Eversource Energy Emergency Response Program

Emergency Response Plan
Electric System Operations - CT

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Revision 3

Approval:

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EVERSOURCE

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PROMULGATION OF THE PLAN

Craig A. Hallstrom, President
Regional Electric Operations, Connecticut and Massachusetts

Threats to our business, and continuity of service to our customers, are constantly evolving. Eversource must remain 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 Emergency Response Plan is to outline and assign roles and responsibilities for preparing and responding to all varieties of incidents and events. Through a coordinated response, Eversource leverages our company resources for a fast, efficient, and effective mitigation and response approach to all manner of threats.

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. Eversource is prepared to work effectively with Federal, State, and Local governments to affect a swift and coordinated response to all manner of threat.

In recognition of Eversource's emergency preparedness and response responsibilities, and with the authority vested in me as President, Regional Electric Operations CT and MA, I hereby promulgate this Emergency Response Plan.

President Regional Electric Operations, Connecticut and Massachusetts

Craig A. Hallstrom July 1, 2020

Craig A. Hallstrom — Date

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1. INTRODUCTION

1.1 Purpose

The Connecticut Light and Power Company (CL&P) dba Eversource Energy ("Company") Emergency Response Plan (ERP or the Plan) provides a comprehensive overview of how the Company addresses situations that have the potential to adversely affect electric service to its customers.

The objective of the ERP and associated documentation (procedures, policies, job aids, and other supporting documentation) is to outline a systematic and organized approach to prepare for, respond to, and recover from emergency events causing power outages or other disruptions of the Transmission and Distribution System ("Electric System").

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 Electric System or any other instance for which the Incident Commander (IC) determines that additional assistance or coordination is needed.

The ERP describes the policies and concepts of operations that guide how the Company plans for and addresses emergency situations. The ERP and associated documentation apply to Company personnel and any staff of Eversource Service Organization, affiliate company employees, mutual aid resources, contractors, or the personnel working at the direction or under the authority of the Company.

Eversource 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, as set in *Table 2- Event Level Matrix **[CATSWeb 20462]***), and safety requirements as determined by the Company. During an Emergency Event this includes, at a minimum, implementing all applicable components of the ERP related to restoration of service. **[CATSWeb 20498]**

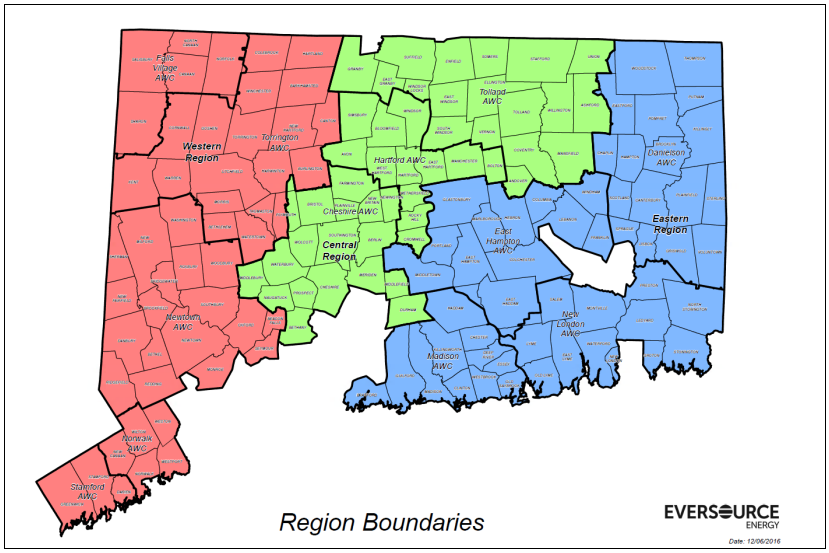
1.3 Company History and Overview

Eversource Energy (formerly Northeast Utilities) was formed in 1966 when three utility companies, CL&P, Western Massachusetts Electric Company (WMECO), and The Hartford Electric Light Company (HELCO) were affiliated under Northeast Utilities (NU) as subsidiaries of a single corporate entity. The NU 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 NU and in 1992, Public Service Company of New Hampshire (PSNH) was acquired by NU. In 2012, NU acquired NSTAR and NSTAR electric and gas companies became operating companies of NU. CL&P remained the largest of the six operating companies within the NU System. In 2015, NU was rebranded as Eversource Energy, encompassing all of the existing companies into one energy company. In 2017, Aquarion Water Company became a wholly owned subsidiary of Eversource, retaining its own name and adding 230,000 customers in Connecticut, Massachusetts, and New Hampshire.

The Company has delivered electric service to homes, neighborhoods, and businesses for over 100 years. With approximately 2,000 employees in the state, the Company is Connecticut's largest electric utility, serving more than 1.2 million customers in 149 Connecticut cities and towns, located within a 4,400 square mile service territory. This equates to 87 percent of the total area in Connecticut, including large urban centers, suburban, and rural settings, and encompassing heavily-treed areas, shoreline areas, and hilly terrain.

The transmission system consists of approximately 1,675 circuit miles of overhead transmission lines and 137 miles of underground transmission lines. There are 20 transmission substations and 98 distribution substations supplied from its transmission system, with another 72 substations supplied from its distribution system. The distribution system consists of approximately 16,798 circuit miles of overhead and 6,658 circuit miles of underground primary construction, including both direct-buried and underground duct and manhole. Primary distribution voltages range from 4.16kV to 34.5kV, with the majority of circuits operated at 4.8kV, 13.2kV, 13.8kV, and 23kV. The Company uses over 269,000 distribution transformers to supply its customers.

Figure 1 - Service Territory



Key system statistics are shown below, in Table 1.

Table 1 - System Statistics for 2020

Transmission Lines	
Overhead miles	1675
Underground miles	137
Distribution Lines	
Overhead miles	16,798
Underground miles	6,658
Transformer locations	269,581
Poles	725,639
Substations	190
Meters	1,279,330*
Peak Load (July 22, 2011)	5,516 MW

*** Customers Served as of May 1, 2020**

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, checklists, and job aids. 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 Electric System is susceptible to the effects of certain emergency events and disasters and, depending on the nature of the event, the design and engineering of the system can mitigate some effects. The impact of an emergency event varies widely in scope and severity, from an event that is locally isolated and impacts a small number of 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 implementing 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 on the timing and predicted severity.
- Event Levels 1, 2, 3, and 4 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 are familiar with this Plan and their specific emergency job position responsibilities when the Plan is activated. In addition, Eversource conducts training and exercises to ensure all employees are aware of the general framework for responding to emergency events.
- The Company's response is based on the availability of resources. If resource requirements warrant, affiliate company, mutual assistance, and contractor assistance is requested.
- This ERP is based on 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. **[CATSWeb 20461]**
- This ERP is intended to align with the concepts of the Connecticut State Response Framework and Connecticut Emergency Support Function 12 All Hazards Energy and Utility Annex, as appropriate.
- During and after catastrophic events, normal emergency services within the affected area can be overwhelmed and essential community services might be unavailable.

2. STRATEGY FOR EMERGENCY OPERATIONS

Authority for the performance and direction of actions under this ERP is delegated by the President of the Company to the Incident Commander and other positions identified in this document. Pursuant to this delegation, the IC has the authority to manage the overall emergency response for the Company and is expected to provide periodic updates to senior management, including the President of the Company. The IC informs the President in a timely manner, who informs and consults with Eversource's Emergency Coordination Team (ECT), of any actions or developments that could require extensive resources from other Eversource locations or business units or could reasonably cause significant reputational or financial risk to the Company.

Given the broad authority granted to the IC in this Plan, the IC should consult periodically with the President of the Company to seek input on the 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 Company employee, Eversource Service Organization or affiliate employee, contractor, or mutual assistance crew member
- A fatality or life-threatening injury to anyone possibly involving any part of the Electric System, staff, or entity working on behalf of the Company
- A fatality or a life-threatening injury to a member of the public that could have been caused by the Company infrastructure
- Any event that could potentially cause significant harm to the Company, its staff, or system
- Any other unforeseen event that the IC reasonably deems 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

The Company 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 emergency events and the reinforcement of safe work practices by the restoration crews. Each participant is responsible for their own safety and Company 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.

Emergency Preparedness at Eversource provides oversight on the readiness of IMT members and subordinate emergency positions by administering training in collaboration with formal operating policies and procedures. Each year, IMT members receive both on-the-job training, through actual emergency event response, and opportunities to refine their knowledge on their specific roles and responsibilities through scheduled drills and exercises. 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 IMTs follow a formal 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 job positions.

- We set reasonable expectations with our stakeholders and deliver results that are consistent with or exceed 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 and our leadership capabilities to automate restoration processes and 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 Incident Command System 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. **[CATSWeb 20461]** 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

As a system, ICS is extremely useful; it not only provides an organizational structure for incident management, but it also guides the process for planning, building, and adapting that structure to best fit the current situation. ICS is flexible and can be used for incidents 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 incidents. The range of these events can vary from a minor facility event to a major loss of systems, equipment, personnel, or information. ICS is also employed by offsite response organizations that Eversource interfaces with during an event thereby enhancing the coordination of all emergency responders.

ICS is based on a model adopted by the fire and rescue community. ICS is also applicable across disciplines. It 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, Material Logistics, Fleet Services, 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 an 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 the Company to prepare for, respond to, and recover from events and incidents causing power outages and other disruptions to the Electric System. The Company's Core Capabilities are:

1. **Community Preparedness** – The continuous effort to assist all 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 Electric System.
2. **Risk Management** – The continuous process of managing the likelihood of an adverse event and its impact on the Electric System through a series of mitigation and preparedness actions.
3. **Training, Qualifications, and Exercises** – The process of transferring required knowledge and skills needed for the Company to perform activities and task supporting the ERP capabilities, and of verifying individual and organizational competencies of these capabilities.
4. **Incident Command** – The ability to effectively direct and control event activities using ICS, consistent with Eversource policy and procedures.
5. **Planning** – The process of collecting, displaying, and evaluating event information and coordinating the development of applicable Incident Action Plans (IAPs).
6. **Damage Assessment** – The process of conducting Electric System damage and safety 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.
7. **Incident Command Center Management** – The ability to provide Electric System 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, and state EOCs
    - coordination of public information
    - maintenance of the information and communications necessary for coordinating response and recovery activities
8. **Response & Restoration** – Prepare for, initiate, and sustain repair, replacement, or other activities needed to restore the Company's Electric 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, acquire, mobilize/on-board, accurately track and record, reassign, recover, and demobilize all resources (including Company, Eversource Service Organization, 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 Electric System and other applicable 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 Electric System and other applicable Eversource employees, mutual aid, and contracted workers.
12. **Financial Tracking and Reporting** – Accurately account for personnel time: collecting cost data; performing cost effectiveness analyses; providing cost estimates and cost saving recommendations; administering financial matters pertaining to vendor contracts, leases, and fiscal agreements; and management and direction of all administrative matters pertaining to compensation for injury and claims-related activities.

2.4 Event Classification

The Company has developed an Event Level Matrix (ELM) that defines five levels of incidents or emergency events and establishes the criteria to guide decision makers in determining the appropriate categorization. This matrix is utilized in categorizing all events and is an important tool in determining an appropriate course of action for responding to emergency events. The level can be changed or modified due to continual assessment of the criteria, including evaluation of pre-incident expectations and actual impact assessments. The matrix provided *Table 2 - Event Level Matrix* ***[CATSWeb 20462]*** is used by the IC to declare and communicate the emergency event level to company personnel and other stakeholders.

The criteria used to determine the event level is based on:

- The weather forecast or actual weather
- The estimated or actual number of customers impacted
- The estimated or actual number of trouble spots
- The estimated or actual number of regions/Area Work Centers (AWCs) affected
- Geographic dispersion and nature of the damage
- The anticipated duration of the restoration

The event level matrix provides guidance to help determine the command location, the timing for issuing a Global Estimated Time to Restoration (ETR), the need for mutual aid resources, how damage assessment is conducted, the ICS activation level, and the restoration strategy that is used. Based on factors such as the nature of the service territory, dispersion of event damage, and deployment of resources, it can be appropriate to conduct response and restoration activities employing multiple strategies. Additionally, multiple strategies can be run concurrently in one geographic area. **[CATSWeb 20675]**

When an emergency event escalates (that is, anywhere from Level 5 to Level 1), the response organization and resources scale up accordingly. The ICS structure established in this Plan is flexible enough to be implemented in all emergencies, regardless of whether they are classified as a Level 5 or Level 1 event.

2.4.1 Event Level Matrix

The IC determines the event level based on the parameters described in *Table 2 - Event Level Matrix* ***[CATSWeb 20462]*** below. Any single parameter does not establish the Event Level, but rather provides guidance to be used in parallel with additional incident information. Department of Energy (DOE) notification is required for events affecting more than 50,000 customers.

Table 2 - Event Level Matrix [CATSWeb 20462]

Event Type	Typical Number of Customers out at Peak	Typical Number of Trouble Spots	Weather Type [2]	Typical Resource Strategy [3]	Typical Restoration Duration	Typical Global ETR Availability Timeframe	Typical IMT Activation Level	Typical Damage Assessment and Typical Restoration Strategy [6]	Typical Logistics Strategy [7]
5	0% - 9% [1] (<125k)	<2000	Warm Weather	200 – 300 Line Resources	1-3 Days	< 24 hours	General Staff/Comm Officer ICC[5] Inactive - Active	Event/Hybrid	Centralized support with Regional Staging Areas
			Cold Weather	250 – 350 Line Resources					
4	10% - 29% [1] (125k – 380K)	1500 – 10,000	Warm Weather	250 – 800 Line Resources	2-6 Days	< 36 hours	General Staff/Comm Officer/All[4] ICC[5] Active	Event/Hybrid/ Circuit	Centralized support with Regional Staging Areas
			Cold Weather	300 – 1000 Line Resources					
3	30% - 49% [1] (375K – 650K)	8,000 – 25,000	Warm Weather	750 – 1250 Line Resources	5-10 Days	< 48 hours	All[4] ICC[5] Active	Hybrid/Circuit	Decentralized support. with Regional Staging Areas
			Cold Weather	800 – 1500 Line Resources					
2	50% - 69% [1] (625k – 870k)	15,000 – 48,000	Warm Weather	1000 – 1800 Line Resources	8-21 Days	<48 hours	All[4] ICC[5] Active	Hybrid/Circuit	Decentralized support. with Regional Staging Areas
			Cold Weather	1250 – 2000 Line Resources					
1	70% - 100% [1] (> 870k)	> 35,000	Warm Weather	> 1500 Line Resources	> 18 Days	<48 hours	All[4] ICC[5] Active	Circuit	Decentralized support. with Regional Staging Areas
			Cold Weather	> 1750 Line Resources					

Note 1: Peak numbers are based on customer count of 1,279,330 as of May 1, 2020

Note 2: Weather Type describes general classification of weather associated with typical weather related events. Warm Weather includes weather events such as extreme heat waves, thunderstorms, squall line wind events, and weather generally associated with the movement of a weather system from west to east. Cold Weather includes weather events such as wind events, Nor'easters, blizzards, and weather generally associated with the movement of a weather system up the northeast coast. Tropical events pose a specific risk and are classified based on the strength, movement, and classification of the system by National Oceanic and Atmospheric Administration (NOAA).

Note 3: Resource Strategy includes the use of internal resources, resources from sister companies, contractors, and utility mutual assistance. See *Section 2.11.4, External Resource Acquisition* and *Section 3.4.2, Planning Section Roles and Responsibilities*.

Note 4: The IMT structure can be activated at Level 5 and is activated at Level 4. The IMT organization for a Level 3, 2, or 1 event expands horizontally with additional satellite locations and accompanying support and supervision to maintain appropriate spans of control.

Note 5: ICC Activation can be influenced by additional factors. These factors can include the breadth of the forecasted or actual damage (that is, the number of regions or AWCs impacted), type of damage, and number of external resources deployed. For a Level 5 event, the Incident Command Post (ICP) can remain at the System Operations Center (SOC).

Note 6: The Damage Assessment and Restoration Strategies can be influenced by additional factors: the breadth of the forecasted or actual damage (that is, the number of regions or AWCs impacted), type of damage, and number of external resources deployed. See *Section 2.11.3, Restoration Strategies* and *Section 3.4.4*, *Damage Assessment & Situational Awareness.*

Note 7: The Logistics Strategy can be influenced by additional factors. These factors can include the breadth of the forecasted or actual damage (that is, number of regions or AWCs impacted), number of external resources deployed, and availability of locations suitable for logistics operation.

See *Section 3.4.6, Estimated Times to Restoration and Restoration Projections* of this ERP, which explains that the Company does not promise or guarantee that restoration will occur within the above-described "Typical Restoration Duration" or that a global ETR will be issued within the "Typical Global ETR Timeframe." Each event is unique and this Event Level Matrix only provides high-level estimates for typical events.

2.4.2 Event Level Overviews

The Event Level is used for planning purposes to estimate the potential or actual size, scope, and complexity of the incident in order to disseminate and communicate the severity of the emergency to key stakeholders. When the severity and complexity of the emergency event are analyzed or more clearly understood, the Incident Commander is responsible for establishing or adjusting the Event Level as is appropriate.

It is critical to maintain flexibility and scalability when establishing the appropriate response, organization, and size; therefore, the Event Level does not necessarily stipulate a mandated response organization size. Rather, the determination of response activities and staffing requirements.

The transition from one Event Level to another, either higher or lower, is accomplished solely at the discretion of the Incident Commander, based on the severity and complexity analysis as well as recommendations of General and Command Staff, leadership, and other key organizational members.

Once established or changed, the Event Level is communicated to all leaders and organizations currently engaged in or anticipated to be engaging in restoration or support activities.

Determining the level of an event helps determine the scope of the ICS deployment. Although not an exact science, by using the ELM and exercising professional judgment, the IC can make a reasonable supposition.

a. Level 5 Emergency Event

A Level 5 event is classified as a local emergency that is expected to be resolved within one to three days and can be readily addressed by company personnel or available contractors. In general, the impact on customers, the environment, and safety is minimal. Level 5 events generally are characterized by:

- Ability to address the emergency in a timely manner
- Limited impact on customer outages (duration or number)
- Ability to restore service in a timely manner
- Lack of threat to broader public safety
- Limited impact on company reputation

b. Level 4 Emergency Event

A Level 4 event is classified as a local emergency event that has an appreciable impact on customers, the environment, and safety, and is expected to last between two and six days. Additional organizational and resource support is generally required. The initiating conditions for activation include:

- Broad customer or critical facility impact
- A threat to public safety
- Moderate impact on the environment
- Moderate impact on company reputation

c. Level 3 and 2 Emergency Events

A Level 3 or 2 event is an emergency event that has a significant impact on customers, the environment, or safety and is expected to last between five and ten days or eight and twenty-one days, respectively. Significant organizational support or multi-level agency and government involvement is normally required. The initiating conditions for activating the Level 3 or 2 emergency classifications include an event that causes:

- A system-wide event
- Significant potential adverse impact to public safety
- A major customer impact
- Ability to obtain needed resources based on the geographic breadth of the event
- Critical reputation damage to the Company
- Significant or ongoing environmental threat
- Multi-level agency and government involvement

d. Level 1 Emergency Event

A Level 1 event is defined as an emergency that has a catastrophic impact on safety, customers, or the environment, and is expected to last more than eighteen days. Such events are generally system wide, and often affect neighboring utilities. A Level 1 event is one that:

- Causes a system wide outage event
- Poses a significant potential adverse impact to public safety
- Causes a major customer impact
- Results in a significant or ongoing environmental impact
- Triggers critical reputation damage to the Company
- Necessitates immediate multi-level agency and government involvement

2.4.3 Event Complexity Analysis

The details of every event are unique and thus the Event Level Matrix is not intended to precisely compartmentalize every event. The Event Level Matrix only provides high-level estimates for typical events. Each event must be analyzed in its totality to determine how to categorize it and thus determine the appropriate response level.

The categorization of an event is a way of communicating to employees and other stakeholders the magnitude of the event and the importance and level of the response. The recommended strategy is to err on the side of declaring a higher level event when it is a close determination. The IC can choose to declare an event a level higher even if all criteria are not met.

2.5 Eversource Energy 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 or business unit's readiness posture. See Table 3 below.

2.5.1 Readiness Condition - NORMAL

General everyday operations are being performed. Business units are performing day-to-day routine operations and maintaining situational awareness by observing the changing and predicted weather conditions and the news for any event that could adversely affect operations.

2.5.2 Readiness Condition – **MONITORING**

General everyday operations are being performed, but conditions are developing or exist (such as 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 is 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 Electric System organization and local authorities to update them about this condition.

2.5.3 Readiness Condition - **WARNING**

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

Incident Command and/or Emergency Operations Centers can be partially or fully activated.

2.5.4 Readiness Condition – **EMERGENCY**

Emergency event conditions are imminent that will cause or have caused significant impact to the Electric System or one or more Eversource business units. Based on the potential Event Level, the following situations can occur:

- Activation of the ERP.
- Activation of the ICC.
- Activation of one or more regional Emergency Operations Centers (EOC).
- Mobilization of internal resources and acquisition/mobilization of external resources occur as needed.

Table 3 - Readiness Conditions

Readiness Conditions	Normal	Monitoring	Warning	Emergency
Situational awareness of resources	X	X	X	X
Mobilization of resources		O	O/X	X
Activation of Incident Management Teams			Notification/Standby	X
Activation of Emergency Coordination Team			Notification/Standby	O/X
Activation of Executive Oversight Group			Notification	O

X – Likely
0 – Possible

2.6 Declaration of an Emergency Response Plan (ERP) Event

An Emergency Event is a situation caused by the forces of nature, an accident, or an intentional act that constitutes a loss of electric service involving 10% or more of the Company's total number of customers who are out of power for a period of 48 consecutive hours or more. [PURA DN 12-06-09 Decision, Appendix A "EDC [Electric Distribution Company] Emergency Performance Standards"]

If an Emergency Event or other incident is likely and is expected to cause significant outages or damage to the distribution system, the Incident Commander or designee declares an *ERP Event*, indicating a formal initiation of the ERP.

2.7 Alert

When a predicted event could lead to activation of the ERP at Level 3, 2, or 1, the Incident Commander provides Alert notification using emails and/or the Automated Response Call-Out System (ARCOS) to Command and General Staff in order to provide a common operating picture and to trigger pre-event preparedness activities. These Alerts can include briefing materials from news and/or meteorological services, or other related information. When the likelihood of the emergency event increases, the Incident Commander can also schedule daily planning meetings, conference calls, and/or briefings for Command and General staff, and request the Planning Section/Situation Unit to develop and disseminate daily Incident Action Plans or other documentation to guide preparedness objectives and actions.

2.8 Incident Command Center (ICC) Activation

The ICC is a dedicated facility that is designed to assist management in taking prompt and effective actions to mitigate the consequences of an emergency. The Company maintains 24 hour coverage through the System Operations Center (SOC) until such time as an incident or emergency event warrants activation of the IMT organization. The ICC is activated consistently with the Event Level Matrix (see *Table 2 - Event Level Matrix* ***[CATSWeb 20462]***) or as deemed necessary by the EP organization and the VP CT Electric System Operations, specific response procedure, or when an incident's size and complexity requires representation in the ICC by organizations to support expanded operations.

The ICC, when activated as the ICP, operates around the clock until the event has terminated and the IC makes the determination to close it 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 IC in preparation for and response to an emergency. Representatives from support organizations assemble in the ICC 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 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 SOC.

Activation of the ICC is initiated by telephone and/or email 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 job positions and initiate staffing of their assigned functional areas.

The following entities/organizations are also notified of an ICC activation:

- Electric System Executive Management
- System Operations Center/Transmission Operations Center
- Electric System personnel
- Connecticut Department of Emergency Management and Homeland Security (DEMHS) and state regulatory agencies

2.9 Notification

2.9.1 ERP 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, the Company 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 to emergency job positions 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 that is different from their normal work activities. Other personnel can have a single position 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 Electric System 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 the service territory.
- All employees 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.

2.9.2 Stakeholder Pre-Event Notifications

In some instances, it can be appropriate to initiate pre-event communications with key stakeholders prior to the activation of the IMT or staffing of the ICC. In such cases, communication is coordinated through the EP organization and the Communications Officer and should include an assessment of the potential risk and summary of preparedness activities. Communications for an anticipated Level 4 event or greater includes pre-event notifications with CT DEMHS and municipal Emergency Management Directors or designees.

2.10 Operational Stages

An emergency event can be segmented into phases or stages chronologically in order to assist in the coordination of actions and resources. At any given time, the organization can have different functions or geographic areas at different stages due to the nature of the event and the response. In general, operational stages include:

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

2.10.1 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 made to personnel concerning their assigned event reporting locations.
- Contact lists updated for state and municipal officials.
- Equipment needed for power restoration is identified and, if possible, pre-positioned at key points within the Company 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 are made 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 can have potentially adverse impacts on the Electric System.
- Communications 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 is made of the availability of the following resources:
  - Line Resources (including contractor and/or mutual aid)
  - Vegetation Management Resources
  - Service Company Resources
  - Contact Center staff
  - Support Resources (such as Damage Assessment Patrollers, Wire Guards, and so on)

2.10.2 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
- Municipal and other stakeholder outreach
- Notification of appropriate state officials
- Conference Calls

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

  - Preparation Calls – The EP organization conducts a preparation call when the need to implement the preparations strategy is apparent or imminent. This call is held with the Command and General Staffs and other key personnel from support organizations.
  - Incident Command Calls – The IC conducts periodic command calls to review progress on the IAP, 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, can hold 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 should communicate the type of call to the affected audience in advance of the call when possible. Additionally, the Company participates in Eversource Energy system calls when an event impacts multiple operating companies or geographic areas.

2.10.3 Sustained Actions (Restoration)

The term Sustained Actions generally covers the activities required to return the Electric System to normal configuration and operations. See *Section 2.11, Service Restoration*.

2.10.4 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 normal operations resume. It is during this period that the Company gathers information, conducts incident reviews, analyzes data, develops after action reports, and identifies improvement 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, including craft workers and all levels of field supervision. 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 ERP improvements. Response activities are likely to improve when feedback recommendations are linked and incorporated into the Plan and associated support documentation. The EP organization ensures 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.

- The Company completes event and post-event reports in a timely manner. Post-event reports for any event that triggered the use of this ERP are submitted within 14 days in accordance with the decision in Public Utility Regulatory Authority (PURA) Docket No. 86-11-18. After-Action Reports for Emergency Events only are completed and submitted within 60 days in accordance with the decision in PURA Docket No. 12-06-09. **[CATSWeb 20484]**

2.11 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, and influence the best way to respond to an emergency event. An overview of each of the general strategies is provided in *Section 2.11.3, Restoration Strategies*.

2.11.1 Response and Restoration Priority Guidelines

Generally, the Company's response and restoration efforts are prioritized using the following guidelines: **[CATSWeb 20465, CATSWeb 20493]**

1. **Public Safety**

   Life Safety (Police & Fire Calls), including Level 1 E-911 calls and life threatening situations.

2. **Electric Infrastructure**

   Clearing blocked roads of electrical hazards as defined in the CT Make Safe/Protocol.

3. **Critical Infrastructure**

   Critical Facilities.

4. **Circuit Backbones**

   Transmission system lines and substations and the re-energizing of distribution circuit backbone lines that are the main source of power to reach the distribution line lateral feeders.

5. **Lateral Feeders**

   Largest number of customers per resource.

6. **Transformers/Secondary Circuits**

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

7. **Individual Services**

   Restoration of service to individual customers.

The IC balances the use of available resources with the impact based on 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 must take into consideration a variety of factors, in addition to the priority of the underlying affected customers, when assigning work using an event-based restoration strategy. These factors and exigent circumstances can include, but are not limited to:

- the type of work necessary to address the event 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 consequences of delaying the restoration (such as medical hardships or an out of service sewage treatment plant)
- the time necessary to restore the customer

2.11.2 Decentralization

a. System Operations Center (SOC) Event

In a smaller Level 5 event, the System Operations Center (SOC) Shift Supervisor or Manager would likely assume the role of IC. Decentralizing the response from the SOC would not be necessary. Commonly, the IC fulfills many of the ICS job positions in a Level 5 event, but he/she can fill such job positions with other individuals as deemed necessary. In general, the IC directs the response from the SOC, which acts as the effective Incident Command Post.

b. Regional Event

If an event is forecast to or expands to involve several locations within a single Region, the Regional EOC would activate and staff several Restoration Management Teams (RMTs). Each RMT includes an Operations Coordinator, a System Operator/Authorized Person, and an Outage Management System (OMS) Modeler. The SOC transfers Controllership to one or more RMTs within the Regional EOC. The Operations Branch Director coordinates restoration activities among all the RMTs activated within their 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.

c. State-Wide Event

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

2.11.3 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 the 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. The IC decides on the strategy to use by relying on information provided by the Planning and Operations Section Chiefs 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.

a. Event-based Strategy

Outage event-based restoration is most frequently applied during smaller to medium emergency events (Level 5 and 4, or during the final stages of restoration in Level 3 or above), where the number of events 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 (such as localized lightning events). It is also useful before and while an initial damage assessment is being undertaken.

The event-based strategy relies on addressing specific events in a prioritized manner. Under this strategy, routine, day-to-day restoration processes used to predict, locate, and repair faulty equipment or line sections are used. The Outage Management System (OMS) facilitates the prioritizing of events 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 event is not easily incorporated into the analysis that prioritizes and assigns work. Consequently, during significant events where there is widespread damage resulting in a higher number of events with physical damage, a circuit-based or area-based (addressing events as a group in the same geographic area) restoration strategy can be more appropriate to optimize the restoration effort.

b. Circuit-Based Strategy

Circuit-based restoration is most frequently applied during very large emergency events (Levels 1 and 2) where the number of events 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 on a pre-established prioritization, taking into account the Priority Guidelines (see *Section 2.11.1, Response and Restoration 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 service interruptions. Coordination between Transmission and Distribution Planning branches takes place as required to develop an integrated sequence of circuits to restore.

Under this strategy, using the information captured in OMS, events are grouped by circuit and assigned based upon their pre-established priority. A team lead is assigned responsibility for all events for that 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.

It is important to note, during a circuit-based restoration, control responsibility for Occupational Safety and Hazard Administration (OSHA) lock-out/tag-out procedures and subsequent restoration efforts are most often shifted to a qualified switching director. This expedites the work process by eliminating the potential delay that can occur by having all lock-out/tag-out procedures coordinated by the SOC.

c. Hybrid Strategy

Hybrid restoration strategy is most frequently applied during medium to larger emergency events (Level 3 and greater) where the number of events 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.

2.11.4 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. **[CATSWeb 20470, 20467]**

a. 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 for the quickest response or most efficient use of the resource, such as local contractors or neighboring utilities. In addition, a primary source for additional trained resources is the affiliated Eversource operating companies. Additional resources can be secured through contractors, RMAGs, or a combination of both. Requests take into account travel times from remote sources, so as to ensure sufficient resources to rapidly and efficiently affect response and restoration activities. **[CATSWeb 20471]**

b. 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 Acquisition Branch Director or their designee acquires contract line crews for 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 needed, alliance partners under contract are acquired to supply personnel and equipment for emergency restoration work. 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 Incident Command Logistics Section can secure additional restoration support personnel, such as Damage Assessment Patrollers, Wire Guards, Service Crews, and others as needed. The Logistics Section Chief coordinates the activation, allotment, and release of these contracted resources as directed by the IC.

c. Mutual Assistance

When the scope of the event and number of power outages require additional assistance to restore customers in a timely manner, the Logistics Section Chief requests mutual aid crews through the Eversource Resource Support Group (ERSG), an integral component of the ECT. If the ECT is not activated, the IC contacts the Director, Emergency Preparedness.

Eversource participates and maintains membership in the EEI Mutual Assistance Program. The Eversource Emergency Preparedness & Business Continuity (EP&BC) organization 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 and tree 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 that 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.

The IMT Logistics Section coordinates the acquisition and release of all resources with the ECT, when the ERSG is activated and is responsible for the on-boarding process to accept resources into the Electric System response organization.

2.11.5 Event Contraction, Re-Centralization, and Demobilization

When restoration efforts have reduced power outages to manageable levels, the IMT organizations 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 locations, ready for future use.

Re-centralization is defined as the transfer of the system control 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 Electric 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 are impacted by the release of Mutual Aid and Contract crews, such release is coordinated through the ECT and ERSG. 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 the SOC
- Personnel are released to their normal work locations/functions
- The Regional EOCs are closed and the ICC is closed

2.11.6 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 the Company ordinarily 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(s) for completion.

3. ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

3.1 General Overview

This ERP is not in effect at all times and does not govern routine outages that occur from 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 can be an Emergency Event in which widespread outages occur on the Electric System due to storms or other causes beyond the control of Eversource.

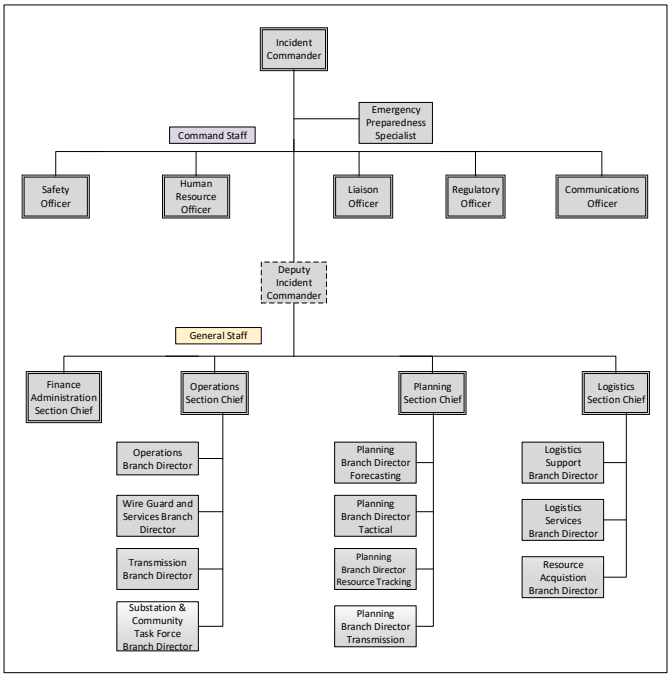
The Event Types, described in the *Table 2 - Event Level Matrix* ***[CATSWeb 20462]*** establish the general characteristics and/or impact typically associated with each restoration event and the estimated resources required based on identification of: (1) the number of damage locations typically experienced, (2) the expected duration of restoration efforts, and (3) the number of customers expected to experience an outage.

3.2 IMT Organization and Responsibilities

When the ERP is activated, the Company implements the IMT organizational structure and follows ICS guidelines. The IMT is intended to provide an organized structure that facilitates the 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 fully activated IMT structure expanded Incident Command, including reporting relationships and locations, is show in Figure 2 below. Descriptions of the Command Staff and General Staff roles follow.

Figure 2 - Eversource IMT Organization Chart



3.2.1 Command Staff Positions

a. Incident Commander

The IC is responsible for the overall management of an emergency event or incident and for establishing an Incident Management Team. Authority for the performance and direction of emergency actions is delegated to the IC by the President of the Company. Pursuant to this delegation, the IC has the authority to manage the overall emergency response for a specific geographic area and is expected to provide periodic updates to the President or Senior Leader of the respective organization. Ensures adequate and effective coordination among all functional areas involved in an event response. All members of both the Command Staff (Safety Officer, Human Resources Officer, Liaison Officer, Regulatory Officer, Communications Officer, Deputy Incident Commander, and EP Specialist) and General Staff (Operations, Planning, Logistics, and Finance and Administration Section Chiefs) report to the IC.

Responsibilities of the IC include, but are not limited to:

- Establish the Event Level and adjust the IMT staffing (ICC, EOCs, and RMTs) as needed
- Support the development of the strategic objectives and provide centralized and coordinated leadership of the overall emergency restoration/recovery processes
- Collaborate with the Command and General Staff to establish the objectives and priorities for each Operational Period
- Review external resources/resource support plans
- Verify the implementation of Operational Periods and shift schedules
- Verify that the safety and health of all Eversource employees, contractors, and the public are incorporated into every aspect and decision pertaining to the restoration efforts
- Review restoration/recovery progress
- Periodically brief the Company President or Senior Leader on restoration/recovery status and progress
- Maintain communications with the IMT to ensure they understand current and future planned actions, strategies, and tactics
- Oversee the activities being performed for the addition of resources, redeployment of resources, the release of resources for redeployment, and the preparation of an overall demobilization plan
- Lead IMT Command and General Staff meetings and conference calls
- Review and assess all Situation Reports and pass information on to the Command and General Staff and the Company President when necessary
- Ensure the Planning Section develops an IAP for the next Operational Period; review and approve the IAP
- Collaborate with the Communications Officer to review and approve key communications and messaging
- Receive policy input from the Company President and delegate responsibility and authority to members of the Command and General Staffs
- Review and approve the IMT Demobilization Plan

To ensure adequate and effective coordination among all functional areas involved in the event response, all members of the Command and General Staffs or their designees, should participate in periodic planning meetings and conference calls.

b. Emergency Preparedness Specialist

The Emergency Preparedness Specialist maintains situational awareness of potential threats to system infrastructure, including weather. Responsible for coordinating the ICC opening and closing; provides status reports and updates to the IC. Supports the Incident Commander and other lead roles within the IMT with advisory support to ensure the IMT is activated and actions executed are consistent with ERP requirements.

General EP Specialist responsibilities include:

- Schedule and facilitate the Incident Command Meetings
- Ensure that the IAP has been documented
- Monitor, track, and evaluate weather conditions and provide updates on statewide conditions
- Assist the Incident Commander with situational reports and data as requested
- Ensure restoration process is consistent with the ERP
- Initiate reports/communications to state, municipal, and regulatory agencies consistent with the ERP
- Ensure lines of communication are open between phone and third party attachment companies

c. Communications Officer

The Communications Officer (in cooperation with the Liaison Officer and Regulatory Officer) is responsible for all internal and external communications during an emergency event, including communication with the public, customers, the media, the customer care center, executive leadership, and employees. The Communications Officer is responsible for unity of messaging and communications 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. See *Section 3.6.2, Communications Team Roles and Responsibilities* for details.

d. Liaison Officer

The Liaison Officer is responsible for the coordination and communications with the Company's external agencies and stakeholders (that is, local 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, Communications Officer, and Regulatory Officer. See *Section 3.7.2, Liaison Officer and Staff Roles and Responsibilities* for details.

e. Regulatory Officer

The Regulatory Officer is responsible for the coordination and communications with the Company's state regulatory agencies and stakeholders. The Regulatory Officer ensures bi-directional communication flow with these agencies through a network of various liaisons. Communications are closely coordinated with the IC, Communications Officer, and Liaison Officer. See *Section 3.8.2, Regulatory Officer and Staff Roles and Responsibilities* for details.

f. Human Resource Officer

The Human Resources (HR) Officer provides support and advises the Incident Commander on contractual and policy obligations regarding represented and non-represented employees. The HR Officer serves as the primary resource to field questions regarding concerns on staffing functions, compensation, labor relations, and personnel issues. The HR Officer is responsible for ensuring adequate support services for employees, including direction regarding: payroll, family benefit issues, and employee assistance programs for related concerns. General responsibilities include:

- Following activation of the IMT, activate subordinate staff, as needed.
- Interpret the Company's policies and procedures and provide advice and guidance to the IC.
- Ensure that the IC is aware of any potential high-risk employee issues.
- Coordinate with employees and their families regarding personnel issues related to the event.
- Coordinate briefings between Incident Command and union leadership, as needed.
- Monitor labor issues during event and keep union leadership apprised.
- Communicate to union leadership on demobilization activities.

g. Safety Officer

The Safety Officer is responsible for the overall safety and health of all personnel participating in an emergency event. The Safety Officer ensures necessary safety resources are available to support the emergency response/recovery efforts. Additionally, the Safety Officer reiterates responsibility to all response/recovery personnel to stop unsafe acts. The Safety Officer is responsible for ensuring a safety orientation during the check-in process of all non-Eversource personnel. The Safety Officer is also responsible for proper documentation of safety activities and regulatory reporting.

Responsibilities of the Safety Officer include, but are not limited to:

- Provide regular reports and updates to Incident Commander.
- Assign Safety staff as needed.
- Ensure staffing level continues to be sufficient.
- Ensure safety briefings are completed per the IAP for all personnel.
- Notify the IC about any safety related incidents.
- Develop safety messages to be used during an event.
- Facilitate Site Safety Inspections as appropriate.
- Reiterate responsibility to all Eversource employees to stop unsafe acts if observed.
- Ensure prompt investigation and documentation following a Safety Incident or Near Miss.
- Support the Demobilization process.

h. Deputy Incident Commander (as required)

The Deputy IC is responsible for managing the General Staff, working with the Section Chiefs to implement the incident objectives defined by the IC; providing updates on incident status to the IC; informing the IC of situations that could materially affect the Company; and, if necessary, assuming the IC role. When activated, the Deputy IC reports to the IC and has the following responsibilities:

- Notify the Incident Commander when all General Staff positions and roles are in place
- Assess current situation status and current incident activities with the IC
- Determine information needs and inform General Staff of requirements

- In the absence of the IC, perform all Mobilization/Initial Response duties expected of the IC
- Ensure event/incident safety
- Ensure parameters for resource requests and releases established by Incident Commander are followed
- Inform the Incident Commander of situations that could materially affect the Company
- Ensure the planning cycle is established early and adhered to daily
- Hold General Staff or Section meetings as necessary; periodically check progress on assigned tasks of General Staff and Section personnel
- Participate in Communications Calls
- Participate in Operations Calls
- Provide briefing to relief on current and unusual situations and expected actions during next operational period
- In the absence of the IC, perform all Sustained Operations duties expected of the Incident Commander
- Ensure that the General Staff participates in the preparation of the demobilization plan

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, 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 a 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 their supervision. See *Section 3.3.2, Operations Section Roles and Responsibilities* for details.

b. Planning Section Chief

The Planning Section Chief is responsible for developing and issuing the IAP, ensuring that 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 ETRs. The Planning Section Chief uses staff in each affected area to collect, analyze, and publish necessary data to support operations in each Regional EOC or RMT. See *Section 3.4.2, Planning Section Roles and Responsibilities* for details.

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 Services (Food & Lodging, Materials Logistics, Fleet Services, IT/Communications, Environmental, Security, Facilities, Staging Areas, Procurement, and Security)
- Resource Acquisition (Internal and External Acquisition (Line, Vegetation Management, Damage Assessment, Wire Guard crews, and so on) and External Resources Field Unit)
- Logistics Support

The Logistics Section Chief operates out of the ICC and ensures coordination with all branch directors throughout the duration of the preparation for, response to, and recovery from the event. See *Section 3.5.2, Logistics Section Roles and Responsibilities* for details.

d. Finance/Administration Section Chief

The Finance and Administration Section Chief is responsible for oversight and reporting of expenditures associated with response and recovery activities. Additionally, the Finance and Administration Section Chief is responsible for overseeing the unvouchered liability (UVL) entries for response activities.

When activated by the IC, the Finance and Administration Section Chief's responsibilities include:

- Track and report all financial aspects of emergency event
- Accumulate and analyze resource cost data to support restoration and recovery activities
- Provide periodic updates on the event's cost (current and projected) to the IMT
- Ensure compensation claims are being recorded and assembled
- Distribute company credit cards and petty cash as needed
- Track and analyze personnel time records for timeliness and accuracy
- Brief personnel on event-related financial issues needing attention or follow-up
- Support the development of the overall strategy for release of resources and the demobilization process

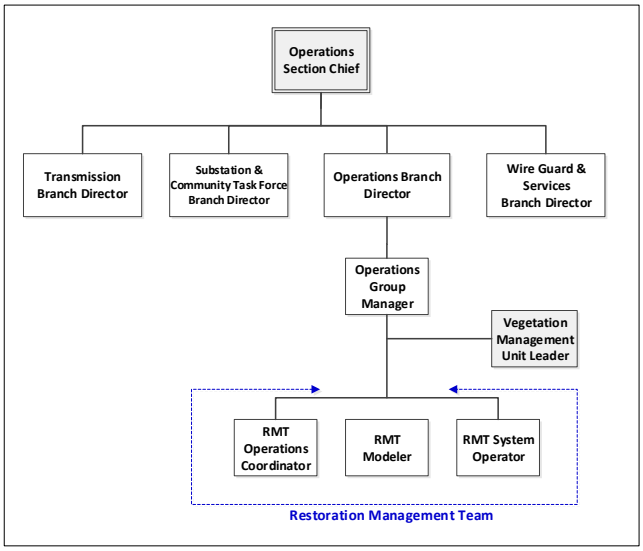
3.3 Operations Section

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 IC . 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 CT 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. Regardless of the size of the incident or the number of departments or organizations involved, a coordinated effort ensures an effective response with efficient, safe use of resources. An example of the organizational structure for the Operations section is provided in Figure 3 below.

Figure 3 - Example Operations Section IMT Structure



3.3.2 Operations Section Roles and Responsibilities

The basic functional areas of ICS (such as Operations or Logistics) can be expanded or contracted to meet requirements as an event progresses. Consistent with ICS principles, the IMT 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.

a. Operations Section Chief

Based in the ICC when activated and reporting to the IC, the Operations Section Chief is responsible for overseeing the conversion of the IAP's strategic goals into executable tactical plans that implement the Company's restoration priorities. The Operations Section Chief monitors the overall effectiveness of the field restoration activities to accomplish the stated IAP goals. The Operation Section Chief collects and disseminates information pertaining to the overall operational progress and direction among the Operations Section Branch Directors in the ICC and the Regional EOCs and closely collaborates with the Planning and Logistics Section Chiefs to ensure that the required resources are being effectively obtained, allotted, and appropriately cared for.

b. Operations Branch Director

Located in a Regional EOC and reporting to the Operations Section Chief, the Operations Branch Director oversees the overall readiness and operational capability of the Regional EOC, including coordination and communications with all functional areas that support the Regional EOC and other RMT locations. In partnership with the Community Liaison Unit, ensures that community priorities and critical care customer issues are being addressed.

c. Transmission Branch Director

The Transmission Branch Director coordinates and manages the damage assessment and restoration activities associated with the Transmission System during an emergency event. The Transmission Branch manages field restoration personnel including coordination and communications with the System Operator and the Operations Branch Directors.

d. Substation and Community Task Force Branch Director

Based in the ICC or a Regional EOC and reporting to the Operations Section Chief, the Substation and Community Task Force Branch Director has the overall responsibility to support the safe and reliable operation and restoration of the substations and communications equipment; oversees the assembling of the Community Task Force, which consists of substation and other electric operations employees who are deployed to communities that have received significant damage during an emergency event to assist in both the opening of major roadways and the restoration of specific critical facilities.

e. Operations Group Manager

The Operations Group Manager has direct management responsibilities and oversight of the Restoration Management Teams (RMTs) assigned to the EOC. Manages (pre-activation, during activation, and post-activation) the overall readiness and operation of the assigned RMTs, including coordination and communications with the Community Liaison Unit. Responsible for ensuring that all communications and restoration processes are being implemented as consistent with the ERP. Ensures equipment is set up and operational, shift schedules for all RMT resources are developed, and the process is operating efficiently. Ensures vegetation management issues are coordinated with RMTs. In partnership with the Community Liaison Unit Leader, ensures that community priorities are being addressed and that the RMTs are coordinating and prioritizing with municipal restoration efforts accordingly.

f. RMT Operations Coordinator

Located in an RMT and reporting to the Operations Group Manager, the Operations Coordinator is responsible for implementing and overseeing the tactical restoration processes in coordination with field supervision. To accomplish this, the Operations Coordinator works closely with the Planning Branch Director, the Logistics Branch Director, and the Community Liaison Unit Leader to ensure the RMTs' restoration goals and objectives are met and that the restoration crews and the IMT organization's situational awareness is maintained up to date during the restoration process.

g. RMT System Operator

The System Operator prepares switching orders to support a restoration effort for a designated geographic area. As part of an RMT, they model the OMS to match the actual distribution system configuration related to switching evolutions, and enter and update information in the OMS, working closely with the Operations Coordinator and RMT Modeler. They prepare and issue switching orders and clearances unless controllership has been transferred to the field.

h. RMT Modeler

The RMT Modeler works collaboratively as part of the RMT with the Operations Coordinator and System Operator to identify call patterns in the OMS to validate and confirm outage locations. Using data modeling techniques, RMT Modelers determine what is happening on the system within their assigned zone and consolidate events in the OMS to accurately reflect conditions in the field. The RMT Modeler keeps the OMS up to date, including the model, ETRs and event status – enroute, ETA, onsite, or complete.

i. Vegetation Management Unit Leader

The Vegetation Management Unit Leader is responsible for management and coordination of the vegetation management crews in their assigned region, working closely with the RMTs to ensure safe and efficient clearing of downed branches and trees. The Vegetation Management Unit Leader oversees contractor personnel performing tree cutting and clearing during emergency conditions to aid line crews in the restoration of service to customers.

j. Wire Guard and Services Branch Director

The Wire Guard and Services Branch Director manages and oversees the Wire Guard process by ensuring a Wire Guard is sent to stand by potential electrical hazards. Also manages and coordinates the deployment of Service Crews focused on the restoration of residential electrical services.

3.3.3 Fire/Police Safety (FPS) Call Responses

Life Safety calls (Priority 1 FPS calls) are the highest response priority. They can present significant challenges during emergency events due to their increased volume, availability of resources, and access to certain locations due to downed trees and facilities.

It is important to document the receipt of these calls and establish a priority to respond to them. Consistent and efficient handling and processing of FPS calls and events allow RMTs to assess trouble areas and properly prioritize and plan required restoration activities and to quickly dispatch repair crews when reports are received indicating public safety can be threatened. Standardization of this process across all RMTs also allows the use of personnel from outside the area to efficiently assist or replace local personnel.

FPS priorities include:

- **Priority 1:** A life threatening situation
- **Priority 2:** Hindering emergency operations such as firefighting or rescue operations but NOT life threatening
- **Priority 3:** Any electrical hazard such as downed wires, with no immediate threat to life or property

The priority of an FPS call is determined by the municipal fire, police, or emergency operator placing the call. The RMT responds to FPS calls as they are received.

a. Public Safety Services Responding to an Eversource Emergency Event

Emergency response services are a traditional government function. Eversource must respectfully decline to reimburse municipalities for public safety efforts undertaken in response to downed electrical wires or other electric system events during major storms or other emergency events.

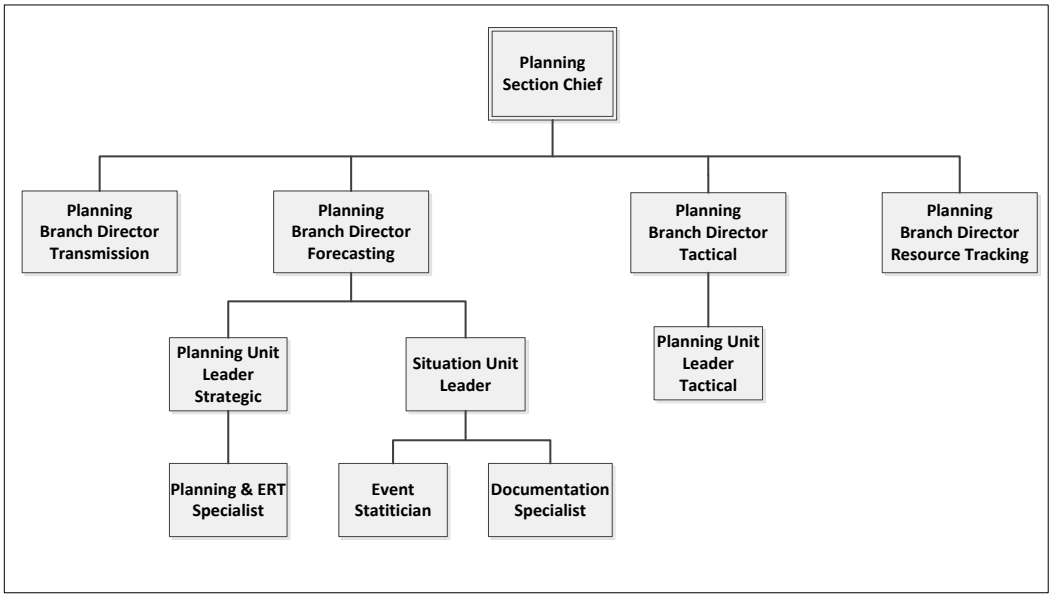
3.4 Planning Section

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 the guiding principles set forth in this ERP into the development of the IAP 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 to coordinate with the Operations Branch Director, Logistics Branch Director, and any RMT Operations Coordinators. 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 job positions. An example of a Planning Section organization is provided in *Figure 4*.

Figure 4 - Example Planning Section IMT Structure



3.4.2 Planning Section Roles and Responsibilities

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

a. Planning Section Chief

The Planning Section Chief, in collaboration with the IC and other Command and General Staff personnel, is responsible for developing and recommending the overall restoration strategy, including ETRs based on current resources available, damage assessment data, and current and forecasted weather conditions. Oversees the execution of the damage assessment process and the development of situation and resource status information. Collaborates with the Operations and Logistics Section Chiefs to determine resource requirements, allots and tracks all emergency event resources once activated or checked in, and develops each operational period's IAP. Ensures the OMS ETRs and Global Restoration Messaging are maintained, up to date and accurate, and ensures reporting to regulators is completed as required.

b. Planning Branch Director – Forecasting

The Planning Branch Director – Forecasting oversees the collection, analysis, estimating and reporting of pre- and post-impact system data to provide situational awareness to the Planning Section Chief, IC, and other members of the IMT. The Planning Branch Director – Forecasting is responsible for ensuring the timely updating of models and dashboards and for analyzing, determining, and maintaining the current ETR for the overall state, regions, RMTs, and towns in the IMT's area of responsibility. Along with determining ETRs, collaborates with the Planning Branch Director – Tactical on priorities and with the Communications Officer to develop and publish the Global Restoration Messages, once they are approved.

c. Planning Branch Director – Tactical

The Planning Branch Director – Tactical is responsible for overseeing the Region's Rapid and Detailed damage assessment processes. The Planning Branch Director – Tactical verifies and collaborates with the Operations Branch Director to ensure that the resources that have been allotted are distributed appropriately among the RMTs and develops high level tactical plans to be implemented. As the restoration event nears completion, is responsible for developing a strategy for releasing external resources, internal resources, and support staff, in the most efficient and cost effective manner.

d. Planning Branch Director – Transmission

The Planning Branch Director - Transmission, in collaboration with the IC and other Command and General Staff personnel, is responsible for developing and recommending the overall transmission system restoration strategy, including ETRs based on resources available, damage assessment data, and current and forecasted weather conditions. Coordinates engineering and technical support needed to support transmission repair activities.

e. Planning Branch Director – Resource Tracking

The Planning Branch Director – Resource Tracking has overall responsibility for the recording and tracking of all internal and external resources that are part of the emergency response. The Planning Branch Director Resource Tracking oversees the use of the resource tracking database to ensure it is maintaining an accurate account of all resources and their locations, shift schedules, and non-activated employees. The Planning Branch Director – Resource Tracking is responsible for providing reports and situational awareness updates to the Incident Commander and the Command and General Staff.

3.4.3 Incident Action Plan

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

Emergency incidents vary in type, 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 is developed to coordinate activities. The level of detail required in an IAP also varies according to the size and complexity of the response.

For incidents in which an IAP is prepared, the Plan must be accurate and must completely capture the information generated during the planning process. Coordination with the Logistics Section is required to ensure the Plan can be executed. The Plan is prepared and distributed prior to the Operations briefing and a revised Plan is prepared for each Operational Period. An IAP should consider the strategic, reputational, and intangible elements of the incident and 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 that current or future weather could have on the response to the event
- Communicates a timely and relevant Safety Message to all resources in the Electric Service territory, as provided by the Safety Officer or their 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. **[CATSWeb 20463]**

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 functions, including Operations, engaged in the storm 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 locations of broken poles, the number and locations of damaged transformers and oil spills, the number and locations of wires down, and the number and locations of tree and tree limb damage. This information is critical in developing an IAP and deciding 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 Patrollers 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.

The damage assessment process uses three types of damage assessments:

- **Rapid Survey** - This assessment utilizes a representative sampling of pre-selected circuits on the Distribution System, following a major emergency event, which can be extrapolated to provide an overall magnitude of damage, including an approximation of the number of events, broken poles, sections of wire down, and damaged oil filled equipment.
- **Detailed Survey** - There are two methods of performing the comprehensive survey as determined by the strategy developed by the Planning Section Chief:
    - **Circuit Based** - This is an assessment of an entire circuit where multiple events have been reported to determine the extent of damage and to confirm the actual number of events.

- **Event Based** - This is an assessment of events at reported locations to determine the extent of damage.

- **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 Electric System 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 - Strategic uses information that is 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 on 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 to Restoration and Restoration Projections

Estimated Time to Restoration is a critical piece of information throughout the course of an emergency event. The Company uses algorithms based on available objective and observational inputs to develop Global and/or Town 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 Operations Branch Directors to relay important information necessary to maximize the accuracy of ETRs reported to customers and are strategically placed in the EOCs to relay important information necessary to maximize accuracy.

a. ETR Development

Early in the process, the Planning Section 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 determining 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 type 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 have an effect on 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 Section Chief.

Considering all these parameters together helps the Company develop reasonably accurate global ETRs. Restoration projections are intended to be estimates that provide a guide for restoration planning and communications with stakeholders. The OMS System is used to create and manage both Global and Town level ETRs.

Event specific ETRs are the responsibility of the Operations Section Chief and RMT Operations Coordinator and are normally created when crews are dispatched to the associated work location.

b. ETR Monitoring

The Planning Section 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 Company President, prior to publication. The OMS System is used to create and manage Global level messages and Town level messages and projections. The system also has the ability to view the status of Event level messages and projections; 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 Integrated Voice Response (IVR) system, 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 Town message and projection. Finally, if neither the Event Level nor Town level ETR is available, the customer receives the Global level ETR message.

3.5 Logistics Section

The Logistics Section, led by the Logistics Section 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 personnel, including 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

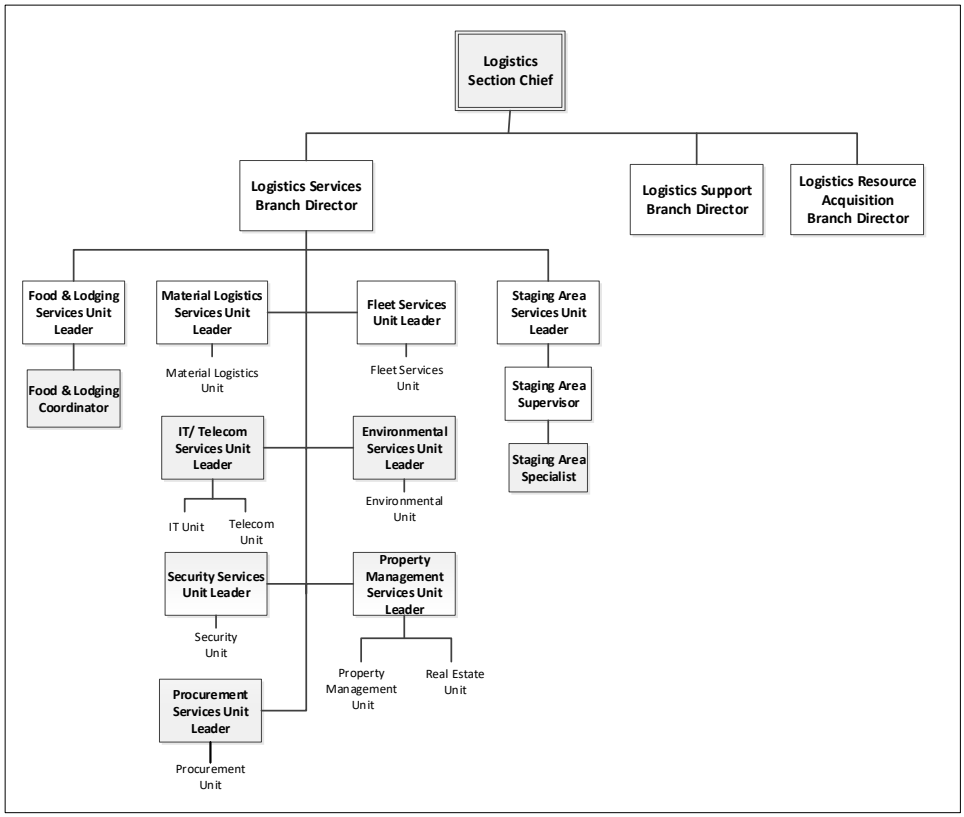
The Logistics Section is directed by the Logistics Section Chief who is a member of the General Staff and reports directly to the IC. In a major event, the Logistics section is composed of three branches:

- Services (Food & Lodging, Materials Logistics, Fleet Services, IT/Telecommunications, Staging Areas, Property Management, Security, Environmental, Procurement)
- Resource Acquisition (Mutual Aid, Contractor, Vegetation Management, Patrollers, Wire Guards)
- Support (on-site coordination at the Regional EOCs and designated AWCs/Satellites, as appropriate)

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

An example of the Logistics Section organization is provided below in Figure 5.

Figure 5 - Example Logistics Section IMT 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 Sections: Services, Resource Acquisition, and Support. The Logistics Services Branch and Resource Acquisition Branch provide the various supporting services and resources throughout the IMT organization, and the Logistics Support Branch Directors and Unit Leaders (assigned to Regional EOCs) to ensure their Operations Section and Planning Section counterparts receive all the logistics services they need to effectively and efficiently carry out their response activities and support the IAP. The Logistics Section provides support to the Gas IMT when it is activated; the one exception is Resource Acquisition, which is handled by the Gas IMT.

a. Logistics Section Chief

The Logistics Section Chief ensures that all incident resources needed to support the strategic and tactical execution of incident objectives are made available. The Logistics Section Chief oversees the Logistics Section, which is organized into three Branches: Services, Support, and Resource Acquisition. Duties include:

- Identify anticipated and known internal and external resource requirements
- Ensure all requests for resources, support, supplies, and equipment are assigned and tracked
- Ensure all external resources are tracked until they are checked-in, if the ERSG is not activated
- Ensure adequate logistics support for the EOCs and RMTs
- Obtain periodic updates from the Logistics Branch Directors on the status of resource requests and other logistics requirements
- Periodically update the Command and General Staff on actions and progress
- Order or request additional resources as needed
- Ensure that the positions within the Logistics Section execute their specific duties and responsibilities
- Support the development of a demobilization plan and implement it to return to normal business operations

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 service units.

b. Logistics Services Branch Director

The Logistics Services Branch Director has the overall responsibility for the preparedness, planning, and coordination of a variety of logistical services including facilities, food and lodging, environmental response, procurement, transportation, materials, IT/ Telecom, and staging areas. The Logistics Services Branch Director oversees and supports the Services Branch Unit Leaders.

c. Food and Lodging Services Unit

Recovery efforts can continue around the clock for several days. It is therefore necessary to provide for proper rest and nourishment of personnel assisting in restoring the Electric System. The Food and Lodging Unit provides all coordinating activities for food services and housing and related transportation and parking services as needed.

Food and Lodging Unit members are under the direction of the Food and Lodging Unit Leader within the Logistics Section when the IMT organization is established at the ICC.

d. Material Logistics Services Unit

Repair of damage requires line crews to have ready access to and availability of parts and materials. Material Logistics supports restoration by ensuring that appropriate warehouse and storeroom locations are staffed 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. Information Technology (IT)/Telecom Services Unit

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 communications equipment and infrastructure. The IT team ensures correct functioning of computer hardware, databases, and software applications used to produce this data. IT personnel support the Incident Command Staff and recovery efforts by setting up and maintaining computer equipment and providing application assistance throughout the restoration.

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 Company's ability to promptly and safely manage the restoration of customer outages. Telecommunications Services personnel ensure proper communications by maintaining, repairing, and modifying various types of telecommunication equipment to facilitate communications between IMT personnel.

f. Security Services Unit

Security is paramount during emergency incidents where there is widespread physical damage. It is especially important when significant resources are brought to Connecticut to help restore service to customers. The Security Services Unit Leader is responsible for the oversight of all issues involving security. The Security Services 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.

g. Fleet Services Unit

Fueling and maintenance are coordinated by the Fleet Services Unit Leader. Fleet Services personnel perform required actions to support vehicles and equipment used in restoration activities on electric lines and equipment, including the coordination of refueling and traffic control.

h. Environmental Services Unit

The Environmental Services Unit is responsible for ensuring all applicable environmental rules and policies are understood and complied with during the restoration effort. The Environmental Services Unit Leader 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.

i. Property Management Services Unit

Organizations directing recovery efforts do so from various buildings and facilities. These buildings require support to maintain basic habitability. The Property Management Services 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 Property Management Services 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.

j. Staging Area Services Unit

During significant emergency events, many resources converge on Connecticut to provide restoration support. 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 Connecticut. The Staging Area Services Unit Leader ensures an organized migration of work crews into the restoration effort.

Logistics Resource Acquisition Branch

An emergency event often requires personnel and equipment resources well beyond what the Company maintains for day-to-day operations. The Logistics Resource Acquisition Branch acquires additional personnel and equipment resources through the use of Mutual Aid and contractor relationships and by reallocating Eversource personnel to specific emergency job positions for which they are qualified and trained. Resources include, but are not limited to:

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

k. Logistics Resource Acquisition Branch Director

The Logistics Resource Acquisition Branch Director is responsible for overseeing the acquisition of all external mutual aid resources and additional Eversource resources. The Logistics Resource Acquisition Branch Director ensures that external personnel are directed through the check-in process, and ensures that demobilization or re-deployment of resources is performed efficiently and effectively.

Logistics Support Branch

The Logistics Support Branch Director ensures that all of the logistics needs for services, personnel, and equipment of the 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.

l. Logistics Support Branch Director

The Logistics Support Branch Director coordinates the activities of Logistics Support Unit Leaders to ensure that all of the Eversource facilities under the control of the IMT have their logistics needs satisfied. Works with Logistics Services Group to ensure all logistical needs are effectively met.

3.6 Communications Organization

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 Organization staffs the ICC and is responsible for managing all public communications, including the Eversource website, social networking sites, and news media. The Communications Organization supports the Gas IMT when it is activated.

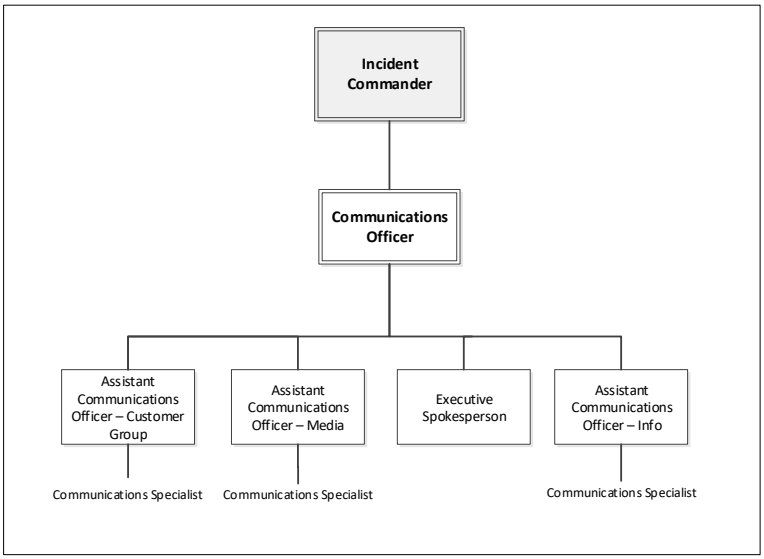
3.6.1 Communications Team Organizational Structure

The Communications Team is organized in a scalable fashion that ensures key functions exist in any event. In Level 5 events, communications positions can typically be handled by the local command. There is a Communications Officer assigned to ensure that the core communications objectives are met, with the Communications Officer personally performing most or all of the necessary communications functions. As an event grows in scope, additional trained personnel fill multiple job positions 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 emergency job positions within the Communications Team include the:

- Assistant Communications Officer – Info
- Assistant Communications Officer – Media
- Assistant Communications Officer – Customer Group
- Executive Spokesperson

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 in Figure 6.

Figure 6 - Example Communications Section IMT Structure



3.6.2 Communications Team Roles and Responsibilities

a. Communications Officer

The Communications Officer is a key Command Staff position that reports to the IC and is responsible for maintaining the unity of message before, during, and after an emergency event to employees, customers, and media outlets. The Communications Officer is responsible for overseeing the collection, development, and dissemination of employee, customer, and public messages and communications. Coordinates with the IMTs to ensure consistent and accurate messaging for all emergency Events. As a member of the Command Staff, the Communications Officer is aligned with and acts as the public voice of the IC.

The Communications Officer's duties include:

- Conducts initial and routine briefings with the activated Assistant Communications Officers
- Ensures that the Communications Section is appropriately staffed for the anticipated Event Type
- Ensures unity of messaging to all stakeholders
- Ensures applicable web pages are updated as the event progresses
- Prepares and issues a Communications Briefing Sheet that can be used as a response to media inquiries and as a public statement for all other audiences
- Provides initial and follow up information to be included in the Eversource TODAY notification
- Ensures voice mail messages are used as needed to provide employee updates
- Ensures all news releases are reviewed and approved by the Incident Commander

- Ensures the Assistant Communications Officer – Customer Group is acting as a conduit to ensure customer concerns are being brought to the Communications Officer and escalated as needed
- Collaborates with the Liaison Officer on specific incident conditions that the Liaison organization may assist with
- Provides overall direction to the IMT Communications staff and Corporate Communications Group regarding messaging for key stakeholders
- Develops accurate and timely information for use during press/media briefings
- Oversees media and VIP briefings
- Develops daily Communications messages and provides same to the Planning Section Chief for inclusion in the IAP
- Monitors and forwards media information that could be useful to the Planning Section
- Maintains current information, summaries, and/or displays on the incident
- Supports Demobilization process to return to normal business operation

b. Assistant Communications Officer – Info

Responsible for ensuring and monitoring the unity of messaging before, during, and after an emergency event to: employees, customers, and media outlets. Gathers accurate information for preparing and disseminating emergency communications during the course of an event.

c. Assistant Communications Officer - Media

Oversees all types of media communications, including interfacing with the press and managing news opportunities (interviews), written materials (press releases), photos, video opportunities, and public service announcements during emergency events, ensuring the Company's media management strategy is executed and monitored successfully. Ensures that the Communications Specialists within the Media function execute their specific duties and responsibilities.

d. Assistant Communications Officer - Customer Group (CG)

Ensures messaging, in the form of answering customer questions, is consistent with all other messaging in terms of content, timeliness, accuracy, and completeness. Brings CG issues impacting customer satisfaction for information and assistance to the attention of the Communications Officer.

3.6.3 The News Cycle

To the extent possible, in order to assist the media in disseminating key communications, 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 the Company approaches an emergency event as well as information on progress and emerging issues.

3.6.4 Technologies and Social Media

Many customers are regular users of social media such as Facebook, YouTube, and Twitter among many others. Coupled with the proliferation of smart phone technology, many Eversource customers receive core information through these channels. The communications team replicates the key messages in these formats, duplicating the information disseminated through the more traditional media outlets. In keeping with the *One Voice* philosophy (see *Section 6.1.4, One Voice*), the information available through these outlets has the same accurate, consistent, timely, and complete content as all other sources of information.

3.6.5 Communications Processes

Eversource 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 Communications processes include:

a. Emergency Communications Strategy Development Process

Each day, the Communications Officer, in coordination with the IC, oversees the development of that day's communications 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. This strategy ensures a directed approach to data gathering and dissemination and results in a timely and consistent message to best meet customer needs. The strategy serves as a framework to ensure a *One Voice* approach to emergency communications (see *Section 6.1.4, One Voice*).

b. Key Message Development, Approval, and Release

Key message development drives all internal and external communications, 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 communications. Eversource's communications philosophy and strategies match the natural flow of an event to ensure that messaging is effective and timely. All formal messaging is approved by the IC.

c. Other Emergency Communications Processes

- Request for Information
- Request for Action
- Request for Press Conference
- Request for Interview
- Request for Photo Opportunity
- Community Liaison Communications Process (see *Section 3.7.1, Liaison Organization*)

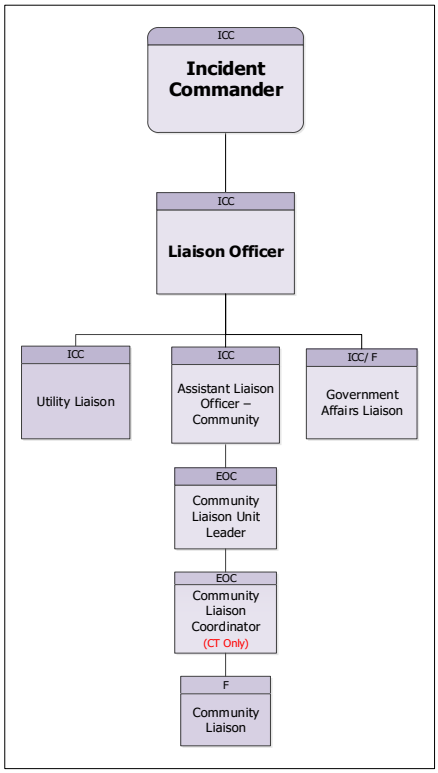
3.7 Liaison Organization

In an emergency event, Eversource must maintain numerous critical relationships to ensure communication and coordination of efforts with municipal and federal agencies involved in the emergency response, as well as large customers. The Liaison Officer has responsibility for these relationships including local government, other utilities, and large customers.

3.7.1 Liaison Organization

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 municipal government, other utilities, and other entities involved in or impacted by the restoration effort. The Liaison Organization supports the Gas IMT when it is activated. An example of the Liaison Organization is shown below in *Figure 7 - Example Liaison Organization IMT Structure*.

Figure 7 - Example Liaison Organization IMT Structure



3.7.2 Liaison Officer and Staff Roles and Responsibilities

a. Liaison Officer

The Liaison Officer reports to the IC and is responsible for maintaining an information exchange and related coordination with the IMT, municipal officials, government, and non-government organizations.

- Following activation of the IMT, notifies and activates required Liaison support staff
- Arranges and communicates staffing requirements and shift rotation for Liaison positions
- Ensures Liaisons are briefed on incident conditions and provides overall direction regarding messaging for key stakeholders

- Collaborates with the Communications Officer to oversee the development of communications materials for use by the Liaison organization
- Ensures the Liaison organization works with municipal officials to share information, including identification of community priorities as needed
- Schedules update meetings or conference calls with the Liaison organization as needed
- Informs the IC and General Staff of areas of concern and opportunities for coordination
- Communicates and coordinates the applicable portions of the demobilization plan with stakeholders

b. Utility Liaison

The Utility Liaison (Phone, Cable, Gas, and others) reports to the Liaison Officer to facilitate communications and coordination with other public service and telecommunications companies during an emergency event. The Utility Liaison ensures that the Company's assessment, removal of electrical hazards, restoration, and other activities are coordinated with the efforts of other restoration entities. The Utility Liaison 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. The Utility Liaison manages the relationship associated with joint pole issues, joint attachment, and joint trench management. The Utility Liaison's primary objective is to ensure optimal restoration of electrical facilities while safely supporting restoration of other vital utility services as efficiently as possible.

c. Community Liaison Unit Leader (Regional)

The Community Liaison Unit Leader coordinates with the Community Liaisons and the Assistant Liaison Officer - Community providing a conduit for bi-directional information, support, notification, and communications.

- Community Liaison

The Community Liaison is the interface with towns and municipalities, providing the conduit for real-time information, support, notification, coordination, and communications between municipal officials and the Company for system restoration, including communication of mutual assistance activities. The Community Liaison is responsible for identifying critical information and issues to be relayed to the Community Liaison Coordinator, the Community Liaison Unit Leader, and ultimately to the Liaison Officer, including issues such as damage assessment data, blocked roads, and requests to address emergent priorities that need to be relayed. **[CATSWeb 20468]**

d. Government Affairs Liaison

The Government Affairs Liaison reports to the Liaison Officer and remains in regular contact with state government entities to ensure they are kept informed of the progress of the emergency restoration.

The position directs and manages the functions of coordinating and communicating with and providing reports to various state and regional government agencies and relays concerns and requests back to the appropriate Company authorities, including the Liaison Officer.

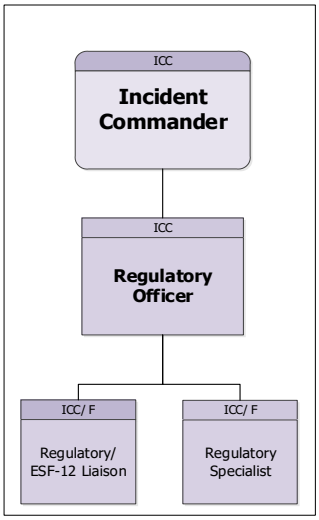
3.8 Regulatory Organization

The Regulatory Organization maintains critical relationships to ensure communication and coordination of efforts with regulatory agencies and state organizations as defined in the ESF-12 annex/guidance documents. The Regulatory Officer has responsibility for these relationships, including PURA, DEMHS, the Department of Energy and Environmental Protection (DEEP), and other regulatory agencies.

3.8.1 Regulatory Organization

The Regulatory 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 the State EOC, PURA, and other regulatory and state entities involved in or impacted by the restoration effort. The Regulatory Organization supports the Gas IMT when it is activated. An example of the Regulatory Organization is shown below in *Figure 8 – Example Regulatory Section IMT Structure*.

Figure 8 – Example Regulatory Section IMT Structure



3.8.2 Regulatory Officer and Staff Roles and Responsibilities

a. Regulatory Officer

The Regulatory Officer reports to the IC and is responsible for maintaining an information exchange and related coordination with the IMT, regulatory, and state agencies.

- Following activation of the IMT, notifies and activates required Regulatory support staff.
- Arranges and communications staffing requirements and shift rotation for Regulatory positions.
- Ensures Liaisons and Specialists are briefed on incident conditions and provides overall direction regarding messaging for key stakeholders.
- Collaborates with the Communications Officer to oversee the development of communications materials for use by the Regulatory Organization.
- Ensures the Regulatory Organization works with state and regulatory officials to share information, including identification of state priorities, as needed.
- Schedules update meetings or conference calls with the Regulatory Organization, as needed.
- Informs the IC and General Staff of areas of concern and opportunities for coordination .
- Communicates and coordinates the applicable portions of the demobilization plan with stakeholders.

b. Regulatory Specialist

The Regulatory Specialist reports to the Regulatory Officer and is a conduit for bi-directional information, support, notification, and communications to regulatory agencies.

c. Regulatory/ESF-12 Liaison

The Regulatory/ESF-12 Liaison reports to the Regulatory Officer and is positioned at the Connecticut State EOC, when activated, to maintain communications and coordination with state officials. The Regulatory/ESF-12 Liaison communicates current Company efforts and progress to the State EOC, including mutual assistance activities, as well as assisting in the coordination of Department of Transportation (DOT) and Vegetation Management liaison activities. **[CATSWeb 20468]**

4. POLICY, COORDINATION, AND COMMAND

4.1 Emergency Event Oversight, Coordination, Management, and Support

The Emergency Preparedness organization is responsible for ensuring that the Company is prepared to address emergency events. In particular, the EP 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 DEMHS, municipalities, and other key stakeholders, as necessary prior to, during, and after an emergency event
- Maintains day-to-day responsibility, in conjunction with 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 the Company's logistical and resource needs are satisfied including:
  - Maintaining the ICC in a state of readiness
  - Maintaining rosters of personnel assigned to emergency duty
  - Ensuring personnel maintain emergency duty training and qualifications
  - Maintaining the Emergency Operations contact numbers
  - Coordinating and evaluating drills and exercises
  - Conducting industry benchmarking and best practice evaluations

4.1.1 Eversource Energy Executive Oversight Group (EOG)

The EOG is led by the CEO and consists of the CEO and their direct reports. When activated, it conducts meetings to review the strategic course of action, makes policy decisions, and provides recommendations to the ECT.

4.1.2 Eversource Emergency Coordination Team (ECT)

The ECT is led by the Director, Enterprise Emergency Preparedness, and is responsible for event prioritization, coordination, and integration of response for larger scale emergency events when one or more IMTs 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 or groups, and other personnel as needed.

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 or immediately if conditions warrant.

The President of the Company, 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 Incident Commander by way of the Company President.

4.1.3 Incident Management Team

The 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 IC 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 that impacts a business unit or operating company. 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 their Command and General Staffs.

4.1.4 Eversource Emergency Preparedness & Business Continuity Group (EP&BC)

The Enterprise EP&BC Group maintains day-to-day responsibility to continuously monitor and evaluate the weather and alert the organization when a weather 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 Eversource Energy Service Resources

The Eversource Energy Service organization provides additional emergency response personnel (Damage Assessment, Wire Guards, Food & Lodging, and so on) needed to support emergency events. The proficiency of these personnel to perform their emergency activities is maintained throughout the year with targeted training and exercises.

Additionally, the Service organization also provides 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 Incident Commander have the necessary authority and that the ICS chain of command be honored. Accordingly, Eversource executives other than the individual affected company's president:

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

5. INFORMATION COLLECTION, ANALYSIS, AND DISSEMINATION

The Company's customers and stakeholders are provided relevant information to ensure their safety and well-being. The Company is committed to communicating such information along four dimensions that are reflected in emergency communications 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 to 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 Eversource 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 System operational status
- Impact to critical infrastructure and to critical community services

- Outages and jobs in the Outage Management System
- Operational objectives
- Resource status (that is, Requested, Acquired, Received (Onsite), Working, Released)

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

- Incident Action Plan
- Presentations and briefings during IAP Planning meetings
- Situation Reports
- Reports from OMS

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 the emergency event. The Communications Officer collects and disseminates all emergency restoration information both internally and externally and serves as the official voice of the IC. If the Gas IMT is also activated for CT, the Communications Officer and her/his staff oversee the communications activities for both IMTs.

The Communications Officer coordinates directly with the Company and Eversource Communications organization to ensure consistency and accuracy of messaging for all Event Levels. If not formally activated, the Communications organization maintains responsibility for Public Information messaging. **[CATSWeb 20462]**

6.1 Communications Objectives

6.1.1 Unity and Accuracy of Messaging

There is a single unified message from all company sources (such as the Customer Group, Company Spokespersons, Communications Staff, Social Media, Field Representatives, and Liaisons) under the direction of the Communications Officer; this message accurately portrays the state of the restoration efforts and associated expectations. The unified messaging is based on the current IAP 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 available 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. The Company 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 communications outlets.

6.1.4 One Voice

A hallmark of the Company's emergency communications strategy is to speak through all available channels with a single, accurate, and timely message – *One Voice*. Emergency communications processes are designed to ensure messages are consistent with the IAP. The Communications Officer ascertains that each public communication is properly vetted through effective communications processes, assuring consistent, regular, timely, and accurate communications throughout the emergency event by way of all available communications 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.

6.2 Communications with External Stakeholders

In advance of, and following, an emergency event, the Communications organization provides information to customers, media outlets, and Community and Government Officials through multiple channels, processes, and interactive tools. The information varies from pre-event notifications in a major event, to safety recommendations, to restoration updates, and projected outage impacts.

6.2.1 Customer Group

During emergency events, the Customer Group contact centers can increase staffing levels to meet customer needs and provide reliable inbound and outbound call services to customers. If inbound call volume exceeds the contact center capacity, the Customer Group increases automated call answering capacity through external services provided by an outside vendor. The Company uses state-of-the-art call routing to mutual aid contact centers, facilitated by an outside vendor. The Company can execute outbound telephone calls, both automated and live-operator, 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, live interview, and social media, is developed by the Media Relations team in coordination with the Communications Officer and approved by the IC prior to dissemination.

6.2.3 Real-time Information

The Company's website, mobile app, Twitter, Instagram, and Facebook pages provide the public with real-time information and updates, including Public Preparedness and Public Safety messages, information about Connecticut preparedness and restoration efforts, and multiple methods for reporting outages. Eversource's Outage Map is an interactive display, designed for desktop and mobile devices. The map provides one-click outage information, including ETR, number of customer outages, start time and cause (where available), as well as an interactive weather condition overlay. Customers can also obtain information by calling the Company or by enrolling in automated outage alerts available by text, email, or phone call. Outage reporting and status updates are also available to customers by texting 23129. All modes of communications with customers provide updated information as appropriate, including through the contact center (integrated voice response (IVR) and live-voice answer), the website, and social media. In an extended restoration, where automatic ETR updates are initially unavailable, customers receive high-level information about the status of the Company's restoration efforts up to twice daily (by email, text, or phone call), until individualized restoration information becomes available.

6.2.4 Communications with Government Officials

a. Community Liaisons

Relationships and information sharing with each of the communities served by Eversource is maintained through a Community Liaison program that consists of Community Liaisons that are used primarily during emergency events. (See *Section 3.7, Liaison* Organization.)

b. Coordination with State and Regional Government Agencies

The Connecticut Public Utility Regulatory Authority (PURA) monitors emergency preparedness and response activities across the state. Representatives of PURA and related state agencies can be based in the State EOC during an emergency response. Following an emergency event that significantly affects the Company, PURA can request a State EOC Liaison be stationed in the State EOC or other specified facility. The role of the liaison is to facilitate formal and informal two-way communication between the Company and PURA.

Public Information and Communications consist of the processes, procedures, and systems to communicate timely, accurate, and accessible information on an event's cause, size, and current situation.

Public information and communications are coordinated, integrated, and disseminated to stakeholders across all business units, 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 to Eversource and its management and response personnel. 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, equipment, processes, standards, and architectures. During an event, this integrated approach links the operational and support units of the various Eversource business units and ensures enhanced situational awareness. Effective communications and information management ensure the implementation of consistent event-related policies, processes, equipment, systems, standards, and training necessary to achieve integrated communications.

A common Eversource 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, ICPs, EOCs, the ECT, and so on) to have the same information about the event as those in the field, including the availability and location of resources and the status of assistance requests.

Additionally, a common operating picture offers an event overview that enables IC(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 should be 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 IC 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).

- **Incident Action Plans** include information such as the Event Goals and Objectives, the Communications Plan, Safety Messages, 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, Managers, Supervisors, and Unit Leaders within the various Sections.

6.4 Operational Communications

6.4.1 Interoperability

Communications interoperability allows Eversource personnel and their affiliated operating companies or business units 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 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 message
  - Hand-held mobile telephones
  - Data
- Email on desk computers, laptops, and hand-held smart phones
- Network file access, 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 location, or multiple geographic locations or 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 are to include hardened communications systems or infrastructure that can withstand known risks.

7. FINANCE AND ADMINISTRATION

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

7.1 Finance/Administration

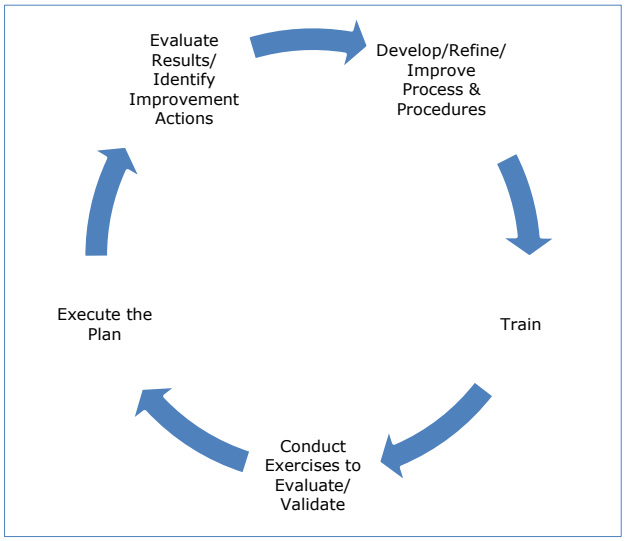
The Finance and Administration Officer is responsible to manage all financial aspects of an incident. This individual works with the IC to ensure that the correct accounting has been established to track all costs associated with the event, in compliance with the applicable Regulatory requirements. This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

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. Emergency preparedness activities include, but are not limited to, planning; training; participating in exercises; attending meetings with PURA staff, DEMHS personnel, and public safety officials; and maintaining updated lists of personnel and entities that can assist in the Company's restoration efforts. Refer to *Figure 9 - Emergency Preparedness Cycle of Continuous Improvment*, for a graphical representation of the continuous improvement process.

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 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 9 - Emergency Preparedness Cycle of Continuous Improvment



8.1 Planning

This ERP is reviewed and/or revised at least bi-annually (or more often as needed) by 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.

8.2 Training and Exercises

Training and exercises on the use of the Incident Command System, event and incident position-specific jobs, responsibilities, duties, tasks, and other emergency operations activities are critical to the success of the Company's preparedness efforts and overall emergency management program. The planning, conduct, and evaluation of 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 is appropriate and practical as determined by Eversource, specific portions of the National Incident Management System's 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 EP & BC group 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. **[CATSWeb 20485]**

The Company conducts an exercise to assess the procedures set forth in the ERP on an annual basis, unless the Plan is implemented in response to an actual Emergency Event. In the case of an actual Emergency Event, the Company conducts an exercise within the 18 months following the event. Additionally, the Company provides no less than 10 days prior notice of its annual exercise to PURA, the Department of Emergency Services and Public Protection (DESPP), the chief elected official of each municipality in the service territory, and any state-established emergency official(s) of the regions(s) in which the exercise is to be performed. **[CATSWeb 20484, CATSWeb 20488]**

The Company annually evaluates its response to an exercise or Emergency Event in accordance with the After Action process. A copy of the evaluation is provided to PURA, Company participants, and other participants whom the Company recommends should modify or change their performance within 60 days of the end of the exercise or event. **[CATSWeb 20484, CATSWeb 20490]**

Additionally, the Company participates in training and emergency exercises that are designed to assess the preparedness or response of the electric utility sector when invited (as directed by the Connecticut Commissioner of Emergency Services and Public Protection) or other exercises that are conducted by the state or any state-established emergency office for one or more regions in the service territory. This includes conducting or participating in a large-scale exercise every three years designed to test a Level 1 response and coordination activities with chief elected officials, county/regional emergency management directors, fire and police departments, and community organizations that have participated in prior exercises or that the Company reasonably determines should participate. **[CATSWeb 20489, CATSWeb 20490]**

8.3 Emergency Contact Information

The Company maintains updated lists of contact persons for Emergency Events, including:

- Company personnel
- Mutual assistance companies and contractors
- Life Support Customers of record
- Critical Facilities
- Media – print, broadcast, social
- Hotels and catering companies
- State, county, and local elected/appointed officials, law enforcement agencies, emergency management and public safety agencies, and personnel within the Company's service territory
- Other vendors

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

8.4 Personal and Employee Family Preparedness

Employees 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.

9. PLAN DEVELOPMENT AND MAINTENANCE

9.1 Development

The EP group is responsible for the development and maintenance of this Plan, with input from knowledgeable employees from the organization, including but not limited to members of the IMT, Command Staff, and General Staff.

Following revision and approval by the IC, a written copy of the revised 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. Major changes are outlined in the revision tracking section of this Plan and changes to supporting documents are captured in their respective tracking section. Any new implementing documents or existing document revisions that are identified as being required are written, reviewed, and approved. The EP group conducts a bi-annual review of the ERP and re-files the Plan if there are any material changes in accordance with the decision in PURA Docket No. 12-06-09. **[CATSWeb 20460]**

9.3 Records Management

A complete copy of the Plan and its associated documents are maintained by the Eversource EP organization, in the CT Incident Command Center, and other specifically designated and relevant company locations. It is also available on-line on the Company internal website.

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

A method of tracking internal and external regulations, commitments, and corrective actions is in place to ensure required actions and commitments are 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, and so on. The flag provides data correlating to a reference (either in the document in a specified section or in another document) that 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 and allows the position of the content to be moved if necessary and maintain the reference to the regulation, commitment, or corrective action.

10. AUTHORITIES AND REFERENCES

10.1 Eversource Requirements

Documents that support performance of activities directed by this procedure include the Eversource All Hazards Emergency Response Plan and all associated documentation.

10.2 State Requirements

The ERP includes the following regulatory requirements:

- In accordance with Connecticut General Statute Section 16-32e, not later than July 1, 2012, and every two years thereafter, the Company files an updated Plan for restoring service that is interrupted as a result of an emergency with PURA, DESPP, and each Connecticut municipality located within its service area. **[CATSWeb 20459]**
- Additionally, in accordance with the above statute, this Plan addresses the appropriate classification and responses for outages affecting 10, 30, 50, and 70 percent of the Company's customers (see *Table 2 - Event Level Matrix **[CATSWeb 20462]***). **[CATSWeb 20462]**
- In accordance with the decision in PURA Docket No. 12-06-12, the Company notifies PURA by July 1st annually of the mutual assistance groups to which it belongs and whether there have been changes, of which the Company has received notice, in the membership of those groups or material changes in the rules of those groups in the previous 12 months. **[CATSWeb 20472]**

10.3 Federal Requirements

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

- OSHA
- PURA
- Department of Energy (DOE)
- Federal Energy Regulatory Commission (FERC)
- 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/*

11. RECORD OF CHANGES

Revision 3

Revision 3 was developed in the Spring of 2020 as an update to the existing Plan, led by the Eversource Emergency Preparedness and Business Continuity Group. This revision includes substantive updates to the Plan, including addition of the Regulatory Organization and changes to the Liaison Organization.

Revision 2

Revision 2 was developed in the Spring of 2018 as an update to the existing Plan led by the Eversource Emergency Preparedness and Business Continuity Group. This revision includes substantive updates to the Plan, including emergency position name and description updates.

Revision 1

Revision 1 was developed in the Spring of 2016 as an update to the existing Plan led by the Eversource Emergency Preparedness and Business Continuity Group and all of the Eversource Electric and Gas Operating Companies including the Transmission Group. This revision includes the rebranding of CL&P as Connecticut Light and Power dba Eversource Energy ("The Company"), in addition to substantive updates to the Plan.

Revision 0

Revision 0 was developed in the Spring of 2014 as a collaborative effort led by the Northeast Utilities Enterprise Emergency Preparedness and Business Continuity Group and all of the NU Electric and Gas Operating Companies including the Transmission Group.

Revision 0 aligns with the Plan formats outlined in the Federal Emergency Management Agency's Comprehensive Preparedness Guide (CPG) 101, the State of Connecticut State Response Framework (SRF), and the State of Connecticut Natural Disaster Plan

12. RECORD OF DISTRIBUTION

- Office of Consumer Counsel
- Office of the Attorney General
- Public Utilities Regulatory Authority
- Department of Emergency Services and Public Protection
- Legislative Office Building
- Energy & Technology Committee
- Department of Emergency Management & Homeland Security
- Department of Public Health
- All Connecticut Communities' Elected Officials

13. ATTACHMENTS

The Attachments begin on the following page.

Attachment 1
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 responsibility 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 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 3-7 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 a designated supervisor to whom he or she reports for the duration of the incident.

4. Scalability

   An ICS structure is scalable to an event of any size assuming that there are sufficient personnel trained and qualified to fill the critical job positions 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. Title conventions for Eversource's ICS positions are shown below in Table 4 and the hierarchy is shown in Table 5.

Table 4 - Eversource ICS Terminology

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

Attachment 1
Incident Command System
(Sheet 2 of 2)

Table 5 - ICS Hierarchy

Title	Organization	Reports To	Support
Incident Commander	Incident Commander	N/A	Deputy
Officer	Command Staff	Commander	Assistant
Chief	General Staff	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*