EVERSOURCE **All Hazards Emergency Response Program**	**EP-ERSG-JA-1000E 6 Rev 0** **ERSG Acquisition**
Approval Date: April 30, 2025 **Effective Date:** April 30, 2025 **Applicability:** ERSG	**Approver:** Robert Giguere **Subject Matter Expert:** John Skiff

OVERVIEW

The External Resource Support Group (ERSG) plays a pivotal role in ensuring the seamless coordination and acquisition of resources during emergency situations. At its core, ERSG serves as a lifeline beyond the Eversource local service territory, mobilizing a diverse array of crews, including overhead line, service, tree crews, wire guards, damage assessors, and the External Resource Field Coordinator (ERFC). Our objective revolves around effective communication, hiring, and meticulous tracking of external resources until they are received by each state's Resource Acquisition (RA) Team. Notably, the ERSG extends its reach by collaborating with mutual aid groups like the North Atlantic Mutual Assistance Group (NAMAG), serving as a linchpin for an enhanced line of communications among member companies. In times of crisis, the ERSG's dedication to resource management ensures a swift and coordinated response, bolstering the resilience of our communities.

Efficiently hiring and acquiring these resources is supported by the ERSG Heat Map and Tiered List. This job aid will provide step-by-step instructions from locating and using the heat map to using the tiered list.

This job aid will provide guidance on the following key aspects:

- Locating and using the ERSG Heat Map (Heat Map Teams Channel)
- Locating the ERSG Tier List (Heat Map Teams Channel)
- Hiring Crews (Heat Map/Tier List/Priority Call List)
- Canadian Crews – Border Crossing
- Demobilization Plan (Automation)

For access and use of the ERSG applications and data sources , you will need access to the following locations:

- ERSG SharePoint Site
- ERSG Teams Channel
- Heat Map Channel
- The Demobilization Plan created in Power Automate
- ERSG Rosters Email (ersgrosters@eversource.com)

Ensure you are using the current revision by verifying it against the controlled electronic copy
located in the Emergency Preparedness Documentation Database.

HEAT MAP

Locating and Using the ERSG Heat Map

You can find the ERSG Heat Map within the GRP ERSG Teams Channel, under the sub channel Heat Map. To gain access to the Heat Map Channel, you need to be added by a site owner to the GRP ERSG Channel first then the Heat Map Channel.

1. As an owner:
    a. Open Microsoft Teams and under **Teams** locate **GRP ERSG**, then choose **Incident Forms** from the **ERP Links** menu (*Figure 1 – The Heat Map Channel*).

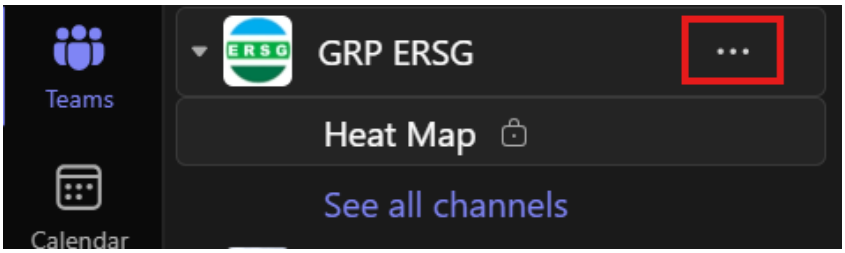


Figure 1 – The Heat Map Channel

    b. Click the ellipsis next to GRP ERSG and select **Add Member** from the dropdown menu to add a member to the team or select **Manage Team** to add, remove, or change permissions (*Figure 2 – Adding a Member to the Heat Map Channel*).

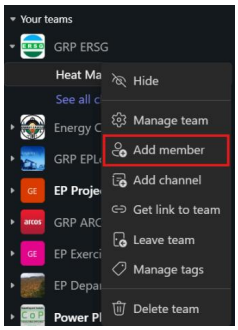


Figure 2 – Adding a Member to the Heat Map Channel

    c. Type the name of the person who needs to be added to the channel and choose **Member** or **Owner**, then click **Add**.

- An owner can add or remove members, as well as edit the channel and SharePoint Site as an admin.
- Members can view, open, add/remove, and edit documents in the channel and SharePoint site.

2. As a new user:

    a. Once added to the GRP ERSG Channel and Heat Map subchannel, click **Heat Map** and at the top of the Channel to open the heat map (*Figure 3 – Opening the Heat Map*).

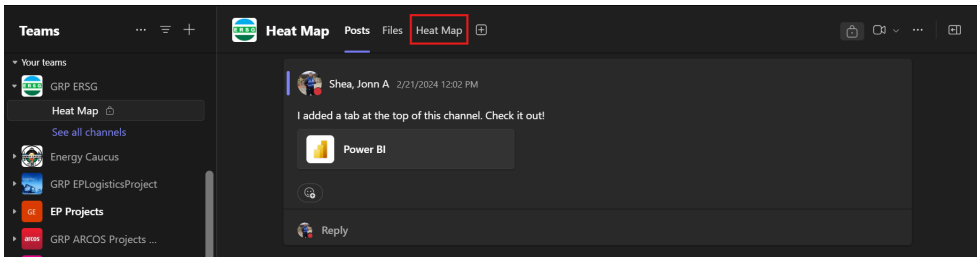


Figure 3 – Opening the Heat Map

The Heat Map is a Power BI Dashboard that pulls data in from two locations. This data is fed into the heat map to showcase next to real time crew data involving distances, travel times, rates, and total cost if hired. (figure 4)

- Crew locations and information – a monthly form is sent out to the contractors to update their crew counts (number of crews) and locations (city and state). Their responses are stored in the **ERSG SharePoint** > **Site Contents** > **Monthly Resource Forecast 2.0** folder.
- Crew rates and mobilization/demobilization rates– a crew sheet maintained by Procurement is queried to add these to the heat map.

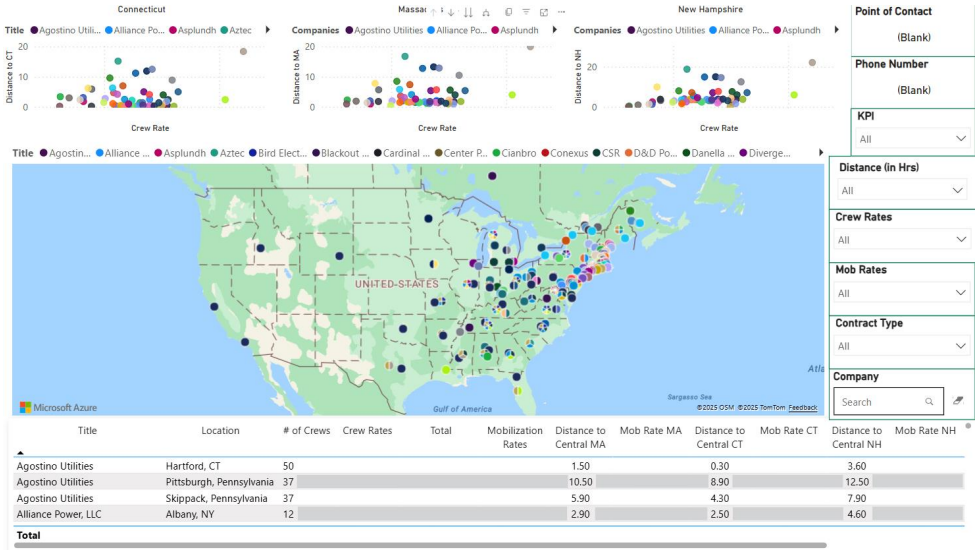


Figure 4 – Typical Heat Map

3. The heat map is used for ERP when the ERSG is activated. It helps show crews that are close, cheaper, and reliable. It gives you the ability to filter based on distance, rates (Crew & Mob) contract type and eventually KPI.
    a. **Distance** – The Power BI dashboard allows users to sort by one or multiple distances. Distances are calculated from their given starting location to central locations in the three states: Hartford, CT; Rutland, MA; and Ashland, NH. Data was built in automation to add a ratio of 1.3 to the standard drive time to allow extra time for traveling with bucket trucks. To filter by distance, select **Distance (in Hrs)** on the right of the dashboard to open the drop-down menu and choose the distance. To select multiple distances, hold down CTRL and select multiple items. This will filter crews based on the distance selected.
    b. **Rates (Crew & Mob)** – The Power BI dashboard allows users to sort by mobilization rates. Mobilization rate is used for both mobilization and demobilization. The lower part of the dashboard allows users to view in quick time approximately how much a company would cost with the number of crews given from their form submission, as well as how much mobilization and eventually demobilization would cost between the tri-states. To filter by rates, select either **Crew Rates** or **Mob Rates** on the right of the dashboard to open the drop-down menu and choose the distance. To select multiple rates, hold down CTRL and select multiple items. This will filter crews based on the rate selected.
    c. **Contract Type** – The Power BI dashboard allows users to sort by contract type. Contractors may have one or more types of contracts with Eversource, which is reflected in the drop-down menu. To filter by contract type, select **Contract Type** on the right of the dashboard to open the drop-down menu and choose the contract type. To select multiple contract types, hold down CTRL and select multiple items. This will filter crews based on the contract types selected.
4. **Contractor of Choice (COC)** - These contractors are contractors working on-system during blue sky but can turn over to storm response when needed.
        i. **Storm (COC)** - These contractors are the contractor of choice contractors, however the crews from these COCs would be from outside of the Eversource territory making them storm contractors.
        ii. **Storm Only** - These contractors do not have a COC contract and are exclusively used for ERP response.
    b. **Key Performance Indicators (KPI)** The Power BI dashboard is equipped to add KPI information to assist in selecting the best contractors for ERP. KPIs are not built in, but once completed they will be used. To filter by KPI, select **KPI** on the right of the dashboard to open the drop-down menu and choose the rating. To select multiple ratings, hold down CTRL and select multiple items. This will filter crews based on the KPI ratings selected.

5. When the correct drop-down items have been selected and the crews are narrowed down, to view more information, such as the company point of contact(s) and their phone number(s), select one of the circles that are remaining on the map. This shows the points of contact and their phone numbers, as well as their crew numbers, distances, and rates for the one company selected. (See *Figure 5 – Viewing Details for Contractors Shown on the Map*.)

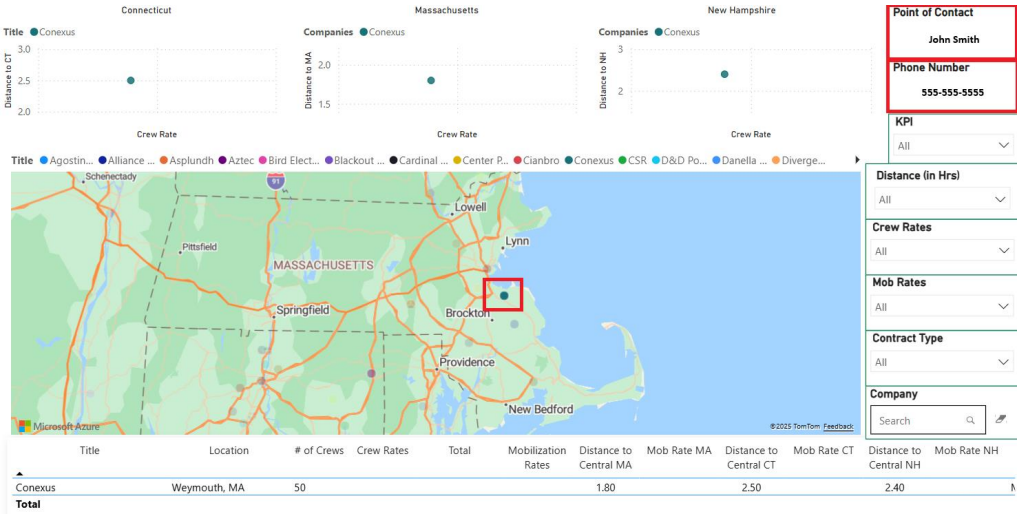
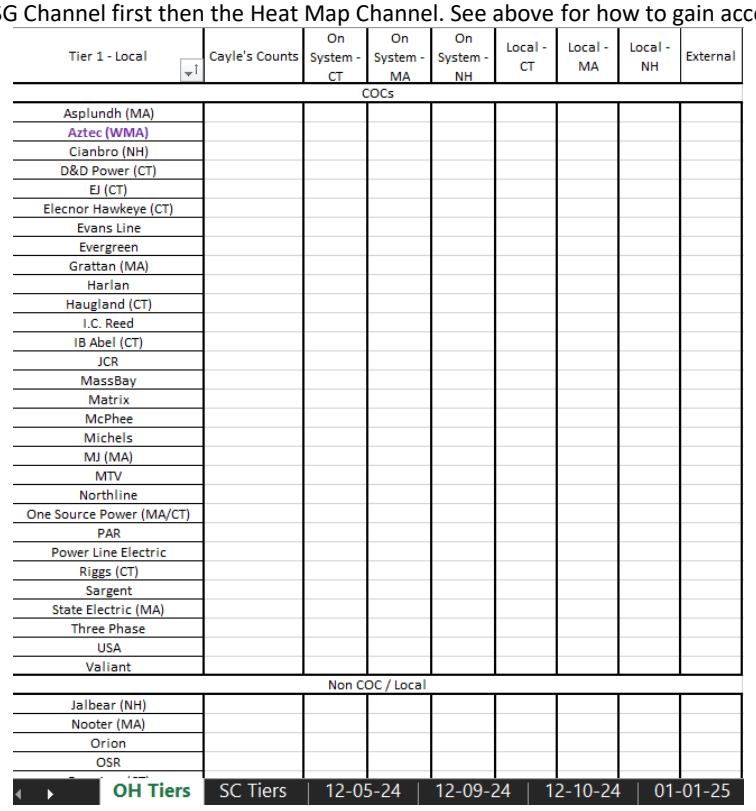


Figure 5 – Viewing Details for Contractors Shown on the Map

TIER LIST

Locating and Using the ERSG Tier List

The ERSG Tier List is located in the GRP ERSG Teams Channel, under the Files tab, in the sub channel Heat Map. To gain access to the Heat Map Channel, you need to be added by an owner to the GRP ERSG Channel first then the Heat Map Channel. See above for how to gain access.



Tier 1 - Local	Cayle's Counts	On System - CT	On System - MA	On System - NH	Local - CT	Local - MA	Local - NH	External
COCs								
Asplundh (MA)								
Aztec (WMA)								
Cianbro (NH)								
D&D Power (CT)								
EJ (CT)								
Elecnor Hawkeye (CT)								
Evans Line								
Evergreen								
Grattan (MA)								
Harlan								
Haugland (CT)								
I.C. Reed								
IB Abel (CT)								
JCR								
MassBay								
Matrix								
McPhee								
Michels								
MJ (MA)								
MTV								
Northline								
One Source Power (MA/CT)								
PAR								
Power Line Electric								
Riggs (CT)								
Sargent								
State Electric (MA)								
Three Phase								
USA								
Valiant								
Non COC / Local								
Jalbear (NH)								
Nooter (MA)								
Orion								
OSR								

OH Tiers | SC Tiers | 12-05-24 | 12-09-24 | 12-10-24 | 01-01-25

Figure 6 – The ERSG Tier List

The Tier List is an Excel file built by the ERSG Team to delineate hiring based on location and contract type. There are four tiers:

- **Tier 1** – COCs that are on-system and have additional local crews within the Eversource Territory, as well as some external storm contractors that have local crews within the territory.
- **Tier 2** – Continuation of COC companies that also have crews within a six-hour drive to Eversource territory as well as external storm contractors who within our territory, or within the six-hour drive time.
- **Tier 3** – External contractors who have crews more than six-hours drive time to get into the Eversource territory, as well as crews coming in from Canada (see *Hiring Canadian Crews* for more details).
- **Tier 4** – External Contractors farther than six hours away.

During a new storm event, when using the Tier List, copy the Overhead (OH) Tier template to a new workbook and label it with the current storm date. This helps you to track the new storm response. Depending on the event, the ERSG team can be reaching out to support state RA with COC availability, reaching out to contractors for available crews in the area, (situational awareness) or reaching out to hire crews immediately. Each column coincides with the type of notifications being delivered.

- **Cayle's Counts** – Connecticut has a specific column for their RA counts.
- **On System CT** – This column tracks the number of crews that are on system in Connecticut. Contact the state RA team to get this data.
- **On System MA** – This column tracks the number of crews that are on system in Massachusetts. Contact the state RA team to get this data.
- **On System NH** – This column tracks the number of crews that are on system in New Hampshire. Contact the state RA team to get this data.
- **Local CT** – This column tracks the number of local crews that are in the Connecticut area, separate from the on-system crews. Data for these crews is completed by the ERSG team.
- **Local MA** – This column tracks the number of local crews that are in the Massachusetts area, separate from the on-system crews. Data for these crews is completed by the ERSG team.
- **Local NH** – This column tracks the number of local crews that are in the New Hampshire area, separate from the on-system crews. Data for these crews is completed by the ERSG team.
- **External** – This column tracks the number of external crews that are local to the Eversource territory. Data for these crews is completed by the ERSG team.

HIRING CREWS

When a significant weather event or system disruption is anticipated, Tri-State level calls are conducted by the Emergency Coordination Team (ECT), which includes the ERSG. During the calls, the ECT will listen to weather experts (Eversource's weather vendors), then assesses the need for additional resources based on the weather reports , outage prediction models, and historical data. If internal resources are projected to be insufficient to meet operational demands, the ERSG is activated to acquire contractors to supplement the internal and COC support. Once activated, the ERSG Acquisition team meets to determine the expected break-down of crews/companies to hire.

If a high confidence event with the potential for significant damage to occur (such as a hurricane, severe wind event, or flash freezing), is expected or an event can be identified in advance, the ERSG team uses the Tier List to call contractor companies in advance for situational awareness of crew counts within the Eversource territory. This includes:

- **How many crews do you have on system** – This is for the COC companies to see the number of crews that are working on system. For external storm contractors, skip this question.
- **How many (additional) crews do you have in the territory** – this question is for both COCs and external storm contractors. The difference is that for COCs it would be requesting additional crews after they had an answer for question 1, whereas for external storm contractors it would be the first question, not requesting additional crews.
- **Where are these crews located** – This is the location where the crews would be driving from, typically a city and state or a yard in the territory.

- **Is this location where buckets are stored, or a yard where crews work out of** – this is a question that needs to be asked as there may be additional costs, depending on the answer.
    - If the location is where buckets are stored
        - **Where are the people coming from** – This will determine if it is beneficial to hire these crews as well as help with cost during the invoice process.
        - **Would these crews fly in or drive** – This will determine if it is beneficial to hire these crews as well as helping with cost during the invoice process

In contrast, for no-notice events or routine weather events where pre-staging is not available or necessary, the ERSG (with the direction of the ECT determining the number of crews needed) will immediately initiate hiring crews in support of the Emergency Response Plan (ERP) event. Prior to hiring crews, the following information needs to be communicated to the ERSG from Operations, the state RA teams, or even the ERSG Director:

- **Ready to work times** – This will allow the ERSG to communicate to the contractor company when Eversource expects the contractors to start working.
    - **If they are working days or nights** – This will determine when the contract company would have crews respond, or even if they would need to arrive and immediately bed down to get ready for whatever shift they will be working.
        - **Arrive no later than** – This allows the ERSG to communicate to the contractor company the time when they should be in the Eversource territory. This can be the night before so RA can check in crews, or even an hour before start time to get to an Area Work Center (AWC) to be ready to start working at the time previously discussed.
        - **Lodging** – This will allow the ERSG to communicate to the contract company if the crews need to be lodged, either by Eversource's lodging teams or if the contract company will need to find and purchase lodging on their own prior to starting work.
        - **Region/Location** – This may not be answered immediately, but if it can be, it will help communicate to the contractors the direction they should be heading. This can be a specific region of an area (such as, Cape Cod in Massachusetts) or a specific AWC (such as the Plymouth AWC). This can also help contractors determine where they should find hotels if they are needing to self-lodge.

When crews are ready to be hired, there are a number of other things to consider:

- Depending on the number of crews needed and the urgency of deployment, it is often more efficient to distribute hiring across multiple contractors rather than relying on a single company to provide all crews. This approach accelerates the overall response by enabling faster roster submissions, reducing processing delays, expediting crew onboarding, work assignments, lodging arrangements, and ultimately optimizing costs and operational efficiency. Historically, hiring in batches of 15–30 crews per contractor, if possible, has been effective in achieving these benefits.

  To effectively execute the hiring process, having quick access to contractor contact information is crucial. This is where the Priority Call List comes into play. Although it was once used as a primary tool for determining which companies to hire based on tier rankings, it now functions as a centralized contact directory supplemented by the Heat Map and Tier List. The priority call list is constantly updated with COC information and External Storm Contractor points of contact allowing the ERSG to contact contractors quickly, coordinate resource acquisition without delays and update the ESRG Tracker to send out hiring and demobilization (demob) emails.

Using the Priority Call List



7 – The Vendor Information Link

The Priority Call List is located in the ERSG SharePoint site, on the home page, under **ERP Links** > **Vendor Information** > Priority Call List.

By leveraging the heat map and tier list for strategic hiring decisions and using the priority call list for efficient outreach, the ERSG executes a streamlined and effective contractor acquisition process. Hiring in smaller batches across multiple vendors enhances accuracy, speeds up onboarding, and optimizes response coordination. Once contractors are confirmed and hired, refer to the ERSG Tracker to ensure the proper steps are taken to send out hiring emails, track rosters, and demobilize crews.

HIRING CANADIAN CREWS

Border Crossing Documentation

Although most of the hiring process remains consistent, additional considerations apply when hiring Canadian crews, given the cross-border and compliance in federal laws. Please refer to EP-ALL-JA-1000MA-1 for the Border crossing process.

The Border Crossing documentation is located in the ERSG SharePoint site, on the home page, under **Incident Tools** > **Canada Border Crossing Docs** to download the files needed to bring the Canadian Crews into the United States.

DEMOB PLAN

Building out a Demobilization Plan

As restoration efforts progress and resource needs decrease, a structured demobilization plan is essential to ensure a smooth and efficient release of crews. Demobilization must be coordinated carefully to avoid premature reductions in staffing that could impact ongoing work, while also optimizing cost. This process requires knowing the Eversource Territory where the contract company worked (state), number of crews hired per company, locations of where the crews originated from, and contractor company rates (both crew work and mobilization rates). This data is compiled into a document for each event to be given to the Vice President of Emergency Preparedness to work with the ECT to demobilize crews. The ERSG has built out a demobilization plan template that uses Power Automate and a SharePoint List for quick and accurate demobilization data.

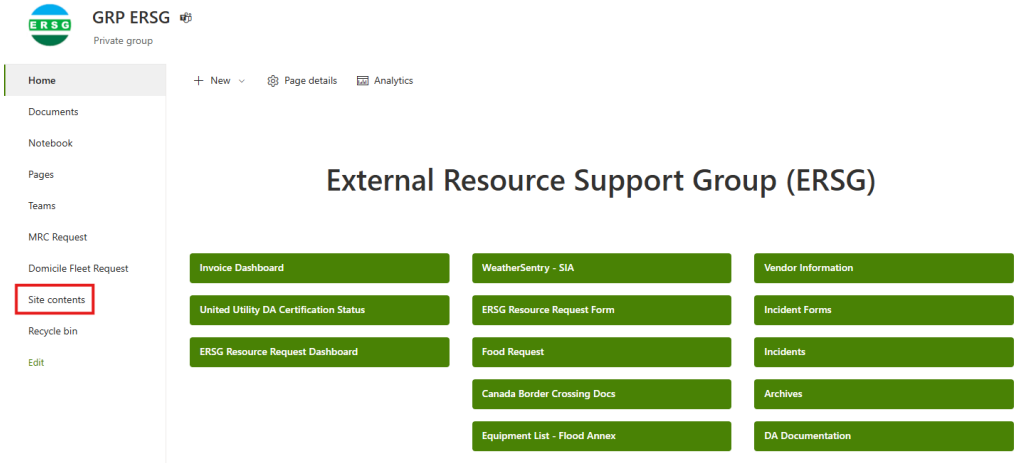


Figure 8 – ERSG Site Contents

To successfully create a Demobilization Plan, you need access to the *Storm Tracking Sheet* and the *Demobilization Plan SharePoint* list. You will be using the Storm Tracking data to populate the Demobilization Plan.

The ERSG Demobilization Plan is located in the GRP ERSG Teams Channel, under the Files tab in the sub channel Heat Map. To gain access to the Heat Map Channel, you need to be added by an owner to the GRP ERSG Channel first, then the Heat Map Channel. See above on how to gain access.

To compile a Demobilization Plan:

1. In the ERSG SharePoint site, on the left menu bar, select **Site Contents** > **Demob Plan SharePoint List**.
    a. A SharePoint list is a structured way to store and manage data within a SharePoint site, functioning similarly to an Excel spreadsheet or a database table. It allows users to define columns for different data types, create custom views, set permissions, and automate workflows using Power Automate. To operate the SharePoint list similarly to Excel, select **Edit Grid View** at the top of the menu.

2. When the SharePoint List is open in grid view, you can copy and paste data from the Storm Tracking Sheet to the SharePoint List. The sections you will need to copy and paste are:
    a. **Title – Source** (Column C) See examples below.

NOTE

Each company name must be entered exactly as it is stated in Maximo/Ariba including commas, apostrophes, periods, or other punctuation.

- Premium is entered as PREMIUM UTILITY
- MTV is entered as MTV SOLUTIONS, INC
- IC Reed is entered as I.C. REED & SONS, INC.

    b. **Location – Starting Location / Traveling From** (Column E)
    c. **Crew Type – Crew Type** (Column H)
    d. **# of Actual Crews – Crews** (Column Q)
    e. **Region** – (This can be either **Assigned State** (Column F) or **Final Region** (Column AX)
        - This typically depends on whether crews were transferred between states, or if a physical end location is shared with the ERSG. Typically, Column F is needed.
3. Change the update column to **Needs to be Updated**. This triggers the automation to pull the data from the Procurement rate sheet and calculate the distance between the Eversource location and the initial company location.
4. When the rows are populated with the accurate data and mobilization times, export the file as a .csv, or in grid view, copy the entire list and populate it into the Demobilization Plan document in the Heat Map Teams Channel Files.
5. Click **Exit Grid View** when finished.