the news media for dissemination to the general public regarding pre-event preparedness and post-event restoration activities. This information, distributed by telephone, email, fax, hotline messages, and social media updates, is developed by the Communications Officer and approved by the IC prior to dissemination.

6.2.3 Real-time Information

- The company's website, Twitter, and Facebook pages provide the public with real-time information and communication options, including public preparedness and public safety messages, and multiple methods for reporting outages. NH Electric Operations' Outage Map is a graphical display of each community experiencing power outages using a color-coded map, and includes downloadable customer and outage reports. Customers can also obtain information by calling the company. All modes of communication with customers provide updated information as appropriate, including through the call center (integrated voice response and live-voice answer), the website, and social media such as Twitter and Facebook. Information updates about high level restoration efforts begin upon completion of the damage assessment or after the first 48 hours of a damage assessment, whichever occurs first.

6.2.4 Communications with Government Officials

a. Community Liaisons

- Relationships and information sharing with each of the communities served by NH Electric Operations is maintained through a Community Liaison program that consists of Community Liaisons who are used primarily during emergency events.

b. Coordination with State and Regional Government Agencies

- The New Hampshire Public Utilities Commission (NHPUC) monitors emergency preparedness and response activities across the State. Representatives of the NHPUC and related state agencies can be based in the State EOC during an emergency response. The role of the liaison is to facilitate formal and informal two-way communication between NH Electric Operations and NHPUC.

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- Public Information and Communications consists of the processes, procedures, and systems to communicate timely, accurate, and accessible information on an event's cause, size, and status.
- Public information and communications is coordinated and integrated across all Business Units to stakeholders, including Eversource employees and customers, state and local governments and agencies, other utilities, and other stakeholders (both directly and indirectly affected).
- Effective event response activities rely on flexible communications and information systems that provide a common operating picture. This consists of establishing and maintaining a common operating picture and ensuring accessibility and interoperability.
- Event communications are facilitated through the use of common communications plans, communications equipment, processes, standards, and architectures. During an event, this integrated approach links the operational and support units of Eversource and ensures enhanced situational awareness. Effective communications and information management ensures the implementation of consistent event-related policies, processes, equipment, systems, standards, and the training necessary to achieve integrated communications.
- A common operating picture is established and maintained by gathering, collating, synthesizing, and disseminating event information to all appropriate parties. Achieving a common operating picture allows on-scene and off-scene personnel (such as, Storm Rooms, Incident Command Posts, EOCs, the Emergency Coordination Group, and so on) to have the same information about the event, including the availability and location of resources and the status of assistance requests.
- Additionally, a common operating picture offers an event overview that enables Incident Commander(s) to make effective, consistent, and timely decisions. In order to maintain situational awareness, communications and event information should be updated continually.

6.3 Event Notification, Situation Reports, Status Reports, and Incident Action Plans

Event reporting and documentation processes are standardized, where practical, to ensure that situational awareness is maintained and that personnel have easy access to critical information. Some examples of reporting and documentation are:

- Situation Reports offer a snapshot of the past operational period and contain confirmed or verified information regarding the explicit details (who, what, when, where, and how) relating to the event. Situation Reports are also used to inform the Incident Commander of emergency issues that either have been addressed or need to be addressed.
- Status reports, which can be contained in Situation Reports, relay information specifically related to the status of resources (for example, availability or assignment of resources).
- IAPs include information such as the Event Goals and Objectives, Communications Plan, Safety Message, and so on. The Incident Communications Plan is updated daily or as needed, and includes event-specific contact information for the Command and General Staff positions and for many of the Branch Directors and Managers, Supervisors, and Unit Leaders within the various Sections.
- The State Liaison Unit Leader submits Distribution and Transmission crew report electronically 4 times per day at 6 am, 10 am, 2 pm, and 8 pm using NHPUC Form E-33 and E-34. See New Hampshire PUC 300 Rules for Electric Service, http://www.gencourt.state.nh.us/rules/state_agencies/puc300.html. **[PUC 307.08, 308.14, 308.15]**

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- Electric Utility Outage Reports are submitted using NH PUC Form E-36B when outage information is not publicly available on utility websites during emergencies. See New Hampshire PUC 300 Rules for Electric Service, http://www.gencourt.state.nh.us/rules/state_agencies/puc300.html. [PUC 307.08(f) and (g) and 308.16]

6.4 Operational Communications

6.4.1 Interoperability

- Communications interoperability allows Eversource personnel and their affiliated organizations to communicate within and across Companies by voice, data, or video in real time, when needed, and when authorized.
- Interoperability planning requires accounting for event response contingencies and challenges. Eversource incorporates interoperability plans to include standard operating procedures (SOPs), technology, training and exercises, and usage within the context of the stress and chaos of a major response effort.

6.4.2 Communications Equipment

- A variety of voice and data communications tools, processes, and equipment are used to support the Eversource and BU Core Plans' response activities and tactical operations.
- A summary of voice and data telecommunications equipment includes:
 - Voice
 - Desk-based landline telephones
 - Hand-held mobile telephones
 - Push-To-Talk radios (base stations, mobile-mounted, and hand-held)
 - Satellite telephones
 - Text messaging
 - Hand-held mobile telephones
 - Data
 - Email on desk computers, laptops, and hand-held smart phones
 - Network file access and file sharing

6.4.3 Reliability, Scalability, and Portability

- Communications and information systems are designed to be flexible, reliable, and scalable in order to function in any type of event, regardless of cause, size, location, or complexity. They should be suitable for operations within a single or multiple operating companies. Communications systems should be applicable and acceptable to users, readily adaptable to new technology, and reliable in the context of any event to which personnel would be expected to respond.

6.4.4 Resiliency and Redundancy

- Resiliency is the ability of communications systems to withstand and continue to perform after damage or loss of infrastructure. It requires communications systems to avoid relying solely on a sophisticated but vulnerable network of support systems. Eversource resiliency practices include hardened communications systems or infrastructure that can withstand known risks.

New Hampshire Electric Operations Emergency Response Plan

7. ADMINISTRATION AND FINANCE

The Finance and Administration Officer can be activated at any Event Levels, and provides administrative and financial tracking support to the IC and staff.

7.1 Finance/Administration

The Finance and Administration Officer is responsible to manage all financial aspects of an incident. This individual works with the IC to ensure that the correct accounting has been established to track all costs associated with the event, in compliance with the applicable Regulatory requirements. This individual ensures that the correct accounting information is provided to the necessary stakeholders and proper communication takes place to those involved. This individual leverages company resources available to provide up to the minute financial impacts of the event to the IC.

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8. ADVANCE PLANNING, TRAINING, AND EXERCISING

Eversource Energy's Emergency Preparedness Program, based on a constant cycle of continuous improvement activities, is designed to increase emergency preparedness and response readiness, resulting in the safe and reasonably prompt restoration of service to its customers during an emergency event. Refer to the figure *Emergency Preparedness Cycle of Continuous Improvement*, below, for a graphical representation of the continuous improvement process. Emergency preparedness activities include, but are not limited to: planning; training; participating in exercises; attending meetings with NHPUC staff, HSEM officials, and public safety officials; and maintaining updated lists of personnel and entities that can assist in the Company's restoration efforts. **[PUC 306.09(f)]**

Successful response to emergency events begins far in advance of the response restoration activities, requiring a company-wide commitment to preparedness that is integrated into NH Electric Operations' daily operations, not just during emergency events. Every employee is expected to participate in preparedness activities throughout the year, including planning, training, and exercise activities related to their assigned ERP role. This culture of preparedness results in operational excellence during activation of the ERP.

Figure 8. Emergency Preparedness Cycle of Continuous Improvement



8.1 Planning

This ERP is reviewed and/or revised at least annually (or more often as needed) by Command and General staff, Branch Directors, and subject matter/ technical experts in key functions. Revisions incorporate new or updated information resulting from lessons learned during ERP activation or from exercises, based on updated information and/or requirements from government agencies, or from best practices and/ or industry standards adopted.

New Hampshire Electric Operations Emergency Response Plan

8.2 Training and Exercises

Training and exercises on the use of the ICS; event- and incident position-specific roles; responsibilities, duties, and tasks; and other emergency operations activities, are critical to the success of NH Electric Operations preparedness efforts and overall emergency management program. The planning, conduct, and evaluation of NH Electric Operations' preparedness training and exercises are detailed in the Eversource Emergency Preparedness and Response Training and Exercise Program and associated documents (policies, program descriptions, procedures, guidelines, handbooks, lesson plans, and so on). The Program follows, as appropriate and practical as determined by Eversource, specific portions of the National Incident Management System (NIMS) core set of doctrine, concepts, principles, terminology, and organizational processes. Additionally, the program follows guidelines established by the Homeland Security Exercise and Evaluation Program (HSEEP) where applicable, as determined by Eversource, and includes:

- Position specific Training Program Descriptions
- The design and use of exercises
- An annual Training and Exercise Plan Workshop
- The development and update of a Multiyear Training and Exercise Plan.

The Eversource Training Department, Eversource Emergency Preparedness & Business Continuity, or NH Electric Operations EP organization provides position-specific training on an annual basis for personnel whose storm duties differ significantly from tasks they normally perform. The training includes ICS protocols for command staff in the ICC and Regional EOCs, ERP overview, and review of After Action items from previous incidents, events, or exercises.

Eversource conducts a full readiness exercise and one tabletop exercise to assess the procedures set forth in the ERP on an annual basis. NH Electric Operations invites applicable state agencies and commission staff to participate in such exercises. Additionally, NH Electric Operations voluntarily participates in training and emergency exercises as requested by local governmental agencies that are designed to assess the preparedness or response of the electric utility sector and to which Eversource has been invited.

8.2.1 Emergency Contact Information

NH Electric Operations maintains updated lists of contact persons for Emergency Events, including:

- NH Electric Operations personnel
- Mutual assistance companies and contractors
- Life Support Customers of record
- Critical Facilities
- Media: print, broadcast, and social
- Hotels and catering companies
- State, county, and local elected/appointed officials, law enforcement agencies, emergency management and public safety agencies, and personnel within NH Electric Operations' service territory
- Other vendors that might be of use during the emergency response process

These various lists are maintained in task-specific software programs including Lotus Notes, Excel, Word, and others.

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8.2.2 Personal and Employee Family Preparedness

Employees are responsible and expected to ensure that their families are prepared for the challenges they face during prolonged outages to ensure their security and safety while the employee is committed to emergency response duties. Not only is this important to Eversource, but it also helps ensure that employees are able to contribute to the successful restoration of Eversource customers by being able to carry out their responsibilities at work.

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9. PLAN DEVELOPMENT AND MAINTENANCE

9.1 Development

The NH Electric Operations Emergency Preparedness group is responsible for development and maintenance of this Plan, with input from knowledgeable employees from the organization including but not limited to members of the Incident Management Team Command and General Staff.

Following annual review and approval by the IC, a written copy of this plan is disseminated to the appropriate State and local government officials.

9.2 Maintenance

Any required changes that are identified by the lessons learned and after action reviews are incorporated into the ERP and its program documentation. Any changes are outlined in the revision tracking section of the plan and changes to supporting documents are captured in their respective tracking sections. Any new implementing documents or existing document revisions that are identified as required are written, reviewed, and approved. The NH Electric Operations EP organization conducts an annual review of the ERP and re-files the plan as required by NHPUC 300. **[NHPUC 306.09(a) and (c)]**

9.3 Records Management

A complete copy of the Plan and its associated documents are maintained by the Eversource Emergency Preparedness Group, in operating companies' ICC and EOCs, and other specifically designated and relevant company locations. It is also available on-line on the Eversource intranet.

9.4 Tracking of Internal and External Regulations, Commitments, and Corrective Actions

A method of tracking of internal and external regulations, commitments, corrective actions, and so on is in place to ensure required actions and commitments are being met. Generally, a flag (some sort of unique indicator, icon, acronym, or similar) is placed at the specific location where content has been added to address the regulation, commitment, or corrective action. The flag provides data that correlates to a reference, either in the same document in a specified section or some other document, which provides specific information about the actual regulations, commitment, and corrective action. The use of this flagging process prevents the inadvertent changing or deletion of required information while allowing the position of the content to be moved if necessary and still maintain the reference to the regulation, commitment, or corrective action.

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10. AUTHORITIES AND REFERENCES

10.1 Eversource Requirements

- Eversource All Hazards Emergency Response Plan, EP-PLN-1000
- Standard Operating Procedure NU EP 4.4.7.0
- CIP 2403, CIP Incident Response and Recovery Plan
- Eversource System Security Advisory System
- Eversource Information Technology Incident Response Plan
- Eversource Corporate Information Security Incident Response Plan
- Confidential Information Breach Guideline

10.2 State Requirements

The ERP includes the following regulatory requirements: **NHPUC 306.09**:

- a. On an annual basis, each utility files with the commission one original and one electronic copy of an emergency response plan (ERP).
 - b. ERPs incorporate the incident command system and follow the framework established in the National Incident Management System, available as noted in Appendix B.
 - c. Utilities reviews and update plans at least once every calendar year.
 - d. Each ERP includes a clear description of the responsibilities and policies of senior management during an emergency.
 - e. Each ERP provides that one full readiness exercise and one table top exercise is conducted annually. The utilities invite applicable state agencies and commission staff to participate in such exercises.
 - f. At least annually, the utility requests to meet with municipal emergency response personnel to assure the accuracy of emergency response contact information is shared between the two parties, and to validate or revise the municipalities' critical infrastructure listing.
 - g. Each ERP incorporates projected event levels consistent with the data shown in *Table 2 - ERP Event Levels* on page 17.
- In accordance with NH PUC 300, annually NH Electric Operations files with the New Hampshire Public Utilities Commission (NHPUC), the New Hampshire Division of Emergency Services and Communications (NH DESC) and each New Hampshire municipality located within its service area, an updated plan for restoring service that is interrupted as a result of an emergency. **[NHPUC 306.09(a) and (c)]**
 - Additionally, in accordance with the above statute, this plan addresses the appropriate classification and responses for outages affecting 2-5, 5-10, 10-20, or over 20 percent of NH Electric Operations' customers (see *Table 1 - Readiness Conditions*). **[NHPUC 306.09(g)]**

10.3 Federal Requirements

The ERP is designed to comply with and not supersede or contradict any requirement or regulation prescribed by various federal regulatory authorities including, but not limited to:

- Occupational Safety and Health Administration (OSHA)
- Department of Energy (DOE)
- Federal Energy Regulatory Commission (FERC)

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- North American Electric Reliability Corporation (NERC)

10.4 References

- Federal Emergency Management Agency, Comprehensive Preparedness Guide 101: A Guide for All-Hazard Emergency Operations Planning. <http://www.fema.gov/about/divisions/cpg.shtm>
- Homeland Security Exercise and Evaluation Program (HSEEP). <https://www.llis.dhs.gov/hseep/>
- U.S. Department of Homeland Security, National Incident Management System. <http://www.fema.gov/emergency/nims/>

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11. RECORD OF CHANGES

11.1 Revision 0

Revision 0 was developed in the spring of 2014 as a collaborative effort led by the Emergency Preparedness and Business Continuity Group and all of the Eversource Electric and Gas operating companies including the Transmission Group.

Revision 0 aligns with the plan formats outlined in FEMA Comprehensive Preparedness Guide (CPG) 101 and the State of New Hampshire Emergency Operations Plan.

There are a number of supplemental documents that accompany this plan. They are:

- EP-NHE-JA-2000-1 Rev 0, New Hampshire Significant Storm Event Circuit Map Request Procedures
- EP-NHE-JA-2000-2 Rev 0, New Hampshire Outage Communication Map
- EP-NHE-JA-2000-3 Rev 0, New Hampshire Significant Storm Event PCard Procedures
- EP-NHE-JA-2000-4 Rev 0, New Hampshire Supplemental Emergency Response Procedures
- EP-NHE-JA-2000-5 Rev 0, NHE Schneider Forecast Regions and Schneider Energy Event Index
- EP-NHE-JA-2000-6 Rev 0, NHE Storm Conference Call Database Installation Instructions
- EP-NHE-JA-2000-7 Rev 0, New Hampshire Significant Event Conference Call Process
- EP-NHE-JA-2000-8 Rev 0, Lotus Notes E-Mail Instructions on Another PC
- EP-NHE-JA-2000-9 Rev 0, NHE ICC – Projection System Activation Instructions
- EP-NHE-JA-2000-10 Rev 0, NHE Quick Check In Application Procedure
- EP-NHE-LST-2000-1 Rev 0, New Hampshire Retiree Roster List
- EP-NHE-ORG-2000-1 Rev 0, New Hampshire Branch Organization Charts
- EP-NHE-UG-2000-1 Rev 0, New Hampshire Safety Briefing User Guide

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12. RECORD OF DISTRIBUTION

- New Hampshire Public Utilities Commission
- New Hampshire Division of Homeland Security and Emergency Management

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Attachment 1 NHE ICC Facilities

(Sheet 1 of 2)

NH ELECTRIC OPERATIONS INCIDENT COMMAND CENTER (ICC)

Introduction

The NH Electric Operations ICC provides the direction and support necessary to effectively manage overall company operations during significant emergency response efforts.

The ICC is responsible for providing direction to the Emergency Response Organization in several key areas including 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 ICC serves as a central point for the flow and analysis of restoration information among the many departments involved. The ICC provides regular updates on the overall emergency response progress and performs weather tracking and forecasting services for the benefit of the entire restoration organization.

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

Primary Incident Command Center

NH Electric Operations - Energy Park
780 North Commercial St.
Manchester, NH 03105

The primary ICC is located at the NH Electric Operations - Energy Park in the Granite State Conference Room – second floor. The ICC is equipped with the following technology:

Granite State Conference Room:

- 1 Cisco IP Conference Station (speaker phone)
- 1 Cisco IP phone
- 1 Emergency Back-up (non Cisco) phone
- 1 Stand-alone 42" Vizio Flat Screen TV and DVD Player (remotes are located on top of the DVD player mounted below the TV)
- 4 Mitsubishi Projectors
- 3 Table pop-ups that provide power, network connectivity, and access to one VGA port, which allows a laptop to project onto the Main screen. The pop-up with the VGA port has a laptop connection label
- 1 Wall-mounted Touchpad that controls the projector system located on the left-hand side of the north facing door (which exits the conference room)
- 1 Keybox, mounted on the right-hand side of the storage closet door located on the far south wall of the conference room

New Hampshire Electric Operations Emergency Response Plan

Attachment 1 NH Electric Operations ICC Facilities

(Sheet 2 of 2)

Administrative (Admin) Room:

The Admin Room has restricted access and is locked, except when the ICC is activated. The key to access the Admin Room is located in the key box mounted on the right-hand side of the storage closet door located on the far south wall of the conference room. Authorized ICC personnel have been provided with the password to access the key box. The Admin Room is equipped with the following technology:

- 1 Network-connected PC
- 2 Network-connected workstations with dual flat-panel monitors
(Flat screen monitors for each workstation are labeled)
- Workstation #1 controls the Main and Left Projectors
- Workstation #2 controls the Center and Right Projectors
- 1 Network-connected printer
- 3 Cisco IP phones
- 3 Cisco cordless phones (No Voice Mail)
- 1 A/V equipment rack, which controls the projection system
- 9 Satellite Phones

ICC Technology Problem Resolution

Failure or technical problems with the PCs, printer, or cordless phones should be reported to the IT Support Center/IT Operations (ITSC) by submitting an electronic trouble ticket using Lotus Notes or the Eversource intranet home page or by dialing the ITSC at extension 634-3300 (603-634-3300). The ITSC immediately assigns the trouble ticket to the appropriate NH IT team.

In the event of a Cisco System phone failure, there are two (2) telephone lines at Energy Park directly provided by FairPoint (that do not go through the Cisco System other than for 911 purposes):

- 603-623-1576 terminates at the Granite State Room at the AT&T wall-mounted phone
- 603-623-1638 terminates at the Security Desk

There are no other backup telephone lines provided through the telephone company. Cellular telephones are considered the next backup.

Failure or technical problems with the Projector System should be reported to the IT Liaison:

Alternate Incident Command Center

1250 Hooksett Road, Hooksett, NH 03106

The alternate ICC is located at the NH Electric Operations Maintenance and Construction facility at 1250 Hooksett Road, Hooksett, NH. This location serves as the alternate ICC, in the event the Energy Park location must be evacuated. It is considered a *hot* site and is equipped with the necessary telephone service and equipment to activate the site in a timely manner.

New Hampshire Electric Operations Emergency Response Plan

Attachment 2 Incident Command System

(Sheet 1 of 2)

Incident Command System (ICS) Features and Principles

1. **Structure:** The ERP employs ICS as the basis for the IMT. Trained personnel are assigned the roles and responsibilities for key functions within the ICS structure to manage a wide range of incidents from a simple utility outage to a major disaster, such as a hurricane or blizzard. Regardless of the scale of the incident, the number of personnel and resources marshaled for the response, or the number of departments or organizations involved, utilization of the ICS structure ensures that Eversource is positioned for an effective response with the safe, efficient use of resources.
 2. **Span of Control:** One of the central principles of ICS is span of control. Span of control refers to the number of direct subordinates that any one supervisor has during an incident. Realizing that each subordinate represents a separate task or process and that a supervisor can only effectively manage a given amount of work, ICS defines a reasonable span of control ranging from three to seven direct reports, therefore, each supervisor should have no more than seven direct subordinates in the ICS structure.
 3. **Chain of Command and Unity of Command:** Chain of command is reflected in an orderly line of authority within the ranks of the ICS structure. Unity of command signifies that every individual in the ICS structure has one designated supervisor to whom he or she reports for the duration of the incident.
 4. **Scalability:** The ICS structure is scalable to an event of any size, assuming that there are sufficient personnel trained and qualified to fill the critical roles in the command structure. It is the responsibility of each layer of management within the structure to ensure the span of control is appropriate and determine whether additional functions or resources are needed.
 5. **Decision Making:** ICS pushes decision making down to the lowest level possible by ensuring that the incident is managed by objectives and the staff in the command structure are qualified to make the decisions outlined within the plan that they have been given the authority to make.
- One aspect of ICS that is important when interacting with other utilities and non-utility stakeholders is the use of plain language or common nomenclature. A title convention for NH Electric Operation's ICS positions is shown below and the hierarchy is shown in the next table.

Table 3 - ICS Terminology

ICS Staff/Section	Organization	Title	Support
Incident Commander	Incident Commander	Incident Commander	Deputy
Command Staff	All	Officer	Assistant
	<i>Teams</i>	<i>Coordinator ***</i>	
General Staff	All	Chief	Deputy
Operations Section	Branch	Director	Deputy
	Group	<i>Manager*</i>	Assistant
	Strike Team or Task Force	Leader	
	Field Crew (District)	<i>Supervisor*</i>	
Planning Section	Branch	Director	Deputy
	Unit	Leader	
	<i>Damage Assessment Patrollers**</i>	<i>Coordinator*</i>	
	<i>Team</i>	<i>Coordinator</i>	
Logistics Section	Branch	Director	Deputy
	Unit	Leader	
	<i>Team</i>	<i>Coordinator</i>	

New Hampshire Electric Operations Emergency Response Plan

Attachment 2 Incident Command System

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Table 4 - ICS Hierarchy

Title	Organization	Reports To:	Support
Incident Commander	Incident Commander	N/A	Deputy
Officer	Command Staff	Incident Commander	Assistant
Chief	General Staff	Incident Commander	Deputy
Director	Branch	Chief	Deputy
Manager*	Operations	Director/Chief	Assistant
Leader (EOC)	Unit	Director/Chief	
Leader (District)	Unit	Director	
Leader (District)	Strike Team, Task Force	Manager*	
Supervisor (Operations)*	Field Crew	Manager*	
Supervisor (Planning)**	Damage Assessment	Leader	
Coordinator***	Team	Leader/(Officer)	

Eversource Customizations:

- * *Manager or Leader normally reports to Supervisor*
- ** *Planning normally does not have field personnel*
- *** *A Coordinator reports to an Officer if not qualified as an Assistant Officer*